LEKWA LOCAL MUNICIPALITY

FINAL INTEGRATED DEVELOPMENT PLAN

2023/24 REVIEW

2022-27 IDP - YEAR 2 OF 5



"To be the leading, people centered municipality excelling in economic growth, development and governance"

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Acronyms and Abbreviations

CAPEX	Capital Expenditure
CRU	Community Residential Units
CS	Community Survey
CSIR	Council for Scientific and Industrial Research
DDM	District Development Model
EPWP	Expanded Public Works Programme
ERRP	Economic Reconstruction and Recovery Plan
FPSU	Framer Production Support Units
GDP	Gross Domestic Product
GIS	Geographic Information System
GRDP	Gert Sibande Rural Development Plan
GSDM	Gert Sibande District Municipality
HDI	Human Development Index
HRD	Human Resource Development
ICT	Information and Communications Technology
IDP	Integrated Development Plan
INEP	Integrated National Electricity Program
ITP	Integrated Transport Plan
IUDF	Integrated Urban Development Framework
KPA	Key Performance Area
KPI	Key Performance Indicator
LBPL	Lower Bound Poverty Line
LED	Local Economic Development
LLM	Lekwa Local Municipality
LUMS	Land Use Management System
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MSA	Municipal Systems Act
MTSF	Medium Term Strategic Framework

NDP	National Development Plan
NPC	National Planning Commission
NUSP	National Upgrading Support Programme
PA	Per Annum
PMS	Performance Management System
RIA	Rural Intervention Area
SDF	Spatial Development Framework
SPLUMA	Spatial Planning and Land Use Management Act
Stats SA	Statistics South Africa



FORWARD BY EXECUTIVE MAYOR

Honourable Cllr. D.L Thabethe

This IDP Document for the financial years 2022/2023-2026/2027 is in accordance with section 25 (1) of Municipal Systems Act 32 of 2000. The IDP is informed by the new political, social, and economic developments in the Lekwa Local Municipality. The Local Government Elections (LGE) that were held on 01 November 2021 brought about change in political office as well as a new mandate. These changes have as purpose to meet the set national key performance areas of Good Governance and Public Participation, Municipal Transformation and Organisational Development, Financial Viability, Local Economic Development, Basic Service Delivery and Infrastructure Development, and Spatial Rationale. Our IDP is also informed by the Financial Recovery Plan (FRP) and the District Development Model's (DDM) One Plan.

The strategic objective of the FRP is to address the current financial distress by focusing on improving the short-term financial liquidity of the municipality and by improving the long-term financial sustainability of the municipality. This will be achieved in a phased approach, with the focus on high level targets to be achieved in each phase. Issues pertaining to governance, institutional stability and service delivery will also be addressed in so far as they undermine the financial recovery of the municipality. The DDM "will enable us to have line of sight of exactly where the challenges are to resolve them and to ensure there is proper implementation through synchronised planning across all spheres of government" (President Cyril Ramaphosa on the launch of the flagship municipal support programme, 2019).

Through the involvement and participation of our stakeholders, we have prioritized needs in compliance with the above-mentioned legislation and programmes. A greater emphasis will be placed on inter-programme collaboration between departments and with our social partners. We hope to see this impacting positively on the day-to-day lives of our people. In conclusion, I think the beautiful words of former President Nelson Rolihlahla Mandela in his book, *Long Road to Freedom,* should focus us to the realities and challenges of our municipality. Madiba writes,

"*I have walked that long road to freedom. I have tried not to falter; I have made missteps along the way. But I have discovered the secret that after climbing a great hill, one only finds that there are many more hills to climb. I have taken a moment here to rest, to steal a view of the glorious vista that surrounds me, to look back on the distance I have come. But I can only rest for a moment, for with freedom comes responsibilities and I dare not linger for my long walk is not ended*."

So let us not linger any further, for the long walk is not yet ended, and there is much work to be done. Let us determine our destiny with pride for I believe we shall!

SIYAQHUBA



MUNICIPAL MANAGER OVERVIEW

Mr. MJ Lamola

The Municipal Systems Act (No 32 of 2000) compels all municipal councils to develop and adopt five-year Integrated Development Plan (IDP) which must be reviewed annually. The act purports that a municipality must undertake development-oriented planning to ensure that it; (a) stives to achieve the objects of local government as set out in section 152 of the constitution; (b) gives effect to its developmental duties as required by section 153 of the constitution; and (c) together with other organs of the state contribute to the progressive realization of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the constitution.

Consistent with the above legislation, the Lekwa Local Municipality developed and adopted an Integrated Development Plan document which serves as a five-year strategic planning document, tailored to provide an outline of how the municipality plans to achieve its strategic objectives. The plans encapsulated in the IDP put the residents of Lekwa at the center of development, consistent with the adage, "*development is about people*."

Over the last few years, the residents of Lekwa had to endure a plethora of challenges which include, but are not limited to poor roads, constant power outages, inconsistent water supply and degraded living environment, among others.

Through this living document, the municipality reaffirms its resolute determination in addressing these, and many other perennial challenges that plague our community to restore the dignity of the residents by providing reliable services to those who have them and to those who have not had them.

As a living document, and consistent with the requirements of the Municipal Systems Act, the IDP is reviewed in consultation with the communities and stakeholders to reflect the expectations and aspirations of the intended beneficiaries of the contemplated development. To this end, several engagements were held to ensure that the IDP is informed as far as possible by the residents and stakeholders of the municipality. The IDP spells out the Key Performance Areas (KPA), Key Performance Indicators (KPI), targets, and outcomes as well as inputs and activities which are critical in both monitoring and implementing developmental programmes during the period under review.

Our immediate responsibility as the administration of the Lekwa Local Municipality is to ensure that the delivery of basic service continues unabated and that the perennial infrastructure challenges and the backlog thereof are addressed in a sustainable manner.

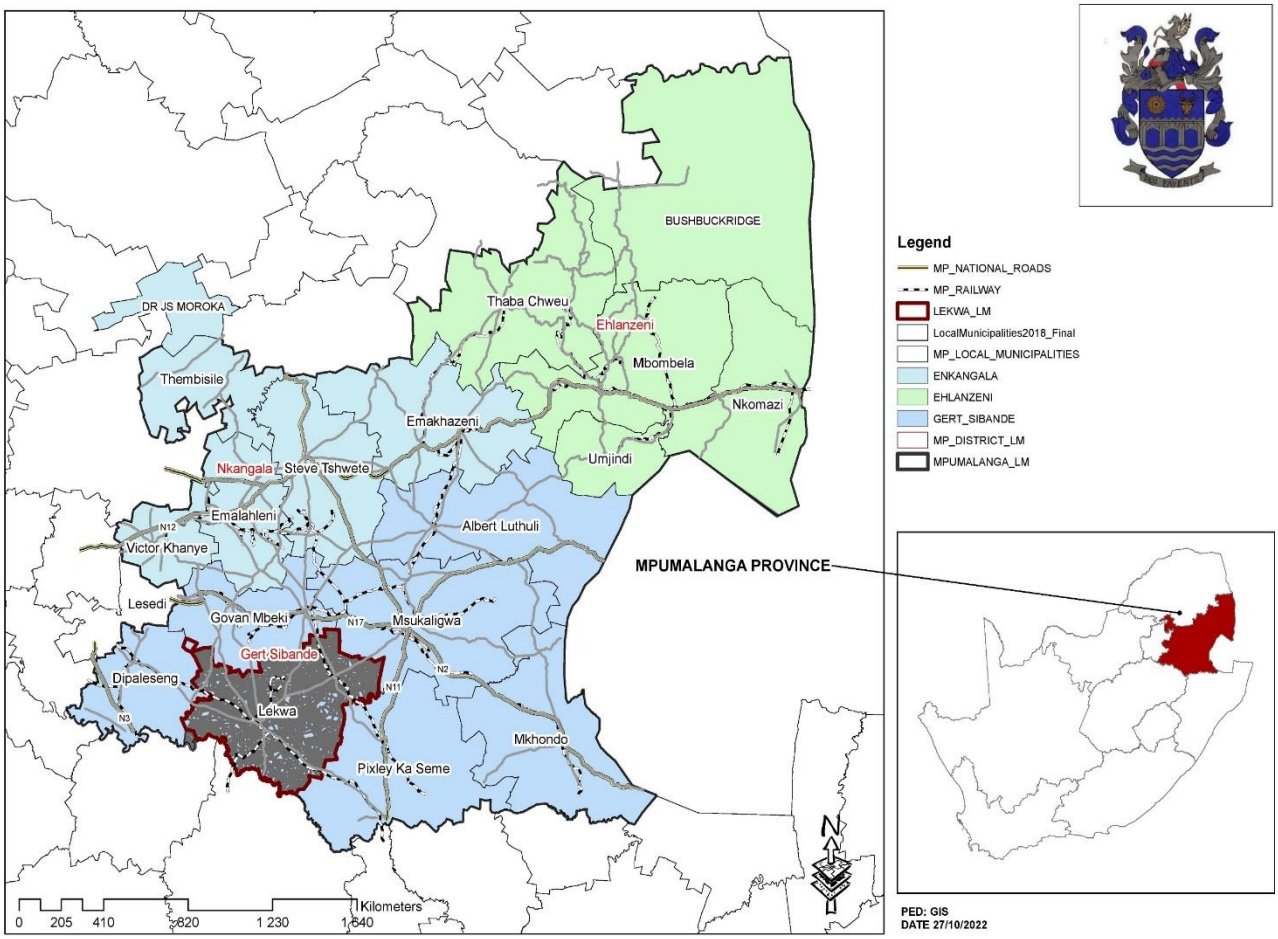
1. CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 Lekwa Local Municipality in context

Lekwa Local Municipality is situated within Mpumalanga province, and is one of seven municipalities in the Gert Sibande District. Lekwa Local Municipality is regarded as a category B municipality as it shares municipal executive and legislative authority with a category C municipality which is the Gert Sibande district. Lekwa Local Municipality was established on the 5th of December 2000 after the amalgamation of three former transitional local councils namely, Standerton, Sakhile and Morgenzon. It covers a total area of 4585km² and is rural in character.



Lekwa Local municipality lies in the large open plains of the highveld region, characterised by tall grass and the Vaal River which transverses the municipality in a western direction. The municipality is named after the Vaal River which is commonly known as Lekwa (The Sesotho name for Vaal River). It is in the south west of the district, and serve as the immediate entrance to KwaZulu-Natal (Newcastle), Gauteng (Heidelberg), and Free State (Vrede). Lekwa Local Municipality is bounded by Govan Mbeki Local Municipality to the north, Pixley Ka Isaka Seme and Msukaligwa Local Municipalities to the east and Dipaleseng Local Municipality to the west. Standerton serves as the major urban node, whilst Morgenzon located 45km north east of Standerton, serves as a satellite node.



Map 1: Lekwa Local Municipality Contextual Map

1.2 What is the Integrated Development Plan?

The Integrated Development Plan (IDP) is the central strategy of Lekwa Local Municipality. The IDP communicates to residents, businesses, and investors the municipality's long-term vision, and how the municipality plans to achieve it. It is required in terms of the Municipal Systems Act 32 of 2000, which defines the IDP as a municipality's principal strategic planning instrument that guides all municipal planning.

The IDP is made up of two parts – a strategic plan and an implementation plan. The strategic plan is informed by community needs, stakeholder inputs, a contextual analysis, and an evaluation of the existing state of Lekwa LM, to help identify challenges that the municipality needs to address to achieve its vision. A list of priorities and objectives are developed to provide focus in addressing the most critical strategic challenges.

The implementation plan, in turn, focuses on only those key strategic programmes, projects and initiatives that are critical to support the achievement of the strategic priorities during the current five-year term of office. The implementation plan also sets out which municipal departments are accountable for each programme.

Once the IDP has been adopted by Council, each department and entity must implement programmes aligned to the IDP. In-year monitoring occurs to ensure that the targets that the municipality sets out to achieve are on track, and if there are any challenges, these are detected through monitoring mechanisms and addressed accordingly. A reflective assessment against the IDP for the year is captured through the Integrated Annual Report. The outcomes for the year captured in the Integrated Annual Report serve as one source to inform the review of the IDP in the ensuing year.

1.3 The IDP Process

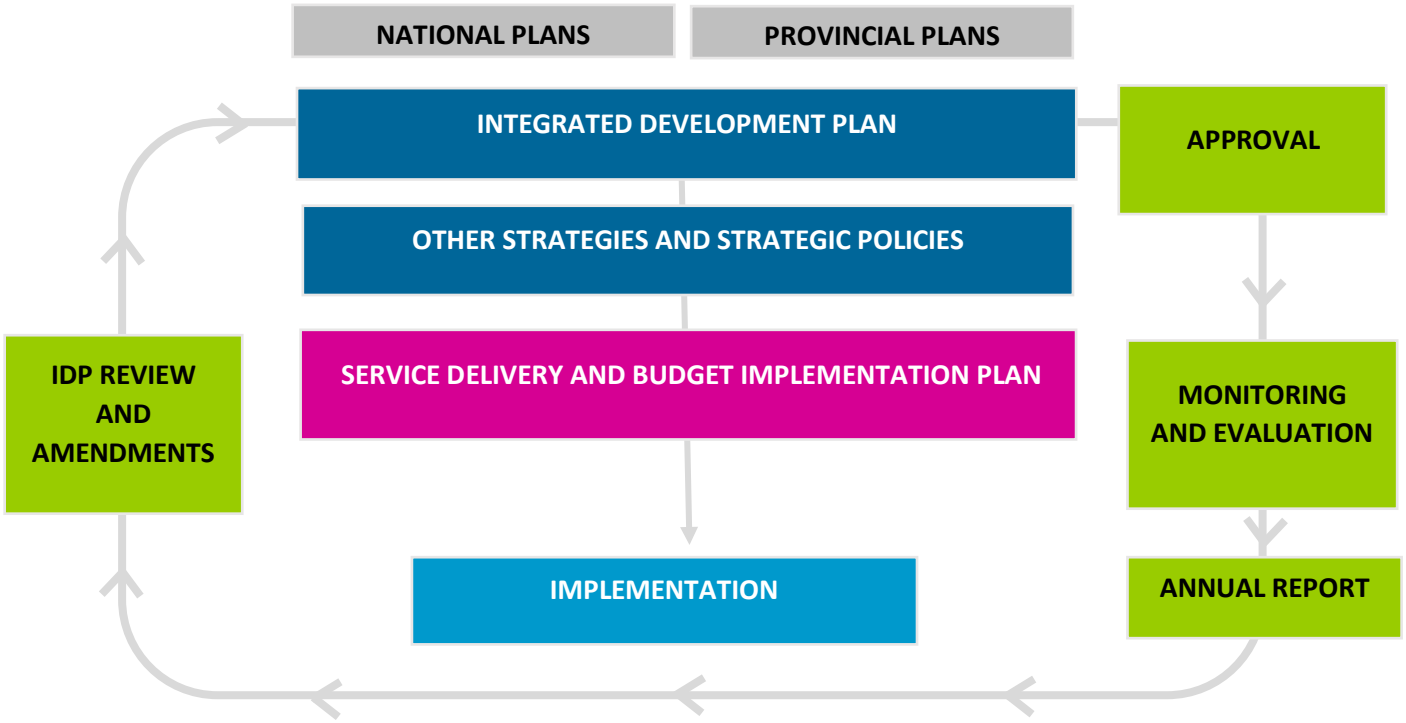


Figure 1: IDP Process

1.4 Structure of the 2023/24 IDP document

Chapter 1: **Introduction and background**

Provides the geographic context of Lekwa Local Municipality and background information pertaining to the concept of Integrated Development Planning.

Chapter 2: Legislative and policy imperatives

Outlines the legislative and policy framework guiding socio-economic development in South Africa, with a particular focus on the local government sphere. Provisions of policy instruments such as the National Development Plan, Medium Term Strategic Framework, South African Economic Reconstruction and Recovery Plan amongst other. The chapter ends of with the IDP processes and methodology followed in the development of the Integrated Development Plan.

Chapter 3: Leadership and governance

Provides the leadership and governance of the municipality. This includes a brief overview of the Lekwa LM Council, mayoral committee, top management, and functions of the various departments within the municipality.

Chapter 4: Situational analysis

Provides the situation of development including statistics for various indicators. The chapter also represents a multi-sectoral situational analysis highlighting some of the most salient features and key challenges of the municipality and progress made in addressing the key challenges. It also provides a brief summary of the priority issues reported by communities in the various Wards of the municipality.

Chapter 5: Development of strategies

Reflects Strategy Development based on the "Vision" and "Mission" and Strategic Focus Areas of the Municipality.

Chapter 6: Integrated Human Settlements Chapter

Provides an overview of the municipality's housing chapter. This includes a status quo on informal settlements, housing needs register, township establishment projects, land acquisition and matters related to the provision of housing within the municipality.

Chapter 7: Implementation Plans per KPA

Reflects a synopsis of the various Departments Strategic Implementation Plans, Programmes and Projects aimed at addressing the priority issues identified in the municipal area.

Chapter 8: Programmes and Projects for 2023/24

Reflect on all planned Programmes and Projects for 2023/24 financial year including projects planned by sector departments for the municipality.

Chapter 9: Organizational Structure

A Consolidated Organizational Organogram in line with IDP and Budget.

Chapter 10: Municipal Budget

Municipal Budget for 2023/24.

Chapter 11: Disaster Management Plan

Reflects the Disaster Management Plan including emergency contact persons for each disaster.

2. CHAPTER TWO: LEGISLATIVE AND POLICY IMPERATIVES

2.1 Legal framework and mandate

The Municipal Systems Act, (No 32 of 2000), compels municipalities to prepare Integrated Development Plans (IDPs). The IDP serves as a tool for the facilitation and management of developments within the municipal area of jurisdiction. In conforming to the Act's requirements, the Council of Lekwa Local Municipality (LLM) has delegated the authority to the Municipal Manager to prepare the IDP.

The aim of the IDP for Lekwa Local Municipality (LLM) is to present a coherent plan in order to achieve the vision of the municipality. The intention of this IDP is to link, integrate and co-ordinate development plans for LLM which are aligned with national, provincial and district development plans as well as planning requirements binding on the municipality in terms of legislation. The planning context and policy context, within which the integrated development planning is undertaken, is established through national, provincial, and local policy and legislation. The major planning instruments BVF that have a critical impact on the IDP are: National Government, Provincial Government (Mpumalanga), District Municipal level and Local Municipal Level.

The Constitution further states that the three spheres of government are distinctive, inter-dependent and inter-related. They are autonomous but exist in a unitary South Africa and have to cooperate on decision-making and must co-ordinate budgets, policies, and activities, particularly for those functions that cut across the spheres.

Cooperative governance means that national, provincial, and local government should work together to provide citizens with a comprehensive package of services. They have to assist and support each other, share information, and coordinate their efforts. Implementation of policies and government programmes particularly require close cooperation between the three spheres of government. Several policies, strategies and development indicators have been developed in line with the prescriptions of legislation to ensure that all government activities are aimed at meeting the developmental needs of local government.

The following sections outline the national, provincial and district policy directives, sector plans and legislation that set the strategic direction and with which the Lekwa Local Municipality must align to ensure that government spending is directed at the pressing needs of the community and those that contribute towards economic growth.

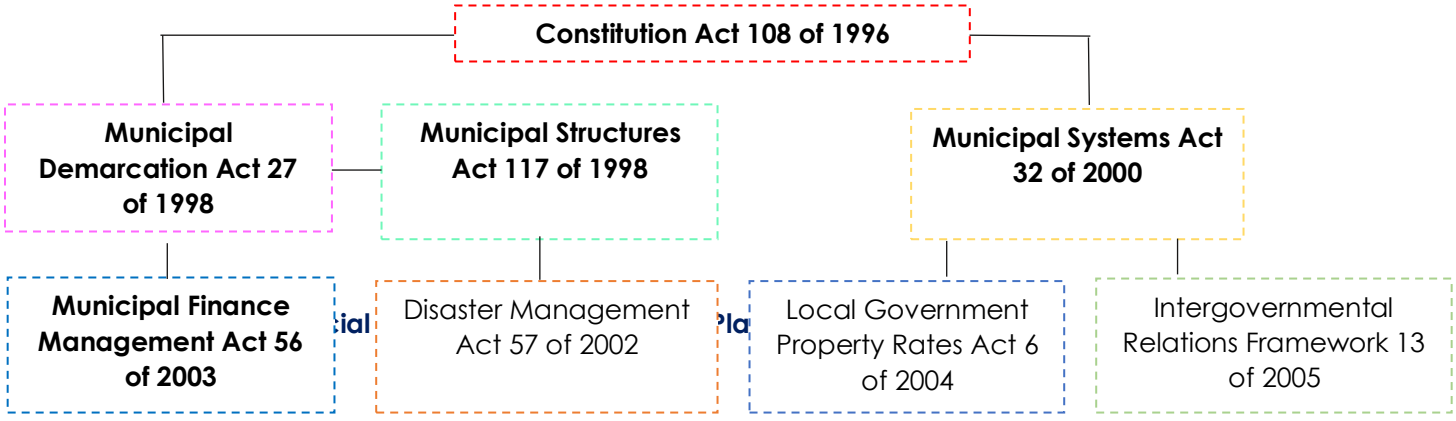


Figure 2: Local Government Legislations

National Development Plan

The South African Government through the Presidency has published a National Development Plan. The Plan aims to eliminate poverty and reduce inequality by 2030. The Plan has the target of developing people's capabilities to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety. It proposes the following strategies to address the above goals:

- Creating jobs and improving livelihoods;
- Expanding infrastructure;
- Transition to a low-carbon economy;
- Transforming urban and rural spaces;
- Improving education and training;
- Providing quality health care;
- Fighting corruption and enhancing accountability;
- Transforming society and uniting the nation

The National Development Plan 2030 has been adopted by the National Cabinet in August 2012 and this place an injunction on the state and its agencies (including municipalities) to implement the Plan. The Plan makes the following policy pronouncements and proposes performance targets that intersect with developmental mandates assigned to local government. Importantly, municipalities are expected to respond to these developmental imperatives when reviewing their Integrated Development Plan and developing the corresponding three-year Medium-term Revenue and Expenditure Frameworks.

- Youthful population presents opportunities to boost economic growth, employment and reduce poverty;
- Strengthen youth service programmes – community-based programmes to offer young people life skills training, entrepreneurship training;
- Increase employment from 13 million in 2010 to 24 million in 2030;
- Ensure that skilled, technical, professional, and managerial posts better reflect the country's racial, gender and disability makeup;
- Establish effective, safe, and affordable public transport;
- Produce sufficient energy to support industry at competitive prices;
- Ensure that all South African have access to clean running water in their homes;
- Make high - speed broadband internet universally accessible at competitive prices

The National Development Plan, 2030 committed to offering an ample life to all South Africans by 2030. The decent life that the NDP promised comprises of full employment, reduction of poverty and equality. South Africa is left with only 9 years to realise the objective of the 2030 blueprint for tackling the three challenges of unemployment, inequality, and poverty.

The main objective of the NDP is to underpin the objective of the Constitution of South Africa which is to bridge the gap caused by the apartheid era by promoting a society based on democratic values, social justices, and basic human rights. So much progress was recorded since the apartheid era. Between 2001 and 2017 the average annual rate of employment increased significantly in contrast to the period between 1960 to 1993. Access to municipal services such as housing, sanitation and electricity also increased between 1996 to 2017 (NPC,2020). However, this

is not the current status quo of South Africa as of recently, some of the progress made has since deteriorated, the rate of unemployment and poverty has increased. South Africa remains a divided society.

The National Planning Commission in 2020 prepared a report as part of the NPC Economy series on progress made towards the National Development Plan's vision 2030. According to the report the NDP was close to reaching its employment target between 2010-2015, however the employment rate has since stalled, employment growth has fallen to 41% of the targeted annual rate. The outbreak of Covid-19 pandemic has worsened the situation, more than a million jobs have been lost due to the pandemic (NPC, 2020).

National Spatial Development Framework

The National Spatial Development Framework (NSDF) is a strategic long-term spatial plan towards 2050. The NSDF is legally mandated by the Spatial Planning and Land Use Management Act, 2013 (SPLUMA), and must be aligned with the 2030-National Development Plan (NDP).

The objective of the NSDF within the broader 'family' of strategic and sector plans of government is to:

- Target and direct all infrastructure investment and development spending decisions by all national sector departments and State-owned Enterprises (SOEs);
- Guide and align plan preparation, budgeting, and implementation across spheres and between sectors of government; and
- Frame and coordinate provincial, regional, and municipal spatial development frameworks.

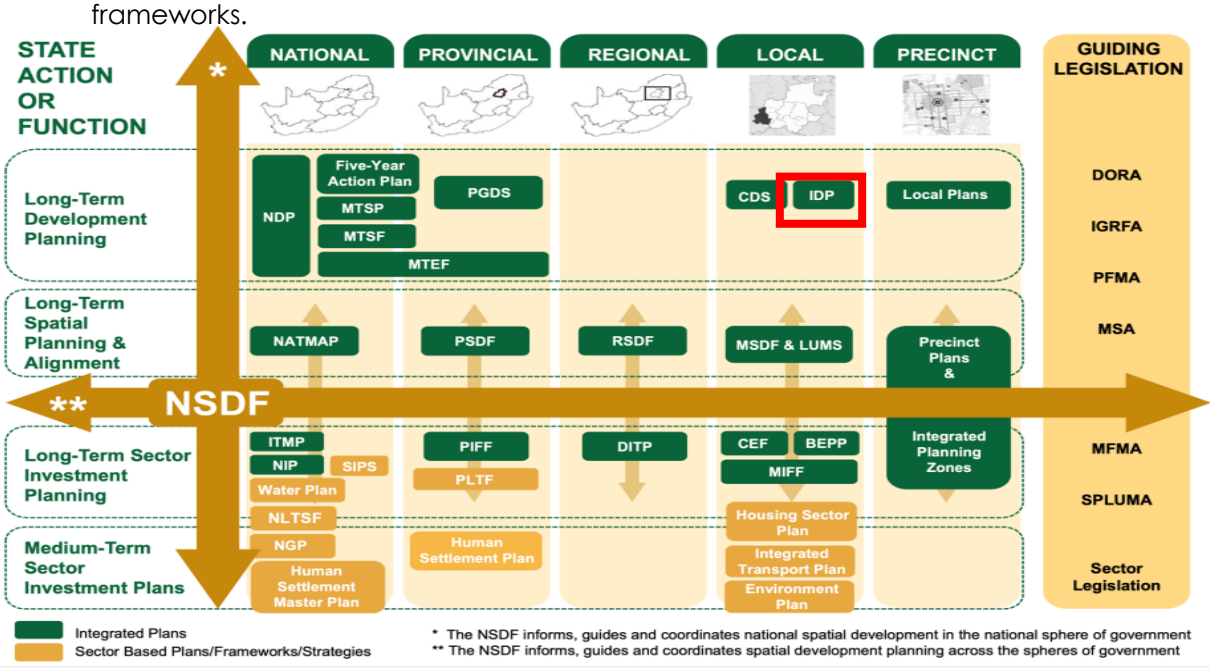


Figure 3: National Spatial Development Framework

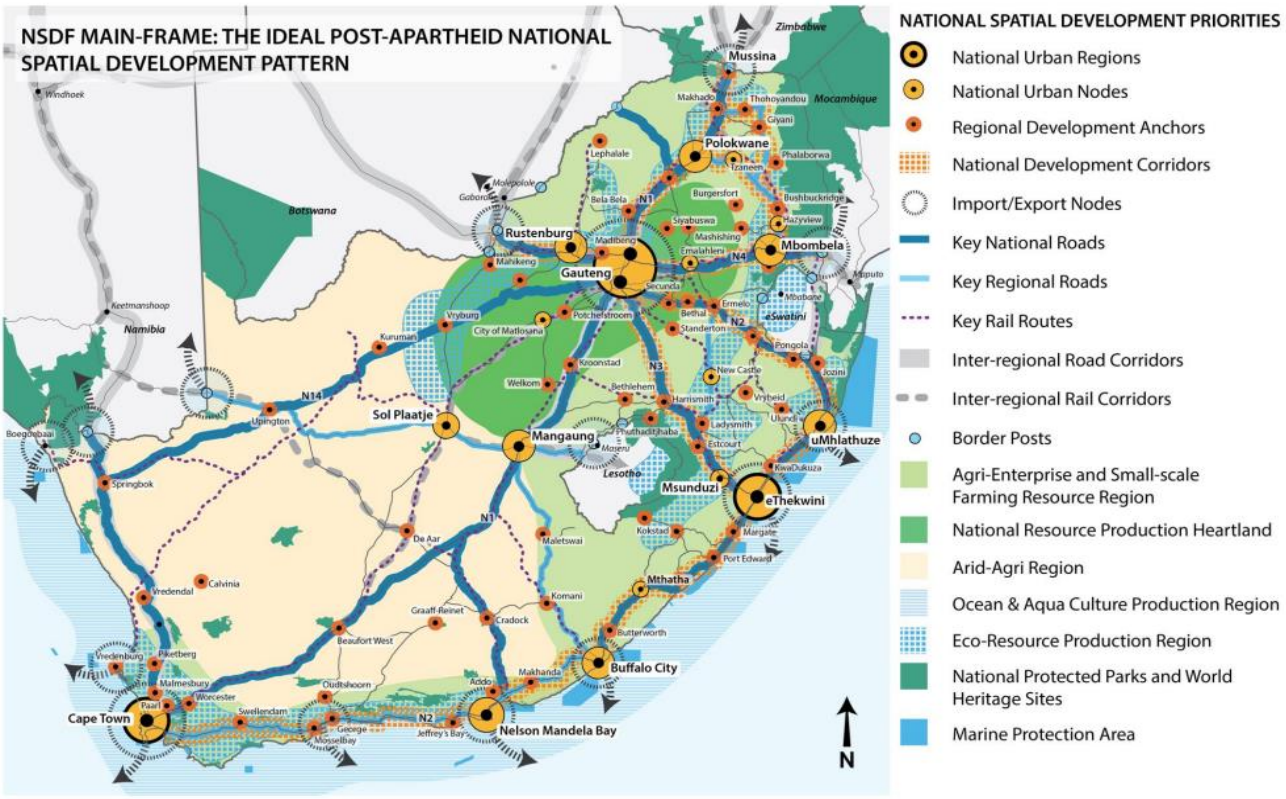


Figure 4: NSDF Main-frame: The ideal post-apartheid National Spatial Development Pattern, NSDF 2022

NSDF Implications for Lekwa Local Municipality

Key Area	KPA	Local Implications
Nodal & Corridor Development	Spatial Rationale	❑ Standerton: Regional Development Anchor ❑ Transit Town ❑ Morgenzon: Rural Service Centre
Economic Transformation	Local Economic Development	❑ Agri-Enterprise and Small-Scale Farming Resource Region
Infrastructure Development	Basic Service Delivery and Infrastructure Development	❑ Key Rail Routes
Climate Change and Environmental Protection	Spatial Rationale	❑ Vaal Catchment Area ❑ Climate change

Table 1: NSDF Implications for Lekwa LM

State of the Nation Address (SONA) and State of the Province Address (SOPA)

SONA 2023 Priorities	SOPA 2023 Nine-point programme of action
• Loadshedding • Unemployment • Poverty and the rising cost of living • Crime and corruption	▪ Just (Energy) Transition; ▪ A Jobs War Room; ▪ Infrastructure Showcasing; ▪ A Response Mechanism for Disasters; ▪ DDM and the State of Local Government; ▪ SOE Performance Review and Repositioning; ▪ Crime, Criminality, and Immigration; and ▪ Operation Clean Audit (OPCA

Table 2: SONA & SOPA Priorities

Implications for the municipality:

- Diversify the local economy to cushion the impact of decommissioning Tutuka power station;
- Re-skill and upskill the most vulnerable in the labour force; and
- Support small businesses and co-operatives in local communities to access emerging opportunities in the green economy sector.
- Roll out green economy initiatives, industrialization through localization, employment stimulus initiatives, tourism and agriculture/ agro-processing.
- Work closely with our social partners in all sectors
- Continue with strategic infrastructure development initiatives to unlock investment and growth.
- Fill vacancies and professionalize the workforce

Local Government Summit Resolutions 2022

Resolutions applicable to municipalities:

- **Professionalization of local government** - Municipalities to ensure the appointment of capable and qualified officials. Skills audit to be conducted per municipality.
- **Local LED Units and Programmes** - Municipalities are to strengthen their LED Units and review the competency requirements whilst ensuring that they have research, evidence-based data and information gathering capacities
- **Partnership "Mobilisation Plan"** - Municipalities with the support of the Province and National must formulate partnerships with key stakeholders here and abroad, as we take advantage of continental programmes such as the Africa Continental Free Trade Area, to boost our local economies and development
- **Supporting localisation in mobilising investment** - Municipalities to strengthen their economic intelligence
- **SEZ (Special Economic Zones) -** Municipalities must provide equitable attention and support to identify and attract opportunities for anchor businesses with and value-chain opportunities for SMMEs
- **Land Use Framework -** Geo referencing economic activities and correlating it with community migratory patterns and trends. Department of Agriculture, Land Reform and Rural Development to support Municipalities in this regard.

- **Rural LED Programmes and Invest Rural**
- **Maintenance of the Yellow Fleet and Asset Management**
- **Vandalization and theft of infrastructure by community members**
- **Community Empowerment and Education** - Educate communities on how to become climate smart communities.

Medium Term Strategic Framework 2019-2024

The MTSF 2019-2024 supports the NDP's objective to address the triple challenge of unemployment, inequality, and poverty, it aims to address the challenge through three pillars: Achieving a more capable state, driving a strong and inclusive economy, and building and strengthening the capabilities of South Africans. South Africa is left with only 10 years to reach the blueprint (NDP 2030) for tackling south Africa's challenges, a long-term vision for the country. The country has not made enough progress in reaching theses NDP targets. The Medium-Term Strategic Framework, 2019-2024 is a five-year implementation plan that will help the country to reach the 2030 targets.

The Medium-Term Strategic Framework comes with a package of interventions and programme that will advance the seven priorities adopted by council which are:



Figure 5: 7 Priorities of the MTSF

South African Economic Reconstruction and Recovery plan

The Economic Reconstruction and Recovery Plan was developed to stimulate a fair and impartial inclusive economic growth. This was after the south African economy was found to be on a stagnation mode making it even for difficult to tackle the triple challenge of inequality, unemployment and poverty which came as a result of the apartheid era. the Economic challenges in South Africa were worsened by low levels of Gross Fix Capital Formation and growth.

Other challenges include revenue leakages, downgrade of state-owned enterprises, increased budget deficit and rising stock debt. The economy of the country was vulnerable when covid 19 pandemic reached the shores of south Africa, and as a result economic crisis deepened.

The South African Economic Reconstruction and Recovery Plan has three phases: Engage and Preserve - which includes a comprehensive health response to save lives and curb the spread of the pandemic; Recovery and Reform - which includes interventions to restore the economy while controlling the health risks; and lastly, Reconstruct and Transform - which entails building a sustainable, resilient, and inclusive economy.

The plan also has the following priority interventions:

- Aggressive infrastructure investment;
- Employment orientated strategic localization, reindustrialization, and export promotion;
- Energy security;
- Support for tourism recovery and growth;
- Gender equality and economic inclusion of women and youth;
- Green economy interventions;
- Mass public employment interventions;
- Strengthening food security; and
- Macro-economic interventions

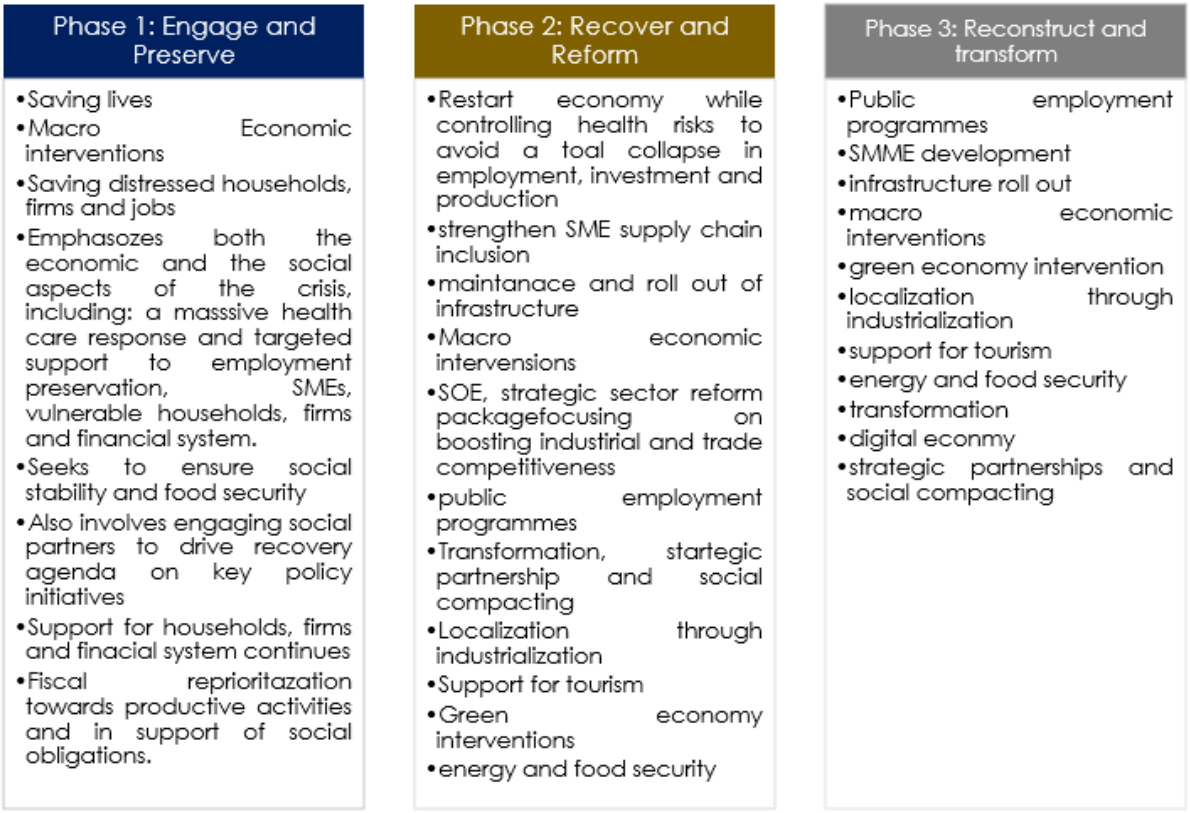


Figure 6: South African ERRP phases

Responding to the negative impact of COVID 19

On 15 October 2020, President Ramaphosa detailed the Economic Reconstruction & Recovery Plan (ERRP) in Parliament as our national response to the negative impact of COVID-19. The following is a summary of the ERRP:

Broad Areas for Intervention	Priority Interventions	ERRP Targets
▪ Planned "massive" rollout of infrastructure across South Africa. ▪ Rapidly expand energy generation capacity. ▪ Drive for industrial growth; and ▪ Employment stimulus.	▪ Infrastructure investment and delivery ▪ Sufficient, secure, and reliable energy supply and Green Economy initiatives ▪ Grow through industrialisation, localisation, and export promotion ▪ Employment stimulus ▪ Growth and recovery of tourism ▪ Agriculture and Food Security ▪ Gender and economic inclusion	▪ Unlock more than R1 trillion in infrastructure investment over the next 4 years. ▪ Sufficient, secure, and reliable energy supply with two years. ▪ Reverse the decline of local manufacturing sector and promote reindustrialization through deeper levels of localisation and export. ▪ Create and support over 800, 000 work opportunities in the immediate to respond to job losses. ▪ Resuscitate vulnerable sectors such as tourism, which have been hard hit by the pandemic. ▪ Reduce data costs for every South African and expand broadband access to low-income households.

Figure 7: Responding to Covid 19 ERRP

MFMA Circular 88 – National Treasury

Circular 88 aims to support the alignment of planning and reporting instruments for a prescribed set of municipal performance indicators. The Municipal Systems Act (MSA) and the MFMA require alignment between planning and reporting instruments such as the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP) and the Annual Report

Implications for Lekwa LM:

The municipality has aligned outcome and outcome indicators to Circular 88 as reflected in the implementation plans in Chapter 8.

Mpumalanga Vision 2030: Implementation Framework and Plan 2013-2030

The objective of the Implementation Framework and Plan is to ensure that all stakeholders approach the implementation of Vision 2030 through agreed strategies and programmatic interventions. The plan rests on a multidimensional framework that seeks to "bring about a virtuous cycle of development, with progress in one area supporting advances in others." The focus plan is: "on rolling back poverty and inequality" by "raising living standards to a minimum and entails a

combination of interventions directed at increasing employment, improving quality of education, providing growth, a social wage and good quality public services."

The spatial implication towards the future development of Mpumalanga is determined by the collective application of the following identified key drivers:

- Key driver 1: Nodal development
- Key driver 2: Business, commercial and industrial development
- Key driver 3: Tourism development
- Key driver 4: Forestry development
- Key driver 5: Agricultural development
- Key driver 6: Mining and energy development
- Key driver 7: Urban development
- Key driver 8: Rural development

Mpumalanga Economic Reconstruction and Recovery Plan

It is crucial for Mpumalanga to align with the national ERRP, however, prioritizing those areas that are relevant to the province, that is, it will also seek to address the negative impact of COVID-19 on provincial economy and livelihood, including stimulating growth and job creation through the implementation of key priority areas.

Unlike the national ERRP, the Mpumalanga ERRP Implementation Plan is predominantly project-based. The table below reflects catalytic projects taking place within the Gert Sibande District. Lekwa Local Municipality falls within projects that are district wide.

Catalytic Project	Location	Strategic Objective
Rehabilitation of the Coal Haulage Network	District Wide	To safeguard sustainable energy provision through rehabilitation and maintenance of the coal haulage road network
Improvement of tourism road infrastructure	District Wide	To facilitate easy access to tourism attractions and heritage sites
Secunda West / Langverwacht Integrated Human Settlement	Govan Mbeki	Addressing spatial disparities and creating functional and sustainable human settlements
Emzinoni Ext 11 and Ext 13 Integrated Human Settlement	Govan Mbeki	Addressing spatial disparities and creating functional and sustainable human settlements
Establishment of Petrochemical Industrial Technology Park	Govan Mbeki	To unlock industrial development opportunities throughout the entire value chain of the chemical industry within the Gert Sibande district.
Growing the circular economy	District wide	To promote industrial symbiosis, closed mine rehabilitation and mine water reclamation initiatives for sustainable and clean environment
The Green Cluster 'Just Transition' Programme	District Wide	Support the Carbon Capture and Utilisation Project in Govan Mbeki and Lekwa municipalities and intensify the industrial symbiosis and circular economy

Programmes to increase crop and livestock production	District Wide	To intensify crop & livestock production; enhance agro-processing & fresh produce for export, including support to small scale agri-businesses owned by youth & women.
Light Industrial Hubs	Municipalities in the District	To renovate & convert old buildings to industrial workshops to accommodate artisans, auto mechanics & other skilled business traders in all seven local municipalities in the District.
Digital Infrastructure development	Ermelo	To increase communications & inclusive growth of digital economy within the District.
Siyathuthuka Enterprise Development Programme	District Wide	To develop self-sustainable SMME's and co-operatives businesses that can create jobs for local communities

Figure 8: Prioritised catalytic projects of the MERRP, SERO Report 2022

Some priority areas of the MERRP

- Rollout of infrastructure – i.e., improvement of tourism road infrastructure;
- Industrialisation through localisation and export promotion – the roll-out of the Mpumalanga Industrial Development Plan (MIDP) i.e., establishment of 3 Industrial Technology Parks, the Nkomazi SEZ as well as the Mpumalanga International Fresh Produce Market;
- Energy security and green economy – i.e., recycling and waste to energy;
- Employment stimulus – i.e., increased access to funding for SMMEs and Cooperatives;
- Tourism, cultural and creative industries – i.e., Barberton Makhonjwas Mountains World Heritage Site, and
- Agriculture and food security – i.e., increase in agricultural production (Zonda Indlala).

Road map of the MERRP

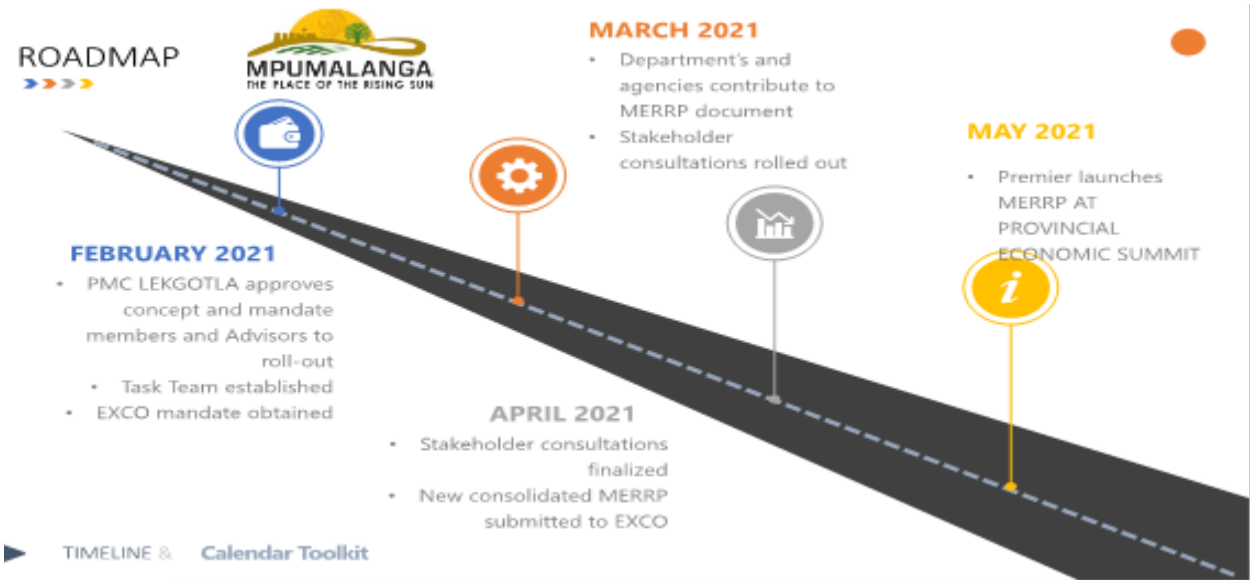


Figure 9: Roadmap of the MERRP

Mpumalanga Human Settlements Master Plan

The Department of Human Settlement introduced a programme for the compilation of in-situ upgrading plans for Lekwa and other municipalities in Mpumalanga Province as part of a national Upgrading of Informal Settlements Programme (UISP).

The objectives of the Mpumalanga Sustainable Human Settlement Master Plan can thus be summarised as follows:

- To ensure effective allocation of limited resources, financial and human, to a wide variety of potential development initiatives;
- To provide guidance in prioritising human settlement projects in order to obtain consensus for the timing and order of their implementation;
- To ensure more integrated development through co-ordinating cross-sector departments to aligning their development interventions and provincial priorities (like social infrastructure, economic infrastructure, basic services and non-motorized transport, public transport, and Transit-Oriented Development), into one plan;
- To ensure budget allocations are most effectively applied for maximum impact;
- To provide effective linkages between the Provincial, District and Local Spatial Development Frameworks and the location of human settlement projects which include a range of social, economic, environmental and infrastructure investments;
- To ensure there is a definite human settlement focus in the IDP's and SDF's of municipalities in the province with clear direction for future housing delivery across all social and economic categories and locations in the province;
- To provide the Mpumalanga Department of Human Settlement Budgeting process with adequate information about the human settlement plan, its choices, priorities, parameters as well as strategic and operational requirements; Ensure that the contents and process requirements of planning for human settlements are adequately catered for in the integrated development planning processes of provincial departments, district municipalities and local municipalities in the province.

Lekwa Local Municipality (Secondary Node) is listed as one of the priority areas for project implementation in the short, medium, and long term. One of the main objectives for this programme is the compilation of a database to determine the extent of the backlog in housing and to enable the unit to develop a detailed multi-year implementation programme. In the absence of such a plan the unit indicated that Lekwa is one of the third term priorities. It is reported by the Department that the Farm Residents Housing Assistance programme can be better implemented if an off-farm option is utilised. This would, however, require that the affected municipalities to avail suitable sites for this purpose. Another alternative could be the construction of houses for rental occupation (not full ownership) to provide residents the alternative of qualifying for another house should they leave that farm.

Lekwa Local Municipality will receive longer term priority attention. The public sector rental stock through the Community Residential Units (CRU) programme should provide affordable, good quality rental accommodation to a substantial number of the poor with an income of below R3500 per month. In certain areas it should also be utilised to relief slum conditions, Lekwa is one of the current focus areas for CRU funded projects. CRU funded projects in the short term will be focused around Lekwa and other Municipalities. Lekwa as a secondary area with a high demand of

backyard (rental, site, and service) and informal settlements should be high on the priority list. In terms of the Informal settlements' intervention, Lekwa is on the National Priority Areas in Mpumalanga as per the National Department of Human Settlement.

National Transport Master Plan (NATMAP) 2050

The NATMAP 2050 vision reinforces that transport is the heartbeat of the economy and the fabric of our socio-economic development in South Africa. Vision - By 2050, transport in South Africa will meet the needs of freight and passenger.

Objectives

- Creating an improved sustainable public transport system that is sufficiently funded, which aims to reduce subsidy burden, better and safer access, more frequent and better-quality services, and facilities to an agreed standard;
- Supplementary mobility options especially for those who do not have cars;
- Non-motorized transport network development with improved infrastructure
- A transport system that promotes integration between land use planning and transport planning, in order to encourage densification and sustainable development in supporting high volumes of travel required for public transport;
- Upgraded infrastructure, maintained road and rail networks with proper management and operations practices that links and provides interchange opportunities for different modes of transport across the entire country; A transport system that considers of the needs of people living in different parts of South Africa, as well as the different affording abilities for travel;
- A transport system that charges the traveller a fair reflection of the costs of making a journey – financially, socially, and environmentally;
- A transport system that supports focused funding of transport priorities;
- A transport system that has sufficient human capital to drive the transport vision forward;
- A transport system that enables and supports rural development

Mpumalanga Tourism and Growth Path

In the year 2017 the provincial government of Mpumalanga developed the Mpumalanga Tourism and Growth Strategy with the intension of developing the tourism sector as a driver of economic activity and diversification. The provincial government of Mpumalanga has established Tourism as a priority sector in Mpumalanga after realising that Mpumalanga has failed to translate its resource base into a significant tourism industry that could transform the economy of the province for good. Mpumalanga is considered a top-tier international tourism destination in South Africa comprising of a wealth of natural resources such as the world's 3rd largest canyon which is the Blyde River Canyon, the world acclaimed Kruger National Park, the breath-taking vistas from the Bulembu mountains, exposed rocks in Barberton and so much more.

The aim of the Tourism Strategy is to elaborate a framework to guide tourism initiatives and development providing the following:

- An integrated Tourism marketing plan
- A tourism human resource plan
- A tourism product development plan
- Proposal for an appropriate institutional framework
- An action plan for implementation
- Strengthen transformation

The goal is to achieve a target of R10 Million in tourism spending over the next coming 10 years starting from 2017. In order to achieve this target, Mpumalanga must move into an investment driven strategy. The objective of the strategy is to obtain sustainable benefits for the people of Mpumalanga by generating additional economic activity.

Ten strategic initiatives to deal with the issues confronting Mpumalanga tourism sector:

- Reorganise the institutional framework
- Improve air access
- Upgrade diversity and expand the product
- Attract tourism investment
- Improve Customer research
- Increase destination and product promotion
- Upgrade service skills
- Improve economic infrastructure

Gert Sibande District Development Model

The concept of District Development Plan was instituted by the president of South Africa in 2019. The main objective of the DDM is to promote cooperative governance in the three spheres of government to ensure alignment in terms of development amongst the three spheres. The District Development Model will mainly focus on reprioritization and spatial development. It will mainly consist of stakeholders from local government, sector departments and other relevant stakeholders in development. COGTA will come with the hub that will interface with the district and the other relevant stakeholders to ensure cohesive, coordinated reprioritized spatial planning.

The DDM is an all-government approach to improve integrated planning and delivery across the three spheres of government. The District and Metropolitan spaces are focal points of government and private sector investment. It will assist monitoring Government's development programmes through the concept of a joint "One Plan" in relation to 52 development spaces/impact zones. This approach will help accelerate economic, social, and environmental impact and sustainability.

The GSDM is significant for fast-tracking service delivery and discard of the fragmented approach to development and service delivery. Also, it is critical to state the nature of the municipalities to ensure proper planning and policy formulation towards informed proactive decision making.

The District Development Model seeks to:

- Eradicate "Silo" Planning at different levels and facilitate joint planning

- Narrow the distance between the people and government by strengthening the coordination role and capacities at the district as it is the penultimate sphere closer to the people afterward and local structures
- Deliver Integrated Services whilst strengthening Monitoring and Evaluation and impact at district and local levels
- Maximising impact and aligning resources at our disposal
- Changing the face of our rural and urban landscapes by ensuring complementarity between urban and rural development, with a deliberate emphasis on Local Economic Development
- Ensure sustainable development whilst accelerating initiates to promote poverty eradication, employment, and equality
- Coordinate government's response to poverty, unemployment, and inequality, notably among women, youth, and individuals with disabilities.
- Ensure that budgeting is based on the needs and aspirations of our people and communities at the local level to ensure inclusivity.
- Reduce the gap between citizens and government by strengthening the coordination role and capacities at the district.
- Encourage the development of a practical intergovernmental relations mechanism to jointly plan, budget, and implement in order to provide a coherent government for the people of the Republic;
- Through the development of "One District, One Plan, and One Budget," we can optimize impact and align plans and resources at our disposal.
- Generate additional capacity to assist municipalities.
- Strengthen monitoring and evaluation at district and local levels.
- Implement a balanced development strategy for urban and rural areas, and
- Oversee budgets and projects in a fair and equitable way.

Gert Sibande District Development Model transformation areas



Figure 10: DDM Transformation Areas

- ***Governance and financial management***

The process by which leadership and management is exercised that planning, budgeting, procurement, delivery, financial and performance management takes place in an effective, efficient, accountable, and transparent manner. It also includes spatial governance, that is, the process by which the spatial transformation goals are achieved through assessing and directing land development and undertaking effective land use management and release of municipal/public land.

- ***Demographics and district profile***

The process of understanding the current population profile and development dynamics and by which a desired demographic profile and radical improvement in the quality of life of the people is achieved through skills development.

- ***Spatial restructuring***

The process by which a transformed, efficient, and environmentally sustainable spatial development pattern and form is created to support a competitive local economy and integrated sustainable human settlements. Spatial restructuring informs infrastructure investment in terms of quantum as well as location and layout of infrastructure networks.

- ***Integrated services provisioning***

the process by which integrated human settlement, environmental management, community services, social development, security, and disaster management are delivered in partnership with communities to transform spatial patterns and integrated infrastructure network. This also requires holistic household level service delivery in the context of a social wage and improved jobs, livelihoods and quality of life and sustainable development.

- **Economic *positioning***

The process by which a competitive edge is created that enables domestic and foreign investment attraction and job creation based on an inclusive and transformed economy. The economic positioning informs the spatial restructuring and must be sustained through protecting, nurturing, and harnessing natural environment and resources.

- **Infrastructure engineering**

the process by which infrastructure planning and investment especially bulk infrastructure installation occurs in order to support the transforming spatial pattern and form, meet the needs of a competitive and inclusive local economy and integrated human settlements, and ensure demand for housing and services is met in a sustainable way over the long-term.

2.2 2023/24 IDP Review Process

In August 2022, Lekwa LM adopted the 2023/24 IDP, Budget and PMS process plan in accordance with the Municipal Systems Act. The process plan provides a schedule of all activities involved in the 2023/24 review of the 5-year IDP. The table below provides a summary of activities and timeframes as per the approved process plan of the municipality.

Action/Project	Jul 2022	Aug 2022	Sept 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	March 2023	Apr 2023	May 2023	June 2023
Compilation and approval of 2023/24 IDP, Budget & PMS Process Plan												
Status Quo & Analysis												
Compilation and Finalization of Ward IDP documents												
Ward Committee public meetings (IDP)												
IDP Representative forum meetings												
Draft IDP & Budget document Completed												
Public meetings (Draft Budget)												
Draft IDP & Budget approved by Council												
Final Council approval												

Table 3: 2023/24 IDP Review Timeframes

Roles and responsibilities in the IDP Review

Distribution of roles and responsibilities within the Municipality	
Municipal Council	As the ultimate **political decision-making body** of the municipality, the Municipal Council must: ▪ Consider and adopt a Process Plan. ▪ Consider, adopt, and approve the IDP.
Executive Committee or Mayor	As the **senior governing body** of the municipality, they must: ▪ Decide on the Process Plan. ▪ Be responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP and Budget, or delegate this function to the Municipal Manager. ▪ Approve nominated persons to oversee the different roles, activities and responsibilities of the process and drafting.
Ward Councillors	Councillors are the major **link between the municipal government and the residents**. As such, their role is to: ▪ Link the planning process to their constituencies and/or wards. ▪ Be responsible for organising public consultation and participation. ▪ Ensure the annual business plans, and municipal budget are linked to and based on the IDP.
Municipal Manager and/or IDP Manager	The Municipal Manager or a senior official being charged with the function of an IDP Manager on his/her behalf must **manage and co-ordinate to IDP process**. This includes to: ▪ prepare the Process Plan; ▪ undertake the overall management and co-ordination of the planning process; ▪ ensure that all relevant actors are appropriately involved, ▪ nominate persons in charge of different roles; ▪ be responsible for the day- to-day management of the drafting process; ▪ ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements; ▪ respond to comments on the draft IDP from the public, horizontal alignment, and other spheres of government to the satisfaction of the municipal council; ▪ ensure proper documentation of the results of the planning of the IDP document; and ▪ adjust the IDP in accordance with the MEC for Local Government's proposals. ▪ Even if the Municipal Manager delegates some of these functions to an IDP Manager on his/her behalf, he/she is still responsible and accountable
Heads of Departments and Officials	As the persons in charge for implementing IDPs, the technical/sectional officers must **be fully involved in the planning process** to:

	▪ provide relevant technical, sector and financial information for analysis for determining priority issues; ▪ contribute technical expertise in the consideration and finalization of strategies and identification of projects; ▪ provide departmental operational and capital budgetary information; ▪ be responsible for the preparation of project proposals, the integration of projects and sector programmes; and ▪ be responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for Local Government for comments

Table 4: Roles and responsibilities of stakeholders

IDP Stakeholders

Governmental Stakeholders/ Sector Departments	Social Partners/ Private Sector	Public/ NPOs/Forums/ Churches
❑ Cooperative Governance and Traditional Affairs ❑ National & Provincial Treasury ❑ Department of Human Settlements ❑ Department of Water and Sanitation ❑ Department of Agriculture, Land Reform and Rural Development ❑ Department of Agriculture Rural Development, Land and Environmental Affairs ❑ Department of Community Safety, Security and Liaison ❑ Office of the Premier ❑ Department of Community Safety, Security and Liaison ❑ Department of Culture, Sports, And Recreation ❑ Department of Economic Development and Tourism ❑ Department of Public Works, Roads & Transport ❑ SANRAL ❑ Department of Education ❑ Department of Health ❑ SALGA	❑ Eskom Tutuka Power station ❑ Seriti Coal Mining / New Denmark Colliery ❑ Seriti Institute ❑ Sasol mining ❑ Goldi ❑ Standerton Mills ❑ Cofco International ❑ Meadow Feeds ❑ Astral Foods ❑ SARS ❑ Banks	❑ Civil Society (Ward 1 – 15) ❑ Lekwa Pastors Forum ❑ Siyaqhuba Lekwa Business Chamber ❑ Mashikashika Lekwa Women In Business Chamber ❑ South African National Cooperatives ❑ Lekwa Youth Development Forum ❑ Gert Sibande Chamber of Business ❑ Lekwa Combined Business Chamber ❑ Seratu

The components of the Process Plan are as follows:

- Institutional Arrangements and Public Participation;
- Progress Reporting;
- Year Planner;
- Ward Analysis;
- Needs Collection;
- Integrating of Projects;
- Final Document Compilation;

2.3 2023/24 IDP Process Plan Implementation

Community Consultations

Lekwa Local Municipality embarked on an all-inclusive and thorough public participation programme with its local community members in the process of reviewing the five-year 2022/27 IDP for the 2023/24 financial year. The public participation primarily focused on community engagements through physical meetings across all fifteen (15) wards. The Executive Mayor, councillors, Municipal Manager, Heads of Departments and Divisional Managers attended the various meetings. The meetings took place in the months of November and December 2022 during the situational analysis phase and during April and May to consult on the Draft IDP. The municipality used a hailing system to notify residents of the consultations. The schedule of meetings was also published on the municipality's social media page (Facebook).

Summary of issues raised in November/December 2022 and April/May 2023 community consultations per ward

Priority Need	Ward																
	1	2	3	4	5	6	7	8	9 Ext.8	9 Hol	10 Town	10 Voda	11	12	13	14	15
Interrupted water supply	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪		▪		▪
Unclean water	▪	▪	▪	▪	▪	▪	▪	▪	▪		▪	▪	▪		▪	▪	▪
Water Trucks	▪	▪	▪	▪	▪	▪	▪		▪	▪		▪			▪		▪
Interrupted Electricity supply	▪	▪		▪	▪	▪	▪	▪	▪		▪		▪	▪	▪		▪
Electrification									▪	▪		▪			▪		
Sewer spillages	▪	▪	▪	▪		▪			▪		▪	▪	▪			▪	▪
No toilets									▪	▪				▪	▪		
Desludge toilets									▪	▪				▪	▪		
Gravel & Pave	▪	▪	▪	▪	▪	▪	▪		▪	▪		▪	▪	▪	▪		▪
Potholes	▪	▪	▪	▪	▪	▪	▪	▪	▪		▪	▪	▪	▪	▪	▪	▪
Stormwater	▪		▪	▪	▪	▪	▪	▪	▪		▪	▪	▪	▪		▪	▪

Road signs	▪				▪							▪	▪		▪		▪
Waste collection	▪		▪	▪	▪	▪	▪	▪	▪		▪	▪		▪			
Illegal dumping sites	▪		▪	▪	▪		▪		▪		▪	▪	▪			▪	▪
Unemployment	▪	▪	▪		▪	▪	▪	▪	▪	▪		▪	▪	▪	▪	▪	▪
SMME support	▪			▪					▪	▪		▪	▪			▪	
RDP houses	▪	▪	▪	▪	▪	▪	▪		▪	▪		▪	▪	▪	▪	▪	▪
Title deeds	▪	▪	▪	▪	▪		▪		▪	▪		▪		▪	▪		
Sites			▪				▪			▪				▪	▪	▪	
Informal settlements upgrading		▪	▪	▪	▪		▪					▪	▪				▪
Billing system	▪	▪		▪	▪			▪			▪	▪	▪			▪	
Recreational			▪							▪		▪	▪	▪	▪	▪	▪
Social amenities				▪	▪		▪	▪	▪	▪				▪	▪		▪

3. CHAPTER THREE: LEADERSHIP AND GOVERNANCE

3.1 INSTITUTIONAL OVERVIEW

3.2 Lekwa LM Council

Lekwa LM Council consists of thirty members. The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, councillors are also actively involved in community work and various social programmes in the municipal area.

Table 5: Composition of Lekwa LM Council

Political Party	Total Party Seats
ANC – African National Congress	13
LCF – Lekwa Community Forum	6
DA – Democratic Alliance	4
EFF – Economic Freedom Fighters	3
FF+ - Vryheidsfront Plus	3
ATM – African Transformation Movement	1
Total	**30**

3.3 Lekwa LM Organizational Structure

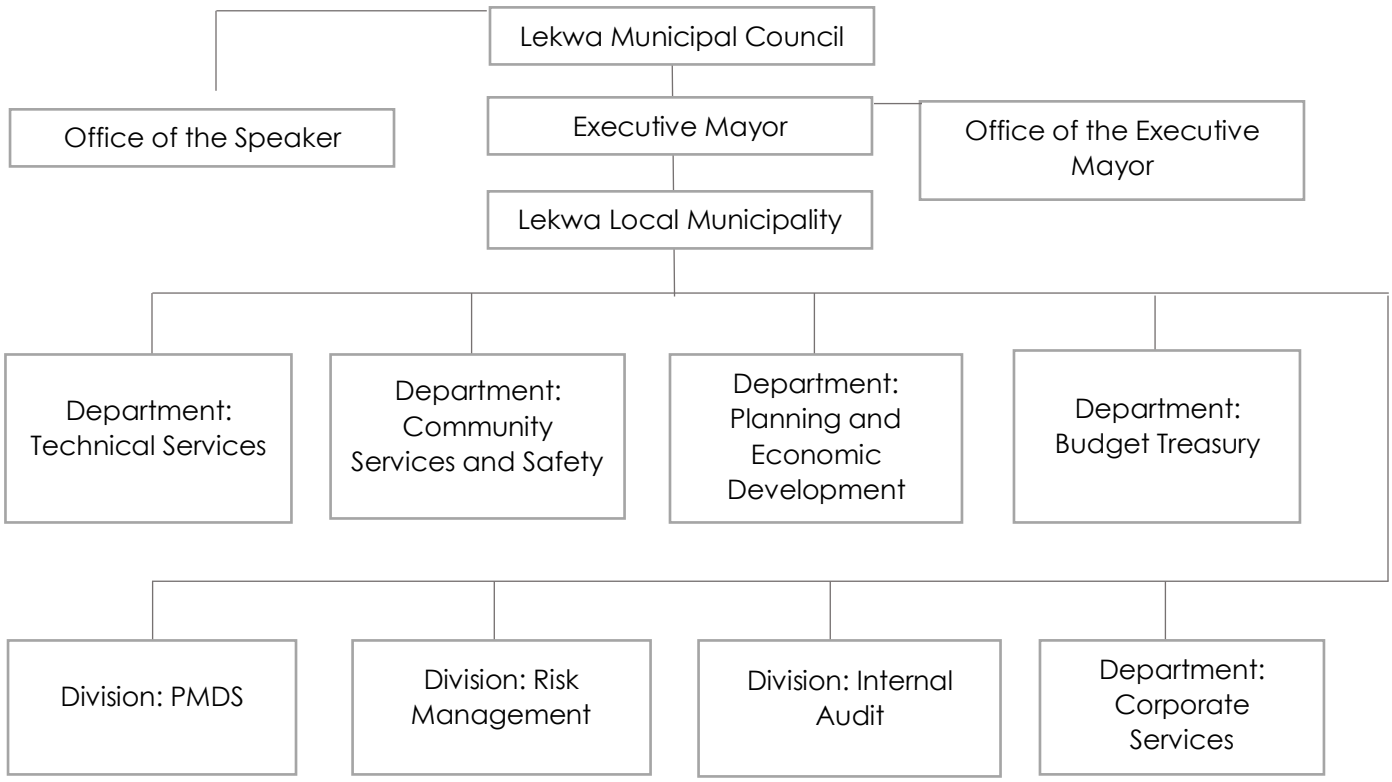


Figure 11: Lekwa Local Municipality Organizational Structure

3.4 Departments within the Municipality

Manager	Department	Functions of the Department
Municipal Manager: Mr. Malusi Lamola	Office of the Municipal Manager	▪ Manage technical services ▪ Coordinate the provision of community services ▪ Coordinate municipal planning and economic development ▪ Manage financial matters ▪ Manage corporate services ▪ Render internal audit services ▪ Render risk management services. ▪ Manage performance management and development system
Head of Department: Mr. Mthembeni Jiyane	Technical Services	▪ Provision Water and Sanitation Services. ▪ Provision of Reliable Electricity supply ▪ Provision of safe and dependable roads. ▪ Improve fleet management. ▪ Implementation of capital projects. ▪ Operation and maintenance (O&M) of infrastructure e.g., water sanitation, electricity, roads &storm-water, Municipal buildings and mechanical.
Head of Department: Ms. Thobeka Mtshiselwa	Community Services and Safety	▪ Render traffic management and law enforcement services. ▪ Render fire and disaster management services. ▪ Coordinate waste management services. ▪ Coordinate the maintenance of parks, gardens, cemeteries and amenities. ▪ Manage transversal services. ▪ Render library and information services ▪ Render security services

Head of Department: Mr. Mahlatse Phosa	Planning and Economic Development	▪ Coordinate the development and implementation of integrated development plan; ▪ Render spatial planning and land use management services; ▪ Promote local economic development (LED); ▪ Render sustainable and integrated human settlements planning ▪ Render land and property management services;
Head of Department: Ms. Lindiwe Khoza	Corporate Services	▪ Render HRM and HRD services. ▪ Render labour relations services. ▪ Render legal services. ▪ Render administrative support services. ▪ Manage information and communication technology services. ▪ Customer care and ▪ Manage municipal communication services
Chief Financial Officer: Mr. Kgomotso Duba	Budget and Treasury Office	▪ Manage municipal budget and financial reporting. ▪ Render revenue management services. ▪ Manage expenditure services. ▪ Render supply chain management services. ▪ Manage municipal assets

Table 6: Departments within the Municipality

4. CHAPTER FOUR: SITUATIONAL ANALYSIS

4.1 LEKWA LOCAL MUNICIPALITY AT A GLANCE

<table>
<tr><th colspan="3">Demographics</th><th colspan="3">Population Estimates</th></tr>
<tr><td colspan="3">Population
Estimated number for 2023: 140 970 (Stats SA Mid-year population estimates 2021)</td><td colspan="3">Households
Estimated number for 2023: 48 108 (Stats SA Mid-year population estimates 2021)</td></tr>
<tr><th colspan="3">Education</th><th colspan="3">Poverty</th></tr>
<tr><td colspan="2">Matric Pass Rate</td><td>80.5% (2022 NSC Results)</td><td colspan="2">Population below the Lower Bound Poverty Line (LBPL)</td><td>44.5% (SERO, 2022)</td></tr>
<tr><td colspan="2">Admission to B Degree studies</td><td>30.6% (2022 NSC Results)</td><td colspan="2">Human Development Index 2020</td><td>0.61 (SERO, 2022)</td></tr>
<tr><th colspan="3">Health</th><th colspan="3">Safety and Security</th></tr>
<tr><td>Public Hospitals</td><td colspan="2">Public Clinics</td><td colspan="3">Serious crimes per 10 000 population</td></tr>
<tr><td>1</td><td colspan="2">8</td><td colspan="3">229 – Improved from 241 in 2018/19</td></tr>
<tr><th colspan="6">Access to Basic Service Delivery</th></tr>
<tr><td colspan="2">Piped Water
93.7%</td><td colspan="2">Sanitation
Toilets: 97%
Flush/chemical toilets: 86,6 %</td><td colspan="2">Electricity
93,8%</td></tr>
<tr><td colspan="2">Refuse Removal backlog
20%</td><td colspan="2">Formal Housing
77.5%</td><td colspan="2">Formal Dwelling backlog
19.1%</td></tr>
<tr><th colspan="6">Labour</th></tr>
<tr><td>Estimated number of job losses in 2021</td><td>3 985</td><td>2021 strict unemployment rate</td><td>22.8%</td><td>2021 youth (15-34yr) strict unemployment rate</td><td>36.1%</td></tr>
<tr><td>Gini co-efficient in 2019</td><td>0.681</td><td>2021 female strict unemployment rate</td><td>27.8%</td><td colspan="2"></td></tr>
<tr><th colspan="6">Economic Contribution to Gert Sibande's industries</th></tr>
<tr><td>Agricul-ture 24.1%</td><td>Mining 11.4%</td><td>Manufac-turing 10.2%</td><td>Construc-tion 12.5%</td><td>Trade 14.1%</td><td>Transport 12.7%</td><td>Finan ce 14.4%</td><td>Community Services 13.8%</td><td>Utilities 28.9%</td></tr>
</table>

Table 7: Socio-Economic Overview of Lekwa LM

Population

According to Stats SA, the municipality's population for **2023** is **140 970** which makes up 10.8% of Gert Sibande's population. It is further projected that the municipality's population will increase to **155 094** in **2031**. The municipality will continue to experience population growth as per the table below. Lekwa LM will experience pressure on infrastructure, service delivery and the need for economic/employment opportunities.

Year	Estimated Population	Year	Estimated Population
2021	137 124	**2027**	148 176
2022	139 046	**2028**	149 892
2023	140 970	**2029**	151 626
2024	142 846	**2030**	153 366
2025	144 687	**2031**	155 094
2026	146 472		

Table 8: Lekwa LM Population Figures, Stats SA 2021 Mid-year population estimates

Population growth rate

Population growth rate refers to how fast a population changes in size over time. A growth rate signifies that more people are settling in the municipality and a negative growth rate signifies that people are moving out of the municipality. The graph below indicates that the growth rate in Lekwa LM is positive, meaning that Lekwa's population is growing. However, it is growing at a slower pace than it was in the previous years. In the period 2021-2022 the population grew at a rate of 1.4, this has decreased to 1.3 in 2023-2024. It will further decrease to 1.1 in 2030-2031.

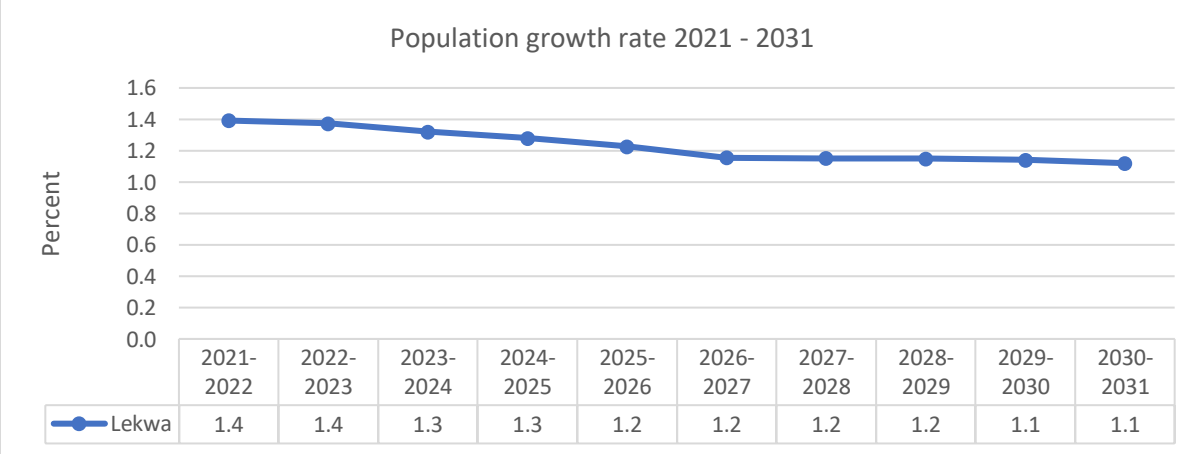


Figure 12: Population growth rate graph, Stats SA 2021 Mid-year population estimates

Implications for service delivery: Increased population will require the municipality to avail more services and economic opportunities. As such, Lekwa LM must upgrade and expand its infrastructure (water, sewer, electricity, sanitation, roads, waste etc.) to accommodate for a larger population. The municipality must also create an enabling environment to attract investment through improved service delivery and policies.

Population Distribution

A large portion of Lekwa's population live in Sakhile, followed by the Standerton town area. However, new settlements established such as Ext. 4, 6 & 7 have grown tremendously and more people are settling in these areas. The demand for services comes mainly from the Sakhile and the Town area (See map below). Rural areas such as Holmdene and Platrand have fewer people which is a challenge in the provision of services. As such, rural wards are mostly provided with boreholes and VIP toilets due to the extra cost associated with extending bulk infrastructure to the outskirts of the municipality.

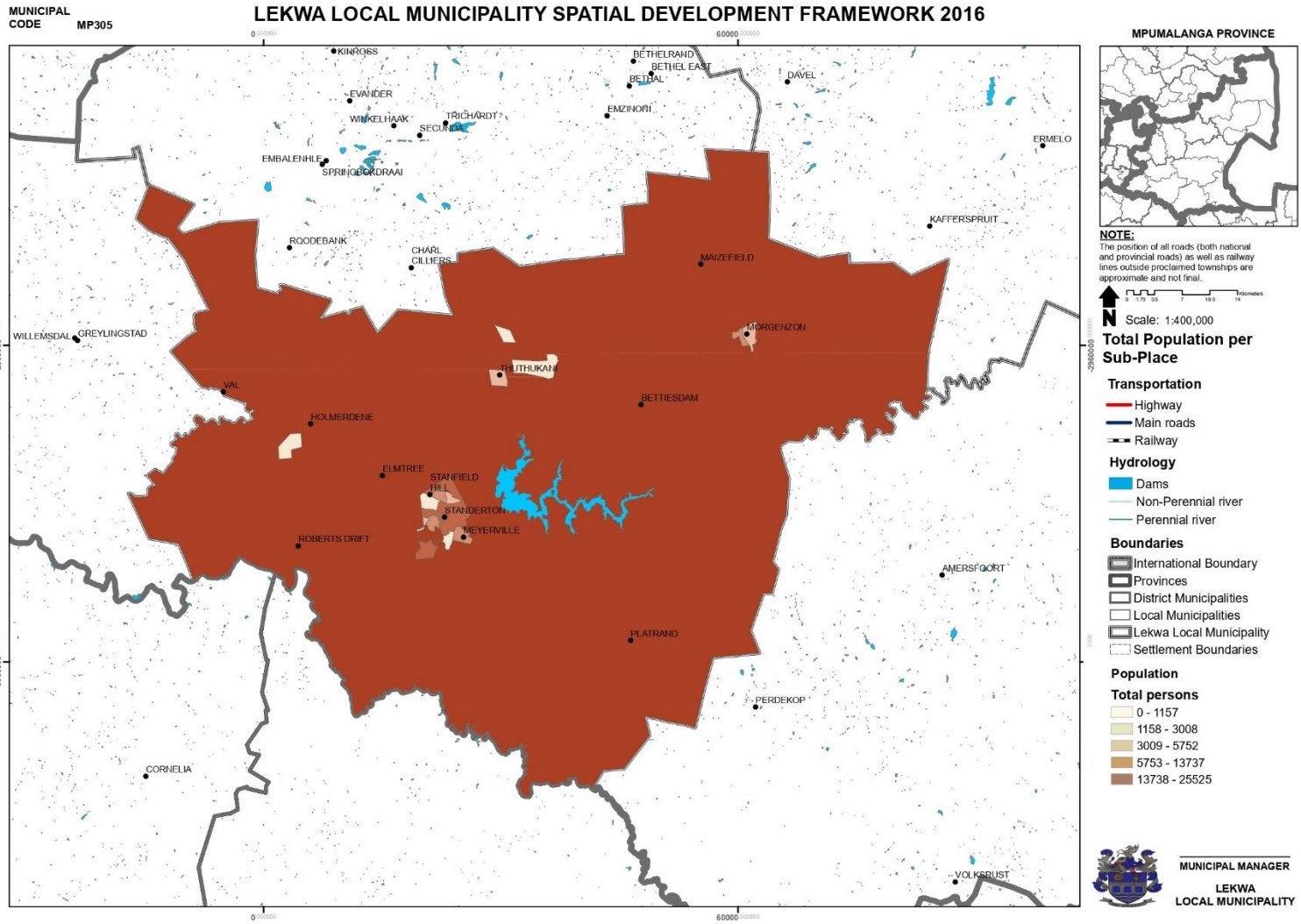


Figure 13: Population Distribution Map, Lekwa SDF 2017

Implications for service delivery: The municipality needs to continuously do service connections for new developments. This means that the land use management department will have to conduct inspections to ensure that all new developments adhere to service requirements. The municipality must also expand its infrastructure to accommodate growing settlements. This also implies that the municipality will experience pressure to develop new township establishments.

Age and sex composition

In 2022, the 35-39 age group was the largest with a total number of 14410 people (10.36%) followed by the 30-34 age category with 14052 (10.10%) people as depicted in the pyramid graph below. The population comprised of 50.25% males and 49.75% females in 2022. These statistics indicate that the municipality has a young population dominated by the youth. This can be advantageous as it indicates a huge labour force. However, if the economy of the municipality cannot absorb them, Lekwa will experience high unemployment and possible out-migration including social ills that accompany unemployment.

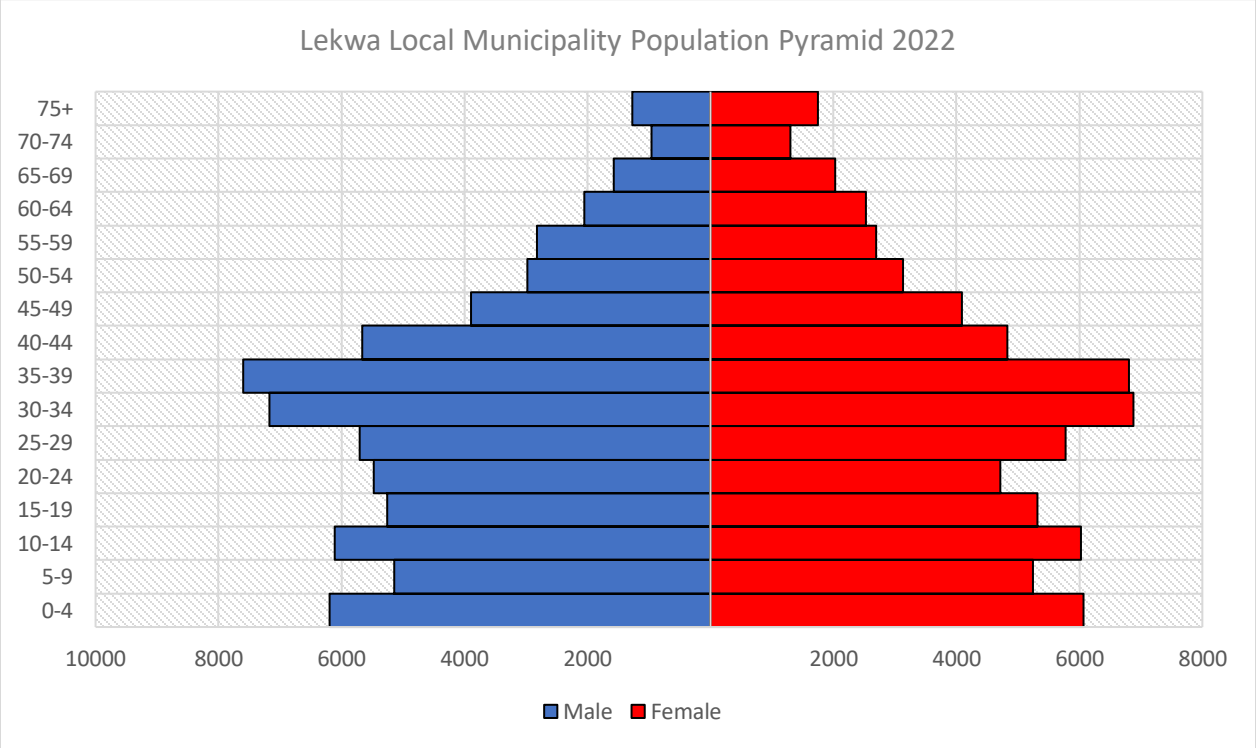


Figure 14: Population Pyramid, Stats SA 2021 Mid-year population estimates



Male Population 2022: **69 871 (50.25%)** of the total population (Stats SA 2021 Mid-year population estimates)



Female Population 2022: **69 175 (49.75) %** of the total population (Stats SA 2021 Mid-year population estimates)



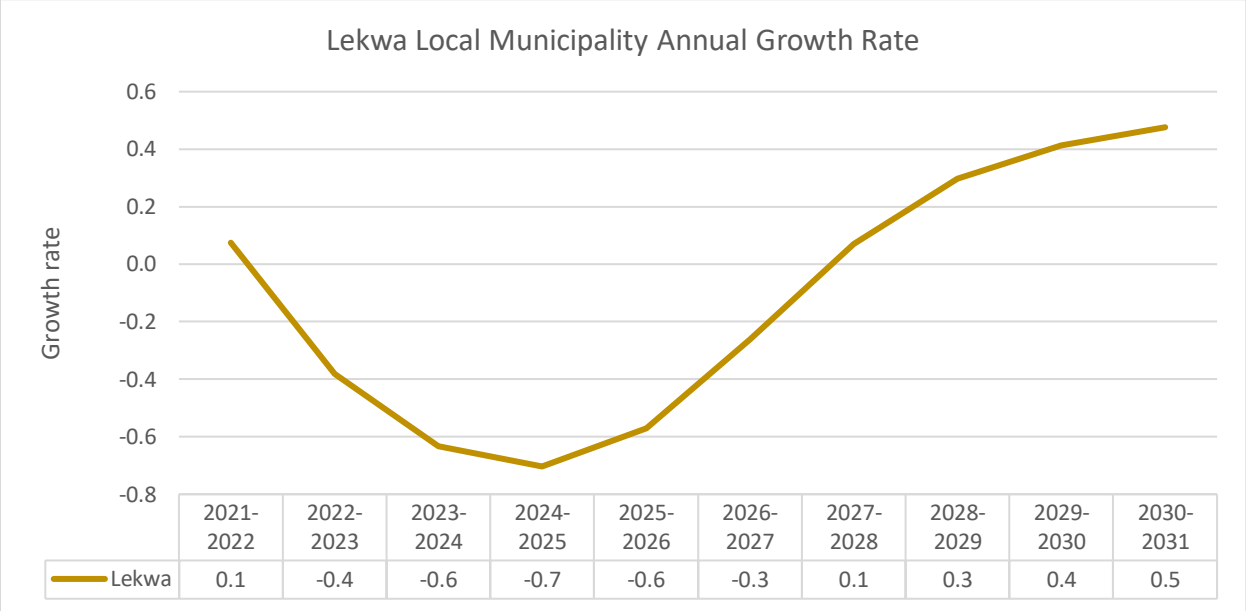
Youth Population (15-34 years) 2022: **46 289 (33.29%)** of the total population (Stats SA 2021 Mid-year population estimates)



Children between the ages 0-14 years in 2022: **12 131 (8.72%)** (Stats SA 2021 Mid-year population estimates)

Annual growth rate of children 0-14 years

The graph below depicts that the municipality's annual growth rate for children between 0-14 years for 2023-2024 is **-0.6.** This is a decrease from the -0.4-rate recorded in 2022-2023 and the 0.1 rate in 2021-2022. The annual growth rate will further decrease to -0.7 in 2024/25.



	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
Lekwa	0.1	-0.4	-0.6	-0.7	-0.6	-0.3	0.1	0.3	0.4	0.5

Figure 15: Annual growth rate for children (0-14 years), Stats SA Mid-year population estimates 2021

Implications for service delivery: Early Childhood Development (ECD) centres will have less enrolments during these periods. This may affect the operations of some centres as there will not be enough children to go to ECDs. The municipality will have to put a hold on planning new ECDs centres during this period.

Older persons, women, children, and youth

Trends per category:

Youth: The statistics indicate that the youth population is decreasing in the municipality. The youth population was 46 445 in 2021, and it is projected that it will decrease to 46 174 in 2023 and 45 081 in 2031.

Children: The number of children in the municipality is fluctuating. In 2021, children were recorded at 34755. The number is projected to decrease to 34648 in 2023. The number of children in the municipality will further decrease to 34334 in 2031.

Older persons: In 2021, older persons were recorded at 13062 and increased to 13893. This is opposite to what is observed in the youth category as the number of older persons is increasing over the years.

Women: The women population in Lekwa LM is increasing. In 2021, the women population was recorded at 43566 and 44930 in 2023. It is further estimated that the women population will further increase to 49 397 in 2031.

Year	Youth	Children (0-14)	Older persons	Women
2021	46445	34755	13062	43566
2022	46289	34781	13447	44233
2023	46174	34648	13893	44930
2024	46062	34430	14345	45631
2025	45958	34189	14809	46310
2026	45826	33994	15264	46933
2027	45696	33906	15663	47473
2028	45527	33930	16051	47967
2029	45369	34030	16436	48448
2030	45220	34171	16828	48925
2031	45081	34334	17252	49397

Table 9: Older persons, women, children and youth, Stats SA Mid-year population estimates 2021

Factors affecting population change

The statistics below indicate factors that affect population change in Lekwa Local Municipality. The factors include migration, fertility, and mortality rates. These are utilised to understand what causes the population to decrease or increase.

Migration

Migration refers to the movement of people to a new area for better living conditions including work, services, and any other opportunities. In-migration means people are moving into the municipality and out-migration means people are leaving the municipality.

% Distribution of in-migration, 2016

In 2016, the municipality had a 2,3% in-migration of persons in the 14-35 (youth) age group which was the same as the 2,3% in-migration recorded for persons in the 36-59 age group. This means that mainly youth and working age groups are settling in the municipality. The statistics thus reflect that there are educational and work opportunities that draw people to the municipality.

Age group	14-35	36-59	60+
Chief Albert Luthuli	21,2	19,9	12,2
Msukaligwa	3,0	2,3	4,9
Mkhondo	3,1	3,5	0,0
Dr Pixley Ka Isaka Seme	1,1	0,6	0,0
Lekwa	**2,3**	**2,3**	**0,0**
Dipaleseng	0,7	0,9	2,4
Govan Mbeki	3,5	5,8	4,9

Table 10: % Distribution of in-migration, 2016

% Distribution of out-migration, 2016

The 36-59 age category is the largest group of people leaving the municipality at 3,2% followed by the 60+ group recorded at 2,9%. The statistics indicate that the municipality is losing a large portion of the labour force. This may be attributed to unemployment and the youth leaving to attend tertiary institutions in other provinces. The 60+ category also indicates that those retiring move out of the municipality.

Age group	14-35	36-59	60+
Chief Albert Luthuli	4,5	4,1	5,2
Msukaligwa	3,6	3,7	3,4
Mkhondo	3,6	3,3	3,2
Dr Pixley Ka Isaka Seme	1,8	1,9	2,3
Lekwa	**2,6**	**3,2**	**2,9**
Dipaleseng	1,0	1,1	1,2
Govan Mbeki	7,3	8,3	6,8

Table 11: % Distribution of out-migration, 2016

Reasons for migration

A large portion of people in Gert Sibande mainly migrate to be or closer to a spouse as is recorded at 22,5%. This is followed by job transfers and new job opportunities at 14,9%. Looking for paid work is also a big reason for migration including education.

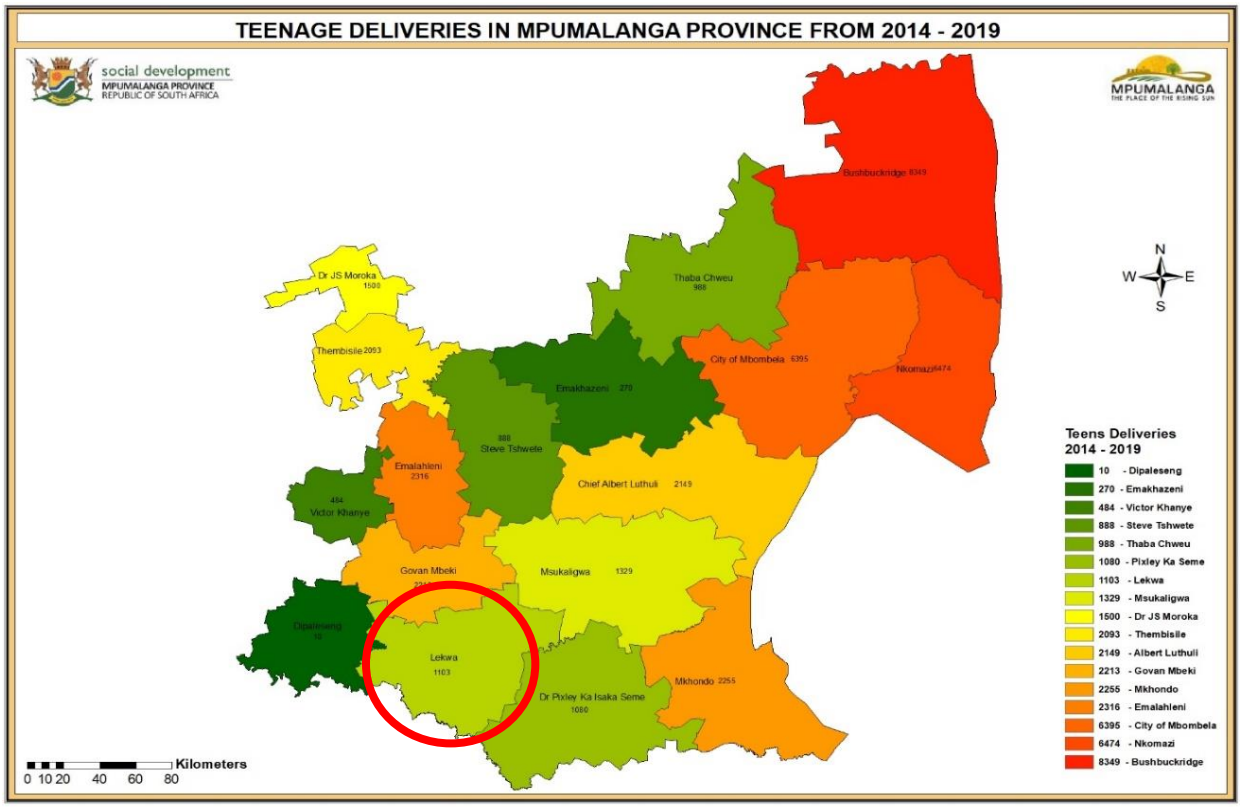
Reasons	Gert Sibande	Nkangala	Ehlanzeni	MP
Divorce/separation	1,3	1,0	1,4	1,2
Education	**11,2**	9,7	6,5	9,1
Better services	2,3	3,0	2,6	2,7
Health	1,0	1,0	1,3	1,1
High levels of crime	0,4	0,4	0,7	0,5
Job loss/retrenchment/contract ended	2,2	1,1	1,4	1,5
Job transfer/take up new job opportunity	**14,9**	11,9	12,9	12,8
Look for paid work	**11,3**	15,1	11,1	13,1
Relocation of household	**8,4**	8,1	6,8	7,8
Moving to be with or be closer to spouse	**22,5**	18,7	26,9	21,9
New dwelling for household	0,6	0,9	1,2	0,9
Other business reason	0,8	1,3	0,8	0,9
Political instability/religious conflict/persecution	0,2	0,2	0,3	0,2
Retirement	0,1	4	2	0,3
Start a business	0,9	0,7	0,4	0,6
Other	4,4	5,3	3,7	4,6

Table 12: Reasons for migration

Implications for service delivery: The municipality needs to prioritize economic development and education. This is to avoid brain drain/ out-migration of skilled labour due to the lack of employment opportunities. As education is cited as one of the main factors, the municipality should provide support to stakeholders that run educational facilities such as Gert Sibande Tvet College to grow and attract more people to the municipality. However, this means that the municipality will also have to upgrade its infrastructure and services to provide for the growing population.

Fertility

Fertility is a contributing factor to population change. Lekwa LM has a relatively low rate of teenage deliveries in the Mpumalanga Province. From 2014-2019, the municipality had 1103 teenage deliveries as indicated in the map below. The population of Lekwa is growing due to births however, it is less than that of most municipalities within the province.



Map 2: Teenage Deliveries in Mpumalanga province 2014 – 2019, Source: Department of Social Development

Mortality

Mortality refers to the state of being subject to death or the number of deaths in each area or period from a particular cause. In Lekwa childbearing is a large contributor to mortality within the municipality.

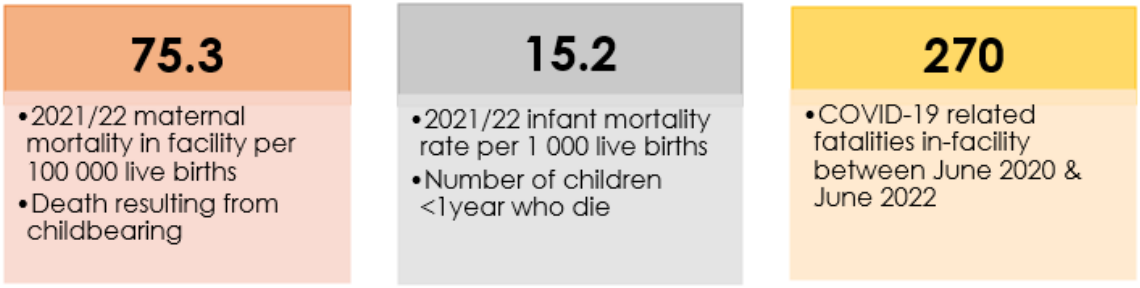


Figure 16: Mortality in Lekwa Local Municipality, SERO Report 2022

Disability index

The disability index below reflects individuals aged 5 years and older with disability by gender for 2021. Mpumalanga has 162 000 disabled persons. 77 000 of those disabled are males and 86 000 are females.

Indicator	Stats ('000)	Province									
		WC	EC	NC	FS	KZN	NW	GP	MP	LP	RSA
Male	No.	154	109	35	52	248	74	195	77	136	1 081
	%	4,9	4,0	6,2	4,2	4,9	4,1	2,6	3,9	5,2	4,1
Female	No.	163	167	45	80	335	97	260	86	140	1 374
	%	4,8	5,5	7,9	5,6	6,1	5,0	3,7	3,8	5,1	4,9
Total	No.	318	276	80	132	583	171	455	162	276	2 454
	%	4,9	4,8	7,1	4,9	5,5	4,6	3,1	3,8	5,2	4,5

Table 13: Disability by gender, General Household Survey 2021

The graph below breaks down the prevalence of disability per district. In Gert Sibande District, 116 490 persons have a disability in seeing. This is followed by a disability in remembering (43 971). The lowest type of disability prevailing in the district is communication.

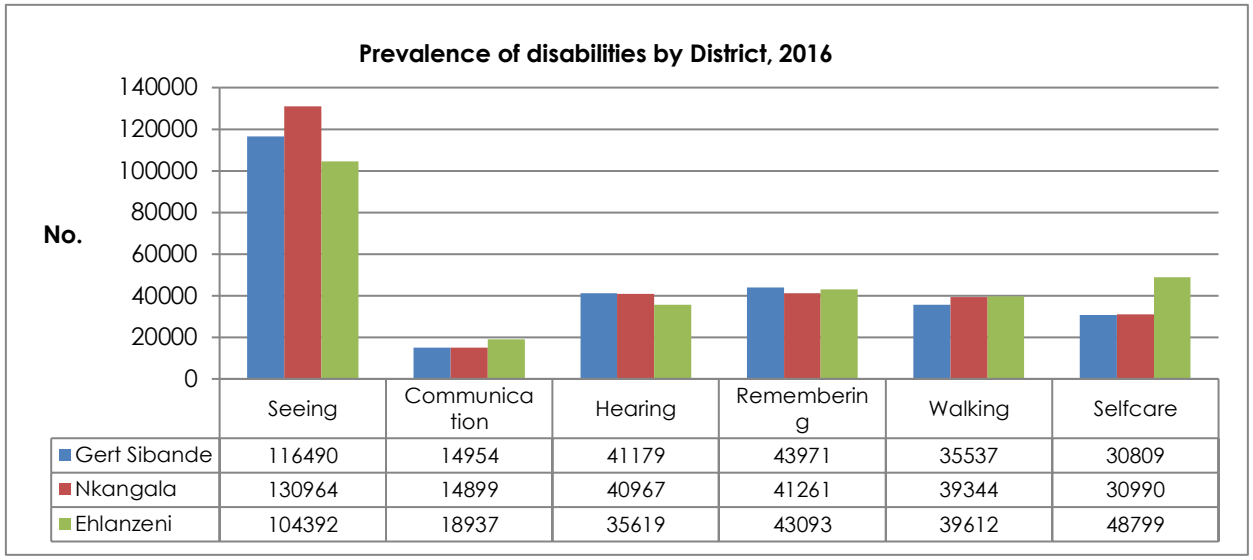


Figure 17: Prevalence of disabilities by district, Community Survey 2016

Implications for service delivery: The municipality needs to invest in disability inclusive infrastructure. Services rendered by the municipality should also make provision for disabilities. This includes schools for persons living with disability. Community halls should have ramps for those who cannot walk, provision of walkways that accommodate wheelchairs, access to parks, signboards for those struggling with remembering, communication should be in the form of brail letters and loud hailing to accommodate those who cannot see or communicate.

Support Programmes for various groups

The table below indicates various support programmes provided by the Department of Social Development within Lekwa Local Municipality. The aim of these programmes is to aid marginalized groups.

Table 14: Support Programmes for various groups, Department of Social Development

CARE AND SUPPORT SERVICES TO OLDER PERSONS				
Name of Organization	**Programme**	**Ward**	**Target**	**Amount Funded**
Vukuzimele Club for the Aged	▪ Community based care ▪ Home community-based care services	6	▪ 70 older persons in community-based car eservices ▪ 50 home community-based care services	R400 920
Siyathuthuka Aged Club	Community based care	15	50 older persons	R157 800
Masizenzele Aged Group	▪ Community based care ▪ Home community-based care services	14	▪ 45 older persons in community-based car eservices ▪ 45 home community-based care services	R304 020
Kopano Kematla Service centre	Community based care	12	70 older persons in community-based car eservices	R220 920
CARE AND SUPPORT SERVICES TO PERSONS WITH DISABILITIES				
Inkazimulo kaNkulunkulu Stimulation centre	Partial care services	3	100 - Partial care service	R624 613
Ithemeblihle Protective workshop	Community based care services	3	25 people with disabilities	R 90 000
Mthunzini protective workshop	Community based care services	14	25 people with disabilities	R90 000
CHILD CARE AND PROTECTION SERVICES				
Sithembinkosi Drop-in centre	Psychosocial support services	14	60 orphans, vulnerable children and	409 362
Ekukhanyeni Drop in centre	Psychosocial support services	4	60 orphans, vulnerable children and	490 962
Sinenjabulo Drop-in centre	Psychosocial support services	6	60 orphans, vulnerable children and	429 762
Sakhisizwe Social Responsibility	Psychosocial support services	4	340 orphans, vulnerable children and	957 500
George Hof Meyer Child	Residential care services	10	46	Government institution

and Youth Care Centre				
SAVF Child and Family Care	Social work services	10	1 Senior Social worker 1 Social worker	R566 520
Tutela Family Care	Social work services	10	3 Social workers	R705 780
CARE AND SERVICES TO FAMILIES				
Savf Family Crisis Centre	Care and services to families	10	1 Care Giver and 1 Social Worker	R482 337
Savf Women's Group	Care and services to families	10	Programme Funding	R60 000
COMMUNITY DEVELOPMENT **Sub Programme: Youth and Women Development**				
Sivukile Youth Development Centre	Youth development	14	1200	R232 331
Sakhile Youth Development Centre	Youth development	5	1200	R232 331
Nqubeko Youth Development Centre	Youth development	15	1200	R232 331
COMMUNITY DEVELOPMENT				
Sub Programme: Youth Development and Women Development				
EPWP	Youth development	14, 5 AND 15	15	R429 102
Youth In National Youth service program	Youth development	15 and 5	40	R16 000
Sub Programme: Poverty Alleviation and Sustainable Livelihood				
Poverty Reduction initiatives	Poverty Alleviation initiatives		09	R162000

Health Indicators in Lekwa LM

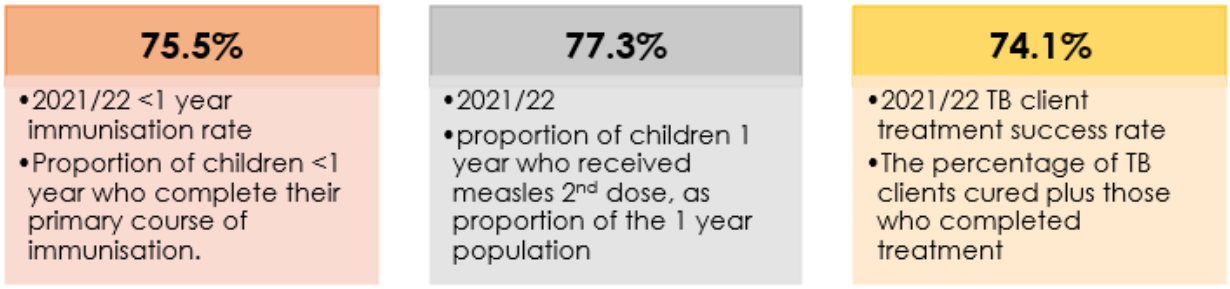
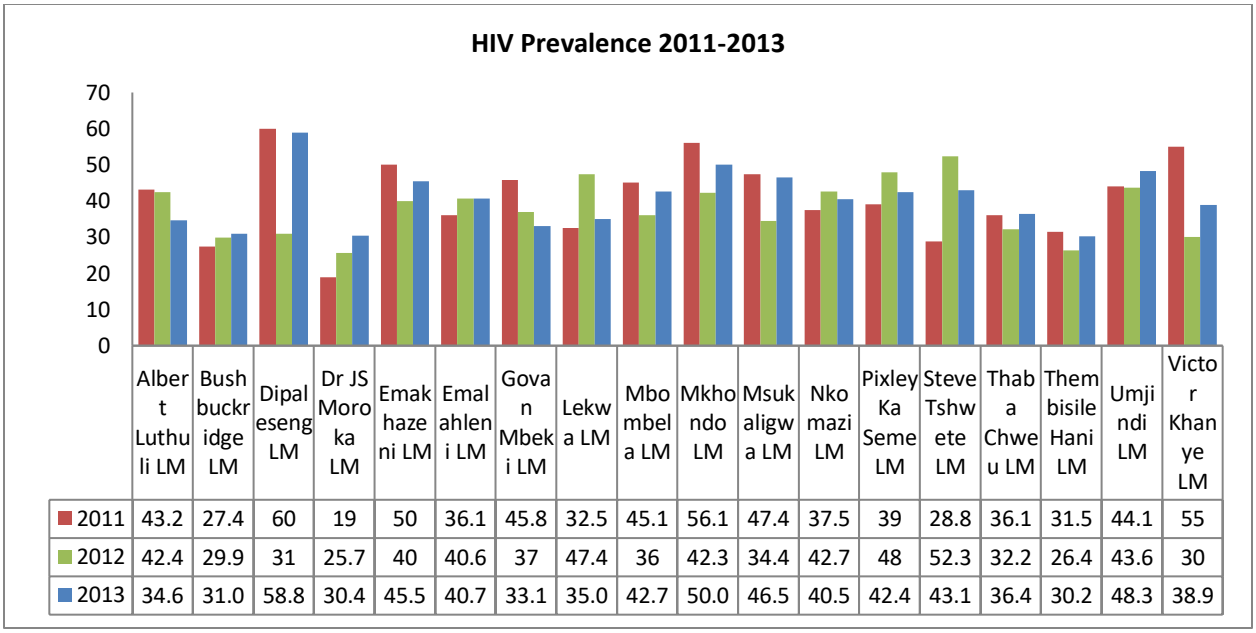


Figure 18: Health Indicators, SER Report 2022

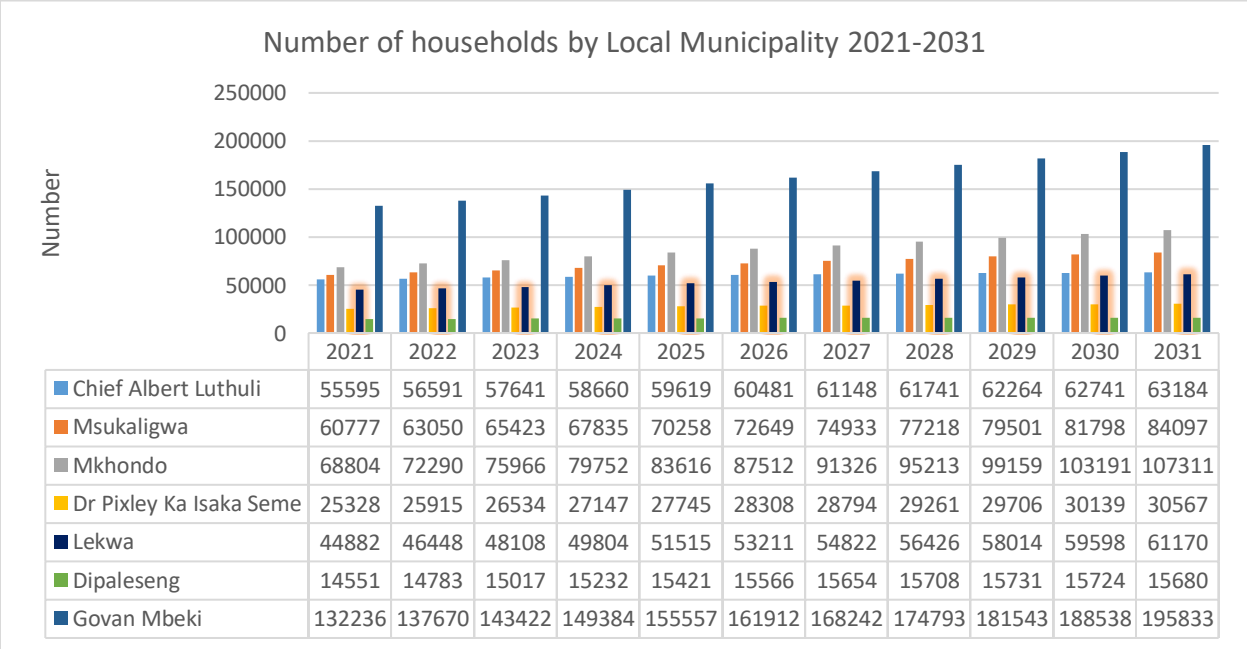


	Albert Luthuli LM	Bushbuckridge LM	Dipaleseng LM	Dr JS Moroka LM	Emakhazeni LM	Emalahleni LM	Govan Mbeki LM	Lekwa LM	Mbombela LM	Mkhondo LM	Msukaligwa LM	Nkomazi LM	Pixley Ka Seme LM	Steve Tshwete LM	Thaba Chweu LM	Thembisile Hani LM	Umjindi LM	Victor Khanye LM
2011	43.2	27.4	60	19	50	36.1	45.8	32.5	45.1	56.1	47.4	37.5	39	28.8	36.1	31.5	44.1	55
2012	42.4	29.9	31	25.7	40	40.6	37	47.4	36	42.3	34.4	42.7	48	52.3	32.2	26.4	43.6	30
2013	34.6	31.0	58.8	30.4	45.5	40.7	33.1	35.0	42.7	50.0	46.5	40.5	42.4	43.1	36.4	30.2	48.3	38.9

Figure 19: HIV Prevalence 2011-2013, Department of Health: Antenatal Survey of 2013

Households

Between 2011 and 2016, the number of households in Lekwa increased by 6 263 to 37 334 households. The household size declined from 3.7 to 3.3 over the same period. The household number for 2022 is estimated at 46 448. It is estimated that the number of households will increase to 51 232 in 2030.



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Chief Albert Luthuli	55595	56591	57641	58660	59619	60481	61148	61741	62264	62741	63184
Msukaligwa	60777	63050	65423	67835	70258	72649	74933	77218	79501	81798	84097
Mkhondo	68804	72290	75966	79752	83616	87512	91326	95213	99159	103191	107311
Dr Pixley Ka Isaka Seme	25328	25915	26534	27147	27745	28308	28794	29261	29706	30139	30567
Lekwa	44882	46448	48108	49804	51515	53211	54822	56426	58014	59598	61170
Dipaleseng	14551	14783	15017	15232	15421	15566	15654	15708	15731	15724	15680
Govan Mbeki	132236	137670	143422	149384	155557	161912	168242	174793	181543	188538	195833

Figure 20: Number of households by local municipality from 2021-2031

Basic Service provision

Overall household services performance of Lekwa

- According to the 2016 Community Survey of Stats SA some challenges remained in terms of informal dwellings, access to piped water, & flush/chemical toilets.
- The number of informal dwellings decreased slightly from 7 414 in 2011 to 7 129 in 2016, however,19.1% of households still lived in informal dwellings.
- In 2016, the number of households with access to piped water was 34 987 or 93.7% of total households. This was lower than the percentage access in 2011 – deteriorating trend and 6.3% of households still without access to piped water.
- Number of households without access to flush/chemical toilets increased between 2011 and 2016. Still some 13.4% without access to flush/chemical toilets and 1 114 households without any toilet facilities.
- Households connected to electricity increased to 33 991 and the share of households connected to electricity improved to a level of 91.5% in 2016 – 3 190 households still not connected to electricity at all.
- According to the *Blue Drop Progress Report 2022*, Lekwa received a "medium" Blue Drop Risk Rating (BDRR). The BDRR improved from "high" in 2014 to "medium" in 2020/21, but was still the 5th highest in Mpumalanga. 1 of the 2-water supply system held a "medium" risk, & 1 a "low" risk.
- According to the *Green Drop Report 2022,* Lekwa received a "critical" Green Drop Risk Rating (GDRR). The GDRR remained "critical" between 2013 and 2020/21, however, the level deteriorated and was the 2nd worst among the municipal areas. Both waste water treatment works held a "critical" risk.
- Lekwa ranks 9th highest in Mpumalanga in the *Out of Order* municipal rankings by News24 and scored 48/100. Lekwa was 1 of 6 Municipalities in Mpumalanga that featured on National COGTA's list of 66 dysfunctional municipalities in 2022.

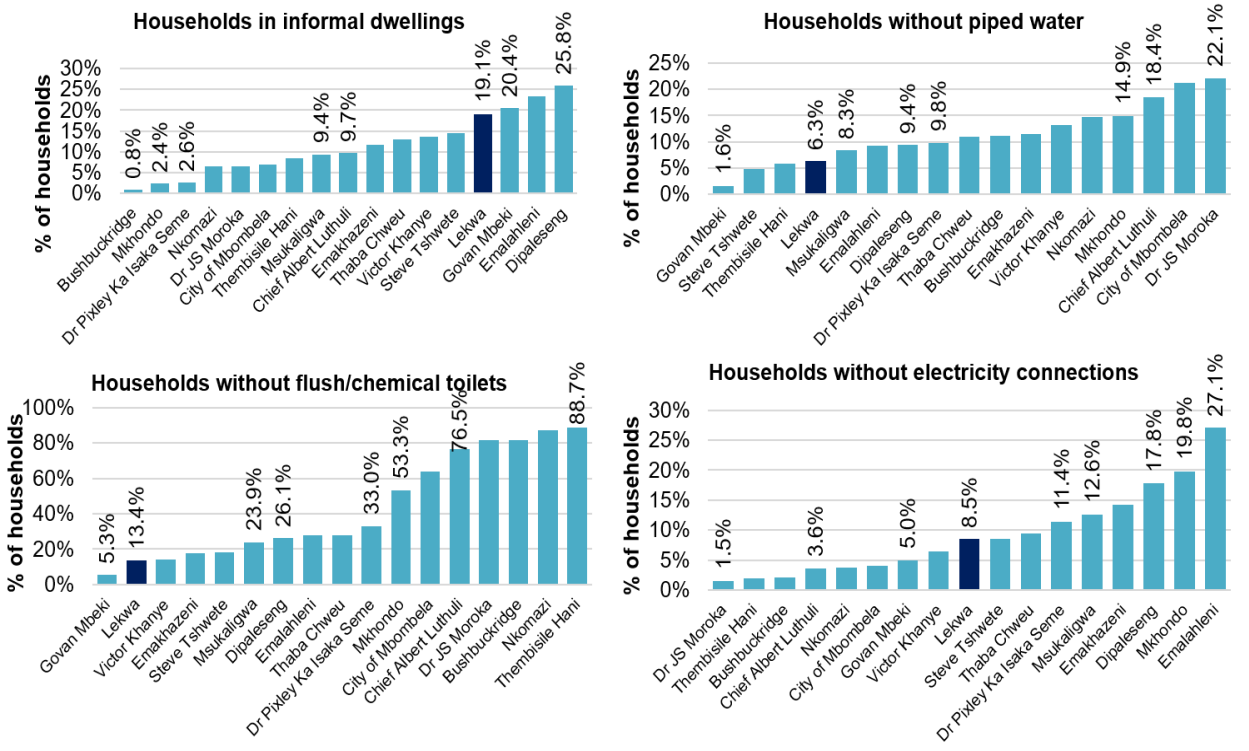


Figure 21: Household services performance of Lekwa, SERO Report 2022

Water

Approximately 88.65% of households in Lekwa LM are getting water from a regional or local service provider. This is about the same as the rate in Gert Sibande at 88.84% and Mpumalanga 86.85%. According to the Community Survey 2016, 46% of households have piped water inside their dwellings, and 42% have piped water inside their yards. Boreholes are only used as a water source by 4% of households and 2% of households use communal taps. The table below further indicates that in 2020, 92.9% of households had access to water inside the yard, 5.6% in less than 200m from the yard, and 1.5% access water from a source located more than 200m from the yard (SERO Report, 2022).

These statistics indicate that the municipality needs to budget for the provision of piped water to households that have no access to water and households that utilise public/communal taps. Some households opt to have their own water supplier and more research needs to be conducted on the connection of these households to the infrastructure of the municipality.

Table 15: Water supply per municipal area in 2020, SERO Report 2022

Water supply share			Number of	
Inside the yard	**<200m from yard**	**>200 from yard**	**Domestic units**	**Non-domestic units**
92.9%	5.6%	1.5%	32 775	1 530

Electricity

In 2021, only 2 130 households had no electricity. The backlog was recorded at 6.2%. This is a decrease from the 8.5% recorded in 2016. This implies that the municipality has managed to provide electricity to households who previously did not have access. However, the municipality still needs to budget to provide 2 130 remaining households with electricity.

The 2016 Community Survey further shows that 84% of households use an in-house prepaid meter.

Approximately 1% of households use other sources and are not paying for electricity. The figures imply that the municipality needs to budget to connect households without electricity and source assistance from programmes such as Integrated National Electrification Programme (INEP) to ensure that all households have access to electricity.

Table 16: Electricity backlog in Lekwa LM recorded in 2021, SERO Report 2022

Number of households with no electrical connection	Backlog share of households with no electrical connection
2 130	6.2%

Sanitation

According to the Stats SA – Non-financial Census 2020, 88.4% of households in the municipality have access to toilets that flush and are connected to the public sewerage system. Households with flush toilets connected to septic tanks are recorded at 1.1%. No households use the bucket system and 10.5% of households use ventilated improved pit (VIP) toilets. The municipality should focus on providing flush toilets connected to sewer to households that still use VIP toilets. In 2021,

Lekwa LM had a hygienic toilet backlog of 6.2%. This means that only 2 107 households within the municipality have no access to hygienic toilets (SERO Report, 2022).

Flush connected to public sewerage	Flush connected to septic tank	Bucket System	Ventilated improved pit	Other
88.4%	1.1%	0%	10.5%	0%

Table 17: Different types of toilets in 2020, SERO Report 2022

Refuse Removal

The municipality in 2021 recorded 6 834 households with no access to formal refuse removal (SERO Report, 2022). The Community Survey 2016, recorded that approximately 65.8% of households get their refuse collected by the municipality/ private company/ community at least once a week. The municipality has households that do not have their rubbish disposed of, which could be a health and environmental hazard. The municipality needs to budget for the provision of refuse removal for 20% of households within the municipality.

Number of households with no formal refuse removal	Backlog share of households with no formal refuse removal
6 834	**20%**

Table 18: Refuse removal backlog for 2021, SERO Report 2022

Removed by local authority/ private company/community at least once a week	Removal by local authority/private company/community members less often than once a week	Communal refuse dump	Communal container/ Central collection point	Own refuse dump	No rubbish disposal	Other
24 562	270	2 181	49	4 887	5 153	232
65.8%	0.7%	5.8%	0.1%	13%	13.8%	0.6%

Table 19: Refuse removal statistics for Lekwa LM, Community Survey 2016

Formal dwelling backlog

In 2021, approximately 6 523 households (19.1%) within the municipality live in non-formal dwellings. In 2011 the number stood at 7 414 and 7 129 in 2016. This indicates a drop in the number of households living in non-formal dwellings from 2011 to 2022. The municipality has 6 523 households residing in informal dwellings. The number decreased from 7 129 in 2016, reflecting that 606 households moved to formal dwellings within a period of five years.

Number of households in non-formal dwellings	Backlog share of households in non-formal dwellings
6 523	**19.1%**

Table 20: Formal dwelling backlog, SERO Report 2022

Households in RDP/ government subsidised dwellings in Lekwa LM

According to the CS 2016, 26.3% of households in Lekwa LM reside in RDP/government subsidised dwellings. The statistics reflect the presence of the Department of Human Settlements in the municipality. It can also be deduced from the number of non-subsidised dwellings that there is a need for services stands to cater for residents who want to build their own dwellings. There is also a need to provide alternative housing options for those who do not qualify for RDP houses.

RDP Government subsidised dwellings		Not RDP/ Government subsidised dwellings		Total
No.	**%**	**No.**	**%**	**No.**
9 786	26.3%	27 404	73.7%	37 190

Table 21: Households residing in RDP dwellings in Lekwa LM, Community Survey 2016

Blue Drop Risk Rating (BDRR)

The Blue Drop Risk Rating is a tool developed by the Department of Water and Sanitation to manage risks associated with the drinking water service provision. According to the Blue Drop Progress Report 2022, the Morgenzon WSS falls in the low-risk category and the Standerton WSS falls in the medium-risk category.

Criteria A – The design capacities for both the WSS were provided.

Criteria B – The Morgenzon WSS and Standerton WSS are operating above their design capacities as they operate above 90%. This is an indication of lack of flow management.

Criteria C - The Morgenzon WSS achieved excellent Microbiological compliance and Microbiological Monitoring compliance, while achieving non-compliance for Chemical compliance and Chemical Monitoring compliance. The Standerton WSS did not achieve water quality compliance indicating failures for both microbiological and chemical determinants with insufficient number of samples to verify the quality of water. This represents a serious health risk to consumers in the Standerton WSS.

Criteria D – The Standerton WSS achieved excellent compliance (100%) and Morgenzon WSS achieved adequate compliance for technical skills, which is an indication of adequate presence of relevant process controllers, supervisors, and maintenance teams.

Criteria E – Both the WSS indicated the absence of Water Safety Planning and development of risk-based water quality monitoring programmes as outlined in SANS 241: 2015.

Assessment Areas	Morgenzon	Standerton
BULK / WSP		
A: Total Design Capacity (Ml/d)	2	20
B: % Operational Capacity in terms of design	120%	200%
C1a: % Microbiological Compliance	100%	58.9%
C1b: % Microbiological Monitoring Compliance	87.5%	86.7%
C2a: % Chemical Compliance	89.1%	71.7%
C2b: % Chemical Monitoring Compliance	2.9%	2.9%
D: % Technical Skills	81.3	100%
E: % Water Safety Plan Status	0%	0%
%BDRR/BDRR max	40.8%	62.5%

Area	Year		Trend	Number of water supply systems per risk category 2020/21			
	2014	2020/21	2014-20/21	Low risk	Medium risk	High risk	Critical risk
Chief Albert Luthuli	46.0%	63.9%		1	5	1	1
Msukaligwa	70.0%	52.3%		2	3	-	-
Mkhondo	56.0%	37.9%		4	-	-	-
Dr Pixley Ka Isaka Seme	47.0%	59.1%		1	2	1	-
Lekwa	71.0%	60.5%		1	1	-	-
Dipaleseng	94.0%	97.0%		-	-	-	1
Govan Mbeki	31.0%	40.8%		1	-	-	-

BDRR categorisation

Low	*Medium*	*High*	*Critical*
<50%	*50% - <70%*	*70% - <90%*	*90% - 100%*

Figure 22: Blue Drop Progress Report 2022 - Department of Water & Sanitation, SERO Report 2022

Implications for service delivery:

The Regulator encourages the WSA and WSP to urgently implement the following recommendations to ensure delivery of safe drinking water for all consumers:

- A and B: Installation of calibrated inflow meters to verify operational capacity.
- Ca: Implementation of corrective measures in the event of microbiological and chemical failures to always ensure delivery of safe drinking water.
- Cb: Implementation of monitoring programmes with sufficient samples based on population size as outlined in SANS 241: 2015.
- D: Appointment of suitably qualified staff (supervisors, process controllers and maintenance teams) aligned to set criteria.
- E: Development of Water Safety Plan as per SANS 241: 2015 and WHO guidelines including risk assessment of entire supply system, water quality evaluation based on full SANS 241: 2015 analysis of raw and final water, development of risk-based monitoring programmes, and implementation of mitigating measures to address all medium and high risks.

Green Drop Risk Rating (BDRR)

The Green Drop Risk Rating is a tool developed by the Department of Water and Sanitation to measure the performance of municipalities in wastewater management. The municipality was identified to have the following wastewater treatment systems in critical state and was advised by the Regulator to issue a Corrective Action Plans (CAPs) and ringfenced grant allocation to the identified systems. The following results were found following analysis of the CAPs and funds as submitted by the WSA during the period 1 April 2022 to 31 March 2023.

BASELINE:

WSI Name	WSI 2021 GD Score	WSI TSA Score	Total VROOM Cost	WWTW Names (<31% score)	WTWW 2021 GD Score
Lekwa LM	17%	39%	R11,155,000	Standerton	16.7%
				Morgenzon	21.0%

Watch Area 1: PLANNING - Corrective Action Plan to improve on the Green Drop Scores

WSI Name	WWTW Name	Compliance Letters Issued	WSA Requested Support to develop the CAP	DWS Schedule Engagement with WSIs	# CAPs recd by DWS	Date of CAPs receipt by DWS	CAP Implementation Status: Progress @ 31 Mar 2022	Quality of CAP
Lekwa LM	Standerton	Yes	None	Further Engagements	0	None	No Progress	NI
	Morgenzon	Yes	None	Further Engagements	0	None	No Progress	NI

Watch Area 3: INTERVENTION – Status and types of interventions by DWS

WSI Name	WWTW Name	Regulator's Compliance Monitoring and Enforcement Status	Action to follow and other comment
Lekwa LM	Standerton	Case Reported and Registered on ECMS. Complaint investigated on 27 Oct 16 Issued non-compliance letter (S9(4) or 10(4); Issued NWA Notice (Pre-directive); Issued NWA Directive; Criminal charges laid (Case No 3161/2020 Court Order, CAS TBC)	Further Engagements Court Order issued on 04 December 2020. Follow-Up conducted. Lekwa LM is in Contempt of Court Order. Court hearing scheduled for the criminal case opened.
	Morgenzon	Case Reported and Registered on ECMS. Complaint investigated on 17 Feb 22 Issued NWA Notice (Pre-directive)	Further Engagements

Lekwa received a "critical" Green Drop Risk Rating (GDRR). The GDRR remained "critical" between 2013 and 2020/21, however, the level deteriorated and was the 2nd worst among municipal areas. Both waste water treatment works held a "critical" risk.

Area	Year		Trend	Number of waste water treatment works per risk category 2020/21			
	2013	2020/21	2014-20/21	Low risk	Medium risk	High risk	Critical risk
Chief Albert Luthuli	90.6%	94.4%		-	-	-	5
Msukaligwa	96.3%	93.7%		-	-	-	7
Mkhondo	76.5%	62.8%		-	1	1	-
Dr Pixley Ka Isaka Seme	88.2%	92.9%		-	-	1	4
Lekwa	94.1%	94.8%		-	-	-	2
Dipaleseng	94.1%	95.6%		-	-	-	4
Govan Mbeki	68.0%	60.7%		1	3	2	-

GDRR categorisation

Low	*Medium*	*High*	*Critical*
<50%	*50% - <70%*	*70% - <90%*	*90% - 100%*

Figure 23: Green Drop National Report - Department of Water and Sanitation, SERO Report 2022

Indigent support for basic services

The key purpose of an Indigent Support Policy (ISP) is to ensure that households with lower incomes are not denied reasonable services, while municipalities are not financially burdened because of the failure by consumers to pay. The table below reflects that **1 450** households within the municipality receive indigent support for water, electricity, sewerage, sanitation, and solid waste management.

Area	Indigent households identified	Water	Electricity	Sewerage and sanitation	Solid waste management
Gert Sibande	*25 514*	*25 514*	*23 463*	*25 307*	*25 307*
- Chief Albert Luthuli	1 287	1 287	1 287	1 287	1 287
- Msukaligwa	7 932	7 932	7 932	7 932	7 932
- Mkhondo	1 263	1 263	1 263	1 263	1 263
- Dr Pixley Ka Isaka Seme	1 828	1 828	1 828	1 828	1 828
- Lekwa	1 450	1 450	1 450	1 450	1 450
- Dipaleseng	207	207	207	0	0
- Govan Mbeki	11 547	11 547	9 496	11 547	11 547

Table 22: Households benefitting from indigent support in 2020, SERO Report 2022

Education

Lekwa's grade 12 pass rates deteriorated from 84.7% in 2014 to 75.9% in 2021. In 2022, the pass rate improved to 80.5% - the 7th highest of the 17 municipal areas in 2022. Decline in the pass rate by more than 10 percentage points between 2019 and 2020. Negative impact of COVID-19. Improved with 1.1 percentage point in 2021. The area achieved an admission rate to university/degree studies of 30.6% in 2022, which is an improvement from the 27.9% recorded in 2021. The challenge is to accommodate/ retain the educated young people in the area due to inadequate economic opportunities.

Grade 12 Pass Rate				Admission to B Degree studies
2014	2020	2021	2022	2022
84.7%	74.8%	75.9%	80.5%	30.6%

Table 23: Basic Education and performance in Lekwa LM, SERO Report 2022

Early Childhood Development (ECD)

Early childhood development is one of the priority areas of the South African government and remains a critical policy issue that the Department of Education aims to address. The figure below depicts percentages of children aged 0-4 years of age by school attendance and it shows that 66% of children between the ages of 0-4 in Lekwa are not attending pre-school or any ECD institution.

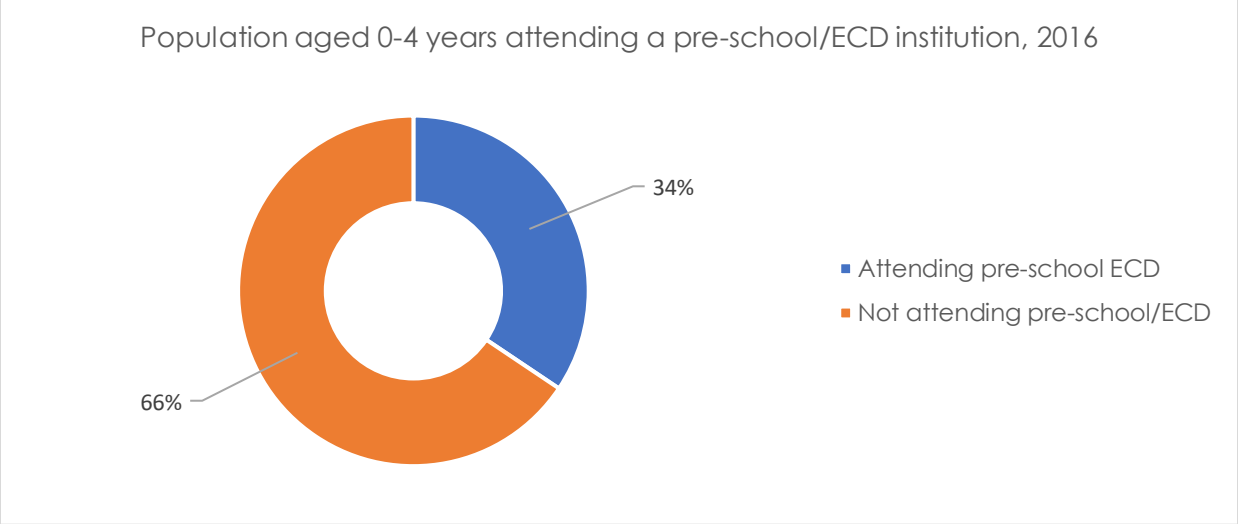


Figure 24: Population aged 0-4 years attending ECD, Community Survey 2016

Functional literacy rate

Functional literacy refers to practical skill set needed to read, write, and do math for real-life purposes, so people can function effectively in their community. Lekwa LM has a functional literacy rate of 85.8% recorded in 2021 – the 8th highest in the 17 municipalities. The trends from 2010 to 2021 indicates a positive trend and it implies that communities in the municipality can provide meaningful input and understand information communicated. This also implies that there is an opportunity for skilled labour.

Age 15yrs+ & completed Grade 7 or Higher		Trend	Age 15yrs + & completed Grade 7 or higher		Trend
2010	**2015**	**2010-2015**	**2016**	**2021**	**2016-2021**
75.8%	79%	☺	79.5%	85.8%	☺

Table 24: Functional literacy in Lekwa LM: 2010 – 2021, SERO Report 2022

Highest level of education

The figure below shows the distribution of the population aged 20 years and older by the highest level of education. The results indicate that out of the population in Lekwa, about 9.5% have no formal education, while only 7.9% attended higher education. A large proportion of the population attended secondary school but only 28.6% completed secondary school. This reflects a drop out trend in secondary schooling.

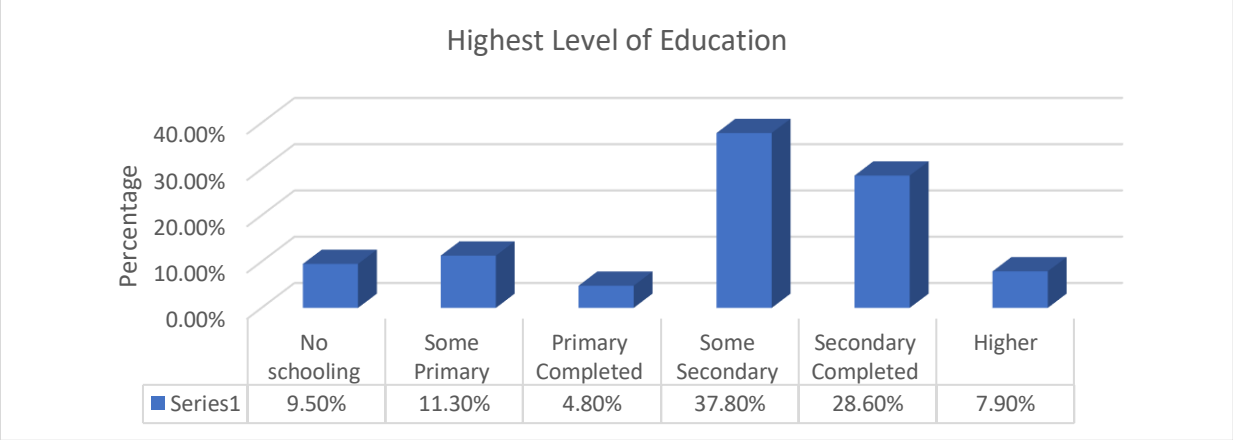


Figure 25: Highest level of education, Community Survey 2016

Crime Indicators

Annual Crime Stats for 2021/22 indicate that the number of serious crimes reported in Lekwa LM decreased to 229 from 241 recorded in 2018/19. The municipality has a ranking of 12, which is 5 ranks away from being the worst. More work needs to be done to curb crime; however, the trend is positive as the numbers are decreasing.

17 Serious Crimes/ 10 000		Ranking (1=best to 17=worst)	Trend
2018/2019	2021/22		
241	229	12	☺

Table 25: Serious crimes reported in Lekwa LM, SERO Report 2022

Crime categories

The highest crime committed is driving under the influence of alcohol and drugs followed by malicious damage to property. Not many carjacking crimes are reported as well as public violence. Many crimes are detected due to action taken by police.

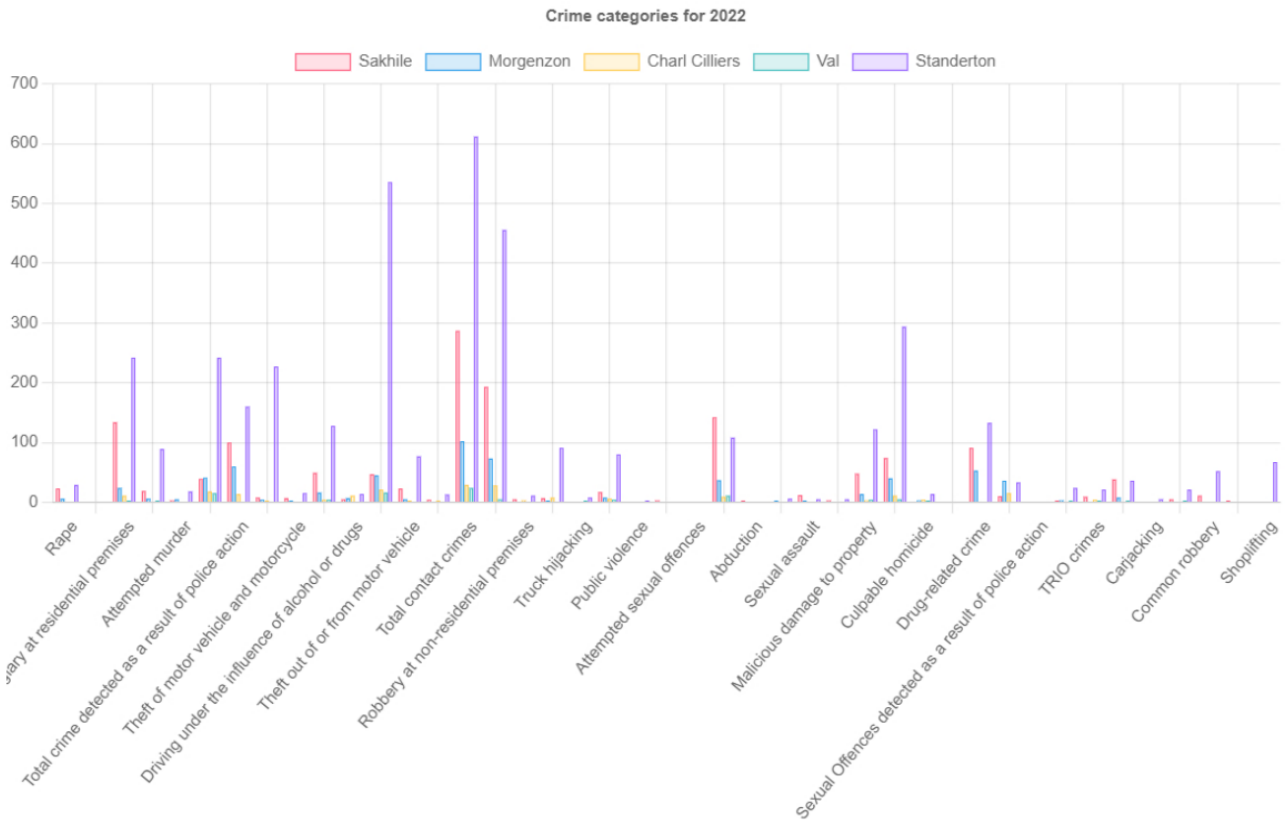


Figure 26: Categories of crime for 2022

4.2 ECONOMIC LANDSCAPE

Lekwa Economy

- The municipality's contribution to the Mpumalanga economy in 2021 was 3.9% – 7th largest economy in the province. Slightly larger than Nkomazi. Lekwa contributed 14.4% to the district economy – 3rd largest economy in Gert Sibande.
- The average annual economic growth rate for the municipality was 1.6% p.a. over the period 1996 to 2021. For the period 2016 - 2021 the economy expanded by 3.7% p.a.
- Estimated contraction in 2020 of 2.0% due to the COVID-19 lockdown. The economy expanded by 7.3% in 2021 & was expected to expand by 1.9% in 2022.
- The estimated average annual GDP growth for Lekwa between 2021 & 2026 is 3.1% p.a.
- In 2021, the size of the economy was estimated at R17.2 billion in current prices & R11.8 billion in constant 2015-prices.
- In 2021, the four largest industries were community services, mining, trade, & finance. These four industries combined to contribute 57.2% to the economy of Lekwa.
- Lekwa holds comparative advantages in agriculture, mining, & utilities (mainly electricity).

Labour market indicators in Lekwa

The 2021 strict unemployment rate for Lekwa LM was recorded at 22.8% which is lower than the 25.7% recorded in 2020. The statistics indicate that it is one of the lower rates in the province, but still relatively high in comparison with the national 6% target by 2030. In 2021, the strict unemployment rate for females was 27.4%. The youth (15-34 yr.) strict unemployment rate for 2021 is recorded at 36.1%, which is high for Lekwa. There is concern about the high share of unemployed youth & especially females – there appears to be a mismatch between their offering of education and skills (or lack thereof) and the demand of the labour market, but also a lack of investment to create jobs. Importance of quality and relevant education and training in line with the economic needs of the province to improve their employability but also a need to retain businesses and attract new investment. Emphasis on the role of the University of Mpumalanga and TVETs.

In 2021, Lekwa contributed with 4.1% to the total employment in the Mpumalanga province. The average annual employment growth between 2016 and 2021 is recorded at 0.7%, which is worse than the 27% p.a. growth recorded between 2010 - 2015. The job losses in 2021 were estimated around 3 985, which is an increase from the 3 892 job losses recorded in 2020.

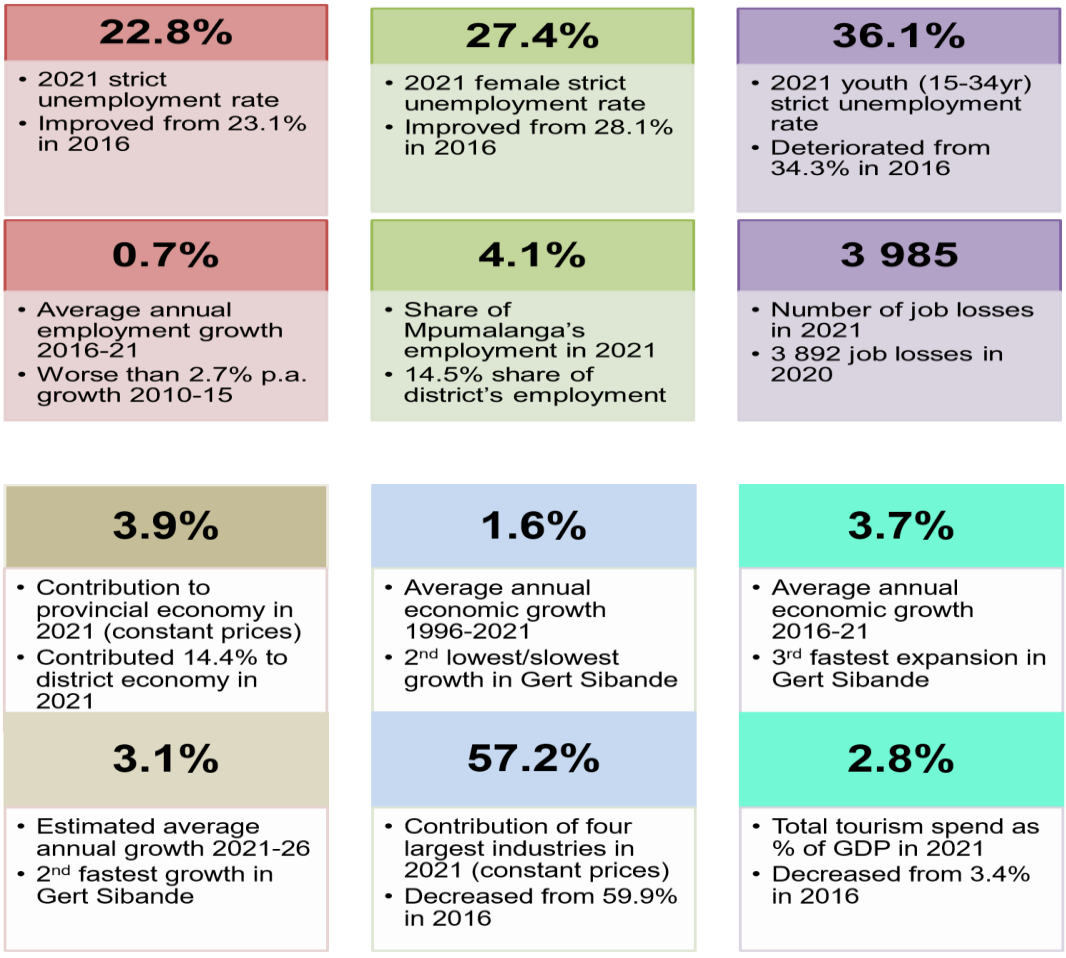


Figure 27: Labour Market Indicators in Lekwa, SERO Report 2022

Employment by industry in Lekwa

In 2021, 25.7% of the employed worked in the trade industry. According to Stats SA, the trade industry comprises of wholesale, motor, accommodation, food, and beverages (i.e., restaurants and catering), and retail. This means that most economic activity within the municipality is related to goods rather than services. The mining industry only employs approximately 2.3% of people in Lekwa LM.

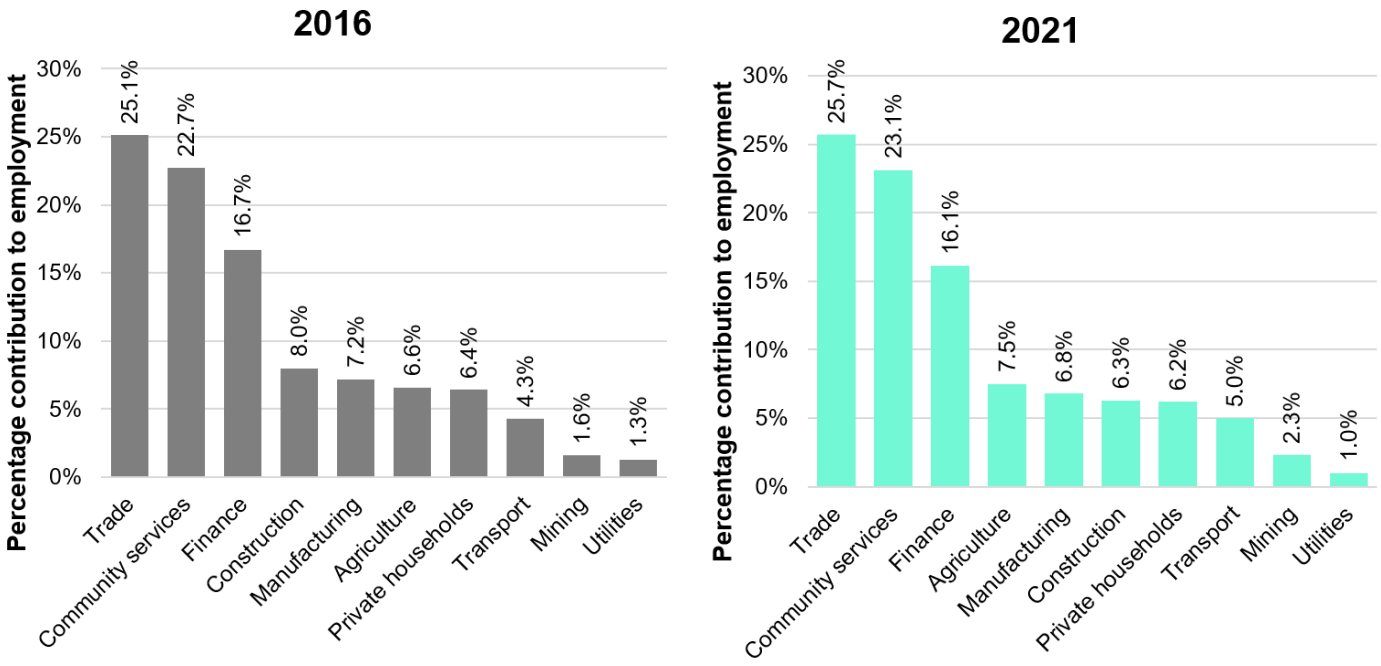


Figure 28: Employment by industry, SERO Report 2022

Poverty, inequality, HDI and crime indicators

- The share of population in Lekwa below the lower bound poverty line (LBPL) deteriorated from 38.7% in 2016 to 44.5% in 2021.
- In 2021, 55 019 people were recorded to be below the LBPL – 6th lowest number in the province.
- In the calculation of the Local Government Equitable Share (LGES), National Treasury estimates that Lekwa has 22 598 poor households., which translates to 48.7% of households.
- In 2021, the poorest 40% of households in Lekwa shared 7.6% of total income, which was lower/worse than the 8.0% share recorded in 2016.
- Lekwa's share of income of the poorest 40% of households ranked 9th highest, indicating that income inequality was not as severe within the area as in other areas in the province.
- Improved Human Development Index (HDI) increased from 0.59 in 2016 to 0.63 in 2020 and 0.61 in 2021.
- Lekwa ranked 12th (5th worst) in terms of the 17 serious crimes reported in 2021/22. This is an improvement from the 241 recorded in 2018/19.



Figure 29: Poverty, inequality, HDI and crime indicators in Lekwa, SERO Report 2022

Gini Coefficient

The equality of an economy is measured using the Gini Coefficient. The Gini Coefficient is a statistical measure of distribution used to gauge income inequality in an area. It ranges between 0 and 1, with 0 representing a completely equal distribution of income; in an area where everyone earns the same, the Gini coefficient would be 0. The more unequal the distribution of income, the higher the Gini coefficient. Lekwa's Gini Coefficient decreased between 2015 and 2018 before increasing slightly in 2019. The increase in 2019 suggests that income is becoming more unevenly disturbed within the municipality.

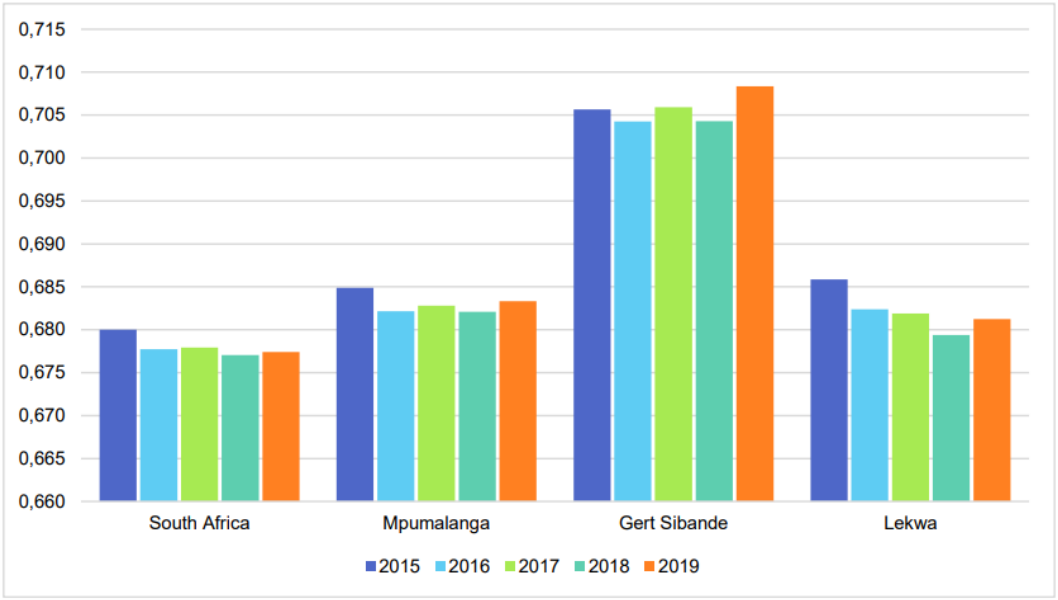


Figure 30: Gini Coefficient SA, MP, LLM 2015 - 2019 Source: Quantec Research, 2021

Economic contribution to Gert Sibande industries

- The municipality's dominant contributions to Gert Sibande's economy includes utilities (28.9%) (mainly electricity), & agriculture industries (24.1%), with substantial contributions to finance (14.4%), trade (14.1%), & community services (13.8%).
- Lekwa holds comparative advantages in agriculture, mining, & utilities (mainly electricity).
- In 2016, tourism spend totaled R375.7 million or equal to 3.4% of the local GDP. It increased to R472.5 million in 2021, which was equal to 2.8% of the local GDP in current prices.

Industry	Chief Albert Luthuli	Msuka-ligwa	Mkhondo	Dr Pixley Ka Isaka Seme	Lekwa	Dipaleseng	Govan Mbeki	Gert Sibande
Agriculture	11.5%	18.1%	11.9%	12.0%	24.1%	11.1%	11.3%	**100.0%**
Mining	8.0%	6.5%	3.5%	0.5%	11.4%	5.2%	64.9%	**100.0%**
Manufacturing	2.1%	5.9%	8.0%	1.8%	10.2%	1.8%	70.2%	**100.0%**
Utilities	8.1%	19.3%	6.8%	11.3%	28.9%	6.0%	19.6%	**100.0%**
Construction	8.8%	16.5%	9.6%	15.1%	12.5%	4.4%	33.1%	**100.0%**
Trade	9.1%	22.8%	13.7%	5.9%	14.1%	5.7%	28.9%	**100.0%**
Transport	10.2%	30.1%	11.9%	6.2%	12.7%	4.0%	24.8%	**100.0%**
Finance	7.7%	24.0%	10.6%	5.7%	14.4%	3.0%	34.6%	**100.0%**
Community services	16.6%	22.5%	10.7%	6.7%	13.8%	4.1%	25.6%	**100.0%**
Total	**9.1%**	**16.8%**	**9.2%**	**5.3%**	14.4%	**4.6%**	**40.6%**	**100.0%**

Table 26: Economic contribution to Gert Sibande industries, SERO Report 2022

Economic contribution and growth

- The estimated average annual GDP growth for Lekwa between 2021 & 2026 is 3.1% p.a.
- In 2021, the size of the economy was estimated at R17.2 billion in current prices & R11.8 billion in constant 2015-prices.
- Estimated contraction in 2020 of 2.0% due to the COVID-19 lockdown. The economy expanded by 7.3% in 2021 & is expected to expand by 1.9% in 2022.

Local municipal area	% contribution to Mpumalanga economy in constant 2015-prices 2021	Average annual economic growth 1996-2021	Average annual economic growth 2016-2021	Average annual economic growth 2021-2026
City of Mbombela	24.1%	3.1%	-0.4%	0.5%
Emalahleni	17.4%	1.6%	-1.0%	2.4%
Steve Tshwete	12.5%	2.1%	-0.7%	1.7%
Govan Mbeki	**10.9%**	**-0.1%**	**-2.2%**	**0.4%**
Bushbuckridge	4.9%	1.1%	1.5%	2.1%
Msukaligwa	**4.5%**	**2.3%**	**1.1%**	**1.9%**
Lekwa	**3.9%**	**1.6%**	**3.7%**	**3.1%**

Table 27: Economic contribution and growth, SERO Report 2022

Largest industries in Lekwa recorded in constant 2015-prices

- In 2021, the four largest industries were community services, mining, trade, & finance. These four industries combined to contribute 57.2% to the economy of Lekwa.

Region-	Industries			
Gert Sibande	**Mining**	**Community services**	**Manufacturing**	**Trade**
- Chief Albert Luthuli	Community services	Mining	Trade	Finance
- Msukaligwa	Community services	Trade	Finance	Transport
- Mkhondo	Community services	Trade	Manufacturing	Finance
- Dr Pixley Ka Isaka Seme	Community services	Agriculture	Trade	Finance
- Lekwa	Community services	Mining	Trade	Finance
- Dipaleseng	Mining	Agriculture	Community services	Trade
- Govan Mbeki	Mining	Manufacturing	Community services	Finance

Table 28: Largest industries in Lekwa in constant 2015-prices, SERO Report 2022

Tourism in Lekwa Local Municipality

- In 2016, tourism spend totalled R375.7 million or equal to 3.4% of the local GDP. It increased to R472.5 million in 2021, which was equal to 2.8% of the local GDP in current prices.

Local Municipal Area	Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
	2016	2021	2016	2021
Gert Sibande	***3 567.1***	***5 095.1***	***3.9%***	***4.1%***
Chief Albert Luthuli	**775.6**	**1 177.8**	**9.9%**	**11.3%**
Msukaligwa	**660.5**	**928.9**	**4.8%**	**4.9%**
Mkhondo	**375.2**	**420.4**	**4.5%**	**3.9%**
Dr Pixley Ka Isaka Seme	**304.4**	**583.4**	**8.1%**	**9.9%**
Lekwa	**375.7**	**472.5**	**3.4%**	**2.8%**
Dipaleseng	**145.3**	**185.2**	**5.1%**	**3.7%**
Govan Mbeki	**930.5**	**1 326.9**	**2.1%**	**2.4%**

Table 29: Tourism in Lekwa, SERO Report 2022

Strategic development areas

Lekwa is identified as a high viability/ low population strategic development area. This indicates the high potential of developing the municipality. It is thus necessary to tap into the comparative

advantages of the municipal area which will eventually lead to increased population rates in the long run.

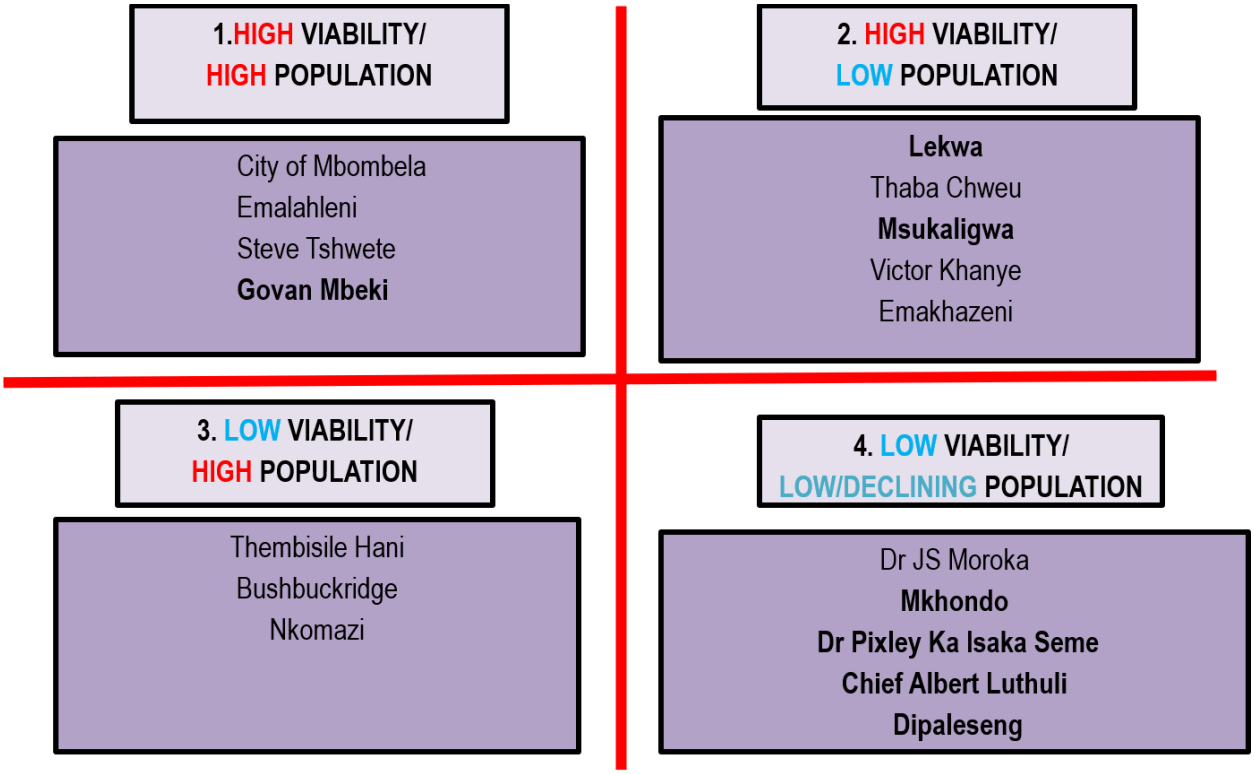


Figure 31: Strategic Development Areas, SERO Report 2022

Lekwa Green and Red flags

Green Flags	Red Flags
1. Potential in developing key industries such as tourism, agriculture and agro-processing/manufacturing 2. Advantageous location 3. Relatively good education base in the past, despite lower Gr12 pass rate & B-degree admission rates in 2020 and 2021 4. Relatively low unemployment rate	1. Negative perception of LLM by business and the public 2. Negative impact of possible Tutuka closure 3. High informal dwellings backlog, as well as piped water & flush/chemical toilets 4. Lack of reliable electricity supply & high cost thereof, weak road infrastructure 5. Deteriorating poverty & income inequality

Figure 32: Lekwa Green and Red flags, SERO Report 2022

Leading challenges in Lekwa LM

According to the 2016 CS (Community Survey) of Stats SA, the 5 leading challenges facing Lekwa as perceived by households in the municipal area were the following:

- Inadequate roads.
- Lack of safe and reliable water supply.

- Lack of/inadequate employment opportunities.
- Inadequate housing.
- Lack of reliable electricity supply.

Capital Expenditure

Lekwa LM spent 48.5% of its adjusted budget in 2021/22. This is below half of what the municipality was expected to spend. The municipality was also allocated R177 million in the form of conditional grants. However, there is no data recorded on how much the municipality spent under conditional grants which could also imply that the municipality did not spend any of the funds.

According to National Treasury, if a municipality is not spending its allocated funds or does not comply with grant conditions, further transfers can be withheld or reallocated to another recipient. The municipality should thus ensure that all funds allocated for the 2022/23 financial year are spent to avoid penalties imposed by National Treasury.

Local Municipal Area	2021/22 Adjusted Budget	2021/22 Actual Expenditure	Actual Expenditure as % of Adjusted Budget
Gert Sibande	*R5.9 million*	*R2.4 million*	*49.0%*
Chief Albert Luthuli	R732.5 million	R381.2 million	52.0%
Msukaligwa	R237.4 million	R306.0 million	128.9%
Mkhondo	R168.0 million	R162.2 million	96.6%
Dr Pixley Ka Isaka Seme	R116.4 million	R32.4 million	27.8%
Lekwa	R72.7 million	R35.3 million	48.5%
Dipaleseng	R49.6 million	R55.6 million	112.2%
Govan Mbeki	R290.7 million	R95.2 million	32.7%

Figure 33: Capital Expenditure by National Treasury, SERO Report 2022

Local Municipal Area	2021/22 Adjusted budget	2021/22 Actual Expenditure	Actual Expenditure as % of Adjusted Budget
Gert Sibande	*R5.9 million*	*R2.4 million*	*40.0%*
Chief Albert Luthuli	R442.7 million	R340.7 million	76.9%
Msukaligwa	R317.8 million	R124.1 million	39.0%
Mkhondo	R221.1 million	R220.1 million	99.5%
Dr Pixley Ka Isaka Seme	R79.1 million	-	-
Lekwa	R177.0 million	-	-
Dipaleseng	R167.4 million	R54.8 million	32.7%
Govan Mbeki	R87.3 million	R67.6 million	77.4%

Figure 34: Conditional Grant Expenditure by National Treasury, SERO Report 2022

Infrastructure projects implemented by provincial departments

The table below indicates projects implemented by provincial departments in Lekwa LM in the 2020 financial year. As reflected, DOE has the most projects followed by DHS. These statistics indicate opportunities to approach sector departments to assist where the municipality is struggling.

Local Municipal Area	DARDLEA	DCSR	DHS	DoE	DoH	DPWRT (Roads)	DSD
Chief Albert Luthuli	2		2	42	2	5	1
Msukaligwa	3	1	5	20	3	2	2
Mkhondo	2		3	27		1	3
Dr Pixley Ka Isaka Seme	2	1	1	2		1	
Lekwa		1	3	16	1	2	1
Dipaleseng		1	4	4			1
Govan Mbeki		2	8	10	1		2

Figure 35: Number of infrastructure projects by provincial departments, SERO Report 2022

4.3 STATUS QUO ASSESSMENT OF SPATIAL RATIONALE

Spatial Development Framework in line with SPLUMA

A Spatial Development Framework (SDF) is a framework that seeks to guide the overall spatial distribution of current and desirable land uses within a municipality. This guides the goals, vision, and objectives of the municipal Integrated Development Plan (IDP). The aim of Lekwa LM SDF is to promote sustainable functional and integrated human settlements, maximize resource efficiency and enhance the regional identity and unique character of a place.

Spatial Vision and mission

The Lekwa Local Municipality's vision, as derived from the 2016/17 IDP and first adopted in 2006, is contained hereunder: "To be the leading, people centred municipality excelling in economic growth, development and governance." The municipality aims to realize this vision by focusing on basic elements needed by its citizens, the business community, and visitors to areas under its jurisdiction. In achieving its set mission, the Municipality sets the following as being visible to the outsider looking in:

- Transparent and accountable governance;
- Accelerated customer focused affordable service delivery;
- Creation of conducive environment for economic development and growth;
- Sustainable infrastructural development and maintenance;
- Enhanced community participation in the affairs of the municipality; and
- To initiate ground breaking innovations in the way we conduct our business.

These can be achieved within a framework of set core values:

- Excellence
- Trustworthiness
- Timeous responsiveness
- Transparency
- Batho-Pele Principles.

The development of a vision for a municipality is a participatory process as envisaged by Section 29 (1) (b) of the Municipal Systems Act. The LLM identifies the following as some of its main achievements:

- Reviewed and intent to implement the LED and Tourism strategy;
- Partnered with Noble Group, Anglo-American (New Denmark), Eskom (Tutuka Power Station), Early bird Farm, Financial Groups, GSDM FET College, Textile industries and other social partners to create decent and sustainable jobs through LED Forum and other Corporate social investment programmes;
- Completed Ubuhle Siyazenzela Chicken broiler project in Morgenzon;
- Finalized the investment incentive policy;
- Adhered to the principle of Batho-Pele. All employees always wear name tags;
- We are working with the community to strengthen the work of self-organized formations such as burial societies, stokvels, cultural groups, youth, and women to deepen democracy;
- Timeously engage with all our communities so that those who can afford to pay, do pay for services consumed; - Established a new township called Ext.8 and Ext.5 with 4200 mixed residential units, in order to build a more united, non-racial, integrated, and safer communities;
- Soon to start developing Portion 4 and remainder of Portion 7 of Farm Grootverlangen 409 IS (along Walter Sisulu Drive), in order to build a single storey shopping mall with an underground taxi rank with all conspicuous shop brand, filling station and a hotel and guaranteed job opportunities.

An SDF becomes a spatial representation of the above. Not only does an SDF depict these spatially but looks at where development should happen, how it should happen and where municipal and private expenditure will be key, with the ultimate inclusion of projects in the Municipal IDP that gets reviewed on an annual basis. SPLUMA requires that a municipality includes, in the MSDF, a long-term spatial development vision statement that indicates the desired spatial growth and development pattern set for the next 10-20 years.

The Lekwa Local Municipality is people-centred, it is a municipality that puts its community first. The Batho-Pele Principle is a core value for the Municipality. Based on the above, the spatial vision of the municipality should focus on a people-centred vision that:

- seeks to protect the natural environment,
- promote transparent governance,
- accelerate service delivery,
- grow the economy - promote infrastructure development and maintenance,
- promote innovation in the way business is conducted, and
- encourage community participation in the affairs of the municipality.

Population Projections

Spatial Planning and Land Use Management act 16 of 2013 requires that municipal spatial development frameworks should reflect population growth projections for the next five years. Generally available official national census figures for South Africa are only available for 1996, 2001 and 2011. Three data points are generally considered by statisticians as not enough to derive any meaningful trend that can be used as basis for any population prediction.

A general population forecast compiled by the Actuarial Society of South Africa provide annual population figures from 1995 to 2015. Using this dataset provides 20 data points which formed the basis for a population projection for Lekwa Local Municipality. Over a period of 20 years, the population of Lekwa Local Municipality will increase from 115 662 (in 2016) to 153 366 (in 2030). The number of households over the same period will increase from 31 071 to51 232. Note that these projections are in line with the recently compiled SERO Report (published by Mpumalanga Economic Development and Tourism) as well as with the 2016 StatsSA Community Survey.

Projected population and households 5,10 and 20 years

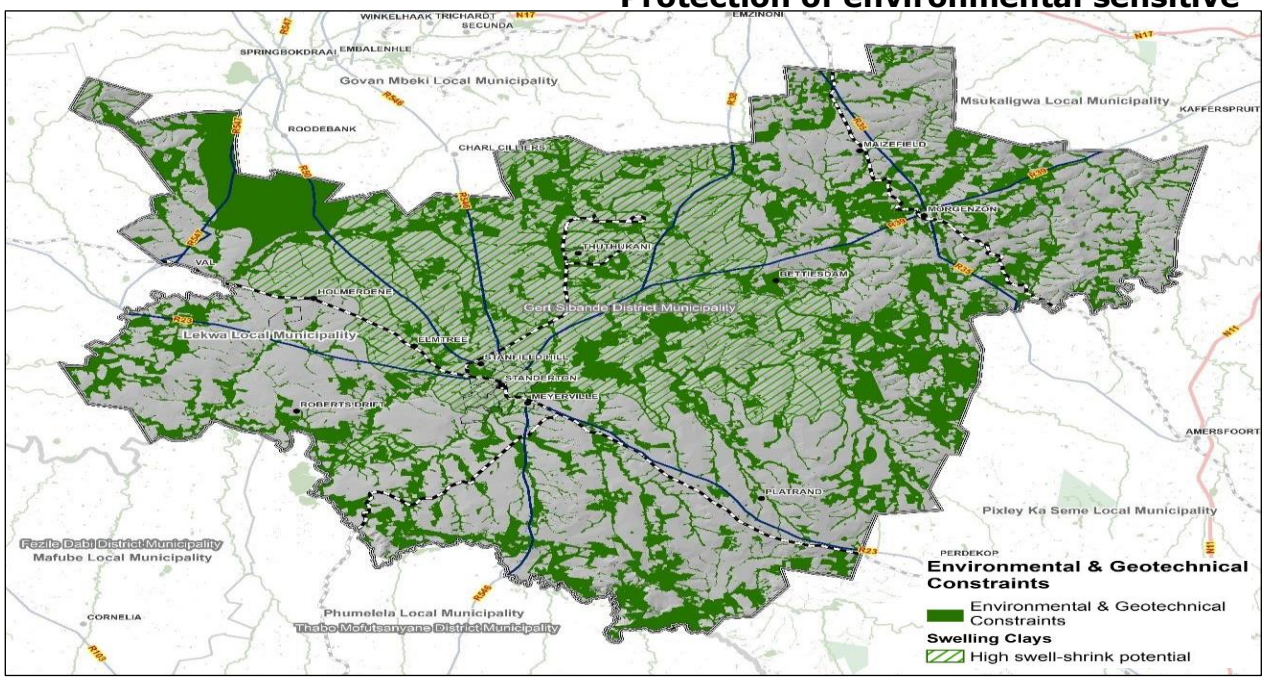
Year	Households	Population
2011	31 071	115 662
2016 (base year)	37 334	123 419
2021	40 370	133 221
2026	43 593	143 857
2035	49 844	164 485

Lekwa LM SDF proposals

Macro level: Development principle 1

Protection of environmentally sensitive areas and areas with high agricultural potential - Environmental layers have been identified to protect such against development. It is of utmost importance to indicate these layers as it forms the basis for habitat protection and productive agriculture and should be used as a main structuring guide in the municipality. These areas are vulnerable to development in the forms of mining and urban development and once lost these types of environmental qualities can never be replaced. Map 3: Protection of environmentally sensitive areas Source: Lekwa SDF 2016

Protection of environmental sensitive



Macro Level: Development Principle 2

The establishment of an efficient and integrated movement network - A structuring guide within the municipality is the movement network. It forms channels for the flow of goods and people and is vital for economic growth. It provides access to services and facilities to the community, critical for health, education, and job opportunities amongst others. A weak or partial movement network will result in weak or partial development of the area. The following linkages have been identified as first order roads within the municipality:

First order roads

Road	Importance	Description	Road Condition
R39	Important economic corridor (District & Local)	Direct link – Standerton & Ermelo via Morgenzon	Upgrade of R39 (Standerton – Ermelo) concluded.
R35	Key economic corridor (District) Important freight route (District)	Links Central & western Gert Sibande DM. Link – Morgenzon & Amersfoort to the south. Bethal & Middelburg to the north. Freight route between Bethal and Amersfoort via Morgenzon.	Good: Entire Road within Lekwa LM
R38	Important economic corridor (Local) Important freight route (District)	Link – Standerton & Thuthukani with outside towns: Bethal, Carolina & Badplaas. Freight route between Standerton and Bethal.	Good: Entire Road within Lekwa LM
R23	Key economic corridor (District) Important Freight Route (District)	Links Standerton to Balfour & Volksrust. Freight route between Standerton and Volksrust.	Good: Between Standerton & Volksrust. Upgrade of R23 (Standerton – Johannesburg) concluded.
R50	Important economic corridor (Local) Important freight route (District)	Direct link – Pretoria & Standerton via Delmas & Leandra. Freight route between Leandra and Standerton.	Poor: First few km's entering the municipality and last few km's before entering Standerton. Very poor: Road in between the above mentioned.

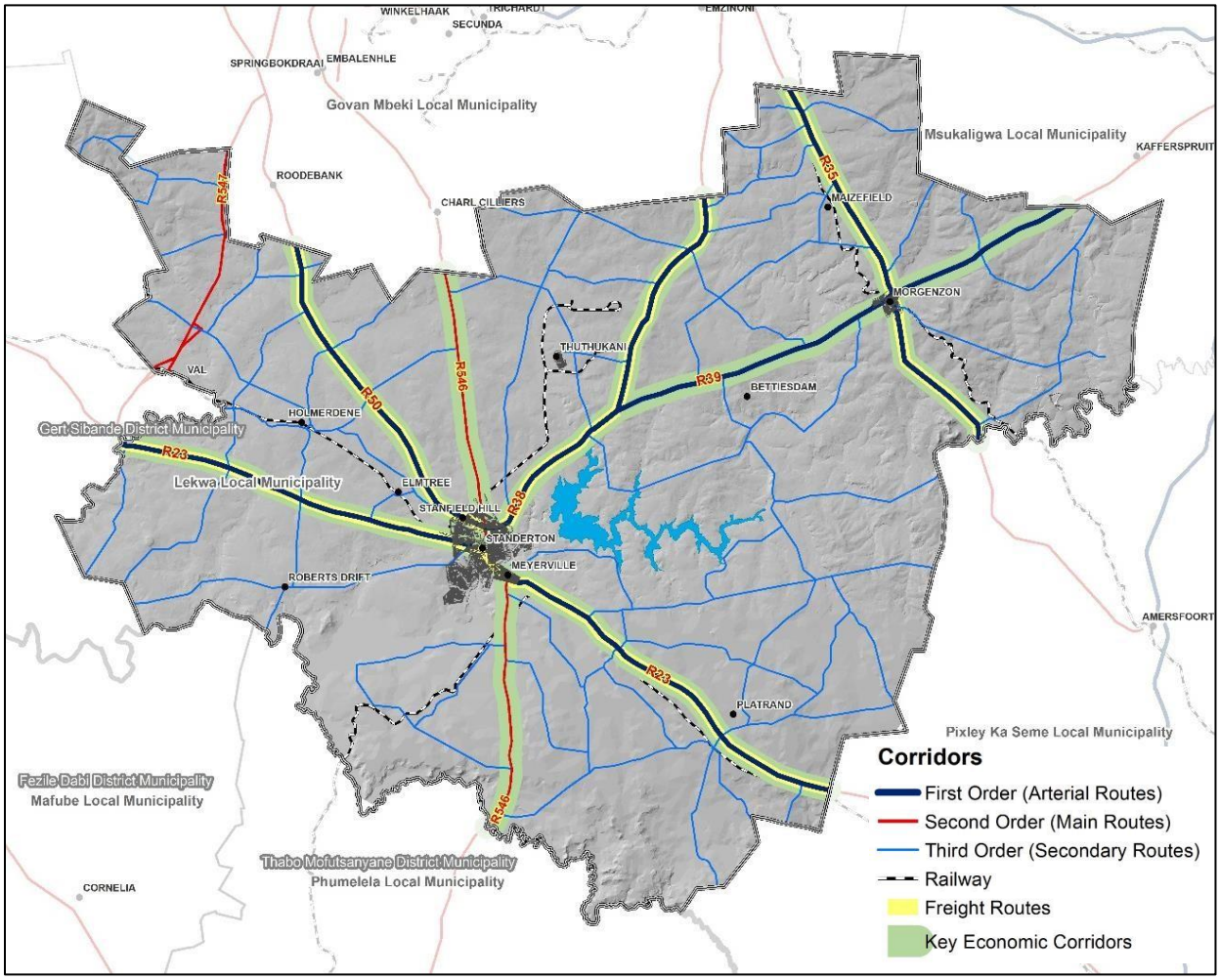
Table 30: First order roads

Second order roads

Road	Importance	Description	Road Condition
R546	Important Economic Corridor (Local)	Links – Standerton & Vrede in The South Standerton To Teks Industrial Complex North	Very poor conditions: Between Standerton & Vrede Poor: Few Km's to The North of Standerton Very Poor: Area of Road North of Standerton (Closer To Evander)
R547	Not an economic corridor	Links – R50 and the R23 in the western part of the municipality	Poor: Entire Road within Lekwa LM

Table 31: Second order nodes

Spatial Representation of Lekwa LM Order Roads

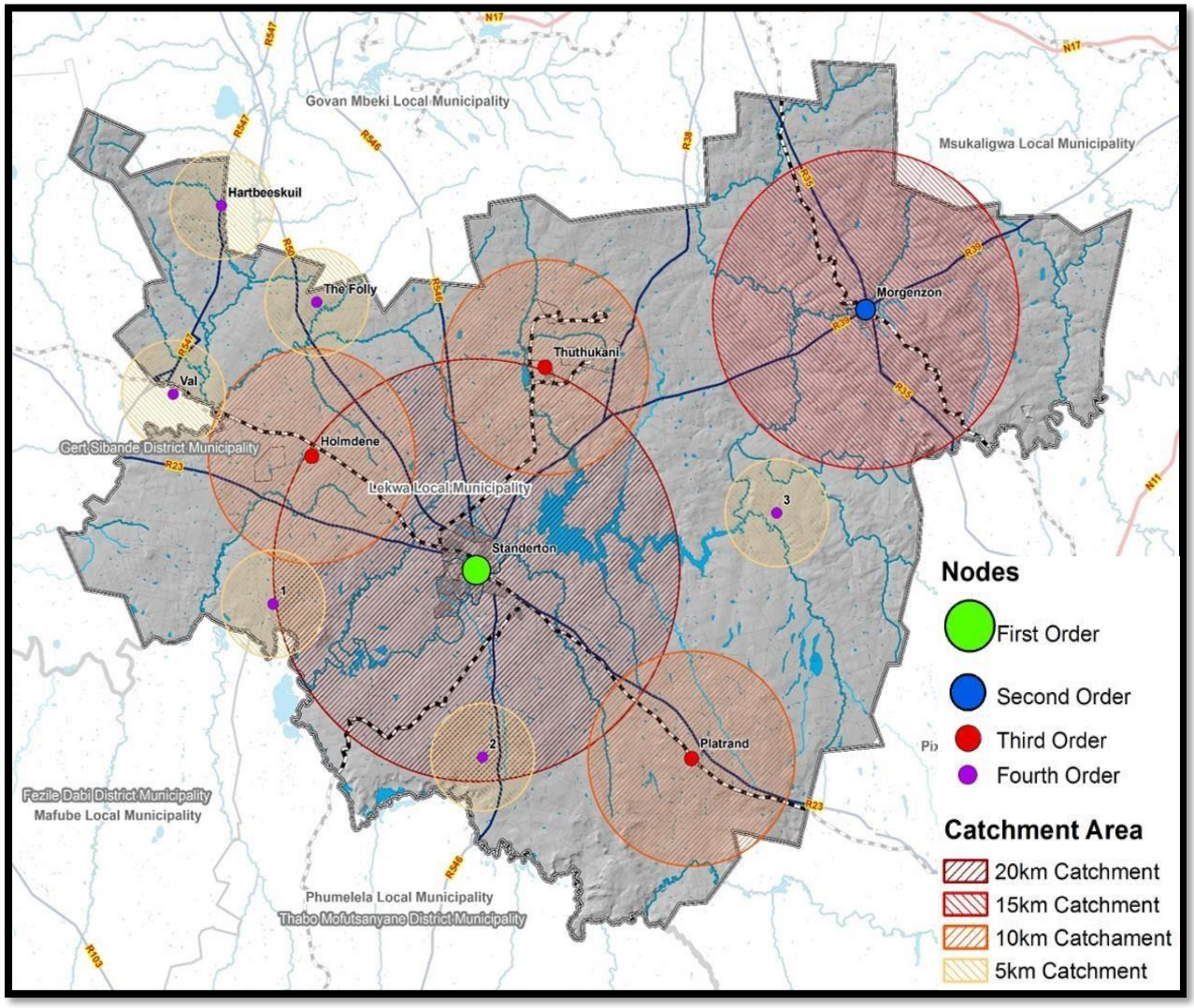


Map 4: Order roads in Lekwa

Macro level: Development principle 3

The establishment of a functional hierarchy of nodes - The existing Lekwa Local Municipality Spatial Development Framework has identified a complete hierarchy of nodes within the municipality, before the indication of these nodes the trend were to allow dispersed rural development in a uncontrolled manner e.g. the delivery of educational facilities and housing for farm workers without the consideration of the access to public transport, social and commercial facilities and the potential for these areas to grow as small concentrations of economic activity or small nodes serving the rural community. Development locally was only based on where the land that is available and not where it will support the future development of a functional set of nodes.

Hierarchy of nodes



Map 5: Hierarchy Nodes

Hierarchy of nodes

A hierarchy of nodes should consist of different order nodes, each fulfilling different functions at different scales and spread equidistant throughout the area but giving cognisance to access to main routes, population density and environmentally sensitive or protected areas. A hierarchy of nodes is important in order to ensure a functional clustering of facilities and services as well as economic viability based on economies of scale. This will ensure sustainable provision of social and commercial facilities, equality of access to all and shorter travelling distances. In this regard The Gert Sibande SDF identified Standerton as a first order node and Morgenzon and Thuthukani as third order nodes. No second order nodes were identified.

First Order Node

Standerton

- It has the largest population in the Lekwa LM,
- The largest number of facilities and services as well as the highest order facilities and services.
- It also forms the focus of the most important roads in the district, thus leading to and reinforcing its status as the highest order settlement.

Third Order Nodes

Morgenzon

- Has a potential to be upgraded to a second order node due to nit locality on the intersection of R39 and R35 as well as its distance from Standerton and its existing facilities.

Thuthukani

- On the other hand, Thuthukani is solely dependent on Thuthuka Power Station and New Denmark Colliery and as a result it does not have a natural growth potential.
- It only serves as a residential area for workers from the above-mentioned facilities
- It is also in an isolated locality and has limited growth potential.

Platrand and *Holmdene* were also identified as additional third order nodes and are characterised by the following:

- Located next to railway station and major roads
- There is an existing village
- There are a number of facilities such as primary school, post office and commercial facilities.

Fourth Order Nodes

- *Hartbeeskuil, The Folly and Val.*

Description of Fourth Order Nodes (See table on next page)

Node	Locality	Access	Facilities	Character	Illustration

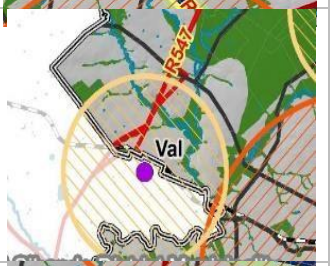
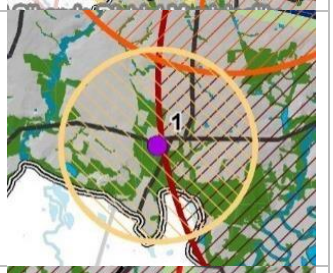
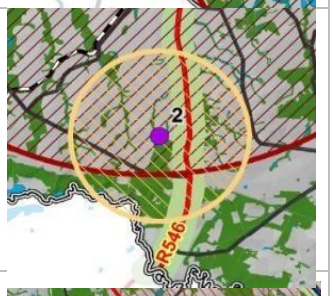
Hartbeeskuil	North-western municipal boundary. Next to the R547	R547	▪ An existing settlement ▪ Two schools ▪ Some commercial activity	▪ Existing agricultural ▪ practices ▪ High potential ▪ agricultural land ▪ Agricultural rural character	
The Folly	North-western municipal boundary. Next to the R50	R50	▪ Existing settlement ▪ A school	▪ Existing agricultural practices ▪ High potential agricultural land ▪ Agricultural rural character	
Val	Western municipal boundary. Next to R547 and railway line	R547 and railway line	▪ Existing settlement ▪ A school ▪ Val railway station ▪ Silos ▪ Hotel	▪ Existing ▪ agricultural practices ▪ Agricultural rural character ▪ Some small ▪ commercial activity	
1	South west municipal boundary. West of Standerton	R23 and S48	School	▪ Agricultural practices ▪ Environmentally ▪ sensitive areas ▪ Vastly rural character	
2	Southern municipal boundary. South of Standerton	R546	Two schools	▪ Agricultural practices ▪ Environmentally ▪ sensitive areas ▪ Vastly rural character	
3	Eastern area of the municipality. East of Grootdraai Dam.	Third order road. (Road name unavailable)	Three Schools	▪ Agricultural practices ▪ Environmentally ▪ sensitive areas ▪ Vastly rural character ▪ Next to ▪ Grootdraai Dam and the Vaal ▪ River	

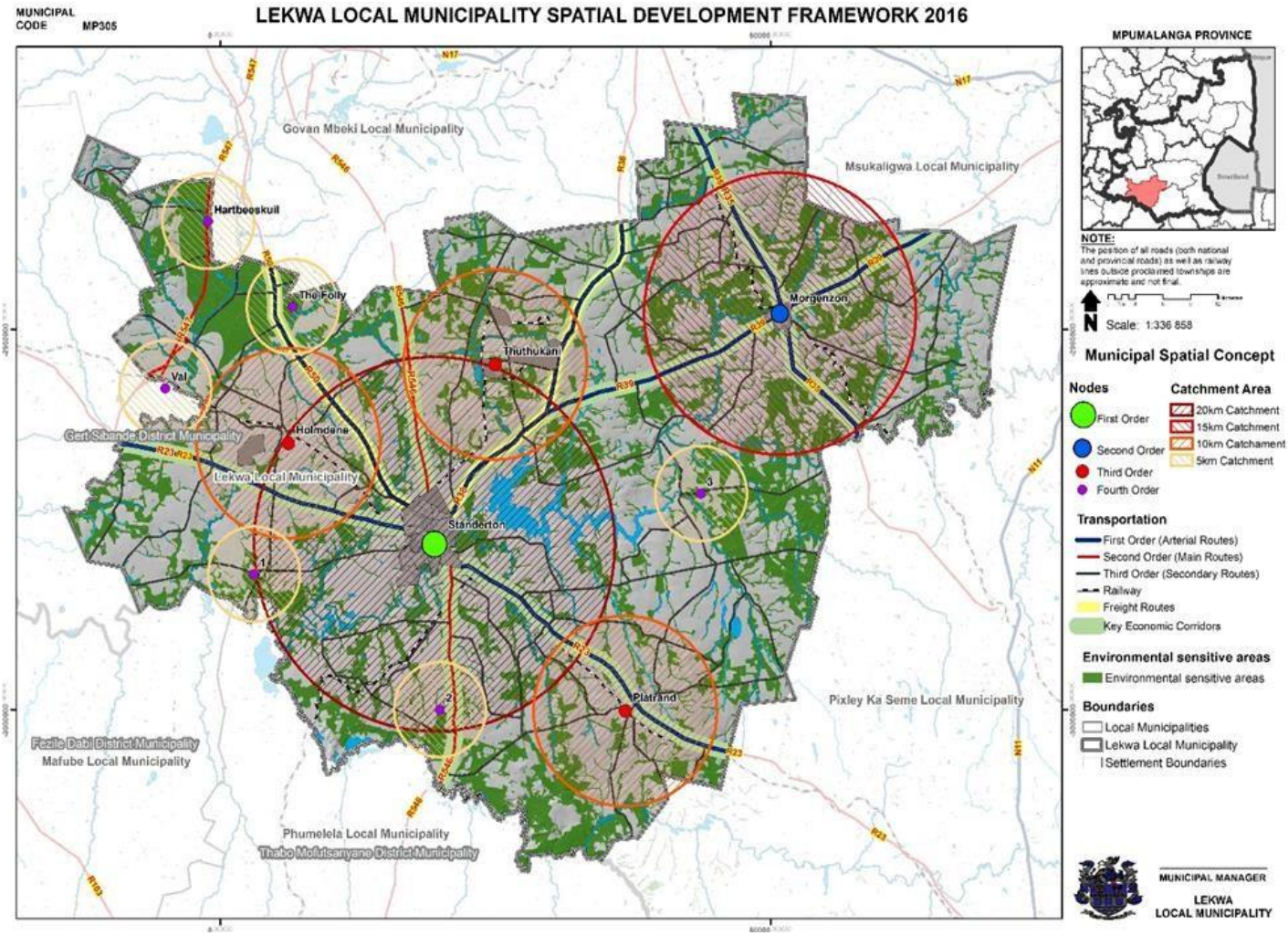
Table 32: Description of fourth order nodes

Macro level: Municipal spatial concept

The municipal spatial concept was based on the three principles as stated in the above. In summary these principles include:

- Areas that should be protected from development because of environmental sensitivity or agricultural potential;
- The main road networks that should be maintained and upgraded; and - The hierarchy of nodes to be established and invested in.

Municipal spatial concept

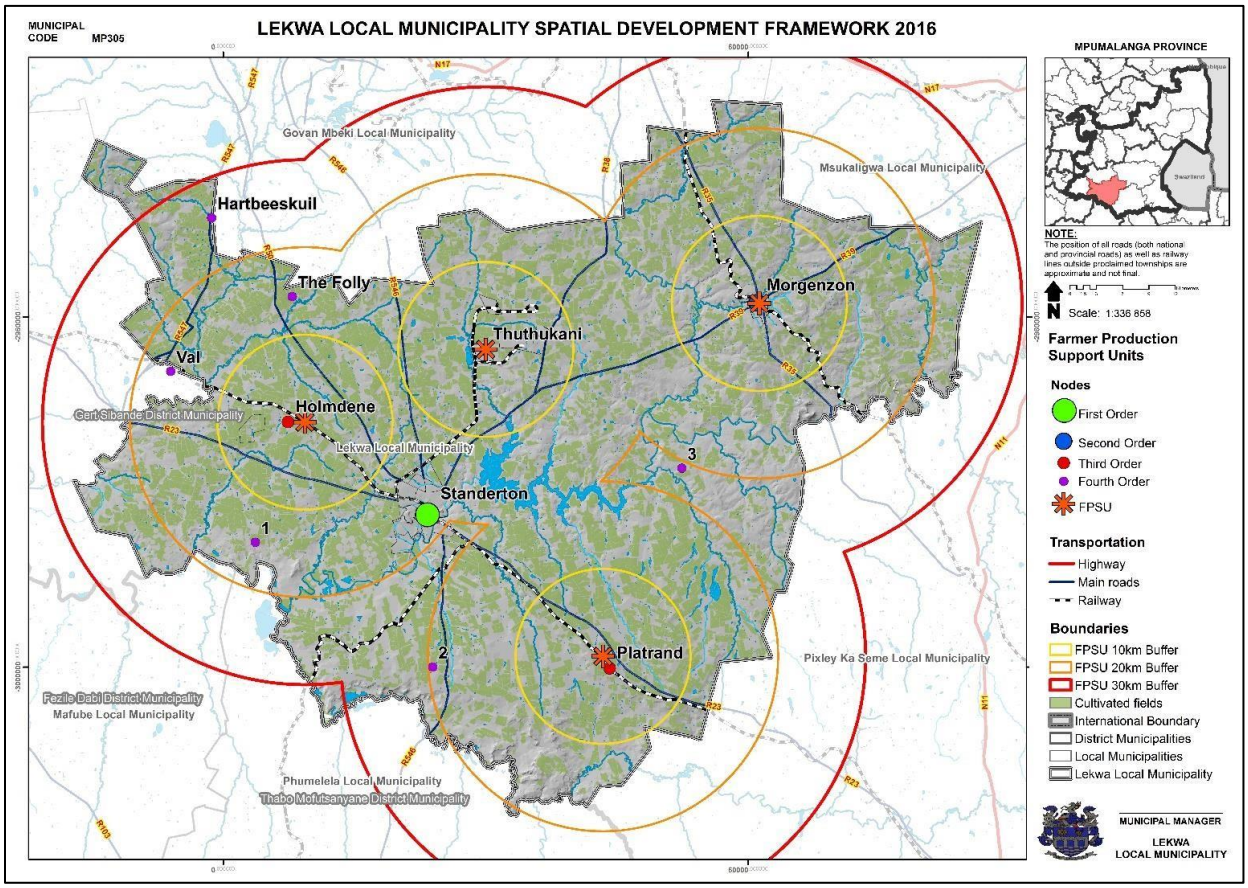


Map 6: Municipal Spatial Concept

Macro Level: Rural Spatial Concept

Outside the boundaries of the three main urban nodes within Lekwa Local Municipality (Standerton, Morgenzon and Thuthukani), the landscape is dominated by a vast number of farmlands, a mine, and a power station. When driving towards the towns in the municipality a realization comes to mind that agricultural activities play a significant role towards the communities within the municipality.

Map below illustrates the proposed Farmer Production Support Units namely: Morgenzon, Thuthukani, Holmdene and Platrand.



Map 7: Proposed farmer production support units

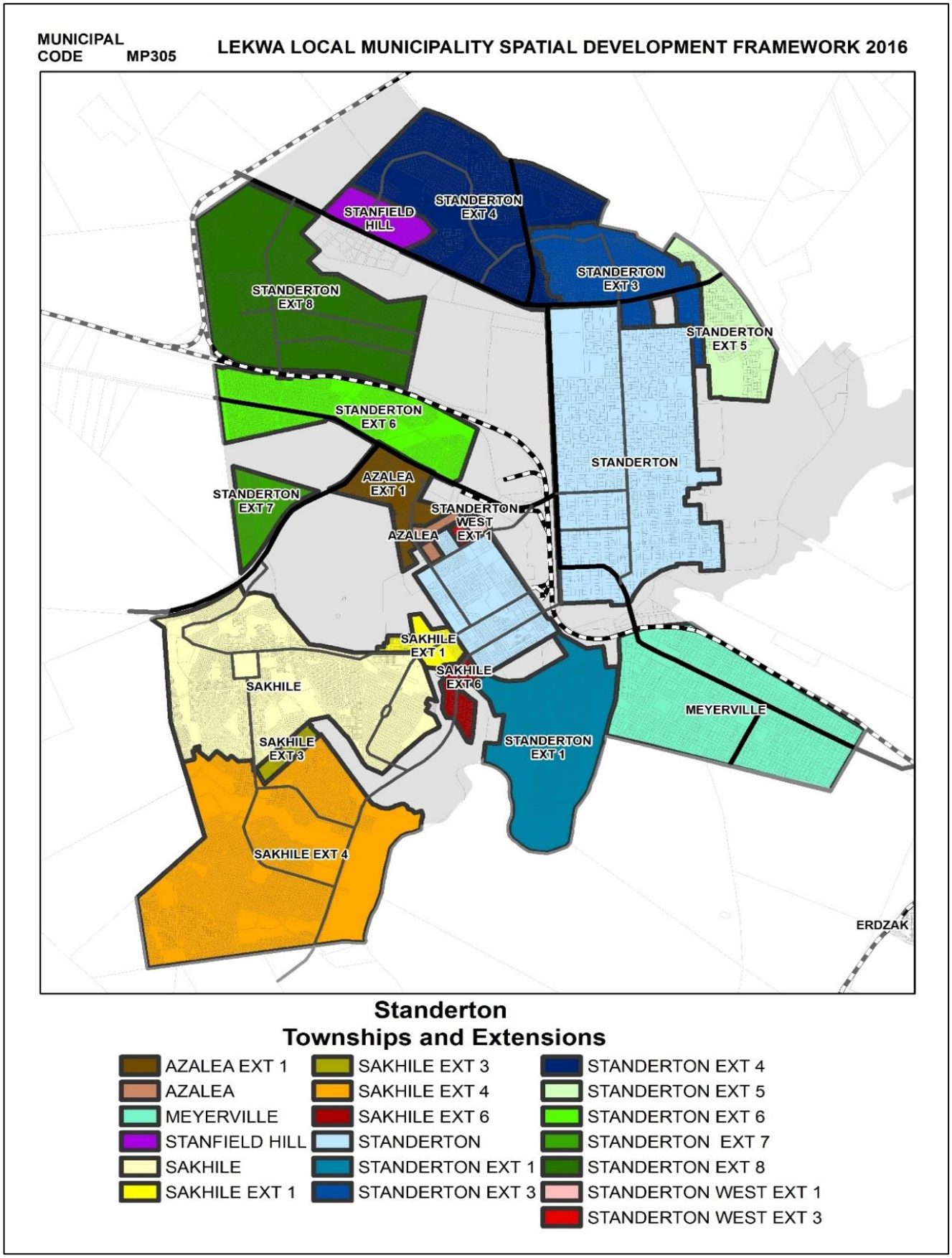
The municipal area is diverse with wide variety of socio-demographic profile demonstrated by the spatial and physical form/pattern that reflects in all aspects of local development. The Lekwa Municipal Area comprises of the following:

Standerton

Standerton covers a total area of 3 993.8 ha in extent which measures 5km in an east-west direction and 9km in a north-south direction and thus has been identified to be the largest urban settlement in Lekwa Local Municipality. It is also identified as the only first order node in LLM as well as the administrative and institutional hub of the municipality. It is strategically located within the Lekwa Local Municipality as it is located in the South West of the LLM, at the intersection of all major routes (the R23, R39, R546 and R50) and at the only major railway station in the district. It is a typical medium sized South African town, with a central CBD, industrial areas on the periphery, low density residential development and separation between white and black and rich and poor neighbourhoods.

Standerton is made up of Standerton Proper on the northern banks of the Vaal River; Meyerville on the Southern banks of the Vaal River; Stansfield Hill with infill development that took place in the form of Standerton West Ext 1 to the north of Standerton Proper; Sakhile Proper which is the first

large black township located to the west of Standerton Proper; Standerton Ext 1 on the Southern banks of the Vaal River between Meyerville and the western portion of Standerton Proper; Standerton West Ext 3 which is directly adjacent to Standerton West Ext 1; Standerton Ext 3 to the north of Standerton Proper; Standerton Ext 4 to the north of Standerton Proper; Sakhile Ext 1, 2 & 3 which is buffered from the white town by the railway line and the industrial area; Edzak to the Southeast of Meyerville; Azalea Proper that was later extended with the establishment of Azalea Ext 1 which was developed to accommodate the Indian population located to the north of Standerton West; Standerton Ext 6 to the north of Standerton; Sakhile Ext 7 on the west of Standerton; Sakhile Ext 4 to the south of Sakhile Proper; Sakhile Ext 5&6 that was established to accommodate people living in the informal settlement is located between Sakhile Proper and Standerton Proper and Standerton Ext 8 which is a mixed use township catering for affordable housing market as well as RDP housing is located R23 and R50.

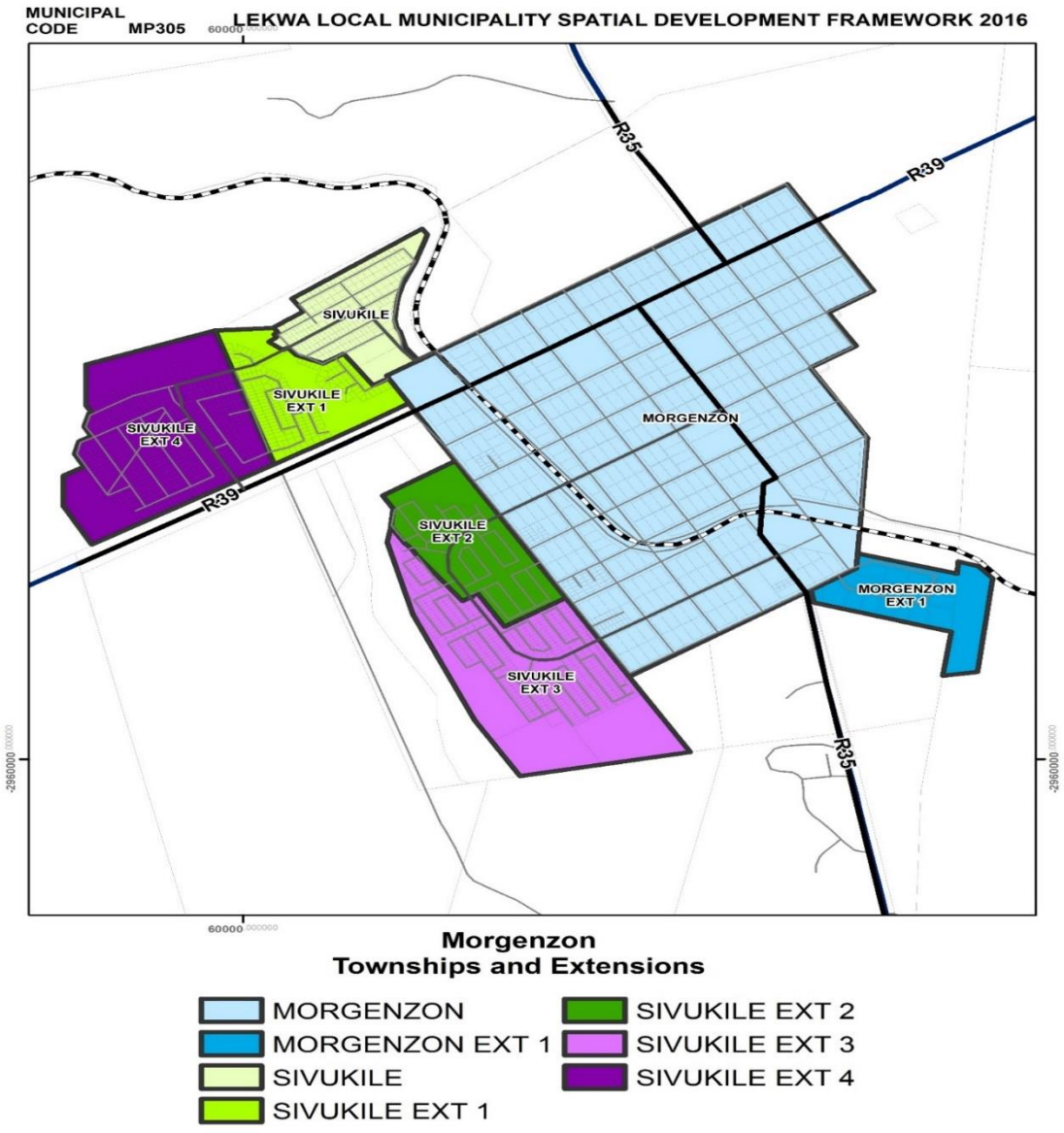


Map 8: Standerton townships and extensions, Lekwa SDF 2016

Morgenzon

Morgenzon covers a total area of 304 ha which measures approximately 2km in a north-south direction and 3km in the east-west direction and is located at the intersection of the R35 and R39. Its existence is mainly influenced by the transportation of coal from the Secunda complex to Majuba Power Station near Volksrust. It is historically a local service centre that served (and still does) the surrounding commercial farming areas with basic needs.

Despite its potential due to its location along a major route (R35) to Volksrust via the N11 from Bethal, it is still largely under-developed as a service centre due possibly to the competition offered by the more attractive business centres of Ermelo, Bethal and even Standerton itself. Given the vast distance between this locality and the Standerton Urban node, Morgenzon forms a completely self-contained economic sub-node with a slightly different character than the former. Morgenzon is also a poverty-stricken area with deteriorating economic facilities. Morgenzon is made up of Morgenzon Proper, Sivukile Proper, Sivukile Ext 1, Sivukile Ext 2, Sivukile Ext 3, Sivukile Ext 4and Morgenzon Ext 1(industrial).

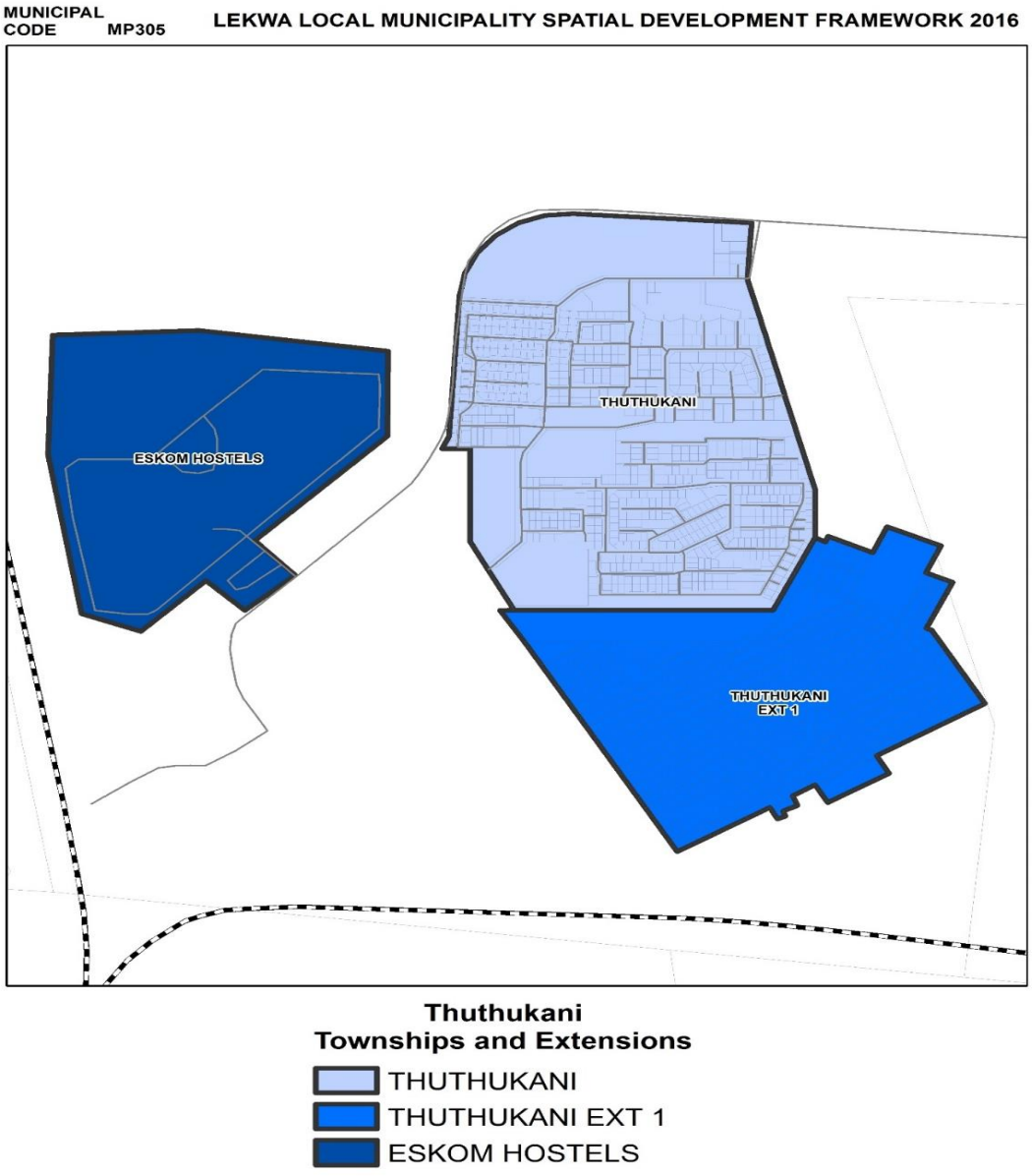


Map 10: Morgenzon, SDF 2016

Thuthukani

Thuthukani lies approximately 25km north east of Standerton, and essentially started as a worker's village to house employees of the Thuthuka power station which is located 3 km to the east of the village. It is surrounded by industrial uses such as Thuthuka power station, Alpha substation to the east as well as New Denmark Colliery to the north.

Thuthukani is made up of two townships namely Thuthukani Proper and Thuthukani Extension 1 as well as Eskom Hostels to the west of town. Thuthukani Ext 1 is a recently established township which is not occupied yet. Thuthukani has not officially been handed over to the municipality, this means that residents of Thuthukani do not pay tax and rates to the municipality which negatively affects the revenue base of the municipality. Thuthukani extension 1 does not pay rates at all, the rest of Thuthukani pays the rates to Eskom. Primary services such as sewer and water are provided for by the municipality, therefore an official hand over will help contribute to the revenue base of the municipality from rates and taxes.



Map 11: Thuthukani townships and extensions, Lekwa SDF 2016

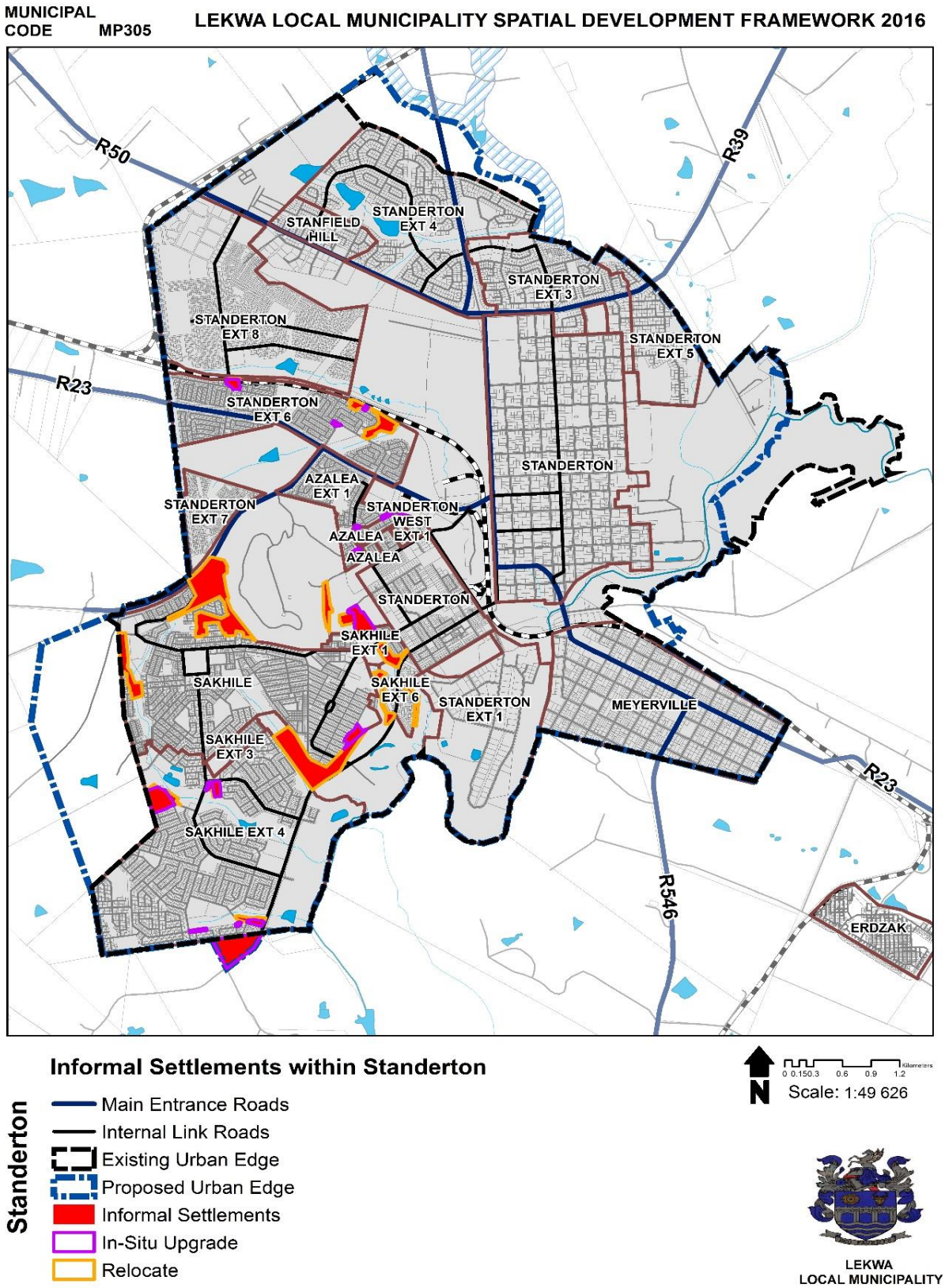
Informal Settlements and Land invasion cases in Lekwa

There are twelve (12) informal settlements in the Lekwa Local Municipality as reflected in the table below. The municipality is also faced by land invasions as there are currently seven (7) land invasion cases recorded. There are no municipal services provided in these informal settlements. All twelve informal settlements are currently in the process of being formalised through the National Upgrading Support Programme (NUSP). Informal settlements not upgradable will be relocated and accommodated in other settlements.

Name of settlement/adjacent settlement	Property description	Ownership	Ward	Number of households	Date of invasion
Mandela Camp, located in Sakhile Ext.2	Public open space	LLM	5	746	1994
Sisulu Camp, located in Sakhile Ext.4	Pubic open space	LLM	11	458	1994
Welamlambo Camp, located in Sakhile Proper	Public open space	LLM	2	452	2006
Mahala Park, located in Azalea Ext.1	Public open space	LLM	3	290	2000
Slovo Camp, located in Sakhile Proper	Public open space	LLM	6	351	1996
Enkanini Camp, Standerton Ext.6	Public open space	LLM	15	309	2006
Taxi Rank(Standerton Ext.6)	Municipal owned stand set aside for a taxi rank.	LLM	15	90	2007
Next to Lillian Mambakazi Clinic (new squatter camp) located in Sakhile Ext.3	Municipal land set aside for church erven as well as other community facility.	LLM	2	75	2018
Stand 8018 , Sakhile Ext.4 (new squatter camp)	Stand for a community facility.	LLM	11	139	2017
Stand 8017, Sakhile Ext.4 (new squatter camp)	Stand for a community facility.	LLM	11	176	2017
Next to railway line (Standerton Ext.6) (new squatter camp)	Public open space	LLM	15	365	2019

Stand 3995(Standerton Ext.6)	Municipal stand set aside for a filling station.	LLM	15	40	2010
TLC Camp, located in Sakhile Ext. 6	Eskom servitude	Eskom	6	200	2016
Farm Adjacent to Sakhile Ext.4	Privately owned farm belonging to Mr Dhlamini. A portion of this informal settlement is on municipal owned land.	Private	11	339	2017
Enkanini (Sivukile)	This land supposedly belongs to Spoornet even there is no certainty on this.	RSA	14	178	2017
Shivovo Camp, located in Sakhile Proper	This informal settlement is located on land which belongs to an adjacent Senior School.	RSA	3	329	2016
Morgenzon Farm (new informal settlement)	Agricultural land	LLM	14	128	2019
Open land in Standerton Ext.7 (new informal settlement)	Public open space	LLM	7	241	2018
Azalea next to fuel container yard.	Public open space	LLM	3	78	2019
Total number of informal dwellings				**4984**	

Table 33: Informal settlements and land invasion cases in Lekwa LM



Map 12: Map of informal settlements in Standerton

Functional Area 1

Functional Area 1 includes Standerton Proper which is characterised by low density, highest provisioning of functional open space and natural open space as well as commercial, educational, health and sport facilities. However, issues such as densification, upgrading of road infrastructure, encroachment of commercial facilities into residential areas, and the upgrade of the sports and civic precincts still needs to be addressed.

Functional Area 2

Functional area 2 includes Meyerville which is characterised by low density, highest provisioning of functional open space, limited natural open space and commercial facilities, lowest provision of health, secondary educational and sport and recreational facilities. However, issues such as densification and health and sport and recreation facilities still need to be addressed.

Functional Area 3

Functional area 3 includes Standerton X3 and 4 which is characterised by low density, limited functional open space but ample natural open space, no commercial facilities, limited primary educational facilities with no secondary educational facilities, sufficient health facilities as well as sport and recreational facilities. Issues that have to be addressed are densification and functional open space.

Functional Area 4

Functional area 4 includes Standerton West and Azalea which is characterised an average density, no functional open space, limited natural open space, commercial facilities, sufficient educational facilities, sport, and recreational facilities as well as limited health facilities. Issues that have to be addressed includes the provision of open spaces and health facilities.

Functional Area 5

Functional Area 5 includes Sakhile and extensions which is characterised by an average to high density, limited functional and natural open space, limited existing commercial facilities with some proposed commercial facilities, limited existing primary educational facilities with sufficient proposed educational facilities, sufficient secondary educational facilities, limited existing health facilities with sufficient proposed health facilities, limited existing sports facilities with sufficient proposed sports facilities. Issues that have to be addressed are the mushrooming of informal settlements which requires the formalization of informal settlements, provisioning of open space and the development of social facility sites.

Functional Area 6

Functional Area 6 includes Standerton X6. It has an above average density characterised with no functional open space, limited natural open space, no commercial facilities with limited proposed commercial facilities, limited primary educational facilities with no secondary educational facilities, limited health facilities, and no sports facilities. It is the most underprovided area and thus attention should be given to the provisioning of all facilities.

Functional Area 7

Functional area 7 includes Standerton X7 which is characterised with the highest density, no functional or natural open space, no commercial facilities with limited proposed commercial facilities, sufficient primary educational facilities, no secondary facilities, no health facilities, and

sufficient sports facilities. Issues that have to be addressed is the lack of open space and health facilities.

Functional Area 8

Functional Area 8 includes the proposed Standerton X8 which is characterised by an average density, sufficient functional open space, limited natural open space, limited commercial facilities, sufficient primary and secondary schools, no health, and sports facilities. Issues that have to be addressed are health and sports facilities. There is currently no sufficient bulk infrastructure (electricity, water, and sanitation) to cater the proposed development.

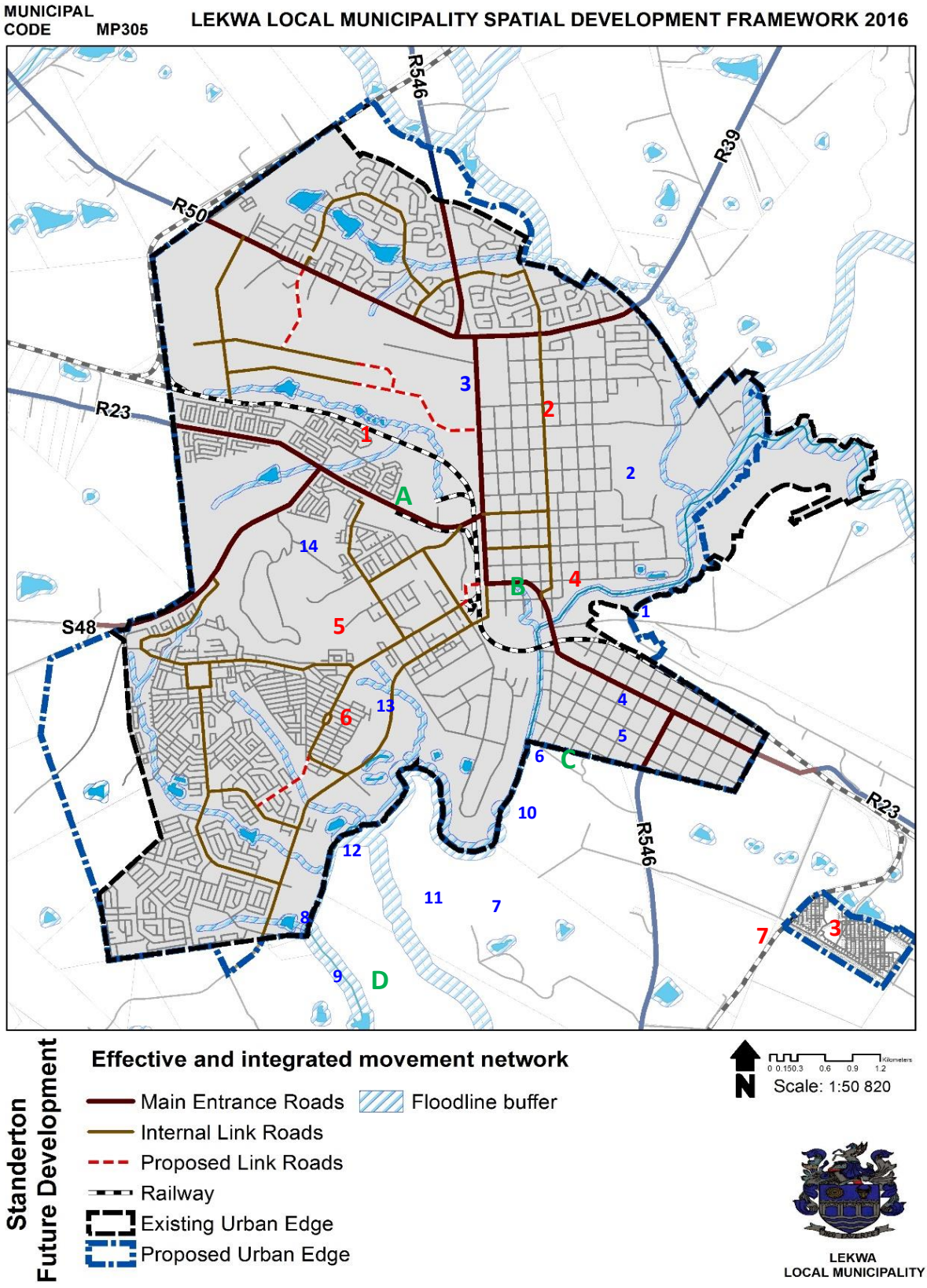
Transportation links

Road Network

Lekwa Municipal Area is not directly linked to the national road system. The major routes are thus provincial roads and minor roads. The following roads play an important role in terms of regional accessibility and linkages:

- R23, R546, R547, R38, R35, R39, R50
- The R23 and R35 is identified as key economic corridors on district level
- R39 was identified on local level, due to the important economic nodes that they connect.
- Apart from this main road network an expansive network of secondary gravel roads traverses the municipal area, providing accessibility at the most local level.
- No new roads are planned in the area.

The following descriptions of the identified areas with development potential is applicable to development principle 4 of Standerton, Morgenzon and Thuthukani.



Map 13: Transportation links, Lekwa SDF 2016

The following descriptions of the identified areas with development potential is applicable to development principle 4 of Standerton, Morgenzon and Thuthukani.

Priority Development Areas

The areas identified as "priority development areas" are land that is both vacant and State or municipal owned. These areas of land will be first priority when it comes to development as the State or municipality hold the right to develop on the mentioned parcels of land. Ample municipal or State-owned vacant land is available for residential development in the areas of Standerton Extension 8 as well as Standerton Extension 5 north east of Standerton Proper. Other development opportunities exist within the identified functional areas or "zones" indicating specific land uses which will be the most desirable. However, there are challenges with bulk infrastructure that need to be attended to as a matter of urgency.

Infill Development Areas

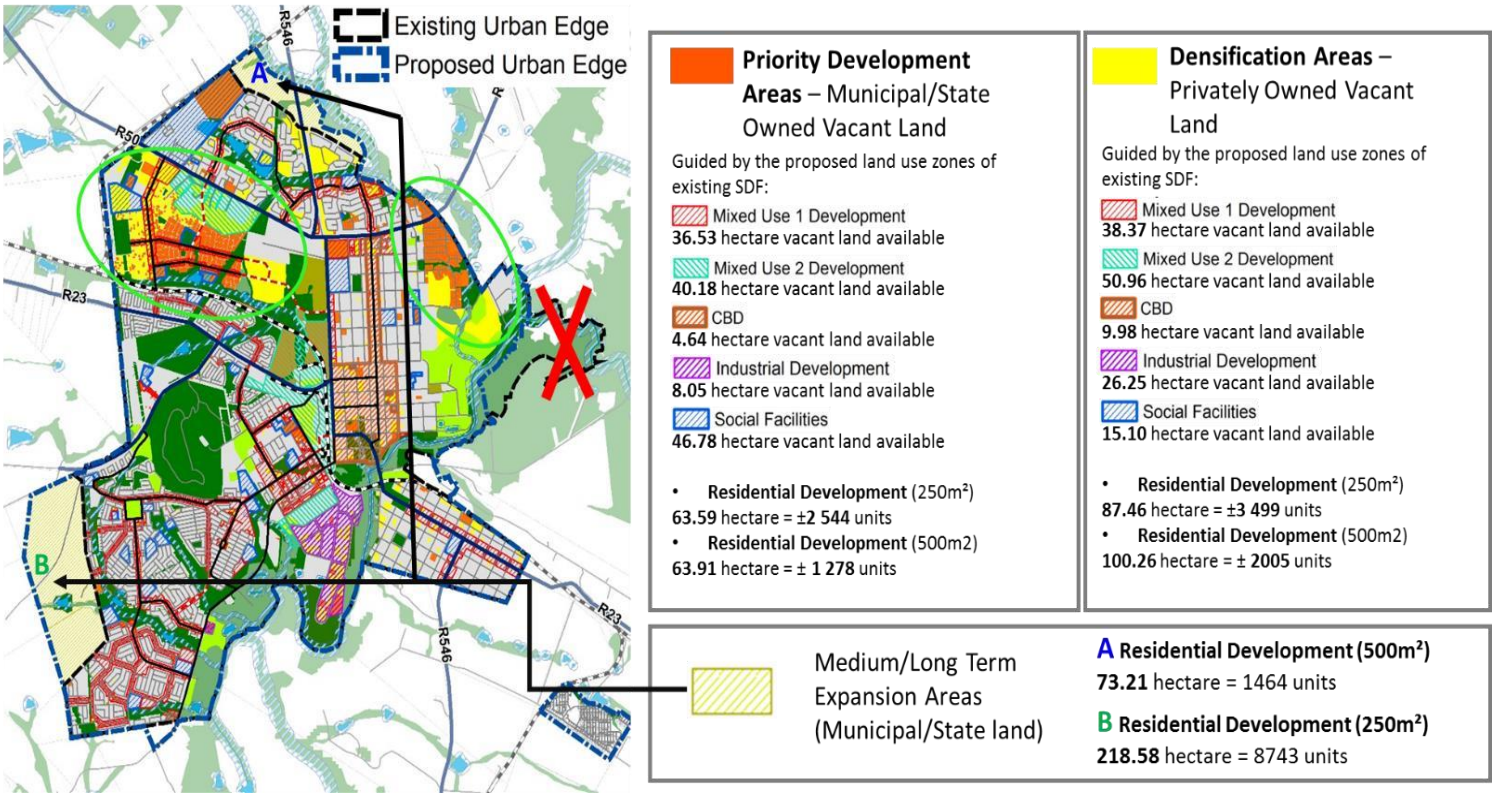
The areas identified as "infill development areas" are represented by land that is currently vacant but has private ownership. These areas should be the second priority to develop. The SDF highlights the fact of developing on vacant land within the proposed urban edge as priority. Private owned land will have to be purchased to inherit development right of the land and although it will have cost implications the densification of the town will reap many benefits in the long term. The municipality needs to augment bulk services to support densification.

Medium to long term expansion areas

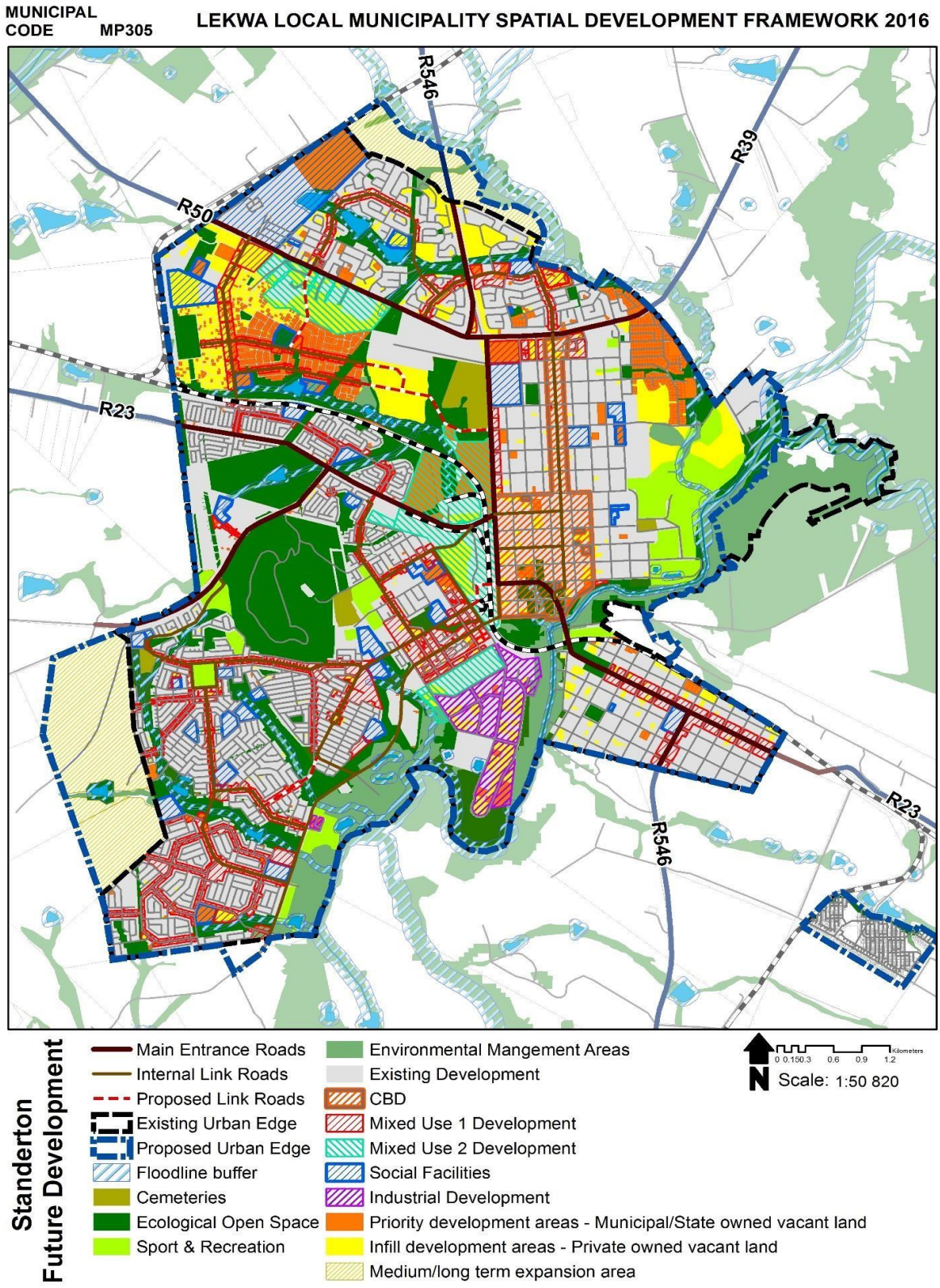
The areas identified as medium to long term expansion areas were identified based on land which is not affected by any environmental management areas as well as being owned by State or the municipality. These areas are mainly depicted for the main reason of projecting future growth and should only be considered for development when all other vacant land within the existing boundary is fully developed.

The following descriptions of the identified areas with development potential is applicable to development principle 4 of Standerton, Morgenzon and Thuthukani.

Standerton



Standerton Future Development Spatial Concept



Map 14: Standerton future development spatial concept

Standerton precinct plans

The priority precincts for Standerton are areas of strategic importance and need to be focused on. For the purposes of this revision the existing precinct plans are listed as well as an amendment of each precinct using the latest environmental information received from various departments and recommendations made by the municipality. For the 2022/23 and 2023/24 financial years, the municipality will be implementing the River Park Precinct Plan and Sakhile Tsotetsi Corridor Development.

The following guidelines is applicable to some of the proposed precinct plans:

Activity Spines

Activity spines are stop-start routes that are surrounded by high residential densities and high intensity development. Once higher intensity development is established along these routes and densities are proportional, it becomes more viable for modes of public transport, improving access to the residents.

Guidelines for Activity Spines:

- Mixed land uses should be allowed along these spines.
- The interface between streets and buildings should be noted, ideally the front of buildings should not be walled off towards the street and the bulk of parking should not be provided in front of the building. Shops and restaurants should be accommodated on the ground floor while residential units be accommodated on the upper floors.
- Security and the privacy of units at the back of buildings (mostly residential) should be considered.
- Taxi stops and commuter shelters should be provided along these routes for public transportation purposes.
- Sidewalks should be continuous, wide enough and complimented with street furniture and landscaping along these routes.

Nodal Development

A functional hierarchy of nodes is needed to provide access to services and facilities to the wider community. The town consists of the CBD and a few scattered nodes of shops and social facilities. A hierarchy of three types is proposed within Standerton.

- First order node is the CBD area including Beyers Naude Drive, serving the whole of Standerton.
- Second order nodes, serving large parts of town with sizeable commercial and social facilities, are identified in:
- Junction Shopping Centre on the R50 and Dr Beyers Naude Drive.
- Proposed commercial node in Standerton Extension 8 (Oriental Plaza)
- Sakhile Hostels and previous council offices
- Meyerville, on the intersection of Nelson Mandela Road and George Street
- Sakhile Extension 4 at the Taxi Rank

Third order nodes identified in:

Standerton Extension 3 and 6, existing clinic and sports facilities and located on a public transport route

- The intersection of the R23 (west) and the S48 Standerton Extension 7, existing primary school
- Standerton Proper (west) next to Minnar Street, clinic and a school
- On either side of Tsotetsi Street in Sakhile Proper, existing schools

Open Space Network

The extensive open space network in Standerton comprises mostly of natural open spaces i.e., floodplains and ridges. It accounts as an important element with regards to aesthetic quality of the town and quality of life for its residents. The following guidelines are given for open space networks (note that it is not necessarily applicable for local parks).

With regards to ecological function:

- All open spaces make up the network that plays a critical role in habitat protection and the sustaining of natural processes. The ecological function is the most important function of the open space network.
- The open space network should be protected against any human intrusion in the form of development.
- All parts of the open space network should as far as possible be linked to optimise its ecological function, these links should be protected against any development that may break the chain of open spaces.
- New developments should aim to connect the open space network through linear park strips rather than discreet isolated parks.
- Land currently vacant can form part of the ecological network and should be protected for such use

With regards to aesthetic function:

- The entire open space network should be visually accessible. A public street should form the edge between development and open spaces as far as possible.
- No development should be allowed to limit access of the general public to open space networks.
- All development adjacent the open space network should not turn its back on the open space, active spaces should face the open space network, enhancing the safety of these areas.
- Important streets should be tree lined to compliment the natural feel created by the open space network through town.

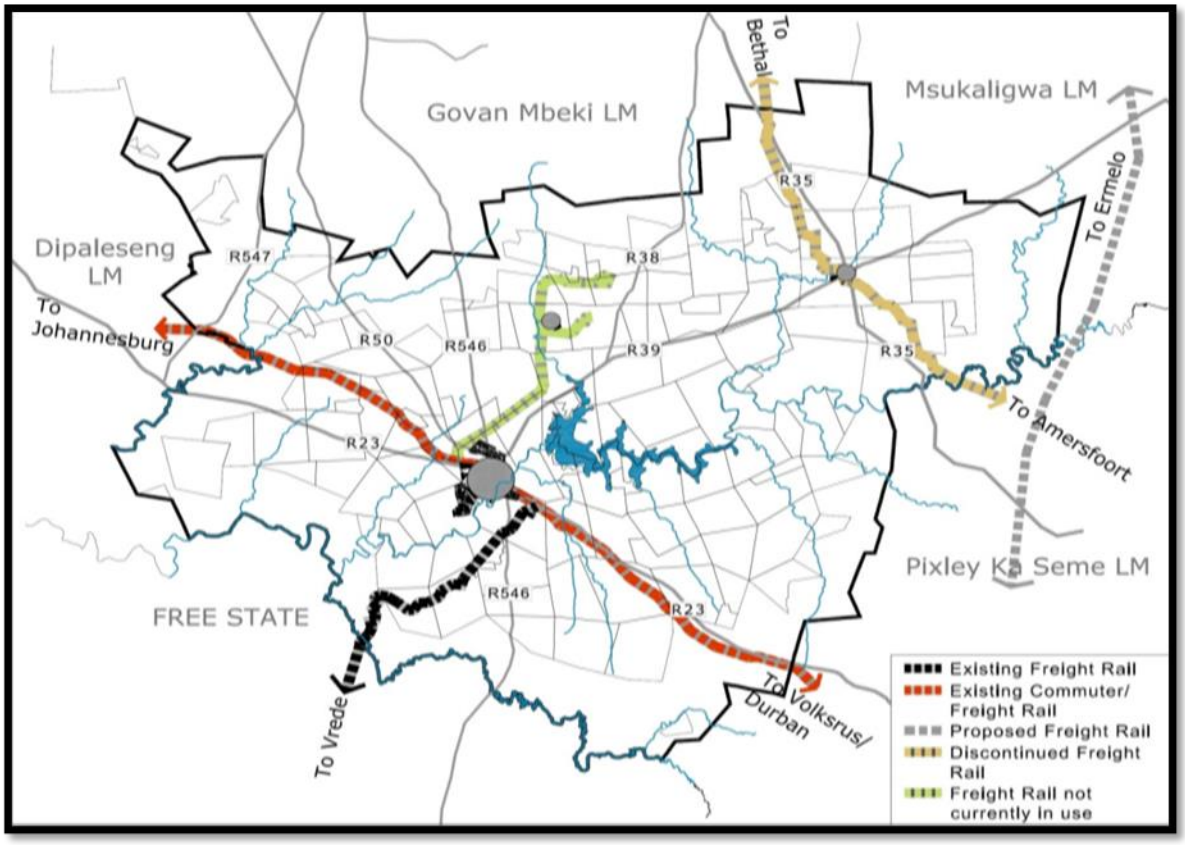
Road and rail network

Several stretches of the road within the Municipality are either in a poor or very poor state. The following important roads within Lekwa have been identified as being in a poor state:

- Portions of the R23 west of Standerton;
- The 546 north of Standerton;
- The R50 north of Standerton;
- The R39 north-east of Morgenzon; and
- The R547.

The most important railway line (freight line) is the Johannesburg – Durban passenger railway line (Shosholoza Meyl) which runs parallel to the R23. Standerton Station is one of only five stops between Johannesburg and Durban. This line diverts in the region of Standerton with a branch line leading to Vrede in the south (freight line) as well as a line that leads to Tutuka Power station, this line however is not currently in use as it is not electrified. There is another railway line in the eastern part of the LLM. It links linking Bethal to Volksrust via Morgenzon, Amersfoort, Daggakraal and Wakkerstroom/Sizameleni. This line is not currently in use.

Lekwa LM Rail network



Map 15: Railway Network, Lekwa SDF 2016

Public Transport

- Public transport consists of rail, busses and taxis.
- Standerton station plays an important role in long distance passenger transport.
- In terms of busses, there is no municipal bus service, but a private bus service runs on the R546 between Standerton, the TEKS area, Bethal and Leandra.
- In terms of taxis, there are several taxi services. These run mostly on the R546, but also on the R50, R23 and R39.

Non-Motorised Transport

- The bulk of the population (65%) make use of non-motorised transport, making this the most important mode of transport.
- largest majority (63%) travel by foot and 2% by bicycle.

Transport Challenges

- The status of the roads is poor and needs upgrading and maintenance. The need for high maintenance and operations cost are amongst the factors contributing to the problem,
- Since places of work are separated from places of residence (mostly rural areas), people must travel long distances to employment areas and to also access some of the social facilities. The cost of and the opportunity cost of travelling are greater for the rural commuters
- The Municipality need to develop an Integrated Transport plan that will support the movement of the commuters to neighbouring towns such as Secunda, Embalenhle and Ermelo, this will also assist the municipality to attract people from other municipalities to spend money in Lekwa.

SDF Implementation Projects

Note: *Costs were estimated in 2017, there is a need to add a certain percentage to ensure that costs are market related.*

Action	Location	Estimated Cost	Reason/Objective
Strategies/Plans/Frameworks			
Approval of SDF	Municipal wide	N/A	To give effect to the proposals contained in the SDF and to commence with the drafting of the Land Use Management System.
Alignment and harmonization of plans	Municipal wide	R1 200 000	The objective is to formulate, develop and implement appropriate planning instruments to effectively guide and control land use and development, which will protect and enhance property ownership and value, and which will establish a balanced living environment. The Land Use Scheme was amended and approved in 2020. In addition, municipal infrastructure plans and asset management plans should align with the SDF – can the water and sanitation network accommodate densification in the Standerton Area.
Integrated Transport Plan (ITP) – Identified project within the IDP	Municipal wide	R 300 000	To serve as a guide for transportation planning within the municipality. Important transport roads within Lekwa are in bad condition. The ITP sets out a collaborative and sustainable approach to transport planning.
Infrastructure Asset Plans (In support of the SDF)	Municipal wide	R 1 500 000	To plan for the maintenance, upgrading, refurbishment and provision of public service infrastructure. To calculate cost estimations for the successful implementation of projects based on the most current specific asset unit rate costs.
Implementation and Design Framework for FPSU's and Agri Villages	Morgenzon, Thuthukani, Holmdene, Platrand.	R 300 000	To ensure the realization of FPSU's and Agri-Villages as proposed within the RDP and SDF.

Feasibility Study for a Truck Stop	Erf 177-179 and 197-198 Standerton.	Municipality to confirm	There is a need to develop an overnight truck stop in the Standerton CBD. Many implications and criteria go along with a land use such an overnight Truck Stop. The location should be investigated to fit the needs of such uses and to avoid social or economic issues.
Densification Strategy	Around Standerton CBD, Meyerville and identified areas in Morgenzon.	R 450 000	To guide and motivate the densification process and to successfully plan for additional public service infrastructure needs along with such densification.
Design and Implementation of vacant land tariff policy	Vacant stands within key areas of Standerton, Morgenzon and Thuthukani	R 180 000	To fast track the development of vacant properties in key areas of town. The policy is currently in draft and awaiting a council resolution.
Mining Indaba	Municipal wide	R 40 000	To discuss possible funding of projects with all role players within the mining industry.
Updating of the 2014 Land Use Scheme to align with revised SDF – Land Use Scheme amended and approved in 2020	Lekwa Local Municipality LUS	R 180 000	To introduce proposals made within the revised SDF to the LUS. To use the LUS as a tool to implement and realize the SDF.
Introduce Incentive Systems to the LUS	Lekwa Local Municipality LUS		To fast track development and/or incentivize developers to correspond with proposals made within the SDF and Land Use Scheme. The municipality has developed a draft policy and is awaiting council consideration.
Capital Projects			
Action	**Location**	**Estimated Cost**	**Reason/Objective**
Implementation of important municipal ICT: GIS Software (ArcGIS)	Spatial Planning Department (Lekwa Local Municipality)	R 180 000	Updated electronic software to guide important spatial decision making, utilize electronic spatial information received from consultants and increase productivity. The installation of these systems will also allow optimal internal use of the reviewed SDF to guide spatial planning decisions. The municipality has a system in place funded by the district. The municipality needs access to more functionalities on the current package.

Implementation of important municipal ICT: ▪ Electronic Land Use Management Systems (CitySolve	Spatial Planning Department (Lekwa Local Municipality)	R 320 000	To streamline development application processes and keep an updated electronic database in terms of land use management
Flood line Assessment of Vaal River	Standerton/ Sakhile Area	R 800 000	To avoid damage to properties in the case of floods.
Relocation and InSitu upgrade of informal settlements (As proposed in SDF)	Standerton/ Sakhile and Morgenzon	Subject to a detailed business plan.	To eradicate the housing backlog and informal settlements within Lekwa. Identified informal settlements to be relocated within Standerton Ext. 8.
Detailed plans on the proposed precinct plans: - CBD and Beyers Naude - Sport and Recreation Precinct - Station Area - Nelson Mandela Drive in Meyerville - Sakhile Hostels - Tsotetsi Road Sakhile	See Precinct Plans	R 250 000 per precinct	To realize the desired spatial form proposed by the SDF the precinct plans play an important role in targeting specific development areas within the municipality. The River Park and Tsotetsi Road Sakhile precinct plants are to be implemented in the 2022/23 and 2023/24 financial years.
Priority upgrading of the R50, R546 and R547 Transport routes within the municipality	Municipal wide	Subject to a detailed business plan.	To improve the movement network throughout the whole municipality.
Implementation of priority link roads	Standerton, Morgenzon and Thuthukani	Subject to a detailed business plan.	To improve the movement network throughout the whole municipality.
Upgrading of third order roads	Municipal wide	Subject to a detailed business plan.	To improve the movement network throughout the whole municipality.
Upgrade of Standerton Taxi Rank	Standerton CBD	Subject to a detailed business plan	The area is identified as being dangerous and in bad condition, safety measures in the form of street lighting etc. must be implemented.
Development of a Civic Precinct in the CDB around the Magistrates Court	Standerton CBD	Subject to a detailed business plan	To form an authority, use node within the CBD improving accessibility and communication between different government institutions and departments

Table 34: SDF Implementation projects

Land Restitution and land claims in Lekwa

Land claims & land restitution is very important as far as land development is concerned. From a spatial planning point of view land ownership does not necessarily determine the preferred use of land; however, the exceptions are where uses are restructured through restricted ownership practices & where land restitution leads to commercially productive land becoming unproductive. The land restitution process can restrict investment and economic activity over the short- medium term but should not have an impact on the long-term use of the land. According to the Lekwa LM Spatial Development Framework (2017), as of 30 March 2016, there were 52 claims recorded.

LAND CLAIMS				
	Researched	**Accepted**	**Gazetted**	**Total**
Outstanding Land Claims	13	8	5	26
Not Spatially Identified	5	0	0	5
TOTAL	**18**	**8**	**5**	**31**

Land Use Management System In Lekwa LM

The municipality has developed a Land Use Scheme (that is a wall to wall) with the help of the Department of Cooperate Governance and traditional affairs (COGTA) in 2020. The regulation of land is currently done using the wall-to-wall land use scheme.

The municipality has a SPLUM By-law in place for land use management, also has developed draft by-laws (Open space bylaw and encroachment by law as required by SPLUMA.

The municipality has approved the following policies:

- Bulk Contribution Policy
- Land Alienation and Leasing of Immovable Properties

In the final stages of developing the following policies:

- Encroachment Policy
- Incentive Policy
- Land Disposal Policy / Land alienation Policy
- Vacant land policy

Lekwa LM makes use of the Land Use Scheme to control and manage illegal land uses. There is no strategy part of the LUS for illegal land uses as the scheme is sufficient to address the illegal land uses. Town planning division issues out contravention notices to illegal land use. In addition, the municipality developed a municipal management and control of informal settlements by-law in 2018 to address land invasions and informal settlements. The human settlements unit has squatter controllers that assist the town planning division with enforcement.

The naming of streets and townships in the municipality is done through the National Geographical Names Council Act (Act 118 of 1998). Lekwa LM established a Section 79 Oversight Committee named "Local Geographic Name Committee" for the naming streets and townships. The municipality is yet to develop a policy to guide the naming of streets and townships.

Gert Sibande District Municipality procured a ArcGIS license for the municipality. However, the license is not a full software package. The municipality plans on procuring a full ArcGIS software package to develop a dashboard between Planning and Economic Development and the Budget and Treasury Office to ensure that land uses are aligned to the municipality's billing system.

The municipality has introduced an electronic system called MunAdmin which is a system designed for electronic record keeping, document management and general administration. The municipality currently does not utilise any electronic system such for processing land use applications due to insufficient network connection.

Lekwa LM Bulk Contribution Policy

Lekwa LM has a Bulk Contribution Policy in place. The strategic intent of Lekwa LM bulk contribution policy is to ensure the financial sustainability of the Municipality through the definition and confirmation of an Engineering Services Contributions on any new development or land development application that increases the load on municipal external infrastructure. This intent is aligned with the Municipality's strategic focus as an opportunity area, which aims to create the economically enabling environment in which investment can grow and jobs can be created, while still being able to provide basic services to all its citizens.

Policy objectives

The objectives of the Bulk Services Contributions Policy are to:

- Recover the portion of the capital cost of economic infrastructure that is attributable to developments;
- Enable the provision of economic infrastructure in a timely and sufficient manner to support land development;
- Give effect to the requirements of SPLUMA and related legislation in respect of the development contribution for engineering services.
- Build up reasonable levels of capital to contribute to the construction of new infrastructure when the capacity of existing infrastructure approaches design capacity.
- Clarify the method of determining the development contribution for engineering services as well as the way development contribution for engineering services is calculated;
- Enable the municipality to impose a service development contribution to an applicant or a subsequent owner or occupier of a premise in the event of the actual use of an engineering service exceeding the capacity requirement proposed by the applicant and agreed to by the municipality or to developments subject to service contribution.

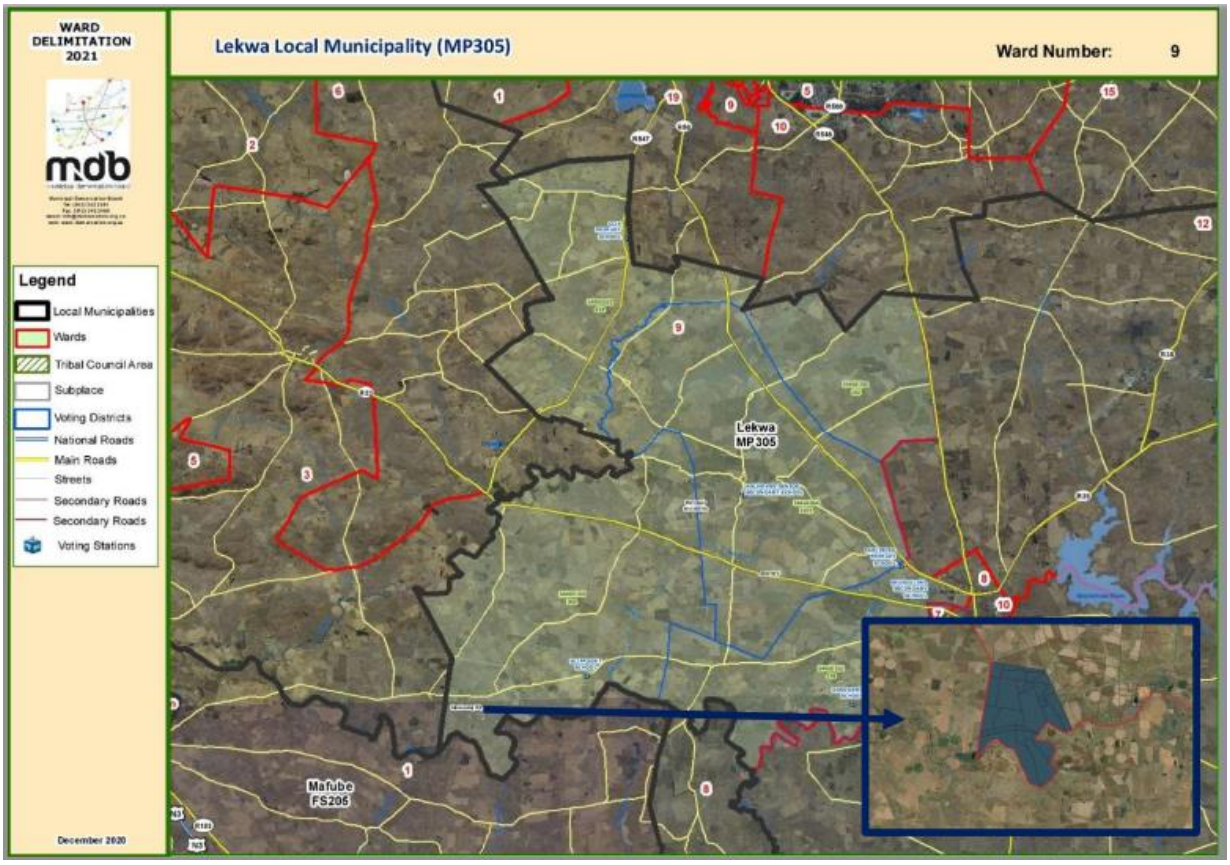
Lekwa LM Land Audit

Municipality embarked on a land audit project to identify ownership of all the parcels of land within Lekwa Local Municipality in 2021. The result of the audit is a geographical information system

(GIS) database that contains a wide variety of information required for spatial planning and land use management purposes, furthermore, the report included recommendations that will include strategies and action plans. The cadastral data of 2017 indicates a total number of 28 971 parcels that measured 576 060 ha in extent.

However, ever since then the board has extended the boundary of Lekwa LM. As advertised in the municipal demarcation board circular 1 of 2018, the redetermination of the municipal boundaries of Lekwa Local Municipality by excluding the farms Vellingskraal 657 and Die Draai 659 from the municipal area of Dipaleseng Local Municipality, by including them in the municipal area of Lekwa as illustrated the map below. The two Parent farms amount to approximately 3738 ha which is subdivided into 22 portions. This effectively increases the overall parcels numbers to 28 993 parcels which now measures 579 798 ha.

The property valuation roll provided 25 612 of the title deeds numbers excluding 377 parcels from sectional titles leaving approximately 3 378 properties still missing from the current Valuation Roll when compared to the latest cadastral data from the surveyor-general. The land ownership categories are as per the diagram below.



Map 16: Lekwa LM Land audit

Land Uses

Land Use Category	Quantity
Residential	21 933
Industrial	79

Business	563
Agriculture	2 417
Mining	5
Government	124
(PSI) Public Service Infrastructure	201
(POB) Properties Owned by Public Benefit Societies	46
Vacant	112
Other	449

Property Ownership in Lekwa

Ownership Category	Number of parcels	%
National Government	279	1%
Provincial Government	141	1%
Local Government	3 864	13%
Private (Close corporation, Trust and PTY Ltd)	18 902	65%
All state-owned enterprises	1 370	5%
Undetermined	4 381	15%
Total	**28 993**	

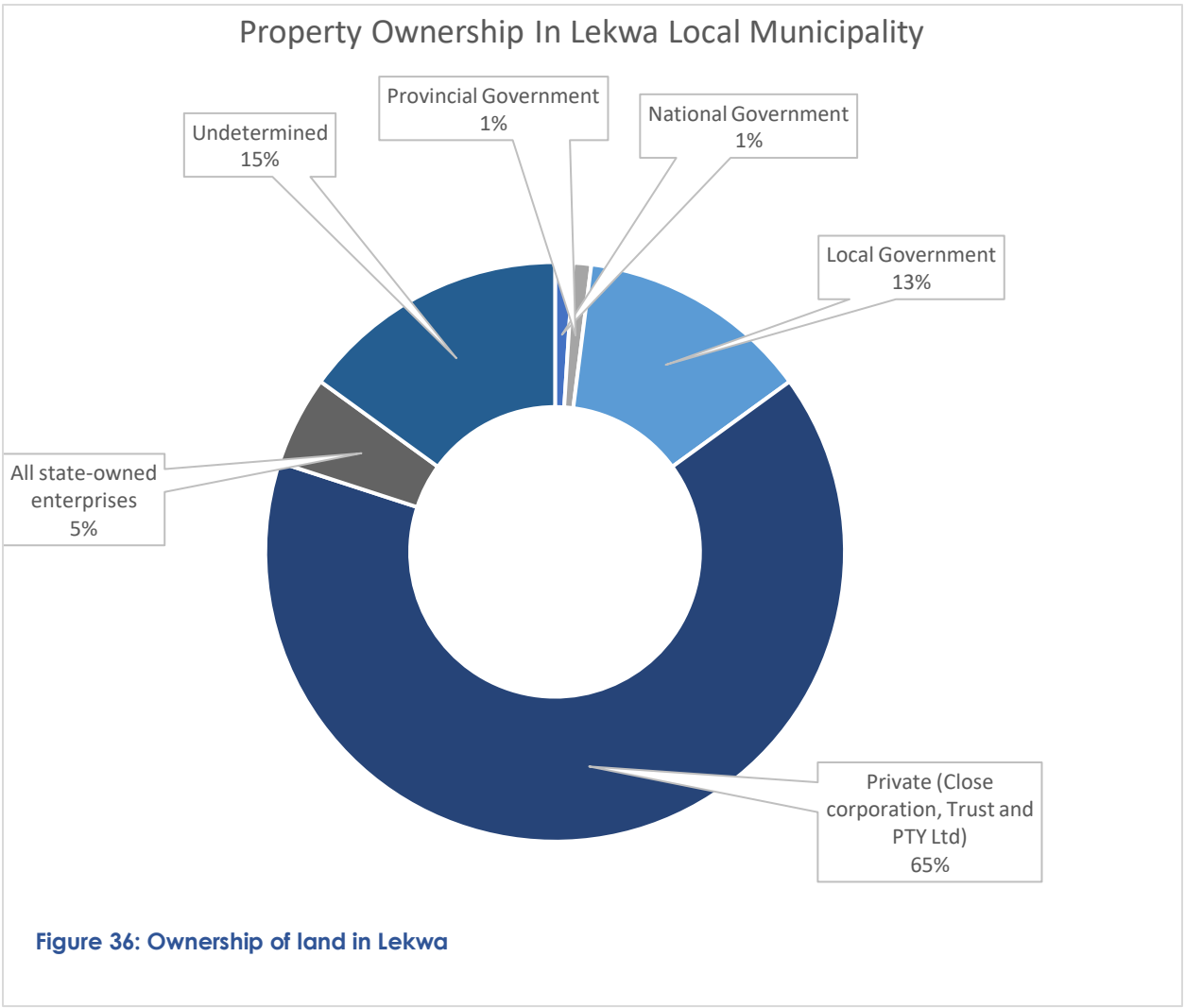


Figure 36: Ownership of land in Lekwa

The strategic objectives of the land audit are as follows:

- To add value to the Municipal Valuation Roll
- To enhance revenue collection
- To have a clean and credible cadastral dataset

To achieve the above objectives the following proposals were made in the land audit report

- Proposal 1: Regularly updating the Valuation Roll
- Proposal 2: Revenue enhancement
- Proposal 3: Implementation of IDP and SDF proposals
- Proposal 4: Land Disposal Policy Implementation
- Proposal 5: Update Cadastral Data Regularly
- Proposal 6: Land Registration
- Proposal 7: Investigate inconsistencies between Cadastral and Physical
- Proposal 8: Land Audit Projects
- Proposal 9: In-situ upgrade projects
- Proposal 10: Design and implementation of a vacant land tariff policy
- Proposal 11: Design and implementation of a development incentives policy

Land audit proposals

PROPOSAL	ACTION	INHOUSE/OUTSOURCE
Regularly updating the Valuation Roll	The valuation roll is updated regularly when changes take place to the property. Supplementary valuations, therefore, must be compiled and published at least once a year in a Supplementary Valuation Roll	Outsource
Revenue enhancement	To develop an effective system of revenue collection, the following actions need to be taken; ▪ Review Tariff Structure ▪ Systematic Cleansing of Billing Information ▪ Bill for Previously Unbilled Services ▪ Raise Revenue from Sale of Stands	Inhouse

Implementation of IDP and SDF proposals	The Municipal Spatial Development Framework, per definition, essentially addresses the spatial implications of the Integrated Development Plan (IDP), it is recognized that holistic governance and management of any area also requires the implementation of strategies/proposals; ▪ Nodal Review ▪ Urban Edge ▪ Priority Development Areas ▪ Infill Development ▪ Medium to Long Term Expansion Areas	Outsource
Land Disposal Policy Implementation	Review of policy underway and should be implemented once approved; ▪ Provide a framework, ▪ Guidelines and procedures that are intended to be followed by the Council for the disposal and letting of various types of immovable properties	Inhouse
Update Cadastral Data Regularly	Provision of valid and up-to-date data and information related to land administration activity can be exercised through the following; ▪ Cleaning up existing databases by rectifying identified anomalies/ discrepancies. ▪ Building and improving land mapping and land information systems will lead to a process of establishing spatial data and the latest information to support services conducted.	Outsource
Land Registration	Registration of land deals with matters concerning ownership, possession, or other rights in land are formally recorded to provide evidence of title, facilitate transactions, and prevent unlawful disposal which is why; ▪ All land parcels (either new or old) to undergo the required statutory procedures for registration (Conveyancer appointment). ▪ Completing and maintaining the property register which is required for the regional segment reporting.	Outsource

Investigate inconsistencies between Cadastral and Physical	Inconsistencies between Cadastral and Physical need to be investigated and plans should be put in place to normalize or illuminate the inconsistent information; ▪ The field surveys will improve the data collection process which will provide public land managers and the public with essential information	Outsource
Land Audit Projects	Land audit to be considered during IDP Project Identification and Programming.	Outsource
In-situ upgrade Projects	When intervening in an informal settlement the municipality should; ▪ Adhere to the Informal Settlement Upgrading Programme and; ▪ Subdivisions are to be registered.	Outsource
Vacant Land Policy	Lekwa Local Municipality is couple with various vacant land which are not being billed by the municipality. Under such circumstances, a policy detailing the vacant land tariff should be proposed: ▪ Property owners that have vacant land in Standerton, Morgenzon, and Thuthukani should therefore be guided by this policy.	Inhouse
Sale of Properties	Municipal land should consider selling properties for revenue increase, there are different ways of buying municipal land: ▪ A private treaty between buyer and municipality where offers are made, and negotiations concluded in terms of Section 14(2) of the MFMA. ▪ A public auction where the property is sold to the highest bidder. ▪ Public tender where the municipality puts out a notice for 30 days calling for tenders. The municipal council or committee will decide on the winning tender in terms of its supply chain policies. ▪ Public/private partnership in terms of Section 120 of the MFMA.	Inhouse
Design and implementation of a	The introduction of a Development Incentives Policy is to motivate and entice investors to invest particularly within	Inhouse

development incentives policy	the city as guided by spatial, land use and economic policies ▪ to make the city the first-choice destination for investment and ▪ to demonstrate commitment in growing the economy, providing tangible jobs, and supporting small and emerging businesses. ▪ The value adds of the proposed incentive program to developers and business, benefit received shall be reasonably proportional to enhance value of the land and market rate of return to the development's capital.	

Table 35: Land audit proposals

Gert Sibande District Municipality Rural Development Plan 2016

The country was allocated R6 Billion by Department of Rural Development and Land Reform for over the next three years for Agri-park projects. The Agri-park is a system innovation of agro-production, processing, logistics, marketing and training and extension services located in District Municipalities. As a network it enables a market-driven combination and integration of various agricultural activities and rural transformation services.

The objectives of Gert Sibande District Development Plan.

- To improve the living standards or well-being of the mass of the people by ensuring that they have security and that their basic needs such as food, shelter, clothing, and employment are met.
- To make rural areas more productive and less vulnerable to natural hazards, poverty, and exploitation
- To ensure that any development is self-sustaining and involves the mass of the people.

The Gert Sibande RDP Draft have proposed multi-purpose service delivery centers within Lekwa Local Municipality at Standerton, Sakhile, Thuthukani and Morgenzon. Issues pertaining informal settlements were identified around Standerton that needs to be addressed in the housing delivery strategies of the municipality. The Gert Sibande RDP Draft pointed out the following points on Lekwa Local Municipality derived from the previous SDF:

- Standerton in the central part of the municipality identified as a First Order Node, while Morgenzon was identified as a Second Order Node.
- Third and Fourth Order Nodes were identified to serve the areas which are far located from Standerton and Morgenzon.
- The northern, central, and southern extents of Lekwa either comprise existing agricultural activity or were earmarked for agricultural expansion and do not comprise any notable concentrations of human settlement.
- The precinct plan for Standerton delineated an urban edge which does not allow for outward residential expansion. Rather, the SDF proposed residential densification, as well as mixed use development. Two areas were proposed for infill development, in order to

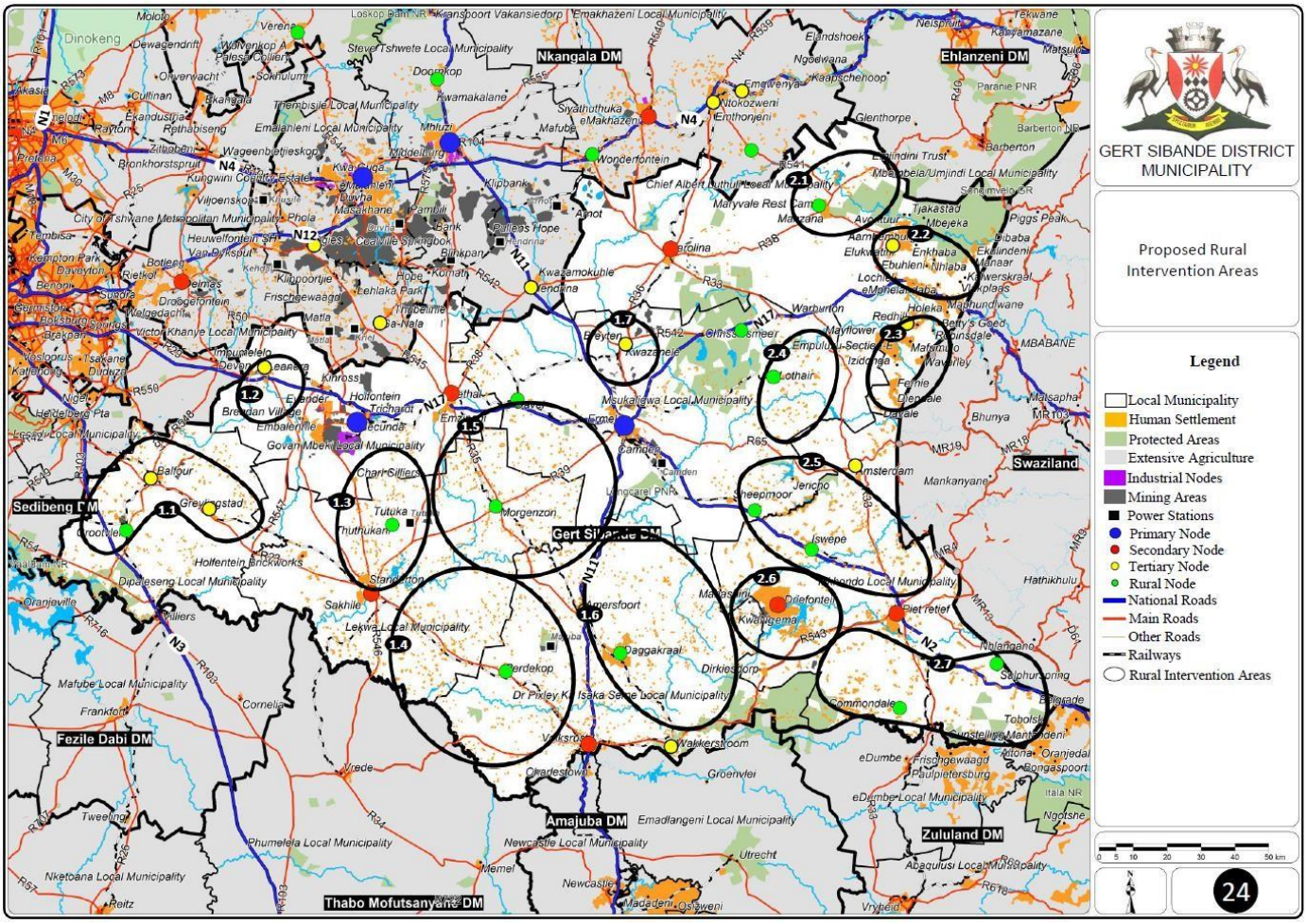
consolidate the urban structure of the town with Sakhile Township. The same principles applied to Morgenzon.

- There is no Strategic Development Areas (SDA's) within the municipality.
- Urban renewal initiatives in the municipality should preferably be in Standerton and Morgenzon where they will have the greatest potential impact.

Farmer Production Support Units (FPSU's) were identified by the RDP in the areas of Thuthukani, Holmdene, Morgenzon and Standerton. The revised SDF requests the consideration the FPSU at Standerton be shifted to Platrand which is more rural in nature and identified as a third order node within the municipality.

As mentioned, Lekwa Local Municipality is located in Functional Region 1 identified within the RDP. Functional Region 1 is called the GSDM Highveld area and is characterized by coal mining, electricity generation, maize, and livestock farming. Within each functional region the RDP have identified "Rural Intervention Areas (RIA's)."

Rural Development interventions


GERT SIBANDE DISTRICT MUNICIPALITY
Proposed Rural Intervention Areas
Legend
Local Municipality
Human Settlement
Protected Areas
Extensive Agriculture
Industrial Nodes
Mining Areas
Power Stations
Primary Node
Secondary Node
Tertiary Node
Rural Node
National Roads
Main Roads
Other Roads
Railways
Rural Intervention Areas
Nkangala DM
Ehlanzeni DM
Sedibeng DM
Gert Sibande DM
Fezile Dabi DM
Amajuba DM
Zululand DM
Thabo Mofutsanyane DM
Swaziland
Lekwa Local Municipality
Msukaligwa Local Municipality
Govan Mbeki Local Municipality
Emakhazeni Local Municipality
Thembisile Local Municipality
Dipaleseng Local Municipality
Mafube Local Municipality
Phumelela Local Municipality
Nketoana Local Municipality
Dr Pixley Ka Isaka Seme Local Municipality
eDumbe Local Municipality
Emadlangeni Local Municipality
Newcastle Local Municipality
Abaqulusi Local Municipality
Pixley Ka Seme Local Municipality
Standerton
Morgenzon
Sakhile
Thuthukani
Holmdene
Platrand
Balfour
Greylingstad
Oranjeville
Frankfort
Cornelia
Heidelberg
Nigel
Kinross
Secunda
Trichardt
Embalenhle
Camden
Ermelo
Carolina
Wakkerstroom
Volksrust
Paulpietersburg
Piet Retief
Amersfoort
Daggakraal
Dirkiesdorp
Groenvlei
Utrecht
Vryheid
Newcastle
Madadeni
Osizweni
Memel
Reitz
Vrede
Tweeling
Warburton
Bethal
Evander
Leandra
Kwazanele
Lothair
Jericho
Sheepmoor
Mankanyane
Iswepe
Bhunya
Davale
Mayflower
Empuluzi
Izidonga
Redhill
Betty's Goed
Roosinsdale
Mahamba
Wavumile
Holeka
Mashundwane
Mbejeka
Tjakastad
Piggs Peak
Barberton
Barberton NR
Paraniе PNR
Glenthorpe
Nelspruit
Tekwane
Kanyamazane
Matsulu
Kaapschehoop
Ngodwana
Emjindini Trust
Mbombela/Umjindi Local Municipality
Sonheuwel SR
Chief Albert Luthuli Local Municipality
Matyvale Rest Camp
Marzana
Avontuur
Aamsterdam
Ekulindeni
Enkhaba
Ebuhleni
Nhlaba
Lochiel
eMahlabeni
Kromkraal
Vlakplaas
Mbabane
Malsepha
MR103
MR19
Langcarel PNR
Ngwenya
Emthonjeni
Nhlokozweni
Wonderfontein
Klipbank
Amot
Kwamakalane
Mhluzi
Mafube
Siyathuthuka
eMakhazeni
Kwa Guqa
eMbalenhle
Masakhane
Pamili
Bank
Pullens Hope
Blinkpan
Komati
Lehlaka Park
Frischgewaagd
Kwazamokuhle
Lendlina
Klipspoortjie
Droogefontein
Welgedacht
Matla
Kriel
Leeuwpoort
Kinross
Hollontein
Trichardt
Secunda
Embalenhle
Govan Mbeki Local Municipality
Charl Cilliers
Tutuka
Thuthukani
Holfontein Brickworks
Standerton
Sakhile
Lekwa Local Municipality

- RIA 1.3: The hinterland between Secunda and Standerton, with the focal point being a potential Rural Node in the vicinity of Thuthukani.
- RIA 1.4: This RIA serves the hinterland between Standerton and Volksrust with Perdekop as the Rural Node serving the large number of rural communities in the surrounding area. Not identifies within the RDP, but just as important, Platrand also fall within this RIA and serves as a third order node within Lekwa.
- RIA 1.5: The rural area between Bethal, Ermelo and Amersfoort where Morgenzon can be strengthened as a rural node serving the rural communities within surrounding areas.

Planning and Economic Development Policy framework

- Constitution- S156 and Part B of Schedule 5: Municipal Planning (strategic, spatial, land use).
- SPLUMA, 2013: Municipal Planning
- National Standard and Building Regulations, 1977: Building Control Regulation
- Housing Act,1997
- National Housing Code, 2009
- Social Housing Act, 2008
- Housing Consumers Protection Measures Act,1998
- The Rental Housing Act,1999

Organizational structure of Planning and Economic Development

DIVISION	NUMBER OF POSITIONS	TOTAL FILLED	NUMBER OF POSITIONS VACANT	VACANCY RATE (No of Vacant Positions/Total No. of Positions * 100)
Executive Manager's office	2	2	0	0%
Land and Property Management	7	5	2	29%
GIS	2	1	1	50%
Town planning	6	2	4	67%
IDP	2	2	0	0%
LED	4	2	2	50%
Human settlements	11	9	2	18%
Total PED positions	**34**	**23**	**11**	**32%**

Table 36: PED Organizational structure

Recommendations

- Municipality should ensure that officials have the necessary tools of trade such as laptops, travelling allowances, functional telephones for contacting stakeholders and functional WIFI to avoid negative impact on productivity of workers.
- Municipality should also establish a research unit.
- Municipality should establish property management unit to deal with land alienation/disposal processes.
- Municipality should fill vacant positions and capacitate the department with qualified and experienced personnel to enable efficient and sustainable provision of basic services.

- Provide capital funds for infill development & densification projects (residential stands for middle to high income group, municipal subdivided stands).
- Municipality should upgrade and maintain bulk infrastructure to support both existing and new developments to support local economy and to attract investors.

4.4 STATUS QUO ASSESSMENT OF LOCAL ECONOMIC DEVELOPMENT

Lekwa Local Municipality Economy

- Lekwa LM contributed 3.9% to the Mpumalanga economy in 2021 – 7th largest economy in the province. Slightly larger than Nkomazi. The municipality further contributed 14.4% to the district economy – 3rd largest economy in Gert Sibande.
- Dominant contributions to Gert Sibande's utilities (mainly electricity), & agriculture industries, with substantial contributions to finance, trade, & community services.
- The average annual economic growth rate for Lekwa was 1.6% p.a. over the period 1996 to 2021. For the period 2016-2021 the economy expanded by 3.7% p.a.
- Estimated contraction in 2020 of 2.0% due to the COVID-19 lockdown. The economy expanded by 7.3% in 2021 & is expected to expand by 1.9% in 2022.
- The estimated average annual GDP growth for Lekwa between 2021 & 2026 is 3.1% p.a.
- In 2021, the size of the economy was estimated at R17.2 billion in current prices & R11.8 billion in constant 2015-prices.
- In 2021, the four largest industries were community services, mining, trade, & finance. These four industries combined to contribute 57.2% to the economy of Lekwa.
- Lekwa holds comparative advantages in agriculture, mining, & utilities (mainly electricity).
- In 2016, tourism spend totaled R375.7 million or equal to 3.4% of the local GDP. It increased to R472.5 million in 2021, which was equal to 2.8% of the local GDP in current prices.

Poverty, inequality, and HDI in Lekwa

- The share of population in Lekwa below the lower bound poverty line (LBPL) deteriorated from 38.8% in 2016 to 44.5% in 2021.
- In 2021, Lekwa's share of population below the LBPL was the 8thlowest/10th highest among the municipal areas.
- In 2021, the number of people below the lower bound poverty line was 55 019 – 6th lowest number in the province.
- In the calculation of the Local Government Equitable Share (LGES), National Treasury estimates that Lekwa had 22 598 poor households in 2021.
- In 2021, the poorest 40% of households in Lekwa shared 7.6% of total income, which was lower than the 8.0% share recorded in 2016.
- Lekwa's share of income of the poorest 40% of households ranked 8th highest, indicating that income inequality was not as severe within the area as in other areas in the province.
- Improved Human Development Index (HDI) from 0.59 in 2016 to 0.61 in 2021.

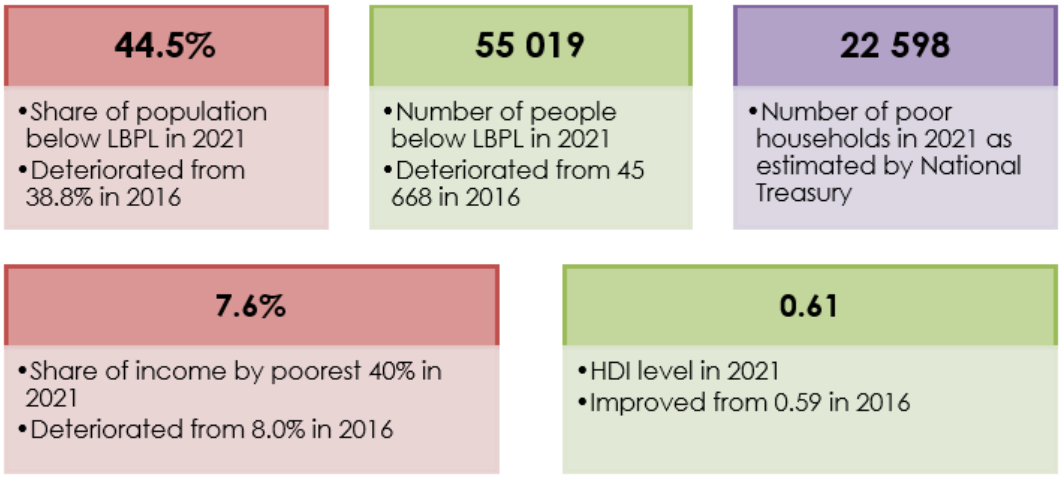


Figure 37; Poverty, inequality and HDI indicators

Contribution to Mpumalanga's economy in constant 2015-prices

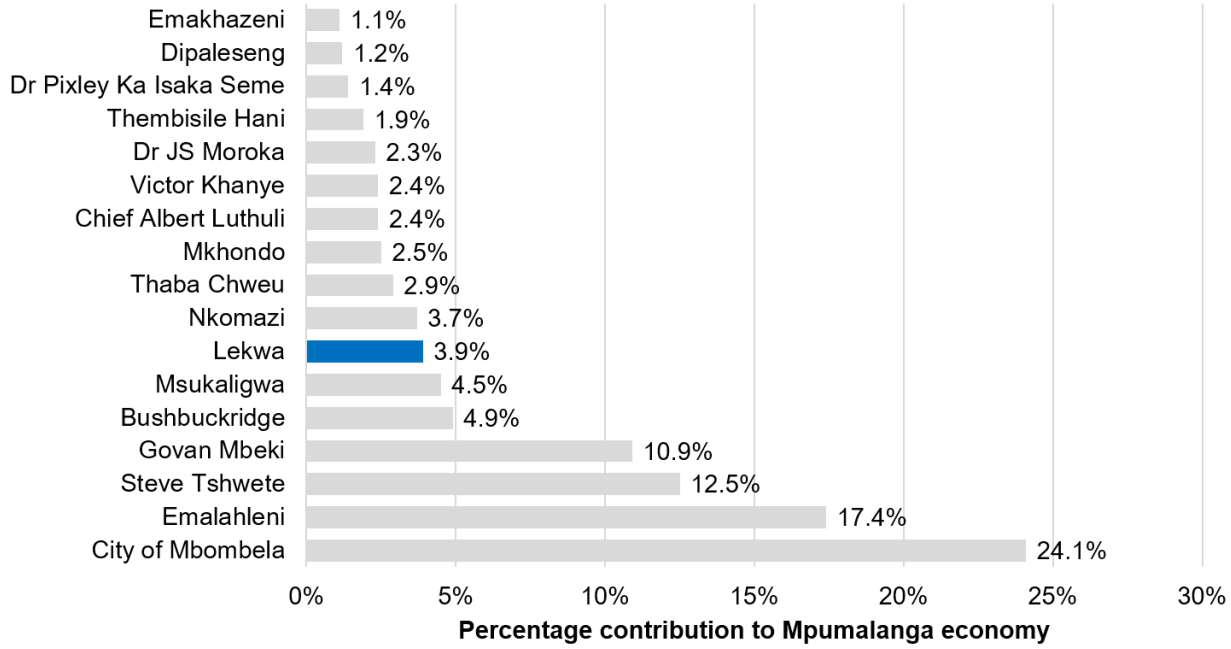


Figure 38: Lekwa LM contribution to Mpumalanga's economy, SERO Report 2022

Gini Coefficient

The Gini coefficient is a measure of inequality, among individuals or households within an economy. The coefficient ranges from 0 to 1, where 0 represents perfect equality (all individuals have the same income) and 1 indicates perfect inequality (where one person has all the income and the rest have none). In 2019, Lekwa LM's had a gini coefficient of 0.681. This indicates that inequality in Lekwa is still prevalent as most persons do not have income.

Structure of the Lekwa LM economy in constant 2015-prices

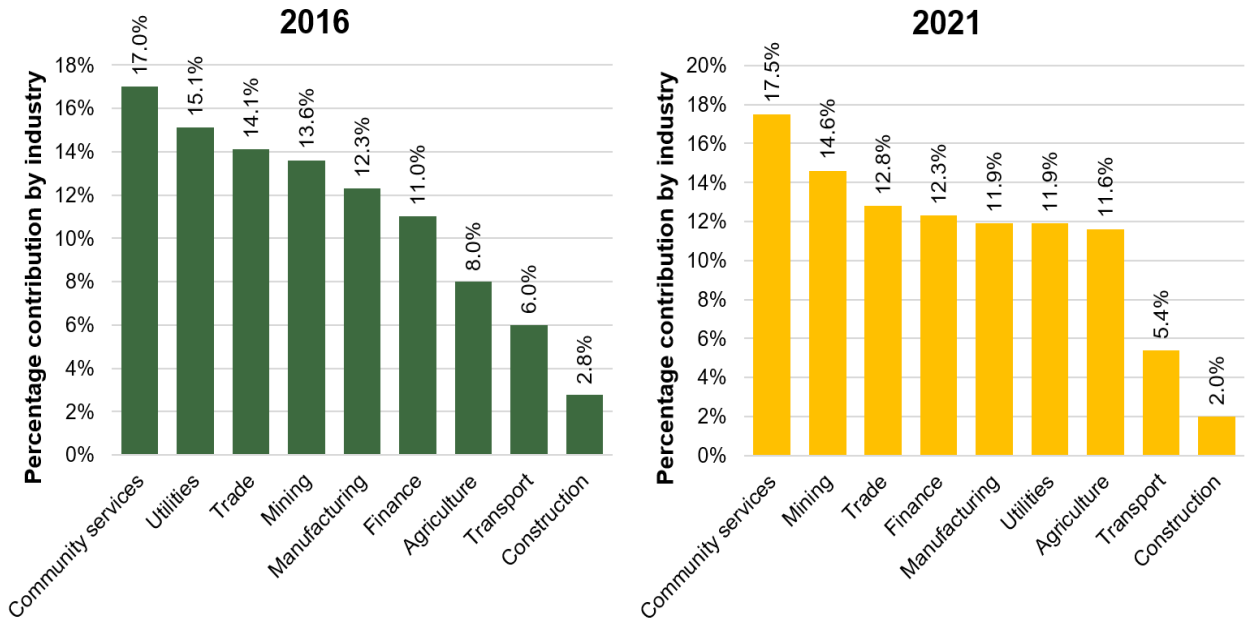


Figure 39: Structure of Lekwa's economy, SERO Report 2022

Some relevant economic plans and opportunities for Lekwa

Importance and relevance of:

- the implementation of the Provincial Spatial Development Framework (SDF) by COGTA.
- the implementation of a Provincial LED strategy framework by DEDT. Viable, vibrant and representative LED Forum, capacitated LED Unit and updated LED strategy. SMME development, including the informal sector. Investment friendly environment.
- the roll-out of the DDM.

Linking with economic interventions in Gert Sibande:

- Enhancing the manufacturing sector in Gert Sibande through the planned Petro-Chemical Technology Park in Secunda as part of the Mpumalanga Industrial Development Plan (MIDP).
- Agriculture & agro-processing – crop & livestock. Forestry & furniture manufacturing. Coal mining and electricity generation.

Economic opportunities in Lekwa:

- The implementation of MERRP projects and links with these projects. Building of a Mall to prevent leakages to other municipal areas like Secunda in Govan Mbeki.
- Opportunities in the tourism industry, as well as agriculture and agro-processing/manufacturing. Tapping into the Green Economy.
- Faster roll-out of basic services and municipal infrastructure necessary. Support to SMMEs and Cooperatives where the Social Enterprise Model/Programme and Government Nutrition Programme will contribute to job creation and economic development.

- Rejuvenation of township businesses with initiatives to transform townships and villages from labour and consumption reserves into thriving productive investment hubs.

Lekwa LM Local Economic Development Strategy

In 2022, the Lekwa LM approved its Local Economic Development Strategy. The LED objectives of the municipality is "to create a conducive environment for job creation, human development and economic growth."

Strategic pillars in order to achieve LED Objectives

- An efficient and enabling municipality with exceptional infrastructure and basic service delivery
- Improvement of living standards of the citizens through business and employment opportunities across economic sectors and industries
- To grow tourism and recreation in Lekwa Local Municipality
- Create an enabling environment for investment attraction and retention.
- Sustain the natural resources base for future generations.
-

The role of Lekwa Local Municipality in Local Economic Development

It is important to understand the Municipality's duties and role in developing the local economy. One of the local government's key contributions to economic development is providing basic services. It is clear from the regulatory framework that it is mandatory for a municipality to create a conducive environment by delivering quality services that promote local economic development. The role of the Municipality is to facilitate an economic climate that supports growth, improvement of quality of life and tax base enhancement. Improving the economic climate should enable sustainable growth and job creation, increasing per capita income and improving acceptable income distribution. This will, in turn, support improvements in quality of life and broaden the tax base. Provision of public safety, cleansing services, maintenance or upgrading of the urban public environment and infrastructure, and social services that address social issues in the area allow individual property owners to benefit from a well-managed and safe neighbourhood. A supportive business environment also attracts investment to the area.

The top ten (5) industries i.t.o. contribute most to creating job opportunities employment are:

- Wholesale and retail trade
- Community, social and personal services
- Agriculture, forestry, and fishing
- Business activities
- Mining and quarrying

Notably, the wholesale and retail trade, agriculture, forestry and fishing and community, social and personal services are significant contributors to employment numbers in Lekwa Local Municipality. Notably, the mining and quarrying industry is among the top 10 industries contributing to LLM's employment. The importance of agriculture and mining is reiterated through the high number of employment opportunities provided by these sectors. The agricultural and mining sector typically employs unskilled workers. Globally and in SA, the agricultural sector is shrinking,

putting a large number of low-skilled workers' employment at risk due to vulnerability to external shocks such as environmental and climate change

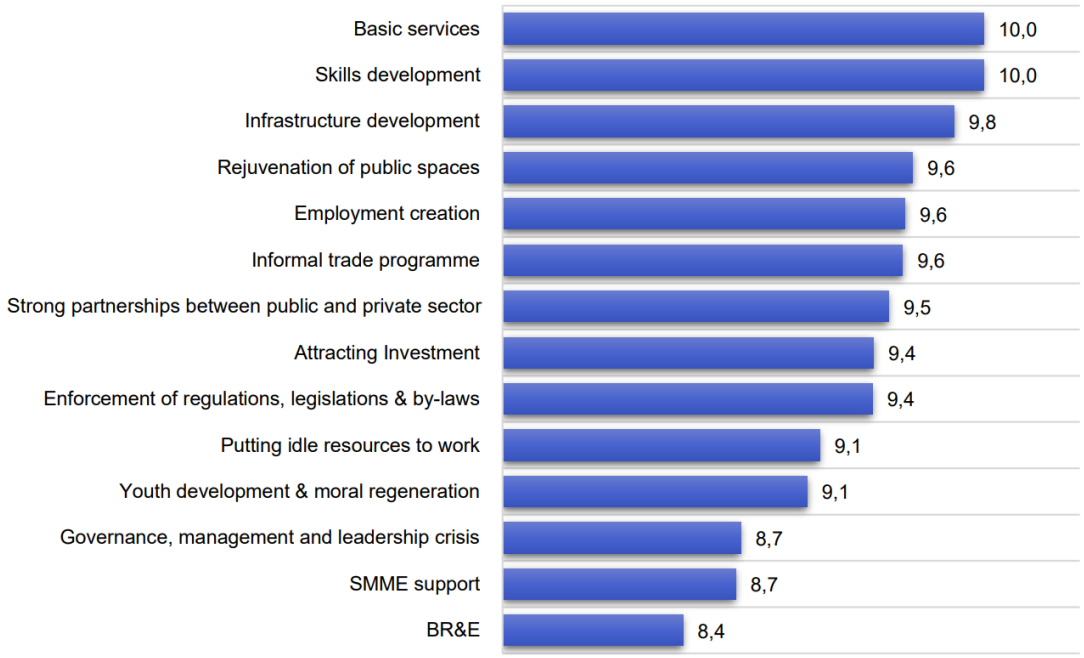
Key Success Factors for LED in Lekwa

Poor service delivery and inadequate infrastructure are major obstacles to development in the municipality. Investment in infrastructure will expand the capital base of Lekwa Municipality and create jobs. An infrastructure program will undoubtedly create employment if the resources used are sourced from local suppliers. The infrastructure should include water, sanitation, transport, electricity, housing, and connectivity, which are all necessary for business growth and investment. Fixing the infrastructure will negate unfavourable instances, such as when Astral Foods, one of South Africa's largest poultry producers with a processing plant in Standerton, took legal action against it due to severe supply disruptions caused by disintegrating infrastructure.

Public LED Priority Index of Lekwa Municipality

The top six LED priorities according to the public, LED officials and councillors are depicted in the figure below and are as follows:

- Basic services
- Skills development
- Infrastructure development
- Rejuvenation of public spaces
- Employment creation
- Informal trade programme



LED Strategy approach

The Lekwa Local Municipality shows great growth potential due to its resource endowments, comparative advantage in multiple sectors and strategic location being home to the Vaal River

and having immediate entry points to some of the largest Provinces in South Africa. To unleash the growth potential of the municipality, there need to be improvements in service delivery, infrastructure, and governance. The high unemployment rate, which is worse amongst the female population and the youth, requires labour reforms that will reduce the cost of hiring.

A Special Economic Zone in Lekwa Municipality has great potential to attract businesses and investors who will then absorb the excess labour in the municipality while contributing to the GDP of the municipality. The improvement in employment will reduce the high rates of poverty and inequality in the municipality. The growth potential of the Lekwa Municipality is high as it has untapped human and natural resources and room for expansion in the current industries.

Excellent Basic Service Delivery

Businesses are known to move away from areas where poor service delivery disrupts production processes and avoid crime-ridden areas where instances of crime and a lack of security result in financial losses. Attracting a strong private sector is built upon basic service delivery, safety, and security.

Excellent basic service delivery is key to creating a supportive business environment, and the Municipality should provide and facilitate the following:

- Uninterrupted basic service delivery;
- Refuse removal and cleanliness;
- Lighting & marking of streets and pavements;
- Maintenance of the public environment
- Healthy social environment;
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces;
- Manage existing and new public infrastructure for the future benefit of all the users of the area;
- Protect property values;
- Support the promotion of the area as a safe and clean environment by promoting greening, energy efficiency and recycling;
- Support and promote social responsibility in the area;
- Reducing crime and, therefore, losses due to criminal behaviour;
- Effective management of traffic flow and parking spaces.

Enabling Environment

LLM should aim to create an enabling environment that attracts diversified private sector investment and fosters the growth and development of existing and new businesses.

The business environment of the area is dependent on the following:

- Economic growth in the area
- The availability of human capital and the required inputs to their respective production processes
- Access to markets
- Basic service delivery and maintenance of infrastructure

Private sector development must be supported by transport and road infrastructure as well as basic services such as water and electricity and factors such as housing which is mainly dealt with in the IDP. A safe and secure environment forms the basis of growing the private sector.

Business Support (Private Sector)

Economic growth is a prerequisite for economic development. Economic growth means increasing the total output, i.e., all goods and services produced in a region. A region's economy can therefore be grown by increasing the production levels of local businesses and establishing additional (new) businesses. The inputs required for businesses must be increased, and businesses must operate at optimal production levels. Optimal production levels can be achieved through the necessary skills and by creating an enabling environment for businesses to flourish.

The private sector, made up of businesses, is both a beneficiary and a driving force for economic growth. Strong economic growth allows businesses to expand and grow, increasing their economic contribution and facilitating economic growth, creating a virtuous cycle. Therefore, efforts to promote economic growth create an enabling environment for existing businesses to grow and prosper and a conducive environment for new venture creation.

In addition to creating employment and capital formation, local businesses also contribute to government income. The value of the private business sector, therefore, mostly lies in creating employment, thus enabling households to improve their standard of living, pay taxes, and contribute to the local economy. Households, or citizens, are therefore the end-beneficiaries of business prosperity, and the government is, in turn, a beneficiary of citizens' prosperity.

A growing economy also enhances the chances of new businesses succeeding. The market for the goods and services produced by businesses can be enhanced by increasing the local economy's buying power and exporting goods and services to other areas.

The more people participate in the economy, the faster it can grow. Economic participation means that people earn an income that will enable them to buy more goods and services, increasing the demand for production. Therefore, creating employment is key to economic growth, and creating employment is facilitated through growing businesses to employ the people and establishing new businesses for people to employ themselves. The private sector can be developed and supported through:

- Supporting SMME development
- Creating an enabling environment for businesses
- Reducing unnecessary administrative burdens (red tape)
- Excellent basic service delivery
- Suitable road- and transport infrastructure
- Safe and secure environment

SMME Development

Entrepreneurship is very important for putting labour, natural resources, and capital to productive use. Entrepreneurship is recognised as a key driver of economic growth, job creation, and poverty reduction (World Bank, 2013). Nations with higher levels of entrepreneurship are most competitive. According to the World Bank, a robust SMME sector can be a transformational economic force in

terms of enhanced competition, job creation, innovation, economic growth, and poverty reduction. However, private enterprises depend on favourable local business conditions to achieve prosperity. Local government has an essential role in creating a favourable environment for business success and job creation. Partnerships and mutual support are essential to achieve this synergy.

The informal sector contributes to poverty alleviation by creating a livelihood for the poor, creating employment, and producing goods and services for the local community. In South Africa, the informal sector is not confined to any particular sector of the population (Roux, 2014). Flea markets, street vendors, homemakers who work from home, hawkers, sewing, and backyard mechanics are some examples of informal businesses.

Given the informal sector's contribution to job creation and economic activity, it should not be regarded as a nuisance but rather as an additional source of economic growth that can be developed. Initiatives focused on the informal sector should provide support to develop enterprises and empower them to grow and create employment.

Road and Transport infrastructure

Road- and transport infrastructure is required to link businesses to markets and ensure access to the necessary inputs and labour required for production. Excellent road and transport infrastructure are necessary for businesses across all sectors, including tourism. It is recommended that LLM access the applicable infrastructure grants to ensure that road and transport infrastructure support business- and tourism growth.

Red tape reduction

One of the most crucial economic development activities a municipality could undertake is to improve the processes and procedures that the local authority itself subjects to local businesses. By reducing the number of complex, expensive and unnecessary business regulations, an area can quickly improve its investment climate and become known as a business-friendly locality.

Safety and security

Safety and security are extremely important for boosting tourism and protecting businesses across all industries against losses and damages. Effective policing and involvement with the local Community Policing Form (CPF) and neighbourhood watch initiatives and effective municipal policing should support reducing crime and enhancing safety and security in the Lekwa Local Municipal area.

Lekwa LM LED Strategy Action Plan

The action plans included in the economic strategy include the following:

1. Excellent Basic Service Delivery
2. Communication Plan to forge strong relationships with stakeholders

3. Easy Wins:
    a. Putting idle resources to work
    b. Support NGOs and NPOs by establishing a Welfare Forum
    c. Participation in Employment programmes through EPWP and CWP
4. Business Retention and Expansion Plan (BRE)
5. Youth development 6. Recycling Action Plan (Green Economy)
6. Action plan to promote agriculture
7. Tourism Promotion Plan
8. Investment Attraction Plan

The Implementation Plans for the Action Items are discussed in detail in the Lekwa LED Strategy.

Lekwa Local Municipality Tourism Strategy

Lekwa LM council approved the Draft Tourism Strategy in May 2022, The objectives of the strategy are to:

- Enable all stakeholders in the Municipality to work together in promoting Tourism
- Improve structures and systems of investment promotion and facilitation, and working together;
- Attract investment to meet job targets in line with MTFS and NDP; (Reduce the high levels of Unemployment);
- Channel resources to where they have the greatest impact for Job creation and economic growth;
- Ensure that competitive advantages are utilised to the fullest (Boost economic growth through tourism);
- Align and integrate with national, provincial, and local policies, strategies, and programme
- Maximise job creation and retention through business retention & expansion; (Boost economic growth through tourism)

Status Quo of Tourism in Lekwa LM

Lekwa Municipality is within Mpumalanga Province in the Gert Sibande District, the Municipality is currently faced with high rate of unemployment which is at 27.5%. The Tourism sector is not creating jobs as expected, this due to the lack of coordination and common vision between stakeholders.

The Local Government is unable to create enabling environment for tourism development and also supporting the existing Tourism business, there Council owned tourism attractions which have potential to enhance tourism development in the Municipality, such attractions facilities are not properly managed, not maintained and are underutilised.

There is no local tourism association to coordinate stakeholders and encourage development of new tourism products that are needed by the tourist, lack of events that can attract tourist is also a challenge for the tourism sector to create the needed jobs. Lekwa Municipality (Standerton) was a battlefield of the Anglo-Boer war as a result the Municipality has heritage sites which are not marketed as tourist attractions for the Municipality.

Tourism Opportunities in Lekwa Local Municipality

Grootdraai Dam

Grootdraai dam was built in 1982 mainly to support the water needs of Sasol at Secunda and Eskom Powers stations such as Tutuka, Matla, Kriel, Duvha, and Kendal as these power stations are located on the coal fields in the adjacent Olifant river basin. Grootdraai dam is used mainly for industrial purpose, and to a lesser extent domestic and recreational purposes. The Tourism Growth Strategy called this area "Cosmos Country" and noted that it is valuable in offering easy weekend access for visitors. Grootdraai Dam was also noted as a popular water sports destination. Events in the area include

- Birdwatching;
- Shoreline fishing;
- Camping;
- Boardsailing/Windsurfing;
- Kite Surfing;
- Fishing from Boats;
- Paddle skiing /Rowing/Canoeing;
- Yachting;
- Swimming;
- Skiing and Powerboating;
- Competitive and Recreational angling
- Picnicking and Sunbathing.
- Music on the dam

The development of Grootdraai Dam should be prioritised as an urgent mechanism to support tourism development in Lekwa LM, during the profiling of Tourism attraction it become evident that there are currently limited tourism facilities within the LLM and tourism does not make a meaningful contribution to employment or GVA in the area. It was also found that Grootdraai dam has dilapidated and vandalized ablution facilities, play grounds and picnic facility. The facilities have been neglected for a long time, and there is no specific official event management system in place, access road to the dam is also a challenge.

Activities that can be supported

The Dam would then serve as the centre for several family, water sports and adventure related activities. Income could be generated through entrance fees and for the use of facilities. The Dam could also serve as a wedding and Music Festival venue (as well as other events, with a view to becoming the meeting place for the town). Flea markets and picnic sites would also encourage regular visits from the local community and serve to develop SMMEs. Given the strategic location of the Grootdraai dam this tourism attraction it can attract more tourism from the neighbouring provinces as well as tourist from other countries to visit Lekwa Municipality.

Vaal River

The Vaal river is one of the defining features of Lekwa Local Municipality and is important both from an environmental and historic point of view. The name of the river is an image that Lekwa Local Municipality should strive to uphold. Vaal River is the greatest asset of Lekwa and should be used as a tool to enhance Tourism Development.

An unpolluted river would encourage water activities ranging from kayaking to rafting to guide boat trips. If Lekwa Local Municipality is to sell Vaal rive as tourism (recreational) product which majors on nature and adventure activities then it is essential that the river be well looked after.

The Municipality should consistently monitor pollution levels in the river and adopt a set of water quality standards; Prevent dumping in or along the river;

Consistently monitor pollution levels in the river and adopt a set of water quality standards; Prevent dumping in or along the river, Vaal is beautiful scenery that present the following

- Birdwatching
- Fishing from the boats
- Paddle skiing /rowing/canoeing;
- Picnicking on the river banks of Vaal

The tourism attraction profiling report indicated that, there are Council owned Tourism attraction facilities on the bank of the Vaal River. It was also established that there is a lack of capacity and funding mechanism in place to ensure that the tourism attractions are unable to attract tourist to Lekwa, as a results, attractions as a result the facilities are run down and have been vandalised. This prevents tourist both domestic and external to fully utilise the facilities. It is therefore required that mechanisms to be put in place in order to be able to attract tourist to Lekwa LM taking the advantage of Vaal River

Township Tourism

Township tours: As part of collective Mpumalanga's Heritage Route via several targeted towns), add to Nicholas Bhengu as Religious Route. Using a Soweto-style approach to township tourism, that include developing cultural tours/ experiences (people, place, food, and entertainment experience of local townships) in different towns that focus on

Developing a potential Arts and crafts centre (with home grown artists – focus on youth and women entrepreneurs), including strengthening township culture 'look and feel', such as local graffiti artists/ youth to brighten certain township landmarks (such as the iconic Seratu Mountain)

Clothing specially made (by local entrepreneurs) using cultural designs sold via local retailers Township stores) develop a route through township displaying local art and special attractions (Soweto-style) that incorporates Sakhile Township Tourism initiative i.e., Shisanyama and Popular car washes, Offer of Homestays (extend sharing of residence in the township) to allow tourists to feel and experience local culture and traditional foods). This will help to change perceptions and a mindset change to improve township/ cultural tourism
Linking with other industries (mining, manufacturing, agriculture, etc) that will stimulate flow of tourism into and out of the townships (such as volunteer tourism for those volunteering at township-based community food gardens (sponsored projects)

Historical Sites

Standerton was named after Adriaan Hendrik Stander, a Boer leader who owned the farm on which Standerton was established in 1876. Standerton was once a battlefield where the Anglo-Boer war took place, this town also was a town for prominent politician and prominent religious leaders

Lekwa Local Municipality has a number of historical sites of high national significance. These include:

- the Garden of Remembrance,
- Voortrekker Monument,
- Anglo-Boer war concentration camp,
- Nicholas Bhengu memorial
- Old Kruger Bridge

As part of a tour package, an historical site need not have much actual substance as the tour puts the site into its historical context by emphasizing its relationship with other sites as well as by providing effective historical narration at the site.

Lekwa LM Agricultural Strategy

Lekwa LM council approved the Draft Agricultural Strategy in May 2022. The purpose of the strategy is:

- To promote transformation in agriculture and agro-processing sectors.
- To increase food security in the Lekwa Local Municipality.
- To increase farming community safety and reduce stock theft.
- To create effective farmer support, agro-processing, and agriculture market.

Agriculture Status Quo

District municipality	Local municipality	Crop		Livestock		Mixed farming		Other		Total
		No.	Contri.	No.	Contri.	No.	Contri.	No.	Contri.	Contri.
Gert Sibande	Albert Luthuli	1019	72.6	51	3.6	322	23.0	11	0.8	1403
	Dipaliseng	446	86.8	47	9.1	21	4.1	-	-	514
	Dr Pixley ka Seme	353	98.9	-	-	4	1.1	-	-	357
	Govan Mbeki	93	83.8	8	7.2	10	9.0	-	-	111
	Lekwa	157	37.6	159	38.1	99	23.7	2	0.5	417
	Mkhondo	570	93.1	1	0.2	41	6.7	-	-	612
	Msukaligwa	124	24.7	72	14.3	306	61.0	-	-	502
	TOTAL	2762	70.5	338	8.6	803	20.5	13	0.3	3916

Implementation Plan

Programme	Project
Programme 1: Food Security	Research on modern farming methods. Encouraging home gardens
Programme 2.: Farming community safety and reduction of stock theft	Circle of defence

Programme 3.: Transformation of the agricultural sector and agro-processing	Provision of land to emerging farmers Agro-processing
Programme 4: Support to emerging farmers	Support to emerging farmers Access to the markets

Lekwa LM economic Reconstruction and Recovery Plan

South Africa's economy has been negatively affected by the outbreak of the Covid 19 pandemic in the Country and the rest of the World. Though the outbreak found the economy of the country at a vulnerable state, the country had already experienced two consecutive quarters of a recession. It is against the above background that Municipalities including Lekwa Local Municipalities are expected to develop economic recovery plan beyond the Covid 19 economic interruptions, the plan seeks to unlock production potential for improved competitiveness and sustainable economic growth.

Lekwa Local Municipality's contribution to the Mpumalanga Province economy in 2019 was 2.9%, making it the 9th largest economy in the province. About 10,9% contribution in the district economy, 3rd largest in the district. Growth rate in the municipality is recorded as (1996-2019): 0,5% P/A and 2014-2019, 0,4% P/A and growth rate projections (2019-2024): 0,3%-0,6%, whereas unemployment Rate is recorded as 27,1%.

Lekwa LM ERRP Priority Areas

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
Stakeholders Engagement (Functional LED Forum)	Resuscitation of LED Forum	LED Forums	▪ All Business chambers ▪ Big companies ▪ Government Departments	LED Forum launched 3 November 2022	X			LED Forum launched 3 November 2022
Attracting investments for job creation and Economic Growth	Develop, review, and implement Local Economic Development strategy	Review LED Strategy	▪ DEDET LED Directorate ▪ COGTA LED Directorate ▪ GSDM LED Directorate ▪ SALGA LED Directorate ▪ Appointed service provider ▪ LEDF Member	Council approved LED Strategy in 2022/23 FY.	X			Council approved LED Strategy in 2022/23 Financial Year
Governance on Economic Development (Creating an enabling environment for ease of doing business in Lekwa LM)	Develop and review policies/mechanisms to facilitate ease of doing business.	▪ Develop Business licencing policy ▪ Review Street Trading By-law, 2017 ▪ Building Plans and Rezoning processes (SOPs)- turnaround times.	▪ DEDET Business Regulation Directorate ▪ Department Trade and industry ▪ COGTA ▪ GSDM	30 June 2022 – Activity achieved	X	X		Business Licensing policy approved in 2022/23 financial year.

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
			▪ LED Forum Stakeholders					
Tourism (Development and promotion in Lekwa LM	▪ Engage Tourism business ▪ Profile all Local Tourist attractions ▪ Explore all types of tourism sectors ▪ Providing rebates for Tourism establishments	▪ Establish Local Tourism Organisation ▪ Marketing Local Tourist Attractions (Development and Refurbishment)	▪ DEDE(MTPA) ▪ GSDM LED ▪ GSD RTO ▪ Tourism Product owners ▪ B&B ▪ Guest Houses ▪ Restaurants	Activities achieved 30 June 2022 30 Sept 2021 –– Achieved	X			▪ LTO to be established after launch of LED Forum. ▪ TORs for the establishment of the LTO have been developed. ▪ Local tourist attractions have been profiled and are marketed through the GSDM website)
Agricultural Development	▪ Partner with all Agricultural Business and institutions for Agro processing opportunities ▪ Mentorship opportunities	▪ Develop Agriculture sector plan ▪ Conducting Land Audit ▪ Develop lease agreements for Council owned farms ▪ Develop Agri-villages	▪ Dep of Agriculture ▪ Farmers for a ▪ Agric Corps ▪ GSDM Agric	30 June 2026			X	

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
	▪ Facilitate access to the market • Land release and acquisition							
Mining (Social Labour Plans)	▪ Engagement with mining companies to strengthening working relationships. ▪ Review percentage allocation on SLPs ▪ Enterprise Development	▪ Upgrading of Morgenzon water plant ▪ Storm water project ▪ Provision of water to rural wards (9,12 &13)	▪ DMR&E ▪ Sasol mining ▪ Seriti Coal ▪ GSDM	30 June 2023		X		▪ Morgenzon water plant project – implementation phase. ▪ Storm water project – project completed, however not handed over to the municipality yet. ▪ Water provision - Complete, However, challenges of water quality.
Green Economy	▪ Waste Reduction in Lekwa LM through	▪ Provide Support to recycling business based on SANTA road Sakhile Ext4	▪ DEDET ▪ GSDM ▪ Recyclers	30 June 2022 – Achieved		X		▪ All recyclers were profiled. ▪ Recyclers supported

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
	recycling opportunities ▪ Mobilise and profile all recycling companies							through the DSBD. ▪ Two recyclers received equipment to the value of R 10 000. One cooperative supported through the Siyathuthuka Enterprise Development.
Standerton Corridor Development	Development of strategic corridors to support transit town concept	▪ Upgrading of R23 road ▪ Establishment of a Truck stop ▪ Development of Standerton Rail way station ▪ Development of Corridor Precincts (Beyers Naude & Tsotetsi Streets)	▪ SANRAL ▪ PRASA ▪ Lekwa Local Municipality ▪ Other social partners	30 December 2024		X		R23 road upgraded by SANRAL.
Nodal Development	Development and implementation of nodal precinct Plans	▪ Standerton Mall – mall approved by Tribunal ▪ Standerton CBD Precinct plan ▪ Standerton Ext8 Mixed Development	▪ NHBRS ▪ Developers ▪ Construction companies	30 June 2026		X		

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
Automobile Sector	▪ Facilitate accreditation of Auto mobile Related business. ▪ Engage training institution for possible training ▪ Linking the sector with funding institution (Auto Industry Transformation Fund) ▪ Providing working place for Township Auto Mobile Business	▪ Profiling of all Auto mobile companies ▪	▪ Panel Beaters ▪ Tyre fitment centre ▪ Spray Painters ▪ Motor mechanics ▪ Automobile spare retailers	30 June 2024				Leasing and Disposal of immovable assets policy approved in 2022/23 FY.
Construction Sector	▪ Develop and implement 30 % localisation and empowerment Policy (local contractors) ▪ CIDB training ▪ Supporting construction sector for job creation.	▪ Develop and implement 30 % localisation and empowerment Policy (local contractors) ▪ CIDB trainings ▪ Supporting construction sector for job creation.	▪ Develop and implement 30 % localisation and empowerment Policy (local contractors) ▪ CIDB trainings ▪ Supporting construction	30 June 2024		X		▪ Policy developed, awaiting approval from Council. ▪ CIDB Trainings to be provided by SANRAL

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
			sector for job creation.					
Transport and Logistics	Develop and implement Integrated Transport Master Plan	▪ Construction of Morgenzon Taxi Rank - ▪ Redevelopment of Standerton Taxi Rank ▪ Development of integrated Transport Master Plan ▪ Development of Truck Stop	▪ Local Taxi associations ▪ Department of Public works and transport ▪ Lekwa Local Municipality ▪ Private Sector	30 June 2024		X		
Township/informal economy	• Reducing Red tapes • Relaxation of Land use scheme, bylaws	▪ Formalization of businesses operating in Townships. – Through business licensing policy as approval by council. ▪ Licencing of informal businesses ▪ Relaxation of Land Use Management Systems	▪ Department of Small Business Development ▪ DEDET ▪ SEDA ▪ Tuckshops ▪ Salons ▪ Shisanyama ▪ Car washes ▪ Fruits & veg corners	30 June 23		X		Business Licensing Policy approval by council in 2022/23 FY.
Real Estate (Property Market)	▪ Township Establishments ▪ Operating system for property market value chain. ▪ Develop and implement	▪ Standerton Extension 5 Township Establishment ▪ Morgenzon Extension 5 Township Establishment ▪ Review Billing System ▪ Data cleansing (Link GIS and financial systems)	▪ Human Settlement ▪ Private developers ▪ Real estate companies	30 June 2024		X		

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
	infrastructure master plans. ▪ Subdivisions of municipal land and service stands		▪ Lekwa Local Municipality					
Renewable Energy	▪ Review SDF and identify land for renewable energy infrastructure	▪ Renewable energy projects, recycling.	▪ Independent Power Producers. ▪ DMRs	30 June 2024		X		
Information Technology	Facilitation of access to information and communication technology.	▪ Review Tariffs on telecommunication infrastructure15 ▪ Policy/By-Law on telecommunication infrastructure (Cell Mast and Fibre installations)	Lekwa LM	30 June 2023		X		
Education	Engagement with institution of Higher Learning	Skills Development projects	▪ Department of Education ▪ GS College ▪ Lekwa LM	30 June 2024		X		

Table 37: Lekwa ERRP Priority areas

Policy framework

- S152: LED- Promote social and economic development

Additional SMMEs supported in the 2022/23 financial year

Support provided	Funding for SMME support
▪ Recyclers training - 51 recyclers trained ▪ SANRAL Training – 24 contractors trained ▪ Certificates of acceptability – 15 SMMEs provided with certificates ▪ Enterprise Development – 12 companies trained	SMME Support funded by private sector: SANRAL Training – R400 000 Enterprise Development – R1 100 000

Organizational structure for the division of Local Economic Development

Local Economic Development in Lekwa LM is a division that is within the department of Planning and Economic Development

DIVISION	NUMBER OF POSITIONS	TOTAL FILLED	VACANCY RATE
LED	1 LED Manager 3 x LED Officer	1 LED Manager 1 LED Officer	50%

Table 38: Organisational structure of LED in Lekwa LM

Recommendations

- Municipality should ensure that officials have the necessary tools of trade such as laptops, travelling allowances, functional telephones for contacting stakeholders and functional WIFI to avoid negative impact on productivity of workers.
- Municipality should also establish a research unit.
- Municipality should establish property management unit to deal with land alienation/disposal processes.
- Municipality should fill vacant positions and capacitate the department with qualified and experienced personnel to enable efficient and sustainable provision of basic services.
- Provide capital funds for infill development & densification projects (residential stands for middle to high income group, municipal subdivided stands).
- Municipality should upgrade and maintain bulk infrastructure to support both existing and new developments to support local economy and to attract investors.

4.5 STATUS QUO ASSESSMENT OF BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Service delivery and infrastructure policy framework

In accordance with SAICE standards Lekwa Local Municipality falls under grade D and E in terms of water, sanitation, electricity, and roads infrastructure status, that is, we have infrastructure that is not coping with demand and is poorly maintained and this situation is likely to subject the community to severe inconvenience and even danger without prompt attention.

Lekwa LM also has infrastructure that has failed or is in the verge of failure, exposing the communities to health and safety hazards and as a result immediate attention is required. These two factors are brought forth due to ageing water, sanitation, electricity, and roads infrastructure with the following challenges:

- Inadequate maintenance of the systems.
- Slow renewal of aged infrastructure.
- Critical skills shortage, it is of utmost importance to note that profitable local economic activities require efficient and functioning systems of water, sanitation, electricity and roads management infrastructural services.
- Solid waste management and Illegal dumping sites.
- Poor revenue collection and no strategy to deal with that challenge.
- Uncoordinated efforts from various key sectors on the previous interventions in the municipality.

In short, good infrastructure improves the quality and length of human life. It was within this background that government in 2001 went further to institute free basic services policy, committing to provide free basic services to indigent households which in terms of water and sanitation provides for 6 kiloliters per day per household and ventilated improved pit per household respectively.

Road infrastructure in Lekwa LM

Tarred Road Infrastructure Kilometers					
	Total tarred roads	**New tar roads**	**Existing tar roads re-tarred**	**Existing tar roads re-sheeted**	**Tar roads maintained**
2016/2017	175.1	0.0	0.0	0.0	2,0
2017/2018	175.1	0.0	0.0	0.0	
2018/2019	180	0	0	0	0
2019/2020	180	0	0	12592 m2	
2020/2021	180	0	0	0	0

Cost of Construction/Maintenance						
						R' 000
	Gravel			**Tar**		
	New	**Gravel – Tar**	**Maintained**	**New**	**Re-worked**	**Maintained**
2016/2017	0	0	0	0	0	0
2017/2018	0					1,013,000

2018/2019	50	280	1000	0	0	2,000,000
2019/2020					0	4 283 453.95
2020/2021						0

Grant investment for the past five years

Year	Grant	Allocation	Expenditure
2016/2017	MIG	R38,531,000	R38,531,000
	INEP	R7,000,000	R7,000,000
2017/2018	MIG	R29,292,000	R19,292,000
	INEP	R8,000,000	R8,000,000
	WSIG	R30,000,000	R8,000,000
2018/2019	MIG	R28,034,000	R28,034,000
	EEDSM	R6,000,000	R6,000,000
	WSIG	R42,000,000 (Including approved rollover of R22,000,000)	R 35,286,461
2019/2020	MIG	R28,844,600	R28,844,600
	INEP	R4,000,000	R4,000,000
2020/2021	MIG	R28,320,000	R28,320,000
	INEP	R10,000,000	R10,000,000
2022/23	MIG	R67,880,766	R62,926,861
	INEP	R3,000,000	R1,139,731

Table 39: Grant investment for the past five years

4.6 STATUS QUO ASSESSMENT OF COMMUNITY SERVICES

Powers and functions

- To provide access to comprehensive fire and emergency services to all communities of Lekwa Municipal area, reduce the incidents and adverse effects of fire, contribute to preserving life, maintain a healthy natural environment and safeguard the economic base of the municipality.

- Re-engineering of Solid Waste removal in Lekwa to ensure that an affordable hygienic service can be provided.
- To protect health, well-being and the environment by providing reasonable measures for promoting and ensuring the effective delivery of waste management services.
- To manage the rendering of efficient and sustainable traffic and law enforcement services to all road's users; provision of safety and security in municipal area of jurisdiction; and road marking and signs maintenance
- To promote and develop Sports, Art and Culture and other recreational activities.
- Proper management of municipal community facilities including sport fields, public spaces and recreational centres, parks and facilities; and provision of burial spaces.
- To provide library and information services by increasing and promoting access by providing suitable loan services and collections development of library materials.

Waste Management

The Lekwa Municipal Area incorporates the towns of Standerton and Morgenzon as well as the township areas of Sakhile and Sivukile. No other settlements were identified in the Municipal area that would have to be included for service delivery. Currently, some form of a waste collection service is rendered to all developed and proclaimed areas of the Municipality. All the waste management for the municipality is coordinated from Standerton Sakhile municipal offices. There are currently 15 wards in the municipal area. The two town of Standerton and Morgenzon utilize the waste disposal sites Standerton and Morgenzon respectively for their waste disposal requirements.

The municipality also has a relatively large portion of households that are informal. To offer a refuse collection service to these households are often problematic due to the accessibility to the households, the high density of the households per area and the lack of revenue generation in the form of rates for refuse collection.

National Domestic Waste Collection Standards

Item	Total number
Households	37334
Serviced households	30518
Unserviced households	6816
Indigent households	0
Unserviced indigent households	0
Service Level A: On-site appropriate and regularly supervised disposal	0
Service Level B: Community transfer to central collection point:	0
Service Level C: Organised transfer to central collection points and/or kerbside collection:	30518
Service Level D: Mixture of Service Level B and Service Level C:	0

Total Serviced households as per the National Domestic Waste Collection Standards:	30518

Financing of Waste Management

Item	Amount
Collection	
Transportation	R 0
Capex-purchase (vehicles)	R 0
Maintenance	R 600 000
Fuel	R 1 500 000
Receptacles	R 0
General	R 0
Subtotal	**R 2 100 000**
Governance	
Staff (remuneration)	R 10 549 900
Education and awareness	R 0
IWMPS	R 0
By-laws	R 0
Subtotal	**R 10 549 900**
Disposal	
Transfer station	R 0
Disposal sites	R 1500000
Acquisition of land, equipment	R 0
Regulatory compliance, EIAs and licence	R 0
Subtotal	**R 1500000**
Total	**R 133 499 00**

Revenue Sources

Source	Amount
Funding sources	R 0
MIG Funding	R 2 640 000
Equitable share funding	R 0

Revenue from waste disposal fees	R 0
Total	**R 2 640 000**

Fleet

REGISTRATION	TYPE OF VEHCLE	CONDITION		
		GOOD	FAIR	POOR
JZD 822 MP	Dumper Truck		✓	
JSX 731 MP	Compactor Truck		✓	
JSX 708 MP	Compactor Truck		✓	
JSX 722 MP	Compactor Truck		✓	
KFJ 847 MP	Compactor Truck		✓	
KFJ 806 MP	Compactor Truck		✓	
JMP 237 MP	Compactor Truck		✓	
JVK 610 MP	Front end loader		✓	
KCN 905 MP	Landfill site compactor		✓	

Status quo of waste disposal facilities

Standerton landfill site

The Standerton waste disposal sites is licensed in terms of Section 20 (b) of the National Environmental Management: Waste Act, (Act 59 of 2008). The site is operated by the municipality. The site is operated by following the cell method, but is not operated according to license conditions. Cover material is not readily available and no regular covering of waste is occurring as required in the license issued for the site.

The uncontrolled reclaiming of waste on the waste disposal sites is interfering with the operational activities and should be formalized. There is regular burning of waste taking place which is done mainly by the informal reclaimers on site. The site operations should be upgraded to comply with the license conditions and/or Minimum Requirements for Waste Disposal by Waste disposal sites document, published by DWAF in 1998.

The main access route to the Standerton waste disposal sites is the Walter Sisulu Drive and the R 546 and the waste disposal sites is approximately 7 km from the centroid of Standerton Town.

Position of site:	7 km North from the Standerton town Centre (Co-ordinates:26°54'28.03S 29°14'27.20E)
License:	Yes
Year issued:	2008
Classification of site:	Class G: S: B -

Estimated Volumes per day, week or month:	20 000 t/annum
Is cover material available?	No, covering does not occur as required
Is the drainage sufficient	No
Is there access control?	No
Does the site have a sufficient buffer zone?	yes
Type of equipment utilized on site:	Waste disposal sites compactor, FEL
Operating hours:	Officially: 8:00 – 17:00 daily
Site facilities, i.e., ablutions, guard house:	None
Evidence of waste being burnt on site:	Yes
Estimating cost for closure:	No estimate regarding closure exists.
Savings plan for closure:	There is currently no savings plan in place for the closure of the site.

Type of Operation (end – tip, trench, cell):	Cell method
Estimated size of site:	19 Ha
Estimated remaining life of site:	20 years
Separation of fresh and contaminated water:	No
Groundwater monitoring:	No

Domestic Waste Generation

Current waste generation and estimated future waste generation	
Current domestic waste generation rates	33420.1
Future domestic waste generation rates (in 10 years)	16710

Domestic waste generation graph:



Waste Stream Analysis

Standerton		
Waste type/streams	**Waste disposed per annum (tons)**	**Total percentages**
General waste	33420.1	93.3%
Garden waste	1105.3	3.09 %
Construction and demolition waste	1291	3.60 %
Tyres	0	0 %
Other	0	0 %
Total		**100 %**

Other waste facilities

The municipality does not have other waste facilities. However, the IWMP reflects plans to Conduct a feasibility study to determine whether there is a need to establish buy back centres.

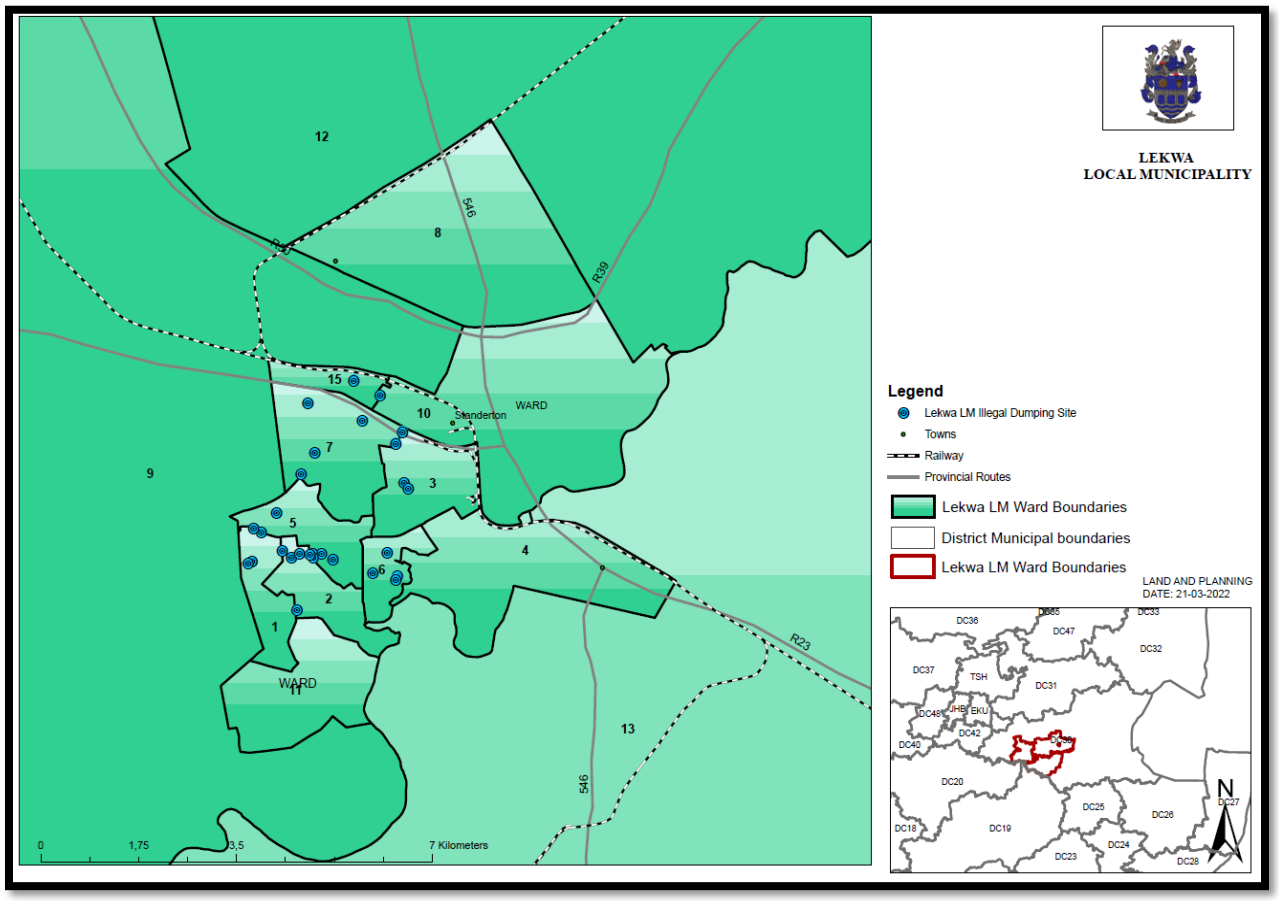
Vacancy rate

Department	Number of Posts	Number of Posts Filled	Number of Posts Vacant	Vacancy Rate
Office of EMCSS	2	2	0	0%
Transversal	10	2	8	80%

Traffic and Law Enforcement	25	12	13	52%
Fire, Rescue and Disaster Management	49	42	7	14%
Waste Management Services	82	60	22	27%
Environment, Sport, Recreation, Arts & Culture	41	23	18	44%
Library and Information Services	26	7	19	73%
Department Total	**235**	**148**	**87**	**37%**

Table 40: Community services organisational structure

Illegal dumping sites per ward in Lekwa LM



Map 18: Illegal dumping sites in wards 1-15

Recommendations

- Source funding for rehabilitation of Morgenzon landfill site which has been closed and upgrade of Standerton landfill site - 2022/23 financial year.
- Review of Integrated Waste Management Plan.
- Budget allocation to procurement of five (5) refuse trucks, three (3) tipper trucks that will allow the municipality to operate according to service standards.
- Filling of vacant positions.
- Development of maintenance plan for vehicles and machinery.
- Refresher training for drivers and machine operators.
- Development and implementation of a cleaning and awareness campaign in all Wards.
- Protective Clothing processes to be concluded and allocation be done to employees according to Conditions of employments and standards.
- Engagement with stakeholders like District Municipality Disaster Management Centre, Sasol mining, Seriti, Eskom etc. to assist the Fire Stations with machinery and equipment required in-order to improve response time.
- Recruitment processes be in place for filling of vacant positions within the division.
- Budget allocation for building of new fire station in Morgenzon and Sakhile.
- Refresher training for drivers and machine operators.
- Budget allocation for procurement of one (1) Front-end loader, one (1) bakkie and other grass cutting material be made available during 2022/23 financial year.
- Protective Clothing processes to be concluded and allocation be done to employees according to Conditions of employments and standards.
- Fast track fencing of fencing and building of ablution facilities in Rooikoppen, further to that a land should be identified for a new cemetery.
- Refresher training for drivers and machine operators.
- Wellness programmes to be developed for all employees and Senior Managers, Managers and supervisors to come-up with programmes that will recognize best performing employees.
- A programme be developed to refresh employees about their tasks, duties and job description
- Filling of vacant positions for all public libraries.
- Budget allocation for building of new library (CBD and Thuthukani), library operations and collection during 2022/23 financial year.

4.7 ENVIRONMENT AND CLIMATE CHANGE IN LEKWA

The constitution of South Africa is the over-arching framework of all other legislation in South Africa and its primary goals is to protect the rights of all citizens of the country. The constitution binds the legislature, the executive, and all organs of state. The constitution aims to promote the integration of environmental laws and protection of resources at all levels of government and development and insure accountability, transparency, and participation

In terms of the environment, the constitution states that: (S24) Everyone has the right –

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

Air quality

The Highveld Priority Area (HPA) was declared by the Minister on 23 November 2007 under the National Environmental Management: Air Quality Act (AQA). A priority area is defined as an area where ambient air quality standards are being exceeded, or may be exceeded. The declaration necessitated the development of an Air Quality Management Plan (AQMP) for the area. These are the local municipalities in the Gert Sibande District Municipality (GSDM) that fall within the Highveld Priority Area Govan Mbeki, Dipaleseng, Lekwa, Msukaligwa and Pixley ka Seme. A range of industrial, mining and agricultural activities are carried out in the priority area, including power generation, commercial forestry and related industries, metal processing, petrochemical refining, ceramic processes, quarries, mining (primarily of coal), fertiliser and chemical production, explosives production, charcoal production, and other smaller scale industrial operations which contribute to the air quality in the area that needs to be carefully managed to ensure the health of communities.

Air quality is a shared service between the district and municipality. Municipality to develop its own air quality plan through the district's assistance. DFFE has ambient air quality monitoring stations within the LM. The municipality does not have its own yet. The municipality does not have air quality by-laws as yet.

Priority sources and pollutants

These are some of the priority sources that have been found to be significant in terms of their contributions to ambient air pollutant concentrations and associated health risks within the Lekwa Local Municipality:

- Household fuel burning;
- Vehicle Exhaust emissions;
- Mining operations:
- Unrehabilitated mine tailings;
- Agricultural Activities;
- Industrial and commercial fuel burning;
- Biomass burning;

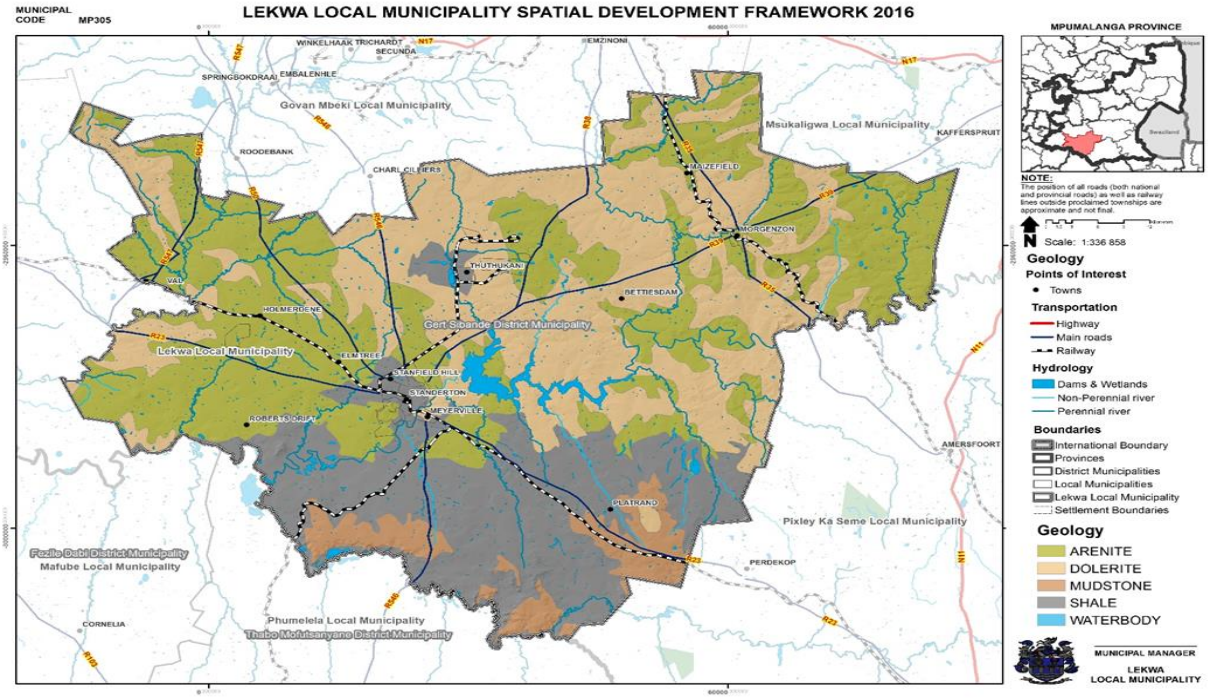
Soils, Topography, and geomorphology

The largest area of the LLM is covered by vertic, malonic or red structured diagnostic horizons that are undifferentiated. The municipality lies on large open plains of the Highveld region becoming gently undulated to the east. There are no areas with slopes greater than 9%.

Water resources

The Lekwa Local Municipality is situated within the upper Vaal Water Management Area. The Vaal River flows through the municipality, and forms part of the southern and eastern boundary of the municipality. The Grootdraai Dam, situated upstream of Standerton is a major impoundment within the upper Vaal system, and is primarily used for flow attenuation and water supply. Rivers within the municipality all flow into the Vaal River, and the major rivers are the Water Val and Rietspruit rivers in the west, and the Leeuspruit, Palmietspruit, Boesmanspruit, Rietspruit,

Kaalspruit and Blesbokspruit. The Klip River forms the southern boundary of the municipality before its confluence with the Vaal.



Map 19: Lekwa Geomorphology

Aquatic and wetland ecology

Aquatic habitats include permanent bodies of water which provide habitat for aquatic life, water reeds and water lilies. Numerous smaller, seasonal dams surround the permanent dams. Some rivers running through the municipality have riverine vegetation which provides breeding space and feeding for fauna.

Wetland Habitat

This vegetation is associated with grasslands that occur along river beds or in soil depressions and relies on seasonal or perennial water for survival. This vegetation uses nutrients from animal manure, sewage works and natural decomposition to grow, thereby filtering water as it passes through. The wetlands provide shelter for insects (e.g., dragon flies) and birds (e.g., weavers) and breeding habitats for reptiles (e.g., snakes and frogs). The wetland areas hold open, often shallow water with extensive fringing vegetation and some patches of young vegetation

Climate change in Lekwa (Lekwa SDF, 2017)

It is predicted that climate change will directly impact South Africa's mean annual temperature and rainfall ranges which will influence pest and disease distributions, flowering and fruiting seasons, and ground water resources (South African Fruit & Wine Initiative, 2009). On the topic of climate and agriculture, total yield on any farm is the product of climate and soil that can be

regarded as the yield potential of that area. Certain crops favor certain climatic requirements for example maize is a warm weather crop and is not grown in areas where the mean daily temperature is less than 19°C or where the mean of the summer months is less than 23°C. The critical maximum temperature destructively affecting yield is approximately 32°C and frost can damage maize at all growth stages (DAFF, 2003).

The maximum average annual temperatures of Lekwa Local Municipality are between 26°C to 28°C. The minimum average annual temperature varies between 3°C to 1°C. It is mostly known that the Mpumalanga province experiences relatively high temperature levels in the summer. In contrast Lekwa Local Municipality experiences moderate summer temperatures, on average, maximum temperatures of between 26 to 28 °C during the summer season. Where the temperature decreases as you move towards the east. The most eastern part of the Municipality ending at a maximum summer temperature of less than 26 °C.

Climate change adaptation measures in Lekwa (Lekwa SDF, 2017)

- Agricultural planning must consider the potential high intensity rainfall and associated potential flooding. Healthy riparian buffers must be designated around water courses to cope with increased water and flooding.
- No agricultural activity should take place closer than 32 meters from any river bank.
- Developments below a dam wall, must take cognizance of the dam failure flood line and No development should take place within the specified flood line and where the integrity of a river bank may be compromised.
- Existing settlements should be encouraged to relocate outside of these flood lines.
- Fields must be properly planned and contoured with appropriate erosion control; this is because when erosion occurs the eroded sediments may block rivers from flowing smoothly which will result in flooding under harsh climate conditions.
- No future settlements within the 1:100-year flood line and dam failure flood lines. No development should be closer than 32m from the high-water mark of any unprotected dam, until such time as the Disaster Management Plan identifies settlements that are at risk of being flooded. 100-meter development buffers should be encouraged around all wetlands.

Climate change mitigation strategies in Lekwa (Lekwa SDF, 2017)

- Agricultural planning should be around planning sufficient water sources without exhausting available resources or damaging the wetland or the environment. This is because wetlands are critically important for climate mitigation, as they protect human settlements from floods.
- The municipality is located within a lower to mid-range annual rainfall class. Because the municipality has a vast amount of agricultural activity it is important to assure sustainable water sources to be utilized for agricultural purposes and agricultural planning should occur around planning sufficient water sources.
- No wetlands are to be converted or drained without approval from the Department of Agriculture and Environmental Affairs. Wetlands are important to environmental sustainability, water retention and filtration and flood mitigation and must be conserved as far as possible.
- Most agricultural potential in the municipality occurs in the area of the Grootdraai Dam towards the north. In the northwest corner an area with high potential agricultural values exists. This area should be protected from development and be utilized for strictly agricultural use. This is because conservation of agricultural practices ensure that agricultural systems become more resilient to harsh climate. Agricultural practices also reduce greenhouse gas emission and they enhance their role as carbon sinks. In areas with High Agricultural Potential no further development other than commercial agriculture should take place

Lekwa LM Climate change response policy.

Lekwa Local Municipality must develop and adopt a climate change response policy and climate response strategy supported by the National Climate Change Response White Paper which states that "Local government plays a crucial role in building climate resilience through planning human settlements and urban development; the provision of municipal infrastructure and services; water and energy demand management; and local disaster response, amongst others. Climate change considerations and constraints will be integrated into municipal development planning tools such as Integrated Development Plan and municipal service delivery programmes." The response policy and strategy should incorporate vulnerability analysis assessment, climate change analysis and priority climate change response actions. Every unit in a municipality must play its part in climate change mitigation and adaptation.

Gert Sibande District Municipality is in possession of the CCRP, the LM needs to make use of the District plan and customize it. Below is a list of the units in Lekwa Local Municipality and their roles in response to climate change.

Lekwa LM Directorate units	Response action
Spatial planning and land use management	▪ The unit is responsible for updating spatial data on land use constraints in order to identify climate change related vulnerabilities ▪ Update SDF to include climate change considerations in spatial planning. ▪ Consider climate change impacts, risks and vulnerable areas in land use decision making ▪ Incorporate climate change considerations into the development and update of various land use and human settlement planning documents. E.g., by-laws and land use scheme.
Building control	▪ Adopt guidelines on green building in conjunction with the National Building Regulations and Building Standards to ensure that buildings are properly oriented to improve thermal efficiency. (Promote energy efficiency)
Local Economic Development	▪ The LED Strategy of the municipality should include mechanisms for climate change adaptation ▪ Improve resource allocation for climate change adaptation and adaptive capacity and mitigation measures.
Water and sanitation Storm water and roads	▪ Implement loss/leakage reduction strategies through water conservation projects, to reduce water wastage, soil erosion and storm water drainage blockage. ▪ Include climate change considerations into water and sanitation related strategies and planning. ▪ Develop strategy to stop sewage leakages, as it is harmful to the environment and eventually contributes to harsh climate conditions. ▪ Incorporate climate change considerations into Storm Water Master Planning and include eco-mobility to be in integrated into transport planning.
Electricity and Energy	▪ Include climate change considerations into energy and electrical infrastructure and master planning. ▪ Develop and implement energy efficiency plans for municipal owned buildings.

	▪ Develop and adopt by laws that promote renewable energy and energy efficiency.
Disaster Management	▪ In Accordance with Disaster Management Amendment Act, 2015 local government should Undertake vulnerability assessment for their areas of jurisdiction. ▪ Disaster Management Plan should be updated to meet the requirements of the Disaster Management Amendment Act 2015
Parks and Conservation	▪ Lekwa Local Municipality should develop and adopt open space plan to include all key ecological infrastructure for conservation and management
Waste management	▪ Update the Integrated Waste Management Plan to promote the green waste economy ▪ Ensure compliance with the Promulgation of waste Act by reducing the amount of waste disposed to landfill (Waste minimization strategy) ▪ Clear illegal dumping
Agriculture, Mining and Forestry	▪ Encourage green development in the municipality as part of greenhouse gas sink. ▪ Develop and adopt an agricultural development strategy that incorporates the impacts of climate change. ▪ Promote and encourage sustainable energy and water use and management practices

Table 41: Climate change response action

Open Space Management

Places earmarked for open spaces are reflected within the Spatial Development Framework. Open spaces are further regulated through the Land Use Scheme. The town planning division ensures that all open spaces remain as such. In the case of development encroaching an open space/ land invasion takes place on an open space, squatter controllers within the human settlements division are on the ground to enforce the by-law.

Standerton

The natural open space system in Standerton mostly consists of the following elements:

- The Vaal River entering Standerton from the east running southwards splitting Meyerville and the industrial area and passing by Sakhile Extension 4.
- Other streams flowing into the Vaal River
- Standerskop located within the urban boundary just north of Sakhile Proper, it is the only koppie in the area and forms a distinct landmark.
- Just north of Standerskop a Pan of water exists forming an ecological open space.
- Along with these natural open spaces, areas of environmental sensitivity and sports fields form part of the ecological corridor allowing fauna and flora to move across a wider territory within Standerton

Morgenzon

The natural open space system in Morgenzon mostly consist of the following elements:

- Local open spaces or parks, the railway reserve, and a tributary of the Osspruit running through Sivukile Extension 1 and along the western side of Sivukile Extension 3.
- All these open spaces play a different role, but is equally important.
- These open spaces are vulnerable and once replaced with other land uses it loses a great deal of its ecological value.
- Natural open spaces should be protected against development and pollution, and ideally these natural open spaces should be linked to form a network creating environmental corridors for the migration of fauna and flora.
- The open space at the railway reserve next to Sivukile and the area next to Sivukile Extension 3 are threatened by informal settlements. These informal settlements should be relocated on vacant land within Sivukile, Sivukile Extension 1 and Sivukile Extension 4 or should be settled in the proposed Agri-Village

Thuthukani

The natural open space system in Thuthukani mostly consist of the following elements:

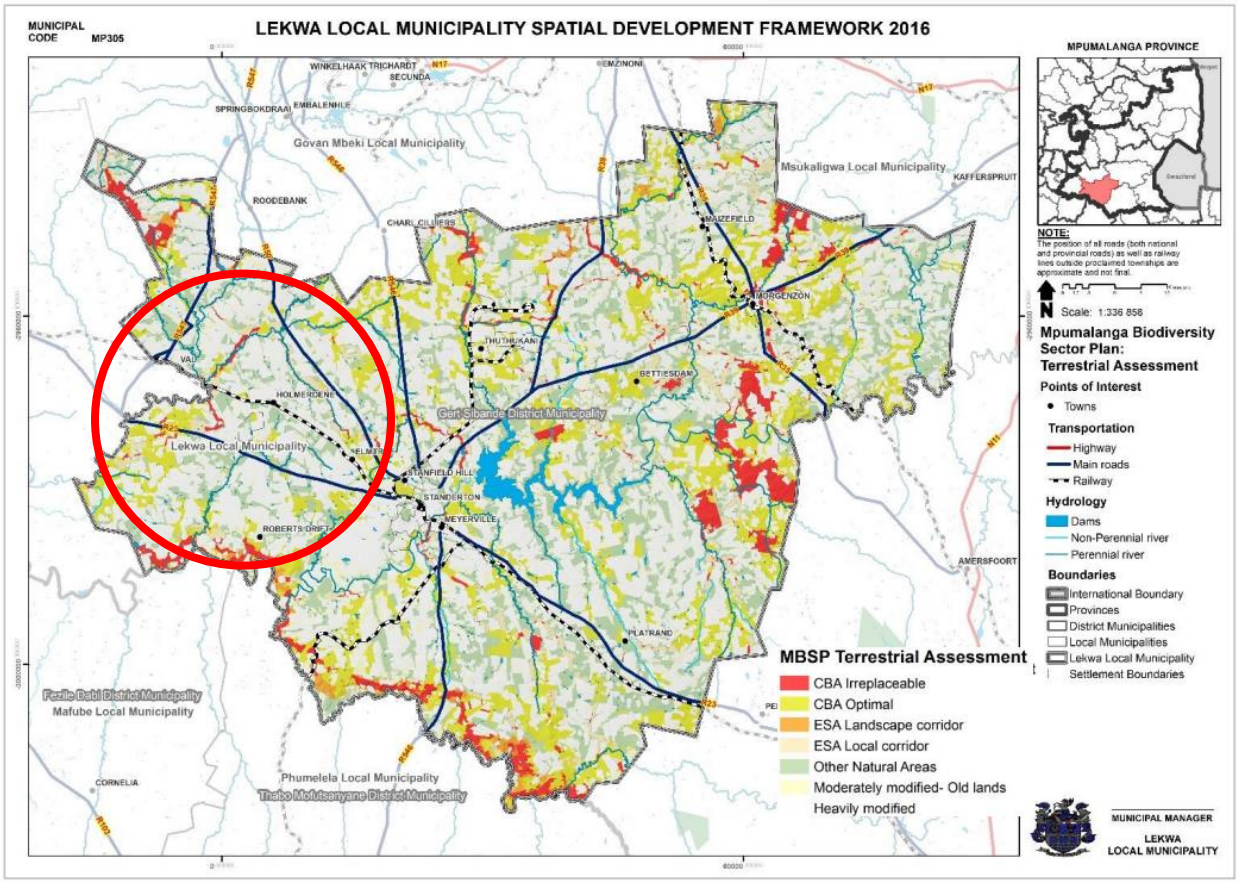
- Three sites zoned for public open space
- Natural open spaces traversing Thuthukani Proper
- An area of environmental sensitivity dividing Thuthukani and Thuthukani Extension 1.
- Sports fields

Mpumalanga Biodiversity Sector Plan

The municipality does not have a biodiversity plan and is yet to establish a biodiversity budget. However, the Mpumalanga Biodiversity Sector Plan refers to Lekwa LM. The Mpumalanga Biodiversity Sector Plan (MBSP) terrestrial assessment is based on a systematic biodiversity planning approach to identify spatial priority areas that meet both national and provincial targets in the most efficient way possible, while trying to avoid conflict with other land-uses. It actively tries to build-in landscape resilience to a changing climate. These spatial priorities are used to inform sustainable development within Mpumalanga.

The MBSP terrestrial assessment is meant to serve as an important land-use decision support tool, and the foundation for the development of any Bioregional plans within Mpumalanga. The broad categories recognized are: Protected Areas (PA), Critical Biodiversity Areas (CBAs), Ecological Support Areas (ESAs), Other Natural Areas (ONA), and Modified Areas.

The largest part of the Lekwa LM is defined by the Mpumalanga Biodiversity Sector Plan as heavily or moderately modified (55.33% of the municipality) as illustrated in the map it can be assumed that these areas represent all the cultivated agricultural fields and urban built-up areas in the municipality. This is followed by critical biodiversity (CBAs) covering 21.76% of the municipality and ecological support areas (ESAs) covering 4.38% of the municipality and other natural areas covering 18.54% of the municipal area. There are no protected areas within the municipality.



Map 20: Mpumalanga Biodiversity Sector Plan: Terrestrial Assessment

Table 23: MBSP Terrestrial Assessment

MBSP Terrestrial Assessment	Hectare	% of the Municipality
CBA Irreplaceable	20897	4.56%
CBA Optimal	78858	17.20%
ESA Landscape corridor	4470	0.97%
ESA Local corridor	15593	3.40%
Heavily modified	207205	45.19%
Moderately modified- Old lands	46513	10.14%
Other Natural Areas	85003	18.54%

Source: *(MTPA, 2014)*

Implications for land use management

Critical Biodiversity Areas (CBA's)

- Further development highly discouraged
- Maintain in a natural or near-natural state with no loss of natural habitat.

Ecological Support Areas (ESA's)

- Areas that are the ideal or best option to support existing biodiversity.
- Should be considered within further development.
- As far as possible maintain ecological functionality in support of biodiversity and connectivity by retaining existing natural vegetation.

Environmental Impact Assessments

The Lekwa LM SPLUM by-law indicates that applications lodging any land use application should indicate the environmental implications of the proposed land development. The by-law further highlights that an applicant must indicate whether an application must be made for environmental authorization in terms of the National Environmental Management Act (Act 107 of 1998). To this effect, certain applications due contain EIA studies as mandated by the by-law.

Municipal projects triggering EIA

- Township establishment of Morgenzon Extension 5
- Township establishment Extension 10 & 11
- Standerton mall development
- Township establishment Portion 11 and 4 Rooikoppen
- Regional cemeteries, Standerton, Thuthukani & Morgenzon
- Upgrade of Standerton and Morgenzon landfill site

SAWIS reporting

The municipality is reporting manually and is yet to register on SAWIS as required by the National Environmental Management Waste Act.

4.8 STATUS QUO ASSESSMENT OF PUBLIC PARTICIPATION AND GOOD GOVERNANCE

Public participation and good governance policy framework

Public participation in local government is the core of democracy, and it is institutionalised through pieces of legislature. According to the Constitution of the Republic of South Africa section 152(e) one of the objects of local government is "to encourage the involvement of communities and community organisations in the matters of local government" and sections 195 (e) states that "People's needs must be responded to, and the public must be encouraged to participate in policy-making". Municipal systems act 32 of 2000 section 16 (1) (a) states that "A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose- (a) encourage, and create conditions for, the local community to participate in the affairs of the municipality". According to Municipal structures act 117 of 1998 section 19 (3) "A municipal council must develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers". These three pieces of legislation govern public participation in local government, and

a broader view of community participation the Legislation on Local Government set clear mechanism for the establishment of the Ward Committees as a structure to liaise with the Municipalities.

Municipalities are obliged to develop lasting and successful models by ensuring that participation takes place through these established structures and as are institutionalised. They are a creation of legislation, the Municipal Structures Act, giving effect to the Constitution of the South Africa**.** Its role is to facilitate participatory democracy, disseminate information; help rebuild partnership for better service delivery, and assist with problems experienced by the people at Ward level. To let participatory democracy work, Lekwa Municipality allocated for the budget.

Audit committee and internal audit committee

Section 166 of the MFMA, Act No 56 of 2003 requires from the Audit Committee amongst other matters:

"To advise the Municipal Council, Political office bearers, the accounting officer and management staff on matters relating to:

- Performance management and evaluation,
- Internal financial control and internal audits.
- Risk Management.
- Accounting policies.
- The adequacy, reliability and accuracy of financial reporting and information.
- Effective governance
- Compliance with MFMA, DORA and any other applicable legislation."

The Internal Audit Unit operates in terms of a three-year risk-based rolling audit plan as well as an annual operational plan. These plans are based on the risk exposure of the municipality. Part of the function of Internal Audit is to evaluate whether the audit recovery plan based on the management report of the Auditor General, are implemented by management. The findings of Internal Audit as well as the comments from management are tabled to the Audit Committee on a quarterly basis.

The Audit Committee usually make the following most important recommendations to Council:

To ensure a better audit outcome:

- The financial statements to be provided to the Audit Committee in advance for the review.
- No leave to be taken by officials in management positions.
- Better communication channels between the office of the AG and the municipal officials.
- Efficient monitoring of the audit recovery plan by Council, Audit Committee and management.
- Implementation of the recommendations by Internal Audit as the AG made the same findings.
- The data logger be purchased for updating of the asset register.
- The municipality must purchase a software program for compilation of financial statements.
- To ensure implementation of the findings and recommendations of Internal Audit, management must:
- Audit reports to be a KPI for performance measurements of Section 56 employees.

- Ensure that Internal Audit and Risk Management is a standing item on all meetings in the directorates.
- Implement disciplinary actions against managers who refuse to respond to audit queries or fail to address audit findings.
- Attend Audit Committee meetings when audit reports are discussed.
- The findings of Internal Audit regarding performance information are addressed by management.
- That the contractual stipulations of Section 56 be in line with the Performance regulations.
- That the expenditure regarding the music festival and the findings by Internal Audit are a great concern and that a legal process unfolds.
- All Section 71 reports must be submitted to the Audit Committee members.

Fraud and corruption prevention strategy

Internal audit is responsible for assisting management in the prevention of fraud and corruption by examining and evaluating the adequacy and effectiveness of the system of internal control. The role of Internal Audit pertaining to fraud investigations refer to in paragraph 9 is the following:

- Assess the probable level of complicity in the fraud within the Council in order to protect information and evaluate the credibility of information provided.
- Determine the knowledge, skills and disciplines needed to effectively carry out the investigation.
- Co-ordinate the investigation with management, legal counsel, and other specialists as may be appropriate.
- Be aware of the rights of alleged perpetrators and personnel involved in the investigation.
- On conclusion of the investigation the internal auditors should determine whether controls need to be implemented or improved in order to reduce future vulnerability.

Lekwa LM risk management overview

Risk Management Committee was established by the Municipality (Municipality) to assist the Municipal Manager to fulfil her/his Enterprise Risk Management (ERM) and control responsibilities in accordance with the requirements of the Municipal Finance Management Act (MFMA), 2003 and to assist Council regarding matters set out in this document. Purpose of Risk Management Committee:

- The Risk Committee will provide oversight of the risk management process.
- The Risk Committee will monitor the management of significant risks which may prevent the Municipality from meeting its objectives
- The Risk Committee will facilitate communication between all parties engaged in risk management activities.
- The Risk Committee will report to the Municipal Manager on the risk management work undertaken and the extent of any action taken by management to address areas identified for improvement

In terms of the Municipality Financial Management Act, act no 56 of 2003, Section 62(1)(c) of the MFMA, states that the Accounting Officer must ensure that the municipality has and maintain an effective, efficient and transparent systems of risk management. In compliance to this requirement the Municipal Manager has appointed a Risk Management, Anti-Fraud, Anti-corruption Committee (RMAFACC) to advise the Lekwa Local Municipality on risks that can affect the achievement of Strategic (IDP) and Operational (SDBIP) objectives for the Municipality.

The Committee is constituted by the Head of Departments of the Municipality and chaired by an external independent Chairperson, the Provincial Treasury and Municipal District representatives are also invited to the meetings. The meetings sit four times per financial year and reports to the Municipal Manager, Audit Committee and Municipal Council quarterly on the progress made on Risk, Compliance and Fraud Management. Departmental representatives are appointed to assume the responsibility of being "Gate keepers" for the implementation of risk management, compliance and fraud management activities in their respective departments. Risk management champions hold their meetings chaired by the Chief Risk Officer and report quarterly to the Management and RMAFACC.

Based on the constitutional mandate of the Municipality and the applicable regulation requirements, the following type of risk are identified, analysed and evaluated, monitored, reviewed and reported to relevant oversight committees on quarterly basis.

- Risk management process
- Fraud and Corruption prevention process
- Compliance Management process
- Business Continuity Management process
- On best practise in remedial and intervention actions
- Covid-19 Pandemic Prevention and Combating

Risk management process is comprehensive as it should be, meetings are held as per the schedule and the effectiveness of the Committee is evaluated against predetermined objectives of risk management. This concludes that the risk management initiative implemented in the Municipality is at a matured level as far as best practises in Risk Management is concerned.

Public Participation Strategy

The municipality approved a Draft Public Participation Strategy in the 2022/23. The strategy aims to ensure that the gap between the municipality and community is reduced. The plan also attempts to assist elected representatives to know and understand the views, needs and aspirations of their constituency whenever they are making decisions on their behalf. Furthermore, the plan assists the municipality to illicit participation of the public during programme and project planning and development as well as implementation to strengthen the relationship between the municipality and its community, sector government departments as well as neighbouring municipalities.

The municipality has developed affordable and efficient communication systems to communicate regularly with communities and disseminate urgent information. The basic measures to be monitored include:

- The functionality of Ward committees;
- Full functionality of war rooms in all wards;
- The number of effective public participation programmes conducted by Councils;
- Sittings of public meetings as per legislation requirement;
- The regularity of community satisfaction surveys.

Defining the "public" in the case of Lekwa Local municipality

It is for the purposes of this plan that the following is considered as the public whose participation is sought:

- Community interest organizations
- The business community
- Community members of the municipal area in general
- The youth of Lekwa
- The women of Lekwa
- The man of Lekwa
- The people living with disabilities
- The Elderly people
- The children
- The Pastors organisations

Means of communicating with communities

- Meetings
- Established structures in the wards
- Hailing
- Community Radio
- WhatsApp group,
- Bulk SMS,
- Notices
- Facebook
- Flyers

The scope of public participation

The following issues are prioritized for public participation in this municipality: 1. Annual planning processes (IDP review) 2. Annual budgeting processes (Budget review) 3. Performance management system 4. Policies and By-laws development and implementation 5. Project planning, implementation and monitoring. 6. Long term strategic planning for the municipal area

Complaints Management

The municipality procured a complaints management system through MunSoft when the institution was placed under administration in 2019. Trainings were provided from November 2021 and 2023 for document management and customer care was one of the modules provided. However, to date, complaint management is not yet automated due to unreliable internet connection and a proper telephone system. A service provides has been appointed and is currently busy with installing internet and a telephone system. The municipality has customer care system (DMS) procured in 2019, however complaints management still operates manually. The municipality keeps a book to record all complaints received which are then referred to the relevant department through the call centre.

Organizational Structure

Unit	Number of Posts	Number of Posts Filled	Number of Posts Vacant	Vacancy Rate
Risk Management	3	2	1	33%
Performance Management	3	2	1	33%
Internal Audit	4	3	1	25%
Office of the Speaker & Public Participation	8	5	3	38%
Office of the Executive Mayor	7	7	0	0%
Office of the Whip of Council	1	1	0	0%
Department Totals	**26**	**20**	**6**	**23.1%**

IGR matters

The communications and IGR units coordinate the local government communications forum (IGCF) meetings on a monthly basis but the municipality does not have none.

The IGCF was launched and chaired by the speaker of municipality

- All government departments, parastatals (Eskom, Telkom, and SA Post Office) and non-governmental organizations to attend the monthly meeting. The meetings serve as a platform for NGOs and government common programmes that are aimed of improving service delivery at all levels of government
- The manager of communications and IGR to attend all district communication forum (DCF) quarterly meetings.
- The communications and units to do all the marketing for the public participation processes for the IDP, budget, imbizo and all municipal events. Marketing tools that are used by the municipality's internal and external be used for this purpose

Gender development

Lekwa Municipality is taking the issue of gender seriously. Gender refers to the socially determined and evaluated identities and roles of men and women, and is usually distinguished from their biological or sex differences. Gender equality, gender and women's empowerment are thus the outcomes of effective gender mainstreaming and interventions.

This shows that Lekwa is affording women and men the equal opportunities and benefits to develop their full human potential and meet development needs. This implies that everyone in Lekwa is equal before the law and may not be discriminated against based on gender, sex, disability, age, and marital status. The Constitution espouses substantive equality for women and men in social political and economic life. Human Rights: Women's rights are human rights as enshrined in the Bill of Rights. Customary, cultural, and religious practices are subject to the right to equality.

All persons have the right to enjoy and practice religious and cultural beliefs. However, these practices should not discriminate based on gender. Empowerment of women refers to the capacity of women to access and control economic resources and makes decision for improving their quality-of-life Entitlement to the right of integrity and security of person. Consideration in Lekwa is given to selection and recruitment policy targets for ensuring equal participation of decision making.

To this effect, the Lekwa Local Municipality held a Gender Based Violence on the 8th of December 2022 to raise awareness on the matter. More GBV related projects are planned by the Wellness office.

Persons with disability

The municipality is in support of programmes aimed at person with disabilities such as:

- Promote and project rights of persons with disabilities with special focus on children
- Increase capacity in protective workshops to ensure sustainability and economic participation in partnership with other stakeholders.

Youth Development

The municipality is in support of programmes aimed at Youth development;

- Facilitation of social change and activation of youth through a basket of service in youth centers - linking them with relevant stakeholders
- Facilitation of sustainable economic activities for the youth in CRDP sites in collaboration with NYDA, NDA, DRDLR, DARDLA and DEDET

Oversight committees

The oversight role of Council is an important component of the financial reforms and it is achieved through the separation of roles and responsibilities between Council, the Executive (Mayor and Executive Committee) and administration. Good governance, effective accountability and oversight can only be achieved if there is a clear distinction between the functions performed by the different role players.

Non-executive Councillors are required to maintain oversight on the performance of specific responsibilities and delegated powers that they have given to the (Mayor). In other words, in exchange for the powers in which Council have delegated to the Executive, Council retains a monitoring and oversight role ensuring that there is accountability for the performance or non-performance of the municipality. The Municipal Finance Management Act (MFMA) vests in Council specific powers of approval and oversight.

- Approval of budgets
- Approval of Budget related Policies
- Review of the Annual Report and adoption of the Oversight Report

Municipal public accounts committees

Lekwa Municipality has a fully functional and established Municipal Public Accounts Committee, referred to as the Municipal SCOPA. Considering there is a need for enhanced financial management oversight capacity, it is therefore recommended that an oversight committee is established with functions similar to a MPAC within municipality. The MPAC report directly to Council through the Speaker as any other form of reporting line will compromise the committee's independence, authority, and integrity.

4.9 STATUS QUO ASSESSMENT OF MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Municipal transformation and institutional development policy framework

The Department draws its mandate from the following legislation:

- Section 152 & 153 of the Constitution of the Republic of South Africa
- Chapter 4,5,7, & 8 of the Municipal Systems Act 32 of 2000
- The Local Government Structures Act
- Labour Relations Act, 66 of 1995
- Employment Equity Act, 55 of 1998
- Skills Development Act, 97 of 1998
- Occupational Health and Safety Act. 85 of 1993
- National Archives Act, 43 of 1996
- SALGBC Collective Agreements
- Promotion of Access to Information Act, 2 of 2000
- Intergovernmental Framework Act, 13 of 2005
- Municipal Service Standards
- Batho – Pele principles

Organizational structure

DIVISION	NUMBER OF POSITIONS	TOTAL FILLED	NUMBER OF POSITIONS VACANT	VACANCY RATE
Information Communication Technology	6	3	3	50%
Human Resources	16	6	10	63%
Legal Services	3	2	1	33%
Customer Care	13	5	8	62%
Secretariat	41	27	14	34%
Communications	5	1	4	80%
Total positions	**84**	**44**	**40**	**48%**

Recommendations

- Filling of vacant funded positions
- Adherence to the approved Council schedule
- Approval of litigation strategy and contract management policy
- Ensure that Customer Care is incorporated in the IDP, budget and functional
- Organogram aligned with IDP and SDBIP and financial recovery plan
- That budget provision be made for ICT infrastructure
- Ensure compliance with Covid-19 regulations

Status Quo of Policies, by-laws, and plans

No.	Name of Policy	Status	Financial Year
KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT			
1.	Draft Integrated Waste Management Plan	Approved	2022/23
2.	Draft Lekwa Cemetery By-law	Approved	2022/23
3.	Draft Traffic By-Law	Approved	2022/23
4.	Draft Waste Management Bylaw	Approved	2022/23
5.	Service Standards and Service Charter	Approved	2022/23
KPA 2: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT			
6.	Acting Appointment Policy	Approved – To be reviewed to align and amended to align with Municipal Staff Regulations	2022/23
7.	Affirmative Action	Forms part of the Employment Equity Policy	--
8.	Annual Leave Policy	Approved	2018/19
9.	Attendance and Punctuality Policy	To be reviewed	2018/19
10.	Backup and Recovery Policy	Approved	2021/22
11.	Bereavement Policy	To be reviewed	2018/19
12.	Bursary Policy for Employees of Council	To be reviewed to align with Municipal Staff Regulations	2018/19
13.	Bursary Policy for External Candidates	To be reviewed	2018/19
14.	Cellphone Policy	Approved	2021/22
15.	Change Management Policy	Approved	2021/22
16.	Covid-19 Policy	Approved	2021/22
17.	Customer Care Management Policy	Approved	2022/23
18.	Danger Allowance Policy	Approved	2022/23

19.	Delegations, Authorization & Responsibility	Draft developed	--
20.	Disaster Recovery and Business Continuity Plan for ICT Services	Approved	2021/22
21.	Disciplinary Code and Procedures	SALGBC Main Collective Agreement provision	--
22.	Draft Contract Management Policy	Approved	2022/23
23.	Draft Customer Care Management Policy	Approved	2022/23
24.	Draft Work Sports Policy	Approved	2022/23
25.	Duty Accident Prevention Policy	Approved	2018/2019
26.	Electronic Communications Policy	Approved	2021/22
27.	Employee Transfer Policy	Approved	2018/2019
28.	Employment Equity Policy	Approved	2022/23
29.	Firewall Policy	Approved	2021/22
30.	Grievance Procedures	SALGBC Main Collective Agreement provision	
31.	HIV/Aids Policy		
32.	Human Resource and Development Strategy	Approved	
33.	Human Resources Development Policy	Approved – To be reviewed to align and amended to align with Municipal Staff Regulations	2022/23
34.	ICT Continuity Policy	Approved	2021/22
35.	ICT Policy Framework	Approved	2021/22
36.	ICT Security Policy	Approved	2021/22
37.	ICT Strategy	Approved	2021/22
38.	Incapacity due to Ill Health/Injury Policy	To be reviewed	28-Aug-18
39.	Incapacity Due to Poor Work Performance	To be reviewed	28-Aug-18
40.	Induction Policy	Approved	28-Aug-18
41.	Information Security Policy	Approved	2021/22
42.	Injuries on Duty Policy	Approved	28-Aug-18
43.	Intoxication and Substance Abuse Policy	To be reviewed	28-Aug-18
44.	Job Evaluation		
45.	Laptop Security Management Policy	Approved	2021/22

46.	Name Tag Policy	To be reviewed	28-Aug-18
47.	Occupational Health and Safety Policy	Approved	30-Sep-21
48.	Occupational Health and Safety Policy	To be reviewed	28-Aug-18
49.	Official Housing		
50.	Official transport to attend Funerals		
51.	Organizational Rights	SALGBC Main Collective Agreement provision	--
52.	Overtime Policy for Employment	To be reviewed	2018/19
53.	Patch Management Policy	Approved	2021/22
54.	Payroll Deductions		
55.	Performance Management and Development		29-Jul-21
56.	Performance Management System Policy Framework	Approved	2022/23
57.	Personal Protective Equipment Policy	Approved	2018/19
58.	Physical and Environmental Security Policy	Approved	2021/22
59.	Placement Policy	Approved	2021/22
60.	Reasonable Accommodation for people with disability Policy	Approved	2018/19
61.	Records Management Policy and Registry Procedure Manual	Approved	2022/23
62.	Recruitment, Selection and Appointment of staff Policy	Approved – To be reviewed to align and amended to align with Municipal Staff Regulations	2021/22
63.	Remuneration Scales and Allowances		--
64.	Resettlement		--
65.	Scarce Skills Policy	To be reviewed	2018/19
66.	Sexual Harassment Policy	To be reviewed	2018/19
67.	Smoking Policy	To be reviewed	2018/19
68.	Staff Retention Policy		--
69.	Subsistence and Travelling Allowance Policy	Approved	30-Jun-21
70.	Succession Planning Policy	Approved	2018/19
71.	Telephone Policy	To be reviewed	2018/19
72.	Training and Development Policy	To be reviewed	2018/19

73.	User Access Management Policy	Approved	2021/22
74.	Virus and Malware Management Policy	Approved	2021/22
75.	Work Organization		--
KPA 3: SPATIAL RATIONALE			
76.	Alienation and Leasing of Immovable Property Policy	Approved	2022/23
77.	Business Licensing Policy	Approved	2022/23
78.	By-laws relating to the management and control of informal settlements	Approved	2022/23
79.	Draft Bulk Contribution Policy	Approved	2022/23
80.	Draft By-Law Relating to Streets, Public Places And The Prevention Of Noise Nuisances	Approved	2022/23
81.	Draft Encroachment on property by-laws	Adopted	2022/23
82.	Housing Beneficiary Management Policy	Approved	2021/22
83.	Human Settlements Sector Plan	Approved	2022/23
84.	Outdoor Advertising Policy	To be reviewed	2018
KPA 4: LOCAL ECONOMIC DEVELOPMENT			
85.	Business Licensing Policy	Approved	2022/23
86.	LED Strategy	Approved	2022/23
87.	Agricultural Sector Plan	Approved	2022/23
88.	Tourism Development Strategy	Approved	2022/23
89.	Localization Policy	Draft	To be sent to Council
90.	30% Subcontracting Policy	Draft	To be sent to Council
100.	Street trading by-law	To be reviewed	--
KPA 5: PUBLIC PARTICIPATION AND GOOD GOVERNANCE			
86.	Draft Public Participation Strategy	Approved	2022/23
91	Fraud Prevention Plan	Approved	2021/22
90.	Fraud Prevention Policy	Approved	2021/22
93	Private Work and Declaration of Interest Policy	Approved	2021/22
89.	Risk Management Implementation Plan	Approved	2021/22
87.	Risk Management Policy	Approved	2021/22

88.	Risk Management Strategy	Approved	2021/22
89.	Whistleblowing Policy	Approved	2021/22
KPA 6: FINANCIAL VIABILITY AND MANAGEMENT			
90.	Asset Management Policy	Approved – to be reviewed	2021/22
91.	Bad Debt Provision & Write-off Policy	Approved – to be reviewed	2021/22
92.	Banking and Investment Policy	Approved – to be reviewed	2021/22
93.	Budget Policy (Virement Policy)	Approved – to be reviewed	2021/22
94.	Cost Curtailment Austerity Policy	Approved – to be reviewed	2021/22
95.	Credit control and debt collection	Approved – to be reviewed	2021/22
96.	Credit Control and Debt Collection By-Law	Approved – to be reviewed	2021/22
97.	Indigent Policy	Approved – to be reviewed	2021/22
98.	Meter Reading Policy	Approved – to be reviewed	2021/22
99.	Petty Cash Policy	Approved – to be reviewed	2021/22
100.	Property Rates Policy	Approved – to be reviewed	2021/22
101.	Subsistence Travel Allowance Policy	Approved – to be reviewed	2021/22
102.	Supply Chain Management Policy	Approved – to be reviewed	2021/22
103.	Tariff Policy	Approved – to be reviewed	2021/22
104.	Unauthorized Irregular Fruitless Expenditure Policy	Approved – to be reviewed	2021/22

Table 42: Status Quo of policies, by-laws and plans in place

4.10 STATUS QUO OF OFFICE OF THE MUNICIPAL MANAGER

Office of the Municipal Manager Policy framework

Section 152 of the Constitution of the Republic of South Africa outlines the objects of local government as follows;

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage

Powers and functions

As head of administration the municipal manager of a municipality is, subject to the policy directions of the municipal council, responsible and accountable for:

- The formation and development of an economical, effective, efficient, and accountable administration-
- Equipped to carry out the task of implementing the municipality's integrated development plan in accordance with Chapter 5;
- Operating in accordance with the municipality's performance management system in accordance with Chapter 6; and
- Responsive to the needs of the local community to participate in the affairs of the municipality;
- The management of the municipality's administration in accordance with this Act and other legislation applicable to the municipality
- The implementation of the municipality's integrated development plan, and the monitoring of progress with implementation of the plant
- The management of the provision of services to the local community in a sustainable and equitable manner;
- The appointment of staff other than those referred to in section 56 (a), subject to the Employment Equity Act, 1998 (Act 55 of 1998);

Functions

- Manage technical services.
- Manage social development services.
- Coordinate municipal planning.
- Manage financial matters.
- Render corporate services.
- Manage internal audit and risk management service

Organizational structure

Unit	Number of Posts	Number of Posts Filled	Number of Posts Vacant	Vacancy Rate
Risk Management	3	2	1	33%
Performance Management	3	2	1	33%
Internal Audit	4	3	1	25%
Office of the Speaker & Public Participation	8	5	3	38%
Office of the Executive Mayor	7	7	0	0%
Office of the Whip of Council	1	1	0	0%
Department Totals	**26**	**20**	**6**	**23.1%**

Table 43: Organisational capacity of the office of the MM

4.11 STATUS QUO ASSESSMENT OF FINANCIAL VIABILITY AND MANAGEMENT

Financial viability policy framework

- Constitution
- Municipal Finance Management Act
- Municipal Systems Act
- Municipal Property Rates Act
- Division of Revenue Act
- Municipal Structures Act
- Municipal Budgets and Reporting regulations
- Supply Chain Management Regulations
- Risk Management Framework, National Treasury
- Financial Management Capability Maturity Model, Office of the Accountant General – Model
- Treasury Regulations
- MFMA circulars
- GRAP – Accounting Standards
- Protection Of Personal Information Act

Functions

- Manage municipal budget and financial reporting.
- Render revenue management services.
- Manage expenditure services.
- Render supply chain management services.
- Manage municipal assets

Organizational structure

DIVISION	NUMBER OF POSITIONS	TOTAL FILLED	NUMBER OF POSITIONS VACANT	VACANCY RATE
Budget and Financial reporting	11	3	8	73%
Revenue Management	49	18	31	63%
Expenditure Management	15	6	9	60%
Supply Chain Management	18	3	15	84%
Assets Management	18	4	14	78%
Total BTO positions	**111**	**34**	**77**	**69.4%**

Lekwa LM Capital Expenditure 2022/23

SUMMARY OF BUDGET ALLOCATION AND EXPENDITURE PER SOURCE			
Funding Source	**Total Allocation**	**Expenditure to Date(R)**	**Expenditure to Date (%)**
MIG	R67,880,766	R62,926,861	93%
INEP	R3,000,000	R1,139,731	38%

Table 44: MIG and INEP Funding

MIG PROJECTS									
Project Name (Indicator)	**Project Location (Ward)**	**Budget Allocated '000**	**Progress to Date**	**Expenditure to Date '000**	**Expenditure To Date (%)**	**No. of Jobs Created**	**Challenges**	**Remedial Actions**	**Project Duration**
Upgrading of Standerton Water Bulk System phase 2	10	R7,949	Construction	R7,945	94%	13	N/A	N/A	June 2024
Coligny sewer line Upgrade	10	R21,938	Project is 99% complete.	R21,388	97%	30	Businesses discharging oil into sewer system	Inspection of business to ensure that fat traps are installed	June 2023

								and cautioning them on discharging oil into sewer system.	
Installation of VIP toilets	9,12 & 13	R1,000	Contractor appointed	R718	72%	13	N/A	N/A	June 2023
PMU		R1,625		R1,625	100%				

Table 45: MIG Projects

Capital Expenditure 2022/2023 on Rollover Projects

Project Title as per the approval letter	Project Status	Budgeted MIG Funds (2022/23)	Current FY - Total Actual Expenditure on MIG funds in the 2022/23 FY
Refurbishment of the Standerton Waste Water Treatment Works (Phase 2)	Construction	R20 000 00	R16 013 664
Desludging or rural VIP toilets	Phase Complete	R48 545	R48 545
Upgrade of roads within Lekwa LM	Construction	R992 324	R857 282
Rehabilitation of tarred roads - Hlongwane Drive	Phase Complete	R11 685 898	R11 685 898
Purchase of refuse truck	Complete	R2 640 000	R2 640 000
Cumulative total for all Projects	--	**R67,880,766**	**R62,926,861**

Table 46: Capital Expenditure on Rollover Projects

INEP PROJECTS									
Project Name (Indicator)	**Project Location (Ward)**	**Budget Allocated '000**	**Progress to Date**	**Expenditure to Date '000**	**Expenditure To Date (%)**	**No. of Jobs Created**	**Challenges**	**Remedial Actions**	**Project Duration**
Upgrade of A Sub (Phase 1)	7	R3,000	Contractor appointed for Supply and delivery of 10 MVA transformer. On tender for a Contractor to undertake the Civil Works	R1,139	38%	0	N/A	N/A	June 2024

Table 47: INEP Projects

EPWP PROJECTS							
Project Name (Indicator)	**Project Location (Ward)**	**Budget Allocated '000**	**Progress to Date**	**No. of Jobs Created**	**Challenges**	**Remedial Actions**	**Project Duration**
Storm water upgrading and keep Lekwa Clean Programme	7	R1,850	52 EPWP Beneficiaries/Participants employed	52	N/A	N/A	June 2023

Table 48: EPWP Projects

SERITI SOCIAL LABOUR PLANS PROJECTS						
Project Name (Indicator)	Project Location (Ward)	Budget Allocated '000	Progress to Date	Challenges	Remedial Actions	Project Duration
Morgenzon Water Project	14	R9,000 (From 2021/22 FY)	86% complete.	There are Contractual challenges between Seriti and the Contractor	Seriti is resolving contractual challenges with appointed Contractor.	June 2023
Standerton Water project	10	To be confirmed	Preliminary assessment report prepared by Seriti.	N/A	Engagement on assessment report must be undertaken before engagements with Seriti on the various options proposed.	To be confirmed
Construction of Inkazimulo stimulation centre Project	2	R6,000	Project on procurement stage	N/A	N/A	Construction to start January 2023
Renovation of Standerton hospital Pharmacy	10	R2,200	Project completed	N/A	N/A	Project completed and handed over 30 November 2022.

Table 49: Seriti Social Labour Projects

SASOL SOCIAL LABOUR PROJECTS						
Project Name (Indicator)	**Project Location (Ward)**	**Budget Allocated '000**	**Progress to Date**	**Challenges**	**Remedial Actions**	**Project Duration**

Installation of boreholes	9,12,13	R4,100 (From 2021/2022 FY)	8 boreholes drilled and equipped. Project practically complete	N/ A	N/A	October 2022

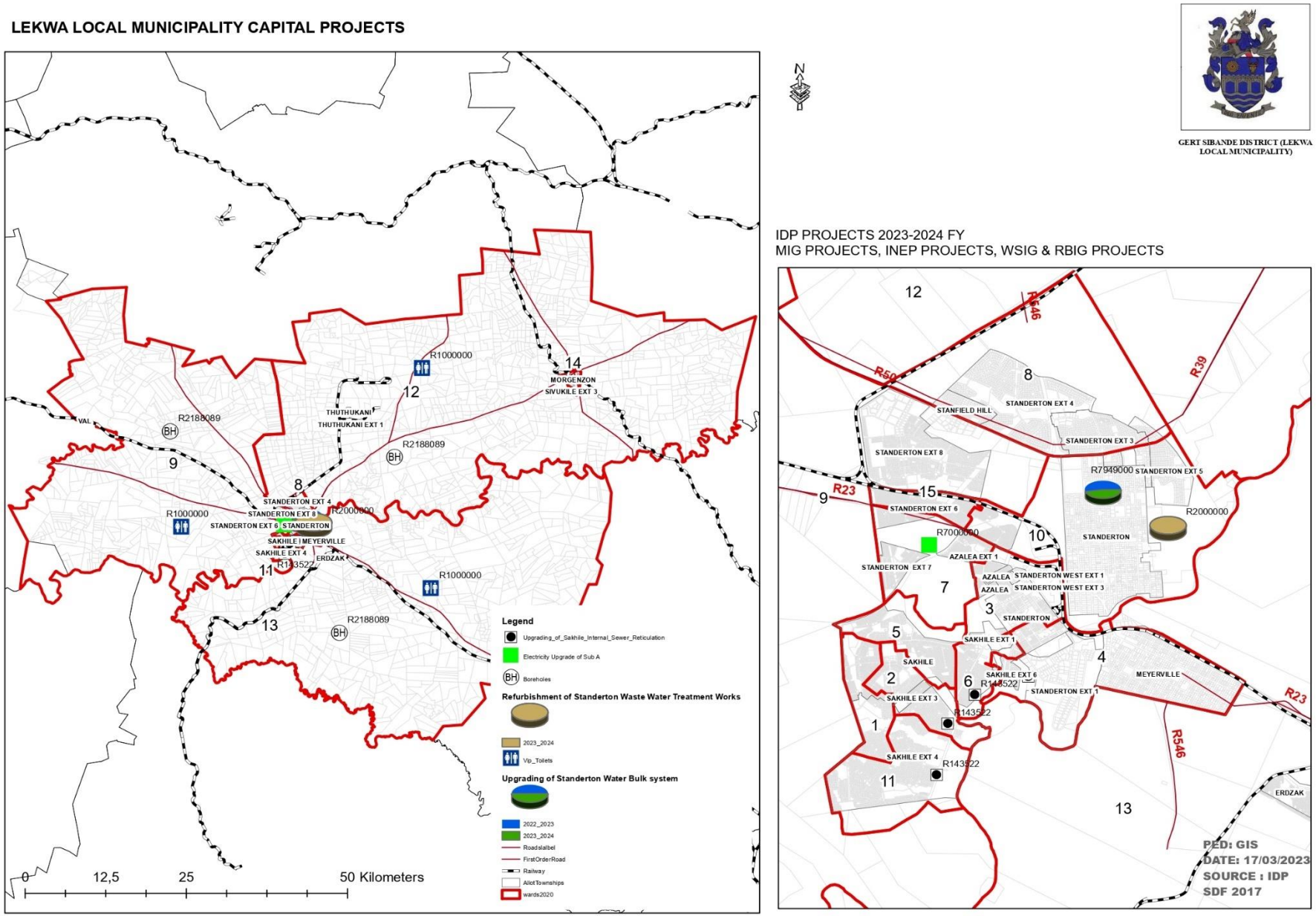
Table 50: SASOL Social Labour Projects

WSIG & RBIG PROJECTS									
Project Name	**Project Location (Ward, area, and GPS coordinates**	**Purpose**	**Project scope**	**Budget R'000**	**Project status**	**Start date**	**Planned completion date**	**No of HH to benefit**	**Work opportunities created**
Upgrading of Rooikoppen Internal Sewer Reticulation (Phase 2 &3)	Ward 11 Rooikoppen Farm (Sakhile Ext 04) 26°59'16.15" S 29°12'15.09" E	Upgrading the Sewer Internal Reticulation	Upgrade the Sewer Internal Reticulation with 160, 250, 315 & 355mm pipe size	R105 146	100% Construction	12 Aug 2020	30 Nov 2022	1 280	51
Upgrading of Rooikoppen Internal Sewer Reticulation Phase 5	Ward 11 Rooikoppen Farm (Sakhile Ext 04) 26°59'16.15" S 29°12'15.09" E	Upgrading the Sewer Internal Reticulation	Upgrade the Sewer Internal Reticulation with 160, 250mm pipe size	R36 249	100% Construction	03 June 2021	Dec 2022	448	35

Upgrading of Rooikoppen Internal Sewer Reticulation Phase 6	Ward 2, 4, 6 & 11 Rooikoppen / Sakhile 26°59'16.15" S 29°12'15.09" E	Upgrade TLC & Rooikoppen Main Sewer Pump Stations, & Pumping mains to SWWTP	Upgrade TLC & Rooikoppen Main Sewer Pump Stations, Pumping mains to SWWTP	R148 405	88% Construction	28 February 2022 (NOC)	19 January 2024	17 163	16
Upgrading of Rooikoppen Internal Sewer Reticulation Phase 1 & 4.	Ward 2, 4, 6 & 11 Rooikoppen / Sakhile 26°59'16.15" S 29°12'15.09" E	Upgrading the Sewer Internal Reticulation and sewer pump station 2.	Upgrade the Sewer Internal Reticulation with 160, 250, 315, mm pipe size and upgrade sewer pump station 2.	R143 522	34% Construction	30 Nov 2022	January 2024	TBA	28
Construction of the Standerton Ext. 8 bulk outfall sewer pipeline.	Ward 9 Standerton Extension 8. 26°55'13.05"S29°12'10.75"E	Construction of the bulk outfall sewer pipelines & provision of bulk electricity to the newly constructed sewer pump stations in Ext 8	Construct bulk sewer outfalls, bulk electricity trenchless crossing and associated works	R29 101	Complete	02 Nov 2021	30 Oct 2022	1378 *(Upon the inclusion of the internal Reticulation)*	15

Table 51: WSIG & RBIG Projects

Spatial representation of projects in Lekwa Local Municipality



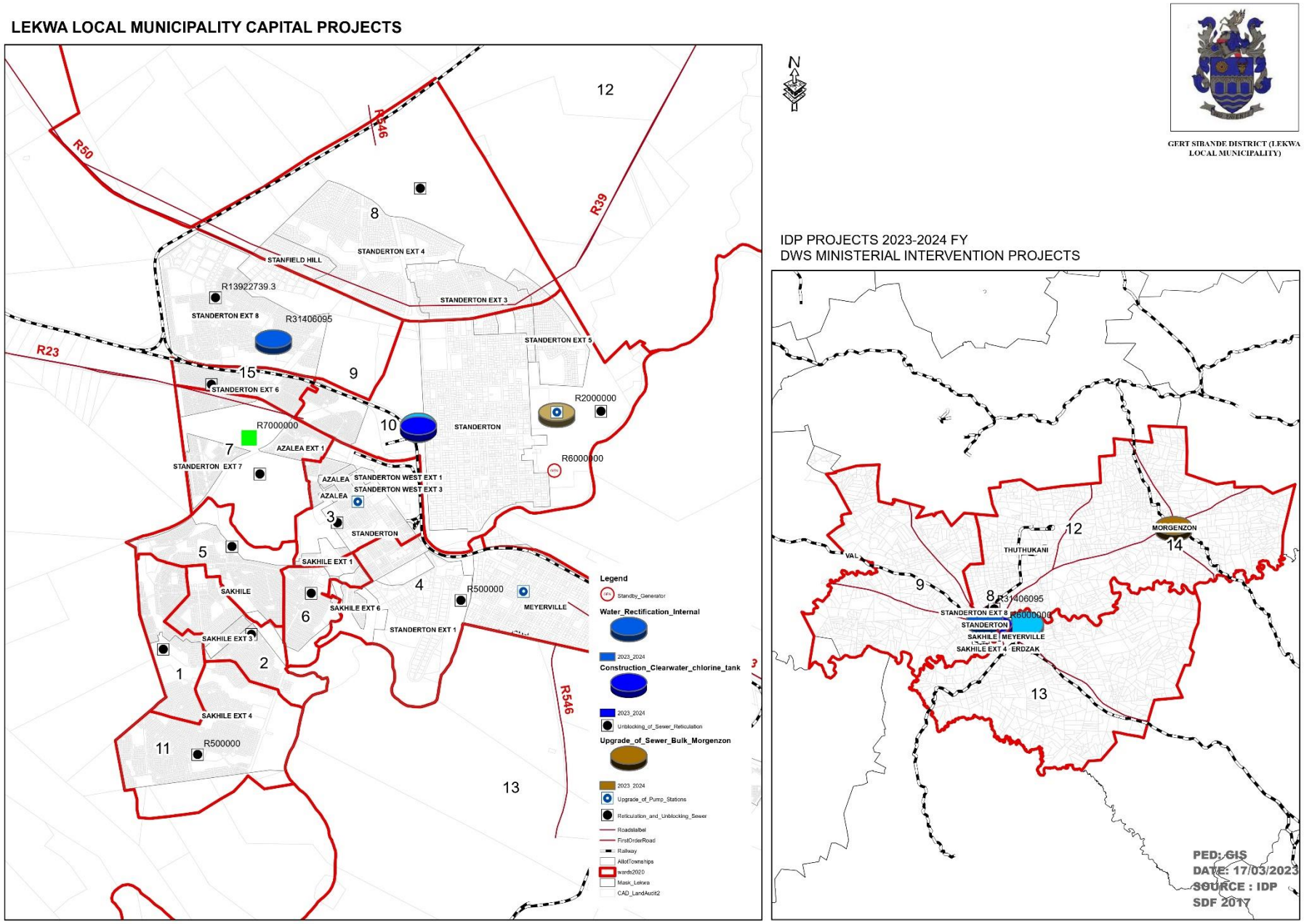
Map 21: MIG, INEP, WSIG & RBIG Projects

DEPARTMENT OF WATER AND SANITATION – MINISTERIAL INTERVENTION PROJECTS

DEPARTMENT OF WATER AND SANITATION – MINISTERIAL INTERVENTION PROJECTS			
Project Name	**Status**	**Target Date**	**Estimated Cost & Impact**
1. Rectification of Standerton Extension 8 sewer network	Construction	Start: Mar 23 End Date: Dec 23	R 13, 893, 734.60
2. Rectification of Standerton Extension 8 water reticulation	Construction	Start: Mar 23 End Date: Nov 23	R 15, 320, 386. 93
3. Repair of Booster pump station 1 & Rooikoppen 3	Completed	Start: Aug 23 End Date: Aug 23	R 5, 704, 365. 47
4. Unblocking of sewer in Standerton Ext 6,7 & TLC 5. Unblocking of sewer in Concor Drainage 6. Unblocking of sewer in CBD	Construction	Start: April 23 End Date: Dec 23 Start: March 23 End Date: Nov 23 Start: April 23 End Date: Nov 23	R 19, 894, 375.15 R 13, 021, 373. 30 R 12, 996, 389. 00
7. WCDM for Standerton Rooikoppen Ext 6,7 & TLC 8. WCDM in Concor Drainage 9. WCDM in CBD	Construction	Start: Mar 23 End Date: Nov 23 Start: Mar 23 End Date: Nov 23 Start: May 23 End Date: Jan 24	R 7, 282, 706. 15 R 6, 582, 318. 16 R 9, 307, 067. 3
10. Rehabilitation of Rooikoppen sewer network Phase 1&4	Construction	30 April 2024	R 143, 522, 990. 95
11. Refurbishment of Vaal& Muller PS 12. Refurbishment of Johan & Steyn PS 13. Refurbishment of Taljaard PS	Awaiting Acceptance	31 May 2023	R 17, 614, 224.83 R 16, 962, 070. 52 R 10, 019, 744. 83
14. Construction of 5ML clear water storage tank	DDR	8 June 2023	R 39, 956, 284. 35
15. Repairs in Standerton WTW's	New Design Report Under Review	14 June 2023	R 29, 080, 555. 01

16. Investigation / Assessment at Standerton Water Abstraction	DWS / Construction to be	30 June 2023	R 1, 100, 000. 00
17. Backup Power / Generators	This project of installation of generators at strategic positions was rejected by the Municipality citing difficulties in purchasing of diesel to operate. However, the Municipality has recently requested reconsideration of this project. A condition given was that the Municipality must operate the existing generator that was installed over 3 years by DWS and never operated to demonstrate their ability prior purchasing of new generator		
18. Upgrading of Morgenzon Sewer system	Preliminary Design & Research	28 February 2023	R 65, 064, 085. 39
19. Operation and Maintenance	TOR Complete / Previously approved at BSC		R 25, 000, 000. 00

Table 52: DWS Ministerial Intervention Projects



Map 22: DWS Ministerial Intervention Projects

Recommendations

- Investment in infrastructure
- Identification of land for disposal
- Employee retention & incentives strategy
- Cascading of PMS to level below HODs
- Implementation of the revenue enhancement strategy
- Centralisation of SCM
- Rapid implementation of FRP & Long-Term Financial Plan

4.12 COMMUNITY CONSULTATION

Methodology

Lekwa Local Municipality embarked on an all-inclusive and thorough public participation programme with its local community members in the process of reviewing the five-year 2022/27 IDP for the 2023/24 financial year. The public participation primarily focused on community engagements through physical meetings across all fifteen (15) wards. The Executive Mayor, councillors, Municipal Manager, Heads of Departments and Divisional Managers attended the various meetings. The meetings took place in the months of November and December 2022 and April/May 2023. The municipality used a hailing system to notify residents of the consultations. In addition, the schedule of meetings was published on the municipality's social media page.

Attendance And Participation Rate

According to attendance registers populated during consultations, the meetings are attended by the elderly and youth. Consultations are mainly attended by the African population as the wards are dominated by African groups.

Ward	Number of Attendees during Consultation 1 – Situational Analysis Phase	Number of Attendees during Consultation 2 – Draft IDP Consultation
Ward 1	111	99
Ward 2	89	76
Ward 3	58	100
Ward 4	39	33
Ward 5	130	Not achieved – no attendance register
Ward 6	95	124
Ward 7	80	123
Ward 8	48	36
Ward 9 Ext.8	120	143
Ward 9 Rural	28	76
Ward 10 Town	8	32
Ward 10 Voda	125	98
Ward 11	230	206
Ward 12	133	51
Ward 13	26	97
Ward 14	82	Not achieved – no attendance register
Ward 15	139	141

Performance Report

The table below reflects the performance of Lekwa LM in implementing its IDP consultation programme. All fifteen wards were consulted. Challenges encountered were addressed through rescheduling sessions.

Consultations during situational analysis phase

Ward	Date	Venue and Time	Achieved / Not achieved
1	08/11/2022	Social Centre/17:00 pm	Achieved
2	09/11/2022	Social Centre/17:00 pm	Achieved
3	10/11/2022	Stanwest Hall/ 17:00 pm	Achieved
4	14/12/2022	Azalea Community Hall/17:00 pm	Achieved
5	14/11/2022	Social Centre/ 17:00 pm	Achieved
6	15/11/2022	Sakhile Hall/17:00 pm	Achieved
7	16/11/2022	Community Hall Ward 15/:17:00	Achieved
8	08/12/2022	Eskom Hall/17:00 pm	Achieved
9	13/11/2022	KaBhokoro/ 10:00 am	Achieved
10	18/11/2022	Town Hall/ 17:00 pm	Achieved
11	21/11/2022	Rooikoppen Hall/ 17:00 pm	Achieved
12	20/11/2022	Thuthukani Hall/10:00 am	Achieved
13	27/11/2022	Imisebeyelanga Secondary School/10:00 am	Achieved
14	22/11/2022	Sivukile Community Hall/17:00 pm	Achieved
15	23/11/2022	Community Hall Ward 15/:17:00	Achieved

Consultations for the Draft IDP

Ward	Date	Venue and Time	Achieved / Not achieved
1	11/04/2023	Social Centre/17:00 pm	Achieved
2	12/04/2023	Social Centre/17:00 pm	Achieved
3	13/04/2023	Stanwest Hall/ 17:00 pm	Achieved
4	18/04/2023	Azalea Community Hall/17:00 pm	Achieved
5	22/05/2023	Social Centre/ 17:00 pm	Not Achieved
6	20/04/2023	Sakhile Hall/17:00 pm	Achieved
7	24/04/2023	Community Hall Ward 15/:17:00	Achieved
8	25/04/2023	Eskom Hall/17:00 pm	Achieved
9	16/04/2023	Holmdene Secondary School/ 10:00 am	Achieved
9	17/04/2023	Khunjuliwe Secondary School/ 17:00	Achieved
10	02/05/2023	Town Hall/ 17:00 pm	Achieved
10	22/05/2023	Ext.6 Community Hall	Achieved
11	03/05/2023	Rooikoppen Hall/ 17:00 pm	Achieved

12	07/05/2023	Thuthukani Hall/10:00 am	Achieved
13	23/04/20023	Qondulwazi Secondary School School//10:00 am	Achieved
14	23/05/2023	Sivukile Community Hall/17:00 pm	Not Achieved
15	23/05/2023	Community Hall Ward 15/:17:00	Achieved

Community Issues

The table below indicates all community issues raised during consultations per ward. The issues are categorised into service delivery category. The issues will be utilised to formulate the situational analysis and will determine priorities, projects and budgets. The issues will also assist the municipality in determining the type of assistance to request through the district development model.

Ranking scale

Critical
High
Medium
Low

2023/24 Critical ward priority issues as prioritised per ward

Community issue		Problem description (Extent of the problem)	Affected Ward	Proposed Intervention	Responsible Department
KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE					
Water	Access to water	No water for long periods of time, years, months etc. in various areas	1, 2, 3, 4, 7, 8, 9 (Ext8), 10 (Voda), 11, 12, 13, 15	Upgrade water infrastructure	Technical Services
		Interrupted water supply during power outage/ loadshedding.	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 15	Procure backup generator for water pumps. Explore solar for backup generator	
		Alternative water sources in informal settlements and rural wards	7, 11, 13, 15,	Provide electric pumps for windmills. Drill boreholes deeper. Provide jojo tanks at informal settlements	
		High laying areas in the municipality do not get water supply. These areas used to have water in the past. No water in certain farms	4, 5, 11, 9	Water pressure pumps for high laying areas Construct satellite water plant	
	Unclean water	Water from the tap is unclean (muddy).	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15	Clean water and continue with lab testing services offered by GSDM	
	Water trucks	Water trucks do not deliver water to all residents equally. Water from the trucks also unclean.	1, 2, 3, 4, 5, 6, 7, 9 (Ext8), 10 (Voda), 15	Monitor water trucks to ensure that residents receive water equally	
Electricity	Smart Meters	Clarity/ consultation on the installation of smart meters	1, 2, 3, 4, 6, 7, 8, 9 10, 11, 13, 15,	Provide information on smart meters	
	Interrupted power supply/ Internal loadshedding	Electricity is not switched back on equally for all sections after loadshedding.	1, 2, 5	Upgrade electrical power infrastructure	
		Non – functional high mast and street lights. (Increased crime)	2, 4, 5, 6, 7, 8, 9, 11, 12, 15	Provide high-mast and street lights	
		Some households do not have access to electricity.	4, 7, 9 (Ext 8 & Holm),12,13	Connect electricity from powerlines to houses without	

Sanitation	Sewer spillages	Provision and maintenance of toilets.	9, 3 (Stanwest Hall),7, 12, 13	Provide toilets for dwelling units without	
		Toilets are full and need to be desludged.	9,11, 6 Slovo, 9, 10, 12, 13, 14	Procure equipment and machinery needed to desludge toilets. Have a schedule similar to the refuse removal schedule.	
		Sewer spillages overflow into streets. Pollution of streets and complaints of smells.	1, 2, 3, 4, 6, 9 (ext. 08), 10 (Town)11, 14, 15	Upgrade sewage pipes and treatment plant	
		Sewer pipes were installed but never functional	1, 6	Install sewer pipes that were left unattended	
Roads and stormwater	Gravelling and paving of roads	Gravel and pave streets. Streets are muddy when it rains, preventing cars from accessing. Ambulances, taxis, and other emergency vehicles cannot access houses when it rains. Taxis refuse to fetch people with the bad road conditions.	1, 2, 4, 7, 9, 10 (Voda), 12, 13, 15	Pave and gravel roads frequently.	Technical Services
	Fix potholes	Many internal tar roads have potholes; only main roads are being fixed e.g. Hlongwane Drive.	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15	Fix potholes for both internal and main roads	
	Stormwater drainages and management	Houses and streets are flooding due to no stormwater drainages. Some areas had trenches dug to channel runoff water, however these have closed due to dirt and illegal dumping.	1, 3, 4, 5, 6, 7, 8, 9 (ext. 8), 10, 11, 12, 14, 15	Provide stormwater drainages. Unclog blocked drainages and maintain stormwater drainages.	
	Road signages and traffic calming measures	No traffic calming measures on high order roads such as Hlongwane Drive. Puts road users at risk for accidents as there are no signs or measures to stop people from speeding.	1, 3, 5, 11, 13, 15,	Provide road signages and traffic calming measures such as speed humps on high order roads	

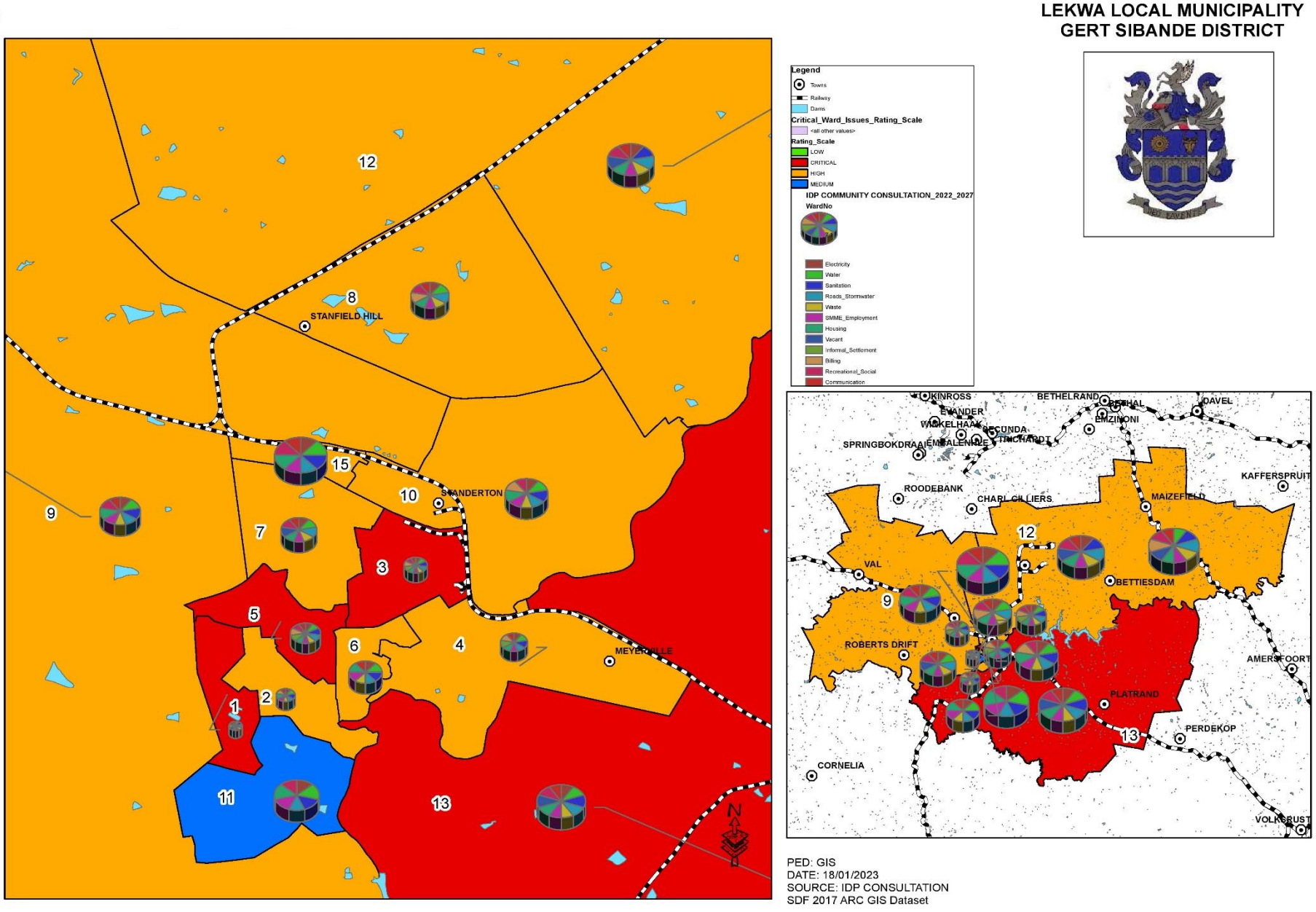
Waste	Waste removal	Illegal dumping sites	1, 2, 3, 4, 5, 7, 9, 10 (Town), 11, 14, 15	Develop and implement by-laws to penalise illegal dumping. Ensure that waste is collected and provide skipper bins at communal spots	Community Services
		Frequent waste collection	1, 3, 4, 5, 6, 7, 8, 9 (ext. 08), 10, 11, 12, 15	Notify residents when waste will not be collected	
KPA: LOCAL ECONOMIC DEVELOPMENT					
Employment	High unemployment rate	Employment opportunities for local people. Locals should benefit from projects. Corporations around Standerton should give first preference to locals especially for work that does not require specialised skills.	1,2,3,5,6,7,8,9,10,11, 12,13,14,15	Explore ways to create a conducive environment for job creation, to attract investment and encourage local economic development	Planning and Economic Development
SMME Support	Subcontract SMMEs	Subcontract SMMEs in the projects	1, 2, 12, 9 (Holm), 10	Explore ways to subcontract SMMEs in local projects	
	Skills development for SMMEs	Provision of SMME trainings	2, 7,	Provide SMMEs with training to capacitate companies	
	Funding and support for businesses	Support is mainly given to business, NPOs are neglected. Some races are not notified of opportunities.	1,4,9,10,11,14	Open up support to different entities and all population groups in all wards	
KPA: SPATIAL RATIONAL					
Housing	RDP houses	Many community members registered for RDP houses a long time ago but no houses were constructed.	1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 13, 14, 15	Liaise with the Department of Human Settlements and acquire land	Planning and Economic Development
	Title deeds	Residents request title deeds as they cannot transfer properties, borrow against their houses etc.	1, 2, 3, 4, 5, 7, 9 (ext. 8),12, 13	Finalize the appointment of lawyers to assist with title deeds. Open up township registers and proclaim townships.	

Vacant sites	Sites for development	Most RDP beneficiaries demolish RDPs and build their own houses. There is a need for serviced stands for people to build their own houses.	1, 3,4, 7,12,13,14	Township establishment (Subdivision) and acquire land. Liaise with sector departments to assist with servicing sites.	
Informal settlemen.	Upgrade/ Formalization of Informal Settlements	Some residents live in informal settlements without basic services. Mostly affected by floods and the inability of emergency vehicles to gain entry during emergencies.	2,3,4,5, 7, 10 (Voda), 11	Relocate households living in areas not suitable. Provide basic services and formalize suitable areas.	
KPA: FINANCIAL VIABILITY AND MANAGEMENT					
Billing	Incorrect billing	Residents are billed incorrectly. In some instances, residential sites are billed the same amount as business sites. Error in the system	1,2,4, 8, 10, 14, 15	Procure and integrate finance and spatial software to bill residents correctly	BTO
	Meter readers	Some households do not have meters making it difficult to get accurate readings.	1,4, 5, 11	Installation of functional meters and hire meter readers	
	Amnesty for accounts	Some residents have municipal accounts in arrears and request the municipal to grant them amnesty.	1,2,8	Explore arrangements for residents to pay their municipal account debt	BTO
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
Recreational	Inadequate recreational facilities	There are no recreational facilities for young people to keep busy. Existing parks are not maintained.	3, 10, 11,12, 13, 14, 15	Provide recreational facilities that accommodate various activities other than sporting codes such as soccer and netball.	Community and Corporate services
Social amenities	Inadequate social amenities	Schools	5,7,8,9,13	Liaise with sector departments on the possibility of constructing new schools, satellite police station and a rehabilitation centre for those struggling with addiction.	Sector Departments
		Mobile clinic	12, 13		
		Community Hall	4		
		Satellite police station	12		

		Rehabilitation centre	5		
KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT					
Communication	Communication between residents and municipality	Communication between residents and the municipality: - Hail to let the community know about water cuts. - Update the community on refuse removal schedule - Communicate the start and progress of projects 1,	1, 2, 3, 4, 5, 6, 7, 8, 9, 12, 13, 14, 15	Explore other means to communicate with residents other than the Facebook page and municipal website as not all residents have access to these platforms.	Corporate Services

Table 53: Community priorities

2023/24 Spatial representation of critical ward priority issues



4.13 SWOT Analysis

STRENGTHS	WEAKNESSES
• Recreational Facilities that can enhance revenue to the municipality e.g., River Park, Grootdraai dam. • New political leadership/Stability • Availability of information management system (Housing needs register/Mun soft, ArcGIS) • Availability of legislative policy LUS/SDFs • High youth rate – contributes to economy • Availability of regulatory frameworks (LED Strategy, Business licencing) • Functional Risk and Audit committee governance structures • Budget related policies • SDBP is approved • Adequate cash flow management • MFMA compliance • Revenue enhancement strategy • Litigation Management policy. • Presenting complex legal issues in easy-to-understand manner. • Quickly vetting of contracts whenever needed. • Effective public participation • Functional ward committees • Functional oversight committee • Customer Care System Procured • Customer Care Unit established • Cordial Working Relationship between the Employer and Employees (Based on the responses from the Employee Satisfaction Survey)	• Shortage of fleet and personnel to perform duties. • High level of vehicle and machinery breakdown. • Inadequate electronic operating system to assist in spatial planning • Non availability of land for development • Inadequate bulk infrastructure • Inadequate capacity (Human Resources) • Low population negatively affects economic growth • Undiversified township economy (Tuckshops) • Poor relationship with business communities • Influx of illegal migrants • Lack of regulatory framework to regulate informal business • Ineffective internal controls • Outdated BTO structure – No customer care unit • Poor implementation of policies & strategies • High vacancy rates • Inadequate skill – Overall reliance of contracted services • Lack of career pathing and low staff morale • Inadequate performance agreement for personnel – PMS not cascaded • Inadequate Monitoring • Inadequate contract Management • Inability to pay Creditors on time • Tempering with electricity supply - metering • Inadequate control over expenditure – Capital & Operations • Inadequate adherence to SCM process • By-laws on credit control & debt collection not promulgated • Completeness and accuracy of billing information • Insufficient awareness of policies implemented – Activities • Inadequate consequence management • Poor spending of grants (Mandatory Grant) • Misplacement of Skills • Cascading of PMS to lower positions • Tools of trades shortage. • Lack of budget to implement all envisaged programs of youth, gender and disability • Lack of feedback report to Community

	• Lack of oversight for service delivery
OPPORTUNITIES	**THREATS**
• Collaborations and best practice benchmarking to improve organisational efficiency • Through communications unit to tap into building effective stakeholder relations and improve the image and reputation of the institution • Appoint company for smart metering – Increased revenue collection • Increased revenue through investment - • Extension of MPRA to levy property rates on Agriculture property & Public Services Infrastructure • Better use of technology – Automated Reporting • Recycling initiatives – Paying for disposal of waste • Working relationship with other Stakeholders on Skills Development with GS College; Seriti and Sasol • Current State of Affairs in the Municipality – SETAs and Government Departments willing to support and assist the Municipality • Contract management policy implemented • Access to external funding for historically disadvantaged community development projects • Contract management policy implemented. • Access of external funding for historically disadvantaged community development projects • Economic Development • Natural resources (Grootdraai dam and Vaal River (Eco-tourism) • Availability of informal businesses contributes to economic growth • Strategic location of the municipality • Arable land for agriculture • Geographic location/ connectivity network (Roads and freight) • Economic Industries/drivers (Mining & Agriculture) • Identified as growth point area by provincial SDF • Technology for efficiency in spatial planning	• Inability to effectively transition to an institution taking full advantage of 4IR • Cash flow constraints to effectively implement programmes • Disinvestment by private sector – Electricity & Water Supply, unavailability of land • Difficulty in attracting best-qualified people – Competing with Seriti and Eskom (Artisans) • High Labour Turnover (Death, resignation) • Compliance on Regulation on appointment of staff • Resistance to change from all in the organisation • Disservice by Consultation forums (Non-sitting of HRD and OHS Committees • Customer Demand (High expectation from the Community – enhancement of service delivery to meet their demands) • Financial instability. • Lack of participation on matters of governance and lack of trust • Default on payment leading to disconnection of the Systems procured • Lack of resources at Technical Services to resolve the complaints reported. • New political leadership • Mismatch between skills base and economic sector demands • High level of unemployment • Mushrooming of informal businesses • Political instability and instigated land invasion • Coalition government/unstable • Poor Business relationship with business communities • Vandalism of technological infrastructure affects efficiency

5. CHAPTER FIVE: DEVELOPMENT OF STRATEGIES

5.1 Vision

"To be the leading, people centered municipality excelling in economic growth, development and governance"

Lekwa shall be the best achievable living space with the equally distributed infrastructure and service of the highest quality and standard, affording its people human development for a healthy and safe livelihood to live, work and play within a well-planned and sustainable environment.

5.2 Mission

They must be able to see:

- Transparent and accountable governance
- Accelerated customer focused affordable service delivery
- Creation of conducive environment for economic development and growth
- Sustainable infrastructural development and maintenance
- Enhance community participation in the affairs of the municipality
- To initiate ground breaking innovations in the way we conduct our business

5.3 Corporate Values

- Excellence
- Trustworthiness
- Timeous responsiveness
- Transparency
- Batho-Pele principles

5.4 Strategic Goals

- Revenue enhancement
- Revenue enhancement and Clean Audit outcome
- Improved access to water, sanitation, electricity, and waste removal
- Increased Economic growth
- Improved provision of transparent, accountable, effective, and efficient leadership.
- Improved organizational performance.
- Promoting spatial and environmental management

5.5 Strategic Objectives

- Generate 100% revenue
- Provision of basic services (water 100%, sanitation 100%, electricity100%, waste 100% and roads 100%)
- Grow Local economy by 2-3%
- Enhance and strengthen Community Participation
- Reduce debt by 100%
- Provision of sustainable Integrated Human Settlements

- Ensure a financially viable and sustainable municipality
- Ensure participative, transparent, and accountable governance
- Facilitate a creation of a disaster ready communities
- Reduce unemployment rate by 5% over 5 years

5.6 Key Performance Areas

- Infrastructure Development and Service Delivery
- Municipal Transformation and Institutional Development
- Spatial Rationale and Local Economic Development
- Public Participation and Good Governance
- Financial viability

6. CHAPTER SIX: INTEGRATED HUMAN SETTLEMENTS CHAPTER

6.1 Housing Vision, Mission, and Development

MUNICIPAL VISION

"Lekwa shall be an ultimate place for living a first-class life.

Lekwa shall be the best achievable living space with the equally distributed infrastructure and service of the highest quality and standard, affording its

people human development for a healthy and safe livelihood to live, work and play within a well-planned and sustainable environment."

MISSION STATEMENT

"Lekwa Municipality exists to be a leading, people-centered, and responsive center of local governance that facilitates and provides sustainable infrastructural development and basic services whilst promoting socio-economic development for all the people of Lekwa through:

- A customer focused infrastructure development and service delivery.
- A transparent, accountable, effective, and efficient governance that enhances community participation in the municipal affairs.
- The promotion of human development to create a conducive environment for socioeconomic development and growth.
- The promotion of a spatial and environmental management.

It is evident from the Mission Statement that the municipality is focused on the promotion of human development to create a conducive environment for socio-economic development and growth.

The IDP further provides the following strategic objectives:

- Improved provision of all basic infrastructure and services;
- Improved provision of all social services and infrastructure;
- Ensure a sustainable working environment;
- Ensure a financially viable and sustainable municipality;
- Ensure participative, transparent, and accountable governance;
- Achieve a holistic human development and capacitation for the realization of skilled and employable workforce;
- Create employment opportunities;

- Realize a complete environmental protection;
- Facilitate a creation of a disaster ready community; and
- Ensure an integrated and aligned development planning.

The Lekwa LM IDP Housing Chapter must ensure these principles and contributions towards the achievement of the above.

6.2 Implementation Strategy

Diagram below illustrates the structure of the Lekwa Human Settlement Implementation Strategy. The strategy aims to deal with the total demand/backlog which totals 19,927 units up to 2035.

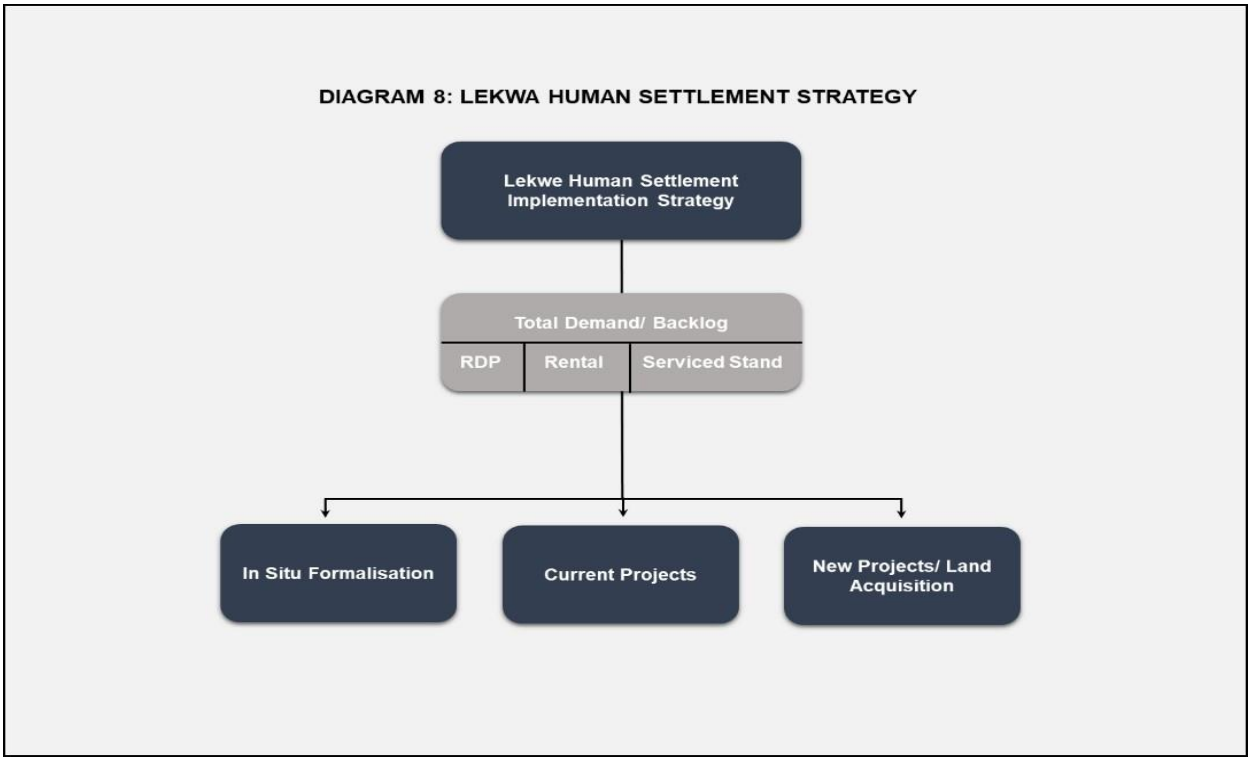


Figure 40 Lekwa Human Settlements Strategy

The strategy deals incrementally with the demand/backlog by firstly providing an overview of all the settlements earmarked for in-situ formalization (Section 5.2.1). The in-situ formalization strategy addresses a certain percentage of the total demand. The section also addresses the additional informal settlements identified.

Informal settlement upgrading strategy

The National Upgrading Settlement Programme (NUSP) for the Lekwa Local Municipality was completed in September 2021. The main objective of the programme is to facilitate the structured in-situ upgrading of 13 informal settlements in the Municipality.

During the NUSP initiative detailed upgrading plans were compiled in order to determine the capacity of each settlement and the number of units to be relocated to receiving areas. Table below provides the breakdown of possible number of units that could be accommodated and the units that need to be relocated to a conclusive receiving area. 2,738 Units can possibly formalize in-situ, while 661 units need to be relocated in the long term and 266 units need to be relocated as a matter of urgency due to life threatening structures, i.e., flood lines, electrical servitudes, etc. Table 19 below also provides the budgeting and prioritization for the proposed upgrade of informal settlements. The budget provides an amount for interim services and an amount for permanent services.

Lekwa LM Housing needs register

Lekwa LM Commissioned a survey to determine the housing needs within the Local Municipality. Table below outlines the results of the survey. Based on the survey data from (207 – 2021) a demand for 8,895 was determined with most respondents opting for a Greenfields own-a-house option.

	HH by area	Land to build on (Land or plot to build own dwelling)	Greenfield (own a house in this area)	House on own site (Other, please specify)	Total	%
1	AZALEA	8	37	4	49	1%
2	DRAAIHOEK	1	7		8	0%
3	JABAVU		1		1	0%
4	LOSS		2		2	0%
5	MAHALA PARK		3		3	0%
6	MOROKA		1		1	0%
7	PHALAMA		3		3	0%
8	ROOIKOPPEN EXT 4	3	10	1	14	0%
9	SAKHILE	233	2 283	20	2 536	29%
10	SAKHILE EXT 2	4	43	3	50	1%
11	SAKHILE EXT 4	11	168	22	201	2%
12	SAKHILE EXT 5	1	21	2	24	0%
13	SAKHILE EXT 6	17	241	5		0%
14	SAKHILE EXT 7	2	22		24	0%
15	STANDERTON	81	4 719	4	4 804	54%
16	STANDERTON EXT 6	9	234	14	257	3%
17	STANDERTON EXT 7	3	87	8	98	1%
18	STANDERTON EXT 8	10	93	1	104	1%
	Standerton	**383**	**7 975**	**84**	**8 442**	**95%**
19	THUTHUKANI	2	90		92	1%
	Thuthukani	**2**	**90**	-	**92**	**1%**
20	MORGENZON	13	348		361	4%
	Morgenzon	**13**	**348**	-	**361**	**4%**
	Total	**398**	**8 413**	**84**	**8 895**	**100%**
	%	**4%**	**95%**	**1%**	**100%**	

Source: Dept of Human Settlements, 2021

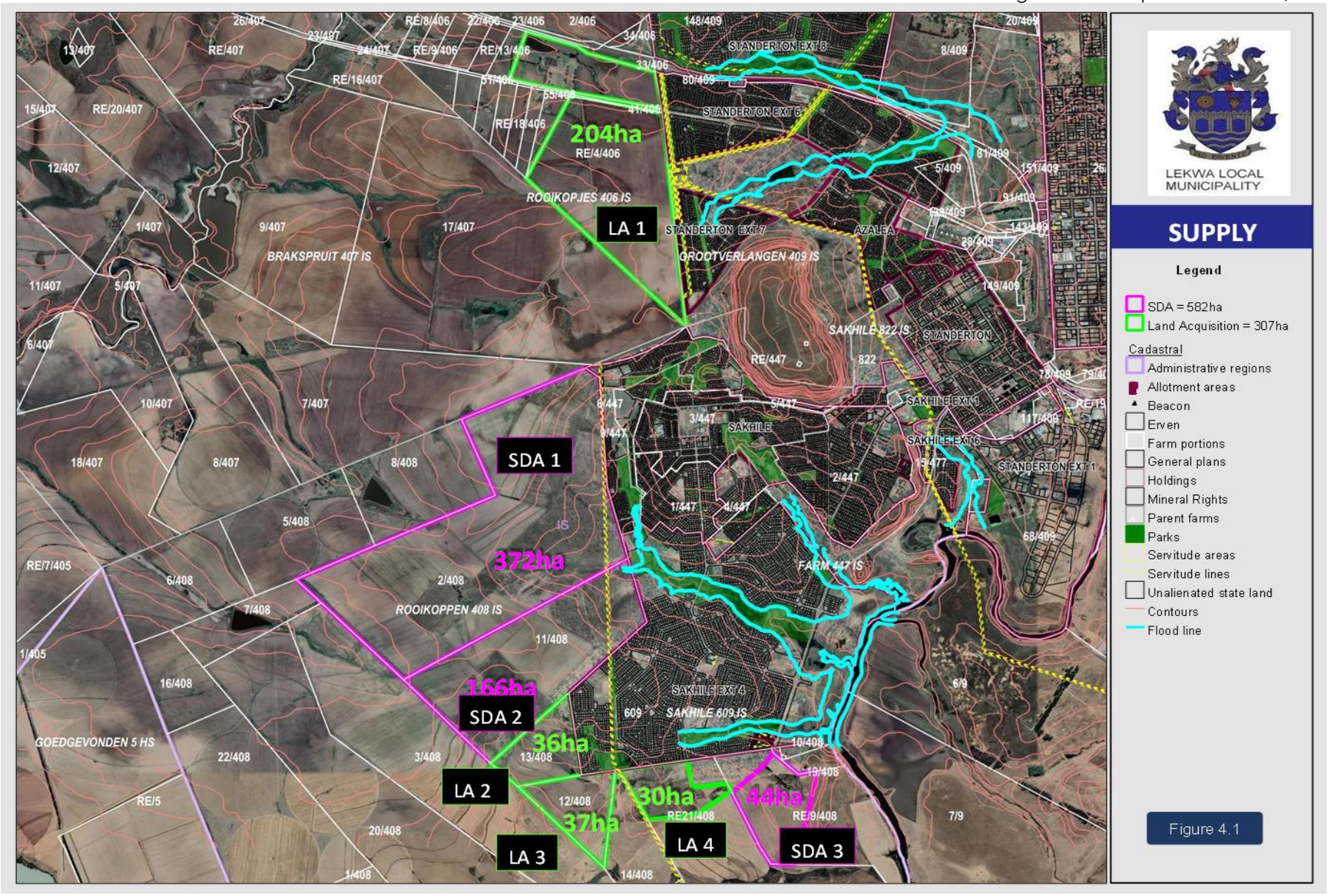
Lekwa LM: NUSP Strategy: Priorities

		DEMAND	NUSP (UISP) ALLOCATION				PRIORITY		BUDGET	
#	Town, Settlement	Existing Informal Units and Infill	B1 (stay - can be accommo-dated in layout)	B2 (Move later - can NOT be accommo -dated in layout)	C (Move immediately - situated in flood line)	Short	Medium	Long	Interim Services (Engineering & Prof Fees	Permanent Services
		2021	2835	928	266					
16	Enkanini Camp	491	263	154	74			●	R0,00	R27 830 042,99
10	Mandela Camp	580	517	63	-			●	R2 337 935,96	R43 887 882 887,56
6	Shivovo Camp	398	261	137	-		●		R1 760 873,14	R26 311 490 311,93
9	TLC Camp	150	25	114	11			●	R243 839,20	R4 669 085 669,90
4	Slovo Camp	344	201	113	30		●		R1 119 475,64	R19 446 405 446,65
1	Welamlambo Camp	147	148	-		●			R554 292,82	R14 014 364 014,82
19	Enkanini (south of Sakhile Ext 4)	320	269	51	-	●			R1 219 877,36	R28 564 528 564,73
20	Stand 8017 Sakhile Ext 4	40	27	-	19	●				R1 384 513 384,26
21	Stand 8018 Sakhile Ext 4	83	32	-	57	●			R345 562,58	R3 262 284 262,86
13	Roberts Drift Road	1015	958	15	60		●		R3 859 935,04	R78 405 778 405,90
18	Mambakazi Clinic	55	37	14	15			●	R297 598,75	R4 230 370 230,15

29	Enkanini (Sivukile north and south)	252	97	155	-		●		R950 546,26	R4 774 237,77
31	Morgenzon Farm (Orchards)	112	-	112	-	●			R339 823,44	R215 873,00
	Total	**3987**	**2835**	**928**	**266**				**R13 029 760,19**	**R257 523 332,52**

Table 54 NUSP Strategy: Priorities

Below is the strategy for the proposed relocation of the units that cannot be accommodated in-situ. The receiving area is Portions 2 and 11 of the farm Rooikoppen which is owned by the Municipality. The high number of units are structured in flood lines which are required for the relocation of units, and in certain areas the densities are too high for single residential erven which require relocation.



Map 25 Strategy for proposed relocation of units

Apart from the 13 settlements addressed through the NUSP initiative, 18 additional settlements were identified. Table below provides the strategy for the additional 18 settlements. The strategy proposed which settlements can be formulized in-situ, which must be relocated in the long term, immediate relocations (flood lines) and the settlements that require further investigation.

Lekwa LM: Additional Strategy: Priority

		DEMAND		**STRATEGY**						**PRIORITY**	
#		**Existing Informal Units and Infill**		**In situ**	**Move later**	**Move immediately situated in flood line/servitude**	**Further investigation needed**	**Subtotal**	**Short**	**Medium**	**Long**
	Town, Settlement		**2021**	**334**	**343**	**185**	**226**	**1088**			
17	Enkanini Camp Expansion		105		105			**105**			●
26	Erf 6671 Standerton x7		34			23	11	**34**	●		
27	Erf 6543 Standerton x 7		5			2	3	**5**	●		
11	Sakhile Flood line		41			11	30	**41**	●		
12	Sakhile		5		5			**5**		●	
15	Standerton x 6 Servitude		39			39		**39**	●		
2	Erf 7888 Sakhile Ext 4		32			2	30	**32**	●		
3	Sisulu Camp		98		72	26		**98**	●		

5	Erf 4592 Sakhile Ext 4 (Police station	)	40		40			**40**		●	
22	Erf 6253 Sakhile Ext 4 (School erf)		53				53	**53**	●		
23	Erf 6254 Sakhile Ext 4 (School erf)		37				37	**37**	●		
28	Rooikoppen 11/408		306	251	55			**306**		●	
7	Taxi Rank Camp		12		12			**12**		●	
8	Azalea Flood line 1		64			64		**64**	●		
14	Azalea Flood line 2		80			18	62	**80**	●		
24	Taxi Rank Camp 2		35	35				**35**	●		
25	Erf 4319 Standerton x6		15	15				**15**	●		
30	Erven 860-862 Morgenzon	54			54			**54**		●	

Table 55 Lekwa LM: Additional Strategy: Priority

Current housing projects

Table below outlines the current housing projects which have been commissioned and are currently under planning or construction.

Current housing projects

Town	Project Name	Number of Units	Comments
Standerton	Standerton Ext 8	500 FLISP Units	Erven are un-serviced and insufficient bulk services
Standerton	Standerton Ext 5 (Erf 8148)	57 Stands	Subdivisions approved. Services required
Standerton	Standerton Ext 5 (Erf 8149)	25 Stands	Subdivisions approved. Services required
Standerton	Standerton Ext 4 (Erf 2731)	96 Stands	Subdivisions approved. Services required
Standerton/Morgenzon	IRDP Units (various locations)	163 Stands	Beneficiary administration process in underway
Total	Total	841	

Table 56 Current housing projects

Vacant public owned land

Table below provides an illustration of the public owned, vacant land which is zoned for single and multiple residential. Through a densification process the possible number of units can be increased from 1,901 to 5,516. Annexure B contains the full breakdown and locality of the vacant erven.

Ward	#	Suburb	Number of erven					Area	Area	Ave. erf Size	Potential number of Units	Density (nett) applied	Note
			Municipal	Provincial Government	Parastatal	RSA	Total	(ha)	(%)	(m²)		du/ha	
4	1	MEYERVILLE	-	2	-	-	2	0,7	0%	3 626	29		
		Zoning: Single Residential		2			2	0,7		3 626	29	40	Can be used for Medium Density Residential
3,7	2	AZALEA	2	-	-	-	2	0,1	0%	279	2		
		Zoning: Single Residential	2				2	0,1		279	2		
10	3	STANDERTON	450	-	-	3	453	54,1	35%	1 194	963		
		Zoning: Single Residential	450				450	50,9		1 131	450		
		Zoning: Single Residential				1	1	1,1		11 429	182	159	Can be used for Medium to High Density Residential
		Zoning: Multiple Residential				2	2	2,1		10 418	331	159	Can be used for Medium to High Density Residential
8	4	STANDERTON EXT 4	1	63	-	-	64	7,7	5%	1 204	64		
		Zoning: Single Residential	1				1	0,1		1 245	1		
		Zoning: Single Residential		63			63	7,6		1 203	63		
8	5	STANDERTON EXT 7	14	-	-	-	14	0,4	0%	302	14		
		Zoning: Single Residential	14				14	0,4		302	14		
15	6	STANDERTON EXT 8	1 073	-	-	-	1 073	74,2	49%	691	4 057		
		Zoning: Single Residential	1 045				1 045	55,0		527	1 045		
		Zoning: Multiple Residential	28				28	19,1		6 834	3 042	159	Can be used for Medium to High Density Residential
4	7	SAKHILE EXT 6	2	-	-	-	2	0,1	0%	577	2		
		Zoning: Single Residential	2				2	0,1		577	2		
		Subtotal Standerton	1 542	65	-	3	1 610	137,3	90%	853	5 161		
14	8	MORGENZON	2	-	-	3	5	1,2	1%	2 416	48		
		Zoning: Single Residential	2				2	0,5		2 456	20	40	Can be used for Medium Density Residential
		Zoning: Single Residential				3	3	0,7		2 390	29	40	Can be used for Medium Density Residential
14	9	SIVUKILE EXT 1	19	-	-	-	19	1,3	1%	362	19		
		Zoning: Single Residential	19				19	1,3		362	19		
14	10	SIVUKILE EXT 4	2	-	-	-	2	0,6	0%	2 813	23		
		Zoning: Single Residential	2				2	0,6		2 813	23	40	Can be used for Medium Density Residential
		Subtotal Morgenzon	23	-	-	3	26	3,1	2%	707	90		
		Zoning: Single Residential	111				111	6,2		558	111		
		Zoning: Single Residential			154		154	6,0		388	154		
12		Subtotal Thuthukani	111	-	154	-	265	12,2	8%	459	265		
		Grand Total	1 676	65	154	6	1 901	152,6	100%	795	5 516		
		% Ownership	88%	3%	8%	0,3%	100%						

88% of all vacant residential erven belongs to Lekwa LM

Available number of vacant erven: 1 901

Calculated potential number of units: 5 516

The third component to the human settlement strategy relates to the acquisition of land. The first step in this regard would be to conduct feasibility studies on various pockets of land at average cost of R650,000 each per area. Such feasibility assessment should cover the following aspects: Title Deed Search, Geotechnical Report, Engineering Services Report, Environmental Scan, and a Land Use (Existing Potential) Report.

Emphases should be placed on the availability of services and the administrative matters to procure the land. The ownership structure should be scrutinized to determine the complexity of obtaining buy-in from the owners to sell the land. This aspect is especially important for CPA owned land.

Land acquisition

Priority	Property Description	Ownership	Responsibility	Cost
1	Part of Remainder of Ptn 21 of the farm Rooikoppen 408 IS	Siza Kancane Communal Prop Assoc	Mpumalanga	R 650,000.00
2	Portion 12 of the farm Rooikoppen 408 IS	Impumelelo Communal Prop Assoc	Mpumalanga	R 650,000.00
3	Portion 13 of the farm Rooikoppen 408 IS	Impumelelo Communal Prop Assoc	Mpumalanga	R 650,000.00
4	Remainder of Ptn 4 of the farm Rooikoppen 408 IS	Lekwa Local Municipality	Mpumalanga	R 650,000.00

Table 58 Land acquisition

Consolidated strategy

Table below provides the overall strategy to address the informal settlements, the housing backlog, and the expected growth of the Municipality. The table is provided in three Sections. Section 1 represents the strategy for the 13 informal settlements that was planned through the NUSP initiative and the additional 18 settlements. Section 2 of the document addresses the housing backlog which was informed by the surveys undertaken by the Municipality. Section 3 addresses the expected population growth and subsequent demand for housing.

Section 1: The strategy for the first 11 settlements in Standerton and 2 in Morgenzon is addressed through the upgrading plans and SDA 1 has been earmarked to receive the Standerton surplus units that cannot be accommodated, and SDA 4 will serve as the receiving area for Morgenzon. Approximately 886 units will need to be relocated to SDA 1 from the 11 settlements and 321 units to SDA 4. The additional informal units in and around Standerton/ Sakhile can be partially formulated in-situ, while the remainder can be relocated to SDA 1. SDA 1 will still have a surplus of 6,844 units, following the relocation of the current informal settlements. SDA 4 will only have a surplus of 129 units, following the relocation of the existing informal units at Morgenzon/ Sivukile. Thuthukani has 35 informal units and 265 vacant erven. Clarity needs to be obtained if the vacant erven can be utilized for the accommodation of the current informal units.

Section 2: The housing backlog informed by the LM survey indicated a need for 8,895 housing opportunities in Standerton, Morgenzon and Thuthukani. The IDH Housing Chapter proposes that the existing vacant erven coupled with densification (rezoning/ subdivision, existing erven) be utilized for parts of the backlog. Sections of SDA 1, 2 and 4 can also be utilized to accommodate the backlog. Morgenzon is the only subplace area which has a deficient in terms of land/erf supply.

Section 3: The expected population growth for the next 15 years (2035) can be accommodated with the utilization of the remainder of SDA 1 and SDA 2. A small shortfall of 300 erven is at Morgenzon, however, it is anticipated that additional developments can take place in the next 15 years that should be able to address the need. The strategy further outlines that it may not be necessary to activate SDA 3 or any of the land acquisition (LA 1 – 4) in the short- to medium-term to address the human settlement challenges.

Lekwa LM: Housing Strategy: Urban Informal / Backlog Strategy / Expected Growth Strategy

Section 1: Lekwa LM: Housing Strategy: URBAN Informal

#	Town, Settlement	DEMAND: Existing Informal Units and Infill	NUSP (UISP) ALLOCATION: B1 (stay - can be accomodated in layout)	B2 (Move later - can NOT be accomodated in layout)	C (Move immediately situated in floodline)	STRATEGY: In situ	Move later	Move immediately - situated in floodline/servitude	Further investigation needed	Subtotal	SUPPLY: Potential Number of units (public owned and residential zoned): Meyerville	Azalea	Standerton	Standerton x4	Standerton x7	Standerton x8	Sakhile x6	Morgenzon	Sivukile x1	Sivukile x4	Thuthukani	Thuthukani x1	Subtotal	SDA's: Short to Medium Supply of Erven: SDA 1	SDA 2	SDA 3	SDA 4	Subtotal SDA's	LA's: Long Term supply of Erven: LA 1	LA 2	LA 3	LA 4	Subtotal LA's	Subtotal (In Situ+Existing vacant erven+SDA's/LA's)	Deficit(-) /Surplus
		2021	2835	928	266	334	343	185	226	1 088	29	2	963	64	14	4 087	2	48	19	23	265	64	5 580	8 430	3 900	1 020	450	13 800	3450	840	870	460	5 620	25 000	
16	Enkanini Camp	491	263	154	74					-													-	228				228					-	491	-
10	Mandela Camp	580	517	63	-					-													-	63				63					-	580	-
6	Shivovo Camp	398	261	137	-					-													-	137				137					-	398	-
9	TLC Camp	150	25	114	11					-													-	125				125					-	150	-
4	Slovo Camp	344	201	113	30					-													-	143				143					-	344	-
1	Welamlambo Camp	147	148	-						-													-	-				-					-	148	1
19	Enkanini (south of Sakhile Ext 4)	320	269	51	-					-													-	51				51					-	320	-
20	Stand 8017 Sakhile Ext 4	40	27	-	19					-													-	13				13					-	40	-
21	Stand 8018 Sakhile Ext 4	83	32	-	57					-													-	51				51					-	83	-
13	Roberts Drift Road	1015	958	15	60					-													-	57				57					-	1 015	-
18	Mambakazi Clinic	55	37	14	15					-													-	18				18					-	55	-
	Subtotal NUSP	3623	2738	661	266	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	0	-	886	0	0	0	886	0	-	-	-	-	3 624	1
17	Enkanini Camp Expansion	105					105			105													-	105				105					-	105	-
26	Erf 6671 Standerton x7	34						23	11	34													-	34				34					-	34	-
27	Erf 6543 Standerton x 7	5						2	3	5													-	5				5					-	5	-
11	Sakhile Floodline	41						11	30	41													-	41				41					-	41	-
12	Sakhile	5					5			5													-	-				-					-	5	-
15	Standerton x 6 Servitude	39						39		39													-	39				39					-	39	-
2	Erf 7888 Sakhile Ext 4	32						2	30	32													-	32				32					-	32	-
3	Sisulu Camp	98					72	26		98													-	98				98					-	98	-
5	Erf 4592 Sakhile Ext 4 (Police	40					40			40													-	40				40					-	40	-
22	Erf 6253 Sakhile Ext 4 (School	53							53	53													-	53				53					-	53	-
23	Erf 6254 Sakhile Ext 4 (School	37							37	37													-	37				37					-	37	-
28	Rooikoppen 11/408	306				251	55			306													-	55				55					-	306	-
7	Taxi Rank Camp	12					12			12													-	12				12					-	12	-
8	Azalea Floodline 1	64						64		64													-	64				64					-	64	-
14	Azalea Floodline 2	80						18	62	80													-	80				80					-	80	-
24	Taxi Rank Camp 2	35				35				35													-	-				-					-	35	-
25	Erf 4319 Standerton x6	15				15				15													-	-				-					-	15	-
	Subtotal Additional Informal	1001	-	-	-	301	289	185	226	1 001	-	-	-	-	-	-	-	-	-	-	0	0	-	700	-	-	-	700	0	-	-	-	-	1 001	-
	Sub-Area 1: Standerton	4 624	2 738	661	266	301	289	185	226	1 001	-	-	-	-	-	-	-	-	-	-	-	-	-	1 586	-	-	-	1 586	-	-	-	-	-	4 625	1
29	Enkanini (Sivukile north and	252	97	155	-					-													-				155	155					-	252	-
30	Erven 860-862 Morgenzon	54					54			54													-				54	54					-	54	-
31	Morgenzon Farm (Orchards)	112	-	112	-					-													-				112	112					-	112	-
	Sub-Area 2: Morgenzon	418	97	267	-	-	54	-	-	54	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	321	321	-	-	-	-	-	418	-
32	Thuthukani	33				33				33													-	-				-					-	33	-
	Sub-Area 3: Tutuka	33	-	-	-	33	-	-	-	33	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	33	-
	Subtotal Informal	5 075	2 835	928	266	334	343	185	226	1 088	-	-	-	-	-	-	-	-	-	-	-	-	-	1 586	-	-	321	1 907	-	-	-	-	-	5 076	1
	Surplus 1	-	-	-	-	-	-	-	-	-	29	2	963	64	14	4 087	2	48	19	23	265	64	5 580	6 844	3 900	1 020	129	11 893	3 450	840	870	460	5 620	19 924	

Section 2: Lekwa LM: Backlog Strategy

Town, Settlement	Backlog - Needs Register	B1 (stay - can be accomodated in layout)	B2 (Move later - can NOT be accomodated in layout)	C (Move immediately situated in floodline)	In situ	Move later	Move immediately - situated in floodline/servitude	Further investigation needed	Subtotal	Meyerville	Azalea	Standerton	Standerton x4	Standerton x7	Standerton x8	Sakhile x6	Morgenzon	Sivukile x1	Sivukile x4	Thuthukani	Thuthukani x1	Subtotal	SDA 1	SDA 2	SDA 3	SDA 4	Subtotal	LA 1	LA 2	LA 3	LA 4	Subtotal LA's	Subtotal (In Situ+Existing vacant erven+SDA's)	Deficit
Sub-Area 1: Standerton	8 442											901			4087							4 988	2924	530			3 454					-	8442	0
Sub-Area 2: Morgenzon	361																48	19	23			90				129	129					-	219	-142
Sub-Area 3: Tutuka	92																			92		92					-					-	92	0
Total	8 895	0	0	0	-	-	-	-	-	-	-	901	-	-	4 087	-	48	19	23	92	-	5 170	2 924	530	-	129	3 583	-	-	-	-	-	8 753	-142
Surplus 2										29	2	62	64	14	0	2	0	-	-	0	173	64	410	3 920	3 370	1 020	-	8 310	3450	840	870	460	5 620	11 171	

Section 3: Lekwa LM: Expected Growth Strategy

Town, Settlement	Growth	B1 (stay - can be accomodated in layout)	B2 (Move later - can NOT be accomodated in layout)	C (Move immediately situated in floodline)	In situ	Move later	Move immediately - situated in floodline/servitude	Further investigation needed	Subtotal	Meyerville	Azalea	Standerton	Standerton x4	Standerton x7	Standerton x8	Sakhile x6	Morgenzon	Sivukile x1	Sivukile x4	Thuthukani	Thuthukani x1	Subtotal	SDA 1	SDA 2	SDA 3	SDA 4	Subtotal	LA 1	LA 2	LA 3	LA 4	Subtotal LA's	Subtotal (In Situ+Existing vacant erven+SDA's)	Deficit
Sub-Area 1: Standerton	4 998																					-	3920	1078			4 998					-	4998	0
Sub-Area 2: Morgenzon	300																					-					-					-	0	-300
Sub-Area 3: Tutuka	101																				101	101					-					-	101	0
Total	5 399	0	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-	101	101	3 920	1 078	-	-	4 998	-	-	-	-	-	5 099	-300
TOTAL DEMAND SATISFIED	19 369	2 835	928	266	334	343	185	226	1 088	-	-	901	-	-	4 087	-	48	19	23	193	-	5 271	8 430	1 608	-	450	10 488	-	-	-	-	-	18 928	-441
Surplus 3										29	2	62	64	14	0	2	0	-	-	0	72	64	309	-	2 292	1 020	-	3 312	3450	840	870	460	5 620	6 072	

Table 59 Backlog strategy

Engineering services Demand: Water and sewer

The bulk engineering supply challenges need to be addressed in order to successfully develop the planned human settlement projects.

Resolving the bulk capacity will unlock several housing opportunities and other possible investment opportunities. The municipality drafted the budget for the remainder of the MTREF until 2025. Table 25 below provides an outline of the planned engineering services project.

Planned engineering service upgrade

Project Name	MTREF_2023	MTREF_2024	MTREF_2025	Total MTREF	Responsible Department
Water Treatment Works: Upgrade Standerton water supply scheme	14 224 800	-	-	14 224 800	Water Services
Water Treatment Works: Refurbish and upgrade Morgenzon treatment works	8 000 000	-	-	8 000 000	Water Services
Pump Station: Muller and Johan Pump Stations	4 500 000	-	-	4 500 000	Wastewater Treatment
INSTAL CAPLE SAKHILE 14/15	1 646 199	-	-	1 646 199	Electricity
Design, Supervision Construction Monitoring - Installation of Steel Elevated Tank	191 590	-	-	191 590	Water Services
IRDP Phase 2: Top Structure. Annual Target: 250 Units	25 750	-	-	25 750	Integrated Development Planning
IRDP Phase 1: Planning & Services. Annual Target: 150 Sites	6 544	-	-	6 544	Integrated Development Planning
Completion and commissioning of sewer pump station No. 2 in Rooikoppen	-	-	754 824	754 824	Wastewater Treatment
Construction of Kiesser Pressure Tower	-	8 528 521	-	8 528 521	Water Services
Improvement of Residual Pressure in Supply Area	-	-	20 000 000	20 000 000	Water Services

MEYERVILLE W/WORKS: 2ND PHASE	-	3 421 226	-	3 421 226	Water Services
Morgenzon 1 and Morgenzon 2 sewer pump stations Coligny TLC	-	-	6 900 000	6 900 000	Wastewater Treatment
Refurbishment and upgrade of sewer pump stations and Coligny sewer line	-	13 800 000	7 000 000	20 800 000	Wastewater Treatment
Refurbishment and Upgrading of Morgenzon and Sivukile Bulk Water Supply System	-	5 650 000	-	5 650 000	Water Services
Refurbishment of pump stations and Coligny sewer line in Standerton and Morgenzon	-	-	9 376 927	9 376 927	Wastewater Treatment
Sakhile: Sewer Gravity Main Upgrade	-	-	1 000 000	1 000 000	Wastewater Treatment
Upgrade of portion of Morgenzon water scheme	-	-	400 713	400 713	Water Services
Upgrading of the Standerton Bulk Water Supply System phase 2 - MIG	-	17 057 042	7 073 057	24 130 099	Water Services
TOTAL	28 594 883	48 456 789	52 505 521	129 557 193	

Table 60 Planned engineering service upgrade

Implementation programme

The following tables provide a summary of the projects emanating from the Lekwa Municipal IDP Housing Chapter.

Table 40 comprises the list of the Informal Settlements which Upgrading Plans have been prepared for. The detailed costing of each area is also reflected in the table. The table further provides the prioritization in terms of the short-, medium- and long-term implementation horizon.

Lekwa LM: NUSP Strategy: Priority

#	Town, Settlement	DEMAND	NUSP (UISP) ALLOCATION			PRIORITY			BUDGET	
		Existing Informal Units and Infill	B1 (stay - can be accomodated in layout)	B2 (Move later - can NOT be accomodated in layout)	C (Move immediately - situated in floodline)	Short	Medium	Long	Interim Services (Engineering & Prof Fees	Permanent Services
		2021	2835	928	266					
16	Enkanini Camp	491	263	154	74			•	R0,00	R27 830 042,99
10	Mandela Camp	580	517	63	-			•	R2 337 935,96	R43 882 887,56
6	Shivovo Camp	398	261	137	-		•		R1 760 873,14	R26 490 311,93
9	TLC Camp	150	25	114	11			•	R243 839,20	R4 085 669,90
4	Slovo Camp	344	201	113	30		•		R1 119 475,64	R19 405 446,65
1	Welamlambo Camp	147	148	-		•			R554 292,82	R14 364 014,82
19	Enkanini (south of Sakhile Ext 4)	320	269	51	-	•			R1 219 877,36	R28 528 564,73
20	Stand 8017 Sakhile Ext 4	40	27	-	19	•				R1 513 384,26
21	Stand 8018 Sakhile Ext 4	83	32	-	57	•			R345 562,58	R3 284 262,86
13	Roberts Drift Road	1015	958	15	60		•		R3 859 935,04	R78 778 405,90
18	Mambakazi Clinic	55	37	14	15			•	R297 598,75	R4 370 230,15
29	Enkanini (Sivukile north and south)	252	97	155	-		•		R950 546,26	R4 774 237,77
31	Morgenzon Farm (Orchards)	112	-	112	-	•			R339 823,44	R215 873,00
	Total	**3987**	**2835**	**928**	**266**				**R13 029 760,19**	**R257 523 332,52**

Table 61 NUSP Strategy: Priority

Table below provides the list and prioritization of the remainder of the informal settlements.

Lekwa LM: Additional Strategy: Priority

		DEMAND	STRATEGY					PRIORITY		
#		Existing Informal Units and Infill	In situ	Move later	Move immediately situated in flood line /servitude	Further investigation needed	Subtotal	Short	Medium	Long
	Town, Settlement	**2021**	**334**	**343**	**185**	**226**	**1 088**			
17	Enkanini Camp Expansion	105		105			**105**			•
26	Erf 6671 Standerton x7	34			23	11	**34**	•		
27	Erf 6543 Standerton x 7	5			2	3	**5**	•		
11	Sakhile Flood line	41			11	30	**41**	•		

12	Sakhile	5		5			**5**		•	
15	Standerton x 6 Servitude	39			39		**39**	•		
2	Erf 7888 Sakhile Ext 4	32			2	30	**32**	•		
3	Sisulu Camp	98		72	26		**98**	•		
5	Erf 4592 Sakhile Ext 4 (Police station	40		40			**40**		•	
22	Erf 6253 Sakhile Ext 4 (School erf)	53				53	**53**	•		
23	Erf 6254 Sakhile Ext 4 (School erf)	37				37	**37**	•		
28	Rooikoppen 11/408	306	251	55			**306**		•	
7	Taxi Rank Camp	12		12			**12**		•	
8	Azalea Flood line 1	64			64		**64**	•		
14	Azalea Flood line 2	80			18	62	**80**	•		
24	Taxi Rank Camp 2	35	35				**35**	•		
25	Erf 4319 Standerton x6	15	15				**15**	•		
30	Erven 860-862 Morgenzon	54		54			**54**		•	

Table 62 Lekwa LM: Additional Strategy: Priority

Table below provides the list of the township establishments that was to be initiated to pro-actively prepare land before illegal development takes place.

Township Establishment Projects

Project	Property Description	Size	Owner	Yield	Budget
SDA 1	Ptn 2 of the farm Rooikoppen	372	Lekwa	8,430	R 16,860,000
SDA 2	Ptn 11 of the farm Rooikoppen	166	Lekwa	3,900	R 7,800,000
SDA 3	Part of the Rem of Ptn 9 of the farm Rooikoppen 408 IS	44	Lekwa	1,020	R 2,040,000
	TOTAL			**13,350**	**R 26,700,000**

Table 63 Township Establishment projects

Table below provides a summary of the human settlement strategy. The housing demands up to 2035 is 19,369 and 3,169 of the existing informal settlements can be formulated in-situ. 5,271 Units can be allocated to existing vacant, municipal owned land and 10,488 of the demand can be accommodated on the municipal owned SDAs (SDA 1, 2, 4). A small shortfall of 441 units remains at Morgenzon.

Strategy summary.

Project Name	Units
Demand	**19 369**
In-situ Allocated	**3 169**
Relocated Vacant Land	**5 271**
Relocated SDA	**10 488**
Relocated LA	**-**
Sub-Total Allocated (Excl. IS)	**15 759**
Sub-Total Dealt with	**18 928**
Sub-Total Outstanding	**441**

Table 64 Strategy summary

Table below provides a summary of the possible supply at the vacant municipal owned properties, SDAs, and long-term land acquisitions.

Supply summary.

Supply	Units	Allocated	Surplus

Potential on Vacant Land	5 583	5 271	312
Potential on SDA's	13 800	10 488	3 312
Potential on LA's	5 620	-	5 620
TOTAL	**25 003**	**15 759**	**9 244**

Table 65 Supply summary

5.1 Guidelines Towards Sustainability

The primary aim is to create integrated and functional settlements; characterized by a sustainable and expanding local economic base, providing for local job creation and entrepreneurial support, and where the needs of all residents are met in a safe, healthy, and sustainable environment.

Human settlements should thus be livable, satisfying more than just the basic needs of its residents, also addressing the degree to which the communities' and individual's needs for social amenity, well-being and health are being met. It is thus closely linked to the concept of quality of life, or the level of satisfaction experienced by the inhabitants.

Consequently, human settlement projects in Lekwa should be characterized by the following qualities:

- **Opportunity generation** – offer a range of economic, social, cultural, and recreational opportunities. Opportunity should be generated by the way the settlement is planned and designed.
- **Access** – the settlements should be characterized by equitable, easy, and convenient access to opportunities and facilities. Road layout and locations of facilities should ensure that facilities and urban opportunities are accessible by the greatest number of people – the road network should prioritize pedestrian movement and public transport.
- **Place-making** – the settlement should reflect an environment with a unique sense of place based on the nature of its natural and cultural setting, creating identifiable and memorable places.

Development principles

The following development principles should guide the future development of human settlements in Lekwa LM:

- **Respecting the Site and Natural Setting**

Layout Plans and Urban Development Frameworks should respond and be sensitive to the natural features of the area as identified and demarcated. These include features like ridges; the natural drainage lines; the natural orientation of the site; and the density limits imposed by the geotechnical conditions of the site. These elements should be functionally incorporated into the structure of the township area to ensure that it is in harmony with its natural setting.

- **Enhancing Orientation and Place Making**

How a township is put together and how its functional parts relate to each other is important in helping people to find their way around and understand how the area works.

Legibility and a sense of orientation should be further improved by placement of landmark buildings or structures like vistas and concentrating land use activities like commercial, community and civic activities to allow constructive and functionally effective interaction between them.

Focal points positioned at the entrances to the area or at major transport interchanges, should serve to welcome people with a sense of arrival within the area.

Emphasizing the profile of nodes in the area through ***physical form*** such as height, density, landmarks and ***activity patterns*** like shopping, business and leisure will also help define the identity of the area.

- **Making Connections and Creating a Balanced Movement Network**

Development sustainability dependents on the level of connectivity provided to surrounding communities and the regional economy. It implies accessibility, appropriate connections, availability of public transport and links to locations of desired activities within the area, but also to surrounding nodes of desired activities.

- **Local Connectivity**

On a local development scale, the street network within should be connected as it permits ease of movement. Connected or 'permeable' networks encourage walking and cycling and make places easier to navigate through. The proposed street network should be supplemented with a network of exclusive pedestrian walkways.

Streets give order and structure, their purpose is to facilitate communication, access, and transport, and help people know where they are, in relationship to the community and the larger region.

- **An Integrated Network of Streets**

Circulation of all movement should follow a clearly organized system of streets and open spaces comprising a comprehensive movement network, including:

- Regional Connectors;
- Local Connectors;
- Local Streets;
- Pedestrian and Non-Motorized Routes;
- Boulevards;
- Neighborhood Streets.

- **Pedestrian Prioritization**

Every successful street is one that invites leisurely, safe walking. Exclusive pedestrian and non-motorized routes should be developed to promote safety, access, and circulation to and

through the area. To encourage pedestrian and cycle friendly streets the following aspects need to be addressed:

- Make crossing points visually prominent;
- Minimize street widths at crossings;
- Introduce elements that reduce vehicle speeds and encourage walking and cycling.

- **Creating a Functional Nodal Network**

➢ **Nodal Network Characteristics**

Pedestrian proximity is the measure by which the nodal network within the entire urban structure should be determined.

➢ **Benefits of nodal concepts**

- A node represents a management tool that can accommodate change in development patterns, scale, or size;
- It is an urban building unit that ensures unique identity among communities in different geographic areas;
- It is an effective mechanism from which development and the proposed public transport network can cluster and focus around;
- It helps limit and concentrate infrastructure expenditure;
- Provide SMME development opportunities and LED support.

All basic daily needs, public amenities, transport access and recreation should be within a seven to-ten-minute walk or ± 750-800 m radius from any point within the area. Each local node should develop its own distinct character and predominant use and provide a spectrum of amenities:

- A mixture of plot sizes - smaller sites / finer grain should be located at the centre of nodes while large land parcels are to be located at the nodal edges;
- The most prominent 'public square' and community facilities should be positioned in or near the centre;
- Local shops, leisure and other social amenities with public transport stops should be positioned along primary routes serving the nodal areas;
- Parks and recreation areas should define the outer edges of such local nodal areas;
- Small parks, play grounds and squares should spread throughout surrounding residential areas.

❖ **Variety in Land Use**

Broadening the mixture and variety of land uses and activities increases choice which in turn implies an urban form that empowers - giving most residents more choices and greater accessibility to basic amenities without being dependent on vehicular transport.

The integration of housing with other urban activities is a powerful mechanism to enrich peoples living environment.

❖ **Variety in Housing Typologies and Tenure Alternatives**

One of the points of departure to residential developments in Lekwa LM should be to include a variety of housing typologies, ranging from limited single residential units to semi-detached and detached row housing; two-, three and four storey walk-up apartments and even flats (limited).

Variety should also be offered in terms of tenure – providing for full title, sectional title, and rental stock.

❖ **Implications of Greater Variety**

- Requires variety in layout, plot sizes and land uses;
- Creates places with varied uses, varied building types and varied form;
- Variety attracts varied people, comprising varied income groups for varied reasons;
- Broadening variety is to increase choice – choice for investors, tenants, residents, and visitors;
- Mixture of land parcel sizes increases choice for investors, which in turn increases the vitality and sustainability of the development.

❖ **Investing in the Public Environment and Services**

- Public open space not only refers to the grid of streets, but also to the squares, parks, and landscaped areas within an area.

❖ **Defined Public Open Spaces**

- Good public space has important underlying characteristics: they have definition, they have boundaries, usually consist of buildings that clearly communicate where the edges are and which sets the public space apart from the private space.

❖ **Benefits to Defined Space**

- Defining the public realm within the built-up fabric has various advantages over that of the typical pavilion type developments that withdraw from the public edge:
- They ensure active street edges, **'eyes on the street'** therefore contribute to a safer urban environment;
- Clear **definition between public and private** improves management, control, and security over the public spaces;
- **Perimeter buildings** engage with the precinct/environment and not withdraw from it;
- Creates a **sense of enclosure** and protection;
- Well defined and managed public space enhances private investor confidence which supports local economic development.

❖ **Guidelines for Efficient Public Space**

- Focus on public space as the main structuring element in any nodal area;
- Define hard open spaces and link with soft open spaces;
- Provide accessible public spaces which create opportunity for collective activity;

- Cluster collective services around public spaces and market areas, e.g., informal trade stalls at modal transfer facilities;
- Cluster facilities to enable resource sharing and agglomeration advantages;
- Develop public open spaces as social and environmental assets;
- Ensure that the settlement provides all the social and educational facilities and services required to its inhabitants;
- Develop recreation facilities of various types and maintain it.

Design Guidelines: Informal Trade

Informal trade represents a very important component of the economic base of any township area, and as such it is proposed that formal structures for trading/ hawker stalls be incorporated into the design of public spaces from the outset. Micro and small businesses tend to create more jobs per rand turnover than larger businesses. Furthermore, to many households it may be the only means of income.

It is therefore recommended that the informal sector be actively supported by means of land use planning and infrastructure provision. A variety of trading stalls may be provided at strategic locations including close to (or combined with) retail activity within activity nodes, at public transport facilities (including multi-nodal transfer, bus stop and taxi ranks), and at major intersections within the township. This should go hand in hand with skills training, as well as proper management and regulation of designated informal trade areas.

It is further recommended that a developmental approach be followed concerning informal trade which is as much about minimizing barriers to entry into this sector for the unemployed as it is about assisting people in this group to grow their enterprise.

The first 'level' of structures that could be provided are very basic – comprising non-permanent structures, e.g., wooden shelves on which goods may be displayed (retail); as well as small individual units to accommodate basic service industry activities.

Level 2 structures are typically larger and more permanent additional features. This allows for more comprehensive retail activities, including food preparation, as well as larger service industries.

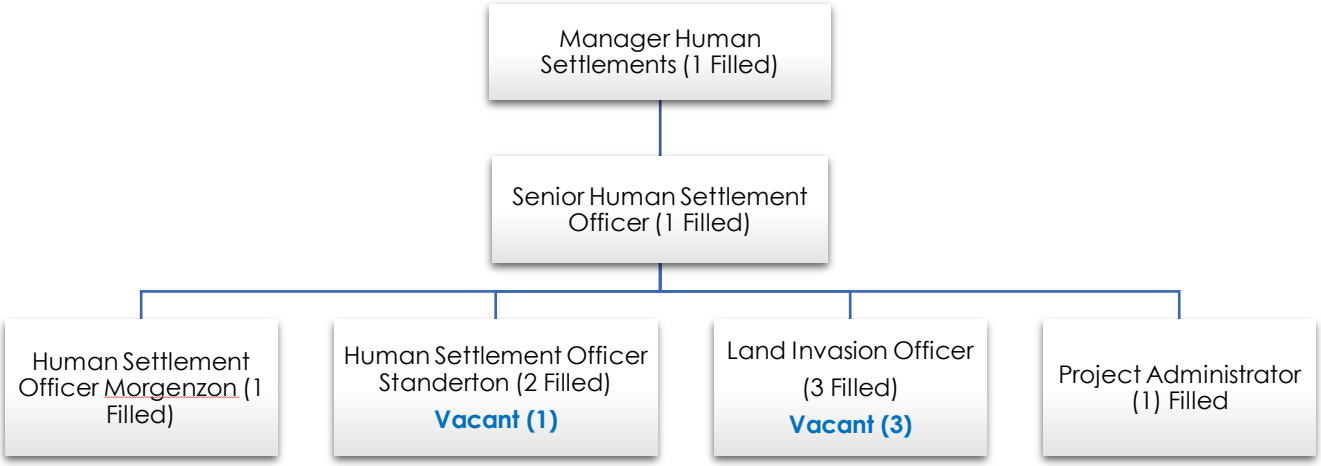
Human Settlements Unit

The municipality has an established Human Settlements unit that falls under the Planning and Economic Development department. The Unit has 9 positions filled out of 16 positions which equates to a vacancy rate of 47.06%. The unit works in collaboration with the Department of Human Settlements for housing development. However, the municipality is not the implementing agent, thus no budget is allocated for housing within the municipality.

Functions of the Unit:

- Facilitate the identification and registration of potential beneficiaries
- Conduct consumer education services
- Develop and maintain data of informal settlements

- Render human settlements planning
- Rendering of rental housing stock
- Manage and monitor housing projects



Lekwa LM Municipal Management and Control of Informal Settlements By-law, 2018

The municipality adopted the Municipal Management and Control of Informal Settlements by-law in 2018. The by-law seeks to provide for the prevention, regulation, monitoring and control of informal settlements. The by-law also makes provisions for the control and management land invasion incidences.

7. CHAPTER SEVEN: IMPLEMENTATION PLANS PER KPA

7.1 KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DELIVERY

Table "A" Integrated Development Plans

DEPARTMENT: COMMUNITY SERVICES AND SAFETY		
Municipal KPA	Basic Service Delivery and Infrastructure Development (Community Services & Safety)	
Problem Statement and root causes per KPA	Inadequate access to basic services. The municipality has infrastructure that is not coping with demand and is poorly maintained. This situation is likely to subject the community to severe inconvenience and even danger without prompt attention. **Solid waste management:** Inadequate refuse trucks to collect entire municipality; frequent breakdown of refuse trucks; high vacancy rate; challenges with licensing landfill sites, lack of by-laws to control illegal dumping. **Fire and emergency services:** Limited fire and rescue equipment and machinery; continues breakdown of fire engines; slow pace on maintenance of fire engines. **Traffic control**: Shortage of traffic officers **Parks, library services, recreational facilities**: limited machinery to cut grass and vel trees; cemetery full – need for new burial space; lack of facility maintenance due to high vacancy rate; dilapidated recreational facilities	
One Plan Transformation Area	Improve provision of solid waste management services Improve provision of fire and emergency services Improve traffic control and law enforcement Improve access to cemetery services. Improve fleet management Improve library services, parks, and recreational facilities provision.	
2019-24 MTSF Priority	Improved access to basic services (Solid Waste Removal by 100%, emergency fire, Traffic Control, Disaster, Parks & Recreational Facilities and Libraries)	
Municipal Priority	Provision of efficient and effective solid waste management service Provision of safe and dependable roads	
Strategic Objective	Provision of basic services (solid waste removal by 100%, emergency fire, Traffic Control, Disaster, Parks & Recreational Facilities and Libraries)	
Impact statement: Improved quality of life and safe living		MTSF Target: Improved access to basic services such as waste 100% emergency fire, Traffic Control, Disaster, Parks & Recreational Facilities and Libraries)

Outcome	Outcome Indicator	Baseline	Situational Analysis	5-year IDP target	Intervention/ Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved access to Solid Waste removal	Increased number of households with access to basic refuse removal services	30518 HH (81%) with access to Solid Waste removal	- Irregular refuse collection - Illegal dumping - Not enough refuse collection fleet	37334 HH (100%) access to Solid waste removal	- Procurement of Six additional refuse trucks - Development of IWMP - Rehabilitation of Standerton & Morgenzon landfill sites	None	Develop - ment of IWMP	32222 HH (86%) access to Solid waste removal	33926 HH (91%) access to Solid waste removal	35630 HH (95%) access to Solid waste removal	37334 HH (100%) access to Solid waste removal
Mitigated effects of fires	Improved provision of comprehensive fire services	83 fire incidences reported per quarter	- High rate of fire incidences - Inaccessibility of informal settlements during fire	Reduce the quarterly incidence by 20% per year	- Reduce response time to fire call outs - Building of new fire station	Construction of satellite fire station and Funding for procurement of machinery and equipment	Quarterly fire incidences reduced to 67	Quarterly fire incidences reduced to 50	Quarterly fire incidences reduced to 34	Quarterly fire incidences reduced to 18	Quarterly fire incidences reduced to 2
Improved road safety	Reduced number of road accidents	34 accidents reported per quarter	- High number of accidents - Shortage of personnel	Reduce road accidents to 10 per quarter	- Increase number of roadblocks - Improve road markings and signage	Recruitment of Traffic Officers (Internal)	Road accidents reduced to 30 per quarter	Road accidents reduced to 25 per quarter	Road accidents reduced to 20 per quarter	Road accidents reduced to 15 per quarter	Road accidents reduced to 10 per quarter
Improved access to parks and recreational facilities	Improved maintenance of parks and recreational facilities	28 parks and recreational facilities to be maintain	- Shortage of equipment and machinery - Shortage of PPE	Improved Parks and recreation facilities maintenance	- Procurement of machinery and fleet - Recruitment of personnel - Procurement of PPE	Budget allocation during 2023/24 financial year. (Internal)	28 parks and recreational facilities maintained monthly	28 parks and recreational facilities maintained monthly	28 parks and recreational facilities maintai	28 parks and recreational facilities maintai	28 parks and recreational facilities maintained monthly

		ed monthly							ned monthly	ned monthly	

Table "B" Annual Outputs and Key Performance Indicators

DEPARTMENT: COMMUNITY SERVICES AND SAFETY

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION			
				2023/24	2024/25	2025/26	2026/27
Improved Basic Services provision	Improved access to Solid Waste removal and Collection	Landfill sites (Standerton & Morgenzon) Identified and Upgraded	2 - Landfill sites (Standerton & Morgenzon)	1 Landfill sites Standerton Identified and Upgraded	**1** Landfill sites Morgenzon Identified and Upgraded	Maintenance of the two landfill sites	Maintenance of the two landfill sites
Improved access to refuse removal	Increased households with access to waste removal	Solid Waste removed and collected	37334 HH (100%) access to Solid waste removed and collected	32222HH (86%) access to Solid waste removed and collected	33926HH (91%) access to Solid waste removed and Collected	35630 HH (95%) access to Solid waste removed and collected	37334 HH (100%) access to Solid waste removed and collected
Minimised illegal dumping sites	Approved and Enforced By-Law	By-law for illegal dumping enforced or proclaimed	1 (One) illegal Dumping By-Law enforced or proclaimed	1(One) illegal Dumping By-Law enforced or proclaimed	By-Law Enforcement/ Implementation	By-Law Enforcement/ Implementation	By-Law Enforcement/ Implementation
Improved access to refuse removal	Procured Refuse Collection Fleet	Refuse Collection Fleet Procured	5 Refuse Collection Fleet Procured	**2** Refuse Collection Fleet Procured	**2** Refuse Collection Fleet Procured	**1** Refuse Collection Fleet Procured	Continuous fleet maintenance
Improved Comprehensive fire and emergency services	Improved fire services stations	Upgraded fire Services Stations	3 Upgraded fire services stations (Morgenzon, Standerton & Sakhile)	1 Upgraded fire services station (Standerton)	1 Upgraded fire services station (Morgenzon)	1 Constructed fire services station (Sakhile)	
Mitigated effects of fires	Reduced time lag response to fire call outs emergencies	Upgraded access roads to informal Settlements by	Maximum 10 minutes response in all emergency call outs				

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION 2023/24	2024/25	2025/26	2026/27
		emergency vehicles					
Enhanced revenue collection	Revenue Collected from Traffic Fines	Increased number of Roadblocks for collection of Traffic fines	240 roadblocks conducted for collection of Traffic fines	48 roadblocks conducted for collection of Traffic fines	48 roadblocks conducted for collection of Traffic fines	48 roadblocks conducted for collection of Traffic fines	48 roadblocks conducted
Improved revenue collection for the municipality	Enhanced revenue collection from Grave sites	Revenue collected for grave sites	R650 000.00 Collected from Grave sites	R130 000. 00 Collected from Grave sites	R130 000. 00 Collected from Grave sites	R130 000. 00 Collected from Grave sites	R130 000. 00 Collected from Grave sites
Improved access to parks and recreational facilities	Improved parks and recreational facilities	Parks and Recreational facilities upgraded and maintained	28 parks and Recreational facilities maintained	28 parks and recreational facilities maintained	28 parks and recreational facilities maintained	28 parks and recreational facilities maintained	28 parks and recreational facilities maintained

Table "C" Community Priorities and Key Issues

DEPARTMENT: COMMUNITY SERVICES AND SAFETY				
Community needs/priorities	**Key issues**	**Affected Ward and Location**	**2022-27 IDP Intervention**	**Finding Source**
No removal of Waste	Waste not collected according to the stipulated schedule	1, 3, 4, 5, 6, 7, 8, 9 (Ext 8), 10, 11, 12, 14, 15	▪ Communicate waste schedule/ changes to waste schedule ▪ Procure waste collection trucks ▪ Repair broken waste collection trucks ▪ Conduct cost analysis to determine whether to lease or procure trucks	2023/24 IDP Community Consultations
	Illegal dumping sites	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15	▪ Provide containers at illegal dumping site hotspots ▪ Approve and enforce by-law of illegal dumping ▪ Clean up dumping sites	2023/24 IDP Community Consultations

Table "D" Service Delivery and Budget Implementation Plan

DEPARTMENT: COMMUNITY SERVICES AND SAFETY KPI	5 Year Target	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Percentage households with refuse removal services	100% households with access to refuse removal service	100% (30518) households with access to refuse removal service	100%	100%	100%	100%
Percentage businesses with refuse removal services	100% of businesses with access to refuse removal service	% of businesses with access to refuse removal service	100%	100%	100%	100%
Percentage Upgrading of Standerton landfill site	100% Upgrade of Standerton Landfill site	100% Upgrade of Standerton Landfill site	25 % 1 Progress report	25 % 1 Progress report	25 % 1 Progress report	25 % 1 Progress report
Improved landfill site compliance	100% Morgenzon Landfill compliance	Designs for rehabilitation of Morgenzon rehabilitation	Appointment of Consultant	Completion of designs	Preparation of Tender document	Advertisement of the tender
CBD street cleaning reported on quarterly	20 reports on CBD cleaning	4 reports prepared on CBD street cleaning	1 Report	1 Report	1 Report	1 Report
Number of waste management campaigns conducted	20 waste management campaigns	4 waste management campaigns conducted	1 Report	1 Report	1 Report	1 Report
Emergency, fire and rescue services rendered	20 reports on emergency, fire and rescue services rendered	4 Reports on emergencies, accidents, house fires and veld fires attended to	1 Report	1 Report	1 Report	1 Report
Conduct safety awareness campaigns	60 awareness campaigns conducted	12 safety awareness campaigns conducted	3 awareness campaigns conducted	3 awareness campaigns conducted	3 awareness campaigns conducted	3 awareness campaigns conducted
Traffic law enforcement undertaken	240 roadblocks added	48 roadblocks conducted	12 roadblocks conducted	12 roadblocks conducted	12 roadblocks conducted	12 roadblocks conducted
Number of reports on management of cemeteries	20 reports on the management of cemeteries	4 Reports	1 Report	1 Report	1 Report	1 Report

DEPARTMENT: COMMUNITY SERVICES AND SAFETY						
KPI	**5 Year Target**	**2023/24 Annual Target**	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
Number of reports on management of parks and amenities	20 reports on the management of parks and amenities	4 Reports	1 Report	1 Report	1 Report	1 Report
Number of reports on library promotions conducted	20 reports on library promotions	4 Reports	1 Report	1 Report	1 Report	1 Report
Number of reports on library material circulated	20 reports on library material circulated	4 Reports	1 Report	1 Report	1 Report	1 Report
Approved Youth development strategy		Youth development Strategy approved by 2023-07-31	Approved Youth development strategy			
Implementation of approved Youth development strategy	20 reports on implementation of youth development strategy	4 Reports on implementation of approved youth development strategy	1 Report	1 Report	1 Report	1 Report
Number of reports on HIV/AIDS plan implemented	20 Reports on implementation of HIV/Aids plan	4 Reports on implementation of HIV/Aids plan	1 Report	1 Report	1 Report	1 Report
Number of Sports Council meetings held	20 sports council	Number of Sports Council meetings held by 2024-06-30	1 Meeting	1 Meeting	1 Meeting	1 Meeting
Number of Civil Society meetings convened	20 Civil society meetings convened	4 Civil society meetings convened	1 Meeting	1 Meeting	1 Meeting	1 Meeting
Number of Anti gender-based Violence Campaigns conducted	20 Anti gender-based violence campaigns conducted	4 Anti gender-based Violence Campaigns conducted	1 Campaign	1 Campaign	1 Campaign	1 Campaign
Number of women's forum meetings		4 Women's forum meetings held by 2023-06-30				
Number of People Living with Disabilities forum meetings held	20 Forum meetings with people living with disabilities	4 Forum meetings of People Living with Disabilities forum meetings held	1 Meeting	1 Meeting	1 Meeting	1 Meeting

Table "A" Integrated Development Plans

DEPARTMENT: TECHNICAL SERVICES	
Municipal KPA	Basic Service Delivery and Infrastructure Development
Problem statement and root causes per KPA:	**Water:** ▪ Inadequate bulk water infrastructure to support existing and new developments; aging infrastructure (pipes, water treatment plants, reservoirs); poor water quality; pipe leaks; low rating in blue drop; demand higher than existing infrastructure. **Sanitation:** ▪ Poor maintenance and upgrading of existing infrastructure (waste water treatment pl; vandalism and theft; high vacancy rate; demand higher than existing infrastructure; low rating in green drop. **Roads:** ▪ Potholes; lack of maintenance of stormwater management and maintenance; no yellow fleet to maintain and fix roads; high vacancy rate. **Electricity:** ▪ Inadequate NMD from Eskom; vandalism and theft of infrastructure (cables etc.); frequent breakage of breakers etc.; bridging of electric meters; high vacancy rate.
One Plan Transformation Area	▪ Eradicate electricity interruptions. ▪ Increase access to portable water ▪ Improve quality of roads. ▪ Increase access to decent sanitation and eradicate spillages.
2019-24 MTSF Priority	Improved access to basic services (water 100%, sanitation 100%, electricity100% and roads 207 km of Roads paved/tarred)
Municipal Priority	▪ Improve Water and Sanitation provision ▪ Provide reliable electricity supply ▪ Provision of efficient and effective solid waste management service ▪ Provision of safe and dependable roads ▪ Provision of efficient and effective fleet services
Strategic objective	Provision of basic services (water 100%, sanitation 100%, electricity 100% and roads 100%)
Impact statement: Improved quality of life and safe living	**MTSF Target:** Improved access to basic services (water 100%, sanitation 100%, electricity100% and roads 207 km of Roads paved/tarred)

Outcome	Outcome Indicator	Baseline	Situational Analysis	5-year IDP target	Intervention /Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23	2023/24	2024/25	2025/26	2026/27
Improved access to water	Increased number of households with access to basic water supply	33 735 HH (90%) access to water	Inadequate bulk infrastructure Uncoordinated developments Fragmented human settlements Ageing infrastructure High water losses Drinking water quality does not meet minimum required standards	37 334 HH (100%) with access to water	Develop Water Master Plan Develop Operation and Maintenance Plan Develop WSDP Develop and implement Water Conservation and Water Demand Management plan. Upgrade bulk water pipelines Construction of kisser reservoir and pressure tower Upgrade of Standerton & Morgenzon WTWs Construction of reservoirs and pressure towers	DWS to assist with funds to upgrade water related infrastructure Social Labour Plans to focus on infrastructure related challenges	Develop Water Maser Plan Development WSDP Develop Water Conservation and Water Demand Management plan. Upgrade	34 685 HH (92.5%) access to water	35 535 HH (95%) access to water	36 435 HH (97.5%) access to water	37 334 HH (100%) access to water

Outcome	Outcome Indicator	Baseline	Situational Analysis	5-year IDP target	Intervention /Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23	2023/24	2024/25	2025/26	2026/27
Improved access to electricity	Increased number of households with access to electricity	33 991HH (91%) access to electricity	Inadequate bulk infrastructure Uncoordinated developments Fragmented human settlements Ageing infrastructure Inadequate NMD Inadequate lighting	37 334 HH (100%) with access to electricity	Develop Electricity Maser Plan Upgrade bulk electricity infrastructure Upgrade main substations Upgrade NMD Repair of street lights and high mast lights	DMRE to assist with negotiations with Eskom to increase the municipality's NMD DMRE assistance with rural electrification	Develop Electricity Master Plan	34 827 HH (93%)	35 653 HH (95%)	36 479 HH (98%)	37 334 HH (100%)
Improved quality of municipal road network	Decreased kms of roads in poor condition	187 km paved and tarred Road network	Uncoordinated settlements Ageing infrastructure	207 km of Roads paved/tarred	Develop Road and Storm Water Maser Plan Upgrade road infrastructure Rehabilitate road infrastructure	GSDM, DWRT to assist with yellow fleet to rehabilitate internal roads SANRAL/ DOT/DPWRT to assist with rehabilitatin	Develop Road and Storm Water Maser Plan	192 km paved and tarred Road network	197km paved and tarred Road network	202 km paved and tarred Road network	207 km paved and tarred Road network

Outcome	Outcome Indicator	Baseline	Situational Analysis	5-year IDP target	Intervention /Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23	2023/24	2024/25	2025/26	2026/27
						g provincial roads that pass through the town					

Table "B" Annual Outputs and Key Performance Indicators

DEPARTMENT: TECHNICAL SERVICES

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improved Basic Services provision	Improved access to basic services (Water)	Upgraded water infrastructure	25km of water infrastructure upgraded	5km	5km	5km	5km	5km
		Reservoirs constructed	Construction of two reservoirs	Construction of Kieser reservoir and pressure tower	Upgrade of 5ML store dam at the Standerton WTW			
		Treatment Plants upgraded	Standerton and Morgenzon Water treatment works upgraded			Standerton Water treatment works upgraded to 50 ML per day	Construction 60%	Morgenzon Water treatment works upgraded TO 3.9ML per day
	Enhanced revenue collection	Number of metering, monitoring and data	13 000 consumption metres replaced and		3 250 metres replaced 2 Zoning meters	3 250 metres replaced 1 Zoning meter	3 250 metres replaced 1 Zoning meter	3 250 metres replaced 1 Zoning meter

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
	Reduced water losses	equipment installed.	5 Zoning meter installed and SCADA expansion to water network		SCADA monitoring of Zoning meter area	SCADA monitoring of Zoning meter area	SCADA monitoring of Zoning meter area	SCADA monitoring of Zoning meter area
	Improved access to Sanitation	Km sewer infrastructure upgraded	30km of bulk sewer pipelines upgraded	6km	6km	6km	6km	6km
		Upgraded of Waste Water treatment works	Standerton and Morgenzon Waste Water treatment works upgraded	Feasibility studies developed		Standerton Waste Water treatment works upgraded	Construction 60%	Morgenzon Waste Water treatment works upgraded
	Reduced sewer spillage	SCADA Level monitoring equipment	15 Sewer sump SCADA warning level monitoring systems installed		5 Sewer sumps monitored	5 Sewer sumps monitored	3 Sewer sumps monitored	2 Sewer sumps monitored
	Improved access to electricity	Km of electricity infrastructure upgraded	20km of bulk electricity lines upgraded	Source funding for upgrading electricity lines	5km electricity lines upgraded	5km electricity lines upgraded	5km electricity lines upgraded	5km electricity lines upgraded
		Upgrade main substations	A, B & C Substations upgraded	A substation upgraded PHASE 1	A substation upgraded	B Substation upgraded	C Substation upgraded	
		Upgrade NMD to 110MVA	NMD upgraded to 110MVA	Expansion of SCADA system	NMD upgraded to 64 MVA	NMD upgraded to 80MVA		NMD upgraded to 110MVA
		Improved public lighting	2500 street lights repaired	500 street lights repaired	500 street lights repaired	500 street lights repaired	500 street lights repaired	500 street lights repaired
			100 high mast lights repaired	20 high mast lights repaired	20 high mast lights repaired	20 high mast lights repaired	20 high mast lights repaired	20 high mast lights repaired

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
	Enhanced revenue collection	Number of metering, monitoring and data equipment installed.	28 000 consumption meters replaced and 60 Zoning meter installed and SCADA expansion to electricity network 12 Quality of supply meter units (NERSA requirement)		7 000 consumption meters installed 15 zoning meters 10 SCADA monitored HV/MV panels 5 mini subs SCADA monitored 3 Quality of Supply meters installed	7 000 consumption meters installed 15 zoning meters 10 SCADA monitored HV/MV panels 5 mini subs SCADA monitored 3 Quality of Supply meters installed	7 000 consumption meters installed 15 zoning meters 10 SCADA monitored HV/MV panels 5 mini subs SCADA monitored 3 Quality of Supply meters installed	7 000 consumption meters installed 15 zoning meters 10 SCADA monitored HV/MV panels 5 mini subs SCADA monitored 3 Quality of Supply meters installed
	Reduced electricity losses							
	Improved road network	Improved road infrastructure	20Km of roads constructed	5Km of road constructed	5Km of road constructed	5Km of road constructed	5Km of road constructed	5Km of road constructed
			10Km of roads rehabilitated	2km of road rehabilitated	2km of road rehabilitated	2km of road rehabilitated	2km of road rehabilitated	2km of road rehabilitated
	Dependable fleet Management	Procured fleet	Procurement of 30 vehicles.	6 vehicles procured	6 vehicles procured	6 vehicles procured	6 vehicles procured	6 vehicles procured

Table "C" Community Priorities and Key Issues

DEPARTMENT: TECHNICAL SERVICES				
Community needs/priorities	**Key issues**	**Affected Ward and Location**	**2022-27 IDP Intervention**	**Funding Source**
Interrupted water supply	Interrupted water supply especially during	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 15	▪ Generator for water pumps ▪ Water Master Plan ▪ Water Services Development Plan	MIG/WSIG

Community needs/priorities	Key issues	Affected Ward and Location	2022-27 IDP Intervention	Funding Source
	loadshedding (power outages)			
Inadequate provision of water	Little to no water supply in high laying areas	4,5,11,9	▪ Water pressure pumps for high laying areas ▪ Upgrade bulk water pipelines ▪ Water Conservation and Water Demand Management plan. ▪ Construction of Kiesser reservoir and pressure tower	MIG/WSIG
Deteriorated water quality	Poor water quality – not drinkable	1,2,3,4,5,6,7,8,9,10,11,13,14, 15	▪ Continuous water testing with lab services offered by GSDM	WSIG/RIBG
Unequal distribution of water	Unequal distribution of water during water shedding	1, 2, 3, 4, 5, 6, 7	▪ Monitor water trucks	Internal
Interrupted electricity supply	Internal loadshedding (power outages)	1,2,3,4,5,6,7,8,9,10,11,13,14, 15	▪ Increase NMD ▪ Upgrade electrical power infrastructure ▪ Electricity Master Plan ▪ Install Bulk electricity infrastructure ▪ Upgrade main substations ▪ Install electric meters to curb bridging of electricity	MIG/Internal
Increased crime rate due to non-functional street lights	Non – functional high mast and street lights	Street lights: 1, 3, 4, 5, 6, 7, 8, 10, 11, 12, 14, 15 High mast lights: 1, 2, 4, 5, 6, 7, 8, 9, 11, 12, 14, 15	▪ Repair street and high mast lights ▪ Provide high mast lights in areas with no lights	Internal
Inadequate access to electrical supply	Inadequate access to electricity in rural wards	9,13	▪ Electrification of rural wards – connect households from powerlines ▪ Repair substations damaged by contractors	INEP/ Internal
Pipe bursts	Upgrade sewage pipes and treatment plant	1, 2, 3, 4, 6, 9 (Ext 08), 11, 14, 15	▪ Operational and Maintenance plan ▪ Standerton and Morgenzon WTWs ▪ Waste water risk abatement plan ▪ Upgrade bulk and reticulation sewer pipelines	MIG/WSIG/RIBG

Community needs/priorities	Key issues	Affected Ward and Location	2022-27 IDP Intervention	Funding Source
No access to basic sanitation in rural areas	Rural households with no access to toilets and municipality not desludging toilets	9 (Holmdene), 13	▪ DE sludge toilets ▪	INTERNAL
Sewer spillages	Health hazards due to sewer spillages	1, 2, 3, 4, 6, 9, 11, 14, 15	▪ Operational and Maintenance plan ▪ Standerton and Morgenzon WTWs ▪ Upgrade bulk and reticulation sewer pipelines	
Non –functional Traffic lights	Installation and maintenance of Functional traffic lights	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15	▪ Repair of Traffic Lights	INTERNAL
No storm water drainages	Maintenance of storm water drainages	11, 3, 15	▪ Storm water Master Plan	MIG
Degradation of Roads	Paving and gravelling of roads	4, 5, 6, 7, 8, 9 (Ext 08), 10, 12	▪ Upgrading and re-gravelling of roads	MIG
No traffic calming measures	Speed humps and road signage	1, 3, 4, 5, 7, 9, 11, 14, 15	▪ Installation of Speed humps and road signage ▪ Provision of traffic lights	MIG/ INTERNAL

Table "D" Service Delivery and Budget Implementation Plan

DEPARTMENT: TECHNICAL SERVICES

KPI	5 Year Target	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
100% access to water	Water Master Plan developed	Water Master Plan developed	Follow up on the appointment of Service Provider by DBSA	Water master plan @25%	Water master plan @50%	Water master plan @100%
	WCWDM developed	Develop a water conservation and water demand strategy.	Develop and submit business plan			

KPI	5 Year Target	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		Repair and calibrate 5 pressure reducing valves	Procurement of service provider	1 pressure reducing valves repaired and calibrated	1 pressure reducing valves repaired and calibrated	3 pressure reducing valves repaired and calibrated
		Install check meters on strategic billing meters;	Develop and submit business plan		Follow up on confirmation of funding	
		Calibration of 10 Bulk Meters @ WTW	Procurement of service provider	Calibration of 3 Bulk Meters @ WTW	Calibration of 3 Bulk Meters @ WTW	àz0071
	Reduce water losses	Repair of 1000 water leaks	250 water leaks repaired	250 water leaks repaired	250 water leaks repaired	250 water leaks repaired
	Review water safety plan	Source funding	Develop and submit business plan		Follow up on confirmation of funding	
	Upgrade bulk water infrastructure	Source funding for upgrade of bulk pipelines	Develop and submit business plan		Follow up on confirmation of funding	
	Construction of reservoirs	Construction of Kiesser reservoir and pressure tower	Procurement of Contractor	Construction @25%	Construction @50%	Construction @100%
	Upgrade of Standerton and Morgenzon WTWs	Source funding for upgrade of WTWs	Develop and submit business plan		Follow up on confirmation of funding	
	Provision of water to areas without access	Source funding to eradicate backlogs	Develop and submit business plan		Follow up on confirmation of funding	
100% access to sanitation	Sanitation Master Plan developed	Sanitation Master Plan developed	Follow up on the appointment of Service Provider by DBSA	Sanitation master plan @25%	Sanitation master plan @50%	Sanitation master plan @100%

KPI	5 Year Target	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Develop Operation and Maintenance Plan	Source funding	Develop and submit business plan		Follow up on confirmation of funding	
	Review waste water risk abatement plan	Source funding to review risk abatement plan	Develop and submit business plan		Follow up on confirmation of funding	
	Construction of Coligny sewer line	Construction of Coligny 2,3km sewer line	Procurement of Contractor	Construction @25%	Construction @50%	Construction @100%
	Standerton and Morgenzon Waste Water treatment works upgraded	Confirmation of funding	Develop and submit business plan		Follow up on confirmation of funding	
100% access to electricity	Electricity Master Plan developed	Electricity Master Plan developed	Procurement of Service Provider	Electricity master plan @25%	Electricity master plan @50%	Electricity master plan @100%
	40 Km of bulk electricity infrastructure upgraded	Source funding for upgrading electricity lines	Develop and submit business to DMRE		Follow up on confirmation of funding	
	A, B & C Substations upgraded	A substation upgraded PHASE 1 Source funding for upgrade of B substation	Procurement of Service Providers Develop and submit business to DMRE	Construction @25%	Construction @70%	Construction @100%
	NMD upgraded to 110MVA	Expansion of SCADA system	Source funding for SCADA to include 35 electricity panels		Follow up on confirmation of funding	
	Improve street lighting	Repair 500 street lights	125 street lights repaired	125 street lights repaired	125 street lights repaired	125 street lights repaired
		Repair 20 high mast lights	5 high mast lights repaired	5 high mast lights repaired	5 high mast lights repaired	5 high mast lights repaired

KPI	5 Year Target	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Develop and Implement EDMS Strategy Document	EDMS Strategy Document developed and implemented	EDMS Strategy Document developed	EDMS Strategy implemented	EDMS Strategy implemented	EDMS Strategy implemented
	Development of Electricity Maintenance Plan	Development of Electricity Maintenance Plan	Electricity Maintenance Plan developed			
192 km of Roads paved/tarred	Roads and Storm water Master Plan Developed	Roads and Storm water Master Plan Developed	Procurement of Service Provider	Roads & Storm water master plan @25%	Roads & Storm water master plan @50%	Roads & Storm water master plan @100%
	20km road constructed	4km road constructed	Develop and submit business plan		Follow up on confirmation of funding	
	20km road rehabilitated	4km road rehabilitated	Procurement of Service Provider	Construction @25%	Construction @70%	Construction @100% (4km road rehabilitated)
Dependable fleet management	30 vehicles procured	Source funding	Develop and submit business plan		Follow up on confirmation of funding	
	Disposal of 40 vehicles	Disposal of 8 vehicles	Identify and submit list of vehicles for disposal	Follow up on progress of disposal	Follow up on progress of disposal	Disposal of 8 vehicles. Transfer of vehicles to new owners.
	Develop maintenance plan	Maintenance plan developed	Draft maintenance plan developed	Draft maintenance plan reviewed	Maintenance plan developed	Maintenance plan approved.

7.2 KPA 2: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Table "A" Integrated Development Plans

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER & CORPORATE SERVICES	
Municipal KPA	Municipal Transformation and Institutional Development
Problem statement and root causes per KPA:	Lekwa Municipality does not exhibit a transparent, accountable, effective and efficient leadership. It therefore this reason that we see numerous incidents of political factions and infighting on the expense of service delivery. This institution requires Organizational restructuring and Good Human resource management in order to ensure a sustainable working environment, maintain and improve the municipal policies and improve performance.
One Plan Transformation Area	Improve technological skills for the 4IR
2019-24 MTSF Priority	A Capable, Ethical and Developmental State
Municipal Priority	Improved and capable institution Customer Care
	Improved individual and organizational performance
	Municipal employees and councillors trained – compliance and adherence to the approved WSP
Impact statement: Improved organizational performance	MTSF Target: A Capable, Ethical and Developmental State

Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 - year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Legal services	Effective and efficient handling of legal matters	Delays on finalizing legal matters	Delays on finalizing legal matters	% reduction of litigations	Effective and efficient handling of legal matters	Internal	% Reduction of litigations	% reduction of litigations	% reduction of litigations	% reduction of litigations	% Reduction of litigations
Reduction of vacancy in service delivery	Improved Service Delivery	58% Vacancy Rate	Insufficient human resource	100% filling of critical position	Filling of critical vacant positions	Internal	20%	20%	20%	20%	20%

Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 - year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
departments											
Review the organogram to properly align with the IDP, MSR and budget(date)	Reviewed organizational Structure	Approved organizational Structure	Current organogram not in line with the current IDP	Alignment of IDP and organogram	Develop the organizational Structure to aligned to IDP, Budget and Municipal Staff Relation	COGTA and the Office of the Premier	1				
Conduct skills audit	Skills Audit Conducted	Skills Audit not Conducted	Not all employees' skills known to the municipality	Correct placement of employees and full utilization of HR	Conduct Skills Audit	COGTA and the Office of the Premier	1				
Cascading individual organizational performance to individual performance	Implementation of logic model	organizational Performance in Place	Only senior managers performance measured/ assessed	Cascading organizational performance to all employees	Implementation of the Individual Performance Management System using task grades	Internal	1	1	1	1	1
Improved efficiency on	Installation of Documents	2% automation of administr	Manual systems	100% automation of systems	Automated Administrative	National and Provincial	50%	50%			

Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 - year IDP target	Intervention/ Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
service delivery	Management System	ative processes			processed	Treasury					
Improved Records Management	Centralised records management	Filing not centralized	Decentralized filing system	Centralised records management and achieves	Centralized management of records	Internal		1			
ICT Programs	Improved ICT	Improved internet connection	Not all municipal buildings have internet connection	Internet connection in all municipal building	Effective internet connection	Internal	1				
Council support	Effective and efficient council sittings	Long hours of council sittings	Long hours of council sittings	Effective and efficient council sittings	Effective and efficient council sittings	Internal Driven	4	4	4	4	4
Reduction of disciplinary cases	Improved employer and employee relations	Increasing Disciplinary cases register	9 active disciplinary cases	80% Reduction of disciplinary cases	Improved employer and employee relations	Internal driven	20% Reduction of disciplinary cases	20% Reduction of disciplinary cases	20% Reduction of disciplinary cases	10% Reduction of disciplinary cases	10% Reduction of disciplinary cases
Implementation of WSP and learnerships	Alignment of performance plan with skills development	Individual performance plans not in place	WSP, developed and implemented	100% implementation of WSP on yearly basis	Alignment of performance plan with skills development	Internal	100% implementation of WSP	100% implementation of WSP	100% implementation of WSP	100% implementation of WSP	100% implementation of WSP

Table "B" Annual Outputs and Key Performance Indicators

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER

Outcome	Outcome Indicator	Responsible unit	KPI	5 - year Target	ANNUAL IMPLEMENTATION				
					2022/23	2023/24	2024/25	2025/26	2026/27
Effective legal services	Efficiently managed litigation	Legal	% Reduction of Litigation	100% reduction in litigation	40%	40%	20%	-	-
Accountable administration		PMS	% signed performance agreements	100% senior management with signed performance agreements	100%	100%	100%	100%	100%
		PMS	% performance assessments conducted	100% senior management performance assessments conducted	100%	100%	100%	100%	100%

DEPARTMENT: CORPORATE SERVICES

Outcome	Outcome Indicator	Responsible unit	KPI	5 - year Target	ANNUAL IMPLEMENTATION				
					2022/23	2023/24	2024/25	2025/26	2026/27
Approved HR Policies aligned to the MSR	Approved HR Policies	HRM, Labor relation, customer care, records and legal	Number of policies developed/reviewed in line with legislations	26 HR policies reviewed, 1 to be developed and aligned with the relevant legislation	-	27	-	-	-
Implementation of HR		HRM	% of critical vacant positions filled	100% critical, vacant and	20%	20%	20%	20%	20%

Outcome	Outcome Indicator	Responsible unit	KPI	5 - year Target	ANNUAL IMPLEMENTATION				
					2022/23	2023/24	2024/25	2025/26	2026/27
Activities in line with legislation and regulation	Implementation of HR Activities			funded positions filled					
		HRM	Develop the Organizational Structure to aligned to IDP, Budget and Municipal Staff Regulation	Approved Organizational Structure in line with the municipal staff regulation	1	-	-	-	-
		HRM	Number of WSP developed and implemented	WSP developed within the regulated time frame	1	1	1	1	1
		HRM	Number of skills audits conducted	Skills Audit Conducted	-	1	-	-	-
		HRM (individual performance only)	Number of officials with signed performance agreements	100% employees with signed performance agreement	100% Managers with signed performance agreements	100% employees with signed performance agreements	-	-	-
		HRM	Number of performance assessment conducted	100% employees with performance assessments conducted	100% Managers performance assessments conducted	100% employees performance assessments conducted	-	-	-
		HRM	Number of wellness programs to be implemented	10 approved wellness programs implemented	2 Wellness programs	2 Wellness programs	2 Wellness programs	2 Wellness programs	2 Wellness programs

Outcome	Outcome Indicator	Responsible unit	KPI	5 - year Target	ANNUAL IMPLEMENTATION				
					2022/23	2023/24	2024/25	2025/26	2026/27
		HRM	Number of OHS Committee meetings conducted as per the OHS Act	4 OHS Committee meetings held annually	4 Quarterly OHS Committee meetings held	4 Quarterly OHS Committee meetings held	4 Quarterly OHS Committee meetings held	4 Quarterly OHS Committee meetings held	4 Quarterly OHS Committee meetings held
Digitalized administrative Processes	Digitalized administrative Processes	ICT	% Automated Administrative processes	100%	20%	20%	20%	20%	20%
ICT governance	Functional ICT steering committee		Number ICT steering committee held	20	4	4	4	4	4
Centralized record management	Function record keep and archives	Records	Number of Centralized record management system developed.	1		1			
Effective and efficient council sittings	Accountable and responsive council	Council support	Number of council sitting coordinated/supported	20 council sittings	4 council sittings s	4 council sittings s	4 council sittings s	4 council sittings s	4 council sittings s
Effective and efficient council sittings	Accountable and responsive council	Number of mayoral committee meetings	Number of Mayoral Committee held	20 mayoral Com sittings	4 mayoral Com sittings	4 mayoral Com sittings	4 mayoral Com sittings	4 mayoral Com sittings	4 mayoral Com sittings
Effective and efficient Section 79 Committee sittings	Accountable and responsive council	Number of Section 79 Committee meetings	Number of Section 79 meetings held	120 Section 79 meetings to be held	24 Section 79 meetings to be held	24 Section 79 committee sittings	24 Section 79 committee sittings	24 Section 79 committee sittings	24 Section 79 committee sittings
Effective and efficient	Accountable and	Number of Section 80	Number of Section 80 meetings held	60 Meeting to be held	12 Meeting to be held	12 Section 80	12 Section 80	12 Section 80	12 Section 80

Outcome	Outcome Indicator	Responsible unit	KPI	5 - year Target	ANNUAL IMPLEMENTATION				
					2022/23	2023/24	2024/25	2025/26	2026/27
Section 80 Committee sittings	responsive council	Committee meetings				committee sittings	committee sittings	committee sittings	committee sittings
Fully complaint	0% in litigation	Legal	% Reduction of Litigation	100%	40%	40%	20%	-	-
Functional Local Labor Forum	Improved employer and employee relations	Labor	Number of LLF coordinated	60	12	12	12	12	12
Speedily resolution of disciplinary cases	Improved disciplinary cases management	Labor	% Reduction of disciplinary cases	80%	80%	80%	80%	80%	80%
An automated Customer Care	A fully-fledged centralized Customer Care services with a Call-Centre operating 24/7		Number of policies developed/reviewed in line with legislations	2 reviewed and approved policies	2 reviewed and approved policies	-	-	-	-
Centralize Call-Centre System operating 24/7	Improved efficiency on service delivery	Customer care	Number of functional call centers	4	1	2	1	-	-

Table "C" Community Priorities and Key Issues

DEPARTMENT: CORPORATE SERVICES				
Community needs/priorities	**Key issues**	**Affected Ward and Location**	**2022-27 IDP Intervention**	**Finding Source**

	▪ Increase in litigation register ▪ Being in contempt of court orders ▪ Noncompliance to legislation and policy ▪ High contingent liability & legal fees ▪ Contract management decentralized	Lekwa Local Municipality internal	▪ Human Resource Development Strategy Formulation or Development (HRD Strategy)	Corporate Services Budget Vote
	▪ Customer care management policy not in place ▪ Staff shortage ▪ No centralized and automated customer care service ▪ Non-adherence to Batho Pele principles	Lekwa Local Municipality internal	▪ Human Resource Development Strategy Formulation or Development (HRD Strategy)	Corporate Services Budget Vote

Table "D" Service Delivery and Budget Implementation Plan

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER

5-year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
100% reduction in litigation	% Of litigation reduced	20%	4%	4%	4%	4%
100% senior management with signed performance agreements	% signed performance agreements	100%	100%	100%	100%	100%
100% senior management performance assessments conducted	% performance assessments conducted	100%	100%	100%	100%	100%

DEPARTMENT: CORPORATE SERVICES

5-year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
60 LLF meetings	Number of LLF meetings held	12	3	3	3	3
10 workshops on prosecuting and presiding disciplinary cases	Number of workshops conducted	2	1	1	-	-
Time taken to resolve disciplinary hearings	Number of reports on disciplinary matters attended to	4 Reports	1 Report	1 Report	1 Report	1 Report
Centralized 24/7 customer care service	Automated and centralized 24/7 customer care service	1	-	1	-	-
Efficient, effective IT Services	Upgraded IT Infrastructure to meet Business needs	20%	4%	4%	4%	4%
Approved 5-year organogram	Reviewed organizational structure and annual implementation of recruitment plan	1	1	-	-	-
Annual Review of HRD Strategy	Approved HRD Strategy	1	1	-	-	-
Annual development and implementation of WSP	Approved WSP	1	1	-	-	-
Annual development and implementation of EE Plan and Report	Submitted Employment Equity Plan to Dept. of Labour	1	1	-	-	-
Efficient and effective Automated Leave Management	Automated Leave Management	1	1	-	-	-
Develop, approved and implement IPMS	Approved IPMS System	1	1	-	-	-
5 Review of records management policy	Improved document management system	5 Review of records management policy	1	1	1	1

5-year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Annual review of Job Descriptions	Updated of Job Descriptions	20%	4%	4%	4%	4%
Audited skills Audit Report	Annual conducted Skills Audit report	1	1			
Verification of qualifications	Qualifications verified	1	1	-	-	-

7.3 KPA 3: SPATIAL RATIONALE

Table "A" Integrated Development Plans

DEPARTMENT: PLANING AND ECONOMIC DEVELOPMENT	
Municipal KPA	SPATIAL RATIONALE
Problem statement and root causes per KPA:	Unavailability of land for development, uncoordinated development, high population, Inadequate electronic operating system to assist in spatial planning, political instability, political instigated land invasion and vandalism of technological infrastructure affects efficiency; slow state land release process; limited human capacity for enforcement
One Plan Transformation Area	Spatial restructuring and environmental protection
2019-24 MTSF Priority	Spatial integration, human settlements, and local government
Municipal Priority	Integrated Human Settlements
Strategic objective	Viable communities

Impact statement: Reduced unemployment and poverty	MTSF Target: Spatial integration, human settlements, and local government

Outcome	**Outcome indicator**	**Baseline**	**Situational analysis**	**5-year IDP target**	**Intervention / Programme**	**ANNUAL IMPLEMENTATION**				
						2022/23 Outputs	**2023/24 Outputs**	**2024/25 Outputs**	**2025/26 Outputs**	**2026/27 Outputs**
Viable communities	Developed integrated and Sustainable human settlements	Fragmented human settlements	Unavailability of land for development Low population Political instability Political instigated	Develop 5 viable townships	Township establishments	1 Townships establishment (Morgenzon ext. 5 466 IS= 23.59Ha to create 100d/u	1 Townships establishment (Portion 123 of the farm Grootverlangen 409IS = 23.4 Ha TO CREATE 70 D/u)	1 Townships establishment Remainder of the farm Rooikoppen 408 IS= 37 HA to create 634 d/u)	1 Townships establishment (Portion 2 of the farm Rooikoppen 408 IS= 368 HA to create 6309 d/u	1 Townships establishment (Portion 11 Rooikoppen 408 IS= 163 Ha to create 2445d/u)
				Review of legislative frameworks	Review of land use management systems (SDF, LUS & SPLUM By-law	SDF review R2M and SPLUM By-law. Vacant Land Policy R200 000	1 Precinct plan (Sakhile Tsotetsi and Hlongwane drive) R1M	1 Precinct plan (River Park) R1M	Car wash policy (200 000)	Review LUS (Benchmark with budget allocated for LUS 2020
Viable communities	Developed integrated and Sustainable human settlements	Fragmented human settlements	Unavailability of land for development	5020 HA	Review of land use management systems (SDF, LUS & SPLUM By-law	1004 HA	1004 HA	1004 HA	1004 HA	1004 HA

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention / Programme	ANNUAL IMPLEMENTATION 2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Viable communities	Developed integrated human settlements	Fragmented human settlements	Vandalism of technological infrastructure Inadequate electronic operating system Uncoordinated development Land invasion	Upgrade 15 informal settlements	Upgrading of informal settlements	Upgrade 3 informal settlements	Upgrade 3 informal settlements	Upgrade 3 informal settlements	Upgrade 3 informal settlements	Upgrade 3 informal settlements
				Relocation of 5 informal settlements	Relocation of informal settlements	Relocate 1 informal settlement	Relocate 1 informal settlement	Relocate 1 informal settlement	Relocate 1 informal settlement	Relocate 1 informal settlement

Table "B" Annual Outputs and Key Performance Indicators

DEPARTMENT: PLANNING AND ECONOMIC DEVELOPMENT

Strategic Goal (Outcome)	Strategic Objective (Outcome Indicator)	KPI	5-year target	ANNUAL IMPLEMENTATION PLAN 2022/23	2023/24	2024/25	2025/26	2026/27
Development and review of IDP	Improved processes in reviewing IDP	Council adopted IDP, Budget and PMS process plan	Five (5) IDP, Budget and PMS process plans	One (1) IDP, Budget and PMS process plan	One (1) IDP, Budget and PMS process plan	One (1) IDP, Budget and PMS process plan	One (1) IDP, Budget and PMS process plan	One (1) IDP, Budget and PMS process plan
		Strategic Planning Session convened	Five (5) Strategic Planning sessions	One (1) Strategic Planning session	One (1) Strategic Planning session	One (1) Strategic Planning session	One (1) Strategic Planning session	One (1) Strategic Planning session

Strategic Goal (Outcome)	Strategic Objective (Outcome Indicator)	KPI	5-year target	ANNUAL IMPLEMENTATION PLAN 2022/23	2023/24	2024/25	2025/26	2026/27
	Annually reviewed IDPs	Approved IDP	Five (5) annual reviews of 2022/23- 2026/27 IDP	One (1) annual review of 2022/23-2026/27 IDP	One (1) annual review of 2022/23-2026/27 IDP	One (1) annual review of 2022/23-2026/27 IDP	One (1) annual review of 2022/23-2026/27 IDP	One (1) annual review of 2022/23-2026/27 IDP
	Improved public participation in IDP	Number of IDP Representative Meetings Convened	20 IDP Representative Forum meetings convened	Four (4) IDP Rep Forum meetings	Four (4) IDP Rep Forum meetings	Four (4) IDP Rep Forum meetings	Four (4) IDP Rep Forum meetings	Four (4) IDP Rep Forum meetings
Viable Communities	Develop integrated and sustainable human settlements for increased access to residential stands	Townships established for	Five (5) townships established	1 township establishment **Morgenzon Ext 5) to create 340 d/u**	1 township establishment **Standerton Ext 5 to create d/u**	1 township establishment **PNT 11 Rooikoppen 408 IS = 163 Ha to create 2445 d/u**	1 township establishment **PNT 2 Rooikoppen 408 IS = 368 Ha to create 6309 d/u**	1 township establishment **Re/PTN 2 of Farm Groot-Verlangen 409 = 53Ha to create 636 d/u**
	Integrated and sustainable land use management	Land use management systems reviewed	Five (5) land use management system review/developed	SDF review and SPLUM By-law approved	1 precinct plan **(Sakhile -Tsotetsi Str &Hlongwane Drive)**	1 precinct plan **(River Park)**	1 precinct plan **(Standerton CBD)**	LUS review
	Develop integrated and sustainable human settlements for increased access to residential stands	Informal settlements upgraded	5 informal settlements upgrading	1 informal settlement upgraded	1 informal settlement upgraded **(Welamlambo Camp)**	1 informal settlement upgraded **(8017 & 8017 Ext 4 Sakhile)**	1 informal settlement upgraded **(Mandela Camp Phase 1)**	1 informal settlement upgraded **(Mandela Camp Phase 2)**

Strategic Goal (Outcome)	Strategic Objective (Outcome Indicator)	KPI	5-year target	ANNUAL IMPLEMENTATION PLAN 2022/23	2023/24	2024/25	2025/26	2026/27
Conducive environment for local economic development	Alienation and leasing of immovable property policy implemented	Stands identified for disposal	65 Stands disposed	0 stands disposed	15 Stands disposed	15 stands disposed	15 stands disposed	20 stands disposed
Regional cemeteries established	Create adequate burial space	Establishment of regional cemeteries	3 Regional cemeteries established	Thuthukani regional cemetery established	2 regional cemeteries established (Standerton & Morgenzon)	Subdivision of properties identified for cemeteries	N/A	N/A
Implementation of Building control and contraventions in terms of National Building Regulations	Compliant buildings	Percentage compliance and adherence to building control regulations	100% Compliance of buildings applications received	100%	100%	100%	100%	100%
Management of outdoor advertising		Implementation of approved outdoor advertising policy	20 reports on implementation oof outdoor advertising management	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports
Improved security of tenure	Formalised residential development	Informal settlements relocated	Relocation of 5 informal settlements	1 relocation of informal settlement	1 relocation of informal settlement **(Enkanini Camp) (Mamsy Village)**	1 relocation of informal settlement **(TLC Camp)**	1 relocation of informal settlement **(Slovo Camp)**	1 relocation of informal settlement **(Stand 8018 & 8017)**

Strategic Goal (Outcome)	Strategic Objective (Outcome Indicator)	KPI	5-year target	ANNUAL IMPLEMENTATION PLAN 2022/23	2023/24	2024/25	2025/26	2026/27
	Title deeds issued to rightful owners	Title Deeds Transferred (RDP Houses and disposed Erven)	1000 Title Deeds transferred (RDP Houses and disposed Erven)	200 Title deeds transferred	200 Title deeds transferred	200 Title deeds transferred	200 Title deeds transferred	200 Title deeds transferred

Table "C" Community Priorities and Key Issues

DEPARTMENT: PLANING AND ECONOMIC DEVELOPMENT				
Community needs/Priorities	**Key issues**	**Affected Ward and Location**	**2022-27 IDP Intervention**	**Finding Source**
Housing	Lack of housing	Ward 1, 2, 3, 4, 5, 6 Slovo, 7, 9(holm), 10, 11, 12, 13, 14, 15	Township establishments Review of land use management systems (SDF, LUS & SPLUM By-law Release of state-owned land 5020 HA (Public Works)	DOHS, 2023/2024 Community Consultations
Housing	Property owners with no tittle deeds	Ward 1, 2, 3, 4, 5, 7, 9 (Ext. 8) 12, 13	Issuing of Tittle Deeds particularly Ext: 8	DOHS; 2023/2024 Community Consultations
Provision of sites for development	Non availability of residential stands	Ward 3, 7, 9(Ext. 8), 10, 12, 13, 14, 15	Review of land use management systems (SDF, LUS & SPLUM By-law Release of state-owned land 5020 HA (Public Works)	Lekwa LM; 2023/2024 Community Consultations
	No graveyard sites	Ward 12	Review of land use management systems (SDF, LUS & SPLUM By-law Release of state-owned land 5020 HA (Public Works)	Lekwa LM; 2023/2024 Community Consultations

	No Grazing land for livestock	Ward 12 and 13	Review of land use management systems (SDF, LUS & SPLUM By-law Release of state-owned land 5020 HA (Public Works)	Lekwa LM; 2023/2024 Community Consultations
	Lack of shopping amenities	Ward 14, 12	Review of land use management systems (SDF, LUS & SPLUM By-law	2023/2024 Community Consultations
Upgrading/formalization of informal settlements	No basic services in informal settlements	Ward 1, 5, 7, 10, 11, 12	Upgrading of informal settlements through (NUSP) Relocation of informal settlements	NUSP Report, 2023/2024 Community Consultations

Table "D" Service Delivery and Budget Implementation Plan

DEPARTMENT: PLANNING AND ECONOMIC DEVELOPMENT

5-year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Five (5) IDP, Budget and PMS process plans	Council adopted IDP, Budget and PMS process plan	2024/25 IDP, Budget and PMS process plan	Adopt IDP, Budget and PMS Process Plan	-	-	-
Five (5) Strategic Planning sessions	Strategic Planning Session convened	1 Strategic Planning Session convened	-	-	Strategic planning session held	-
Five (5) annual reviews of 2022/23-2026/27 IDP	Approved 2024/25 IDP	2024/25 IDP approved	Situational Analysis Report	Strategic Development Report	Draft IDP	Final IDP
20 IDP Representative Forum meetings convened	Number of IDP Representative Meetings Convened	4 IDP Forum meetings	1 IDP Rep Forum meeting	1 IDP Rep Forum meeting	1 IDP Rep Forum meeting	1 IDP Rep Forum meeting
Five (5) township establishments	Number of progress reports on townships established	4 Progress reports on 3 townships established	1 Progress report	1 Progress report	1 Progress report	1 Progress report

5-year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Five (5) land use management system review/developed	Number of progress reports on precinct plans developed	4 Progress reports on development of 2 precinct plans for Sakhile - Tsotetsi Str &Hlongwane Drive	1 Progress report	1 Progress report	1 Progress report	1 Progress report
Five (5) informal settlements upgrading	Number of progress reports on informal settlements upgraded	4 Progress reports on 1 Informal settlement upgraded (Welamlambo) Erf 7847 and 5348 Sakhile Ext 4	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report
65 Stands disposed	Stands identified for disposal	4 Progress reports on stands identified for disposal	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report
3 Regional cemeteries established	Establishment of regional cemeteries	4 progress reports on the establishment of 2 regional cemeteries (Standerton & Morgenzon)	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report
100% Compliance of buildings applications received	Percentage compliance and adherence to building control regulations	4 Progress report on percentage compliance of buildings applications received	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report
20 reports on implementation oof outdoor advertising management	Implementation of approved outdoor advertising policy	Management of outdoor advertising	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report

5-year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Relocation of Five (5) informal settlements	Five (5) informal settlements Relocated	4 Progress reports on 1 informal settlement relocated **(Enkanini Camp) (Mamsy Village)**	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report
1000 Title Deeds transferred (RDP Houses and disposed Erven)	Title deeds issued to rightful owners	4 Progress reports on 200 Title deeds transferred	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report

7.4 KPA 4: LOCAL ECONOMIC DEVELOPMENT

Table "A" Integrated Development Plans

DEPARTMENT: PLANING AND ECONOMIC DEVELOPMENT (LOCAL ECONOMIC DEVELOPMENT)	
Municipal KPA	Local Economic Development
Problem statement and root causes per KPA:	Inadequate bulk negatively affects LED as we are unable to expand, Inadequate capacity (Human Resources), High unemployment rate & inequality which will lead to land invasion (S), Political instability discourage investment, Lack of regulatory framework to regulate informal business, Poor Business relationship with business communities, New political leadership, Mismatch between skills base and economic sector demands, Mushrooming of informal businesses, Lack of regulatory framework to regulate informal business, Undiversified township economy (Tuckshops) Low population negatively affects economic growth
One Plan Transformation Area	Economic Repositioning
2019-24 MTSF Priority	P2: Economic transformation and Job creation
Municipal Priority	Economic growth
Strategic objective	Reduce unemployment rate by 10% and grow local economy 3%

Impact statement: Reduced unemployment and poverty	MTSF Target: Spatial integration, human settlements, and local government

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Reduce unemployment rate by 10% and grow local economy 3%	Increased employment rate	25,7% unemployment rate	High unemployment rate & inequality Poor Business relationship with business communities Mismatch between skills base and economic sector demands	Reduce unemployment rate by 10%	Strengthening relationship between government and business community Support all sectors of economy	2%	2%	2%	2%	2%
Reduce unemployment rate by 10% and grow local economy 3%	Improved economic growth	Estimated average annual economic growth of 1.5% over the period 1996 to 2020	Inadequate bulk infrastructure Lack of regulatory framework Undiversified township economy Inadequate capacity Political instability	Grow local economy by 3%	Develop policy framework (LED Strategy) Strengthen intergovernmental relations Supporting key drivers of the economy (GDP contribution and Job Creation)	0.6%	0.6%	0.6%	0.6%	0.6%

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Increase Agricultural Contribution by 2-3%	Increased Agricultural Productivity	6.9% contribution to employment in 2020 and 9.5% contribution to Lekwa economy in 2020	Climate change	Increase Agricultural Contribution by 3%	Agriculture Forum Supporting emerging farmers (land release and implements)	0.6%	0.6%	0.6%	0.6%	0.6%

Table "B" Annual Outputs and Key Performance Indicators

DEPARTMENT: PLANING AND ECONOMIC DEVELOPMENT (LOCAL ECONOMIC DEVELOPMENT)

Strategic Goal	Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION 2022/23	2023/24	2024/25	2025/26	2026/27
Reduce unemployment rate by 10% and grow local economy 3%	Improved economic growth Increased employment rate	LED Forum meetings convened	20 LED Forums convened	4 LED Forums convened	4 LED Forums convened	4 LED Forums convened	4 LED Forums convened	4 LED Forums convened
		SMMEs supported	250	50	50	50	50	50
		Reports on SLP and CSI projects implemented	20 Reports	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports
		Summits held	2 Summits	N/A	1 x Economic Summit	1 x Infrastructure Summit	N/A	N/A

Strategic Goal	Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION 2022/23	2023/24	2024/25	2025/26	2026/27
		Hawkers' stalls constructed	5 informal traders hawkers stalls	1 hawkers stall **Standerton CBD**	1 hawkers stall in **Morgenzon**	1 hawkers stall in **Sakhile**	1 hawkers stall in **Standerton Ext. 8**	1 hawkers stall in **Rooikoppen**
		Agricultural development strategy implemented	20 Reports on agricultural development strategy implemented	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports
		Tourism support and development strategy implemented	20 Reports on tourism and support development strategy implemented	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports

Table "C" Community Priorities and Key Issues

DEPARTMENT: PLANING AND ECONOMIC DEVELOPMENT (LOCAL ECONOMIC DEVELOPMENT)

Community needs/priorities	Key issues	Affected Ward and Location	2022-27 IDP Intervention	Funding Source
Lack of Employment opportunities	High unemployment rate	1,2,3,4,5,6,7, 8,9,10,11,12,13,14,15	▪ Improved local economic development ▪ Develop incentive policies to attract investment ▪ Bulk infrastructure to attract investment ▪ Implement Lekwa LM LED Strategy	INTERAL
	Lack of training/ skills development programmes	Ward 3, 9, 12, 14	▪ Skills development programmes	INTERNAL/ SANRAL
	Decline in local economic development	Ward 3, 9, 12, 14	▪ Strengthen intergovernmental relations ▪ Supporting key drivers of the economy (GDP contribution and Job Creation)	INTERNAL

SMME Support	Unequal access to SMME support opportunities	1,4,9,10,11,14	▪ Provide SMME support (fundings, tools, equipment etc.)	INTERAL/ MEGA/DEDT

Table "D" Service Delivery and Budget Implementation Plan

DEPARTMENT: PLANING AND ECONOMIC DEVELOPMENT (LOCAL ECONOMIC DEVELOPMENT)

5-year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
20 LED Forums convened	Functional LED forum	4 LED Forum meetings held	1 LED Forum	1 LED Forum	1 LED Forum	1 LED Forum
250 SMMEs supported	Number of SMMEs supported	50 SMMEs supported through training interventions	N/A	25 SMMEs trained	25 SMMEs trained	N/A
20 Reports on SLP and CSI projects implemented	Reports on SLP and CSI projects implemented	monitoring and evaluation of SLP and CSI projects	1 Report	1 Report	1 Report	1 Report
2 Summits	Economic summit held	Economic summit held by 2024-06-30	N/A	Economic summit held	N/A	N/A
5 informal traders hawkers stalls	Hawkers' stalls constructed	Construction of hawkers' stalls in Standerton CBD by 2024-06-30	1 Report	1 Report	1 Report	1 Report
20 Reports on agricultural development strategy implemented	Agricultural development strategy implemented	4 Reports on implementation of agricultural development strategy	1 Report	1 Report	1 Report	1 Report
20 Reports on tourism and support development	Tourism support and development strategy implemented	4 Reports on implementation of tourism development strategy	1 Report	1 Report	1 Report	1 Report

5-year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
strategy implemented						

7.5 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Table "A" Integrated Development Plans

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER & CORPORATE SERVICES		
Municipal KPA	Good governance and public participation	
Problem statement and root causes per KPA:	Inability to include the community in the affairs of the Municipality Non-functional Council and Sub- Committees of Council Successive disclaimer audit outcomes (2019/20 – 2021/22)	
One Plan Transformation Area	Enhancing and strengthening community participation Functional, formally constituted Council and Sub- Committees of Council	
2019-24 MTSF Priority	Good governance and Community Participation	
Municipal Priority	Improved audit outcome Community Participation	
Impact statement: Enhanced and strengthened Community Participation Accountable governance		MTSF Target: Good governance and public participation

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention / Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Provision of democratic, accountable and ethical governance	Enhanced and strengthened community participation	Public participation strategy approved for ??????		5 Approved Public Participation Strategy	Public and community participation for consistent and regular communication and interaction with residents	1 reviewed Public Participation Strategy	1 review Public Participation Strategy	1 review Public Participation Strategy	1 review Public Participation Strategy	1 review Public Participation Strategy
Enhanced and strengthened Community Participation	Number of Community Meetings Conducted Improved community participation	120 Community Meetings Conducted	Poor Communication between the Community and the Municipality	300 Community Consultation Meetings to be conducted	Public / Community Participation Strategy	60 Community Meetings	60 Community Meetings	60 Community Meetings	60 Community Meetings	60 Community Meetings
				900 ward committeemeetings to be held		180 Ward Committee meetings tobe held	180 Ward Committee meetings tobe held	180 Ward Committee meetings tobe held	180 Ward Committee meetings to be held	180 Ward Committee meetings tobe held

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention / Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved relations between the Community and the Municipality	Number of Ward – Based Meetings Conducted (Speaker's programme)	Less 120 Programmes initiated	No Hailing's Conducted No Public Notices Issued No Programmes Conducted	300 Programmes from Speakers Office conducted	Recruitment of 6 LCO's	60 Programmes	60 Programmes	60 Programmes	60 Programmes	60 Programmes
Improved functioning of Council and Sub-Committees of Council	Number of Council and Sub-Committees of Council meetings conducted	Number of Council Meetings Conducted	Non – adherence to Schedule of meetings	20 Council Meetings	Convene meetings as per approved schedule	4 Council Meetings	4 Council Meetings	4 Council Meetings	4 Council Meetings	4 Council Meetings
		Number of Mayco Meetings Conducted	Non – adherence to Schedule of meetings	20 Mayco Meetings	Convene mayoral committee meetings as per approved schedule	4 Mayco Meetings	4 Mayco Meetings	4 Mayco Meetings	4 Mayco Meetings	4 Mayco Meetings
		Number of MPAC Meetings Conducted	Non – adherence to Schedule of meetings	20 MPAC Meetings	Convene MPAC meetings as per approved schedule	4 MPAC Meetings	4 MPAC Meetings	4 MPAC Meetings	4 MPAC Meetings	4 MPAC Meetings
		Number of Section 79 & 80 Meetings Conducted	Non – adherence to Schedule of meetings	300 Section 80 & 79 meetings	Convene section 80 & 79 meetings as per approved schedule	60 Section 80 & 79 committee Meetings	60 Section 80 & 79 committee Meetings	60 Section 80 & 79 committee Meetings	60 Section 80 & 79 committee Meetings	60 Section 80 & 79 committee Meetings

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention / Programme	ANNUAL IMPLEMENTATION 2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
				100 section 79 meetings	Convening section 79 meetings per approved schedule	20 section 79 committee meetings	20 section 79 committee meetings	20 section 79 committee meetings	20 section 79 committee meetings	20 section 79 committee meetings
Effective organizational performance management	Accountable and transparent organization	PMS Policy Framework approved on 2022-07-30	Organizational performance framework in place	5 Reviewal and approval of organizational PMS Policy Framework	Review organizational PMS Policy Framework	1 Reviewed and approved organizational PMS Policy Framework	1 Reviewed and approved organizational PMS Policy Framework	1 Reviewed and approved organizational PMS Policy Framework	1 Reviewed and approved organizational PMS Policy Framework	1 Reviewed and approved organizational PMS Policy Framework
		Annually adopted annual report	Delay in compilation of performance reports	5 Annual reports prepared	Approve annual SDBIP Quarterly performance report & prepare Annual performance report	1 Annual Report	1 Annual Report	1 Annual Report	1 Annual Report	1 Annual Report
Improve Audit outcome and relations between the Community and the municipality		Improved Audit outcome	No publication or Public Notices of Audit Outcome to the greater community	5 Audit Outcomes publicized for the greater community	Publicize Audit Outcomes publicized for the greater community	1 Audit Outcomes publicized	1 Audit Outcomes publicized	1 Audit Outcomes publicized	1 Audit Outcomes publicized	1 Audit Outcomes publicized
Improve Risk		Improved Strategic	Non – Complianc	5 strategic risks	Develop strategic	1 strategic risk	1 strategic risk	1 strategic risk	1 strategic risk	1 strategic risk

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention / Programme	ANNUAL IMPLEMENTATION 2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
management		Risk management mitigation	e to requirements	mitigating action plans	risk mitigating action plan	mitigating action plans	mitigating action plans	mitigating action plans	mitigating action plans	mitigating action plans

Table "B" Annual Outputs and Key Performance Indicators

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER

Outcome	Outcome indicator	Key Performance Indicator	5 - year Target	ANNUAL IMPLEMENTATION 2022/23	2023/24 Targets	2024/25	2025/26	2026/27
Enhanced and strengthened community participation in the affairs of the municipality		Approved Public Participation Strategy	5 reviewed and approved Public Participation Strategy	1 reviewed and approved Public Participation Strategy	1 reviewed and approved Public Participation Strategy	1 reviewed and approved Public Participation Strategy	1 reviewed and approved Public Participation Strategy	1 reviewed and approved Public Participation Strategy
		Number of Ward Committee Meetingsheld	900 ward committee meetings to be held	180 Ward Committee meetings tobe held	180 Ward Committee meetings tobe held	180 Ward Committee meetings to be held	180 Ward Committee meetings tobe held	180 Ward Committee meetings tobe held
		Number of ward community consultations held	300 ward Community Consultations held	60 Community Consultation Meetings	60 Community Consultation Meetings	60 Community Consultation Meetings	60 Community Consultation Meetings	60 Community Consultation Meetings
		Number of community outreach	300 Community outreach programmes conducted	60 Community outreach programm	60 Community outreach programm	60 Community outreach programm	60 Community outreach programm	60 Community outreach programm

Outcome	Outcome indicator	Key Performance Indicator	5 - year Target	ANNUAL IMPLEMENTATION 2022/23	2023/24 Targets	2024/25	2025/26	2026/27
		programmes conducted		es conducted	es conducted	es conducted	es conducted	es conducted
		% of community issues resolved	100% of community issues resolved	100% of issues resolved.	100% ofissues resolved.	100% of issues resolved.	100% ofissues resolved.	100% ofissues resolved.
Participative, transparent and accountable Governance ensured		Approved Organizational OPMS Framework	5 Review and Approval of OPMS Framework	1 Review and Approval of OPMS Framework	1 Review and Approval of OPMS Framework	1 Review and Approval of OPMS Framework	1 Review and Approval of OPMS Framework	1 Review and Approval of OPMS Framework
		Approved SDBIP by end July annually	5 SDBIP approved	1 SDBIP	1 SDBIP	1 SDBIP	1 SDBIP	1 SDBIP
		Prepared quarterly SDBIP performance reports	20 quarterly reports prepared	4 quarterly reports prepared	4 quarterly reports prepared	4 quarterly reports prepared	4 quarterly reports prepared	4 quarterly reports prepared
		Tabled annual performance report	5 annuals performance reports prepared	1 annual performance reports prepared	1 annual performance reports prepared	1 annual performance reports prepared	1 annual performance reports prepared	1 annual performance reports prepared
		Adopted oversight and annual report	5 oversight and annual reports tabled	1 oversight and annual reports tabled	1 oversight and annual reports tabled	1 oversight and annual reports tabled	1 oversight and annual reports tabled	1 oversight and annual reports tabled

Outcome	Outcome indicator	Key Performance Indicator	5 - year Target	ANNUAL IMPLEMENTATION 2022/23	2023/24 Targets	2024/25	2025/26	2026/27
		Strategic risk assessment conducted	5 strategic risks registers	1 strategic risk registers	1 strategic risk registers	1 strategic risk registers	1 strategic risk registers	1 strategic risk registers
		Strategic risk mitigation action plan developed	5 strategic risks mitigating action plan	1 strategic risk mitigating action plan	1 strategic risk mitigating action plan	1 strategic risk mitigating action plan	1 strategic risk mitigating action plan	1 strategic risk mitigating action plan
		Number of anti-fraud and anti-corruption workshops conducted	10 anti-fraud and anti-corruption workshops conducted	2 anti-fraud and anti-corruption workshop conducted	2 anti-fraud and anti-corruption workshop conducted	2 anti-fraud and anti-corruption workshop conducted	2 anti-fraud and anti-corruption workshop conducted	2 anti-fraud and anti-corruption workshop conducted
		Number of audit action plans developed	5 Audit action plans	1 Audit action plans	1 Audit action plans	1 Audit action plans	1 Audit action plans	1 Audit action plans

Table "B" Annual Outputs and Key Performance Indicators

DEPARTMENT: CORPORATE SERVICES

Outcome	Outcome indicator	Key Performance Indicator	5 - year Target	IMPLEMENTATION PLAN 2022/23	2023/24 Targets	2024/25	2025/26	2026/27
Effective and efficient council sittings	Accountable and responsive council	Approved Schedule of Council and Sub-committees of Council	5 Approved Council Schedule of Council and Sub-	1 approved Schedule of Council and Sub-	1 approved Schedule of Council and Sub-	1 approved Schedule of Council and Sub-	1 approved Schedule of Council and Sub-	1 approved Schedule of Council and Sub-

Outcome	Outcome indicator	Key Performance Indicator	5 - year Target	IMPLEMENTATION PLAN 2022/23	2023/24 Targets	2024/25	2025/26	2026/27
			Committees	Committees	Committees	Committees	Committees	Committees
		% Implementation of Council Resolution	100% Implementation of Council Resolution	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented
		Number of council sitting coordinated/supported	20 council sittings	4 council sittings	4 council sittings	4 council sittings	4 council sittings	4 council sittings
Effective and efficient council sittings	Accountable and responsive council	Number of Mayoral Committee held	20 mayoral Com sittings	4 mayoral Com sittings	4 mayoral Com sittings	4 mayoral Com sittings	4 mayoral Com sittings	4 mayoral Com sittings
Effective and efficient Section 79 Committee sittings	Accountable and responsive council	Number of Section 79 meetings held	120 Section 79 meetings to be held	24 Section 79 meetings to be held	24 Section 79 meetings to be held	24 Section 79 committee sittings	24 Section 79 committee sittings	24 Section 79 committee sittings
Effective and efficient Section 80 Committee sittings	Accountable and responsive council	Number of Section 80 meetings held	60 Meeting to be held	12 Meeting to be held	12 Meeting to be held	12 Section 80 committee sittings	12 Section 80 committee sittings	12 Section 80 committee sittings

Table "C" Community Priorities and Key Issues

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER				
Community needs/priorities	**Key issues**	**Affected Ward and Location**	**2022-27 IDP Intervention**	**Finding Source**
Inability to include the community in the affairs of the Municipality	Lack of Consultation with Community regarding projects to be implemented in their wards	All Wards 1,2,3,4,5,6,7,8,9,10,11,12,13,14 & 15	Public / Community Participation Strategy	MEC Comments & Ward meetings
	Poor Communication betweenthe Community and the Municipality.	All Wards 1,2,3,4,5,6,7,8,9,10,11,12,13,14 and 15	Platform of feedback report to community be provided on issues raised.	AG Report Ward Meetings
	Community not involved in theaffairs of the Municipality	All Wards 1,2,3,4,5,6,7,8,9,10,11,12,13,14 and 15	Utilize other methods than social media to coordinate meetings.	MEC Comments; Ward Meetings

Table "D" Service Delivery and Budget Implementation Plan

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER					
5 – year target	**KPI**	**2023/24 Annual Target**	**Quarter 1**	**Quarter 2**	**Quarter 3**
300 Community Consultation Meetings	Engaged public in affairs of the municipality	60 - Community Consultation Meetings	15 - Community Consultation Meetings	15 - Community Consultation Meetings	15 - Community Consultation Meetings
300 Programmes from Speakers Office	Community Participation Outreach Programmes Conducted	60 - Programmes from Speakers Office	15 - Programmes from Speakers Office	15 - Programmesfrom Speakers Office	15 - Programmesfrom Speakers Office
20 Council Meetings	Number of Council Meetings held	4 - Council Meetings	1 - Council Meetings	1 - CouncilMeetings	1 - CouncilMeetings
20 MPAC Meetings	Number of MPAC Meetings held	4 - MPAC Meetings	1 - MPAC Meetings	1 - MPAC Meetings	1 - MPAC Meetings

5 – year target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3
120 Section 79 Meetingsto be convened on a quarterly basis. (6) established Section 79 committee	Number of Section 79 Oversight Committees held	24 section 79 committeemeetings	6 Section 79 meetings tobe held on a monthly basis	6 Section 79 meetings to be held on a monthlybasis	6 Section 79 meetings to be held on a monthlybasis
100 Section 80 Committee Meetings to be held. (5 committees established	Number of Section 80 Committees meetings held	20 Meeting to be held	5 Meeting to be held	5 Meeting to beheld	5 Meeting to beheld

Table "D" Service Delivery and Budget Implementation Plan

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER

5 - year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5 review and Approved Public Participation Strategy	5 review and Approved Public Participation Strategy	1 reviewed and approved Public Participation Strategy	1 reviewed and approved Public Participation Strategy			
900 ward committee meetings to be held	900 ward committee meetings to be held	180 Ward Committee meetings tobe held	45 Ward Committee meetings held	45 Ward Committee meetings held	45 Ward Committee meetings held	45 Ward Committee meetings held
300 ward Community Consultations	300 ward Community Consultations	60 Ward Community Consultation	15 Ward community consultation	15 Ward community consultation	15 Ward community consultation	15 Ward community consultation

5 - year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
held	held	Meetings	meetings held	meetings held	meetings held	meetings held
300 Community outreach programmes conducted	300 Community outreach programmes conducted	60 Community outreach programmes conducted	15 Community outreach programmes conducted	15 Community outreach programmes conducted	15 Community outreach programmes conducted	15 Community outreach programmes conducted
100% of community issues resolved	100% of community issues resolved	100% of issues resolved.	100% of issues resolved.	100% of issues resolved.	100% of issues resolved.	100% of issues resolved.
5 Review and Approval of OPMS Framework	5 Review and Approval of OPMS Framework	1 Review and Approval of OPMS Framework				1 Review and Approval of OPMS Framework
5 SDBIP approved	5 SDBIP approved	1 SDBIP	1 SDBIP			
20 quarterly reports prepared	20 quarterly reports prepared	4 quarterly reports prepared	1 Report	1 Report	1 Report	1 Report
5 annuals performance reports prepared	5 annuals performance reports prepared	1 annual performance reports prepared	1 annual performance reports prepared			
5 oversight and annual reports tabled	5 oversight and annual reports tabled	1 oversight and annual reports tabled			1 oversight and annual reports tabled	
5 strategic risks registers	Strategic risk assessment conducted	1 strategic risk register				
5 strategic risks mitigating action plan	Strategic risk mitigation action plan developed	1 strategic risk mitigating action plan				

5 - year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
10 anti-fraud and anti-corruption	Number of anti-fraud and anti-corruption workshops / awareness conducted	4 anti-fraud and anti-corruption workshops / awareness	1 Awareness	1 Workshop	1 Awareness	1 Workshop
5 Audit action plans	Number of audit action plans developed	1 Audit action plans				
Conduct 5 Audit committee [illegible]	Reviewed and approved committee charter	1 Audit committee charter				1 Audit committee charter
20 Audit committee meeting to be held	Number of audit committee meetings held	4 Audit committe emeeting to be held	1 Audit committe emeeting	1 Audit committee meeting	1 Audit committee meeting held	1 Audit committee meeting held
5 Internal audit charter	Reviewed and approved Internal audit charter	1 Internal audit charter				1 Internal audit charter
5 three year rolling internal audit plan	Prepared three year rolling internal audit plan	1 three year rolling internal audit plan				1 three years rolling internal audit plan

5 - year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
20 Reports on implementation of annual audit plan submitted to audit committee	Prepared reports on implementation of annual audit plan submitted to audit committee	4 Reports on implementation of annual audit plan submitted to audit committee	1 Reports on implementation of annual audit plan submitted to audit committee	1 Reports on implementation of annual audit plan submitted to audit committee	1 Reports on implementation of annual audit plan submitted to audit committee	1 Reports on implementationof annual audit plan submitted to audit committee
20 Progress report implemented on action plan	Prepared quarterly reports on action plan	4 Progress report implemented on action plan	1 Progress report implemented on action plan	1 Progress report implemented on action plan	1 Progress report implemented on action plan	1 Progress report implemented on action plan

Table "D" Service Delivery and Budget Implementation Plan

DEPARTMENT: CORPORATE SERVICES

5 - year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5 Approved Council Schedule of Council and Sub-Committees	Approved Schedule of Council and Sub-committees of Council	1 approved Schedule of Council and Sub-Committees	-	-	-	1 approved Schedule of Council and Sub-Committees

5 - year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
100% Implementation of Council Resolution	% Implementation of Council Resolution	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented
20 council sittings	Number of council sitting coordinated/supported	4 council sittings	1 Council sitting	1 Council sitting	1 Council sitting	1 Council sitting
20 mayoral Com sittings	Number of Mayoral Committee held	4 mayoral Com sittings	1 Mayoral Committee sitting	1 Mayoral Committee sitting	1 Mayoral Committee sitting	1 Mayoral Committee sitting
120 Section 79 meetings to be held	Number of Section 79 meetings held	24 Section 79 meetings to be held	6 Section 79 meetings held	6 Section 79 meetings held	6 Section 79 meetings held	6 Section 79 meetings held
60 Meetings to be held	Number of Section 80 meetings held	12 Meeting to be held	3 Meetings held	3 Meetings held	3 Meetings held	3 Meetings held

7.6 KPA 6: FINANCIAL VIABILITY AND MANAGEMENT

Table "A" Integrated Development Plans

DEPARTMENT: BUDGET AND TREASURY OFFICE	
Municipal KPA	Financial Viability and management
Problem statement and root causes per KPA:	Financial Sustainability with Adverse Impact

One Plan Transformation Area	Financial Sustainability with Adverse Impact
2019-24 MTSF Priority	Incorrect and Inconsistent Billing System Non- functional Meters Improved audit outcome
Municipal Priority	Improve financial viability of the Municipality through the implementation of the Financial Recovery Plan & Financial Long-Term Plan
Strategic objective	To render the Municipality Fully Financially Sustainable
Impact statement: Reduced unemployment and poverty	**MTSF Target:**

Outcome	Outcome indicator	Baseline	Situational analysis	5 - year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved Revenue Collection	Increase revenue collection	59%	Low Collection Rate	Collection Rate 95%	Implementation of Revenue Enhancement Strategy	65%	70%	85%	90%	95%
Improved Liquidity Ration	Improved Cash Coverage	Cost / Cash Coverage = 0,5 Months	Inadequate Cash Coverage	Cost / Cash Coverage = 6 Months	Cash Flow Management	1 month	2 months	3 months	5 months	6 months
Compliance with SCM	Improved SCM operations & Reduction in UIFW	UIFW Expenditure R 2.3 billion	Increased UIFW Expenditure Incurred	Reduction of UIFW Expenditure R 100 mil	Implementation of UIFW Expenditure Reduction Strategy	R 1.8 billion	R 1.5 billion	R 1. billion	R 500 million	R 400 million
Cost Reduction and Quality of Services including Efficiency	Compliant Contract Management	R 38 million	Outdated Contract register, irregularly awarded contracts and poor contract managemen	Efficient Contract Management	Implementation of Contract Management Framework	R 30 mil	R 20 mil	R 10 mil	R 5 mil	R 0 mil

Outcome	Outcome indicator	Baseline	Situational analysis	5 - year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			t, no monthly performance monitoring reports							
Improved Asset Management Accounting & Internal Controls	GRAP Compliant FAR	Not Fully Compliant FAR	Inadequate Asset Management Accounting & Internal Controls	GRAP Compliant FAR	Asset Management: Prepare a GRAP and mSCOA compliant Fixed Asset Register (FAR)	GRAP & mSCOA Compliant Assets Register	GRAP & mSCOA Compliant Assets Register	GRAP & mSCOA Compliant Assets Register	GRAP & mSCOA Compliant Assets Register	GRAP & mSCOA Compliant Assets Register
Cost Reflective Tariffs	Trading Services operating on Surplus	Tariffs not cost reflective	Trading Services Operating on a loss	Cost Reflective Tariffs	Cost of Supply Study	Reduction of Trading Services Operating Deficit	Reduction of Trading Services Operating Deficit	Reduction of Trading Services Operating Deficit	Trading Services operating on Surplus	Trading Services operating on Surplus
Reduction of Funded Budget	Credible and Realistic budget	Unfunded budget that is not realistic & credible	Unfunded budget that is not realistic & credible	Reduction of Accounting deficit on Budget	Demonstratable prove of implementation Budget Funding Plan	(R 252 mil)	(R 182 mil)	(R 103 mil)	(R 97 mil)	R 13 mil
Improved Liquidity	Outstanding creditors reduced by R 152 million	Outstanding creditors R 2.9 billion	Increasing outstanding creditors	Reduce outstanding creditors to R 2.7 billion	Ring Fence Major Creditors under repayment as from 2025 financial year	R –	R –	R 46 mil	R 51 mil	R 55 mil
Improve Audit Outcome	Unqualified Audit Opinion	Disclaimer Audit Opinion	Inadequate Implementation of Audit Action Plan	Unqualified Audit Opinion	Implementation of the Audit Action Plan	Qualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion

Table "B" Annual Outputs and Key Performance Indicators

DEPARTMENT: BUDGET AND TREASURY OFFICE

Strategic Goals	Strategic Objectives	KPI	5 - year IDP target	ANNUAL IMPLEMENTATION			
				2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved Revenue Collection	Increase revenue collection	% of revenue collected	Collection Rate 95%	70%	85%	90%	95%
Improved Liquidity Ration	Improved Cash Coverage	Liquidity ratio	Cost / Cash Coverage = 6 Months	2 months	3 months	5 months	6 months
Compliance with SCM	Improved SCM operations & Reduction in UIFW	% UIFW Expenditure Reduced	Reduction of UIFW Expenditure by 100%	25%	50%	75%	100%
Cost Reduction and Quality of Services including Efficiency	Compliant Contract Management Framework	Ensure compliance to Contract Management Framework	Efficient Contract Management	100%	100%	100%	100%
Improved Asset Management Accounting & Internal Controls	GRAP Compliant FAR	Prepare a GRAP and mSCOA compliant Fixed Asset Register (FAR)	GRAP Compliant FAR	GRAP & mSCOA Compliant Assets Register	GRAP & mSCOA Compliant Assets Register	GRAP & mSCOA Compliant Assets Register	GRAP & mSCOA Compliant Assets Register
Cost Reflective Tariffs	Trading Services operating on Surplus	Reduction of Operating Deficit on Trading Services	Cost Reflective Tariffs	Reduction of Trading Services Operating Deficit	Reduction of Trading Services Operating Deficit	Trading Services operating on Surplus	Trading Services operating on Surplus
Reduction of Unfunded Budget	Credible and Realistic Budget	Reduce the Deficit on the Budget	Reduction of Accounting deficit on Budget	(R 182 mil)	(R 103 mil)	(R 97 mil)	R 13 mil
Improve Audit Outcome	Unqualified Audit Opinion	Number of Audit Findings Resolved in	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion

Strategic Goals	Strategic Objectives	KPI	5 - year IDP target	ANNUAL IMPLEMENTATION 2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
		the Audit Action Plan					

Table "C" Community Priorities and Key Issues

DEPARTMENT: BUDGET AND TREASURY OFFICE				
Community needs/priorities	**Key issues**	**Affected Ward and Location**	**2022-27 IDP Intervention**	**Funding Source**
Inaccurate Billing systems	Incorrect and inconsistent billing system	1, 2, 4 (Industrial Area), 8, 10, 11, 14	▪ Implementation of Revenue Enhancement Strategy ▪ Procure and integrate finance and spatial software	INTERNAL REVENUE
	Inadequate supply. Installation of meters – not all households have their own meters	1,4,5,10 (Vodacom), 11,	▪ Install functional meters and hire meter readers	INTERNAL
	Amnesty for municipal accounts in arrears	1,2,5,8	▪ Explore arrangements for residents to pay their municipal account debt	INTERNAL

Table "D" Service Delivery and Budget Implementation Plan

DEPARTMENT: BUDGET AND TREASURY OFFICE						
5 Year Target	**KPI**	**2023/24 Annual Target**	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
Collection Rate 95%	Implementation of Revenue Enhancement Strategy	65%	60%	62%	60%	65%
Cost / Cash Coverage = 6 Months	Cash Flow Management	1 month	0.5 months	0.5 months	0.5 months	1 months

5 Year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Reduction of UIFW Expenditure R 100 mil	Implementation of UIFW Expenditure Reduction Strategy	R 1.8 billion	R 2.1 billion	R 2. billion	R 1.9 billion	R 1.8 billion
Efficient Contract Management	Implementation of Contract Management Framework	R 30 mil	R 36 mil	R 34 mil	R 32 mil	R 30 mil
GRAP Compliant FAR	Asset Management: Prepare a GRAP and mSCOA compliant Fixed Asset Register (FAR)	GRAP & mSCOA Compliant Assets Register	Assets Verification	Assets Verification	Compilation of FAR	Reconciliation of FAR
Cost Reflective Tariffs	Cost of Supply Study	Reduction of Trading Services Operating Deficit	Reduction of Trading Services Operating Deficit	Reduction of Trading Services Operating Deficit	Trading Services operating on Surplus	Trading Services operating on Surplus
Reduction of Accounting deficit on Budget	Demonstratable prove of implementation Budget Funding Plan	(R 252 mil)	Develop Budget Funding Plan	Implementation of Budget Funding Plan	Implementation of Budget Funding Plan	Implementation of Budget Funding Plan
Reduce outstanding creditors to R 2.7 billion	Ring Fence Major Creditors under repayment as from 2025 financial year	R –	R –	R –	R –	R –
Unqualified Audit Opinion	Implementation of the Audit Action Plan	Qualified Audit Opinion	Implementation of Audit Action Plan	Implementation of Audit Action Plan	Implementation of Audit Action Plan	Implementation of Audit Action Plan

8. CHAPTER EIGHT: PROGRAMMES AND PROJECTS – YEAR 2 OF 5 IMPLEMENTATION

8.1 INTERNALLY FUNDED PROJECTS

IDP No.	Focus Area	Project/ Programme/ Name/ Description	Project Location/ Ward	Ward/s benefitting	2023/24 Target/ Scope	Planned job opportunities for 2023/24 financial year	2023/24 Budget Allocation (Annual) R'000
LLM/01/ 2324	Waste	Upgrade of the Standerton Landfill Site	8	1,2,3,4,5,6,7,8,10,11,14 &15	Upgrade of the Standerton Landfill Site	7	18,000,000

8.2 MIG & INEP ALLOCATION FOR 2023/24

Funding Source	Total Allocation
MIG	R33,828,000
INEP	R8,500,000

WSIG & RBIG PROJECTS

IDP No.	Function	Project Name	Circular 88 Indicators		Ward Location	Project scope	2023/24 FY R'000	2024/25 FY	2025/26 FY	Planned job opportunities 2023/24 FY
			Outcome KPI	Output KPI						
WSIG/01 /2324	Sanitation	Upgrading of Rooikoppen Internal	Improved quality of	Number of sewer pump	2, 4, 6 & 11	Upgrade TLC & Rooikoppen Main Sewer	R148 405	-	-	16

		Sewer Reticulation Phase 6	sanitation services	stations upgraded		Pump Stations, Pumping mains to SWWTP				
WSIG/02 /2324	Sanitation	Upgrading of Rooikoppen Internal Sewer Reticulation Phase 1 & 4.	Improved quality of sanitation services	Number of sewer internal reticulations and pump stations upgraded	2, 4, 6 & 11	Upgrade the Sewer Internal Reticulation with 160, 250, 315, mm pipe size and upgrade sewer pump station 2.	R143 522	-	-	28
						TOTAL	**R291 927**			

MIG PROJECTS

IDP No.	Function	Project Name	Ward Location	Wards benefitting	Project scope for 2023/24 Financial Year	2023/24 FY R'000	Estimate no of job creation	Project Duration
MIG/01 /2324	Water	Upgrading of Standerton water bulk system phase 3	10	10	Completion of Kieser Reservoir and pressure tower	R27,952,311	20	June 2024
MIG/02 /2324	Sanitation	Installation of 100 VIP toilets	9,12,13	9,12,13	100 VIP toilets constructed	R2 000 000	20	June 2024
MIG/0 3/2324	Water	Installation of two (2) boreholes in rural/farm areas	9,12,13	9,12,13	Boreholes constructed	R1 000 000	4	June 2024

MIG/04 /2324	Road	Rehabilitation of 5km tarred road (Bauman Street) adjoining the R39 and R50 Provincial Roads	8,9,10	8,9,10	Design and tender documentation	R400,000		June 2026
MIG/05 /2324	Electricity	Installation of High mast lights within Lekwa LM	9,12,13,14	9,12,13,14	Design and tender documentation	R400,000		June 2026
MIG/06 /2324	Cemeteries	Fencing of Cemeteries within Lekwa LM	4,10,14	Lekwa LM	Design and tender documentation	R184,289		June 2026
MIG/07/ 2324	Waste	Rehabilitation of Morgenzon landfill Site	14	14	Design and tender documentation	R200,000		June 2026
MIG/07/ 2425	LED	Installation of Market Stalls				R464 700 (2024/25 FY)		
MIG/09/ 2324	Project Management	Project Management Unit			PMU Operational Cost	R1,691,400		
					TOTAL	**R33,828,000**		

INEP PROJECTS

IDP No.	Function	Project Name	Ward Location	Ward/s benefitting	HH to benefit	Project scope	2023/24 FY R'000	Estimated no of job creation	Project Duration

INEP/01 /2324	Electricity	Upgrade of A Sub (Phase 2)	7	1,2,3,4,5,6,7 ,8,10,11 & 15	28000	Upgrade of A Substation (Phase2)	R7 000 000	**7**	June 2024
INEP/01 /2324	Electricity	Construction of bulk line from A-Sub to Rooikoppen(Design and Tender documentation)	7,11			Construction of bulk line from A-Sub to Rooikoppen (Design and Tender documentation)	R1 500 000		June 2025
						TOTAL	**R8,500,000**	7	

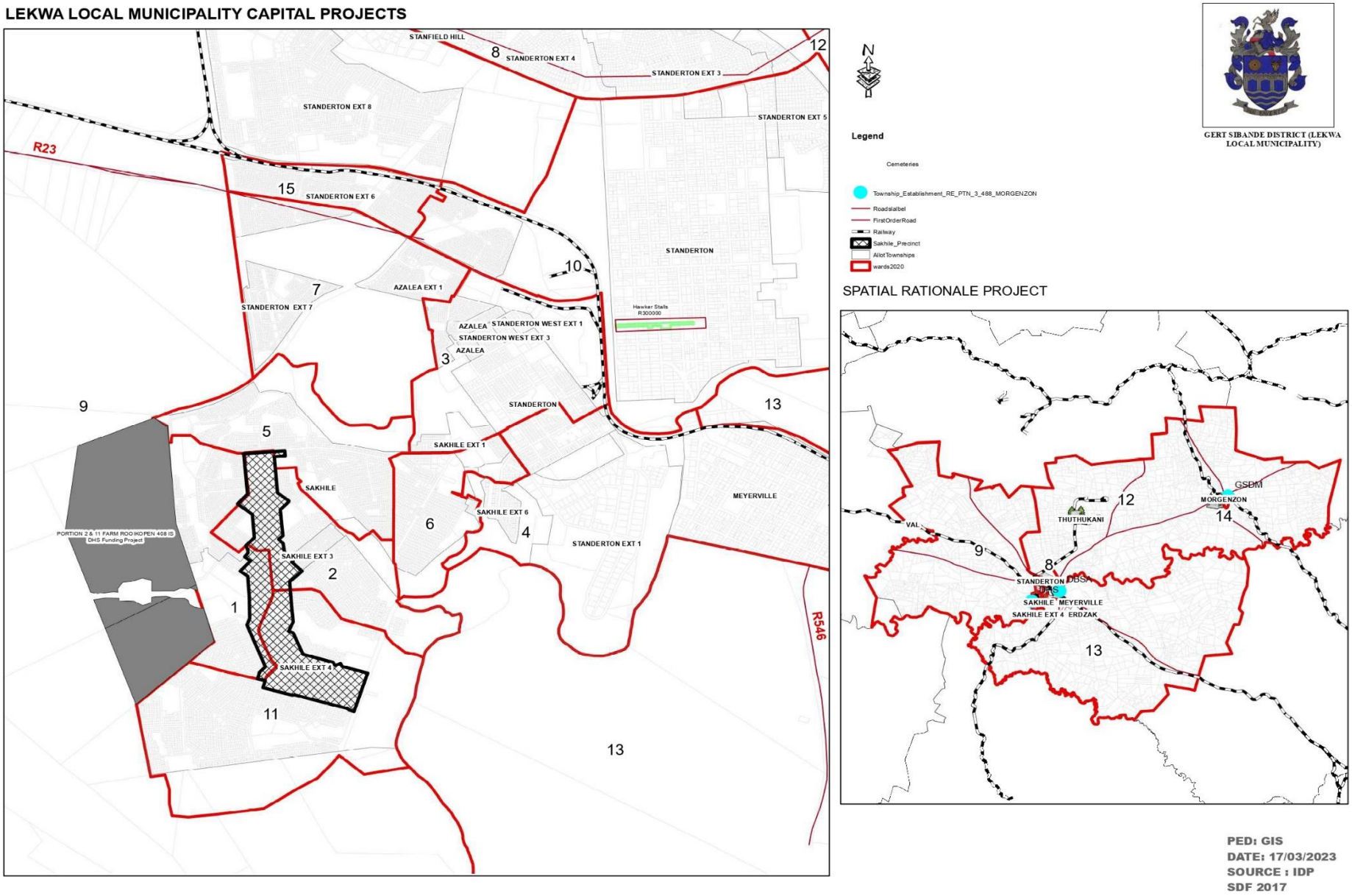
SPATIAL RATIONALE PROJECTS

IDP No.	Function	Project Name	Circular 88 Indicators		Ward Location	Project scope	Funding Source
			Outcome KPI	Output KPI			
HS/01 /2324	Integrated Human Settlements	township establishment on Re/Ptn 3 of the farm Morgenzon 466 IS	Number of households developed with access to sites in Morgenzon Ext 5	+/- 340 sites created	14	Township Establishment	GSDM – Feasibility Studies LLM – Public Participation DHS – Eng. Services and top structures
HS/02 /2324	Integrated Human Settlements	township establishment on ptn 123 (ptn of ptn2)of the farm Grootverlangen 409 IS	Number of households developed with access to sites in in Standerton Ext11	+/- 100 sites created	10	Township Establishment	DBSA

HS/03 /2324	Integrated Human Settlements	township establishment on ptn 11 and 2 of the Farm Rooikoppen 408 IS	Number of households developed with access to sites in Sakhile Ext 7 Township	Number of sites created in Sakhile Ext 7 Township	9	Township Establishment	DHS

SPATIAL RATIONALE PROJECTS CONT.

IDP No.	Function	Project Name	Ward Location	Project scope	2023/24 FY	2024/25 FY	2025/26 FY
LLM/02 /2324	Integrated Human Settlements	Precinct Plans	1,2	Sakhile -Tsotetsi Str &Hlongwane Drive Precinct plan	R1 000 000	R1 000 000	R1 000 000
LLM/03 /2324	Cemeteries	Establish 2 x regional cemeteries	1-15	Establish regional cemeteries (Subdivision)	R2 575 272		
LLM/04 /2324	Informal Settlements	National Urban Settlements Programme (NUSP) Implementation	1-15	Continue with infill development as per NUSP report	R2 000 000		
LLM/05 /2324	Spatial Planning	Review of the Spatial Development Framework	1 - 15	Review Spatial Development Framework	R800 000		
				TOTAL	**R6 375 272**	**R 1000 000**	**R1 000 000**



Map 26: Spatial Rationale Project

EPWP

IDP No	Project name	2023/2024 FY	Scope for 2023/2024 FY	Project category	HH to benefit	Planned job opportunities for 2023/2024 FY	Ward Location	Ward/s Benefitting
EPWP 01/2223	Keep Lekwa Clean	1,643,000	Keep Lekwa Clean	Environment	TBC	40	1,2,3,4,5,6,7,8,10,11,14 &15	1,2,3,4,5,6,7,8,10,11,14 &15

Gert Sibande District Municipality Projects

Project Name	Progress To Date	Budget R 000	Expenditure R 000	Challenges	Remedial Action	Time Frame
Water Quality Testing (Ongoing)	Water Quality Testing carried out at GSDM Lab Physical progress: (10/12) 83%	160	144	Current budget 100% of DM co-funding spent. Service Level Agreement for provision of services still outstanding.	LM to pay invoicing of 60% co-funding	30/06/2023
Hiring Plant and Rehabilitation of Road of Hlongwane road (Co-funded by Lekwa LM)	Project completed, a total of 2800 m² was achieved	1 610	1 610	None	None	Phase 2 of the project is completed awaiting approval of the remaining last phase.
Re-gravelling and Blading	Program to be deployed in July 2023	-	-	Due to breakdowns on the plant the program was delayed.	The maintenance of plant is done through FNB majority of the plant is operational	03/07/2023

Pothole Repair (Jet patcher Truck)	4 056m² completed	-	-	None	None	First phase of the program is completed. A new request for the machinery must be submitted for further consideration.

8.3 SECTOR DEPARTMENT PROJECTS

i. DEPARTMENT OF HUMAN SETTLEMENTS

IDP No.	Project/Programme /Name/Description	Location	Planned Number of Houses 2023/24	Allocated Budget 2023/24	Key Milestone Date
DHS/01/202324	Construction of 500 low-cost houses	Standerton Ext.8	50	R 6 986	Sep 2023
DHS/02/202324	Lekwa Community and Child Care Centre	Standerton	1 Community Hall 1 Child Care Centre	R10 000 000	31 December 2023

ii. DEPARTMENT OF WATER AND SANITATION

IDP No.	Project/ Programme/ Name/ Description	Project Location/ Ward	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'00
RBIG/01/202324	RGIB Schedule 6B – Lekwa Water Services	Lekwa LM	Lekwa LM	R 175 000	R 334 602
WSIG/01/202324	WSIG Lekwa	Lekwa LM	Lekwa LM	R 50 000	R 261 489
			TOTAL	**R225 000**	**R 596 091**

iii. DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT

IDP No.	Project/Programme /Name/Description	Projects Beneficiary/ Ward/ Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project Cost R'000
DALRRD/01/202324	Acquisition of PTN 1 of the farm Onverwags 411 IS	Mr. Mandla Dlongolo	Acquisition of the farm to secure the legally insecure land tenure rights	R 5 205	R 5 205
DALRRD/02/202324	Acquisition of PTN 44 of the farm Vlakfontein 386 IS	Ms. Tryphina Nkabinde	Acquisition of the farm to secure the legally insecure land tenure rights	R 3 500	R 3 500
DALRRD/03/202324	Portion 4 (Portion of Portion 2) of the farm Eensgevonden No. 373 IS	Marnard Eiendomme	Infrastructure for the chicken houses	R 18 477	R 18 477
DALRRD/04/202324	Portion 18 (A portion of Portion 3) of the farm Rietkuil 397 IS	N/A	Piggery 39 ha	R 48 000 Asking price	R 48 000 Asking price
DALRRD/03/202324	Portion 1, 11, 15 (Remaining Extent) and 33 & 34 of the Farm Kareebosch 413 IS	N/A	25 200 broilers 225 ha total extent	R 60 000 Asking Price	R 60 000 Asking Price
			TOTAL	**R 135 182**	**R 135 182**

iv. DEPARTMENT OF AGRICULTURE RURAL DEVELOPMENT, LAND AND ENVIRONMENTAL AFFAIRS

IDP No.	Project/Programme /Name/Description	Projects Beneficiary/ Ward/ Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project Cost R'000

DARDLEA/01 /202324	FMD Vet Vaccines	Mpumalanga	Supply, delivery, and administration of FMD Vaccines Output – 100 000 livestock vaccinated	R 3 576	R 5 091
			TOTAL	**R 3 576**	**R 5 091**

v. DEPARTMENT OF COMMUNITY SAFETY, SECURITY AND LIAISON

IDP No.	Project	Project Beneficiary/ Ward/ Location	2023/24 Budget Allocation (Annual) R'000
DCSSL/01/20324	Educational awareness campaigns Liquor traders event	Standerton	R14 000
DCSSL/02/20324	Rural Safety Initiative	Val	R 12 000
DCSSL/03/20324	Support to Community Safety Forum (CSF)	Lekwa Local Municipality	R 13 000
DCSSL/04/20324	Support to Community Policing Forum (CPFs)	Sakhile Morgenzon Standerton	R 39 000
DCSSL/05/20324	Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	5 young people Standerton	R 146 000
DCSSL/06/20324	Transport Regulation Programme • Safety Engineering • Traffic Law Enforcement • Road Safety Education • Transport Administration and Licensing and; • Overload Control	Lekwa Local Municipality	**Operational**

vi. OFFICE OF THE PREMIER – MEGA

IDP No.	Project/ Programme/ Name/ Description	Project Beneficiary/ Ward/ Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost
MEGA/01/202324	Mpumalanga Youth Development Fund	Youth province-wide	Disbursement of the Mpumalanga Youth Development Fund	R 50m	R 300m
			TOTAL	**R 50m**	**R 300m**

vii. DEPARTMENT OF COMMUNITY SAFETY, SECURITY AND LIAISON

IDP No.	Project/ Programme/ Name/ Description	Project Beneficiary/ Ward/ Location	2023/24 Budget Allocation (Annual) R'000
DCSSL/01/202324	Educational awareness campaigns Liquor traders event	Standerton	14
DCSSL/02/202324	Rural Safety Initiative Paralegal event	Val	12
DCSSL/03/202324	Support to Community Safety Forum (CSF)	Lekwa Local Municipality	13
DCSSL/04/202324	Support to Community Policing Forum (CPFs)	Sakhile Morgenzon Standerton	39
DCSSL/05/202324	Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	5 young people Standerton	146
DCSSL/06/202324	Transport Regulation Programme • Safety Engineering • Traffic Law Enforcement • Road Safety Education • Transport Administration and Licensing and;	Lekwa Local Municipality	Operational

	• Overload Control		

viii. DEPARTMENTT OF CULTURE, SPORTS, AND RECREATION

IDP No.	Local Municipality	Project/ Programme/ Name/ Description	Project Beneficiary/ Ward/ Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost
DCSR/01/202324	All local public libraries within Gert Sibande District	5745 electronic books accessible to 45 public libraries Library Reading material provided to empower learners and communities with knowledge through supply of new library materials to public libraries	5 x Lekwa	5745 electronic books	900	900
DCSR/02/202324	Lekwa Local Municipality	Mini library project implemented to increase access to library service for people living with disability	Sakhile	1 x library offering services to the blind	618	618
DCSR/03/202324	All local municipalities within Gert Sibande District	Raise awareness about national symbols conducted in communities	All local municipalities within Gert Sibande	7 public awareness activations on the "I am the flag campaign"	144	144
DCSR/04/202324	All local municipalities within Gert Sibande District	Proposed of name change are submitted through LGNC, and PGNC to the Minster of	2 Local municipalities in Gert Sibande District	2 proposed names changed through LGNC and PGNC	100	100

IDP No.	Local Municipality	Project/ Programme/ Name/ Description	Project Beneficiary/ Ward/ Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost
		Sports Arts and Cultural for reviewal				
DCSR/05/202324	All local municipalities within Gert Sibande District	Signify the rich history of the country by elevating certain days into public holidays so that they can be celebrated or commemorated	All local municipalities and will benefit all municipalities in Gert Sibande District	2 National and Historical days Celebrated	3, 000	3, 000
DCSR/06/202324	All local municipalities within Gert Sibande District	Cooperatives supported to increase marketing platforms for exposure of arts and craft products	Local arts and craft cooperatives	7 Arts and Craft cooperatives supported	165	165
DCSR/07/202324	Gert Sibande District	Project implemented to increase scope of implementing Arts and Culture projects	Gert Sibande District	23 Arts and Culture EPWP job opportunities created	947	947
DCSR/08/202324	All local municipalities within Gert Sibande District	Structures supported to promote Arts and Culture	All local municipalities within Gert Sibande District	3 community structures approved	2, 204	2, 204
DCSR/09/202324	Gert Sibande District	People from different demographic background who will discuss on how to respect, reconcile, and	Dialogue will happen at Gert Sibande District and will benefit all municipalities in the province	Conversation Dialogue conducted	200	200

IDP No.	Local Municipality	Project/ Programme/ Name/ Description	Project Beneficiary/ Ward/ Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost
		tolerate each other so that can be united as a nation in diversity				
DCSR/10/202324	All local municipalities within Gert Sibande District	People actively participating in organised sport and active recreation events such as indigenous games, big walk rural sports, golden games etc.	2941 Athletes in each local municipality	20 587 people actively participating in organised sport and active recreation events	528	528
DCSR/11/202324	All local municipalities within Gert Sibande District	Local leagues organised by federations and associations in communities where club development program is established	Local leagues at Gert Sibande Region	8 Local leagues supported	6,571	6,571
DCSR/12/202324	All local municipalities within Gert Sibande District	Schools, hubs, and clubs supported with equipment and/attire in an effort to provide opportunities for participation	Schools, hubs, and clubs	25 Schools, 10 hubs and 20 clubs provided with sport equipment	1,780	1,780
DCSR/13/202324	All local municipalities within Gert Sibande District	Learners participating in school sport tournaments at a district, provincial and national level	Learners participating in all local municipalities	2000 learners participating in school tournaments at district level	2,008	2,008

IDP No.	Local Municipality	Project/ Programme/ Name/ Description	Project Beneficiary/ Ward/ Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost
DCSR/14/202324	All local municipalities within Gert Sibande District	Athletes supported through a sports academy programme. Support includes the holistic support documented in the Academy Framework support can vary from scientific support	Athletes supported through the sports academy programme at Gert Sibande Region	100 athletes supported by the sports academies to access scientific support programme	648	648
DCSR/14/202324	Municipalities within Gert Sibande District	2023 Netball World Cup interventions implemented	All local municipalities within Gert Sibande District	3 Netball World Cup interventions implemented - Local netball tournaments - Netball World Cup Trophy Tour and handover to another province - Netball Fan Parks	3,000	3,000

ix. DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

IDP No.	Local municipality	Project/ Programme Name/ Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
DEDT/01/ 2324	Province-wide	Marketing the province on international platforms:	The Province Tourists Businesses	• Germany City to City) - Engagements with Tourism South Africa and the German embassy concluded.	-	-

IDP No.	Local municipality	Project/ Programme Name/ Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
				• (India Tourism Trade and Investment) - The exhibition conference is the biggest in India. Awaiting schedule from the South African Tourism (tentative dates October) • (Middle East Tourism Trade Show) - Held twice in twelve months cycle (May and November) The entity opted for the November date to allow proper planning		
DEDT/02/ 2324	Province wide	Integrated Management Plans and Tourism Master Plan	The Province Tourists Businesses	• Service provider will be appointed in April. • Consultations with stakeholders expected to complete in June. • Submission to DFFE to be done in September 2023	-	-
DEDT/03/ 2324	Province-wide	Mpumalanga Youth Development Fund	Youth province-wide	Disbursement of the Mpumalanga Youth Development Fund	R 50m	R 300m
DEDT/04/ 2324	Province-wide	Green Economy	Province	Four pillars of the Mpumalanga Green Economy Development Plan rolled out i.e. energy; water; circular economy and smart agriculture. • Mpumalanga Green Cluster Agency established to drive the implementation of Mpumalanga Green Economy Development Plan. • MOU with Eskom on Komati repurposing and proposed Energy SEZ	-	-

x. COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

IDP No.	Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
COGTA/01/22324	Various municipalities	Development of the Mpumalanga RSDF	Gert Sibande, Ehlanzeni, Nkangala DMs, Mkhondo, Msukaligwa, Chief Albert Luthuli, Nkomazi, City of Mbombela, Bushbuckridge, Thaba Chweu and Emakhazeni LMs	Approved Mpumalanga RSDF	650	1 600

8.4 SOCIAL LABOUR PLANS FUNDED PROJECTS

IDP No.	Function	Project Name	Ward Location	Project scope	2023/24 FY	2024/25 FY	2025/26 FY	Funding Source
SLP/01/2324	Local Economic Development	Hawker Stalls	10 (Standerton CBD)	1 hawker stall constructed	R300 000	R300 000	R300 000	Social Labour Plans
				TOTAL	**R300 000**	**R300 000**	**R300 000**	

8.5 CATALYTIC PROJECTS

Project Name	Developers	Ward Location	Wards benefitting
Standerton Mall	Sky-Village	10	1-15
Rooikoppen Shopping Centre	BH Developers	11	1-15

9. CHAPTER NINE: ORGANIZATIONAL STRUCTURE 2023/24

9.1 Human Resource Strategy

Organizational Structure

An analysis of the workforce profile of the Lekwa Local Municipality as at 2022-05-30 (last reporting cycle for the Employment Equity Report) reveals the following:

One of the main objectives of the Municipality is to achieve equity in the workplace through the promotion of equal opportunities and fair treatment for all its employees, as well as applicants for employment by:

- Eliminating unfair discrimination that may exist in policies, practices, procedures, and the work environment.
- Implementing affirmative action measures to redress the disadvantages experienced by designated groups in the past.
- Promoting diversity and respect for all employees.
- Achieving equitable representation of all demographic groups at all levels and in all categories of the workforce as ultimate tangible objective.

To this end the following key human resources policies will be put in place in order to guide all human resources related activities of the Municipality:

Recruitment, Selection and Appointment Policy

This policy is intended to create a framework for decision-making in respect of employment practice/s in the Lekwa Local Municipality. As such it attempts to establish a set of rules for the consistent interpretation and application of collective agreements and legislation governing the acquisition of staff by the Lekwa Local Municipality.

The municipality shall develop the strategy to:

- reduce turnaround times for filling of approved vacant funded posts;
- fill all funded vacant posts on the staff establishment within six months of a funded post becoming vacant.
- at all times have the capacity and capability to perform its functions.
- The strategy must include timeframes for the various activities included in the recruitment and selection processes

Human Resources Development Policy

The Lekwa Local Municipality believes that its employees form the cornerstone of service delivery to the communities within the Municipality. It therefore adopts a policy of giving priority to the training and development of its staff, within the parameters of what is feasible and sensible in the

context of the municipality's resource deployment requirements. It will identify and assess the training needs and potential of staff, match it with the requirements of the Municipality and afford all employees the opportunity to develop their potential, improve their performance and advance their career prospects within the municipality. Special attention will be paid to training and development opportunities for employees belonging to designated groups.

Skills development activities of the municipality shall strive:

- To support the achievement of the municipality's goals set out in the Integrated Development Plan by providing critical skills that ensure the delivery of quality services;
- To promote the development and retention of competent municipal staff, including the development of technical, professional and specialist staff who have the required qualifications and skills;
- To support the employment equity objectives of the municipality;
- To be based on high quality provision and effective workplace learning and development practices, including coaching, mentoring, on-the-job learning, and opportunities for the practical application of skills in the workplace

The municipality shall support its staff members by:

- clarifying the skills required for jobs, identifying relevant skills needs and developing opportunities to satisfy the skills needs;
- identifying new skills and knowledge required by staff to support their career growth and progression; o creating learning opportunities which will allow their staff to develop the skills and expertise to enable them to compete effectively for placement in new or vacant posts;
- ensuring that skills development is a KPA in senior managers and supervisors performance agreements.

Staff Retention Policy

Staff retention is a process of ensuring that employees with valued or needed skills or experience in a scarce/critical field where recruitment is difficult are kept within the service of the Municipality by using various techniques. The Municipality recognizes that its most asset is its human resources. A great deal of time and money is invested in the recruitment, training, and development of employees and, as such, every effort should be made to retain those employees who have scarce or critical skills.

Performance Management Policy

The objectives of implementing a performance management system include:

- Facilitates strategy (IDP) deployment throughout the municipality and align the organization in executing its

strategic objectives;

- Facilitate increased accountability;

- Continuous and sustainable service delivery improvement;
- Create an organizational performance culture;
- Provide early warning signals;
- Develop open and constructive relationship between customers, leadership, and employees;
- Encourage reward for good performance;
- Manage and improve poor performance;
- Link performance to skills development and career planning, therefore encourage learning and growth; and
- Comply with legislative framework.

PMDS shall, were reasonably practicable, link to:

- the municipality's strategic objectives, integrated development plan and the SDBIP of the relevant municipal department; and to the senior manager's performance plan and the performance plans of the staff members within that senior manager's department.

The system shall be developmental, while allowing for:

- an effective response and relevant measures to manage substandard performance;
- recognition and reinforcement of fully effective performance, performance significantly above expectations and outstanding performance

Occupational Health and Safety Policy

The Lekwa Local Municipality and its staff believe that the prevention of injuries and exposure to disease of all the employees is of paramount importance to the organization in its quest to be a leader in health and safety. Furthermore, management acknowledges its responsibility and moral obligation to provide a safe and healthy workplace. The Municipality will strive to be proactive in the recognition of risks with the objective of reducing exposure to injury and disease. Involvement will be at all levels and the responsibility will be shared by everyone, in order to reach the objectives.

Employment Equity Policy

The purpose of this policy is to state the broad principles of employment equity to which the Lekwa Municipality is committed and to describe in general how the Municipality seeks to realize these principles. This policy document does not constitute the Employment Equity Plan of the Lekwa Local Municipality, but simply sets out the framework and guiding philosophy that will govern an Employment Equity Plan.

9.2 HUMAN RESOURCE PLAN

The Human Resource Plan focuses mainly on three levels: entry level, internal environment management level and exit level.

ENTRY OF PEOPLE (Recruitment, selection, induction and orientation, remuneration, and benefits)				
	PRIORITY PROJECTS	**OUTPUT**	**DUE DATE**	**BUDGET**
ENTRY LEVEL	Review the organizational structure	Revised organizational structure	June 2023	R0
	Introduce and publicize all new and review human resource policies annually	Human Resource Policies and Employee Handbook	Jun 2022, 2023, 2024 and 2025	R8 000
	Ensure qualitative implementation of the Employment Equity Plan	Realization of set employment equity targets regarding gender and people with disabilities for each year of the plan	Jun 2022, 2023, 2024 and 2025	R 30 000 per annum
	Ensure minimum leave (24 or 27 days) is taken by each employee annually	Leave Report	Jun 2022, 2023, 2024 and 2025	R0
	Reduce and manage excess leave to within 48 days per employee and current only	Excess leave to be within provisions of the collective agreement and current only	Jun 2022, 2023, 2024 and 2025	R0
	Provide Employee Wellness services	Implementation of wellness programs	Annually	R 500 000 per annum
DEVELOPMENT OF PEOPLE (Training, Promotion and Progression, Performance and Talent Management, Culture, Leadership etc.)				
	PRIORITY PROJECTS	**OUTPUT**	**DUE DATE**	**BUDGET**
INTERNAL ENVIRONMENT MANAGEMENT LEVEL	Develop Comprehensive Human Resource Development Strategy	Human Resource Development Strategy	Jun 2023	R80 000
	Ensure all Job Descriptions are updated in line with the provisions of the policy	Job Descriptions	Every five years from August 2022	R0
	Ensure implementation of the Workplace Skills Plan to at least 80% of planned training	Workplace Skills Plan and Training Report	April 2023, April 2024, and June 2025	R0

	Communicate reviewed and newly adopted Human Resource Policies	Register of inducted employees	Dec 2022, 2023, 2024 and 2025	R0
	Adopt and implement Human Resource Service Standards	Human Resource Service Standards	Jun 2025	R0
	Introduce Human Resource Information System (HRIS) to manage all human resources related activities e.g., organogram, employee records, employment equity report, skills development, injuries on duty reports	Progressive introduction of Electronic Human Resource Information System	Jun 2025	R80 000 per annum for skilling personnel
EXIT OF PEOPLE (Death, Injury on Duty, Terminal illness, Retirement Resignation and Dismissal)				
EXIT LEVEL	Determination of future (three years) human resource requirements – Human Resource Planning	Human Resource Requirements (three years)	Jun 2024	R0
	Introduce and maintain medical surveillance programmes	Medical surveillance report	Report quarterly	R200 000
	Conduct Health Risk Assessment every two years	Risk Assessment Report	2024	R0

Table 66 Human Resource Plan

HRM OPERATIONAL PLAN (in order of priority)								
STRATEGIC GOAL	**NAME OF HR PROJECT**	**KEY MILESTONE**	**YEAR 1**	**YEAR 2**	**YEAR 3**	**YEAR 4**	**YEAR 5**	**CURRENT STATUS**
Ensure alignment of organogram to the Integrated Development Plan (IDP).	Review the organizational structure	Organizational structure aligned to IDP	Necessary approval obtained and new organizational structure Implemented					Current structure and job titles not properly aligned to IDP

Recruitment of competent staff	Ensure all Job Descriptions are updated in line with the provisions of the policy	Up to date Job Descriptions		Ensure all Job Descriptions are up to date				New Job Descriptions in place
Introduce new and review human resource policies annually	Introduce and publicize all new and review human resource policies annually	All employees inducted on the newly developed Human Resources Policies	Induct all employees on the newly developed HR Policies	Introduce new and review human resource policies annually	Introduce new and review human resource policies annually			Not all employees inducted on all reviewed and new human resource policies
Training and development to ensure responsiveness.	Develop Comprehensive Human Resource Development Strategy	Human Resource Development Strategy	Strategy approved by Council	Publicize strategy				No comprehensive Human Resource Development Strategy in place
Redress gender imbalances.	Ensure qualitative implementation of the Employment Equity Plan	Employment Equity Plan	Seventy-five percent (75%) of employment equity targets for 2022/2023 regarding gender and disability realized	Eighty percent (80%) of employment equity targets for 2023/2024 regarding gender and disability realized	Ninety percent (90%) of Employment equity targets for 2024/2025 regarding gender and disability realized			Employment Equity targets currently sitting at around 60% of the planned targets
Introduction and or improvement of systems	Introduce Human Resource Information System (HRIS)	Electronic Human Resource Information System	Set-up and populate the system and different modules e.g.,	Implement Electronic Human Resource	Implement Electronic Human Resource			No comprehensive Human Resource Information System in place

	to manage all human resources related activities e.g., organogram, employee records, employment equity report, skills		organogram, employee records, employment equity report,	Information System	Information System			
HRM OPERATIONAL PLAN (in order of priority)								
STRATEGIC GOAL	**NAME OF HR PROJECT**	**KEY MILESTONE**	**YEAR 1**	**YEAR 2**	**YEAR 3**	**YEAR 4**	**YEAR 5**	**CURRENT STATUS**
	development , injuries on duty reports		skills development , injuries on duty reports					
Ensure safety and healthy environment	Provide Employee Wellness services	Develop Employees Wellness Policy	Implementation of employee wellness programmes	Implementation of employee wellness programmes	Implementation of employee wellness programmes			Employee Wellness Officer Appointed
Training and development to ensure responsiveness.	Ensure implementation of Workplace Skills Plan to at least 80% of planned training	Eighty percent (80%) implementation of the Workplace Skills Plan	Seventy percent (70%) implementation of the Workplace Skills Plan	Eighty percent (80%) implementation of the Workplace Skills Plan				Workplace Skills Plan implemented at 50% of planned

Introduce new and review human resource policies annually	Communicate reviewed and newly adopted Human Resource Policies	Inducted all current and new employees	Inducted all current and new employees	Inducted all current and new employees	Inducted all current and new employees			Employees not inducted on the new policies that are in line with the Municipal Staff Regulation
Ensure safety and healthy environment	Conduct and Medical Surveillance maintain medical surveillance programmes in line with the Occupational Health and Safety Policy	Medical surveillance for high-risk areas conducted	Conduct medical surveillance for high-risk areas and all newly appointees	Conduct medical surveillance for high-risk areas and all newly appointees				No medical surveillance report for old employees
Ensure safety and healthy environment	Conduct Health Risk Assessment every two years	Health Risk Assessment Report		Health Risk Assessment Report				Health Risk Assessment Conducted
Ensure safety and healthy environment	Ensure minimum leave (16 or 19 days) is taken by each employee annually	Leave Report	Minimum leave (16 or 19 days) is taken by each employee annually	Minimum leave (24 or 27 days) is taken by each employee annually	Minimum leave (16 or 19 days) is taken by each employee annually			Challenges with excess leave in some instances
Promote culture of performanc	Management of all leave types	Leave managed to in line with	Re-introduce the leave Schedule in	Monitor and control absenteeism				Some adverse findings by Auditor General

e in the municipality.		the conditions of service (SALGBC agreements)	all departments and improve monitoring and reporting on the different leave types					
Skills Audit	Conduct Skills Audit for All Municipal Employees	Management and staff perform to the prescribed standards	Skills Audit Report					Skills Audit not conducted
HRM OPERATIONAL PLAN (in order of priority)								
STRATEGIC GOAL	**NAME OF HR PROJECT**	**KEY MILESTONE**	**YEAR 1**	**YEAR 2**	**YEAR 3**	**YEAR 4**	**YEAR 5**	**CURRENT STATUS**
Promote culture of performance in the municipality.	Adopt and implement performance management to all municipal employees	Cascading the Individual Performance Management System to all municipal employees.	Consultation with relevant stakeholders for the adoption and implementation and monitoring of the IPMS	Consultation with relevant stakeholders for the adoption and implementation and monitoring of the IPMS	Implementation and monitoring of the IPMS	Implementation and monitoring of the IPMS		IPMS not in place

9.3 Workplace Skills Development Plan for the 2023/24 Financial Year

Qualification Profile

Below NQF Level 1	NQF Level 1	NQF Level 2	NQF Level 3	NQF Level 4	NQF Level 5	NQF Level 6	NQF Level 7	NQF Level 8	NQF Level 9	NQF Level 10	Total
LEGISLATORS											
1	0	1	5	13	6	0	0	0	0	0	30
MANAGERS											
0	0	0	0	0	2	9	23	0	0	0	34
PROFESSIONALS											
0	0	0	0	3	2	8	13	0	0	0	26
TECHNICIANS AND ASSOCIATE PROFESSIONALS											
0	1	0	3	7	6	8	7	0	0	0	32
CLERICAL SUPPORT WORKERS											
0	0	0	3	12	11	22	7	0	0	0	55
SERVICE AND SALES WORKERS											
0	0	0	0	15	31	7	1	0	0	0	54
SKILLED AGRICULTURAL, FORESTRY, FISHERY, CRAFT AND RELATED TRADE WORKERS											
0	0	1	3	7	21	1	0	0	0	0	33
PLANT AND MACHINE OPERATORS AND ASSEMBLERS											
3	11	6	8	5	1	0	0	0	0	0	34
ELEMENTARY OCCUPATIONS											
4	45	48	58	35	9	0	0	0	0	0	199
8	**57**	**56**	**80**	**101**	**89**	**55**	**51**	**0**	**0**	**0**	**497**

Table 67: Qualification profile of the Municipality

Planned Training Budget for 1 May 2023 - 30 April 2024

Funding Source	Planned Training Budget - Employed	Planned Training Budget - Unemployed	Committed Expenditure - Employed	Committed Expenditure - Unemployed
Mandatory Grant Funds	3120010	0	2500 000	0

Outstanding Mandatory Grant funds from previous year	84052	0	84052	0
Discretionary Grants funds	0	100000	0	100000
Additional funding (Municipality/entity, donor funds, other government funds etc.)	1172919	765000	1172919	765000
Total	4376981	865000	3756971	865000

Table 68: Planned training budget 1 May 2023 - 30 April 2024

Total Planned Training Beneficiaries for 1 May 2023 - 30 April 2024

LGSETA Strategic Focus Area	Municipal Key Performance Area	Main IDP Priority Linked to Key Performance Area	Female - Employed	Male - Employed	Total	Female – Unemployed	Male – Unemployed	Total
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	To promote sound governance to improve municipal overall performance.	27	26	53	0	0	0
Promoting Sound Financial Management & Financial Viability	Municipal Financial Viability and Management	To improve revenue collection and ensuring that the municipality is financially sustainable.	18	8	26	4	2	6
Enhancing Infrastructure and Service Delivery	Basic Service Delivery and Infrastructure Development	To provide quality service delivery efficiently and effectively.	28	60	88	1	1	2
Enhancing Municipal Planning	Municipal Transformation	To improve human capital in order to enhance municipal	2	1	3	3	0	3

	and Institutional Development	transformation and corporate image						
Promoting Spatial Transformation and Inclusion	Sustainable Local Economic Development	To promote sustainable economic growth and business opportunities	0	0	0	4	1	5
		TOTALS	**75**	**95**	**170**	**12**	**4**	**16**

Table 69: Total planned beneficiaries for 1 May 2023 - 30 April 2024

IPMS – Integrated Performance Management System

Lekwa LM does not have a IPMS system in place. However, the municipality intends on developing and approving an IPMS system for the 2023/24 financial year as part of the HRM operational plan. The strategic goal of the HRM operational plan is to promote a culture of performance in the municipality. The human resources division will develop a project to cascade IPMS to all municipal employees. The municipality is busy consulting with relevant stakeholders on the draft policy for cascading performance management.

9.4 Organizational Structure 2023/24

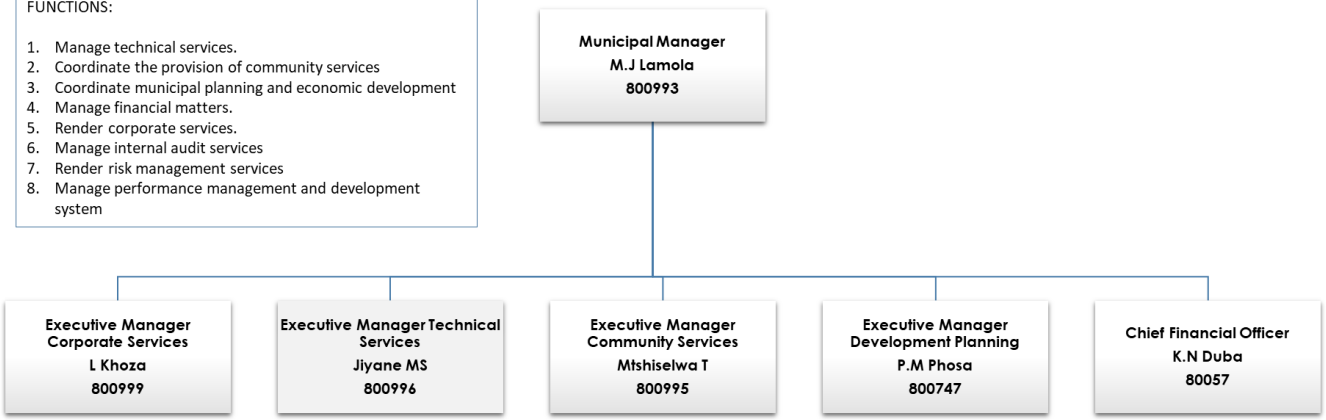
The organogram outlines how certain activities are directed in order to achieve the set Municipal IDP objectives. This concept attempts to promote the correct utilisation of the abilities, knowledge, and skills of the staff, and other resources. The employee-related cost for the financial year is at (25%) of the total operating expenditure budget which is below the 35% of the National Treasury determined norm.

Vacancies to be filled in the 2022/23 and 2023/24 financial year:

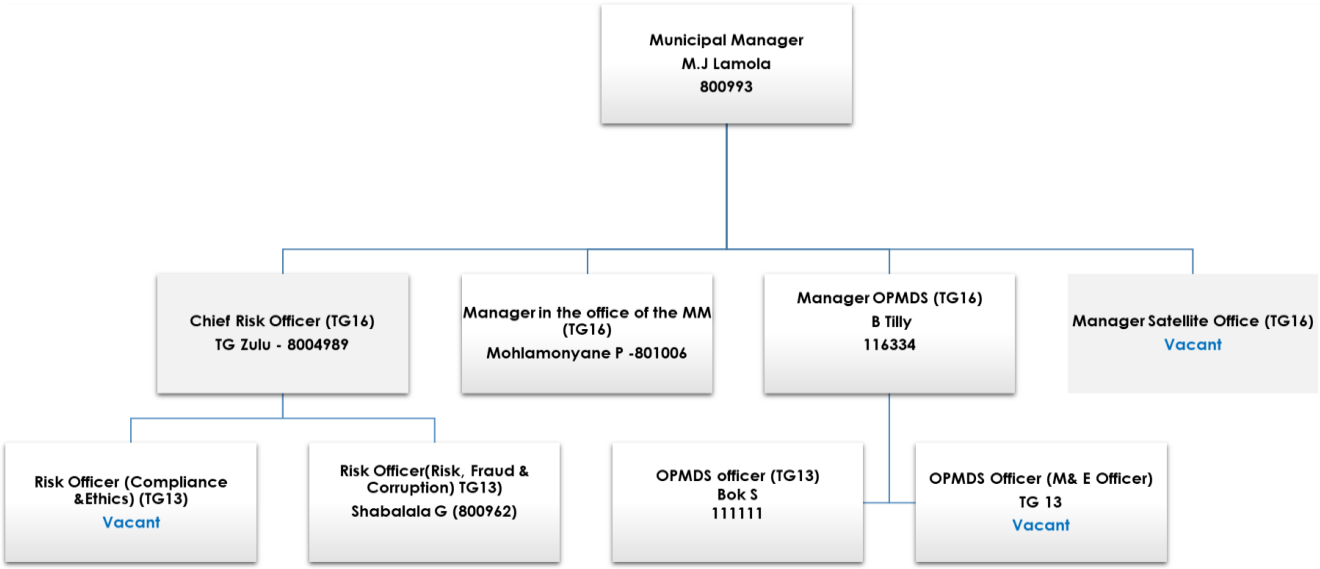
- Manager Income/ Revenue
- Project Management Unit Technician – Civil Engineering
- Manager office of the Municipal Manager
- LED Officer
- Town Planner x 2
- Property and Facilities Management Officer
- Manager Communications & Marketing
- Accountant Financial System Administrator
- Accountant Movable Assets
- Accountant Expenditure
- Various positions within the technical services department

PURPOSE: TO PROVIDE ADMNISTRATIVE AND SERVICE DELIVERY NEEDS OF THE MUNICIPALITY IN ACCORDANCE WITH THE LEGISLATION GOVERNING LOCAL GOVERNMEMENT.
FUNCTIONS:

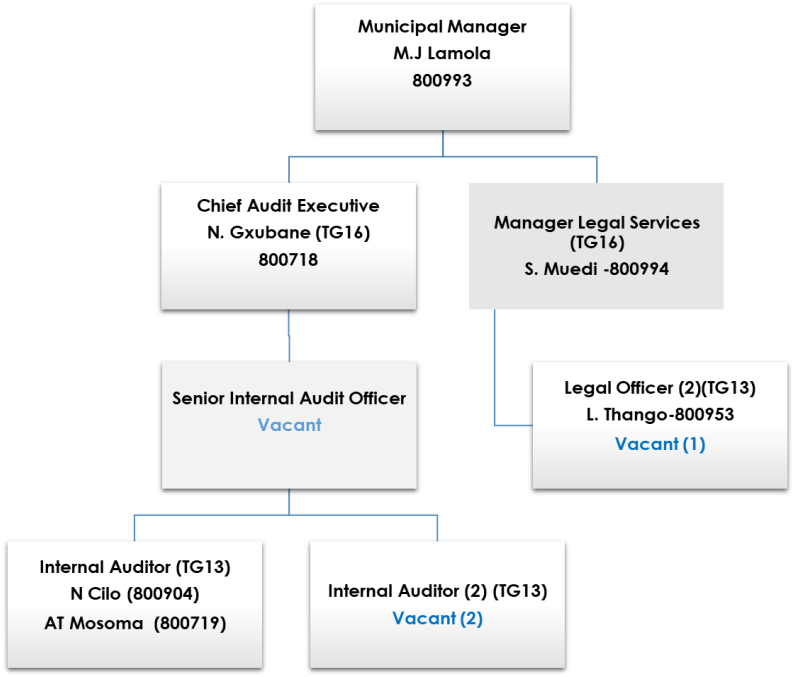
1. Manage technical services.
2. Coordinate the provision of community services
3. Coordinate municipal planning and economic development
4. Manage financial matters.
5. Render corporate services.
6. Manage internal audit services
7. Render risk management services
8. Manage performance management and development system



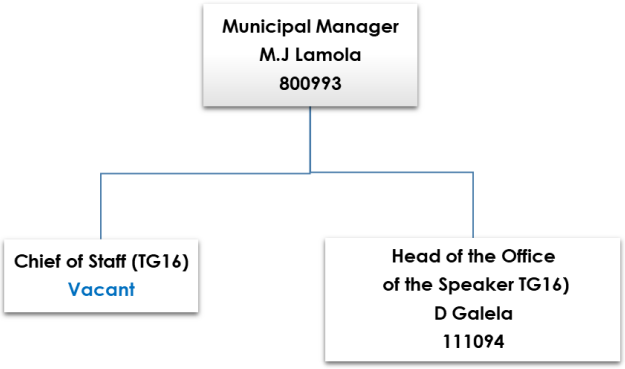
OFFICE OF THE MUNICIPAL MANAGER



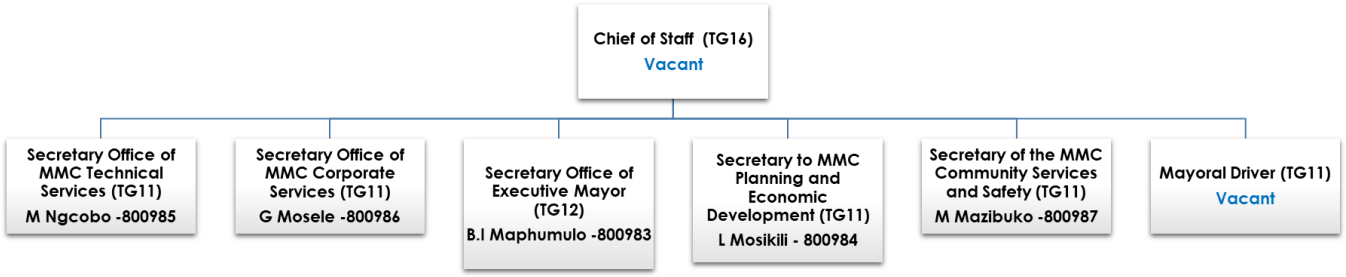
OFFICE OF THE MUNICIPAL MANAGER



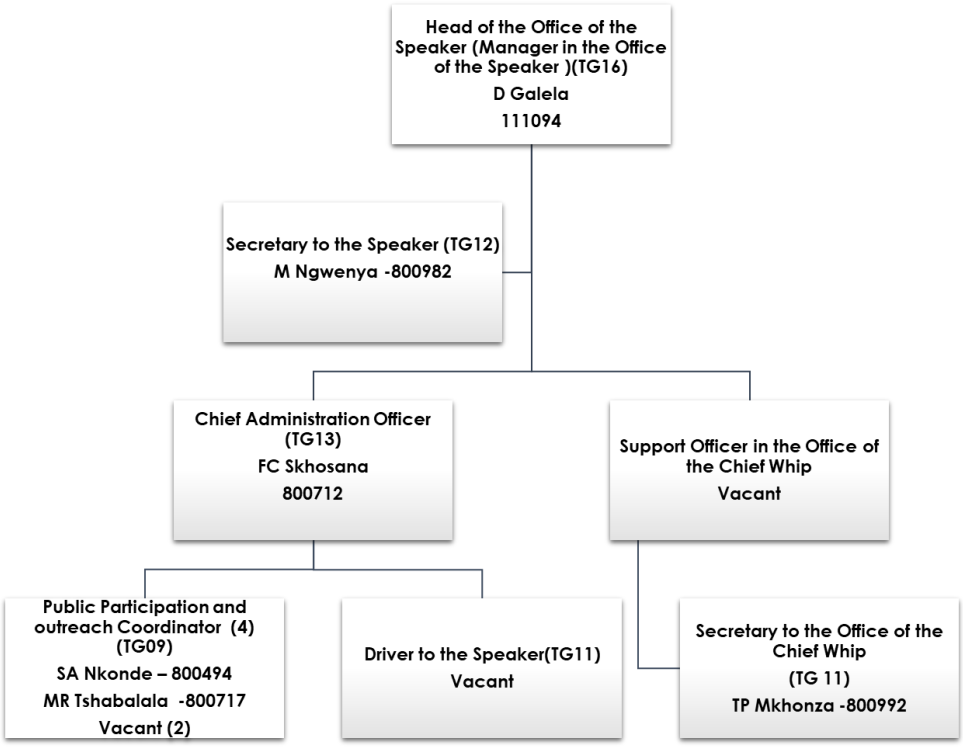
OFFICE OF THE MUNICIPAL MANAGER



OFFICE OF THE EXECUTIVE MAYOR

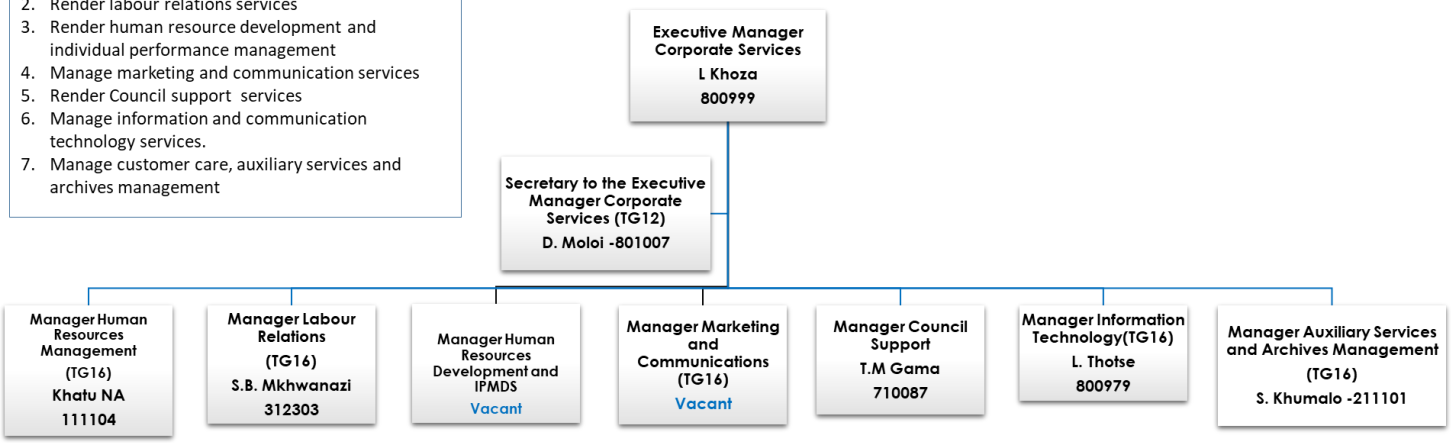


OFFICE OF THE SPEAKER

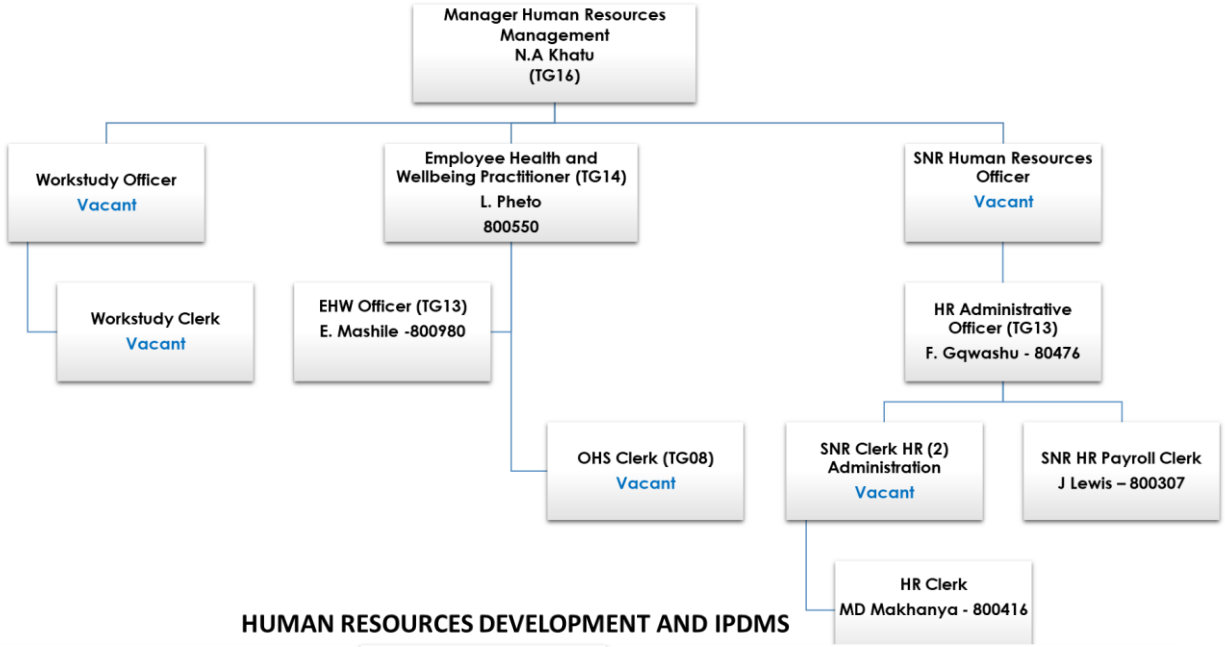


CORPORATE SERVICES
OFFICE OF EXECUTIVE MANAGER CORPORATE SERVICES

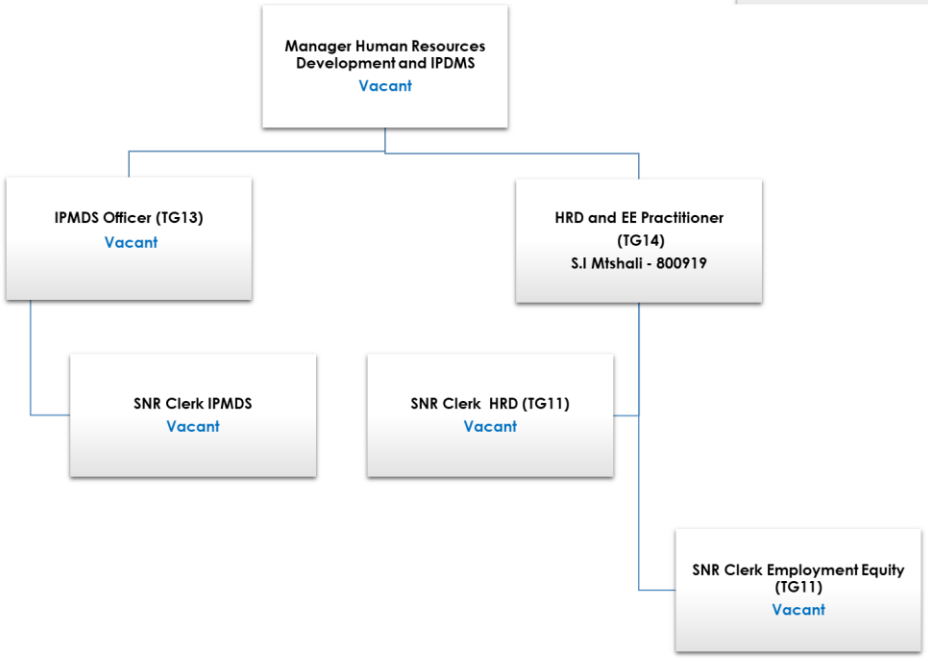
PURPOSE: TO RENDER CORPORATE SERVICES.
FUNCTIONS:
1. Render human resource management.
2. Render labour relations services
3. Render human resource development and individual performance management
4. Manage marketing and communication services
5. Render Council support services
6. Manage information and communication technology services.
7. Manage customer care, auxiliary services and archives management



HUMAN RESOURCES MANAGEMENT



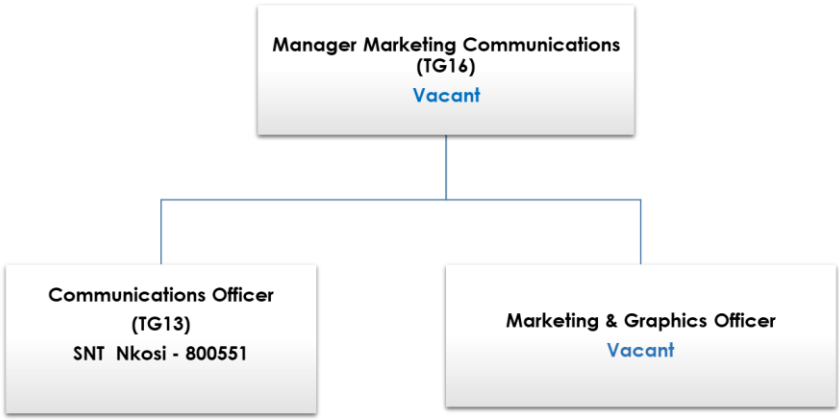
HUMAN RESOURCES DEVELOPMENT AND IPDMS



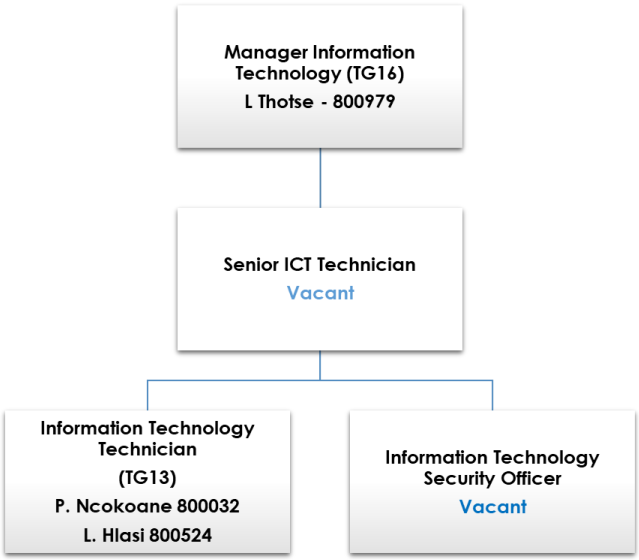
LABOUR RELATIONS



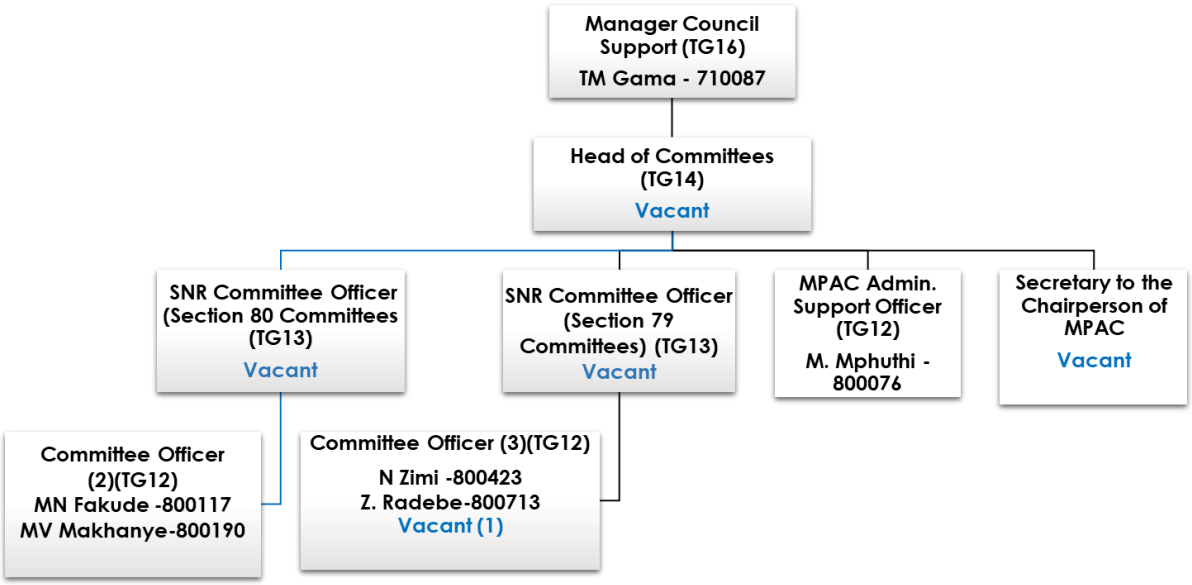
MARKETING AND COMMUNICATIONS



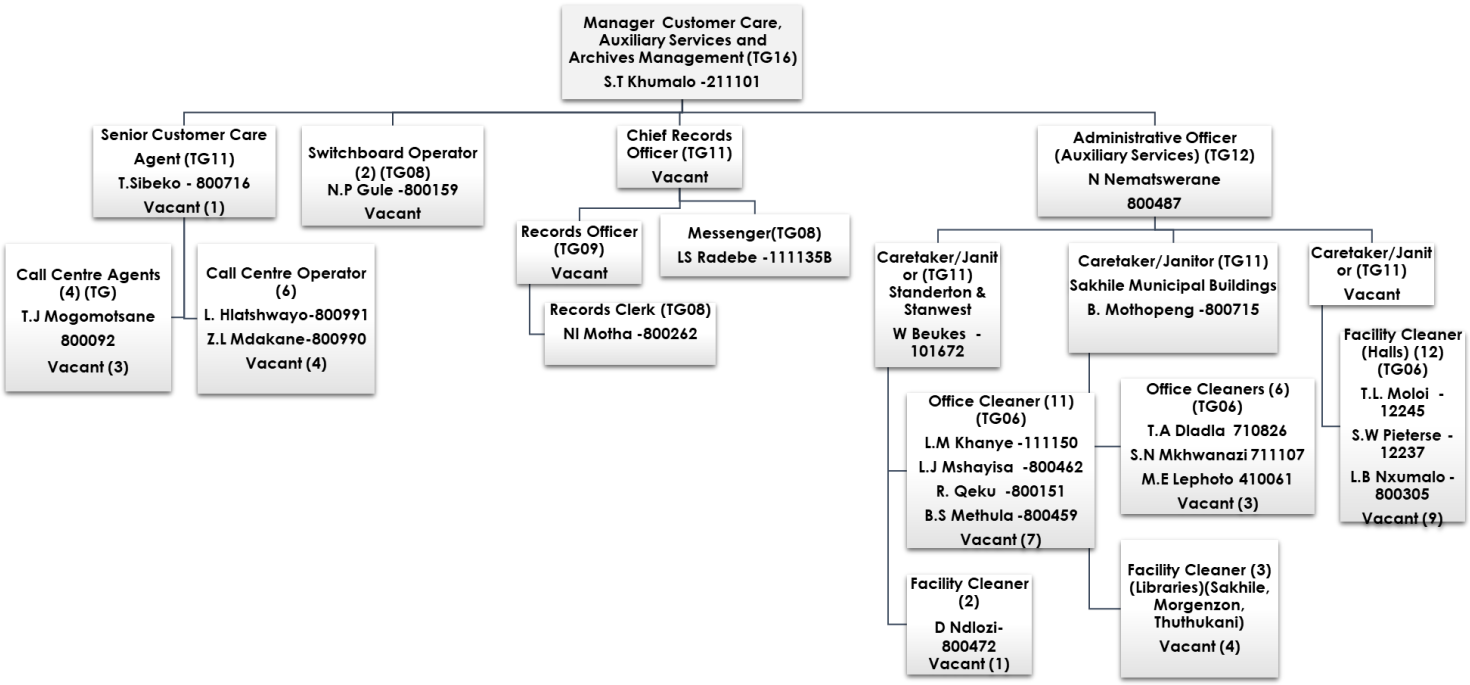
INFORMATION AND COMMUNICATION TECHNOLOGY



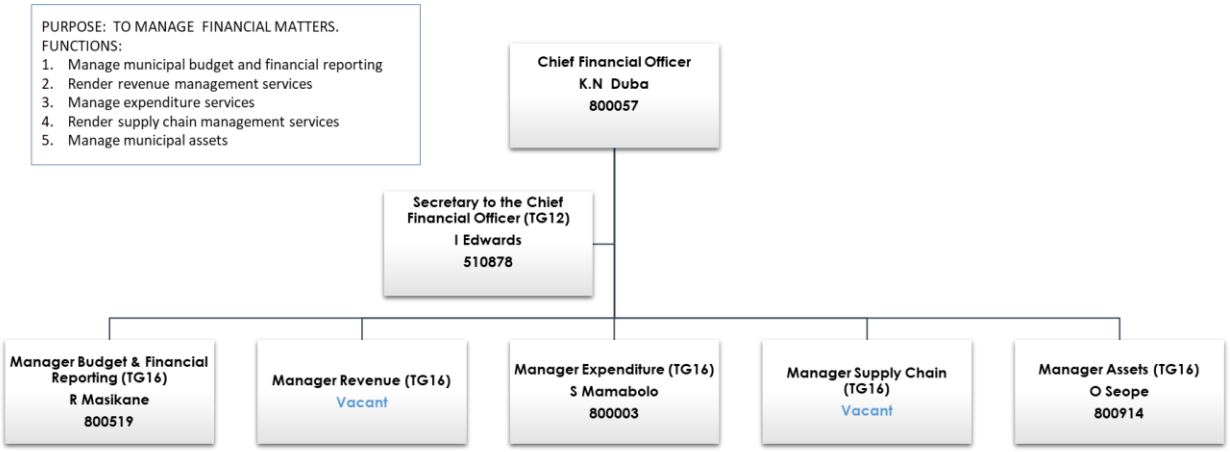
MUNICIPAL COUNCIL SUPPORT



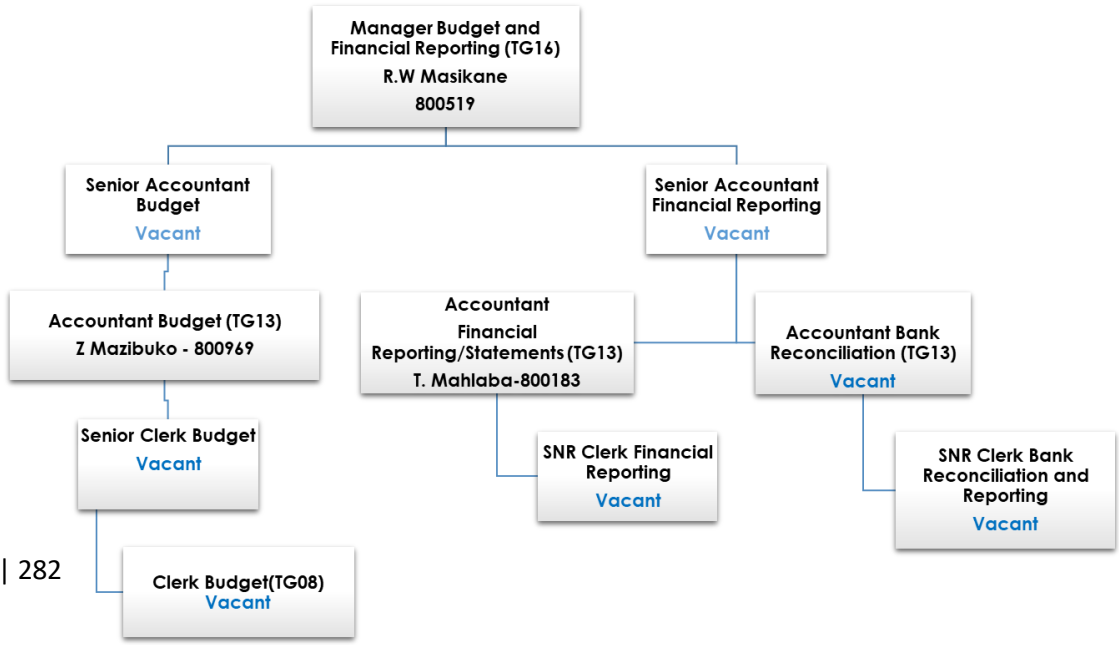
AUXILIARY SERVICES AND ARCHIVES MANAGEMENT



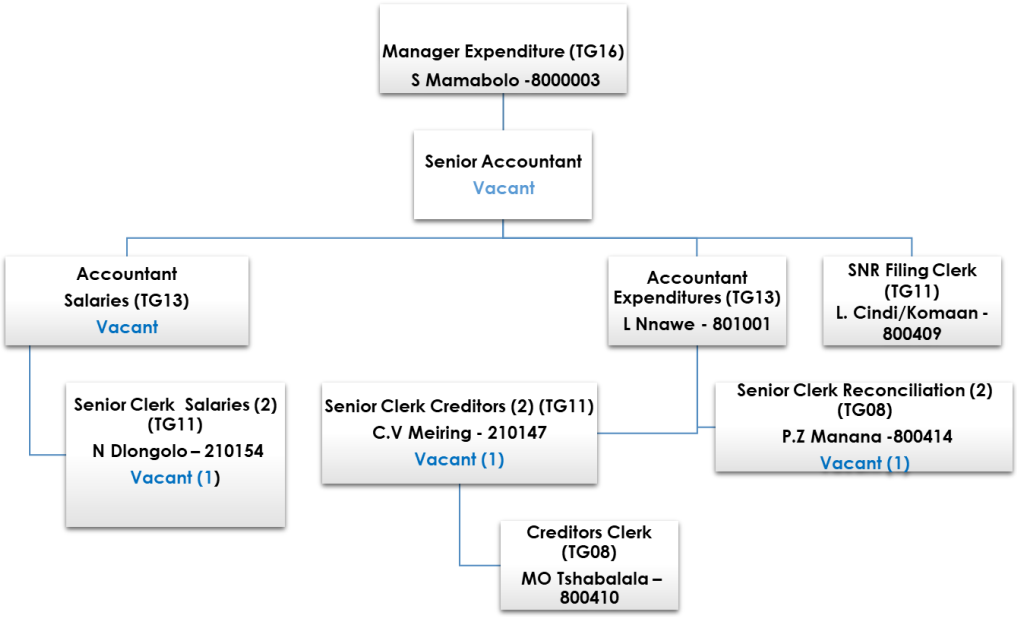
BUDGET & TREASURY OFFICE
OFFICE OF THE CHIEF FINANCIAL OFFICER



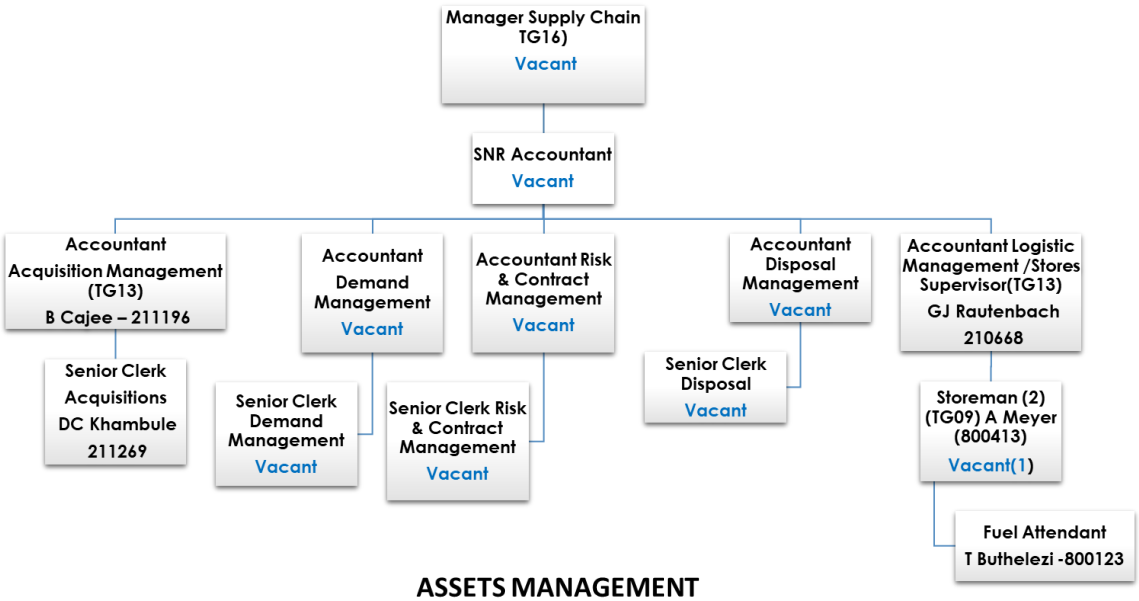
BUDGET AND FINANCIAL REPORTING



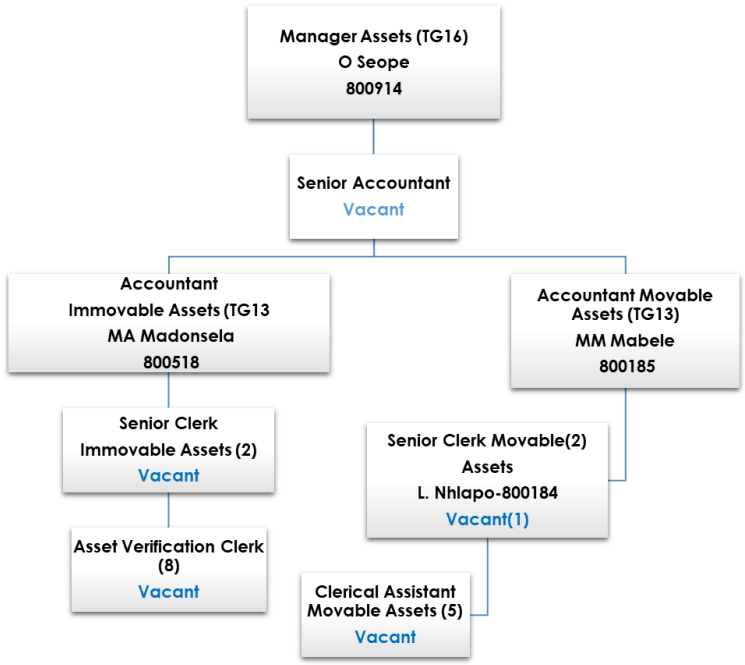
EXPENDITURE MANAGEMENT



SUPPLY CHAIN MANAGEMENT

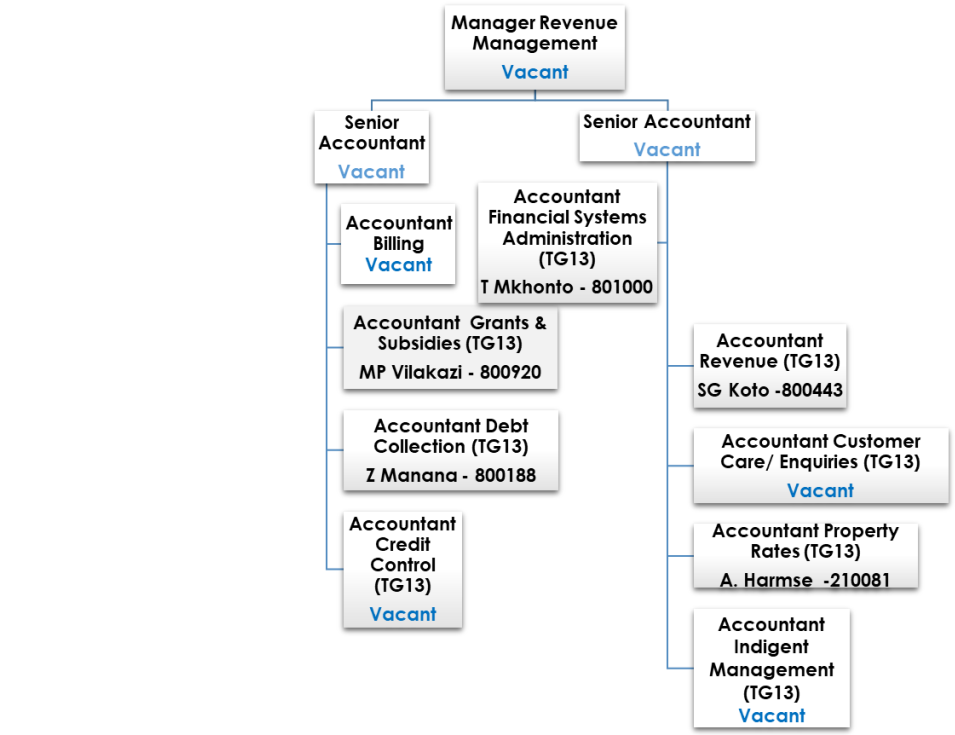


ASSETS MANAGEMENT

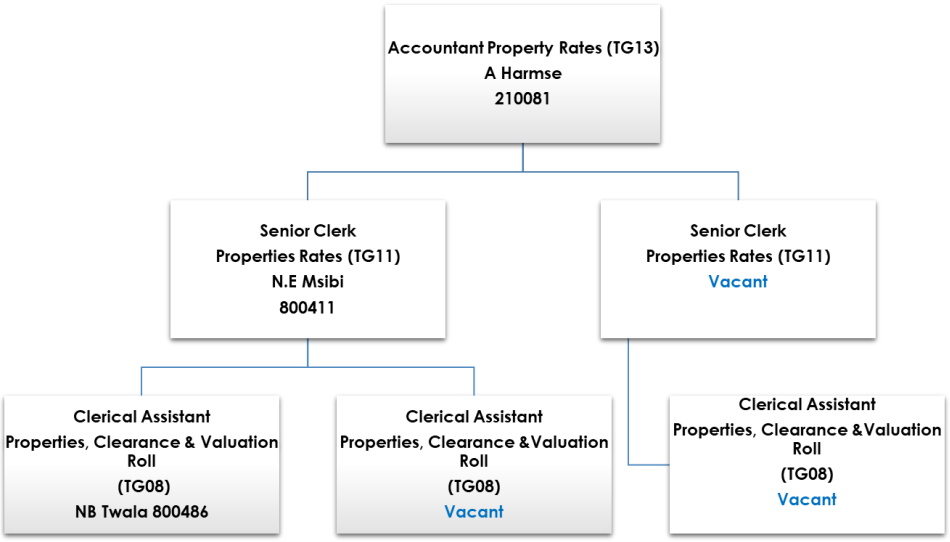


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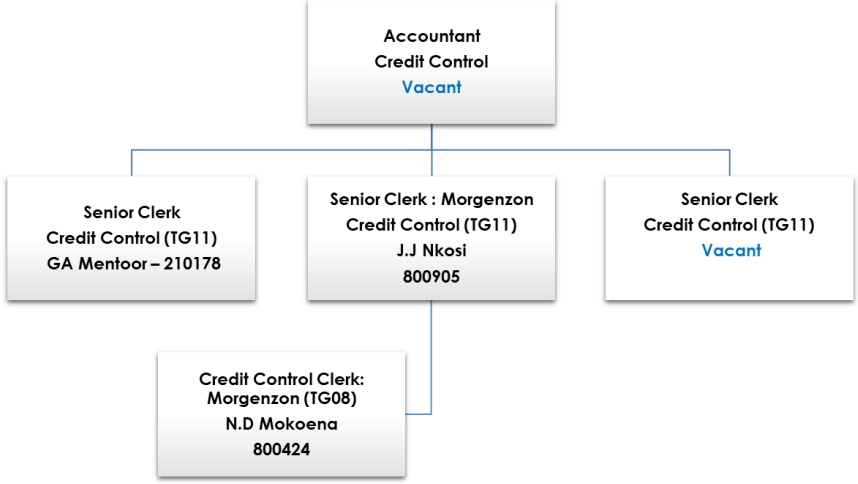
REVENUE MANAGEMENT



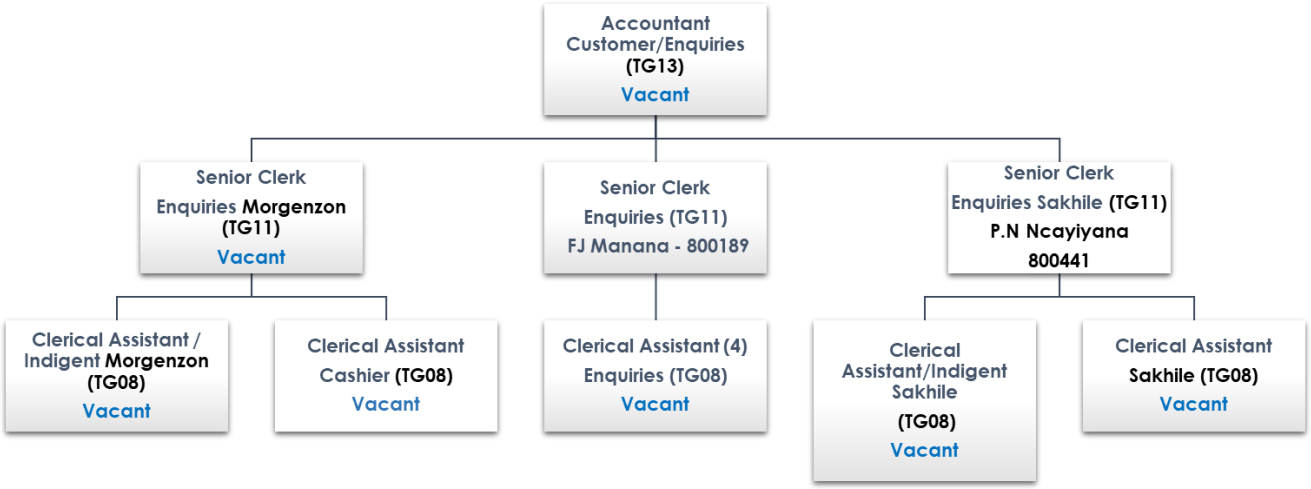
REVENUE MANAGEMENT



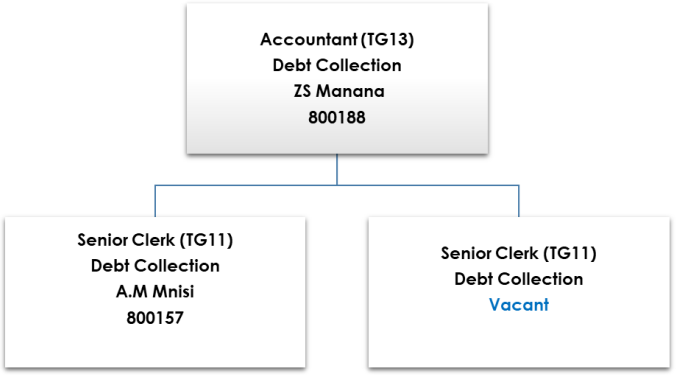
REVENUE MANAGEMENT



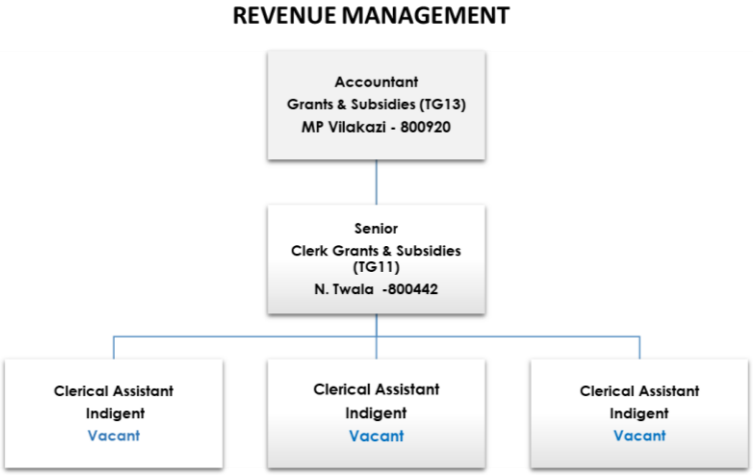
REVENUE MANAGEMENT



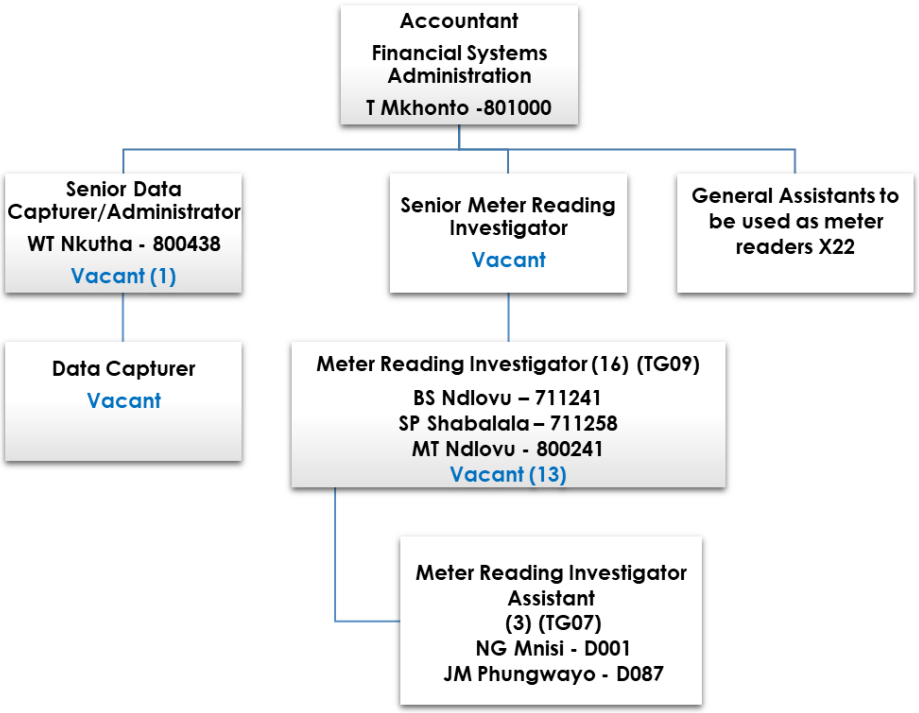
REVENUE MANAGEMENT



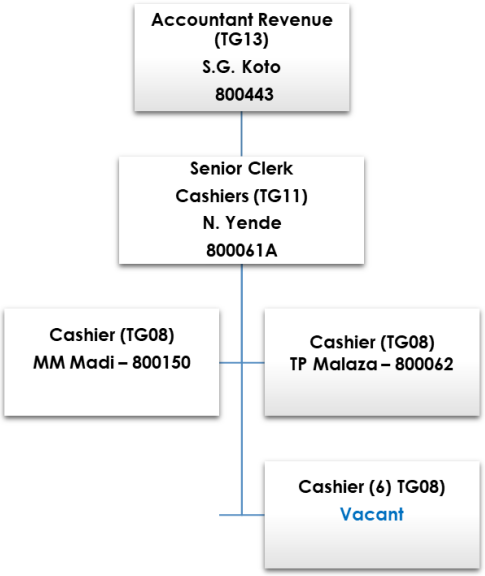
REVENUE MANAGEMENT



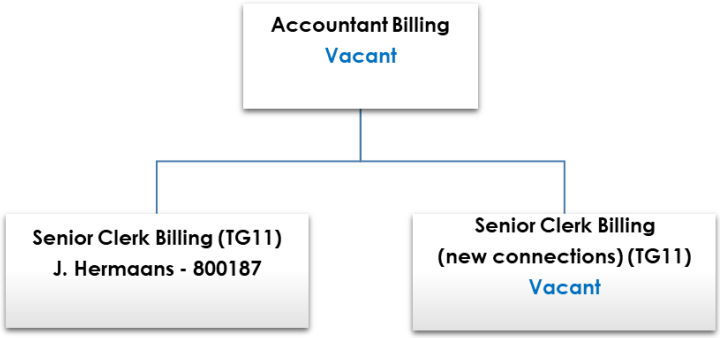
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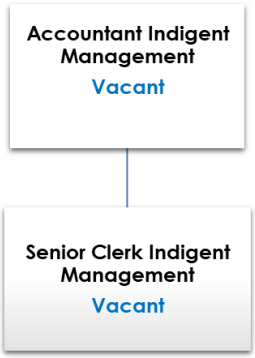
REVENUE MANAGEMENT



REVENUE MANAGEMENT



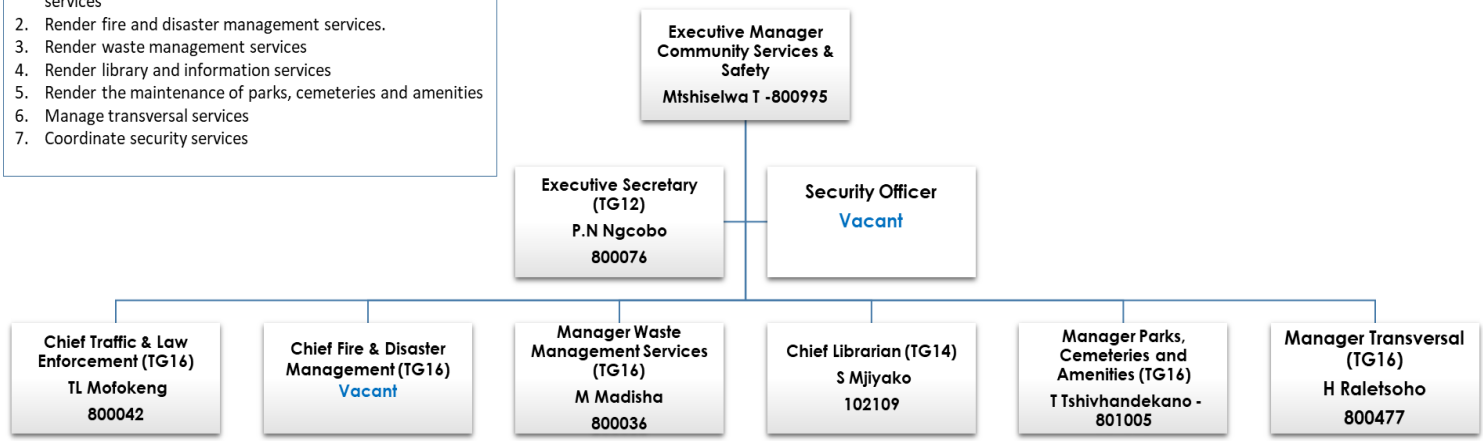
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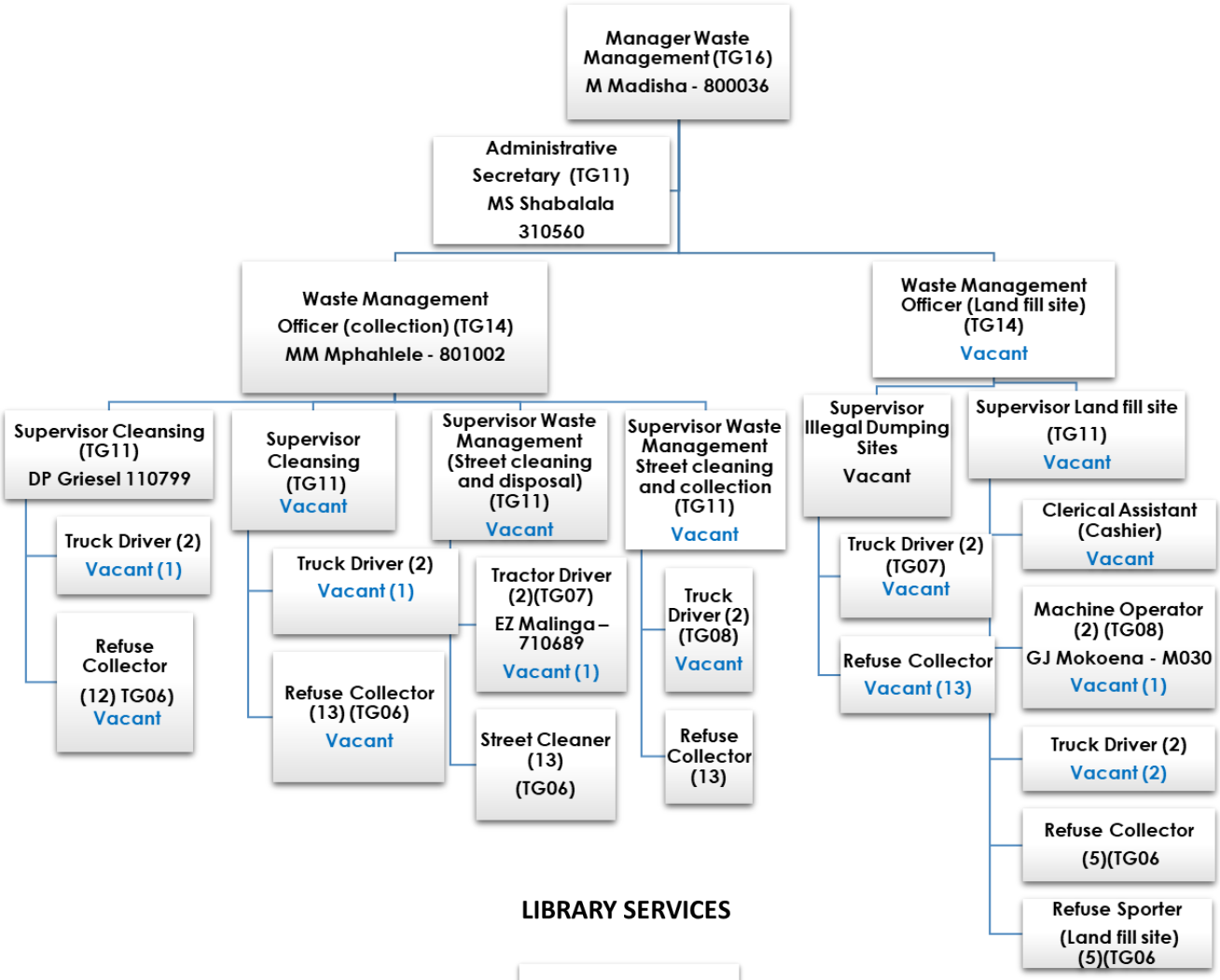
COMMUNITY SERVICES AND SAFETY: OFFICE OF EMCSS

PURPOSE: TO MANAGE SOCIAL DEVELOPMENT SERVICES.
FUNCTIONS:

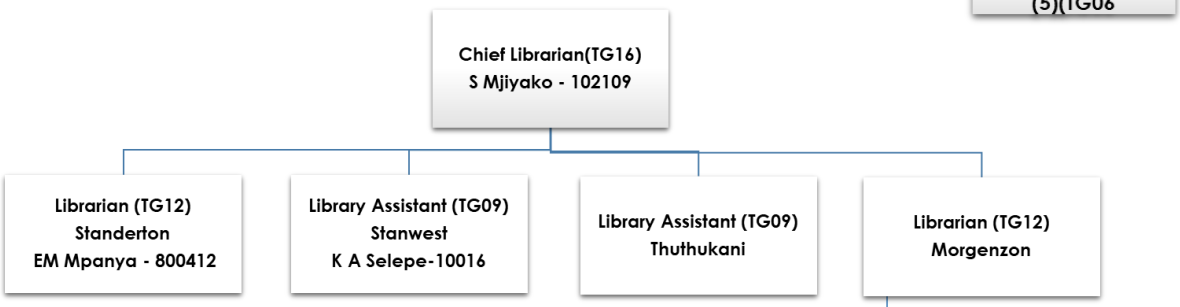
1. Render traffic management services and law enforcement services
2. Render fire and disaster management services.
3. Render waste management services
4. Render library and information services
5. Render the maintenance of parks, cemeteries and amenities
6. Manage transversal services
7. Coordinate security services



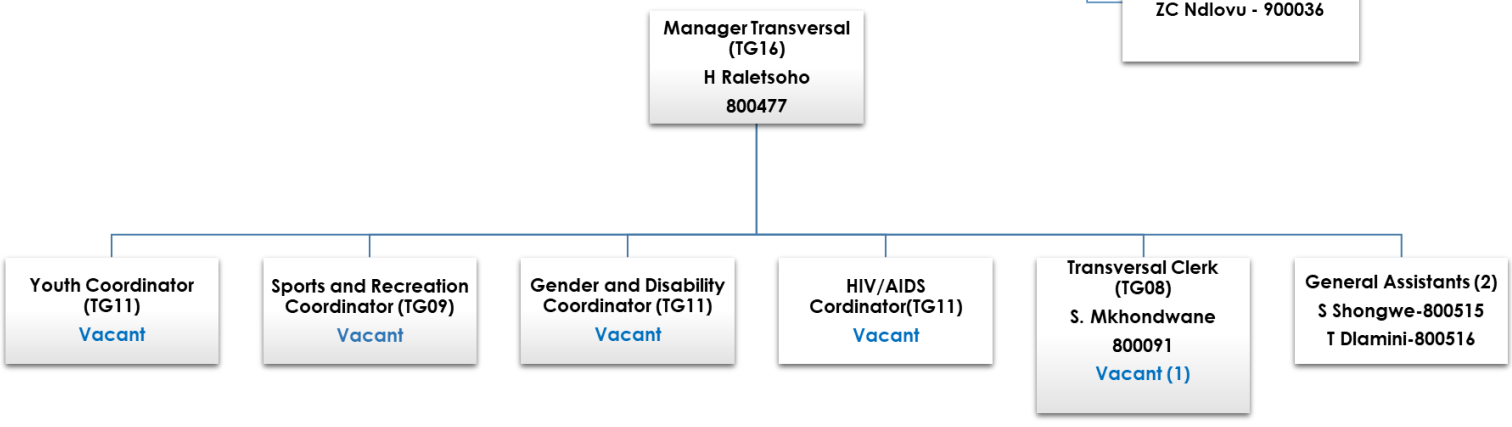
WASTE MANAGEMENT



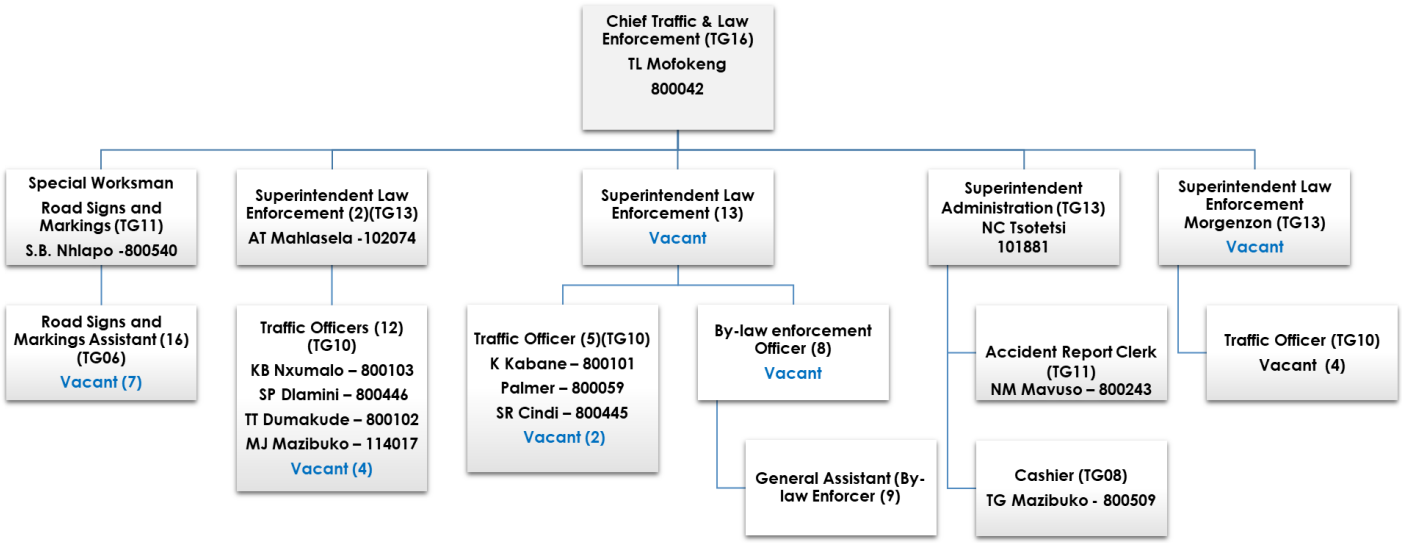
LIBRARY SERVICES



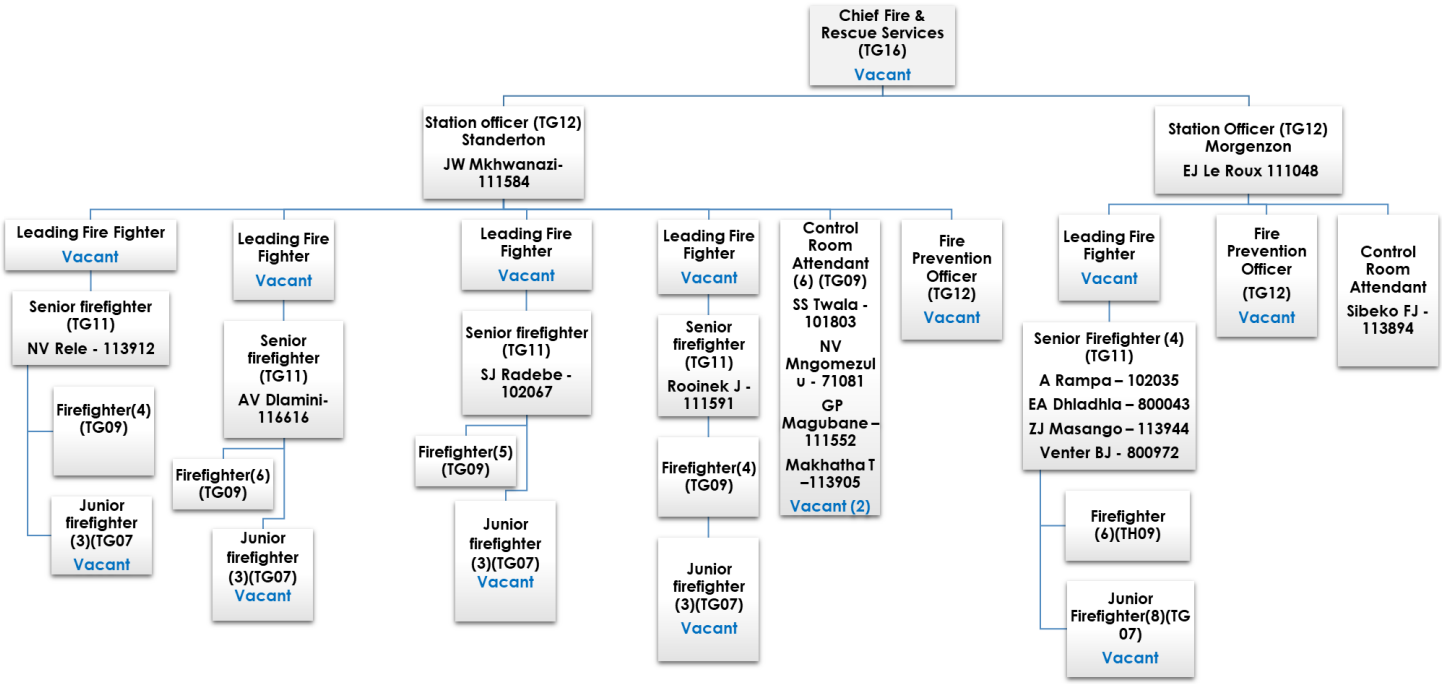
TRANSVERSAL



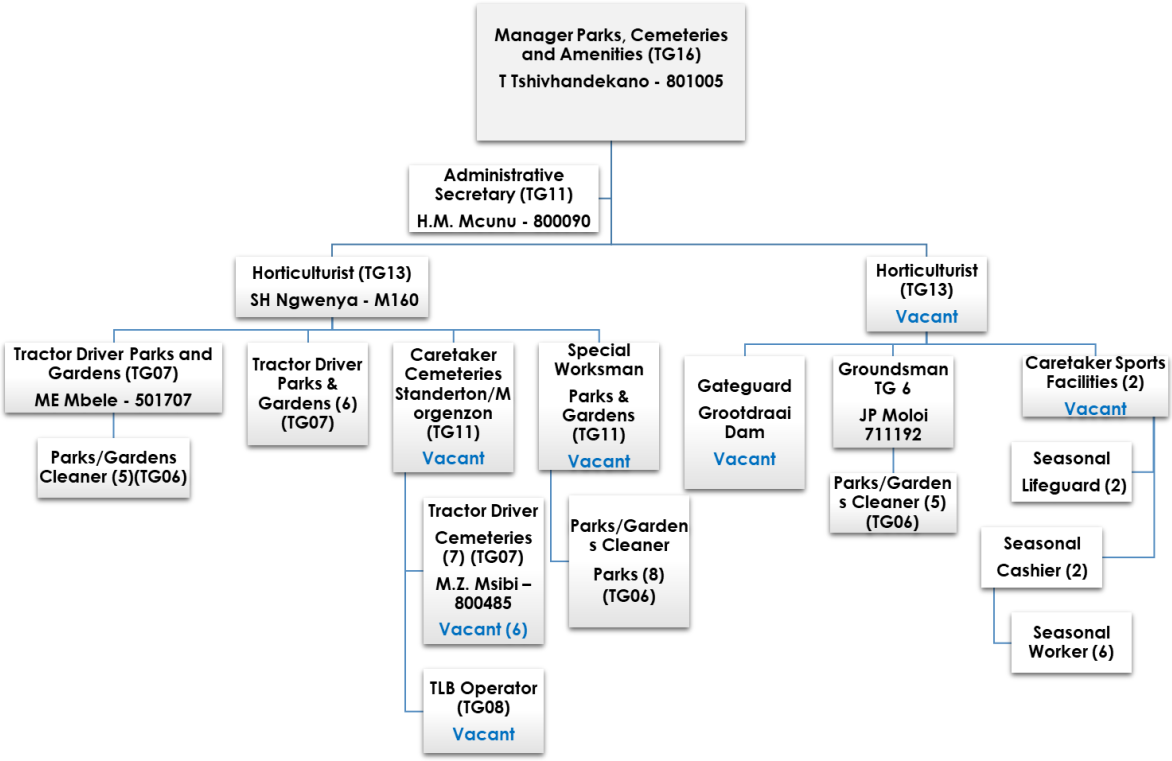
TRAFFIC AND LAW ENFORCEMENT



FIRE & RESCUE SERVICES



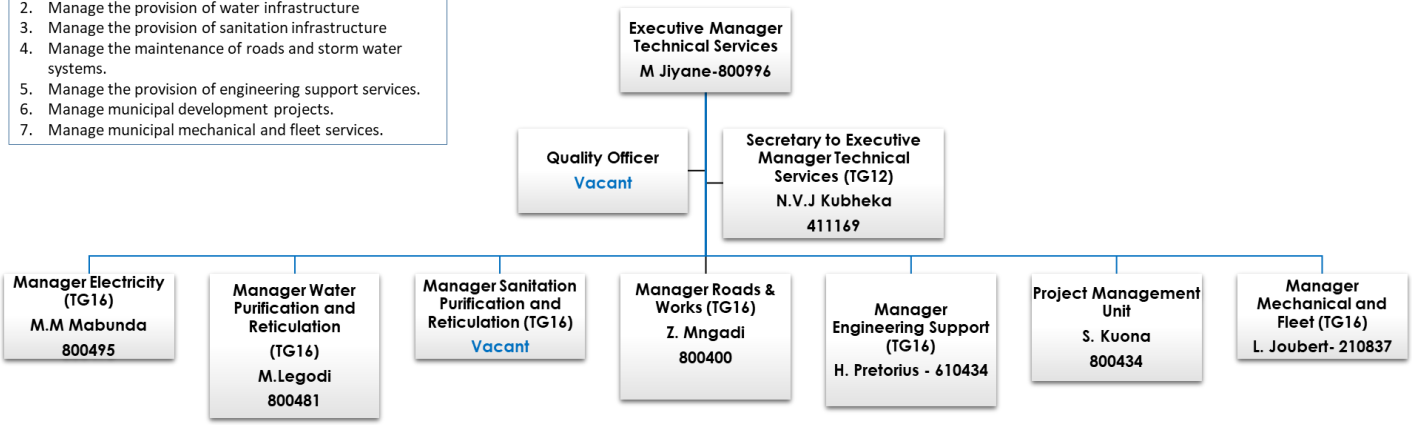
PARKS, CEMETERIES AND AMENITIES



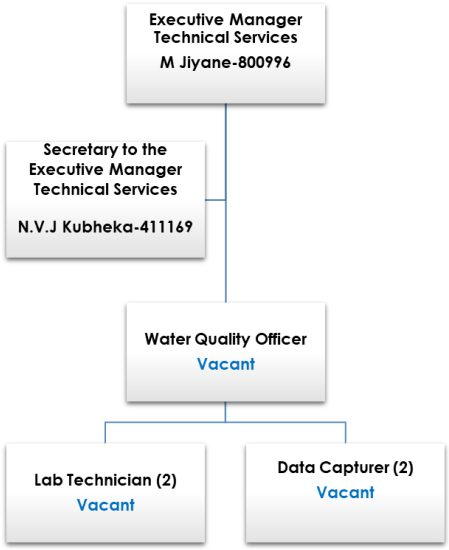
OFFICE OF EXECUTIVE MANAGER TECHNICAL SERVICES

PURPOSE: TO RENDER TECHNICAL SERVICES.
FUNCTIONS:

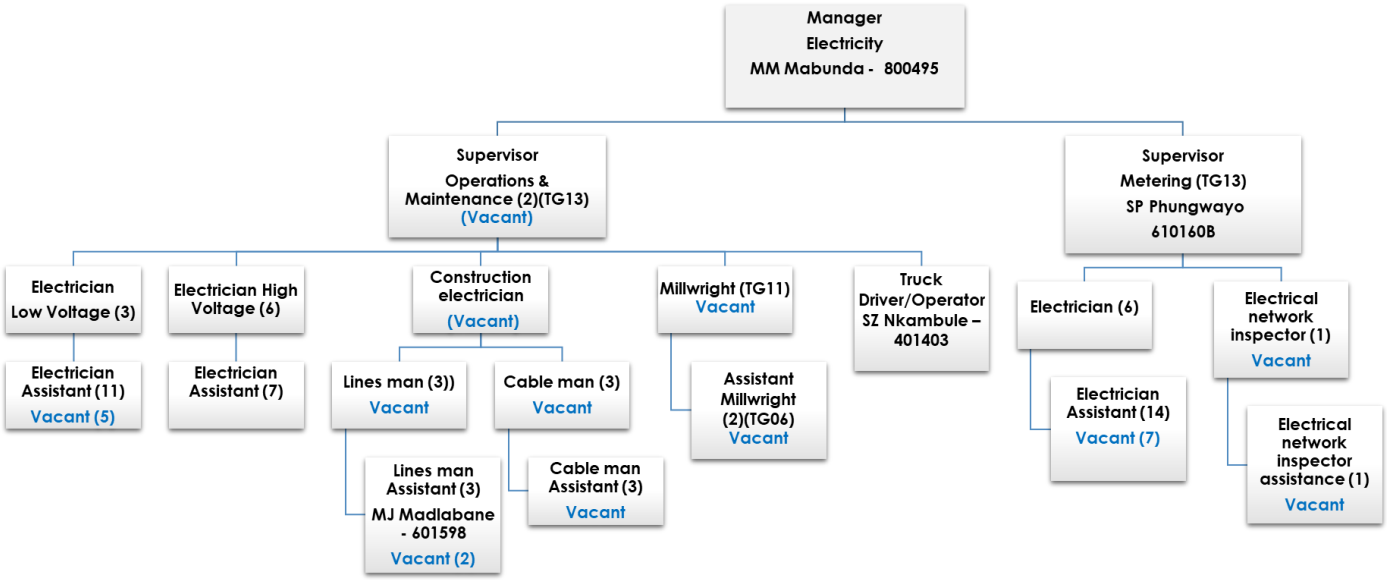
1. Manage maintenance of electricity municipal infrastructure.
2. Manage the provision of water infrastructure
3. Manage the provision of sanitation infrastructure
4. Manage the maintenance of roads and storm water systems.
5. Manage the provision of engineering support services.
6. Manage municipal development projects.
7. Manage municipal mechanical and fleet services.



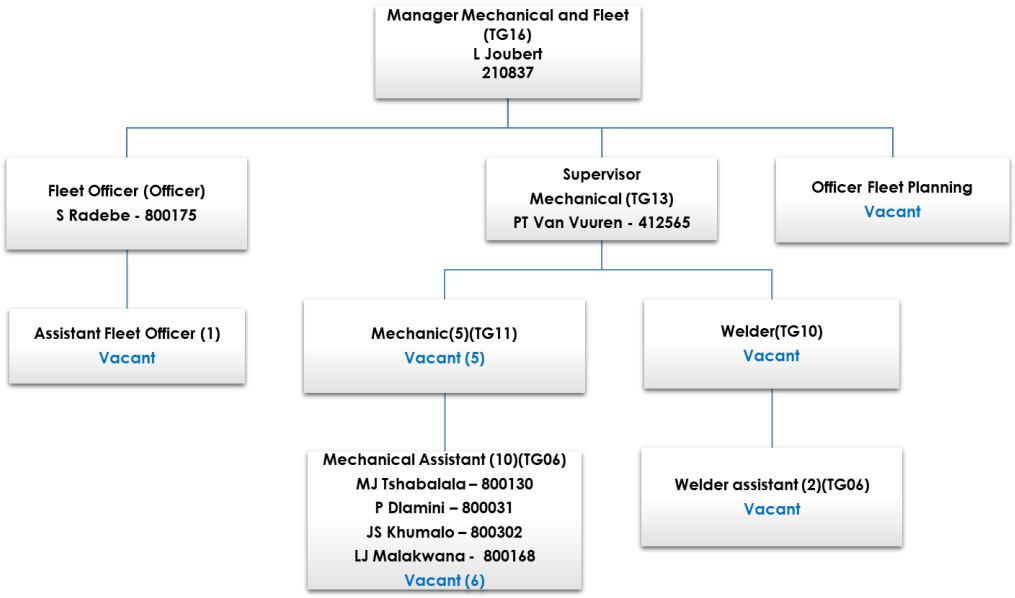
OFFICE OF THE EXECUTIVE MANAGER TECHNICAL SERVICES



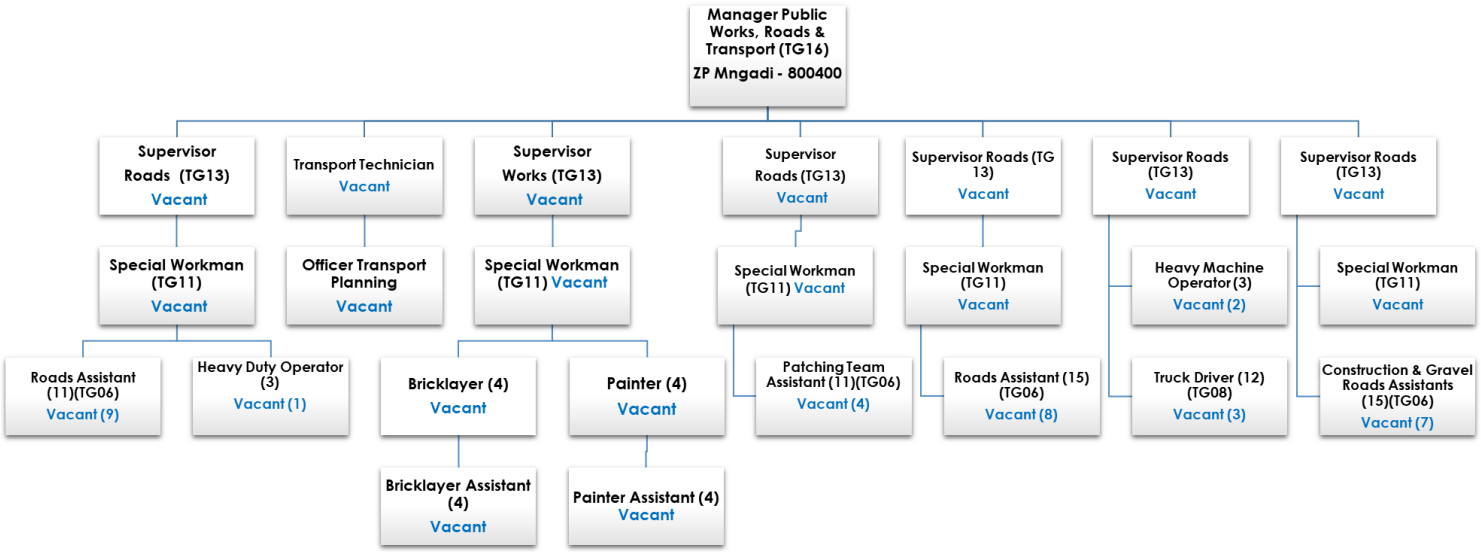
ELECTRICITY AND ENGINEERING SERVICES



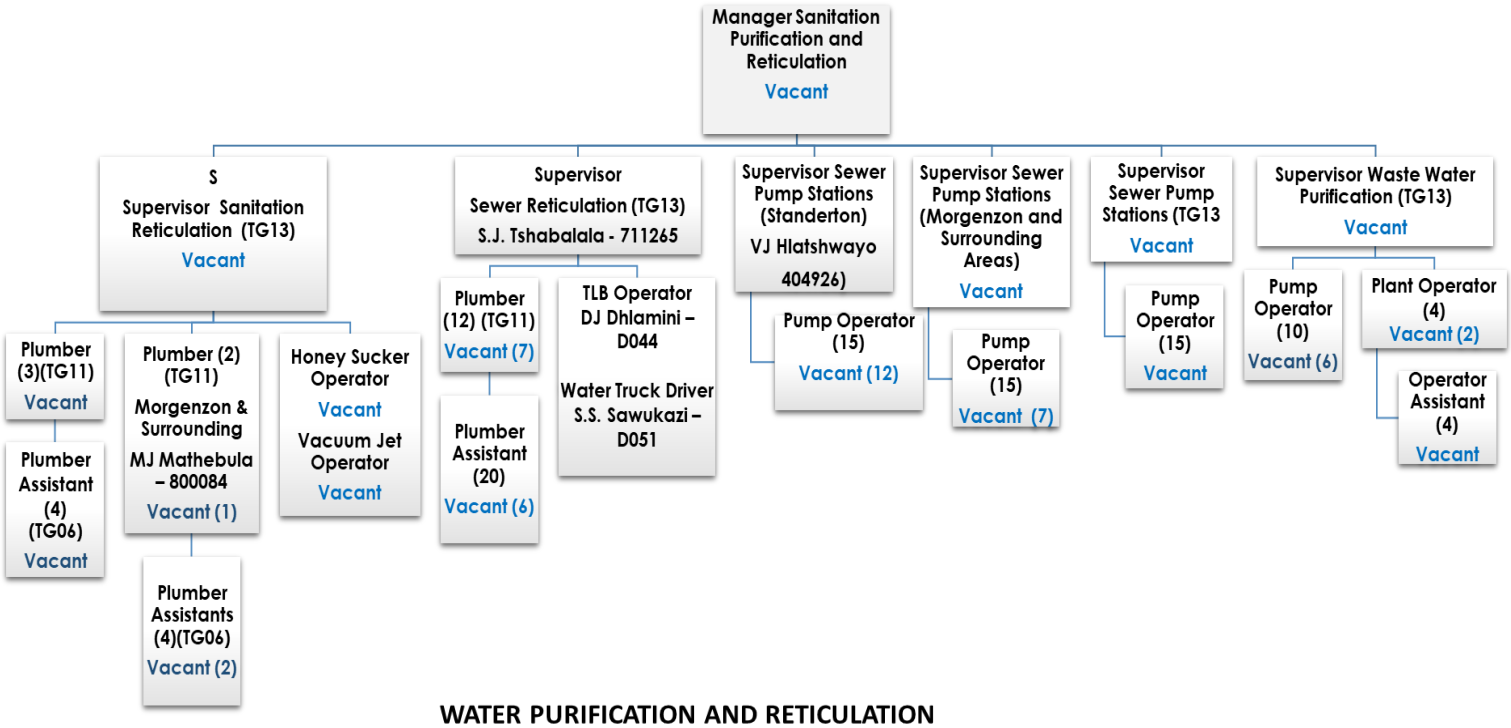
MECHANICAL AND FLEET SERVICES



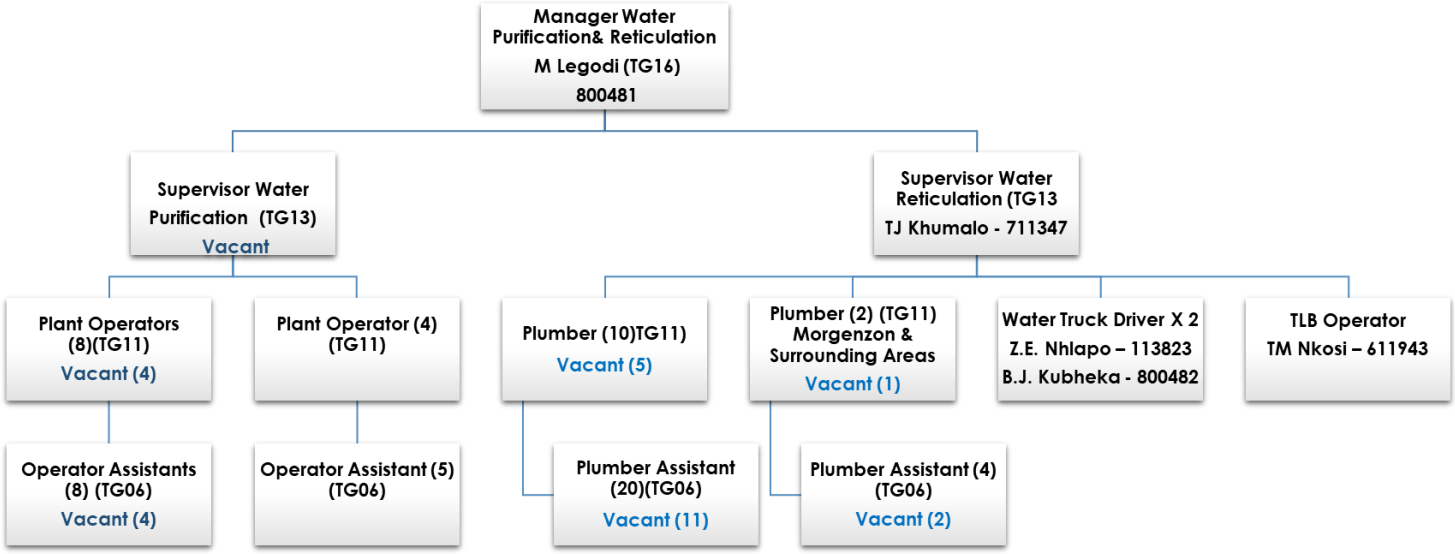
PUBLIC WORKS, ROADS & TRANSPORT



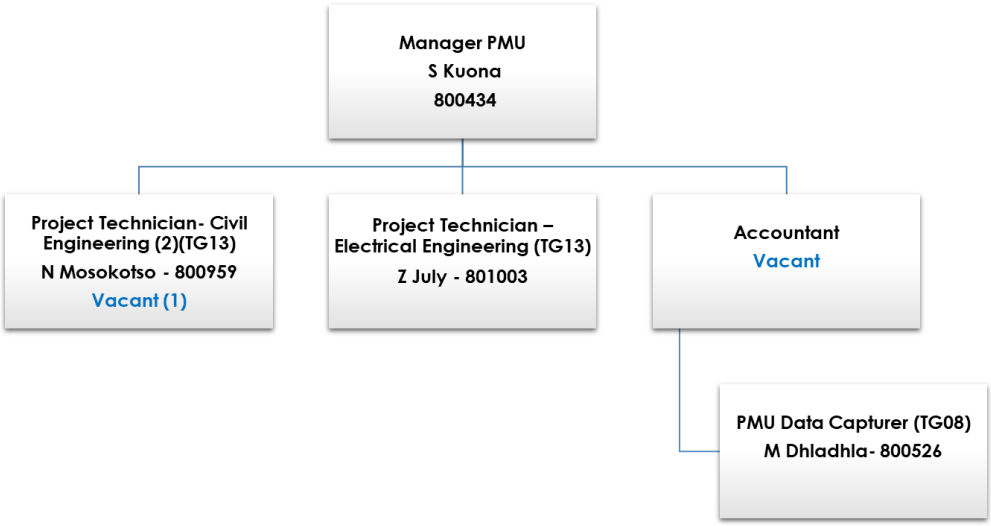
SANITATION, PURIFICATION AND RETICULATION SERVICES



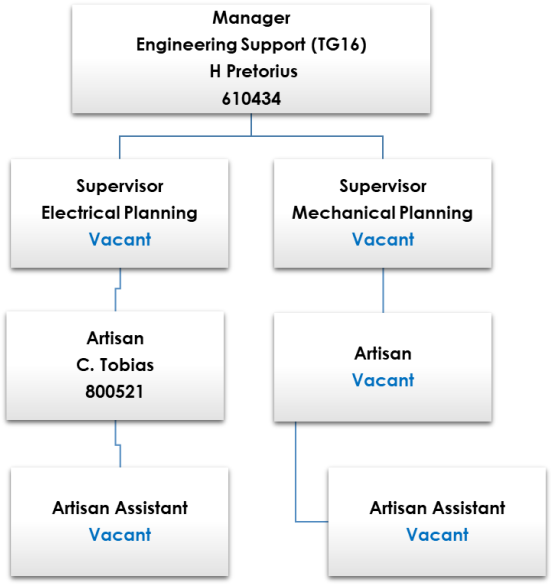
WATER PURIFICATION AND RETICULATION



PROJECT MANAGEMENT



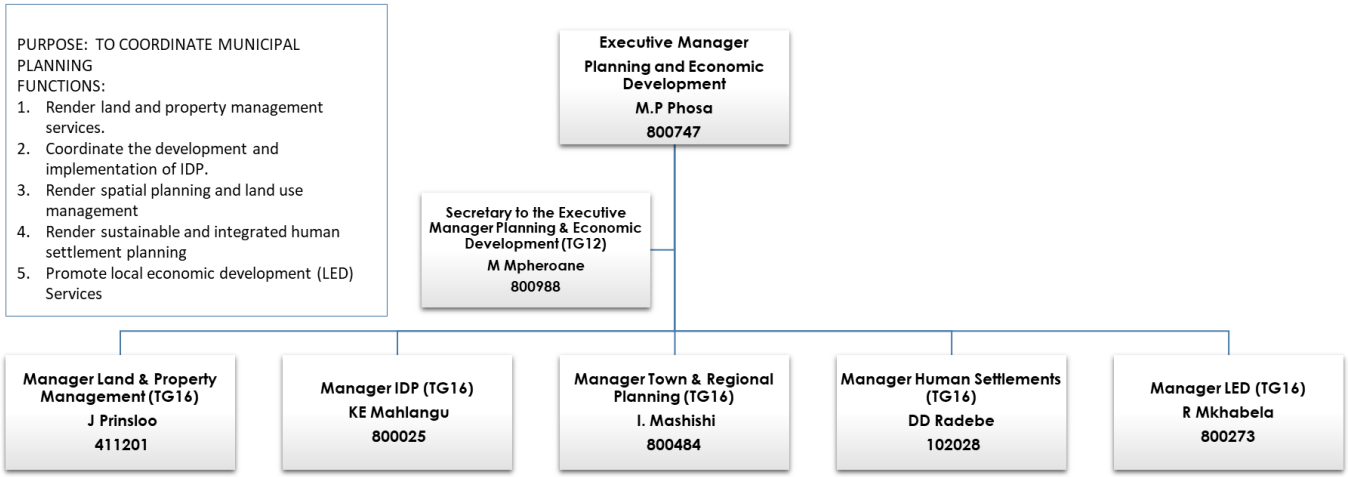
ENGINEERING SUPPORT



PLANNING AND ECONOMIC DEVELOPMENT: OFFICE OF THE EXECUTIVE MANAGER

PURPOSE: TO COORDINATE MUNICIPAL PLANNING
FUNCTIONS:

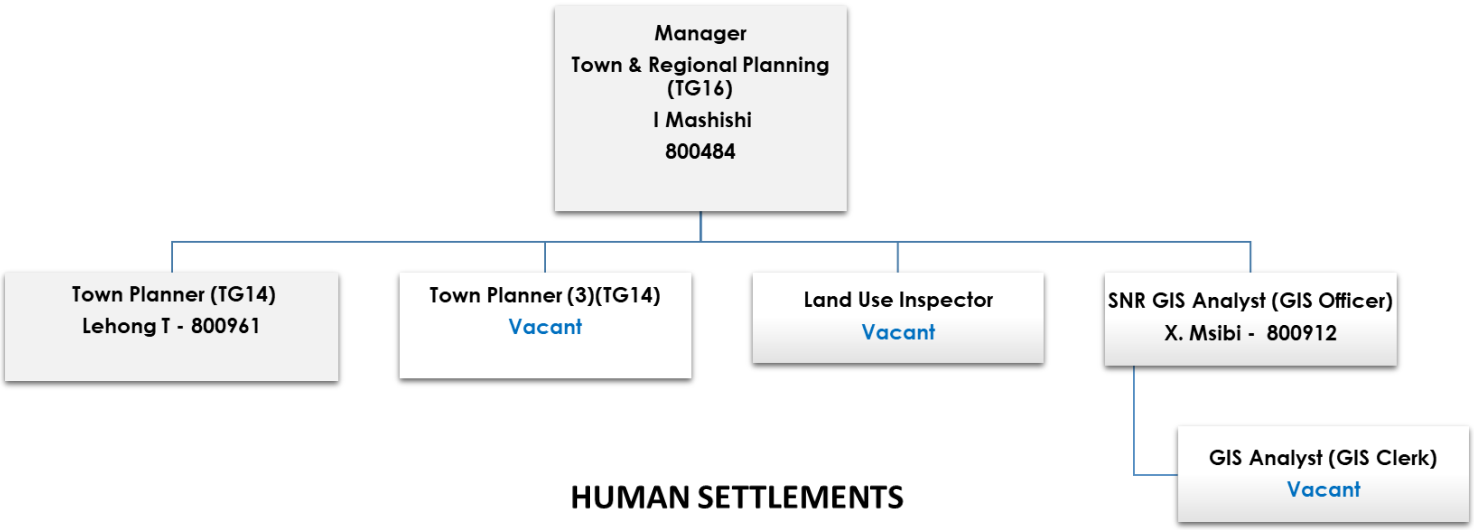
1. Render land and property management services.
2. Coordinate the development and implementation of IDP.
3. Render spatial planning and land use management
4. Render sustainable and integrated human settlement planning
5. Promote local economic development (LED) Services



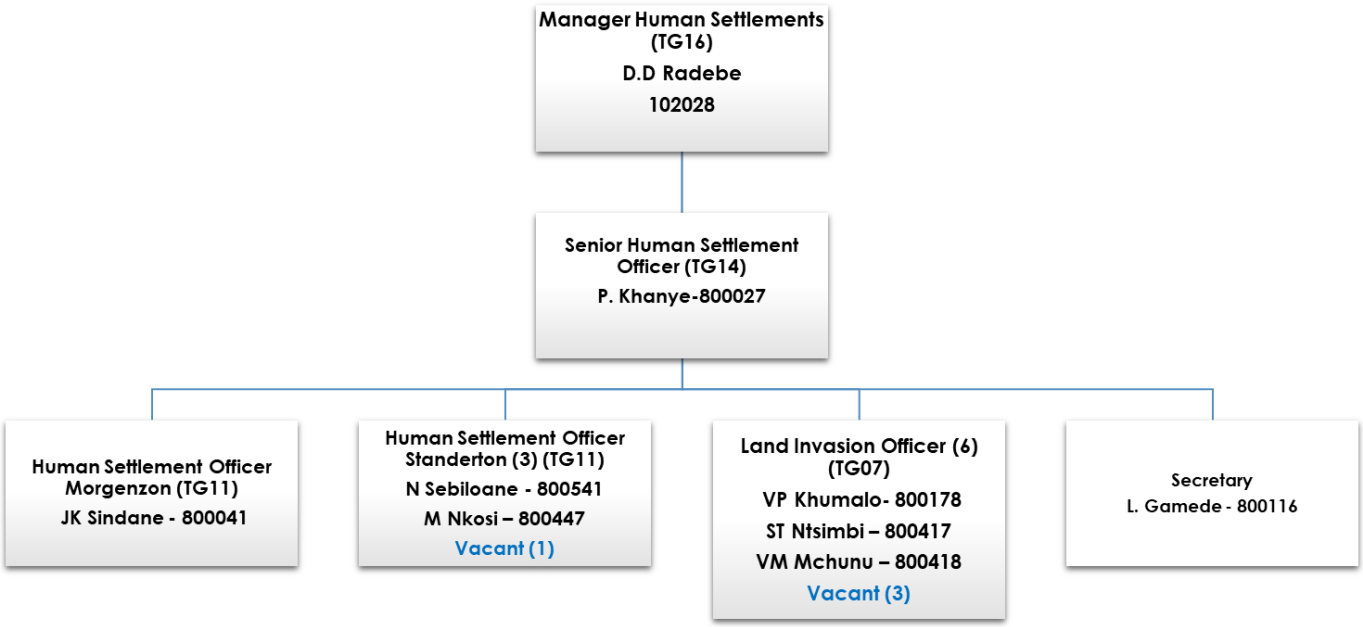
LAND AND PROPERTY MANAGEMENT



TOWN & REGIONAL PLANNING



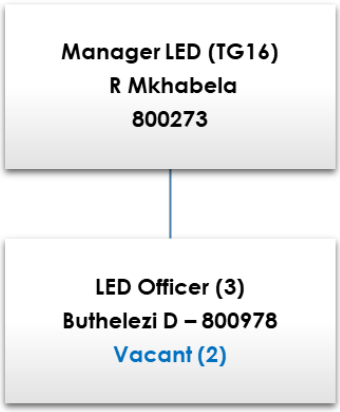
HUMAN SETTLEMENTS



INTEGRATED DEVELOPMENT PLANNING



LOCAL ECONOMIC DEVELOPMENT



10. CHAPTER TEN: MUNICIPAL BUDGET 2023/24

10.1 2023 - 2024 Budget/ Medium Term Revenue and Expenditure Framework (MTRF)

Executive Summary

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

The Municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes to maintain sound financial stewardship. A critical review was also undertaken of expenditures on noncore and 'nice to have' items.

In line with section 16 of the Municipal Budget & Reporting Regulations, the Municipality has considered the views of stakeholders received during the IDP & budget consultations. It is worth mentioning that though there were numerous priority areas that were listed the Municipality still needed to ensure that it remains sustainable.

During the community consultation on the IDP & budget that will be implemented with effect from 1st July 2023, the community raised key service delivery priorities that the Municipality has taken into consideration when preparing both the IDP & the budget. The key priority areas included but not limited to the following:

- That there are areas that have inconsistent water supply
- That there are areas that do not have access to water supply
- That there are areas that have inadequate electricity supply
- There are areas that have high illegal connections and
- That there is inadequate roads maintenance thus resulting in potholes & roads that are not drivable
- Inadequate billing and meter reading.
- Refuse collection and illegal dumping
- Non-functional high-mast lights

It will not be possible to finance all the key service delivery issues raised in one financial year however systems and strategies will need to be implemented overtime to ensure the provision of services to communities in a sustainable manner as enshrined in section 152 (b) of the Constitution of the Republic of South Africa, 1996.

The Municipality had budget engagement with the Provincial Treasury to assess the credibility, relevancy and sustainability of the budget.

The objective for credibility is to determine if the budget is funded in terms of Section 18 of the MFMA perspective. In assessing the credibility of the budget, the revenue planning framework and associated assumptions are interrogated to determine if they are realistic and indicative of multi-year budgeting.

The objective for relevancy is to:

- Test if the budget is aligned to the Integrated Development Plan (IDP) of the Municipality and the extent to which the National Development Plan and provincial priorities, including MFMA Circulars were considered.
- Determine whether the Municipality adopted a budget process with evidence of sufficient political oversight and public participation.
- Ensure political oversight and guidance is crucial for the budget process as the approval of the budget is the responsibility of Council and not that of the Budget and Treasury Office. The budget brings effect to Council priorities and hence these priorities should be funded and Council must ensure that its priorities are affordable from a budgeting perspective.

The following were some of the key observations made by Provincial Treasury:

- The operational revenue budget has been increased by 14.8 percent from the adjusted budget. Own revenue generation contribute 87 percent of the R1.3 billion operational budget;
- The budget for sale of goods and rendering of service has been increased by 23.4 percent, which is above the 5.3 percent guide of circular 123 of the MFMA (It should be noted that this is as a result of the municipality identifying new sources of revenue)
- The tabled operational budget for the municipality has a deficit of R315 million;
- The total operating expenditure for the municipality is projected to increase by 8.1 percent from the adjusted budget of R1,2 billion in 2022/23 to R1,3 billion for 2023/24 financial year;
- The employee related costs have been increased by 2.2 percent and remuneration of councillors by 0.3 percent which is below the CPI of 5.3 percent as guided by circular 123 of the MFMA;
- Bulk purchases have been increased by 13.7 percent which is below the 18.7 percent as guided by circular 123 of the MFMA;
- Depreciation and amortization decreased by 5.0 percent from the adjusted budget of R 85,6 million to R81,4 million for the budget year 2023/24;
- Debt impairment remained unchanged from the adjusted budget of R69,3 million to the current financial year budget amount of R69,3 million;
- Irrecoverable debt written off increased by 5.7 percent from the adjusted budget amount of R1,0 million to R1,1 million for the current budget year;
- The tabled budget for other expenditure will increase by 2 percent which is below the CPI of 5.3 percent as per circular 123;

In principle Provincial Treasury notes that it will take the Municipality number of yes to get the budget to be funded. The engagements has further revealed that the Municipality should ensure that the unfunded position reduces overtime through the constant implementation of the budget funding plans.

10.2 Progress on the implementation of the Financial Recovery

Key Findings and Conclusions drawn from the 2022 FRP Update

Demographic, Economic and Household Infrastructure

- Lekwa LM's economy expanded by 2.04% in 2022, while GVA per capita increased modestly to R88 274 p.a. The 5-year average growth rate of 3.69% is indicative of reasonable economic growth since 2018.

- The population growth rate came in at 1.08%, with a 5-year average rate of 1.04%. This is reasonably low.
- Lekwa LM has the third lowest population density in the Gert Sibande District, with 27.4 people per km2.
- The official unemployment rate dropped to 22.1% in 2022; This is the lowest rate in the district and is low in the provincial (36.1%) and national (33.9%) contexts. It must be noted that the current narrow definition of the unemployment rate excludes discouraged workers - thus it is reasonable to assume that the true figure, upon inclusion of discouraged workers, is far higher.
- The total number of employment opportunities grew by 499 jobs during 2022, with community services remaining the predominant provider of employment, followed by trade and finance.
- The Tress Index of 32.40 indicates a well-diversified economy. The top three contributing sectors to GVA are: Community Services (17.7%), Mining (13.7%) and Trade (13.2%). The higher the degree of economic diversification, the lower the level of risk should adverse economic conditions arise.
- Tourism spend increased for the second consecutive year, with an increase of R121.6 million (27.31%) in 2022. The tourism sector's contribution to GVA in 2022 amounted to just 2.87%. Total tourism trips totalled 57 600 trips, an increase of 16.5% from 2021.
- Household formation saw over the assessment period amounted to 11.4% or 3 586 additional households in absolute terms. The municipality has been able to maintain its infrastructure index of 0.82; indicative of its ability to keep up with the rate of household formation. This score is high relative to the national index of 0.77. The infrastructure index is, however, limited to the extent that it only provides a view on access to basic level of services and not the security and/or quality of the service provision.
- 20.3% of households fall below the Equitable Share Bracket, while 82.4% of households receive a level of service above the RDP level of service.

Historic Financial Assessment

The historical analysis shows:

- Lekwa LM's liquidity position remains in a dire state. The liquidity ratio as at FYE2021/22 was just 0.09:1. This indicates a severely constraint liquidity position and in which the municipality will not be able to meet its short-term obligations as and when they fall due.
- The outstanding creditors balance increased by R266.5 million to an astonishing total of R2.39 billion as at FYE2021/22. Considering the municipality's total income for FY2021/22 totalled R917.8 million, this is the predominant threat to the financial sustainability of the municipality.
- An operating deficit (excluding capital grants) of R372.8 million was posted in FY2021/22; increasing from R244.1 million posted in FY2020/21. The municipality has posted accounting and operating deficits throughout the review period.
- Cash was utilised by operations for the second consecutive year, to the value of R27.3 million. Concerning to note, this is despite an increase of R266.5 million in the outstanding creditors balance.
- The collection rate declined to 64% as at FYE2021/22 from 68% at the prior year-end. This is a prominent factor in the lack of cash generation.
- Creditors' days totalled 1 395 days as at FYE2021/22. This is reflected in the significant increases in the creditors balance. Negotiations must take place with creditors to attempt to discuss possible extension of payment terms and to limit the amount of interest incurred on outstanding debt.

- Electricity distribution losses totalled 26.8% in FY2021/22. Water distribution losses were exorbitantly high in FY2021/22, amounting to 77.1%. Both metrics well-exceed their respective NT norms.
- Total grants received (R164.9 million) constituted 18% of total revenue (R917.8 million) in FY2021/22.
- The municipality's unencumbered cash of R15.5 million fell well short of the NT and statutory minimum liquidity requirements of R121.7 million - resulting in a cash shortfall of R106.2 million. The municipality has posted cash shortfalls throughout the review period.
- The municipality finds itself in a dire financial position, it is of critical importance that the municipality follows the recommendations provided in this update, to get itself on a path to stabilising its distressed financial situation.

Financial Recovery Plan Update

Based on the results of the Long-Term Financial Model, it is recommended that Lekwa:

1. Limits the capital investment programme to capital grants received, as the municipality is not currently in a position to utilise own cash to fund capital investment.

2. Maintain a balanced approach for the long-term capital investment programme which prioritises investments that contribute to economic growth and revenue generation and prioritise timeous investment in bulk infrastructure.

3. Formalise a capital investment prioritisation and tracking system to optimise management's capital investment decisions and mitigate the risk of underspending on capital projects. Priority must be given to upgrading water bulk infrastructure in an attempt to curtail extensive distribution losses.

4. The outstanding creditors balance must be reduced as a priority. It is of absolute importance that the municipality applies for participation in the Eskom Municipal Debt Relief programme and upon doing so, strictly adheres to the conditions of the programme to ensure the benefits are reaped. This will give a significant boost to the dire liquidity position.

5. Develop a cost-reflective tariff structure that is underpinned by a detailed, thorough tariff modelling process. Tariff increases, over which the municipality has control, must reflect annual inflation related input costs reflected in bulk purchases and operating expenditure.

6. Achieve and maintain a higher collection rate by prioritising decisions and actions that will support and improve the low collection rate without compromising profitability / surpluses.

7. Employ a prioritised, efficient and targeted approach to operating expenditure, with a view of restricting growth in and reducing operating expenditure items where possible, to curtail deficits.

8. Finally, Lekwa's current distressed financial position is as a result of a long period of sustained deficits, a low collection rate and the consistent non-payment of creditors. The municipality needs to fundamentally and formally commit to and institutionalise full financial recovery, prioritising the implementation of improved financial and operational management, to bring the municipality into a stable financial environment. Once a sense of stability has been reached, the municipality can begin to shift its focus towards growth and development.

This is further evident from the quantification of the Financial Recovery Plan that suggested that it will take the Municipality anything between 5 – 7 years to get the budget to be funded. That with the intervention that the Municipality is receiving this should assist with the reduction of the deficit. The Municipality must have clear revenue raising targets with clear deadlines to all for adequate oversight.

The Municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. This includes but not limited to;

- Data Enrichment
- Property Valuation Roll reconciliation and billing reconciliation
- Account corrections (linking service tariffs to accounts)
- Credit Control
- Meter audit and replacement of faulty meters (both electrical and water meters)
- Implementing a project for eradication of illegal electricity connection
- Indigent Management including building capacity within the indigent registration unit
- Improve meter reading

The Municipality has established governance structure that are functional these includes Council, Mayoral Committee, Section 79 & 80 Committees as well as the Audit Committee. The stability within the governance structure will assist immensely in ensuring that the Municipality is able to implement the Financial Recovery Plan thus enabling the financial stability and provision of sustainable basic services.

In terms of section 18 of the MFMA the municipality may only fund its budget from realistically anticipated revenue to be collected as well as cash-backed surpluses. Therefore the municipality must provide for expenditure in line with the revenue that can be collected and don't overstate the revenue as this will result in cash flow challenges.

The budget has to be cash-backed in order for the municipality to be able to implements its Service Delivery Budget Implementation Plans,

National Treasury has issued Municipal Finance Management Act (MFMA) circular numbers 122 and 123 to guide the compilation of the 2023/2024 medium term revenue and expenditure framework (MTREF) which emphasises that during this tough economical period the municipalities should tighten their spending and reduced unnecessary or nice to have expenditures, improve and prioritise service delivery.

The National Treasury projects real economic growth of 0.9 per cent in 2023. Real GDP growth is expected to moderate to 1.8 per cent over the medium term.

The municipality has fallen into financial distress and face liquidity problems. These include the municipality being unable to meet their payment obligations to Eskom, water boards and other creditors. There is a need for municipality to focus on collecting revenues owed to it, and eliminate wasteful and non-core spending.

The non-payment of creditors is a symptom of underlying problems which include, among others, weaknesses in revenue collection and underinvestment in asset maintenance and renewal, which compromises the reliability of delivering basic services. In order to achieve financial sustainability, the municipality must demonstrate the political & administrative will to implement the changes required to improve the performance.

The Municipality must ensure that expenditure is limited to the maximum revenue collected and not spend on money that it does not have. The municipality is reminded that, the local government equitable share allocation is mainly to fund the costs of free basic services and to subsidise some of the administrative costs. The increasing unemployment and growth in the

number of persons per household means that the revenue foregone in respect of free basic services will likely increase and it will become even more difficult to collect revenue. The household budget will be under pressure and trade-offs will be applied as it may be unaffordable to pay all household expenses with regularity.

The Risks to the fiscal framework in the compilation of the 2023/2024 MTREF can be summarized as follows:

- The ongoing difficulties in the national and local economy;
- Slowing global and domestic economic growth (exacerbated by the war between Russia and Ukraine)
- The need for permanent increase in social protection (Indigent support) that exceed available resources.
- Pressures from employee related costs that contribute 24% of the total operating expenditure budget.
- Pressure from the increased cost of bulk electricity that contributes 39% of the total operating expenditure budget (due to tariff increases from Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as there will be point where services will no-longer be affordable;
- Aging and poorly maintained water, roads and electricity infrastructure;
- The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;
- Affordability of capital projects – original allocations had to be reduced and the operational expenditure associated with prior year's capital investments needed to be factored into the budget as part of the 2023/24 MTREF process; and
- The increase in unemployment due to slow economic growth within Lekwa
- Demand for increased bulk infrastructure (electricity, water, and sanitation) to stimulate growth and unlock developments
- Reprioritization of projects and expenditures given the cash flow realities of the municipality
- Revenue recovery, credit control and declining revenue base due to the current economic environment

The application of sound financial management principles is essential to ensure the municipality remains financially viable and the municipal services are provided economically and sustainably.

Overview of the proposed 2023/24 Medium-term Revenue and Expenditure Framework:

The operating revenue decreased from R 1 174 166 000 in the 2022/23 financial year to R 1 133 123 000 in the 2023/24 financial period. This reflects a revenue decrease of 3.4% or R41 million over the period.

The main revenue projections are contributed to the following revenue streams:

- Property Rates R 203 million (17%)
- Electricity R 467 million (47%)
- Water R 84 million (7%)
- Sanitation R 42 million (4%)
- Solid Waste R 33 million (3%)
- Grants & Subsidies R 173 million (15%)

From the above it is evident that electricity is the main revenue sources, thus requires and compels that the stream should be nurtured and protected in order to ensure that the service is profitable. The Municipality should ensure that mechanisms are in place including but not limited to:

- Eradication of illegal electricity connection
- Replacement of bridged, faulty & tempered electricity meters
- Installation of meters to areas that are not metered
- Ensuring that all properties are billed correct tariffs
- Constant reviewing of electricity to ensure cost reflecting whilst ensuring affordability by consumers
- Investigating the possibility of collect arrears debt through the prepaid vending system
- The municipality should also consider investing in technologies that will reduce the impact of loadshedding on businesses and community in general, this my include deployment of renewable energy technologies and storage systems, smart load management (peak load shifting; shedding off non critical loads).

The operating expenditure has increased from R 1 279 915 000 in 2022/23 to R 1 361 480 000 in the 2023/2024 financial year. This reflects an increase of R 81 million (6.3%) on expenditure. The increase in expenditure is attributed mainly to employee related costs increase amounting to R 22 million and bulk purchases increase R 62 million.

The main expenditure projections are contributed to the following expenditure streams:

- Employee related costs R326 million (24%)
- Bulk Purchases R 531 million (39%)
- Other Material R 80 million (6%)
- Contracted services R 124 million (9%)

The capital budget amounts to R 75 million in the 2023/24 financial year.

Table below illustrate Revenue & Expenditure Medium Term Revenue Expenditure Framework

MP305 Lekwa - Table A1 Budget Summary

Description	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 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 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Financial Performance										
Property rates	98 385	156 421	170 255	191 633	190 052	190 052	190 052	203 391	214 985	227 239
Service charges	441 363	479 954	508 037	759 142	756 979	756 979	756 979	627 925	663 088	700 221
Investment revenue	1 978	1 931	1 788	700	700	700	700	638	674	713
Transfer and subsidies - Operational	122 249	152 770	139 953	158 754	158 754	158 754	158 754	173 958	187 550	195 603
Other own revenue	75 076	60 125	79 074	69 317	67 681	67 681	67 681	127 211	134 228	141 660
Total Revenue (excluding capital transfers and contributions)	739 051	851 201	899 108	1 179 546	1 174 166	1 174 166	1 174 166	1 133 123	1 200 525	1 265 436
Employee costs	238 547	239 497	258 333	305 229	304 532	304 532	304 532	326 221	342 118	360 759
Remuneration of councillors	20 883	12 090	7 517	13 024	12 500	12 500	12 500	13 913	14 648	15 424
Depreciation and amortisation	87 252	76 811	78 038	85 679	85 679	85 679	85 679	82 660	82 365	82 740
Interest	121 999	35 422	86 202	44 306	62 661	62 661	62 661	73 256	77 771	82 011
Inventory consumed and bulk purchases	439 298	423 977	488 396	572 244	564 963	564 963	564 963	611 904	644 382	678 502
Transfers and subsidies	–	–	–	–	–	–	–	–	–	–
Other expenditure	379 111	336 991	380 753	251 686	254 596	254 596	254 596	253 526	256 012	260 814
Total Expenditure	1 287 089	1 124 787	1 299 239	1 272 168	1 284 930	1 284 930	1 284 930	1 361 480	1 417 297	1 480 250
Surplus/(Deficit)	(548 038)	(273 586)	(400 131)	(92 622)	(110 764)	(110 764)	(110 764)	(228 357)	(216 772)	(214 815)
Transfers and subsidies - capital (monetary allocations)	31 835	38 320	24 933	37 888	73 262	73 262	73 262	40 640	49 139	51 226
Transfers and subsidies - capital (in-kind)	–	14 683	1 151	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(516 203)	(220 582)	(374 047)	(54 734)	(37 502)	(37 502)	(37 502)	(187 716)	(167 633)	(163 589)
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(516 203)	(220 582)	(374 047)	(54 734)	(37 502)	(37 502)	(37 502)	(187 716)	(167 633)	(163 589)
Capital expenditure & funds sources										
Capital expenditure	586 136	96 841	34 880	54 888	101 094	101 094	101 094	75 687	66 191	68 282
Transfers recognised - capital	381 255	337 565	20 646	37 888	73 436	73 436	73 436	40 637	49 139	51 226
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	91 052	(335 531)	35 416	17 000	27 658	27 658	27 658	35 050	17 053	17 056
Total sources of capital funds	472 307	2 035	56 062	54 888	101 094	101 094	101 094	75 687	66 191	68 282
Financial position										
Total current assets	754 784	695 625	787 935	144 327	84 336	84 336	84 336	(204 278)	(383 641)	(556 148)
Total non current assets	1 234 210	1 565 993	1 560 969	1 162 644	1 208 850	1 208 850	1 208 850	(6 974)	(23 147)	(37 605)
Total current liabilities	2 250 277	2 606 500	3 021 205	1 972 553	1 941 535	1 941 535	1 941 535	(23 535)	(51 438)	(74 815)
Total non current liabilities	577 845	230 969	256 606	–	–	–	–	–	–	–
Community wealth/Equity	(323 109)	(707 409)	(928 907)	(665 582)	(648 349)	(648 349)	(648 349)	(187 716)	(355 350)	(518 938)
Cash flows										
Net cash from (used) operating	1 814 747	2 681 927	509 888	(45 360)	(27 186)	(27 186)	(27 186)	(360 697)	(333 631)	(365 931)
Net cash from (used) investing	(24 908)	(45 304)	(36 256)	(54 888)	(147 300)	(147 300)	(147 300)	(75 687)	(66 191)	(68 282)
Net cash from (used) financing	–	–	–	–	–	–	–	–	–	–
Cash/cash equivalents at the year end	1 802 286	2 636 623	510 945	(96 897)	(171 134)	(171 134)	(171 134)	(436 384)	(836 206)	(1 270 419)
Cash backing/surplus reconciliation										
Cash and investments available	44 377	28 481	17 930	(96 897)	(171 484)	(171 484)	(171 484)	(319 096)	(595 023)	(898 358)
Application of cash and investments	1 536 196	1 433 133	1 922 491	1 846 054	1 807 037	1 807 037	1 807 037	(42 783)	(89 962)	(130 813)
Balance - surplus (shortfall)	(1 491 819)	(1 404 652)	(1 904 561)	(1 942 951)	(1 978 521)	(1 978 521)	(1 978 521)	(276 313)	(505 061)	(767 545)
Asset management										
Asset register summary (WDV)	994 416	1 488 371	1 477 134	(66 039)	(55 210)	(55 210)		(70 610)	(140 922)	(211 606)
Depreciation	87 252	76 811	78 038	85 679	85 679	85 679		82 660	82 365	82 740
Renewal and Upgrading of Existing Assets	471 209	58 601	12 563	43 748	79 796	79 796		59 452	34 674	41 376
Repairs and Maintenance	17 417	14 167	16 540	58 812	56 213	56 213		52 035	52 630	54 354
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–		–	–	–
Revenue cost of free services provided	8 741	6 527	6 983	1 342	5 690	5 690		17 148	18 118	19 143
Households below minimum service level										
Water:	–	–	–	–	–	–		–	–	–
Sanitation/sewerage:	–	–	–	–	–	–		–	–	–
Energy:	–	–	–	–	–	–		–	–	–
Refuse:	–	–	–	–	–	–		–	–	–

Operating Revenue Framework

Revenue management is fundamental to the financial sustainability of the Municipality. The reality is that we are faced with development backlogs and poverty and therefore the municipal revenue strategy is built around the following key components:

- To seek alternative sources of own revenue to increase the municipal revenue base (rental of properties, outdoor advertising, sales of stands etc)
- Tightening credit control measures and increase debt collection targets
- Improve customer relations and promote a culture of payment of services
- Create an environment which enhances growth, development and service delivery
- Implementation of the indigent support policy to provide free basic services to poor households and protect them from the worst impacts of the economy; and
- Implementation of Revenue Enhancement Strategy
- Implementation of Financial Recovery Plan
- Creation of Job Opportunities
- Installation and Replacement of Meters including meter audit
- Ensure all tariffs are fully cost reflective.

Total operating revenue decreased from R 1 174 166 000 to 1 133 123 000 when compared to the 2022/23 adjustments budget, which will increase to R 1 265 436 000 in the 2025/2026 financial year. The effects of Loadshedding are evident in the performance of municipalities in the financial year 2022/23. The municipality was equally affected, this is when looking at the performance of the municipality in the 2022/23 MTREF mainly because during loadshedding the municipality stops generating revenue. It is based on among other the above that National Treasury has Advised municipalities to reduce the budget of sales to municipal consumers

MP305 Lekwa - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 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 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Revenue											
Exchange Revenue											
Service charges - Electricity	2	303 059	327 762	371 385	553 182	552 151	552 151	552 151	467 837	494 036	521 702
Service charges - Water	2	80 043	84 716	71 733	98 388	96 756	96 756	96 756	84 373	89 098	94 088
Service charges - Waste Water Management	2	34 660	40 957	37 169	77 607	77 607	77 607	77 607	42 599	44 984	47 503
Service charges - Waste Management	2	23 602	26 519	27 750	29 965	30 465	30 465	30 465	33 115	34 970	36 928
Sale of Goods and Rendering of Services		629	695	1 125	2 674	2 884	2 884	2 884	3 150	3 301	3 471
Agency services		–	–	–	–	–	–	–	–	–	–
Interest		15 162	–	–	–	–	–	–	–	–	–
Interest earned from Receivables		53 966	46 930	65 431	57 693	57 693	57 693	57 693	116 639	123 208	130 147
Interest earned from Current and Non Current Assets		1 978	1 931	1 788	700	700	700	700	638	674	713
Dividends		–	–	–	–	–	–	–	–	–	–
Rent on Land		–	–	–	–	–	–	–	–	–	–
Rental from Fixed Assets		1 690	1 666	1 729	2 100	2 254	2 254	2 254	2 502	2 722	2 964
Licence and permits		–	–	0	–	–	–	–	–	–	–
Operational Revenue		425	338	451	350	350	350	350	370	388	407
Non-Exchange Revenue											
Property rates	2	98 385	156 421	170 255	191 633	190 052	190 052	190 052	203 391	214 985	227 239
Surcharges and Taxes		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		3 203	1 181	2 983	6 500	4 500	4 500	4 500	4 550	4 609	4 671
Licences or permits		–	–	–	–	–	–	–	–	–	–
Transfer and subsidies - Operational		122 249	152 770	139 953	158 754	158 754	158 754	158 754	173 958	187 550	195 603
Interest		–	–	–	–	–	–	–	–	–	–
Fuel Levy		–	–	–	–	–	–	–	–	–	–
Operational Revenue		–	–	–	–	–	–	–	–	–	–
Gains on disposal of Assets		–	–	–	–	–	–	–	–	–	–
Other Gains		–	9 316	7 355	–	–	–	–	–	–	–
Discontinued Operations		–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contrib		**739 051**	**851 201**	**899 108**	**1 179 546**	**1 174 166**	**1 174 166**	**1 174 166**	**1 133 123**	**1 200 525**	**1 265 436**

Table 70: Budgeted Financial Performance

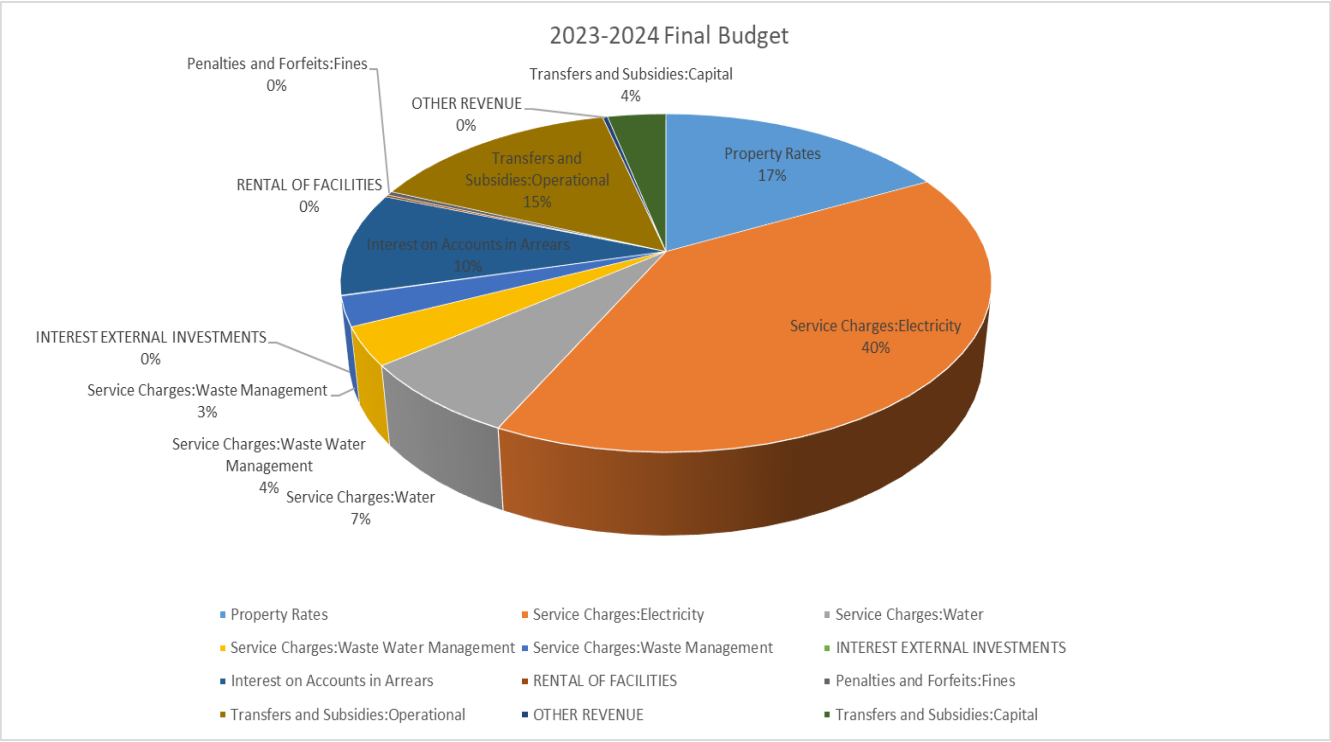


Figure 41: 2023-2024 Final Budget

Impact of the Revenue Budget on the Municipal Budget

The local government equitable share allocation is mainly to fund the costs of free basic services and to subsidise the administrative costs of the smaller and more rural municipalities. The increasing unemployment and growth in the number of persons per household means that the revenue foregone in respect of free basic services will likely increase, and it will become even more difficult to collect revenue. Household budgets are becoming increasingly under more pressure, and trade-offs might be applied when it becomes unaffordable to pay all household expenses on a monthly basis.

Municipalities must ensure that they render basic services, maintain their assets and clean environment. Furthermore, there must be continuous communication with the community and other stakeholders to improve the municipality's reputation. This will assist in attracting investment in the local economy which may result in reduced unemployment. Some municipalities are experiencing serious liquidity challenges.

It is essential that municipalities reconcile their most recent valuation roll data to that of the billing system to ensure that revenue anticipated from property rates are accurate. Municipalities should undertake this exercise as a routine practice during the budget process so that supplementary adjustments to the valuation roll are kept up to date. The list of exceptions derived from this reconciliation will indicate where the municipality may be compromising its revenue generation in respect of property rates. A further test would be to reconcile this information with the Deeds Office registry.

Loadshedding not only affects the electricity service but also some municipalities' ability to pump water, thereby negatively impacting the stability of water supplies and the related functioning of the wastewater reticulation network. Municipalities are always asked to try to balance full cost recovery on services with affordability for their residents. In practice, this means that where the full increase in the cost of a service is not passed on to consumers, municipalities must offset the increased costs through savings identified elsewhere in their operations. Therefore, reducing/ limiting overall expenditure is a key part of budgeting for the

response to loadshedding. The municipality should stick to its core mandate and functions and carefully review overall expenditure to manage the net effect. Measures should include aggressively cutting costs, frills, and vanity projects, dealing with bloated administrations and structures possibly duplicated across Municipal Manager and Mayoral offices, and applying for exemptions from the annual salary increases if these are not affordable

The setting of cost-reflective tariffs is a requirement of Section 74(2) of the Municipal Systems Act which is meant to ensure that municipalities set tariffs that enable them to recover the full cost of rendering the service. This forms the basis of compiling a credible budget. A credible budget is one that ensures the funding of all approved items and is anchored in sound, timely and reliable information on expenditure and service delivery (FFC, 2011).

Municipality must adopt a tariff setting methodology that achieves an appropriate balance between the interest of poor households and other customers while ensuring financial sustainability of the municipality

When setting tariffs the following was considered:

- cost of bulk purchases and the fluctuation of seasonal consumption;
- consumption patterns to enable better planning;
- cost of providing services; and
- Sound baseline information.

The proposed tariffs are contained in the draft resolution and attached schedule which provides a comparison of proposed tariffs with the previous financial year. During the IDP and budget consultation held during the months of April to May 2023, the community sighted that the Municipal Tariffs are unaffordable in comparison to the level of service as the unreliable service provision the community inputted that the Municipality should not increase the tariffs whilst improving service delivery. In terms of section 152 (b) of the Constitution of the Republic of South Africa, 1996 - Chapter 7: Local Government that the Municipality object are to ensure the provision of services to communities in a sustainable manner.

The Municipality needs to ensure that there is improvement on the level of services thus rebuilding the trust and confidence of the Municipality thus ensuring that the communities are willingly paying for services.

The Municipality for the 2023/24 financial year will be increasing tariffs for the services charges on an average of 5.3% (water, sanitation, refuse and other sundry services) an electricity will be increased with 15% in line with the NERSA guidelines.

Proposed Tariffs Increases

Property rates

An average increase of 5.3%.

The tariff structure is in accordance with the different categories in the valuation roll as per the Municipal Property Rates Act, adjustments will be made to the business tariffs as well as the introduction of a new tariff for guesthouse and accommodations establishments.

Sewerage tariffs

An average increase of 5.3%.

Refuse tariffs

An average increase of 5.3%.

Water tariffs

An average increase of 5.3%.

Electricity tariffs

An average increase of 15 %.

Operating Expenditure Framework

National Treasury has again emphasized in the MFMA circular that municipalities must implement cost containment measures and eliminate non-priority spending and the cost containment measures were regulated in Government

Employee related costs

Pressures from the municipal employee related that contribute 24% of the total operating expenditure budget. Provision has been made for salary increases of 5.4% in line with the collective agreement. The Municipality needs to find alternative ways to reducing the employee related costs this includes amongst other:

- Organizational restructuring
- Performance of skills audit & job placement
- Strick monitoring of the overtime and standby allowance
- Reviewing scares skills policy in line with the skills sector plans
- Reviewing of acting, travelling allowance amongst other benefit
- Prioritisation of recruitment process

Operating Expenditure

The Municipality will be reducing some of the operating costs inline with the cost curtailment policy which includes but not limited to:

- Ensuring value for money through the procurement process
- The affordability of providing free basic services to all households
- Use of consultants.
- Travel and subsistence according to maximum limits set by National Treasury.
- No credit cards are allowed.
- No sponsorships or municipal funds may be used for social functions, team building, year-end functions such as staff year-end functions, staff wellness and attendance of sporting events by municipal officials.
- Catering to be provided only when meetings exceed five (5) hours.
- Communication to be done in an electronic format, such as internal newsletters et cetera.
- Curbing the consumption of water and electricity by the indigents to ensure that they do not exceed their allocation
- Not taking on unfunded mandates

The Municipality has further implemented the following cost curtailment measure to reduce expenditure:

- Monitor employee related costs by ensuring employees only work 40 hrs overtime
- Prioritising of filling of critical post that have impact on revenue generation and reduces overtime

- Enforce all procurement to be undertaken through and by SCM Unit only
- Manage all procurement through Cashflow Management Committee on procurement below R 200 000.00 including contracted services

The operating expenditure increased from R 1 297 101 000 to R 1 361 480 000 when compared to the 2022/23 adjustments budget and will subsequently increase to R 1 480 250 000 in the 2025/26.

MP305 Lekwa - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 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 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Expenditure											
Employee related costs	2	238 547	239 497	258 333	305 229	304 532	304 532	304 532	326 221	342 118	360 759
Remuneration of councillors		20 883	12 090	7 517	13 024	12 500	12 500	12 500	13 913	14 648	15 424
Bulk purchases - electricity	2	360 425	363 481	444 124	469 965	469 965	469 965	469 965	531 559	559 731	589 397
Inventory consumed	8	78 873	60 497	44 272	102 279	94 998	94 998	94 998	80 345	84 651	89 105
Debt impairment	3	187 332	235 172	231 511	69 319	69 319	69 319	69 319	69 319	70 340	71 418
Depreciation and amortisation		87 252	76 811	78 038	85 679	85 679	85 679	85 679	82 660	82 365	82 740
Interest		121 999	35 422	86 202	44 306	62 661	62 661	62 661	73 256	77 771	82 011
Contracted services		67 780	53 541	100 879	120 393	120 687	120 687	120 687	124 068	121 482	122 984
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-
Irrecoverable debts written off		1 905	431	236	1 041	1 041	1 041	1 041	1 100	1 162	1 227
Operational costs		122 094	45 552	48 127	60 933	63 549	63 549	63 549	59 039	63 028	65 185
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Losses		-	2 295	-	-	-	-	-	-	-	-
Total Expenditure		**1 287 089**	**1 124 787**	**1 299 239**	**1 272 168**	**1 284 930**	**1 284 930**	**1 284 930**	**1 361 480**	**1 417 297**	**1 480 250**
Surplus/(Deficit)		**(548 038)**	**(273 586)**	**(400 131)**	**(92 622)**	**(110 764)**	**(110 764)**	**(110 764)**	**(228 357)**	**(216 772)**	**(214 815)**

Table 71: Budgeted Financial Performance (revenue and expenditure)

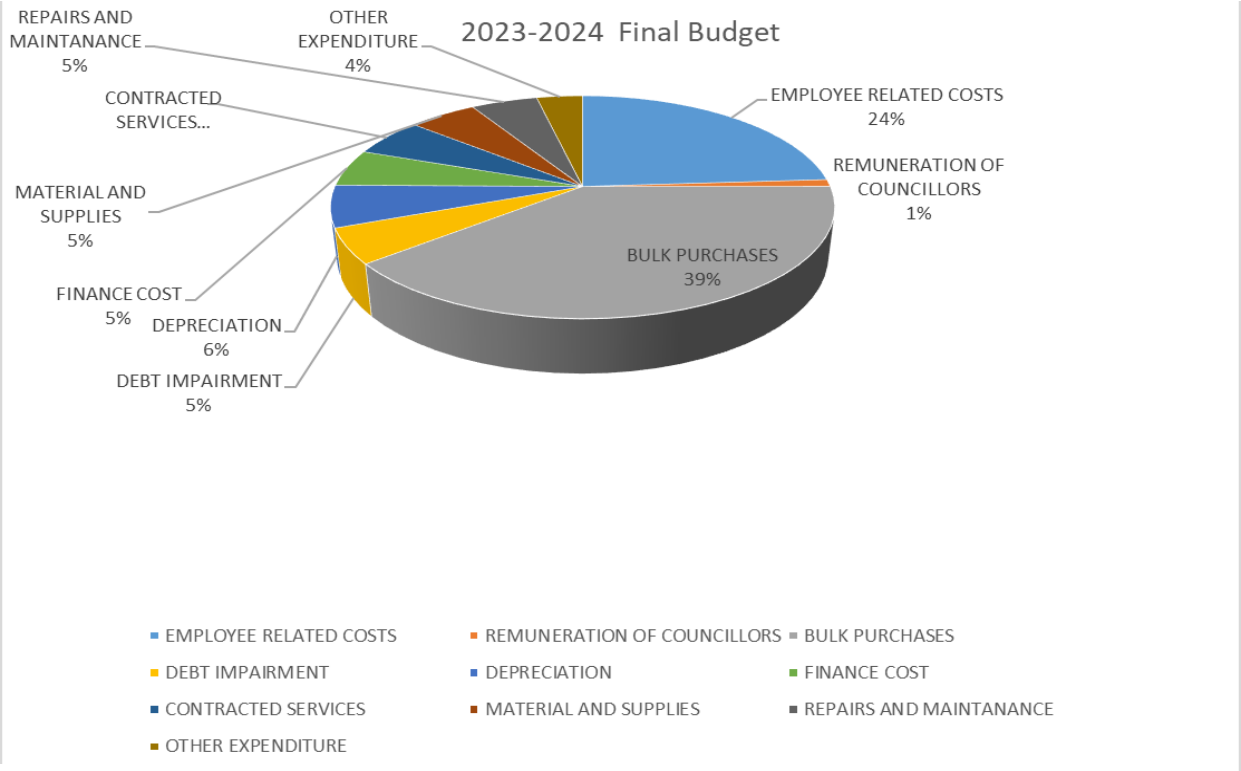


Figure 42: 2023-2024 Final Budget

Repairs & Maintenance

Row Labels	2023-2024 Final Budget	2024-2025 Final Budget	2025-2026 Final Budget
BUILDING AND STRUCTURES	650 000.00	415 600.00	421 513.60
ELECTRICAL MAITENANCE	33 176 500.00	34 430 660.50	35 681 177.49
GENERAL REPAIRS	200 000.00	211 200.00	223 027.20
IT EQUIPMENT	1 306 680.00	242 000.00	266 200.00
LANDFILL SITE	6 000 000.00	6 000 000.00	6 000 000.00
MACHINERY AND EQUIPMENT	1 050 000.00	1 166 800.00	1 298 460.80
ROADS MAINTENANCE	7 150 000.00	7 550 400.00	7 973 222.40
SEWER NETWORK	4 515 700.00	4 767 529.20	5 033 405.19
VEHICLE REPAIRS	4 367 990.00	3 689 550.43	3 889 397.55
WATER NETWORK	10 840 400.00	10 868 400.00	10 897 968.00
Grand Total	**69 257 270.00**	**69 342 140.13**	**71 684 372.23**

In terms of the National Treasury Norms and Standards the municipality should provide for at least 8% of the budget towards repairs and maintenance. The municipality has budgeted 5% of the budget towards repairs and maintenance, whist a provision of R 7 million has been allocated towards maintenance of roads network, R 33 million to address electricity network, R 10 million towards water network and R 4 million towards addressing sewer network related challenges.

The Municipality needs additional budget for the Electricity maintenance that amounts to R 164.9 million to stabilise the current electricity challenges over the medium term. The Municipality further needs to additional funding for the Sewer network, water network and roads maintenance estimated to be in excess of R 400 million.

Bulk Purchases

National Treasury recommended Municipalities to budget for reduced bulk purchases and sales to municipal customers based on loadshedding assumptions. Municipalities are also advised to carefully monitor their Eskom accounts for any penalties that result from increased demand immediately after a period of loadshedding is ended. Eskom has indicated that they will reverse any penalties for exceeding notified maximum demand that results from the implementation of loadshedding. This should be factored into the tariff calculation to ensure that consumers are not overcharged.

During 2018/19, intense work had been undertaken to resolve systemic and structural issues pertaining to the electricity function in municipalities. Core to this work was addressing the escalating Eskom debt that threatened the sustainability of Eskom as well as that of municipalities

During the process, Eskom was engaged on providing relieve in certain areas. Municipalities must be made aware that the following concessions were agreed upon:

- Reducing the interest rate charged on overdue municipal bulk accounts from prime plus 5 per cent to prime plus 2.5 per cent;
- Payment terms being extended from 15 days to 30 days for municipal bulk accounts; and
- Payments received from municipalities will be allocated to capital first and then the interest.

These concessions are aligned to the MFMA and are meant to curb the growing debt levels by allowing municipalities a more conducive payment regime than what was previously employed. In addition, municipalities are encouraged to budget for bulk services and honour their current account payments religiously to avoid stringent application of the bulk suppliers' credit control policy.

Municipalities are also advised to enforce a culture of payment for services through their normal credit control processes. In this regard it should be noted that municipalities are only compensated for free basic services based on an indigent user component calculation through the equitable share. As such, a municipality's allocation of free basic services to all of the municipality's consumers is not funded in the equitable share. Every municipality, during the budget process, must consider the affordability to the municipality when allocating free basic services above the national norm and to consumers other than indigent consumers. If a municipality has any arrears on any of its bulk supplier's accounts, it must limit its provision of free basic services to registered indigent consumers only. In this regard municipalities are reminded to take note of the Constitutional Court decision in

The National Energy Regulator of South Africa (NERSA) is responsible for the price determination of the bulk costs of electricity. In January 2023, NERSA approved tariff increases of 18.7 per cent in 2023/24 and 12.7 per cent increase in 2024/25. For purposes of calculating the free basic energy subsidy in the local government equitable share formula, the National Treasury has added 2 per cent to these increases. This is in anticipation of higher increases than those published in January, for municipalities, due to the difference in the financial years of Eskom customers and municipalities meaning that Eskom only has nine months to collect the allowable revenue from municipalities. R1.1 billion is added to the free basic energy subcomponent of the free basic services component of the local government equitable share formula to fund these higher tariff increases. To this end, the free basic electricity subsidy in the local government equitable share is calculated based on a 20.7 per cent tariff increase in 2023/24 and a 14.7 per cent increase in 2024/25. In the absence of an approved tariff increase in the outer year of the MTEF period, the formula assumes an increase of 17.7 per cent in 2025/26. This is the average of the estimated increases for the first two years of the MTEF period

The Municipality should ensure that measures & systems are put in place and continue to be implemented which includes amongst others aggressive revenue improvement strategy, employee related cost reduction, phasing out contracted services, better contract management, reduction in material losses, decreasing of general expenditure in line with the cost curtailment measures as well as the implementation of the Financial Recovery Plan.

Municipal Debt Relief

An optimally designed debt solution for Eskom can leverage the structural reform of the electricity sector that is needed both on the Eskom side and the municipal side, however, the municipal debt owed to Eskom pose a material risk to any Eskom debt relief package. In parallel the challenge of inability to honour the current account cannot be separated from a consumer culture to not pay for services.

Municipal Debt Relief that is conditional and application based, has therefore been sanctioned. The relief is aimed to correct the underlying behaviour and operational practices in defaulting municipalities and Eskom while in parallel, progressively introducing a smart metering solution to change consumer behaviour by instilling a culture of payment for services consumed. The proposal consists of 4 elements:

I. Eskom will write-off all debt municipalities owe as on 31 March 2023 (excluding the March 2023 current account). This will be done over three national financial years and require as a critical qualification that municipalities monthly honour their current

(monthly consumption) Eskom and water accounts going forward and maintain a minimum average quarterly collection, etc;

II. Secondly, new mechanisms are explored to resolve non-payment – this to include a dispute ombud mechanism and re-assigning the license of persistent defaulters;

III. Thirdly, Eskom will continue to implement a regime of installation of pre-paid meters in Eskom supplied areas to improve Eskom collection. Municipalities are additionally encouraged to adopt a similar operating regime; and

IV. Lastly, the National Treasury will continue to implement municipal revenue enhancement initiatives, including a transversal tender for a smart pre-paid meter solution to change to a forward looking culture of payment of the consolidated municipal bill.

The municipality's exorbitant outstanding creditors balance, the majority of which is owed to Eskom, must be reduced as a priority. This is a trend within the municipal sector, with the total outstanding municipal debt amounting to over R56 billion. Considering this and the low likelihood of repayment, Eskom and NT announced a Municipal Debt Relief programme earlier this year.

Considering the municipality's current debt owed to Eskom, it is recommended that Lekwa LM jumps at this opportunity and applies for participation in the debt relief scheme. The benefits thereof are tremendous. Should the municipality comply with the conditions for a consecutive 12-month period, Eskom will write off a third of the municipality's debt annually. The conditions include but are not limited to; the regular payment of the current Eskom bill, the adoption of a realistic and funded budget, disconnection of defaulting consumers' water and electricity supply and a collection rate of at least 80%. It must be stated that failure to adhere to any of the conditions will result in the municipality's participation being voided, in which case the municipality must reapply for participation.

In light of this, a scenario was run to indicate the impact of the municipality's participation in this debt relief scheme. In running the scenario, the LTFM indicated that an 80% collection rate was insufficient for Lekwa LM. As such, the collection rate in this scenario is assumed to improve to 90% within 3 years, as in the Base Case. Furthermore, the outstanding creditors balance was substantially reduced in FY2023/24.

The outcomes of this scenario are reflected in the table below. This scenario is built around the premise that the conditions as stated will be met, with a particular focus on servicing the current Eskom account. Considering this fact, it is likely that there will not be a significant impact on the municipality's cash position, as indicated in the planning period-end bank balance that is on par with the Base Case.

The most prevalent and important outcome of this scenario is the significant improvement to the liquidity position. The planning period-end forecast liquidity ratio of 0.6:1 is a marked improvement on the Base Case. While the ratio is still forecast to be below 1:1, this provides a stable platform for the municipality to begin to achieve growth and move into an environment of financial sustainability.

The positive impact of such a scenario on a municipality in as dire a financial state as Lekwa LM, cannot be understated. The municipality is urged to apply for and commit to the debt relief scheme. The municipality's long-term financial sustainability is currently at risk, to a large extent due to the municipality's outstanding creditors balance and this programme provides an opportunity to alleviate this risk.

Scenario 4: Eskom Debt Relief

Outcome	Base Case	Eskom Debt Relief
Average annual % increase in Revenue	6,0%	6,0%
Average annual % increase in Expenditure	2,7%	2,7%
Accounting Surplus accumulated during Planning. Period (Rm)	-R 677	-R 677
Operating Surplus accumulated during Planning. Period (Rm)	-R 1 120	-R 1 120
Cash generated by Operations during Planning. Period (Rm)	-R 182	-R 36,8
Average annual increase in Gross Consumer Debtors	2,0%	2,0%
Capital investment programme during Planning. Period (Rm)	R 458	R 458
External Loan Financing during Planning Period (Rm)	R 0	R 0
Cash and Cash Equivalents at the end of the Planning Period (Rm)	R 65	R 64
No of Months Cash Cover at the end of the Planning Period (Rm)	0,5	0,5
Liquidity Ratio at the end of the Planning Period	0,1 : 1	0,6 : 1
Gearing at the end of the Planning Period	0,0%	0,0%
Debt Service to Total Expense Ratio at the end of the Planning Period	0,0%	0,0%

The positive outcomes of this scenario are significant. The main threat to the financial sustainability of the municipality is the liquidity position, and this is addressed in this scenario. The planning period-end liquidity ratio of 0.6:1, while remaining low, is indicative of Lekwa being on a path towards achieving financial stability.

The participation in the Municipal Debt Relief programme is of absolute importance to the long-term financial sustainability of the municipality. It is not realistic to think that the municipality will be able to service its historic debt owed to Eskom, considering its current liquidity position as well as the extent to which this debt has been allowed to grow. It is crucial that the municipality applies for participation in this programme, and then strictly adheres to the conditions to reap the benefits of this programme.

Overview of the Revenue & Expenditure

MP305 Lekwa - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 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 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
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Exchange Revenue											
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Service charges - Water	2	80 043	84 716	71 733	98 388	96 756	96 756	96 756	84 373	89 098	94 088
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Service charges - Waste Management	2	23 602	26 519	27 750	29 965	30 465	30 465	30 465	33 115	34 970	36 928
Sale of Goods and Rendering of Services		629	695	1 125	2 674	2 884	2 884	2 884	3 150	3 301	3 471
Agency services		–	–	–	–	–	–	–	–	–	–
Interest		15 162	–	–	–	–	–	–	–	–	–
Interest earned from Receivables		53 966	46 930	65 431	57 693	57 693	57 693	57 693	116 639	123 208	130 147
Interest earned from Current and Non Current Assets		1 978	1 931	1 788	700	700	700	700	638	674	713
Dividends		–	–	–	–	–	–	–	–	–	–
Rent on Land		–	–	–	–	–	–	–	–	–	–
Rental from Fixed Assets		1 690	1 666	1 729	2 100	2 254	2 254	2 254	2 502	2 722	2 964
Licence and permits		–	–	0	–	–	–	–	–	–	–
Operational Revenue		425	338	451	350	350	350	350	370	388	407
Non-Exchange Revenue											
Property rates	2	98 385	156 421	170 255	191 633	190 052	190 052	190 052	203 391	214 985	227 239
Surcharges and Taxes		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		3 203	1 181	2 983	6 500	4 500	4 500	4 500	4 550	4 609	4 671
Licences or permits		–	–	–	–	–	–	–	–	–	–
Transfer and subsidies - Operational		122 249	152 770	139 953	158 754	158 754	158 754	158 754	173 958	187 550	195 603
Interest		–	–	–	–	–	–	–	–	–	–
Fuel Levy		–	–	–	–	–	–	–	–	–	–
Operational Revenue		–	–	–	–	–	–	–	–	–	–
Gains on disposal of Assets		–	–	–	–	–	–	–	–	–	–
Other Gains		–	9 316	7 355	–	–	–	–	–	–	–
Discontinued Operations		–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contrib		**739 051**	**851 201**	**899 108**	**1 179 546**	**1 174 166**	**1 174 166**	**1 174 166**	**1 133 123**	**1 200 525**	**1 265 436**
Expenditure											
Employee related costs	2	238 547	239 497	258 333	305 229	304 532	304 532	304 532	326 221	342 118	360 759
Remuneration of councillors		20 883	12 090	7 517	13 024	12 500	12 500	12 500	13 913	14 648	15 424
Bulk purchases - electricity	2	360 425	363 481	444 124	469 965	469 965	469 965	469 965	531 559	559 731	589 397
Inventory consumed	8	78 873	60 497	44 272	102 279	94 998	94 998	94 998	80 345	84 651	89 105
Debt impairment	3	187 332	235 172	231 511	69 319	69 319	69 319	69 319	69 319	70 340	71 418
Depreciation and amortisation		87 252	76 811	78 038	85 679	85 679	85 679	85 679	82 660	82 365	82 740
Interest		121 999	35 422	86 202	44 306	62 661	62 661	62 661	73 256	77 771	82 011
Contracted services		67 780	53 541	100 879	120 393	120 687	120 687	120 687	124 068	121 482	122 984
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-
Irrecoverable debts written off		1 905	431	236	1 041	1 041	1 041	1 041	1 100	1 162	1 227
Operational costs		122 094	45 552	48 127	60 933	63 549	63 549	63 549	59 039	63 028	65 185
Losses on disposal of Assets		–	–	–	–	–	–	–	–	–	–
Other Losses		–	2 295	–	–	–	–	–	–	–	–
Total Expenditure		**1 287 089**	**1 124 787**	**1 299 239**	**1 272 168**	**1 284 930**	**1 284 930**	**1 284 930**	**1 361 480**	**1 417 297**	**1 480 250**
Surplus/(Deficit)		**(548 038)**	**(273 586)**	**(400 131)**	**(92 622)**	**(110 764)**	**(110 764)**	**(110 764)**	**(228 357)**	**(216 772)**	**(214 815)**

Overview of Trading Services

It should be noted that trading & economic services are operating at a loss of R 191 million in the 2023/24 financial period and the loss will reduce in the 2024/25 financial year. The municipality is experiencing poor revenue collection as the Municipality is delivering the electricity service at a gross loss due to meter tampering, unmetered properties, and faulty meters, lack of bulk meters and vandalism and theft. Not all domestic and big consumers are getting metered. The Municipality should continue to introduce and implementation of adequate measures to properly sustain the funding of the trading & economic Services. The Municipality needs to fulfil the obligations of correcting accounts and metering all services correctly as this will ensure that the deficit is reduced.

Function	2023-24 Final Budget	2024-25 Final Budget	2025-26 Final Budget
I	**- 716 827 197.38**	**- 763 667 520.43**	**- 806 257 157.58**
Electricity:Electricity (Dept 603)	- 497 622 843.80	- 532 187 723.05	- 561 814 491.54
Solid Waste Removal:Cleansing (Dept 302)	- 44 627 866.78	- 47 127 027.32	- 49 766 140.85
Waste Water Treatment:Sewerage (Dept 407)	- 57 983 338.00	- 61 230 404.93	- 64 659 307.60
Water Distribution:Water (Dept 607)	- 116 593 148.80	- 123 122 365.13	- 130 017 217.58
E	**908 551 554.26**	**952 035 948.06**	**997 684 304.97**
Electricity:Electricity (Dept 603)	684 922 553.72	720 791 356.17	757 605 107.97
Solid Waste Removal:Cleansing (Dept 302)	53 118 593.15	53 753 500.00	55 189 792.60
Waste Water Treatment:Sewerage (Dept 407)	48 364 444.99	50 381 319.89	52 550 125.06
Water Distribution:Water (Dept 607)	122 145 962.40	127 109 772.00	132 339 279.33
Grand Total	**191 724 356.88**	**188 368 427.63**	**191 427 147.39**

The table below shows the consolidated revenue and expenditure per function.

MP305 Lekwa - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
R thousand	1	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
Revenue - Functional										
Governance and administration		**290 042**	**381 828**	**383 139**	**366 624**	**365 258**	**365 258**	**412 750**	**441 700**	**464 250**
Executive and council		326	–	–	–	–	–	–	–	–
Finance and administration		289 716	381 828	383 139	366 624	365 258	365 258	412 750	441 700	464 250
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		**2 224**	**1 282**	**2 008**	**5 199**	**5 199**	**5 199**	**5 246**	**5 259**	**5 278**
Community and social services		137	94	155	399	399	399	316	329	348
Sport and recreation		–	–	–	–	–	–	–	–	–
Public safety		2 086	1 188	1 853	4 800	4 800	4 800	4 930	4 930	4 930
Housing		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		**30 816**	**31 125**	**19 837**	**37 369**	**72 893**	**72 893**	**38 940**	**39 037**	**40 877**
Planning and development		339	404	702	850	69 038	69 038	35 097	36 617	38 215
Road transport		30 477	30 720	19 136	36 519	3 855	3 855	3 843	2 420	2 662
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		**447 805**	**489 969**	**520 208**	**808 242**	**804 079**	**804 079**	**716 827**	**763 668**	**806 257**
Energy sources		309 514	337 777	383 555	573 197	570 166	570 166	497 623	532 188	561 814
Water management		80 029	84 716	71 733	114 321	112 689	112 689	116 593	123 122	130 017
Waste water management		34 660	40 957	37 169	85 159	85 159	85 159	57 983	61 230	64 659
Waste management		23 602	26 519	27 750	35 565	36 065	36 065	44 628	47 127	49 766
Other	4	–	–	–	–	–	–	–	–	–
Total Revenue - Functional	2	**770 886**	**904 205**	**925 192**	**1 217 434**	**1 247 428**	**1 247 428**	**1 173 763**	**1 249 664**	**1 316 662**
Expenditure - Functional										
Governance and administration		**349 622**	**208 113**	**287 835**	**219 422**	**227 169**	**227 169**	**230 921**	**239 885**	**249 844**
Executive and council		101 469	42 126	58 381	68 630	72 010	72 010	64 080	67 513	71 315
Finance and administration		248 153	165 987	229 454	150 793	155 159	155 159	166 841	172 371	178 529
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		**170 369**	**75 726**	**83 052**	**111 673**	**100 774**	**100 774**	**109 083**	**112 993**	**117 158**
Community and social services		47 158	35 741	40 793	50 256	56 763	56 763	47 756	48 380	49 031
Sport and recreation		6 376	87	466	10 764	296	296	11 476	12 104	12 765
Public safety		112 814	39 896	41 793	44 939	43 631	43 631	44 146	46 491	49 015
Housing		4 021	3	0	5 715	84	84	5 706	6 018	6 347
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		**23 805**	**89 430**	**59 217**	**103 225**	**112 020**	**112 020**	**109 903**	**109 196**	**112 199**
Planning and development		11 479	16 468	17 774	18 801	23 492	23 492	19 958	19 418	20 534
Road transport		12 325	72 962	41 443	84 424	88 528	88 528	89 945	89 778	91 665
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		**743 294**	**734 153**	**848 144**	**837 847**	**844 968**	**844 968**	**911 572**	**955 224**	**1 001 050**
Energy sources		535 762	482 408	587 865	596 080	616 353	616 353	687 923	723 959	760 951
Water management		145 015	150 513	149 018	132 576	129 768	129 768	122 166	127 130	132 359
Waste water management		37 552	52 356	54 699	51 860	46 126	46 126	48 364	50 381	52 550
Waste management		24 964	48 876	56 561	57 331	52 721	52 721	53 119	53 753	55 190
Other	4	–	–	–	–	–	–	–	–	–
Total Expenditure - Functional	3	**1 287 089**	**1 107 423**	**1 278 248**	**1 272 168**	**1 284 930**	**1 284 930**	**1 361 480**	**1 417 297**	**1 480 250**
Surplus/(Deficit) for the year		**(516 203)**	**(203 218)**	**(353 056)**	**(54 734)**	**(37 502)**	**(37 502)**	**(187 716)**	**(167 633)**	**(163 589)**

Table 72: Budgeted Financial Performance (revenue and expenditure by functional classification)

Overview of Monthly Revenue & Expenditure Targets

MP305 Lekwa - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2023/24												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Revenue																
Exchange Revenue																
Service charges - Electricity		38 986	38 986	38 986	38 986	38 986	38 986	38 986	38 986	38 986	38 986	38 986	38 986	467 837	494 036	521 702
Service charges - Water		7 031	7 031	7 031	7 031	7 031	7 031	7 031	7 031	7 031	7 031	7 031	7 031	84 373	89 098	94 088
Service charges - Waste Water Management		3 550	3 550	3 550	3 550	3 550	3 550	3 550	3 550	3 550	3 550	3 550	3 550	42 599	44 984	47 503
Service charges - Waste Management		2 760	2 760	2 760	2 760	2 760	2 760	2 760	2 760	2 760	2 760	2 760	2 760	33 115	34 970	36 928
Sale of Goods and Rendering of Services		263	263	263	263	263	263	263	263	263	263	263	263	3 150	3 301	3 471
Agency services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Interest		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Interest earned from Receivables		9 720	9 720	9 720	9 720	9 720	9 720	9 720	9 720	9 720	9 720	9 720	9 720	116 639	123 208	130 147
Interest earned from Current and Non Current Assets		53	53	53	53	53	53	53	53	53	53	53	53	638	674	713
Dividends		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rent on Land		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rental from Fixed Assets		209	209	209	209	209	209	209	209	209	209	209	209	2 502	2 722	2 964
Licence and permits		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Operational Revenue		31	31	31	31	31	31	31	31	31	31	31	31	370	388	407
Non-Exchange Revenue																
Property rates		16 949	16 949	16 949	16 949	16 949	16 949	16 949	16 949	16 949	16 949	16 949	16 949	203 391	214 985	227 239
Surcharges and Taxes		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		379	379	379	379	379	379	379	379	379	379	379	379	4 550	4 609	4 671
Licences or permits		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfer and subsidies - Operational		14 496	14 496	14 496	14 496	14 496	14 496	14 496	14 496	14 496	14 496	14 496	14 496	173 958	187 550	195 603
Interest		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fuel Levy		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Operational Revenue		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Gains on disposal of Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Gains		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Discontinued Operations		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contri		**94 427**	**94 427**	**94 427**	**94 427**	**94 427**	**94 427**	**94 427**	**94 427**	**94 427**	**94 427**	**94 427**	**94 427**	**1 133 123**	**1 200 525**	**1 265 436**
Expenditure																
Employee related costs		27 185	27 185	27 185	27 185	27 185	27 185	27 185	27 185	27 185	27 185	27 185	27 185	326 221	342 118	360 759
Remuneration of councillors		1 159	1 159	1 159	1 159	1 159	1 159	1 159	1 159	1 159	1 159	1 159	1 159	13 913	14 648	15 424
Bulk purchases - electricity		44 297	44 297	44 297	44 297	44 297	44 297	44 297	44 297	44 297	44 297	44 297	44 297	531 559	559 731	589 397
Inventory consumed		6 695	6 695	6 695	6 695	6 695	6 695	6 695	6 695	6 695	6 695	6 695	6 695	80 345	84 651	89 105
Debt impairment		5 777	5 777	5 777	5 777	5 777	5 777	5 777	5 777	5 777	5 777	5 777	5 777	69 319	70 340	71 418
Depreciation and amortisation		6 888	6 888	6 888	6 888	6 888	6 888	6 888	6 888	6 888	6 888	6 888	6 888	82 660	82 365	82 740
Interest		6 105	6 105	6 105	6 105	6 105	6 105	6 105	6 105	6 105	6 105	6 105	6 105	73 256	77 771	82 011
Contracted services		10 339	10 339	10 339	10 339	10 339	10 339	10 339	10 339	10 339	10 339	10 339	10 339	124 068	121 482	122 984
Transfers and subsidies		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Irrecoverable debts written off		92	92	92	92	92	92	92	92	92	92	92	92	1 100	1 162	1 227
Operational costs		4 920	4 920	4 920	4 920	4 920	4 920	4 920	4 920	4 920	4 920	4 920	4 920	59 039	63 028	65 185
Losses on disposal of Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Losses		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure		**113 457**	**113 457**	**113 457**	**113 457**	**113 457**	**113 457**	**113 457**	**113 457**	**113 457**	**113 457**	**113 457**	**113 457**	**1 361 480**	**1 417 297**	**1 480 250**
Surplus/(Deficit)		**(19 030)**	**(19 030)**	**(19 030)**	**(19 030)**	**(19 030)**	**(19 030)**	**(19 030)**	**(19 030)**	**(19 030)**	**(19 030)**	**(19 030)**	**(19 030)**	**(228 357)**	**(216 772)**	**(214 815)**

Table 73: Supporting Table SA25 Budgeted monthly revenue and expenditure

Cash Flow Statement

MP305 Lekwa - Table A7 Budgeted Cash Flows

Description	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	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		372 527	96 038	198 123	153 306	150 674	150 674	150 674	159 944	169 061	178 774
Service charges		407 460	1 341 803	479 478	662 632	650 842	650 842	650 842	464 341	514 883	517 803
Other revenue		2 081	3 035	358 227	57 489	58 216	58 216	58 216	9 527	9 916	10 347
Transfers and Subsidies - Operational	1	129 547	875 443	226 364	158 754	158 754	158 754	158 754	173 958	187 550	201 579
Transfers and Subsidies - Capital	1	84 043	105 520	75 306	37 888	108 636	108 636	108 636	40 640	49 139	51 226
Interest		–	34	357	700	700	700	700	–	–	–
Dividends		–	–	–	–	–	–	–	–	–	–
Payments											
Suppliers and employees		819 089	260 053	(827 967)	(1 071 823)	(1 078 992)	(1 078 992)	(1 078 992)	(1 209 107)	(1 264 179)	(1 325 660)
Interest		–	–	–	(44 306)	(76 015)	(76 015)	(76 015)	–	–	–
Transfers and Subsidies	1	–	–	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES		**1 814 747**	**2 681 927**	**509 888**	**(45 360)**	**(27 186)**	**(27 186)**	**(27 186)**	**(360 697)**	**(333 631)**	**(365 931)**
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current receivables		–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments		1 270	–	973	–	–	–	–	–	–	–
Payments											
Capital assets		(26 178)	(45 304)	(37 229)	(54 888)	(147 300)	(147 300)	(147 300)	(75 687)	(66 191)	(68 282)
NET CASH FROM/(USED) INVESTING ACTIVITIES		**(24 908)**	**(45 304)**	**(36 256)**	**(54 888)**	**(147 300)**	**(147 300)**	**(147 300)**	**(75 687)**	**(66 191)**	**(68 282)**
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		–	–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing		–	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits		–	–	–	–	–	–	–	–	–	–
Payments											
Repayment of borrowing		–	–	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
NET INCREASE/ (DECREASE) IN CASH HELD		**1 789 840**	**2 636 623**	**473 632**	**(100 248)**	**(174 486)**	**(174 486)**	**(174 486)**	**(436 384)**	**(399 822)**	**(434 213)**
Cash/cash equivalents at the year begin:	2	**12 446**	**–**	**37 313**	**3 351**	**3 351**	**3 351**	**3 351**	**–**	**(436 384)**	**(836 206)**
Cash/cash equivalents at the year end:	2	**1 802 286**	**2 636 623**	**510 945**	**(96 897)**	**(171 134)**	**(171 134)**	**(171 134)**	**(436 384)**	**(836 206)**	**(1 270 419)**

Table 74: Budgeted Cash flows

The following were taken into consideration and would require significant oversight.

- Increased revenue through revenue enhancement
- Increased collection rate from 65% to 85%
- Adequate Expenditure Management and reduction of non-essential expenditure

Monthly Cashflow Projections

MP305 Lekwa - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2023/24												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Cash Receipts By Source													1		
Property rates	13 329	13 329	13 329	13 329	13 329	13 329	13 329	13 329	13 329	13 329	13 329	13 329	159 944	169 061	178 774
Service charges - electricity revenue	28 620	28 620	28 620	28 620	28 620	28 620	28 620	28 620	28 620	28 620	28 620	28 620	343 442	362 675	382 985
Service charges - water revenue	5 237	5 237	5 237	5 237	5 237	5 237	5 237	5 237	5 237	5 237	5 237	5 237	62 843	90 901	70 079
Service charges - sanitation revenue	2 715	2 715	2 715	2 715	2 715	2 715	2 715	2 715	2 715	2 715	2 715	2 715	32 576	34 400	36 327
Service charges - refuse revenue	2 123	2 123	2 123	2 123	2 123	2 123	2 123	2 123	2 123	2 123	2 123	2 123	25 479	26 906	28 413
Rental of facilities and equipment	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Interest earned - external investments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Interest earned - outstanding debtors	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Dividends received	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits	292	292	292	292	292	292	292	292	292	292	292	292	3 500	3 500	3 500
Licences and permits	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Agency services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and Subsidies - Operational	14 496	14 496	14 496	14 496	14 496	14 496	14 496	14 496	14 496	14 496	14 496	14 496	173 958	187 550	201 579
Other revenue	502	502	502	502	502	502	502	502	502	502	502	502	6 027	6 416	6 847
Cash Receipts by Source	**67 314**	**67 314**	**67 314**	**67 314**	**67 314**	**67 314**	**67 314**	**67 314**	**67 314**	**67 314**	**67 314**	**67 314**	**807 770**	**881 410**	**908 503**
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	3 387	3 387	3 387	3 387	3 387	3 387	3 387	3 387	3 387	3 387	3 387	3 387	40 640	49 139	51 226
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proceeds on Disposal of Fixed and Intangible Assets	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Short term loans	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current receivables	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Cash Receipts by Source	**70 701**	**70 701**	**70 701**	**70 701**	**70 701**	**70 701**	**70 701**	**70 701**	**70 701**	**70 701**	**70 701**	**70 701**	**848 410**	**930 549**	**959 729**
Cash Payments by Type															
Employee related costs	27 271	27 271	27 271	27 271	27 271	27 271	27 271	27 271	27 271	27 271	27 271	27 271	327 257	343 211	361 911
Remuneration of councillors	1 074	1 074	1 074	1 074	1 074	1 074	1 074	1 074	1 074	1 074	1 074	1 074	12 886	13 566	14 283
Interest	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Bulk purchases - electricity	44 297	44 297	44 297	44 297	44 297	44 297	44 297	44 297	44 297	44 297	44 297	44 297	531 559	559 731	589 397
Acquisitions - water & other inventory	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Contracted services	11 241	11 241	11 241	11 241	11 241	11 241	11 241	11 241	11 241	11 241	11 241	11 241	134 888	134 210	135 779
Transfers and subsidies - other municipalities	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other expenditure	16 876	16 876	16 876	16 876	16 876	16 876	16 876	16 876	16 876	16 876	16 876	16 876	202 518	213 461	224 290
Cash Payments by Type	**100 759**	**100 759**	**100 759**	**100 759**	**100 759**	**100 759**	**100 759**	**100 759**	**100 759**	**100 759**	**100 759**	**100 759**	**1 209 107**	**1 264 179**	**1 325 660**
Other Cash Flows/Payments by Type															
Capital assets	6 307	6 307	6 307	6 307	6 307	6 307	6 307	6 307	6 307	6 307	6 307	6 307	75 687	66 191	68 282
Repayment of borrowing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Cash Flows/Payments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Cash Payments by Type	**107 066**	**107 066**	**107 066**	**107 066**	**107 066**	**107 066**	**107 066**	**107 066**	**107 066**	**107 066**	**107 066**	**107 066**	**1 284 794**	**1 330 371**	**1 393 941**
NET INCREASE/(DECREASE) IN CASH HELD	**(36 365)**	**(36 365)**	**(36 365)**	**(36 365)**	**(36 365)**	**(36 365)**	**(36 365)**	**(36 365)**	**(36 365)**	**(36 365)**	**(36 365)**	**(36 365)**	**(436 384)**	**(399 822)**	**(434 213)**
Cash/cash equivalents at the month/year begin:	–	(36 365)	(72 731)	(109 096)	(145 461)	(181 827)	(218 192)	(254 557)	(290 922)	(327 288)	(363 653)	(400 018)	–	(436 384)	(836 206)
Cash/cash equivalents at the month/year end:	(36 365)	(72 731)	(109 096)	(145 461)	(181 827)	(218 192)	(254 557)	(290 922)	(327 288)	(363 653)	(400 018)	(436 384)	(436 384)	(836 206)	(1 270 419)

Table 75: Budgeted monthly cash flow

Overview of Government & Other Grants

Total capital grants for the 2023/24 MTREF financial year are summarised in the table below:

MP305 Lekwa - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 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 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Capital multi-year expenditure sub-total	7	–	–	–	–	–	–	–	–	–	–
Single-year expenditure *to be appropriated*	2										
Vote 1 - Council & Executive		–	–	–	500	500	500	500	–	–	–
Vote 2 - Budget and Treasury Office		7 274	(1 513)	1 721	500	500	500	500	–	–	–
Vote 3 - Corporate Services		13 020	(5 160)	(0)	2 000	2 300	2 300	2 300	7 000	7 000	7 000
Vote 4 - Community Services		8 446	(9 921)	(11 643)	–	120	120	120	50	4 053	5 056
Vote 5 - Roads		88 012	(342 539)	20 675	13 140	35 727	35 727	35 727	10 000	20 000	25 000
Vote 6 - Planning and Development		–	–	–	–	–	–	–	–	465	850
Vote 7 - Electricity		88 314	92 334	19 827	7 000	7 000	7 000	7 000	8 500	19 674	21 376
Vote 8 - Water		106 986	24 316	1 043	17 748	11 950	11 950	11 950	30 137	6 000	–
Vote 9 - Waste Water Management		274 086	339 324	3 257	14 000	42 997	42 997	42 997	2 000	9 000	9 000
Vote 10 - Waste Management		–	–	–	–	–	–	–	18 000	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–
Vote 15 -		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**586 136**	**96 841**	**34 880**	**54 888**	**101 094**	**101 094**	**101 094**	**75 687**	**66 191**	**68 282**
Total Capital Expenditure - Vote		**586 136**	**96 841**	**34 880**	**54 888**	**101 094**	**101 094**	**101 094**	**75 687**	**66 191**	**68 282**
Capital Expenditure - Functional											
Governance and administration		**105 447**	**100 157**	**2 967**	**5 640**	**15 940**	**15 940**	**15 940**	**17 000**	**17 000**	**17 000**
Executive and council		–	–	–	500	500	500	500	–	–	–
Finance and administration		105 447	100 157	2 967	5 140	15 440	15 440	15 440	17 000	17 000	17 000
Internal audit		–	–	–	–	–	–	–	–	–	–
Community and public safety		**8 446**	**(9 921)**	**(11 643)**	**–**	**120**	**120**	**120**	**50**	**4 053**	**5 056**
Community and social services		721	80	1 594	–	–	–	–	–	4 000	5 000
Sport and recreation		7 725	(10 002)	(13 237)	–	120	120	120	50	53	56
Public safety		–	–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–
Economic and environmental services		**2 858**	**(449 368)**	**19 429**	**10 500**	**23 087**	**23 087**	**23 087**	**–**	**10 465**	**15 850**
Planning and development		–	–	–	–	–	–	–	–	465	850
Road transport		2 858	(449 368)	19 429	10 500	23 087	23 087	23 087	–	10 000	15 000
Environmental protection		–	–	–	–	–	–	–	–	–	–
Trading services		**469 385**	**455 973**	**24 128**	**38 748**	**61 947**	**61 947**	**61 947**	**58 637**	**34 674**	**30 376**
Energy sources		88 314	92 334	19 827	7 000	7 000	7 000	7 000	8 500	19 674	21 376
Water management		106 986	24 316	1 043	17 748	11 950	11 950	11 950	30 137	6 000	–
Waste water management		274 086	339 324	3 257	14 000	42 997	42 997	42 997	2 000	9 000	9 000
Waste management		–	–	–	–	–	–	–	18 000	–	–
Other		–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Functional	3	**586 136**	**96 841**	**34 880**	**54 888**	**101 094**	**101 094**	**101 094**	**75 687**	**66 191**	**68 282**
Funded by:											
National Government		381 255	337 565	20 646	37 888	73 436	73 436	73 436	40 637	49 139	51 226
Provincial Government		–	–	–	–	–	–	–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	4	**381 255**	**337 565**	**20 646**	**37 888**	**73 436**	**73 436**	**73 436**	**40 637**	**49 139**	**51 226**
Borrowing	6	–	–	–	–	–	–	–	–	–	–
Internally generated funds		91 052	(335 531)	35 416	17 000	27 658	27 658	27 658	35 050	17 053	17 056
Total Capital Funding	7	**472 307**	**2 035**	**56 062**	**54 888**	**101 094**	**101 094**	**101 094**	**75 687**	**66 191**	**68 282**

Table 76: Budgeted Capital Expenditure

Capital Projects Framework

One of the greatest challenges facing municipalities is the public perception in service delivery. Investment in municipal infrastructure is critical to sustaining growth, rehabilitating ageing infrastructure and eradicating service delivery backlogs. Therefore the capital financing strategies taken into consideration are:

- Ensure capital programme is based on priorities, programmes and projects of the IDP;
- Expedite spending on capital budget especially projects that are funded from conditional grants;
- Explore new ways to fund capital expenditure from own revenue contribution;
- Analyze feasibility and impact on operating budget before capital projects are approved

Municipal Infrastructure Program Funded Projects

IDP No	Project name	2023/2024 FY	2024/2025 FY	2025/2026 FY	Scope for 2023/2024 FY	Planned job opportunities for 2023/2024 FY	Ward Location	Ward/s Benefitting
MIG 01/2324	Upgrading of the Standerton Bulk Water Supply System phase 3	27 952 311			Construction of Kieser Reservoir & Pressure Tower (Phase 2)	20	10	10
MIG 02/2324	Installation of VIP toilets	2 000 000	3 000 000	5 000 000	Installation of 100 VIP toilets	20	9,12 & 13	9,12 & 13
MIG 03/2324	Installation of boreholes	1 000 000	6 000 000		Installation of two boreholes	4	9,12 & 13	9,12 & 13
MIG 04/2324	Rehabilitation of 5km tarred road (Bauman Street) adjoining the R39 and R50 Provincial Roads	400 000	10 000 000	15 000 000	Design and tender documentation			
MIG 05/2324	Installation of High mast lights within Lekwa LM	400 000	4 000 000	5 000 000	Design and tender documentation			
MIG 06/2324	Fencing of Cemeteries within Lekwa LM	184 289	4 000 000	5 000 000	Design and tender documentation			
MIG 06/2324	Rehabilitation of Morgenzon landfill Site	200 000	6 000 000	4 000 000	Design and tender documentation		14	14
MIG 01/2425	Installation of Market Stalls		464 700	850 000				
	Project Management Unit	1 691 400	1 761 300	1 834 200	PMU Operational Cost			
	TOTAL	**33 828 000**	**35 226 000**	**36 684 200**				

Integrated National Electrification Program Projects

		Budget		
IDP No	**Project name**	**2023/2024 FY**	**2024/2025 FY**	**2025/2026 FY**
INEP 01/2324	Upgrade of A Sub Station	7 000 000	15 674 000	16 376 000
INEP 02/2324	Construction of 11Kv, SWS at Rooikoppen (pre- Eng)	1 500 000		
	TOTAL	**8 500 000**	**15 674 000**	**16 376 000**

Internally Funded Projects

		Proposed Budget		
IDP No	**Project name**	**2023/2024 FY**	**Scope for 2023/2024 FY**	**Project category**
LLM 01/2324	Upgrade of the Standerton Landfill Site	18 000 000	Upgrade of the Standerton Landfill Site	Solid Waste
	TOTAL	**18 000 000**		

Overview of Monthly Capital Expenditure

MP305 Lekwa - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	Ref	Budget Year 2023/24												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Capital Expenditure - Functional	1															
Governance and administration		1 417	1 417	1 417	1 417	1 417	1 417	1 417	1 417	1 417	1 417	1 417	1 417	17 000	17 000	17 000
Executive and council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Finance and administration		1 417	1 417	1 417	1 417	1 417	1 417	1 417	1 417	1 417	1 417	1 417	1 417	17 000	17 000	17 000
Internal audit		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Community and public safety		4	4	4	4	4	4	4	4	4	4	4	4	50	4 053	5 056
Community and social services		–	–	–	–	–	–	–	–	–	–	–	–	–	4 000	5 000
Sport and recreation		4	4	4	4	4	4	4	4	4	4	4	4	50	53	56
Public safety		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Economic and environmental services		–	–	–	–	–	–	–	–	–	–	–	–	–	10 465	15 850
Planning and development		–	–	–	–	–	–	–	–	–	–	–	–	–	465	850
Road transport		–	–	–	–	–	–	–	–	–	–	–	–	–	10 000	15 000
Environmental protection		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Trading services		4 886	4 886	4 886	4 886	4 886	4 886	4 886	4 886	4 886	4 886	4 886	4 886	58 637	34 674	30 376
Energy sources		708	708	708	708	708	708	708	708	708	708	708	708	8 500	19 674	21 376
Water management		2 511	2 511	2 511	2 511	2 511	2 511	2 511	2 511	2 511	2 511	2 511	2 511	30 137	6 000	–
Waste water management		167	167	167	167	167	167	167	167	167	167	167	167	2 000	9 000	9 000
Waste management		1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	18 000	–	–
Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Functional	2	6 307	6 307	6 307	6 307	6 307	6 307	6 307	6 307	6 307	6 307	6 307	6 307	75 687	66 191	68 282
Funded by:																
National Government		3 386	3 386	3 386	3 386	3 386	3 386	3 386	3 386	3 386	3 386	3 386	3 386	40 637	49 139	51 226
Provincial Government		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital		3 386	3 386	3 386	3 386	3 386	3 386	3 386	3 386	3 386	3 386	3 386	3 386	40 637	49 139	51 226
Borrowing		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Internally generated funds		2 921	2 921	2 921	2 921	2 921	2 921	2 921	2 921	2 921	2 921	2 921	2 921	35 050	17 053	17 056
Total Capital Funding		6 307	6 307	6 307	6 307	6 307	6 307	6 307	6 307	6 307	6 307	6 307	6 307	75 687	66 191	68 282

Table 75: Budgeted monthly cash flow

11. CHAPTER ELEVEN: DISASTER MANAGEMENT PLAN

Disaster Management Plan

The Disaster Management Act (No 57 of 2002) requires of local government to develop a disaster management policy and establish a disaster management centre in accordance to the national and provincial frameworks. The main responsibility for disaster management is assigned to District Municipalities in consultation with the local municipality to determine the level of the establishment of the Disaster Management Centre and its Disaster Management Plan. However, the Municipal Systems Act, no 32 of 2000 requires the compilation of a Disaster Management Plan as part of the IDP. In order to comply with the requirements of the Municipal Systems Act, a disaster management statement is prepared

Role and Purpose of Disaster Management

The purpose of a Disaster Management Plan is to enhance the capacity of the municipality to prevent and to deal with disasters and to avoid developments, which are subject to high risk of disasters.

Disaster Management Framework, Plan and Centre are interrelated. The scope of disaster management as required by the Act, broadly entails three domains as outlined hereunder:

Disaster Planning

- Hazard identification
- Risk and Vulnerability assessment
- Prevention, mitigation, preparedness strategies
- Contingency planning
- The monitoring and evaluation of disaster planning Key Performance Indicators.

Disaster Preparedness and Response

- Monitoring of threats
- Activating contingency plans
- Informing National & Provincial centre
- Deploying response resources to the scene of incident
- Managing the resources
- Monitoring of disaster intervention activities
- Declaring of a "State of Disaster"

Disaster Recovery

- Planning for the recovery
- Disaster recovery activities

- Monitoring of disaster recovery activities
- Documentation of disaster occurrences and actions taken
- Post-mortem analysis to improve systems, plans and methodologies

Because the local municipality is not the responsible agency for disaster management, but form an integral part of disaster management within the district, a disaster management plan is produced. This plan addresses only the local municipal area of jurisdiction and will be aligned with the Disaster Management Plan of the Gert Sibande District and Mpumalanga Provincial Centre, once it is published.

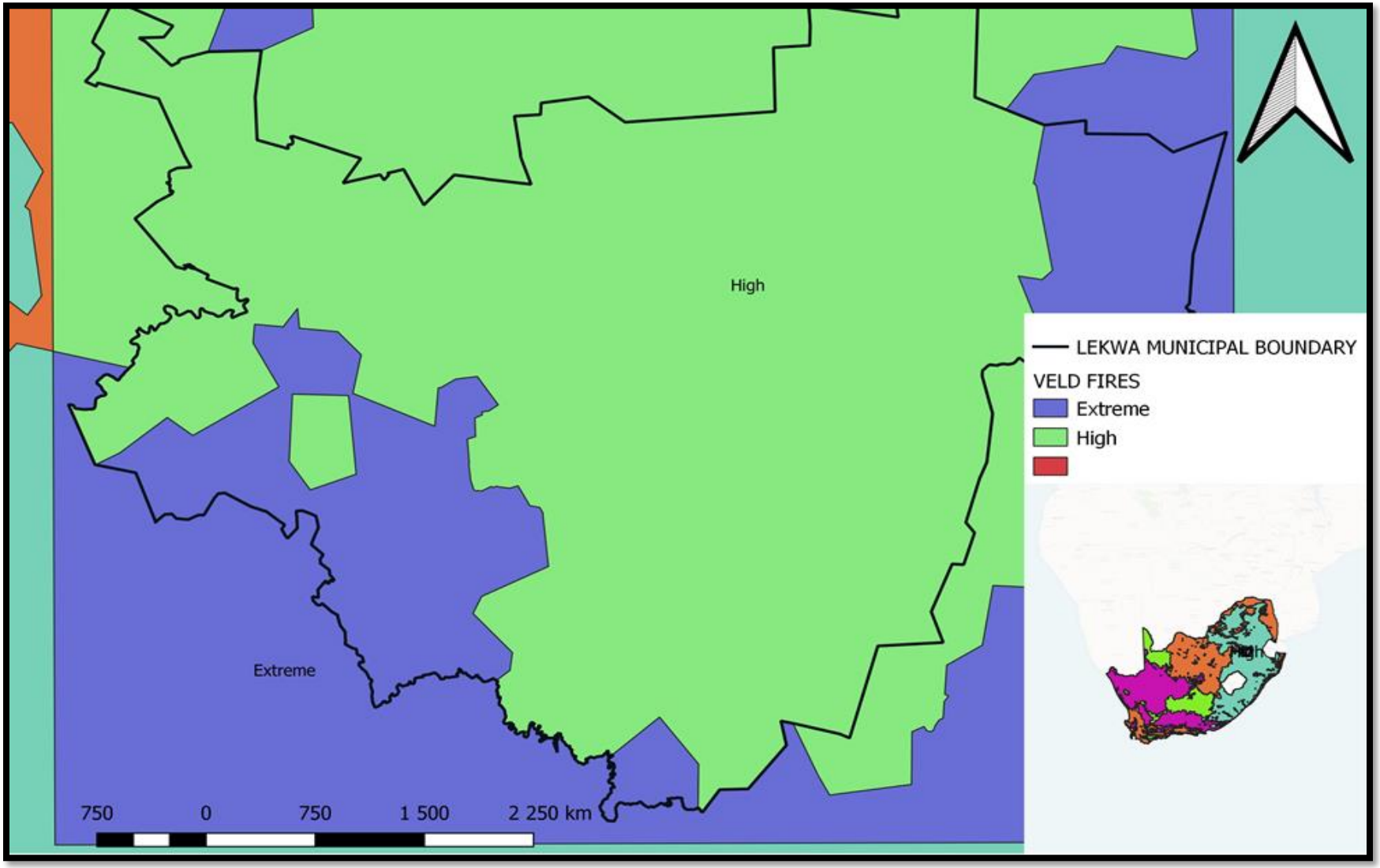
Objectives of the disaster management plan

- Prevent or mitigate a disaster
- Maintain resources for rescue operations
- Maintain a 24 hours' day communication at all levels
- Support provincial, national and municipality when disaster overcome available resources
- Provide cooperation and mutual aid to neighboring countries and the world.
- Conduct research on issues relative to disaster and identify all communities at risk.
- Develop a risk profile and maintain a database for communication links, risk assessment and atlas.

Key Service a Disaster Management Plan must deliver

- The prevention of disaster and the mitigation of softening the impact of those disasters that cannot be prevented.
- Preparedness for disaster in terms of contingency planning, exercise and planning, public education and readiness.
- Ensuring swift and efficient emergency services and related response to disasters linked with action to provide relief to affected communities.
- Coordinating assistance to communities in recovery and rehabilitation in order to return to the pre-disaster state.
- Facilitating reconstruction and development that ensures a reduction in vulnerability of the community against disaster

Disaster prone areas in Lekwa LM



The purpose of the disaster management plan

The purpose of a Disaster Management Plan is to enhance the capacity of the municipality to prevent and to deal with disasters and to avoid developments, which are subject to high risk of disasters. Disaster Management Framework, Plan and Centre are interrelated. The scope of disaster management as required by the Act broadly entails three domains as outlined hereunder:

Disaster Planning	Disaster Preparedness and Response	Disaster Recovery
Hazard identification Risk and Vulnerability assessment	Monitoring of threats Activating contingency plans Informing National & Provincial Centre Deploying response resources to the scene of incident Managing the resources Monitoring of disaster intervention activities Declaring of a "State of Disaster"	Planning for the recovery Disaster recovery activities Monitoring of disaster recovery activities Documentation of disaster occurrences and actions taken Post-mortem analysis to improve systems, plans and methodologies

Because the local municipality is not the responsible agency for disaster management, but form an integral part of disaster management within the district, a disaster management plan is produced. This plan addresses only the local municipal area of jurisdiction and will be aligned with the Disaster Management Plan of the Gert Sibande District and Mpumalanga Provincial Centre, once it is published.

Possible types of disaster, communities at risk and effects

The following table indicates likely types of disasters, the communities at risk and the effects associated with these disasters:

TYPE OF DISASTER	COMMUNITY AT RISK	EFFECTS
Floods	Low laying areas in Lekwa Municipality.	Loss of life
		Loss of property and livestock
		Damage to infrastructure
		Leaking of hazardous substances, sewage, etc.
		Disruption of economic and social activities
		Lack of potable water
		Spreading of diseases
Heavy snowfalls	High lying areas, particularly along the borders and along the R23 and other areas within Lekwa municipality	Loss of life
		Loss of property and livestock
		Damage to infrastructure

		Disruption of economic and social activities
		Lack of food and warm clothing
Veld fires	Farming areas and informal settlements	Loss of life
		Loss of property and livestock
		Damage to infrastructure
		Spreading of diseases
		Disruption of economic and social activities
Drought	Lekwa local but farming areas	Loss of life
		Loss of property and livestock
		Damage to infrastructure
		Spreading of diseases
		Lack of food, Lack of potable water
Fires in built-up areas	Lekwa, particularly densely populated settlements and CBD	Loss of life
		Loss of property and livestock
		Damage to infrastructure
		Spreading of diseases
Transportation Accidents:	Lekwa along major transportation networks	Loss of life
- Rail		Loss of property and livestock
- Air		Damage to infrastructure
- Road		Spillage of hazardous substances
- Pipeline		
Spillage of hazardous and toxic substances	Lekwa along major transportation networks.	Pollution
		Health risks
		Loss of biodiversity, Loss of life
Diseases	Lekwa and the neighboring community	Health risks, Loss of life
		Loss of livestock
Unrest	Lekwa	Loss of life
Mass Events		Loss of property and livestock
		Damage to infrastructure

Possible prevention and mitigation measures

The following table indicates likely types of disasters, the communities at risk and the possible mitigation measures to prevent disasters from happening:

TYPE OF DISASTER	COMMUNITY AT RISK	PREVENTION AND MITIGATION MEASURES
Floods	Low laying areas, Standerton, Sakhile, Rooikoppen, TLC and Sivukile.	Prevent illegal occupation of land in low laying areas
		Ensure that townships are established outside 1:50 year flood line
		Plan open spaces along rivers and water courses
Heavy snowfalls	High lying areas, particularly along the border	Ensure that buildings are properly constructed to cope

TYPE OF DISASTER	COMMUNITY AT RISK	PREVENTION AND MITIGATION MEASURES
		with weight of snow on roof structures
		Traffic accommodation
		Salt placement (National Road Agency)
		Early detection system
		Effective communication lines between service delivery agencies
		Information distribution
		Emergency shelter and meals
		Emergency patient treatment
		Emergency communication system
		Emergency rescue and extrication
		Emergency administration functions
		Emergency financial assistance
Veld fires	Farming areas and informal settlements	Awareness campaigns
		Pre-emptive burning
		Firebreaks
Drought	Lekwa but farming areas	Improved farming practices
		Storage of potable water source
		Irrigation scheme
Fires in built-up areas	Lekwa particularly densely populated settlements and CBD area	Fire hydrants
		Density control measures
		Fire walls between buildings
Transportation Accidents:	Lekwa along major transportation networks	Improved road conditions
- Rail		Regular maintenance of transportation infrastructure
- Air		
- Road		
- Pipeline		
Spillage of hazardous and toxic substances	Along major transportation networks and workstations such as Engine and Spoor net	Lower driving speed of hazardous substances
		Emergency response plan
Diseases	Lekwa and its neighboring community	Awareness campaigns
		Emergency response plan
Unrest	Lekwa	Emergency response plan
Mass Events	Lekwa, auditorium, stadiums, and public halls	Emergency response plan

Preparedness and institutional capacity

The municipality has fire brigade and traffic control service based in Standerton and a satellite centre based in Sivukile which can be deployed as first responders to assist with disaster management. The institutional capacity is therefore limited and outside assistance will be required in cases of a disaster. It is also of utmost importance that the staff will attend further training in various aspects.

Appointment of Disaster Management Advisory Forum

The Disaster Management Advisory Forum as outlined in the table below will constitute the Disaster Management Team in terms of the regulations of the Disaster Management Act.

Members need to comply with the following:

- Apply on the official form
- Authorization in terms of Section 8 of the Act.
- Residing within the area of jurisdiction of the local authority.
- The Chief Disaster Management declared him to be a member and fit, physically as well as mentally and Be 14 years of age and above.
- Commit him/her on the official application form to render services and to be trained.

Disaster Management Advisory Forum

DISASTER MANAGEMENT ADVISORY FORUM **DISASTER MANAGEMENT ROLE-PLAYERS CONTACT LIST**						
FUNCTIONARY	**INITIALS & SURNAME**	**CELL NO.**	**TEL. NO.**	**FAX. NO.**	**POSTAL ADDRESS**	**EMAIL ADDRESS**
OFFICE OF THE MAYOR	MR. SB MKHWANAZI	0716886325	017-712-9635	017 712-6808	LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	SMkhwanazi@lekwalm.gov.za
MUNICIPAL MANAGER	MR. MJ LAMOLA		017- 712-9628		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	MM@lekwalm.gov.za
DISASTER MANAGEMENT CENTRE	MR. N.J.A. KOCK	082 855 3497	0177 129 661 0177 125 551		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	
COMMUNITY SERVICES AND SAFETY	MS T MTSHISELWA	0798948466	017-7123- 549 0177 129 678		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	TMtshiselwa@lekwalm.gov.za
TECHNICAL & ENGINEERING	MR M JIYANE	0724526784	017 129 815		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	EMTS@lekwalm.gov.za
PLANNING & ECONOMIC DEVELOPMENT	MR. M PHOSA	0674151157			LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	mphosa@lekwalm.gov.za
FINANCE	MR. K DUBA	0762070147	017- 712-9611		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	kduba@lekwalm.gov.za
CORPORATE SERVICES	MS. L KHOZA		017-712-9 632		LEKWA MUNICIPALITY P.O. BOX 66	EMCS@lekwalm.gov.za

DISASTER MANAGEMENT ADVISORY FORUM **DISASTER MANAGEMENT ROLE-PLAYERS CONTACT LIST**						
FUNCTIONARY	**INITIALS & SURNAME**	**CELL NO.**	**TEL. NO.**	**FAX. NO.**	**POSTAL ADDRESS**	**EMAIL ADDRESS**
WASTE MANAGEMENT	MS. M. MADISHA	0847242260			LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	MMadisha@lekwalm.gov.za
TRAFFIC MANAGEMENT	MR. G MOFOKENG	0716793330		017 712 8802	LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	gmofokeng@lekwalm.gov.za
LEGAL SERVICES	MR. S MUEDI	082 497 9072			LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	SMuedi@lekwalm.gov.za
IT	MR. L. THOTSE	072 646 8879			LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	LThotse@lekwalm.gov.za
HOUSING	D Radebe				LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	kmahlangu@lekwalm.gov.za
FIRE & RESCUE			017 712 5551 017 712 5458	017 712 129 661	LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	
OCCUPATIONAL HEALTH & SAFETY	MS L MAPHOSA	067 658 6781	017 129 645		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	

Statutory functionaries

STATUTORY FUNCTIONARIES						
SOCIAL SERVICES	T. Madingaone	0720562153	0177122178	0177191458		
SAPS STANDERTON	Col. Mubane	0825565652	0177191250	0177124039		
SAPS SAKHILE CPF	Lt Col Mbatha	0798915004	0177147149	0177146040		
EMS	Sam Dhlamini	0829093879	0177125369	0177191112		
P/HOSPITAL	C Opperman	0795111288	0177122343	0177191112		
PUBLIC WORKS	P. Ndlovo	0723476338	0178014000	0178117688		
AGRICULTURE	Magolego		0177122243 0177121384			
WATER & FORESTRY/ DWAF	D Sansom A. Sayed	0828084162 0823284614	0177129424 0177129400	0177122087		
EDUCATION	D. Ngwenya	0735715330	0177146113	0177146115		
GSDMC	Mr Selepe	0829040731		0176311607		
MPDMC	S. Dhludhlu P. Dhlamini	082 447 6001 083 566 1440	013 766 6575	013 766 8471	Dpt of LG&H P/Pag X22304 Nelspruit 1200	sdhludhlu@nel.mpu.gov.za pdhlamini@nel.mpu.gov.za
NDMC	Buys P. Motia		012 334 0600			Palesa.motia@ndmc.pwv.gov.za

STATUTORY FUNCTIONARIES						
ESCOM	**PP De Wet**		**0177490000**	**0177490162**		

NON-GOVERNMENTAL ORGANIZATIONS

NON-GOVERNMENTAL ORGANIZATION						
COUNCIL OF CHURCHES	Pastor V Mashinini	0728319478				
YOUTH COMMISSION	MR. T Raletsoho	0828324256	0177129627	0177126808	PO Box 66 Standerton 2430	
TAXI ASSOCIATION	Mr Tshabalala Mr Morajane		0177121912		Cnr Coligny and Mbonani Mayisela Streets Standerton 2430	
BUS COMPANY	Mr Piet Nkosi	0827855490	0177191001		Industrial area	
FPA's	L.Kotze	0825645698			38 Coligny Street Standerton 2430	
ANIMAL CARE	Kharikha	073 220 2920	0177127116		SPCA Industrial Area Standerton 2430	

NON-GOVERNMENTAL ORGANIZATION						
SAMWU	MS. M MNISI	070631787721	0177129713	0177126808	PO Box 66 Standerton 2430	
IMATU	MR JP KHANYE	0762405990	0177129620	0177126808	PO Box 66 Standerton 2430	
SERITI	MR. SIZWE MOLOI	060 963 1493	017 179 0396 017 749 5701			Sizwe.moloi@seritiza.com

Roles and responsibilities

Designation	Roles and Responsibilities:
Chief Disaster Management	The Chief Disaster Management shall be responsible for all decisions taken and he/she will be the only person to give instructions. Where possible, all decisions taken by the Head shall be in consensus with the Chief Disaster Management. The Chief Disaster Management or the Head of Centre shall conduct all enquiries and requests made to organization outside the area of jurisdiction. Members of Local Government Disaster Management of their authorized delegates shall man the Communication Center. The Chief Disaster Management/Head shall submit a report regarding all disasters and situations to the Provincial Administration and District Council. The Head in collaboration with the JOC control everything in his section and will be in constant contact with other role-players. Communication shall be conducted via the Communication Officer in consultation with the JOC. Information shall be disseminated to the community through Councillors and the Communication Officer.

Head: Disaster Management	Coordination of all information Interrelation to all other sections Communication with the media Promote an integrated and coordinated approach to disaster management with special emphasis to prevention and mitigation. Act as a repository of and conduit for information concerning disasters. Make recommendations regarding the funding of a disaster management. Promote and recruit training and participation of volunteers. Ensure that all departments are taking part on issues relating to disasters.
Communication Convenor:	Communicating with JOC, Province, and other sections. Release of information after consultation with JOC, communication to councillors. In collaboration with Section evacuation, feeding and clothing, safety and security, health services, traffic control, fire services, evacuation, animal care, emergency services, administration, fire protection associations, social services, agriculture, and public works.
Accommodation Convenor: Housing Department	Supplying of accommodation for victims in collaboration with Section communication, evacuation, safety, and security, feeding and clothing, spiritual care, health services, traffic control, fire- fighting, emergency services, administration, finance, essential services.
Financial Convenor:	Receipt of all collected monies, issuing of requisitions for purchases, keeping track of all income and expenditure, compiling statements. In collaboration with: Sectional communication, evacuation, safety, and security, feeding and clothing, health services, traffic control, firefighting, animal care, emergency services, administration, essential services.
Corporate Services:	The handling of all correspondence, writing of press release, collection of all reports from other sections, filling of all information/reports. Section evacuation, feeding and clothing, safety and security, health services, traffic control, fire services, evacuation, animal care, emergency services, communication, essential services.
Community & Health Services	Make provision of on-site, immediate post-disaster first aid. The provision of medical treatment for minor injuries and secondary illnesses. The treatment of more serious injuries and illnesses at district hospital. Co-ordinate among the health services, feeding, spiritual care, education in order to ensure effective recovery and rehabilitation services. Provide counselling to the affected persons and establish medical post. Identify and record injured persons & arrange for immediate treatment. Introduce environmental health protocol. Mobilize clinic personnel ad establish mobile clinic. In collaboration with:

	Section evacuation, feeding and clothing, safety and security, health services, traffic control, fire services, evacuation, animal care, emergency services, communication, essential services
Technical & Engineering Water & Sewer	Cancel leaves for all electrical service personnel in the areas likely to be affected. Review with staff precautions for protecting equipment and post-disaster procedures to be followed. Check emergency tool kits, assembling any other public service offices to make sure that they work properly. Fill department vehicles with fuel and part them in a protected area. Secure all electrical board buildings Cancel of leave for staff. Encourage people to store an emergency supply of drinking water. Establish temporary means of distributing water on an emergency basis. Cover pumps and rotors with timber to prevent damage from falling debris. Ensure that auxiliary generator and standby engines are in good working order. Acquire a buffer stock of fuel for motors and store in a protected place. Establish emergency work gangs for immediate post-disaster repairs. Supply water, sanitation, electricity or and any other form of lighting and heating, cleaning, storm water drainage, cemetery, and rubbish removal.
Traffic Management: Transport Regulator	Road closure, traffic control & Assistance and transportation of victims in dangerous zones. In collaboration with: Section feeding and clothing, safety and security, accommodation, health services, essential services, education spiritual care, feeding and clothing, emergency services, finance.
Social Services: 	Feeding and clothing, food parceling and distribution and education of children.

Department of Education:	In collaboration with: Section communication, evacuation, safety and security, communication, spiritual care, health services, traffic control, fire- fighting, education, emergency services, administration, finances, essential services. Assemble students & teachers and explain the disaster threat, likely effects, and precautionary measures. Close school and ensure that all children are safely returned to their families. Consider boarding students, send boarding students to their parents if possible. If not feasible, find a building that is not prone to damage in the disaster; ensure that adequate adult supervision is provided. Acquire stocks of emergency foods. Wrap all books, valuable documents, records, and paper supplies. Place all science equipment, teaching aids and other valuable equipment in wall cupboard or any safe compartment. Move all furniture on the first floor to the ground floor, where it is less likely to be damaged. Stalk all desks, chairs, and other furniture to one end of the building to minimize exposure. Secure any loose items on the school grounds to prevent them from being blown about by the wind. Secure water containers and cover well.
Council of Churches:	Taking care of Church services and spiritual condition of all affected people. In collaboration with: Sectional communication, evacuation, safety, and security, feeding and clothing, health services, traffic control, firefighting, other ministries, emergency services, administration, finance, essential services.
Fire and Rescue / Emergency Convenor:	Evacuation and relocation, search and rescue, contingency measures Utilization of material and personnel Tackle situation(s) Prevent and mitigate disaster Maintain resources for rescue operations Support provincial, National and District Council Provide cooperation.
Health Service: Emergency Medical Services:	Treatment, care, nursing and accommodation of injured victims, primary health care services, identification of suitable building in this area. Transportation of the sick and injured. Provide temporary first aid posts.
Animal Care Convenor:	Ensure safety of animals in stalls and safety environment. Give medical treatment

SAPS:	Mobilize all resources to notify the public of the impending danger and provide information on recommended precautionary procedures. Supervise evacuation of communities in potentially dangerous areas, such as those areas prone to flooding or storm surge. Work in close collaboration with the Local Disaster management Centre. Mobilize police reserves and volunteers for immediate needs and in preparation for the post disaster situation. Recommend deploying of auxiliary military services of the disaster-prone areas for assistance in search and rescue, road clearing and emergency communications. Keep the government agencies informed of all relevant developments. Ensure that staff families are prepared for disaster and are in safe place. Protect records by wrapping them in polyethylene to protect them from rainwater damage. Protect all valuable equipment (such as radios, typewriters, furnishings, arms, and ammunitions) against possible damage. Close and cover all windows, check catches and bolts on all windows and doors. Check auxiliary generator, ensure that extra fuel is on hand, and protected. See to the safety of all victims. Protection of property In collaboration with: Section communication, evacuation, feeding and clothing, health services, traffic control, traffic control, essential services.
SANDF:	Protection of the community and property. Assist with evacuation and transportation to transit areas. Identify safety relocation area
Department of Home Affairs	Issue of documents that has been destroyed in disaster.
National Disaster Management Office:	Give support and establish funding to assist the disaster-stricken area. Give advice and mutual assistance. Facilitate reporting system in conjunction with the National Framework Assist provincial disaster management centre to ensure that all process of rehabilitation and recovery are arrived at.
Provincial Disaster Management Office:	Coordinate and establish communication links via the district council. Ensure that National Centre is aware of the current situation. Assist in funding and sheltering of the affected communities. Liaise with the local municipality and source possible assistance.

Accommodation available during disaster

Accommodation	**Contact number**
Community Halls	0177129600
Township B&B	0177192543
Sakhile	
Youth centre	0177129600

Community Halls	0177129600
Schools	0177122233
Church buildings	0728319478
Farming Area	
Lekwa Fire Protection	0825645698

Handling of disaster

Type of Disaster	Critical Response team	Contact Number
Floods	Disaster Office Fire and Rescue Division SAPS SANDF Technical & Engineering Environmental Heath & Community Services Emergency Medical Services Public Works	0177125551 / 0177125458 / 0177121070 0177125551 / 0177125458 / 0177121070 0177121250 0177121250 0177129600 0177129600 0177122323 0177122323 / 10177 0177121271
Heavy snowfalls	Disaster management Provincial Inspector Traffic Division SAPS SANDF National Road Agency Public Works and Roads Technical & Engineering EMS	0177125551 / 0177125458 / 0177121070 0177122262 0177122262 0177121250 0177121250 0124266000 0177121271 0177129600 0177122323 / 10177
Veld fires	Fire and Rescue Division Traffic Division FPA's Water & forestry Disaster management EMS	0177125551 / 0177125458 / 0177121070 0177121184 0825645698 0828084162 0177125551 / 0177125458 / 0177121070 10177 / 0177122323
Drought	Water & Forestry Department of Health Social Services	0177125551 / 0177125458 / 0177121070 0177122323 0177122323

Type of Disaster	**Critical Response team**	**Contact Number**
	FPA's Disaster Management	0825645698 0177125551 / 0177125458 / 0177121070
Fires in built-up areas	Fire and Rescue Division SAPS Disaster Management EMS	0177125551 / 0177125458 / 0177121070 0177121250 0177125551 / 0177125458 / 0177121070 0177122323/ 10177
Transportation Accidents: - Rail - Air - Road	Department of Public Works Roads and Transport EMS Traffic Officers South African Civil Aviation Authority SAPS Towing Services Outside Competent Agencies Disaster Management	0177125551 / 0177125458 / 0177121070 0177122323 / 10177 0177121184 0115451017 0177121250 0732315678 0606421115 0177125551 / 0177125458 / 0177121070
Spillage of hazardous and toxic substances	Fire and Rescue Division Hazmat Technicians SAPS Traffic Towing Services Disaster Management EMS	0177125551 / 0177125458 / 0177121070 0177125551 / 0177125458 / 0177121070 0177121250 0177121184 0836171594 0177125551 / 0177125458 / 0177121070 10177 / 0177122323
Diseases	Department of Health Social Service Disaster Management EMS	0177122323 0177122323 0177125551 / 0177125458 / 0177121070 10177 / 0177122323
Unrest	SAPS Traffic Fire and Rescue EMS Disaster Management	0177121250 0177121184 0177125551 / 0177125458 / 0177121070 0177122323 / 10177 0177125551 / 0177125458 / 0177121070

Each agency or state organ will be responsible for its own disaster management contingency plan which will be submitted to the Disaster Management Centre for inclusion in the Municipal IDP.

These should focus mainly on the following aspects:

- Planning and framework – the way in which the concept of disaster management is to be applied in its functional area, e.g., roles and responsibilities.
- Risk and vulnerability Assessment leading to needs analysis
- Evaluation and description of infrastructure
- Prevention through risk elimination – remove hazards/alternative processes.
- Mitigation through risk reduction – engineering solutions/legislative compliance/safety culture
- Preparedness planning for risks that cannot be eliminated (Risk Management) (a) contingency planning based on risk and vulnerability (b) emergency Organization, (c) response planning, (d) notification and activation, (e) recovery plans for business continuity.
- Contingency strategies and emergency procedures in the event of a disaster.
- Line of communication (Protocols) and liaison
- Awareness and education – (Before) prevention and mitigation: (During) notification and advisories: (After) Advisory, public information, and education.
- Evaluation and maintenance

Annexure "A" – Community Consultation Issues

SESSIONS DETAILS	COMMUNITY ISSUES RAISED	COMMUNITY ISSUES RAISED	SERVICE DELIVERY CATEGORY
WARD 01			
Consultation 1: Date: 30 November 2022 Time: 17H00 Location: Social Centre ***Consultation 2:*** Date: 11 April 2023 Time: 17H00 Location: Social Centre	**CONSULTATION 1: SITUATIONAL ANALYSIS PHASE**	**CONSULTATION 2: DRAFT IDP**	**Technical services (Water and sanitation, roads, electricity)**
	▪ Fixing of a big pothole on Sebiloane Street ▪ Repair potholes on internal roads not only main roads e.g. Hlongwane Drive. ▪ Interrupted water supply during and after load shedding. ▪ Install backup generator for water treatment plant ▪ Unclean water (muddy) – purify water ▪ Dispatch water trucks equally to all residents especially to the elderly. ▪ Water brought by water trucks is unclean/dirty. ▪ Install, repair, and maintain storm water drainages in streets to also avoid flooding of houses. ▪ Open water trenches that closed due to illegal dumping. ▪ Attend to sewer spillages and sewer pipes that were installed but never connected in Ext. 2. ▪ Interrupted power supply - Electricity to be switched back on equally for all areas. ▪ Provide residents with electrical cables if a resident cannot afford one.	▪ Attend to potholes ▪ Interim measures while waiting for big projects to solve water issues ▪ Water to remain a priority in ward 1 ▪ Clarity on smart electric meters – perception that smart meters consume large amounts of electricity ▪ Look into businesses that steal electricity more than residents ▪ Residents will not pay rent if they do not see service delivery ▪ Explanation/ feedback on why Los does not have water ▪ Storm water drainage in Mlambo Street ▪ Eskom tariffs are too high – 18% increase ▪ High mast lights in Ext.2 ▪ Gravel roads ▪ Projects specific to ward 1 as no projects have happened in ward 1 ▪ Clean drinking water ▪ Consultation on smart meters before installing	
	▪ Provide support to NPOs not only businesses ▪ Employment opportunities for local community members. ▪ Explore Corporate Social Responsibility for big companies to assist communities.	▪ Programmes to address unemployment ▪ Residents to benefit in projects	**Local economic development**
	▪ Illegal dumping sites (Municipality to provide container on declared legal dumping sites)	▪ Collect waste regularly ▪ Attend to illegal dumping sites ▪ Fix Sakhile Stadium	**Community services**

	▪ Hail to notify residents on water interruptions.	▪ Notify residents on project timelines and start dates	**Corporate**
	▪ Issue tittle deeds to residents ▪ Relocated residents staying in shacks to formal structures ▪ Construct RDP houses ▪ Clarify ward boundaries for residents in Ext.2 near the cemetery	▪ Serviced sites for those who want to build their own houses	**Human settlements and Town Planning**
	▪ Incorrect and inconsistent municipal billing system. ▪ Install functional meter readers	▪ Changing of accounts for deceased	**BTO – Budget and Treasury Office**
	▪ None.	▪ Make the IDP accessible for communities – those that want to read it ▪ Smart meters not included in the IDP but now being implemented	**Integrated Development Planning**
WARD 02			
Consultation 1: Date: 01 December 2022 Time: 17H00 Venue: Social Centre ***Consultation 2:*** Date: 12 April 2023 Time: 17H00 Venue: Social Centre	**CONSULTATION 1: SITUATIONAL ANALYSIS PHASE** ▪ Protect and fix electrical boxes exposed to water ▪ Install street lights to curb crime ▪ Gravel and pave roads as residents walk in mud when it rains ▪ Attend to sewer spillages at extension 3 ▪ Procure backup generator to address the issue of interrupted water supply ▪ Repair and maintain high mast lights that are always on and those that are not functioning ▪ Fix electrical boxes bridged by municipal officials	**CONSULTATION 2: DRAFT IDP** ▪ Indigent support for households that cannot pay for services ▪ Enforce that residents pay for electricity ▪ Gravel internal roads ▪ Information on smart meters ▪ Concerns over electricity increase ▪ Means to support those who cannot afford to pay for services ▪ Specify timeframes for the projects ▪ Consult communities on projects ▪ Bad road conditions ▪ Cable theft – police not doing anything about it ▪ Fix leaking pipes ▪ Poor response by municipality when reporting services	**Technical Services (Water and sanitation, Roads, electricity)**

	▪ Issue tittle deeds to residents ▪ Upgrade informal settlements for people to have access to housing, water, and electricity ▪ Address flooding of resident's houses. ▪ Construct RDP houses for elderly living in shacks in Ext.3.	▪ Ownership of houses ▪ RDP Contractor not paying subcontractors	**Human settlements and Town planning**
	▪ Local projects to benefit local community members ▪ Employment opportunities	▪ Business opportunities – allow SMMEs to benefit in projects ▪ SMME training ▪ Employ people in projects ▪ Communicate information on projects ▪	**Local economic development**
	▪ None	▪ Community does not collect waste resulting in illegal dumping sites ▪ Inadequate maintenance of halls – not worth the money being paid	**Community Services**
	▪ Communicate all projects to the community including starting dates, budgets etc.	▪ Distribute copies of speaking notes ▪ Prioritize law enforcement	**Corporate services**
	▪ Incorrect municipal billing systems ▪ Installation of functional meter readers ▪ Amnesty for municipal accounts in arrears	▪ Inaccurate billing system	**BTO**
WARD 03			
Consultation 1: Date: 05 December 2022 Time: 17H00 Venue: Stanwest Hall	**CONSULTATION 1: SITUATIONAL ANALYSIS PHASE**	**CONSULTATION 2: DRAFT IDP**	**Technical services (Water and sanitation, roads, electricity)**
	▪ Fix potholes on the main road passing through Mahala Park ▪ Gravel and pave roads in Shivovo as ambulances cannot access the area due to bad road conditions ▪ Attend to sewage spillages ▪ Provide speed humps and stormwater drainages on Hlongwane Drive ▪ Uninterrupted water supply during loadshedding ▪ Disruption of water in extension 1 since 2018	▪ Projects not addressing issues in ward 3 ▪ Clarity on the replacement of meter boxes that are already working ▪ Clarity on the smart meter project ▪ Sewer spillage into the Mahala Park ground/ stadium ▪ Expand the water and sewer treatment plants in addition to installing generators ▪ Consult community on smart meters before installation	

Consultation 2: Date: 13 April 2023 Time: 17H00 Venue: Stanwest Hall	▪ Clean water ▪ Install street lights in ward 03 ▪ Install, repair, and maintain storm water drainages to avoid flooding ▪ Addressing stormwater from the mountain ▪ Cut grass and maintain parks and cemeteries ▪ Attend to flooding of houses occurring in Mahala Park due to the scorpion dam	▪ Bad road conditions in Shivovo ▪ Boreholes drilled but no water coming from it ▪ Fix potholes ▪ Prioritize accordingly ▪ Unclean water – prioritize clean water supply ▪ Value for money in relation to services ▪ Provision of water for households near the Sakhile Police Station ▪ Water trucks to deliver water to all areas equally ▪ Cable theft always at Mahala Park ▪ Poor quality work rendered by contractors ▪ Sewer spillages and clean water for Mahala Park ▪ Channel water coming from the mountain ▪ Speed humps for road safety ▪ Manholes are opened with no lids – danger to kids ▪	
	▪ Construct RDP houses ▪ Open the Mahala Park stadium to the community	▪ None	**Social facilitates (Sector Departments)**
	▪ Relocate residents in informal settlements ▪ Avail stands ▪ Provide electricity and water for those staying in informal settlements ▪ Issue tittle deeds for residents in ward 03 (Mahala Park section in particular) ▪ Convert the open space opposite Stanwest Hall into a park ▪ Allow people to utilise open spaces as car washes or parks to curb illegal dumping	▪ None	**Human settlements and Town planning**
	▪ None	▪ Ensure that municipal employees do their jobs ▪ Encourage workers to work ▪ No complaints management system	**Corporate Services**

		▪	
	▪ None	▪ Review tariffs accordingly ▪ Changing of accounts for deceased ▪	**BTO**
	▪ Develop a database and screen properly those who need jobs ▪ Employment opportunities ▪ Engage other companies for job opportunities other than Eskom ▪ Look into other job opportunities not just shut downs ▪ Create job opportunities in the municipality	▪ Disband LED Forum ▪ Businesses should play a role in development ▪ Hire people from ward 3 to install smart meters and subcontract companies in ward 3 ▪ Open LED Forum to include everyone	**Local economic development**
	▪ None	▪ Conduct public participation for projects not just IDP	**Speaker**
	▪ Attend to illegal dumping at open space next to Shanty ▪ Ensure proper cleaning by municipal officials to avoid trash blocking roads ▪ Waste collection in Shivovo, street near Police Station – residents have resorted to dumping at the cemetery.	▪ High volume of litter in Mahala Park – has caused a rat problem ▪ Waste not collected hence illegal dumping sites ▪ Demolish the Mahala Park ground/stadium ▪ Continue with Keep Lekwa Clean campaign ▪ Address illegal dumping ▪ Clean cemeteries first before fencing ▪ Stanwest Hall poorly maintained – no water and toilets. Drug related activities behind Stanwest Hall ▪ Hall hiring fees too high ▪ Prioritize Stanwest Hall for renovations	**Community services**
	▪ Increase monitoring to hold officials accountable ▪ Communicate to residents when there are electrical faults/ power outages	▪ Take officials to task for funds missing	**Corporate Services**
WARD 04			
	CONSULTATION 1: SITUATIONAL ANALYSIS PHASE	**CONSULTATION 2: DRAFT IDP**	

Consultation 1: Date: 14 December 2022 Time: 17H00 Venue: Stanwest Hall ***Consultation 2:*** Date: 18 April 2023 Time: 17H00 Venue: Stanwest Hall	▪ Construct a satellite water treatment plant ▪ Build a new water treatment plant in partnership with companies such as Cofco to supply ward 4 ▪ Investigate why residents in high laying areas around Meyerville do not get water ▪ Despatch water trucks to areas with no water in Meyerville ▪ Set up a new substation where all essential entities such as hospitals will be connected ▪ Concerns over diesel that will be required to power the proposed back-up generator ▪ Request SANRAL to repair main roads – main road passing through Meyerville ▪ Sewer spillages ▪ Attend to sewer pumps procured for Meyerville but not functioning ▪ Electrical problems at the industrial area – exposed wires and constant electrical interruptions ▪ Bad road conditions in the industrial area due to trucks going to Cofco, Meadow Feeds etc. ▪ High mast lights in TLC to curb crime ▪ Dig trenches to channel water away from people's houses ▪ Instal sewer in TLC ▪ Repair faulty electrical cables in time to avoid cable theft ▪ Replace the broken circuit breaker on Substation C affecting TLC ▪ High mast lights ▪ Gravel and pave streets – streets are inaccessible when it rains ▪ Overflowing sewer at the corner of the street across Cofco ▪ No sewer, electricity and refuse removal at 15th Industrial street.	▪ Community not consulted on the installation of smart meters ▪ Ensure that those installing smart meters are qualified as people's appliances have burnt due to the new meters ▪ Provision of electricity to households without electricity ▪ Pressure on Seriti for the entity to procure backup generators for the municipality ▪ Attend to V-line that was reported in eNyokeni ▪ Lekwa internal loadshedding concerns ▪ Sewer spillages in Enyokeni – no projects planned to address that ▪ Residents won't pay rent if there are no services ▪ Unclean water ▪ Bad road conditions especially when it rains – gravel roads ▪ High mast lights ▪ Municipality not responding when residents report electricity and water problems ▪ Sewer installed is spilling to other houses ▪ Can't get a hold of managers when reporting issues ▪ Clarity on how budget for the repair of windmills came about ▪ Inability to cross the bridge ▪ Place ward 4 under the substation in Gani Osman as was the case previously	**Technical services (Water and sanitation, roads, electricity)**
	▪ Issue tittle deeds to residents ▪ Attend to valuation roll challenges as people struggle to transfer property	▪ Serviced sites ▪ No stand numbers - residents don't have physical addresses	**Human settlements**

	▪ Avail residential stands in TLC as residents share stands ▪ Change of ownership – address blockages ▪ Construct RDP houses at Enyokeni ▪ Attend to businesses that want to oppose the closure of Commercial Street in the Industrial area ▪ No stand numbers ▪ Formalize informal settlements and assign municipal accounts to residents ▪ Duplicated house numbers in TLC ▪ Collapsing bridge	▪ RDP houses for people inn TLC	**and Town Planning**
	▪ Construct a community Hall in ward 4 ▪ Maintain existing community halls	▪ None	**Social facilitates (Sector Departments)**
	▪	▪ Concerns over the absence of the Mayor	**Office of the Mayor**
	▪ Waste collection at TLC, Nyokeni and Industrial area	▪ Collect waste in all streets not just a few ▪ Clarity on the purpose of the fence at the landfill site	**Community services**
	▪ By-laws to penalize illegal dumping and regulate the use of parks	▪ None	**Corporate**
	▪ Billing of residents for services that they don't receive e.g. Kalie De Haas charged for waste that the municipality does not collect ▪ Fix the faulty evaluation roll - municipality is charging business rates to residential stands	▪ None	**BTO**
WARD 05			
Consultation 1: Date: 7 December 2022 Time: 17H00	▪ Install pressure pumps for high laying areas ▪ Despatch water trucks to supply water to all residents ▪ Electricity to be switched back on for all areas equally	Consultation did not take place as the community refused to be consulted without the Mayor being around.	**Technical services (Water and sanitation,**

Venue: Social Centre ***Consultation 2:*** Date: 22 May 2023 Time: 17H00 Venue: Social Centre	▪ Sewer spillages ▪ Install and maintain storm water drainages ▪ Utilise old machinery and equipment to close potholes ▪ Construct new infrastructure and maintain the existing – utilise people from wards with qualifications to fix deteriorated infrastructure ▪ Unclean water – muddy and not drinkable		**roads, electricity)**
	▪ Issue tittle deeds to residents ▪ Provide RDP houses and residential sites ▪ Indicate timeframes of when informal settlements will be formalized		**Human settlements and Town planning**
	▪ Open community hall to the community to utilise free of charge – will assist to get the youth off streets		**Social Facilities**
	▪ Develop programmes to keep young people away from drugs ▪ Drug rehabilitation centres ▪ No resources in ABET schools		**Community Services**
	▪ Employment opportunities for the youth ▪ Business opportunities and SMME support ▪ Broaden the scope of LED Forum to not only focus on Eskom ▪ Communicate funding opportunities ▪ Projects to benefit local community members through employment ▪ Request big businesses in Lekwa LM to maintain infrastructure through SLPs and skills development programmes. ▪ Equally distribute jobs amongst wards.		**Local Economic Development**
	▪ Fix the incorrect and inconsistent municipal billing system.		**BTO**

	▪ Ensure that communication sent out by the municipality reaches the elderly on time ▪ Communicate water truck schedule to residents ▪ Tackle the issue of corruption		**Corporate**
WARD 06			
Consultation 1: Date: 15 November 2022 Time: 17H00 Venue: Sakhile Hall ***Consultation 2:*** Date: 20 April 2023 Time: 17H00 Venue: Sakhile Hall	**CONSULTATION 1: SITUATIONAL ANALYSIS PHASE**	**CONSULTATION 2: DRAFT IDP**	**Technical services (Water and sanitation, roads, electricity)**
	▪ Short term solution for potholes on Kubheka Street ▪ Incomplete construction of toilets at old Hostels – left with foundation only ▪ Incomplete installation of sewer at the old Hostels ▪ Stormwater drainages for water flooding from the mountain especially for houses around Dutch church	▪ Stormwater drainages – people's houses are flooded ▪ Clarity on smart meters ▪ Notification on projects ▪ Report should focus on ward 6 and no other areas ▪ Consult the community before installing electric smart meters	
	▪ None	▪ Criteria and process for hiring people on the smart meter project ▪ Give first preference to Ward 6 when hiring for projects in ward 6 – CLOs should be from the ward	**Local Economic Development**
	▪ Fix roof leakages and cracking walls at hostels	▪ None	**Human settlement and Town Planning**
	▪ Bad condition of Sakhile Hall	▪ None	**Social Facilities**
	▪ Illegal dumping behind old hostels	▪ Parks for recreational activities ▪ Consistent refuse removal ▪	**Community services**
WARD 07			
	CONSULTATION 1: SITUATIONAL ANALYSIS PHASE	**CONSULTATION 2: DRAFT IDP**	

Consultation 1: Date: 16 November 2022 Time: 17H00 Venue: Ext 6 Community Hall ***Consultation2:*** Date: 24 April 2023 Time: 17H00 Venue: Ext 6 Community Hall	▪ No access to water, especially households placed around Shembe ▪ Despatch water trucks to residents around Shembe ▪ Pave the road from R23 to Bhinda until COJ. ▪ Procure backup generator for water pumps	▪ No water in Ext.7 ▪ Flooding of people's houses due to no storm water drainage ▪ Meter boxes causing issues ▪ Safety of kids – busses drop off kids at the main road ▪ Pipes have rusts due to no water ▪ Damaged electrical cables that the municipality does not attend to ▪ Concerns over the ability of the municipality to operate generators ▪ Humps to slow down cars around Bhinda ▪ Clear timeframe on when the backup generator will be installed – speed up SCM processes ▪ Permanent solution to water issues not water trucks ▪ Attend to switches that go off at electric poles ▪ Sewer spillage in Ext.7 near the main road – foul smell ▪ 3 Additional jojo tanks in Cwebezela ▪ Water trucks don't deliver to all residents ▪ Unclean water with living organisms ▪ Blocked toilets ▪ Means for school kids crossing the road to Sifisosethu Primary School	**Technical services (Water and sanitation, roads, electricity)**
	▪ Primary school for kids in ward 7	▪ Primary school in Ward 7	**Social facilities (Sector departments)**
	▪ Solution for Ext.8 residents who were moved from their houses and placed in flats. ▪ Land to keep livestock and grazing land for farmers around Bhinda ▪ Issue title deeds to residents	▪ Services sites for those living in shacks ▪ Remove those wrongfully occupying units in Ext.8 ▪ Upgrade of informal settlements – Cwebezela ▪ Evictions in Ext.7 ground fields – where should people move to as there are no sites	**Human settlements and Town Planning**

	▪ Municipality should communicate/ explain to the community why there is no water. ▪ Indicate deadlines/ timeframes of projects ▪ Provide clear indication of completed projects	▪ None	**Corporate**
	▪ None	▪ Illegal dump sites	**Community Services**
	▪ Employment opportunities ▪ Provide land to establish an employment site ▪ Municipality should notify communities of vacancies ▪ Information on how businesses can secure store space in the Standerton Mall and Rooikoppen Shopping Centre.	▪ Job opportunities for youth ▪ Address corruption at hubs ▪ Training for SMMEs	**Local Economic Development**
	▪ None	▪ Venue is too far from residents ▪ Low attendance rate as people is waiting for water trucks can't come to the meeting – rather erect a tent	**IDP & Speakers Office**
WARD 08			
Consultation 1: Date: 8 December 2022 Time: 17H00 Venue: Eskom Hall ***Consultation 2:***	**CONSULTATION 2: DRAFT IDP** ▪ Long term plan for infrastructure maintenance ▪ Municipality to prioritise the community and not businesses (especially Early Bird) when it comes to water provision ▪ Prioritize water and electricity projects ▪ There should be no power outage for those who pay for electricity – municipality should liaise with Eskom about the matter	**CONSULTATION 2: DRAFT IDP** ▪ Report should only focus on issues that the community raised in the previous consultation ▪ Water valves closed to supply water to Astral foods – leaving residents in high laying areas without water ▪ Clarity on what has been achieved out of the needs raised previously ▪ Only report on ward 8 issues and no other wards	**Technical services (Water and sanitation, roads, electricity)**

Date: 25 April 2023 Time: 17H00 Venue: Eskom Hall		▪ Potholes on Paarl Street and many other streets ▪ Poor quality of water ▪ Optimize the water treatment plant to cater to the expanding town ▪ Reflect timeframes for projects ▪ Cut trees ▪ Fix and maintain street lights	
	▪ None	▪ Refuse removal – residents pay for the service but waste is only collected once a month. Should be collected once a week	**Community Services**
	▪ Additional high school in ward 08 as most kids must leave town when they don't get space in Standerton Highschool	▪ None	**Social facilities (Sector departments)**
	▪ Develop programmes to teach the unemployed to maintain/restore infrastructure	▪ None	**Local Economic Development**
	▪ Consequence management for underperforming municipal officials ▪ Specify timeframes and budgets linked to the projects to hold officials accountable ▪ Only focus on ward 8 when providing feedback ▪ Law enforcement to implement by-laws ▪ Share transcripts of speaking notes before consultations ▪ Investigate root causes of issues before responding with projects ▪ Strictly focus on ward 8 when providing feedback	▪ None	**Corporate**
WARD 9 (Ext. 8)			

Consultation 1: Date: 13 December 2022 Venue: Khunjuliwe Secondary School ***Consultation 2:*** Date: 17 April 2023 Venue: Khunjuliwe Secondary School	▪ Storm water drainages ▪ Equal provision of uninterrupted water supply ▪ Despatch water trucks to Ext.8 phase 1 and the middle section ▪ Request SANRAL to assist with fixing roads as ambulances, taxis and firefighters can't access the area ▪ Sewage spillage ▪ Gravel and pave roads especially the main road ▪ Power outages even when there is no loadshedding from Eskom ▪ Installation of high mast lights ▪ Toilet blockage – municipality should desludge toilets ▪ Construct toilets outside RDP houses ▪ Provide electricity to the 16 houses without electricity ▪ Install electric meter boxes for all households	▪ High mast lights ▪ Ensure that contractors do the job properly – check before contractors leave ▪ People are forced to buy alternative gas to substitute electricity ▪ No water trucks coming to the area ▪ Provision of electricity to households with no electricity ▪ Provision of water especially for the old and disabled ▪ Clarity on what projects have been done in ext.8 ▪ Lack of response when residents report service delivery issues ▪ No water in Vikinduku ▪ Construction of a bridge over the railway line	**Technical services (Water and sanitation, roads, electricity)**
	▪ Primary school in ward 9 ▪ Pre-school in ward 9	▪ None	**Social services (Sector departments)**
	▪ Provide dustbins ▪ Attend to dumping site near the flats – dumping site was last cleaned by the district	▪ None	**Community services**
	▪ Issue tittle deeds to residents ▪ Construct stand-alone houses for people who were moved to flats – can't carry out cultural practises in flats ▪ RDP top structures collapsing ▪ Flooding of houses when it rains	▪ Continuation of the construction of 500 houses that were not built ▪ Title deeds for Vikinduku area	**Town Planning and Human settlements**
	▪ Notify community of business opportunities	▪ None	**Local Economic Development**

	▪ Municipal officials should attend consultations more than political leadership ▪ Feedback report should be made available at the mayor's office	▪ None	**Corporate services**
Ward 9 (Rural parts of the ward)			
Consultation 1: Date: 4 December 2022 Time: 10H00 Location: KaBhokoro ***Consultation 2:*** Date:16 April 2023 Time: 10H00 Location: Holmdene Secondary School	**CONSULTATION 1: SITUATIONAL ANALYSIS PHASE**	**CONSULTATION 2: DRAFT IDP**	**Technical services (Water and sanitation, roads, electricity)**
	▪ Fix transformer damaged by a contractor (R23 transformer burnt by Raubex which affects residents on the Suurlemoen farm ▪ Provide water to residents ▪ Fix transformer – there's a transformer that poses a danger to one house, may fall on top of the house ▪ Deploy technicians to inspect the transformer ▪ Overflowing toilets – desludge toilets ▪ Bad road conditions ▪ Liaise with farmers to assist with providing farm dwellers with electricity and water ▪ Fix communal tap ▪ Enlarge the bridge at Draaihoek to allow people to cross ▪ Provide trailer for water tanks	▪ Electrification of rural households ▪ Provision of flush toilets not VIP toilets ▪ Provision of electric pumps for windmills ▪ Clarity on the relationship between farmers and municipality in relation to service provision ▪ Poor water quality ▪ Permission required from farmers for farm dwellers to be provided with electricity	
	▪ Flooding of houses when it rains – send TLB to dig a channel/trench to channel stormwater ▪ Provide proper progress on the construction of RDP houses for farm dwellers ▪ Land claims	▪ RDP houses for farm dwellers – not be forced to move to Ext.8 for RDP houses	**Town planning and Human Settlements**
	▪	▪ Hailing for rural wards as some residents don't get letters	**Speaker**

	▪ Job opportunities for people in ward 9 ▪ Hire local transport (vans) from ward 9 and not taxis from Sakhile to transport the community of ward 9 to meetings ▪ Hire people from ward 9 for CWP programmes ▪ Hire people from farms for big projects (Standerton Mall etc.)	▪ Clarity on the establishment of the LED database ▪ Residents are unable to register on Eskom's database as they don't have physical addresses ▪ Database for rural wards ▪ Job opportunities from projects ▪ Subcontract companies from rural wards in projects ▪ Prioritise poor households for job opportunities	**Local Economic Development**
Ward 10 (Town)			
Consultation 1: Date: 29 November 2022 Time: 17H00 Venue: Town Hall ***Consultation 2:*** Date: 2 May 2023 Time: 17H00 Venue: Town Hall	**CONSULTATION 1: SITUATIONAL ANALYSIS PHASE**	**CONSULTATION 2: DRAFT IDP**	**Technical services (Water and sanitation, roads, electricity)**
	▪ Bad road conditions – fix potholes ▪ Water challenges ▪ Power outages in the lower town area. ▪ Internal load shedding by the municipality. ▪ Upgrade water treatment plant to cater to the entire municipality's needs. ▪ Municipality should not approve new developments as there are not enough services to cater to the existing development	▪ Prioritize water and electricity ▪ Fix the sewer leakage outside Townhall ▪ State of readiness of Lekwa internal loadshedding – residents need to be aware and prepared ▪ More information on electrical smart meters ▪ Ward 10 (Town) residents pay for services – should be the last on the list to get smart meters ▪ Street lights – it is unsafe due to darkness ▪ Long term solutions – not only fix a part of the pipe and not the whole system ▪ Sewer spillages – investigate proactive ways to avoid spillages through maintenance	
	▪ Job opportunities ▪ No participation of all races in the SMME funding programme – some races were not aware of the SMME support programme ▪ Special Economic Zones to industrialize certain areas for job creation ▪ Make available the list of SMMEs that benefitted from the SMME support programme	▪ Concerns for fuel costs to operate the backup generator – rather opt for solar ▪ Contractors not held accountable – they dig holes and leave it open ▪ Hospital can't treat certain patients when there is no water ▪ Takes long hours to pump water ▪ Earth lines were stollen during fibre installations ▪ Contractors dump waste /rubble next to the Church in town and Secunda road	**Local Economic Development**

		▪ Unattended water on streets causes potholes ▪ Attend to small problems before they get big ▪ Attend to bridged meter boxes – unfair on those paying for electricity	
	▪ None	▪ High property rates – property owners are overcharged ▪ Revenue collection – steps taken to ensure that those leasing farms from municipality pay as per lease agreements	**BTO – Budget and Treasury Office**
	▪ Illegal dumping at Riverpark – develop and enforce by-laws to penalize perpetrators	▪ Hand over river park, showgrounds and social facilities to the private sector ▪ Refuse removal – waste is collected twice in a week in some areas ▪ Maintenance of recreational facilities especially parks ▪ Rubbish heaps around town – get community involved to clean ▪ Construction companies dump rubble at parks ▪ Request companies to place skip bins at various corners ▪ Why fence the dumping site with such an expensive fence	**Community Services**
	▪ None	▪ Projects should be published so that people are aware of them	**Corporate Services**
Ward 10 (Vodacom)			
Consultation 1: Date: 24 November 2022 Time: 17H00	**CONSULTATION 2: DRAFT IDP** ▪ Bad road conditions especially when it rains – roads become muddy and emergency vehicles can't access the area ▪ Pave the Vodacom Street for taxis to have access ▪ Provide water – elderly people are struggling the most	**CONSULTATION 2: DRAFT IDP** ▪ Bad road conditions especially when it rains ▪ Provision of water ▪ Unclean water from taps and water trucks ▪ High mast lights ▪ Community not consulted on smart meters ▪ Information/clarity on smart meters	**Technical services (Water and sanitation, roads, electricity)**

Venue: Ext. 6 Community Hall ***Consultation 2:*** Date: 26 April 2023 Time: 17H00 Venue: Ext. 6 Community Hall	▪ Provision of Jojo tanks at eMawageni (temporary sites) ▪ Install electric meters for all households not just a few ▪ Provide high mast lights and street lights ▪ Sewerage – a pipe was laid but no further connections were made	▪ Gravel internal roads	
	▪ Employment opportunities ▪ People who benefitted from previous projects should giver others a chance	▪ Job opportunities for youth ▪ Hire people form ward 10 for projects	**Local Economic Development**
	▪ Alternative housing for people who don't qualify for RDP housing ▪ Flooding of houses when it rains ▪ Clear and fair procedures for the allocation of houses in Ext.8 ▪ Address the issue of people renting out RDP houses	▪ RDP houses ▪ Upgrade informal settlements	**Town Planning and Human settlements**
	▪ Substitute the previously requested library with a community park – learners no longer use libraries due to technology advances	▪ None	**Social facilities (Sector departments)**
	▪ Clean illegal dumping next to people's houses	▪ Waste collection to curb illegal dumping	**Community Services**
Ward 11			
Consultation 1: Date: 21 November 2022 Time: 17H00 Location: Rooikoppen Hall ***Consultation 2:***	**CONSULTATION 2: DRAFT IDP** ▪ Uninterrupted water supply as people go for long periods without water. ▪ Residents haven't had water for close to three months. Despatch water trucks to deliver water to all residents ▪ Electricity trips frequently. Provide Rooikoppen with its own substation and line ▪ High mast lights	**CONSULTATION 2: DRAFT IDP** ▪ Provision of water from taps not water trucks ▪ Formalize roads ▪ Provision of electricity ▪ Provide services in informal settlements ▪ Contracts left open trenches – cars cannot pass ▪ Dispatch enough water trucks to accommodate all residents ▪ Sewer spillages from new and old sewer infrastructure ▪ Electricity and water for the elderly	**Technical services (Water, sanitation, roads and electricity)**

Date: 3 May 2023 Time: 17H00 Location: Rooikoppen Hall		▪ Interruption of water supply even when there is no loadshedding ▪ Provide feedback to communities on issues raised ▪ Concerns over the installation of smart meters ▪ Specify timeframes for projects ▪ Attend to pipe bursts ▪	
	▪ Close the graveyard site in Rooikoppen ▪ Grazing land for livestock.	▪ Upgrade informal settlements ▪ RDP houses	**Human Settlements and Town planning**
	▪ Locals should benefit from projects in ward 11. ▪ Rooikoppen Shopping Centre contractors should subcontract local businesses	▪ Give preference to local contractors ▪ Disband LED Forum ▪ Job opportunities in the projects	**Local Economic Development**
	▪	▪ Reflect the budget for each ward	**BTO**
	▪ Install poles in the soccer field.	▪ None	**Social facilities**
	▪ No waste truck has ever collected waste in the Ward 11. ▪ Close hole dug by a contractor as residents struggle to cross.	▪ Illegal dumping sites	**Community services**
	▪ Municipality to be transparent on budgets for projects.	▪ None	**Corporate**
Ward 12			
Consultation 1: Date: 20 November 2022 Time: 10H00 Location: Thuthukani Hall ***Consultation 2:***	**CONSULTATION 2: DRAFT IDP**	**CONSULTATION 2: DRAFT IDP**	**Technical services (Water, sanitation, roads, and electricity)**
	▪ Install paving as taxis don't want drive into the area to pick up commuters due to bad road conditions. ▪ Provide electricity and toilets at Malungelo.	▪ Desludge toilets ▪ Provision of water to households ▪ No service provision in Hostels ▪ Unclean water – not drinkable	
	▪ Grazing land for livestock ▪ Graveyard site for the community of Thuthukani	▪ Clarity on application process for RDP house ▪ Vlakfontein – Clarity on whether the farm falls under the municipality or private	**Human settlements**

Date: 7 May 2023 Time: 10H00 Location: Thuthukani Hall	▪ Provide an update on the construction of 19 RDPs that were promised. ▪ Redirect funds allocated for ext.8 funds to build RDPs in the ward.		**and Town planning**
	▪ None	▪ Provide transport for farm dwellers to attend consultation ▪	**Speaker**
	▪ Ward 12 should be represented in the LED Forum. ▪ Thuthuka Power Station should give first preference to locals.	▪ Intervene at forums that sit at Eskom as promised ▪ Include people from ward 12 when hiring ▪ Progress in hiring people through the LED forum ▪ Verification of workers on the database that they are from Thuthukani ▪ Ward representation in the LED forum ▪ SMME opportunities – registration to be a part of the database	**Local Economic Development**
	▪ Existing clinic should operate 24/7. ▪ Recreational activities for kids besides soccer (e.g. arts and culture classes) ▪ Sport grounds that accommodate other sporting codes besides soccer	▪ Satellite police station ▪ Illegal activities at the hostels ▪ Ambulances take long to get to Thuthukani – also combines patients from Morgenzon and Thuthukani in one vehicle ▪ Mobile clinic for rural communities	**Social Facilities (Sector departments)**
Ward 13			
Consultation 1: Date: 27 November 2022 Time: 10H00 Venue: Imisebeyelanga School ***Consultation 2:***	**CONSULTATION 1: SITUATIONAL ANALYSIS PHASE**	**CONSULTATION 2: DRAFT IDP**	**Technical services (Water, sanitation, roads and electricity)**
	▪ Procure new jojo tank and replace the 32" pipe with a 40" one. ▪ Desludge toilets in Kromdraai. ▪ Construct RDP houses in Platkop and Erdzak Farm ▪ Bad road conditions - muddy roads, can't drive when it is raining. ▪ Equipment to build windmills. ▪ Road maintenance, scholar transport can't access the farms when it rains especially Erdzak Silo road. ▪ No water for long periods especially after power outages.	▪ No need to install smart meters as the community does not have electricity ▪ Projects are implemented at a slow pace ▪ Boreholes drilled are too shallow – not enough water comes from the boreholes ▪ Water trucks don't deliver water in rural areas (Ward 13) ▪ Electrification of houses ▪ Crossing has spent 11 months without water	

Date: 2023 Time: 10H00 Venue: Holmdene Secondary School		▪ Incomplete project to install electricity to houses – only 5 out of 20 houses received electricity ▪ Windmills need to be fixed in Groenvlei ▪ Toilets should be desludged – municipality must come with rods to make it easier to desludge ▪ Consider solar for the provision of electricity ▪ Water tankers delivery dirty water to community ▪ Electricity for houses under Transnet ▪ Jojo tank broke in Cyrus – residents drink water from animal wells ▪ Hire people from the ward to install windmills as it will be easier to maintain ▪ Provide toilets for people in Cyrus ▪ Taps are too far from residents ▪ Bridge	
	▪ Job opportunities especially for people in Cyrus.	▪ Job opportunities to be cascaded to all wards through the LED Forum	**Local Economic Development**
	▪ Intervention at the farm in Elandspruit, as the new farm owner decreased grazing land for farm dwellers. ▪ Negotiate with farm owners to give farm dwellers title deeds. ▪ Land ▪ Intervention by municipality as people get beaten and chased by farmers.	▪ Title deeds for those staying in Early Bird ▪ Attend to farm evictions – municipality not firm with farmers ▪ Clarity on Ext.5 Early bird farm – will there still be houses built there as the land belongs to the municipality ▪ Serviced sites – some residents would like to move away from farms ▪ RDP houses on farms	**Town planning and Human Settlements**
	▪ None	▪ Drug addiction in Erdzak	**Transversal**
	▪ Fix the storm damaged school in Skoonuitsig.	▪ Sprots facilities to keep young people occupied ▪ Mobile clinic for elderly	**Social facilities (Sector departments)**

	▪ Improve communication between residents and the municipality	▪ None	**Corporate Services**
Ward 14			
Consultation 1: Date: 28 November 2022 Time: 17H00 Venue: Sivukile Community Hall ***Consultation 2:*** Date: 23 May 2023 Time: 17H00 Venue: Sivukile Community Hall	**CONSULTATION 2: DRAFT IDP**	**CONSULTATION 2: DRAFT IDP**	**Technical services (Water, sanitation, roads and electricity)**
	▪ Storm water drainages in Ext.3 ▪ Water issues. ▪ Bad road conditions in Ext 1 and 2 – no access when it rains. ▪ Dispatch water trucks to all residents during water cuts.	Community refused to provide inputs without the municipality providing a report on projects specific to what they have requested in the previous IDP.	
	▪ Employment opportunities: replace jobs of people who used to work at dumping site. ▪ Employ people from Ward 14 for big projects (Standerton Mall etc.) ▪ Equal access to employment opportunities. ▪ Implement the tyre project promised to the community. ▪ Permanent employment not temporary work that comes with projects. ▪ Municipality to pay SMMEs that they still owe.		**Local Economic Development**
	▪ Invite Department of Human Settlements in the next consultation ▪ Church sites ▪ Follow ups of title deeds. ▪ Attend to unfinished RDP top structures ▪ Erect RDP houses for people who were told to demolish their own houses to make room for RDPs ▪ Finalize the ext.5 township establishment project ▪ Permanent places for people to reside		**Human Settlement and Town planning**

	▪ Community does not want the cemetery proposed by the municipality ▪ Municipality should stop dumping at the closed dumping site ▪ Resuscitate fire station		**Community and social services**
	▪ Appoint manager at the satellite office ▪ Act against officials selling houses ▪ Monitor officials to ensure that they work when on duty ▪ Municipality should pay SMMEs that they owe ▪ Conduct oversight on projects implemented in ward 14 (Ext 5,3,1)		**Corporate services**
	▪ Erase municipal accounts in arrears		**BTO**
Ward 15			
<u>Consultation 1:</u> Date: 23 November 2022 Venue: Ext 6. Community Hall Time: 17H00 **<u>Consultation 2:</u>** Date: 23 May 2023 Venue: Ext 6. Community Hall Time: 17H00	**CONSULTATION 2: DRAFT IDP**	**CONSULTATION 2: DRAFT IDP**	**Technical Services**
	▪ Water issues – long periods pass with residents not having water ▪ Dispatch water trucks to reach all households ▪ Utilize solar energy for the water treatment plant ▪ Gravel and pave roads ▪ Provide an indication of how much revenue the municipality collects ▪ Some residents do not have water ▪ Bad road conditions ▪ Stormwater drainages to channel stormwater away from people's houses to curb flooding of people's houses ▪ Request the gravel from Home Affairs to gravel internal roads	▪ Clarity on smart meters ▪ Reason for why water is no longer available as before ▪ Storm water drainages to avoid flooding of houses ▪ Specify projects done in ward 15 and no other wards ▪ Upgrade roads ▪ Address the closure of water valves ▪ Gravel roads ▪ Unclean water brought by water trucks ▪ No water since 2009 ▪ Municipality should not force residents to install smart meters	
	▪ Construct RDP houses and ensure that all people receive houses ▪ Flooding of people's houses when it rains	▪ Only RDP houses were constructed – other service delivery issues not attended to ▪ Provision of RDP houses	**Human Settlements**

	▪ Construction of RDP houses for people who were told to demolish their structures to make room for RDPs		**and Town planning**
	▪ None	▪ Clarity on how much money is budgeted for ward 15 ▪ Inaccurate billing system ▪	**BTO**
	▪ None	▪ Job opportunities for residents	**Local Economic Development**
	▪ None	▪ Collect waste once a week	**Community Services**
	▪ Provide sports facilities	▪ None	**Social Facilities (Sector departments)**
	▪ Specify timeframes when presenting projects ▪ Outline projects that are already being implemented not proposed ▪ Indication of when projects will commence ▪ Address the community in IsiZulu – provide the feedback report in IsiZulu to accommodate the audience	▪ None	**Corporate Services**

ANNEXURE "B" Lekwa LM Financial Recovery Plan

Phase 1 Financial Rescue

NO	FOCUS AREA FINANCIAL RESCUE	KEY ASSESSMENT FINDING (BASELINE)	KEY ACTIVITIES	RESOURCES REQUIRED	RESOURCES MOBILIZED	RESPONSIBLE	START DATE	END DATE	KEY PERFORMANCE INDICATOR	PORTFOLIO OF EVIDENCE	BUDGET PARAMETER/ REVENUE TARGET / SPENDING LIMIT/ FINANCIAL IMPACT	MUNICIPAL PROGRESS REPORT			
												STEPS TAKEN	PROGRESS MADE	FINANCIAL IMPACT	OTHER NOTEWORTHY DEVELOPMENTS
PILLAR ONE: GOVERNANCE															
1	**Governance Matters and Oversight**	**Ineffective governance structures and oversight role by Council - Political and administrative instability - Council failing to meet due lack of quorum**	Develop Institutional Corporate calendar for Council and committee meetings aligned to MFMA and MSA reporting cycle	In house	In house, CoGTA NT PT	MM	01.10.2021	30.10.2021	**Improved governance and accountability. Statutory reports submitted timeously**	Corporate calendar of meetings, attendance registers of meetings	Financial benefits to be achieved through improved operational efficiencies				
			Council and committee meetings held as scheduled	In house	In house	Speaker	30.11.2021 alternatively 30.03.2022	Quarterly		Agenda and minutes of Council and committee					

		- Poor interface between Council and administration - Lack of account ability and bad governance practices - Reported allegations of financial misconduct not investigated - Recommendations of forensic investigations not implemented - No clear terms of reference for section 79 and 80 committ								meetings					
			Conduct induction for newly elected councillors on governance, financial management and oversight responsibilities	In house	In house SALGA	Administrator	01.10.2021	30.11.2021 alternatively 30.03.2022		Approved programme, induction material, record of induction and attendance register of councillors					
			Develop oversight reports	In house	In house, CoGTA NT PT	MM	01.10.2021	Quarterly		Quarterly oversight reports					
			Development of roles and responsibilities for Administrator and Municipal Manager	In house	COGTA	Director: Corporate Services	01.10.2021	30.10.2021	**Roles clarified**	Approved report by Administrator					
			Develop and implement a	In house	In house	Director: Corporate Services	01.10.2021	30.10.2021	**By-in and informed**	Approval by the					

		ees - No Go areas - MPAC dysfunctional - Unprotected strikes - Section 106 investigations	stakeholder engagement strategy		COGTA				**stakeholders**	Administrator					
			Implementation of recommendations arising from sec 106 investigation report	In house	In house COGTA	MM	01.10.2021	Monthly	**Implementation of sec 106 report recommendations**	Consequence management report, disciplinary processes report					
			Conduct section 32 MFMA investigation on all historical and current irregular expenditure	In house	In house NT-MFMA	Disciplinary Board/MPAC	01.10.2021	QUARTERLY	**Consequence management**	Council approved reports and resolutions					
			Disciplinary Board to report on investigation of all reported allegations of financial misconduct	In house	In house COGTA	Administrator/Executive Mayor	01.10.2021	Quarterly	**Quarterly reports**	Council approved reports and resolutions					
			Re-establishment of Section 79 and 80 Committe	n house	In house COGTA	MM	01.10.2021	30.10.2021	**Committees established**	Approved report by Administrator					

			es of Council with clear terms of reference												
			Development of a communication plan for the duration of the intervention	In house	In house	MM	01.10.2021	30.10.2021	**informed stakeholders**	Approved communication plan by Administrator					
2	**UIFW Expenditure Management**	**No UIFW expenditure policy, no consequence management, overspending on budget, late payment of creditors, section 32 investigation not done, non-compliance with supply chain policy**	Investigation on unauthorized, fruitless, wasteful, and irregular expenditure in accordance with sec 32 of the MFMA and investigation of financial misconduct Develop schedule of investigations with timelines	In house	In house	Administrator	01.10.2021	30.10.2021 Quarterly	**Reduction in historic UIFW expenditure Implementation of consequence management (disciplinary processes, recovery of money, reported criminal cases)**	Quarterly Progress reports on investigations Updated schedule on investigations	Financial benefits to be achieved through improved operational efficiencies				

		and processes, allegations of financial misconduct not investigated, disclosed expenditure not true reflection, no internal controls for recognition and record of expenditure.	Implement Consequence management for UIF&W	In-house	In-house	Disciplinary Board, Administrator	01.10.2021	Quarterly	**Transgressors disciplined**	Written outcome of disciplinary hearings	Financial benefits to be achieved through improved operational efficiencies				
			Develop and implement UIF&W expenditure reduction plan.	In-house and NT-MFMA unit	In-house and NT-MFMA unit	MM CFO	01.10.2021	30.10.2021	**UIF&W expenditure reduction plan implementation and percentage reduction in historical expenditure**	Approved UIF&W expenditure reduction plan and approval of Administrator. Quarterly reports on progress.	Financial benefits to be achieved through improved operational efficiencies				
			Develop and implement UIFW expenditure policy	In house	In house	MM and CFO	01.10.2021	30.10.2021	**UIFW expenditure policy in place and implemented**	UIFW expenditure policy and approval by Administrator	Financial benefits to be achieved through improved operati				

											onal efficiencies				
			Identify, investigate, and report on irregular, unauthorized, fruitless, and wasteful expenditure in accordance with sec 32 of the MFMA and MFMA circular 68	In house	In house	MM CFO	01.10.2021	30.10.2021 Quarterly	**Reduction percentage in UIF&W expenditure. Legislative compliance.**	Quarterly reports on UIF&W expenditure and approval by Administrator	Financial benefits to be achieved through improved operational efficiencies				
3	**By-laws and enforcement**	**Ineffective enforcement of by-laws, by-laws promulgated in 2018, enforcement unit established and capacitated but staff doing something else,**	Enforce by-laws	In house	In house	MM	01.10.2021	Monthly	**Reduction of electricity and water losses. Law and order**	Monthly reports	Financial benefits to be achieved through improved operational efficiencies				
			Develop Code of By-Laws	In house	In house	Director: Corporate Services	01.10.2021	31.01.2022	**By-Law Code in place**	Updated By-Law Code	Financial benefits to be achieved				

		no reporting on revenue generated								through improved operational efficiencies				
			Report on revenue generated and enforcement of By-laws	In house	In house	CFO	01.10.2021	Monthly	**Revenue generated and reduction in electricity and water losses.**	Internal quarterly audit reports	Financial benefits to be achieved through improved operational efficiencies				
4	**Audit action plan**	**Disclaimer of opinion for 2019/20 FY; Incomplete, outdated and inadequate implementation of AG audit action plan; Bad practice**	Develop and implement audit action plan	In house	In house	MM	01.10.2021	30.10.2021	**Improved audit outcomes and/reduction of audit findings**	Validated quarterly progress reports on the implementation of audit action plan and audit file	Financial benefits to be achieved through improved operational efficiencies				
			Validate progress and verify POE for adequacy and	In house	In house	MM	01.10.2021	Monthly			Financial benefits to be achieved				

		of bulk reconciliation of accounting records; Lack of accountability for poor performance; reliance on consultants; no reflection on retrieval of supporting documents that were not provided in prior year; monthly/ regular reconciliation of accounting records remain a challenge e.g. Bank reconciliation; financial	completeness,								through improved operational efficiencies				
			Weekly audit steering committee to discuss the implementation of the audit action plan,	In house	In house	MM	01.10.2021	Weekly		Attendance registers and minutes of audit steering committee meetings	Financial benefits to be achieved through improved operational efficiencies				
			Implementation of audit action plan should be integral part of performance agreement of senior managers	In house	In house	MM	01.10.2021	30.10.2021		Signed Individual Performance agreements and scorecards for MM and Heads of department incorporating audit action plan	Financial benefits to be achieved through improved operational efficiencies				

		misstatement findings are yet to be cleared; management use standard and generic progress to respond to number of SCM findings instead of being specific to each finding(e.g. all procurement are recommended & approved by the Municipal Manager); no reporting on consequence management; insufficient	Internal audit to provide monthly assurance on the implementation progress report for the approved audit action plan	In house	In house	Manager: Internal Audit	01.10.2021	Monthly	**Assurance report submitted**	Assurance report signed off by Manager: Internal Audit	Financial benefits to be achieved through improved operational efficiencies Unqualified Audit opinion				
			Reporting on implementation progress report for the approved audit action plan to Audit Committee, Mayoral Committee and Council	In house	In house	MM	01.10.2021	Monthly	**Report tabled to Audit Committee, Mayoral Committee and Council**	Agenda and minutes of Mayoral committee and Council, and recommendations and resolutions	Financial benefits to be achieved through improved operational efficiencies Unqualified Audit opinion				

		monitoring of internal controls which result in slow progress; the municipality does not report progress on some of the activities (e.g. ICT, revenue, SDBIP, UIF&W expenditure-investigations, billing reconciliation, reconciliation of traffic fines listing, VAT, consumer charged on estimates etc.)													

5	**Risk Management**	**Annual risk management documents for financial year 2021/22 approved, Insufficient focus and pre-emptive measures; Non implementation of appropriate risk management activities and recommendations**	Development of organizational business continuity plan	In house	In house	MM	01.10.2021	28.02.2022	**Business continuity**	Approved organizational business continuity plan and Council resolution	Financial benefits to be achieved through improved operational efficiencies			
			Risk management must be standing agenda item for all scheduled management and Executive meetings	In house	In house	Administrator MM CRO	01.10.2021	30.10.2021	**Quarterly review of progress on implementation of remedial actions**	Agendaor minutes of management and executive meetings	Financial benefits to be achieved through improved operational efficiencies			
			Monitor and report on the implementation on risk mitigating measures that may have impact on: implementation of	In house	In house	Administrator MM CRO	01.10.2021	Quarterly	**Quarterly review of progress on implementation of remedial actions**	Quarterly risk management reports approved by Administrator. Risk monitoring report. Monthly	Financial benefits to be achieved through improved operational efficiencies			

			financial recovery plan, audit action plan and other risks identified in the risk registers							FRP implementation progress reports					
6	**System of Delegations**	**Inadequate system of delegations; No sub-delegations below Executive managers, inadequate delegations register**	Review system of delegations after local government elections	In-house	In-house	MM Executive Director: Corporate Services	01.10.2021	31.11.2021 alternatively 30.03.2022	**Systems of delegations in place**	Approved system of delegations and approval by Administrator.	Financial benefits to be achieved through improved operational efficiencies				
			Review the delegation of powers and functions on supply chain management	In house	In house	Administrator/MM	01.10.2021	30.11.2021	**Enhanced accountability and, checks and balances**	Signed-off reviewed delegations	Financial benefits to be achieved through improved operational efficiencies				

			Update delegations register	In house	In house	MM	31.11.2021 alternatively 30.03.2022	Quarterly	**Accountability**	Approved delegations register	Financial benefits to be achieved through improved operational efficiencies				
			Sign-off of sub-delegations	In-house	In-house	MM	31.11.2021 alternatively 30.03.2022	31.12.2021 alternatively 30.04.2022	**Sub-delegations in place**	Signed sub-delegations and acknowledgement of receipt	Financial benefits to be achieved through improved operational efficiencies				
7	**Contract Management**	**Outdated Contract register, payments for services not done within thirty days, irregularly awarded**	Audit and review all contracts	In-house	In-house	MM Executive Dir: Corporate Services CFO	01.10.2021	31.12.2021	**No irregular, unnecessary or expired contracts, and contracts register in place**	Updated Contract Register Audit and review report. Approval Administrator	Financial benefits to be achieved through improved operational efficiencies				

		contracts and poor contract management, no monthly performance monitoring reports	Negotiate and sign affordable payment arrangements with creditors	In house	In house	MM	01.10.2021	28.02.2022	**Honoring of financial commitments and arrear debt payment**	New affordable agreements signed off by all parties	Financial benefits to be achieved through improved operational efficiencies				
			Identify goods and services required on an ongoing basis and appoint service providers on three-year contracts	In-house	In-house	Municipal Manager CFO	01.10.2021	31.12.2021	**Reduction in operational costs, Reduction in irregular deviations**	Annually approved Procurement Plan Reduction in procurement costs as per procurement plan, and appointment letters.	Financial benefits to be achieved through improved operational efficiencies				
			Submission of monthly performance monitoring reports on contracts	In-house	In-house, Contracted Services	CFO	01.10.2021	Monthly	**value for money, compliance with legislation**	Monthly performance monitoring reports	Financial benefits to be achieved through improv				

											ed operational efficiencies				
			Review annual procurement plan	In-house	In-house	Administrator CFO	01.10.2021	31.12.2021	**Reduction in operational costs related to procurement**	Approved reviewed procurement plan Decision of Administrator	Financial benefits to be achieved through improved operational efficiencies				
8	**Litigation and Contingent liability**	**Contingent liability at R1 394 142 652.00, high Risk financial exposure, material non-compliance with legislation, Contractual issues, non-complia**	Report to Administrator/Council on diagnostic analysis of root causes of litigations and claims	In-house	In-house	MM Executive Dir: Corporate Services	01.10.2021	31.01.2022	**Root causes identified and Integrated Plan in place to mitigate against such identified root causes**	Diagnostic analysis report and Resolution by Administrator	Financial benefits to be achieved through improved operational efficiencies				
			Conduct a legal assessment on reasonabl	In-house	In-house	Executive Dir: Corporate	01.10.2021	31.12.2021	**Reduction in contingent liability**	Report on legal assessment and approv	Financial benefits to be achiev				

		nce with legislation, supply chain processes, Inadequate tools of trade, infrastructure maintenance, poor service delivery, land sales, failure to pay for services rendered, failure to pay for overpayments on client's accounts, veld fire damages.	e prospects of success on all pending litigations			Services. MM				al by Administrator. Proof of settlement of matters	ed through improved operational efficiencies				
			Development and implementation of MFMA Legal compliance matrix	In-house	In-house and NT-MFMA unit	MM Executive Dir: Corporate Services	01.10.2021	31.11.2021	**Legislative compliance**	Institutionalized MFMA legal compliance matrix and AG annual audit reports	Financial benefits to be achieved through improved operational efficiencies				
			Review business plan for legal services unit	In-house	In-house	MM Executive Dir: Corporate Services	01.10.2021	31.12.2021	**Improved legal compliance and reduction in contingent liability**	Approved reviewed business plan and Approval by Administrator	Financial benefits to be achieved through improved operational efficiencies				
			Investigate default judgements and effect	In house	In house	MM	01.10.2021	30.11.2021	**Accountability**	Approved report by	Financial benefits to be achiev				

			consequence management							Administrator	ed through improved operational efficiencies					
9	**Internal Audit**	**Recommendations of Audit committee not adequately implemented, risk and audit management documents approved for FY2021/22, inadequate implementation of risk and audit strategies and plans, internal audit and risk manage**	Submit quarterly reports on internal audit	In-house	In-house	Manager: Internal Audit	Quarterly	Quarterly	**Improved audit outcome**	Quarterly reports and approval by Administrator	Financial benefits to be achieved through improved operational efficiencies					
			Quarterly progress reports on implementation of annual audit plan	In-house	In-house	Manager: Internal Audit	01.10.2021	Quarterly	**Improved audit outcome and legal compliance**	Quarterly reports and approval by Administrator	Financial benefits to be achieved through improved operational efficiencies					

		ment not institutionalized.														
10	**Powers and Functions**	**Municipality mandated to provide library services and vehicle license services were handed back to province**	Conduct an in-depth analysis of cost implications	In-house, PT	In-house, PT	CFO	01.10.2021	31.12.2021	**All costs funded mandated agreement.**	Cost analysis report	Financial benefits to be achieved through improved operational efficiencies					
			Re-negotiate mandate agreements	In-house, PT	In-house, PT	Executive Director: Corporate Services and CFO	31.12.2021	31.03.22	**Re-negotiated mandate agreements and all costs covered for mandate agreements. Reduce operational expenditure**	Signed re-negotiated agreements	Financial benefits to be achieved through improved operational efficiencies					
11	**Immovable property**	**Loss of revenue, no approve**	Audit of immovable property portfolio	In house	In house	MM	01.10.2021	28.02.2022	**Increase in revenue**	Financial report	Increased revenue from					

	portfolio	**d alienation policy, ineffective management, Ineffective collection of revenue on leased properties, illegal occupation of properties, market related rentals need updating, inadequate institutional arrangements**	Conduct cost benefit analysis (operational expenditure against revenue collected)	In house	In house	CFO	28.02.2022	30.03.2022	**Reduction in operational expenditure**	Approved report by Administrator	investment properties as input on the Budget Funding Plan					
			Review of all lease agreements	In house	In house	MM	01.10.2021	30.03.2022	**Increase in revenue**	Reviewed signed lease agreements						
			Collection of market related rentals from tenants	In house	In house	CFO	01.10.2021	Monthly	**Increase in revenue**	Financial report						
			Nonpaying tenants be ejected from the properties	In house	In house	MM Executive Director: Corporate services	01.10.2021	Monthly	**Increase in revenue**	Tenant management report						
			Identify immovable properties not required for basic municipal services	In house	In house	Executive Director: Corporate Services	01.10.2021	28.02.2022	**Increase revenue Reduction of expenditure**	Approved report by Administrator						
			Reconcile alienation transactions with Deeds office records for	In house	In house COGTA	Executive Director: Corporate Services	01.10.2021	28.03.2022	**Account for all immovable properties**	Council approved reconciliation report and						

			the past five years							resolution						
12	**Information and Communication Technology**	**Lack of ICT general controls, non-compliant server room, non-monitoring of service providers, insufficient Off-site backups, inadequate human resources and vacancies, inadequate restriction of access to internet, insufficient**	Review ICT Governance framework	In house	In house COGTA	ICT Manager	01.10.2021	31.12.2021	**Integrity, confidentiality, and security of data. General controls in place**	Internal audit report and AG audit report						
			Review, develop and implement ICT general controls	In house	In house COGTA	ICT Manager	01.10.2021	30.08.2021 Monthly	**No findings by Auditor-General**	Auditor-General report System generated report to track controls						
			Develop and implement a server downtime monitoring tool	In house	In house COGTA	ICT Manager	01.10.2021	30.03.2022	**99.95% uptime**	Downtime tracker report						
			Secure data storage, backup, and recovery solutions	In house	In house COGTA	ICT Manager	01.10.2021	30.03.2022	**Data secured and integrity guaranteed**	Internal audit report and AG audit report						

		maintenance of ICT infrastructure, ineffective ICT security management	Update the website	In house	In house COGTA	ICT Manager	01.10.2021	Monthly	**Updated website**	Updated website					
			Report on Back-office Turnaround times in resolving help desk queries	In house	In house COGTA	All Heads of Directorates	01.10.2021	Monthly	**Satisfied customers Increased revenue. 95 % of work orders completed**	Customer satisfaction survey and Monthly work order reports					
PILLAR TWO: INSTITUTIONAL AND HUMAN RESOURCES															
1	**Change Management**	**Low Staff Morale** **Limited buy-in and support for critical processes**	Sensitize employees and organized Labour about the current financial state and the introduction of the FRP	In-House	EM:CS NT-MFRSN-COGTA MP-COGTA	Executive Manager: Corporate Services	01.07.2021	30.09.2021	**Achieved buy-in and support / Set tone for change. Staff morale boosted. Enhanced service delivery & performance. Increased product**	Attendance Register Completed Employee satisfaction Survey Questions Copy of the Change Management Strategy /Policy	Only use mobilized resources.				
			Undertake a diagnostic process to determine the level of staff morale and	In-House	EM:CS NT-MFRSN-COGTA MP-COGTA	Executive Manager: Corporate Services	01.07.2021	Annually			Only use mobilized resources.				

			satisfaction						**ivity to support Revenue Management operations.**						
			Develop a change management strategy	In-House	EM:CS NT-MFRSN-COGTA MP-COGTA	Executive Manager: Corporate Services	01.10.2021	30.06.2022	**Draft Strategy**	Change Management Strategy Council resolution	Only use mobilized resources.					
			Initiating and implementing the change management initiatives	In-House	EM:CS NT-MFRSN-COGTA MP-COGTA	Executive Manager: Corporate Services	01.07.2021	30.06.2022	**Buy-in Improved performance & service delivery Eradicated tensions**	Reports Attendance registers Minutes	Only use mobilized resources.					
2	**Organizational Structure**	**The draft Organizational Structure was approved by council on the 31 March 2021. The approve**	Review the current organizational Structure to ensure it is in line with the current municipal budget & service	In-House	EM:CS NT-MFRSN-COGTA MP-COGTA	Executive Manager: Corporate Services	01.07.2021	30.09.2021	**Functions properly aligned to strategic objectives and legal**	Approved Organizational Structure Council resolution Agenda, Minutes	In line with the approved budget and the funding plan.					

		d organizational structure was tabled to the LLF as part of the LLF agenda of the meeting that did not sit in May 2021.	delivery demands						**mandate.** **Achieved affordability.**	& attendance register of the LLF meetings Placement letters Copies of the job descriptions					
			Consultation with organized Labour on the draft Organizational Structure												
			Approval of the Organizational & Structure												
			Development and implementation of job descriptions for all employees across the board.												
3	**Labour Relations**	**LLF functional. No official trained as presiding officers and prosecutors. Staff Worksho**	Functional LLF-Schedule of meetings	In-House	EM:CS NT-MFRSN-COGTA MP-COGTA	Executive Manager: Corporate Services S56 Manager Managers Supervisors	01.07.2021	Ongoing	**Sound Labour Relations**	Calendar of meetings, attendance register, minutes of the LLF meetings and	Only use mobilized resources.				

		pped on a disciplinary code of conduct. Attendance registers available, monitored and signed-off by managers/supervisors in each department. Workwear provided to employees annually.								Agenda.						
			Training officials as presiding officers and prosecutors assisted by SALGA and District				01.07.2021	30.06.2022	**Reduced number of disciplinary cases**	Records with details of trained officials.						
			Training of supervisors and managers to effect staff discipline				01.07.2021	Ongoing	**Overall reduction in disciplinary cases**	Training Report Quarterly disciplinary matters attended to						
			Provision of Workwear and Covid 19 related PPE.				01.07.2021	Ongoing	**Compliance with OHSA**							
4	**Employee Validation**	**Staff head count or validation has not been conducted**	Conduct an employee head count and identify any ghost employees or employee's surplus to	In-House	EM:CS NT-MFRSN-COGTA MP-COGTA	Executive Manager: Corporate Services S56 Managers	01.07.2021	30.09.2021	**Completeness of employee related costs.**	Employee Validation Report	Only use mobilized resources.					

			the organizatio n, on the payroll; and													
5	**Skills Audit**	**Employe es had complet ed skills audit forms and the skills audit question naires are being captured on the COGTA gaps skills tool.**	Consult organized Labour. Verify competen cy levels of Senior, Middle Managers & Employees in the BTO in line with the Regulation s on Minimum Competen cy Levels, 2007.	Outso urce	EM:C S NT MFRS NCO GTA MPC OGT A MPPT	Executive Manager: Corporat e Services	01.07 .2021	30.09 .2021	**Manag ement and staff perform to the standar ds. Compli ance with the prescri bed minimu m competency levels require d for the position .**	Skills Audit report. Status report on staff competency levels.	In line with the approv ed budge t and the fundin g plan.					
6	**Devel op and appro ve the Place ment Policy**	**Placeme nt policy develop ed and impleme nted during the period of amalga mation**	Develop a placement Policy Consultati on with organized Labour on the draft Placement Policy	In-House	EM:C S NT-MFRS NCO GTA	Executive Manger: Corporat e Services	01.07 .2021	30.09 .2021	**Functio ns properl y aligned to strategi c objecti ves and**	Approv ed Placem ent Policy Council Resoluti on Agenda , minutes	Only use mobiliz ed resourc es.					

		of Municipalities.	Approval of the Placement Policy						**legal mandate.** **Achieved affordability.**	and attendance register for the LLF meetings					
7	**Filling of Critical Vacancies**	**Vacant Senior Managers Posts: Director Technical Services, Director Community Services and Director Cooperate Services**	Advertisements of the Senior Management Posts Conduct Shortlisting, verification of qualifications. Conduct interviews and appointment of senior managers	In-House	EM:CS NT-MFRS NCOGTA	MM Executive Manager: Corporate Services	01.07.2021	30.06.2022	**Filled Senior Managers Posts**	Job description aligned to the structure and functions Copy of Senior Mangers adverts Copy of the Shortlisted candidates Council resolution Copy of the Verification report Copy of the Assessment reports of	Posts to be provided for in the budget.				

										recommended candidates Copies of appointment & acceptance letters					
		Identification and Filling of other Critical Vacant Posts	Develop a model for reprioritizing other critical positions						**Model in place**	Copy of the model for the identification and filling of the vacant critical positions	Only use the resources mobilized.				
8	**Performance management**	**Inadequate processes for accountability, performance assessment not conducted, performance management system not**	Adoption of performance management systems	In-House	EM:CS NT-MFRSN-COGTA MP-COGTA	MM S56 Managers	01.07.2021	30.09.2021	**Improved performance management system**	Adopted Performance management systems aligned to regulation 8 of municipal planning and performance management	Only use the resources mobilized.				

		reviewed							regulation,						
			Cascade Performance to levels below Senior Managers.	In-House	EM:CS NT-MFRSN-COGTA MP-COGTA	MM S56 Managers Managers Supervisors	01.10.2021	30.06.2022	**Improved performance management system**	Performance based contracts for snr managers.	Only use the resources mobilized.				
			Conduct performance assessment Quarterly/ bi-annually	in-House	EM:CS NT-MFRSN-COGTA MP-COGTA	MM S56 Managers Managers Administrator	01.08.2021	Ongoing	**Improved performance of Senior Managers**	Performance assessment Reports	Only use the resources mobilized.				
9	**Employee Cost**	**The ratio results are below the norm of 25% - 40%. The (22%) low % could point to a high level of critical**	Conduct an analysis of staff costs Submit a detailed report of the findings with recommendations to	EM:CS Chief Financial Officer NT-Finance Deployed NT-MFRSN-COGT	EM:CS Chief Financial Officer NT-Resident Finance Expert	Executive Manager: Corporate Services	01.07.2021	30.08.2021	**Achieved completeness of employee costs. Attained buy-in & support. Report**	Financial assessment reports	Only use the mobilized resources.				

		vacancies and general understaffing. Given the liquidity position of the Municipality, it will be wise for the Municipality to control its payroll budget but plan for the acquisition of skills in line with cash flow improvements. The municipality must consider the filling of critical vacancies in line with any new	the Accounting Officer.	A MP-COGTA SALGA	NT-MFRSN-COGTA MP-COGTA MP-PT				**approved for implementation. Reduction in employee costs.**							

		organogram that may be proposed in the recovery process														
10	**Cost Curtailment and review of key policies.**	**Outdated HR Financial Related policies**	Review the following policies; Overtime, leave management, HR Recruitment and Selection, Stand-by Policy, Acting Allowances, Travel & Subsistence and Bursary Policy.	EM:CSNT-MFRSN-COGTA MP-COGTA SALGA	EM:CS NT-MFRSN-COGTA MP-COGTA	Executive Manager: Corporate Services S56 Managers	01.07.2021	30.06.2022	**Overtime reduced** **Improved compliance & professionalism** **Compliance to BCEA & SALGBC collective agreement requirements**	Attendance register, agenda & Minutes of the LLF consultative meeting. Council resolution Copies of the approved policies	Only use the mobilized resources.					
			Consultation with organized Labour on the draft Policies.													
			Approval & Implementation of the policies.													

			Enforcement of compliance to the Basic conditions of Employment Act for the management of overtime by managers												
11	**Records Management**	**Poor record management which caused the municipality to not submit of information on reported performance and financial matters which resulted in AGSA not expressing an opinion.**	Review File Plan	In-House	Provincial Archives	Executive Manager: Corporate Services	01.07.2021	30.06.2022	**Draft File Plan**	Approved File Plan Updated policy Report on the implementation of records management	Only use mobilized resources.				
			Solicit File Plan approval from Provincial Archives.	In-house	Provincial Archives	Executive Manager: Corporate Services	01.07.2021	30.06.2022	**Improved referencing system and records management Improved Compliance**	Approved File Plan					

			Review Records Management Policy.	In-house	In-house	Executive Manager: Corporate Services	01.07.2021	30.06.2022	**Draft Policy**	Draft Policy					
			Records Management Policy for approval by Council	In-house	In-house	Executive Manager: Corporate Services	01.10.2021	30.06.2022	**Improved compliance Protection of information Accessibility**	Approved Policy Council Resolution					
PILLAR THREE: FINANCIAL MANAGEMENT															

1	**Budget Management (Funded Budget)**	**Unfunded Budget Unfunded A4 2021/22 (R335 152) Unfunded A7 2021/22 (R701 038) Unfunded A8 2021/22 (R2,2bn)**	Do a special adjustment 2021/22 Budget to address the unfunded position, including a Budget Funding Plan Implement the Budget Funding Plan activities and monthly report on set targets Review all tariffs to reflect cost (include cost-of-supply exercise) Review budgeted related policies inform cost reflective tariffs Austerity and cost	In-house	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	01.06.2021	30.09.2021	**3-Year Budget Funding Plan** **Monthly BFP Progress Reports** **Adopted Funded 2021/22 MTREF Budget** **Plan for phasing in of cost-reflective tariffs**	Approved 2021/22 MTREF Budget Approved Budget Funding Plan (BFP) BFP Progress Reports Cost-reflective tariff strategy	100% adherence to approved 3-Year Budget Funding Plan BFP include MTREF Financial Targets Target cash flow improvement per annum (in line with BFP)					

			cutting measures to be reflected in the 2021/22 Budget Administrator to adopt 2021/22 MTREF Budget and BFP, policies, by-laws, IDP and SDBIP Implementation and monitoring of the approved budget for 2021/22													

2	**Cost Containment**	**Cost Containment Measures not implemented**	Revise or review Cost Containment Policy for Council adoption Implement approved Cost Containment Policy and monitor against control sheet Revise HR policies for alignment with Cost Containment Regulations Implement strategy to reduce employee cost (Overtime, etc.) Manage conditional grant expenditure to not	In-house	NT 2019 Cost Containment Regulations, NT MPIF Advisor	CFO, Director: Corporate Services (Supported by NT MFIP, PT Cash Flow Management Expert)	01.09.2021	31.08.2022	**Cost Containment Policy approved and implemented.** **Reduced Employee Cost and Fruitless wasteful expendire** **CG spending within Budget**	Revised Cost Containment Policy Financial Impact Progress Reports	Compliance to 2019 NT Regulation on cost containment Savings in line with BFP					

			exceed allocation													

3	**Cash Flow Management**	**Cost / Cash Coverage = 0,5 Months**	Introduce risk management and internal control processes to ensure adequate supervision of daily cash receipting, banking processes and cash management reporting (considering creditors, unspent conditional grants, other trade and payable) Establish a Cost Containment Committee Maintain robust cash management tool Compile a	In-house	PT Cash Flow Management Support NT MFRS CFM Tool	MM, CFO, S56 Managers (Supported by NT MFIP Advisors)	01.09.2021	30.08.2022	**Improved Cash Flow position**	Cash Flow Management Plan Cash Flow Progress Reports	Adherence to approved Budget Funding Plan and funding requirements Targeted ratios: § Cash Coverage: 1 Month § Current Ratio: 1.5:1 (Norm = 1.5:2.1)					

			cash-flow projection for the financial year upon completion of the 2020/21 Budget, showing realistic monthly projections Management of the cash-flow daily with weekly reporting to the MM and management meetings Ensure that all contracts are current. Continue to review committed contracts to determine which contracts have lapsed or which can												

			be cancelled without the risk of legal action against KLM Continue to investigate contingent liabilities and meetings with claimants to be held where legal action can be suspended to resolve claims amicably Establish effective cash management committee to recommend prioritized payments													

4	**Trading Debtors and Collection Rates**	**Collection Rate = 59%**	Revenue Management Value Chain Process Re-engineering Assess and Capacitate the Revenue Management Section Priorities and report on 14 identified RM Activities (See Sheet RMA) Valuation Roll Reconciliation (Deeds, Valuation Roll, Financial System recon) Reconciliation of Billing Information (Link	In-house (MunsoftSpatial) Funding for Revenue Enhancement Project	NT MFIP Contracted services: debt collection (balanced perfomance-based agreement). PT/CoGTA Support Package DBSA NT (Cost-of-Supply Study)	MM, CFO (Supported by PT and NT MFIP Advisor)	01.06.2021	30.08.2022	**Improve the collection rate by 15% in year one and 3% in year 2 as per the BFP** **Reduced government debt** **Reduce Business debts by 30%** **Reduce Household debts by 10% (Month 3-6)**	Monthly Valuation roll reconciliation into Circular 93 Monthly Billing Reconciliations Monthly Debtor Age Analysis Reports Debtor ratios	Property Rates: Bill 100% of Valuation Roll Value reconciled with billing system. Increased billed revenue/services. Achieve collection rate anticipated in BFP 10% reduction in unbilled consumption					

			tariff correctly to debtors Ito debtors/property category, zoning and usage) Establish and implement Billing Cycle Implement and report on the BFP activities to increase the collection rate Implement a Meter Audit and Data Cleansing Project to improve billing, revenue collection and management Implement the credit												

			control and debt collection policy in collaboration with security clusters (Month 2) Reconcile government debts and enter into payment agreements (Month 2) Review Revenue Management System, Policies and Capacity to improve efficiencies Conduct regular meter audit by appointed SP to determine the condition of current													

			meters, identify faulty meters for repair and for the planning of new meters Identification and registration of Indigent Households for free basic services (to reduce debtors) ???? Customer Care Charter implemented with standard service element Introduce incentives schemes Resolve outstanding queries and disputes on billing and												

			customers' accounts Conduct regular meter audit by appointed SP to determine the condition of current meters, illegal connections, unmetered households/properties, identify faulty meters for repair and for the planning of new meters Identification and registration of Indigent Households for free basic services (to reduce debtors) ???? and vetting of new and													

			existing indigents. Customer Care Charter implemented with standard service element													

			Drive implementation of Top 15 Revenue Enhancement activities: - Valuation Roll - Data Cleansing - Top 100 Debtors - MunSoft FMS functionality - Vodacom Metering Project - Pre-paid reconciliations - FMS Tariff accuracy for billing - Cost-of-Supply and cost reflective tariffs (NT support) - Metering online system - Payment arrangements for Officials and													

			Councillor debt - Curb cable theft (Security) - Indigent Management - Rand-for-Rand Incentive Scheme and Campaign for payment for services - MunSoft Training - Promote IPPs													

5	**Expenditure/ Creditor Management**	**Not all Top 10 Creditors paid within 30 Days** **Creditor Payment Period Ratio = 879 Days** **Weak Internal controls in SCM process that enable UIFW to be incurred**	Prepare creditors reconciliation for bulk suppliers Enter into / re-negotiate payment plans with major creditors Pay bulk purchase invoices within 30 days of receiving invoice Ensure that creditors paid have a legitimate claim in terms of money owed Manage contingent liabilities to minimize the exposure of financial risk Council to	In-house	NT UIFW Regulation PT Support Intervention Support Team	MM, CFO	01.07.2021	30.08.2022	**Compliance to BFP Budget Parameters** **Creditor Payment Ratio of 30 Days by June 2022** **Enhanced Service Delivery** **Prevented Irregular Expenditure** **Reduced UIFW**	Creditors reconciliations MPAC reports	100% adherence to payment arrangements Achieve expenditure financial targets per BFP parameters					

			resolve on MPAC reports on UIFW incurred up to end of 2019/20 Adoption of reviewed SCM policy by Council Procure goods and services in line with SCM policy and regulations Incur expenditure in terms of the approved 2020/21 budget													

6	**Ring-fenced Conditional Grants**	**Unspent CGs used for operational purposes**	Contact the original providers of unspent grants to authorize removal of conditions or that it could be recognized as revenue Arrange for monthly cash transfers in accordance with the Cash Flow Management Plan to recover unspent CGs used for operational purposes Adhere to Ring-fencing of 2020/21 grant allocation in accordance with NT	In-house	PT Oversight NT MFIP Budget Management Advisor	MM, CFO, S56 Managers	01.09.2021	30.11.2021	**100% Unspent Conditional Grants cash-backed** **100% DORA Compliance**	Grant Management Progress Reports	Conditional Grants 100% cash-backed					

			guidelines Spend 2021/22 conditional grants strictly in accordance with DORA requirements An effective grant management system put in place to ensure that conditional grants are only used for their intended purpose - ring fencing of grant money.												
7	**mSCOA Support**	**mSCOA Steering Committee**	Setup mSCOA Steering Committee	In House	PT Oversight NT MFIP mSCOA Advisor	MM, CFO, S56 Managers	01.10.2021	31.10.2021	**Functional mSCOA Steering Committee**	STEERCOM ToR	As per approved Municipal Budget					
		mSCOA Road Map	Development of	In House			01.10.2021	31.10.2021	**Approved mSCOA**	mSCOA Roadmap	As per approved					

			mSCOA Road Map						**Road Map**		Municipal Budget					
		Submission of credible Data Strings	Timeously Submission of credible data strings	In House			01.09.2021	Monthly	**Timeously submission of credible data strings**	Data Strings submission evidence	As per approved Municipal Budget					
		Implementation none Functional Modules	Development of implementation plan for none functional modules such as asset management modules etc.	In House			01.09.2021	30.08.2022	**Full functionality of all modules on the core system**	mSCOA Progress Reports	As per approved Municipal Budget					

8	**Asset Management**	**Poor Asset Management Accounting. The municipality included land in the assets register which the municipality did not have control over.** **Lack of sufficient appropriate audit evidence for the unreconciled difference between assets register and financial statements**	On a short-term basis, the audit action plan should be crafted in such a way that it addresses the following • The RDP houses that were included in the FAR • Work in Progress (WIP) Accounting - (An unreconciled difference between WIP balance of R39 658 268 as a result of WIP Register balance of R222 787 507. • The AFS WIP Balance of R183 129 239 resulted in	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	31.08.2022	**Improved Asset Management Accounting**	Updated Fixed Asset Register	Not applicable					

			a limitation of scope on WIP balance as management did not provide reasons and reconciliation. • Infrastructure network assets - unreconciled material differences between the WIP balance on completed assets and transfers to the AFS additions placed a limitation on reliance in the FAR to test the balance of infrastructure network asset.													

9	**Asset Management (2)**	**Asset Management Institutional**													
		There are no mechanisms to monitor the asset management consultants	Controls over the management of the consultants	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	30.11.2021	**Improved Asset Management Accounting**	Updated Fixed Asset Register	Not applicable				
		Asset Management Policy													
		The Policy was not reviewed for the current financial year	Review of the asset management policy before the 2021 FY	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	31.10.2021	**Reviewed Asset Management Policy**	Asset Management Policy	Not applicable				
		Asset Management Accounting													
		The municipality does not reconcile the rent register to investment property	Reconciliation of the rent register to the investment property register	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	31.10.2021	**Improved Asset Management Accounting**	Rent register to investment property reconciliation	Not applicable				

		Contrary to the requirements of GRAP 17: Property, Plant and Equipment, the municipality included land valued at R25 787 537 (2018-19: R73 044 944) in the assets register which the municipality did not have control over.	Review procedures of the financial statements and the FAR should be instituted and monitored regularly	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	31.10.2021	**Improved Asset Management Accounting**	Fixed Asset Register that agrees to the AFS	Not applicable					

		Lack of sufficient appropriate audit evidence for the unreconciled difference between assets register and financial statements to the value of R183 129 239 (2018-19: R18 147 209) as internal controls had not been established to maintain an accurate and complete asset register.	Review procedures of the financial statements and the FAR should be instituted and monitored regularly	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	31.10.2021	**Improved Asset Management Accounting**	Fixed Asset Register that agrees to the AFS	Not applicable					

		The AFS WIP Balance of R183 129 239 resulted in a limitation of scope on WIP balance as management did not provide reasons and reconciliations.	Compile supporting journals for WIP balance and adjustments made in the current year	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	31.10.2021	**Improved Asset Management Accounting**	Supporting journals for WIP balance and adjustments made in the current year	Not applicable					
		Infrastructure network assets - unreconciled material differences between the WIP balance on completed assets and transfers to the AFS additions placed a	Review procedures of the financial statements and the FAR should be instituted and monitored. A file to support the reconciliations should be kept.	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	31.10.2021	**Improved Asset Management Accounting**	Fixed Asset Register that agrees to the AFS	Not applicable					

		limitation on reliance in the FAR to test the balance of infrastructure network assets													
		Asset Management Internal Controls													
		Transfer documents are not completed and properly authorized when assets are being moved between locations	Review of the Transfer documents and ensure that they completed and properly authorized when assets are being moved between locations	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	31.12.2021	**Improved Asset Management Internal Controls**	Reviewed Transfer documents for assets that are being moved between locations	Not applicable				

		There are no dedicated control points to verify whether proper authorization was received for Assets being moved between locations before movement takes place	Assign dedicated control points or personnel to verify whether proper authorization was received for Assets being moved between locations before movement takes place	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	30.12.2021	**Improved Asset Management Internal Controls**	Dedicated control points or personnel verifying whether proper authorization is being received for Assets being moved between locations before movement takes place	Not applicable				
		Items outstanding for longer than a month from the verification process are not investigated and escalated to senior	Investigate and escalate to senior managers Items outstanding from the verification process	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.09.2021	30.11.2021	**Improved Asset Management Internal Controls**	Investigations of Items outstanding from the verification process and the resultant action on the FAR	Not applicable				

		managers													
		Not all journals and supporting documents are reviewed and approved by a duly authorized senior official taking into consideration proper segregation of duties	Review and approve all journals and supporting documents by a duly authorized senior official taking into consideration proper segregation of duties	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.09.2021	Monthly	**Improved Asset Management Internal Controls**	Approved journals and supporting documents by a duly authorized senior official taking into consideration proper segregation of duties	Not applicable				
		Council does not approve any proposals to transfer or dispose of high	Council to consider proposals to transfer or dispose of high value capital assets	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.09.2021	30.08.2022	**Improved Asset Management Internal Controls**	Council item that considered proposals to transfer or dispose	Not applicable				

		value capital assets								of high value capital assets					
		There are no adequate controls in place to ensure collaboration between Finance and Engineering, Town Planning, and other Departments in ensuring that assets are properly valued, exist, valid etc.	Institute adequate controls to ensure collaboration between Finance and Engineering, Town Planning, and other Departments in ensuring that assets are properly valued, exist, valid etc.	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.09.2021	31.10.2021	**Improved Asset Management Internal Controls**	Collaboration between Finance and Engineering, Town Planning, and other Departments in ensuring that assets are properly valued, exist, valid etc.	Not applicable				

10	**Trading Tariffs**	**Tariffs not cost reflective** **Incorrect tariffs to different customers** **Incorrect categorization of properties.** **For all trading services including Rates for refuse removal at residential and business stands needs to be confirmed as in line with acceptable tariffs to cover at least the cost to provide**	Undertake activity-based costing Implement seasonal and ToU Tariffs for electricity Undertake cost of supply studies for both electricity and water Audit different customer categories and confirm the correct tariffs are charged. Monitor and enforce compliance of municipal bylaws and tariff policy	DBSA, CoGTA, NT MFIP, In-house	DBSA, CoGTA, NT MFIP, In-house	MM, CFO	01.10.2021	30.04.2022	**Cost-reflective tariffs** **Cost-of-Supply Studies** **Trading Services Surpluses**	Cost-of-Supply Reports Tariff Structure						

		the service.														

1 1	**Supply Chain Management**	**SCM policy not updated in terms of the required legislative requirements, and other NT Circulars and guidelines** **Standard Operating Procedures have not been reviewed to ensure compliance to applicable legislation and reforms.**	Review the SCM policies to deal with any internal controls weaknesses identified, and ensure they are aligned to all applicable legislation. Designing and implement systems and procedures to ensure total compliance to the policies by the municipality. SCM Checklists to be developed and implemented to provide a step-by-	In-house	MFIP Advisor placed at PT	MM, CFO	01.10.2021	31.03.2022	**SCM Policy** **SOPs**	SCM Policy SOPs approved and implemented						

			step guide to the Officials													
PILLAR FOUR: SERVICE DELIVERY																
1	**Asset Management**	**Limited management of assets based on conditional assessments on asset register. Poor asset management strategies. Manage**	Development of the Asset Care Program with DBSA assistance	In-house	In-house, Contracted Services, DBSA	Director: Technical Services, DBSA	1-Oct-21	30-Sep-22	**Terms of reference. Procurement of service provider**	Terms of reference. PoE for procurement of service provider	GRAP Compliant Asset Register. Target 8% of OpenX.					
			Review and update of Asset Maintenance and Renewal policy and strategy.	In-house	In-house, Contracted Services	Director: Technical Services, DBSA	1-Oct-21	30-Sep-22	**Reviewed Asset Maintenance and Renewal Policy**	Reviewed Asset Maintenance and Renewal Policy and	GRAP Compliant Asset Register. Target 8% of					

		ment did not maintain proper records to ensure the source documents are readily available for audit purposes. The asset register is not up to date.						**and strategy in place**	strategy in place	OpenX.				
			Implementation of Asset Maintenance and Renewal policy and strategy.	In-house	In-house, Contracted Services	Director: Technical Services, DBSA	1-Oct-21	30-Sep-22	**Program Implementation Report**	Program Implementation Report	GRAP Compliant Asset Register. Target 8% of OpenX.				
			Audit of current infrastructure (conditional assessment, determination of the remaining useful life)	In-house	In-house, Contracted Services	Technical Director, CFO, DBSA	1-Oct-21	30-Sep-22	**Complete and up to date asset data, including but not limited to asset classification, asset condition, determination of remaining useful life, and asset**	GRAP compliant asset register	GRAP Compliant Asset Register.				

								revaluation if still usable after end of life.							
			Work In Progress Management (Record keeping for WIP, Componentization of Assets as part of the consultant's scope of work)	In-house	In-house, Contracted Services	Technical Director, CFO, DBSA	1-Oct-21	30-Sep-22	**Asset componentization report for all new infrastructure. Consultant scope of work must incorporate elements of asset management and final payments must**	GRAP compliant asset register	GRAP Compliant Asset Register					

									not be made without asset componentization report on asset delivered.							
2	**Frictionless Payments**	**Municipality is losing revenue because it does not have cost reflective tariffs for service provision and has limited revenue collection platforms. The water losses**	Enable Mobile Application and USSD (Unstructured Supplementary Service Data) enquiries from customers for utility bills	In-house	In-house, Contracted Services	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	**Ability of customers to make payments on multiple mobile platforms**	Mobile account enquiry and payment platform	Target a 95% collection rate by increasing a collection rate by at least 5% per month.					
			Enable use of airtime to pay for municipal payments	In-house	In-house, Contracted	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	**Ability of customers to make payme**	Mobile payment platform	Target a 95% collection rate by increas					

		are recorded as 73% and electricity losses are recorded as 38%.			Services				**nts using airtime**		ing a collection rate by at least 5% per month.				
			Enable e-services on including payment of municipal bills on the municipal website	In-house	In-house, Contracted Services	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	**e-services page on the www.lekwa.gov.za website**	e-service portal on the municipal website	Target a 95% collection rate by increasing a collection rate by at least 5% per month.				
			Institute compulsory debit orders for defaulting domestic debtors	In-house	In-house, Contracted Services	MM, CFO	1-Oct-21	30-Sep-22	**Debit order register**	Debit order register	Target a 95% collection rate by increasing a collection rate by at least 5% per month.				
3	**Electricity Supply**	**The municipality has outstanding Eskom debt of R1 308 865 431**	Draw up a payment plan for Eskom	In-house	In-house, Contracted Services,	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	**Proof of payment in line with the payment plan**	Proof of payment in line with the payment plan	Complete Eskom payment by March 2022. Negotiate for				

		(April:2021). The electricity losses above the norm of 10% @ 38%. The municipality does not have a payment plan for Eskom debt. There is power rationing due to the Notified Maximum Demand being less than the current municipal demand. There is no full compliance with the court order for payment arrangements			ESKOM					a waiver in interest payment (to eliminate fruitless and wasteful expenditure of R107 966 313).					
			Apply for increase in Notified Maximum Demand	In-house	In-house, Contracted Services, ESKOM	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	**Application for increased NMD. Increase current NMD cutoff point. Protection co-ordination and grading study outcome. Relay settings adjustment**	Application for increase in NMD. Response to application from Eskom. Proof of payment for application. Increase current NMD cutoff point.	Negotiate for a waiver in interest payment (to eliminate fruitless and wasteful expenditure of R107 966 313).	1947 Vodacom commercial 277 (R210/month 36months - R295/per meter/month 36months)				

		with Eskom. There is fruitless and wasteful expenditure as a result of interest on Eskom outstanding debt (R107 966 313). There is no master plan and no maintenance plan in place, inadequate staff to implement maintenance plan, GMR non-compliance.						**schedule.**							
			Pay Eskom current account	In-house	In-house, Contracted Services, ESKOM	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	**Proof of payment in line with the current account**	Proof of payment in line with payment plan	Payment must be in line with current account					
			Pay Eskom historical account	In-house	In-house, Contracted Services, ESKOM	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	**Proof of payment in line with payment plan**	Proof of payment in line with payment plan	Payment in line with payment plan					
			Develop an Energy Demand Side Management (EDMS)	In-house	In-house, Contracted	MM, Technical Director	1-Oct-21	30-Sep-22	**EDMS Strategy Document**	EDMS Strategy Document	Reduce losses by 5% in the first					

			strategy to reduce electricity losses to below 10%.		Services					three months. Current Baseline (AFS 19/20) = 38%					
			Implementation of the EDMS strategy	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Baseline Assessment and retrofit schedule. Implementation of cut-offs and removal of illegal connections register**	Baseline Assessment and retrofit schedule. Implementation of cut-offs and removal of illegal connections register	Reduce losses by 5% in the first three months. Current Baseline (AFS 19/20) = 38%					
			Complete Cost of Supply Study	Contracted Services, CoGTA funding	Contracted Services	MM, Technical Director, CoGTA	1-Oct-21	30-Sep-22	**Terms of Reference for Appointment of Service Provider. Appointment letter.**	Terms of Reference for Appointment of Service Provider. Appointment letter.	Cost reflective tariffs must be achieved.					

			Training internal staff in order to comply with GMR requirements	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**HV Reg Certificates Trade Test Certificates**	HV Reg Certificates Trade Test Certificates	Not Applicable					
			Development of Electricity Master Plan	In-house, DBSA	In-house, Contracted Services, DBSA	MM, Technical Director	1-Oct-21	30-Sep-22	**Business Case Development**	Business Case, Review and support by PPMU/PSC (Decision letter to the municipality)	Not Applicable					
			Development of Electricity Maintenance Plan	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Electricity Maintenance Plan**	Electricity Maintenance Plan	Not Applicable					
			Distribution transformer refurbishment	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Distribution transformer refurbishment plan and progress report**	Distribution transformer refurbishment plan and progress report	Not Applicable					

			Repair of Traffic Lights	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Faulty Traffic Light repair schedule**	Faulty Traffic Light repair schedule with progress on repairs	Not Applicable					
			Repair of Street Lighting	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Faulty Street Light repair schedule**	Faulty Street Light repair schedule with progress on repairs	Not Applicable					
4	**Bulk Water Supply**	**Inadequate Water Supply. The Department of Water and Sanitation has indicated that an amount of R 401 495 337.39 is outstanding.**	Development of Water Service Delivery Plan	In-house, DBSA	In-house, DBSA	MM, Technical Director	1-Oct-21	30-Sep-22	**Draft Water and Sanitation Master Plan**	Water and Sanitation Master Plan	Current reported water loss is 73%. The municipality must reduce losses by 5% in the first three months.					

		Standerton WTW which has 37 MLX/d design capacity which extract raw water from Vaal River. Morgenzon WTW has design capacity of 2.7 Ml/d and currently producing 2.2 Ml/d against the required demand of 3.9 Ml/d short term. 11.8km of bulk pumping mains are made up of asbestos cement	Standerton WTW: Install standby pumping unit to ensure a sustainable supply.	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Funding Business Plan**	Funding application outcome	Not Applicable					
			Standerton WTW: Replacement, at the treatment works of the Blowers and Backwash Pumps.	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Funding Business Plan**	Funding application outcome	Not Applicable					
			Standerton WTW - Rising main to Concor: Mechanical maintenance to improve hydraulic performance.	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Maintenance Plan**	Implementation of the maintenance plan and the system hydraulic performance results.	Not Applicable					
			Standerton WTW - Rising main to Kieser Reservoir: Installation of flow meters in the bulk pipeline to	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Installation of flow meters**	Flow meter commissioning report. Output of the pipeline flow meters	Not Applicable					

		pipes and 9.89 km made up of steel pipes and these need to be replaced .	monitor existing demand												
			Standerton WTW - Rising main to Old Standers Kop Reservoir (also known as Square Reservoir): The reservoir and pipeline must be commissioned and be operational	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Commissioning Plan and startup performance report**	Commissioning Plan and startup performance report	Not Applicable				
			Standerton WTW - Construct a new approximately 1,5 Km 600 mm diameter raising main connecting the WTW to the newly	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Funding Business Plan**	Funding application outcome	Not Applicable				

			constructed 315 mm diameter uPVC pipeline												
			Standerton WTW - Standerton Storage Reservoirs: (Old Standers Kop (Square)/ new Standers Kop (Round)) Both reservoirs must be assessed, water tightened and commissioned	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Assessment Report**	Commissioning Plan and startup performance report	Not Applicable				
			Morgenzon WTW - Standby pump must be installed as a backup to the raw water supply pump.	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Funding Business Plan**	Funding application outcome	Not Applicable				

			Morgenzon WTW - Filter sand replacement	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Funding Business Plan**	Funding application outcome	Not Applicable					
			Morgenzon WTW - Raw water receiving tank liner is worn out and requires urgent replacement.	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Funding Business Plan**	Funding application outcome	Not Applicable					
			Morgenzon WTW - Flocculation channel requires cleaning urgently.	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Maintenance Plan**	Progress report based on the maintenance plan actions.	Not Applicable					
			Morgenzon WTW - Standby pump to supply clear water reservoir is not working, and pumps are not	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Maintenance Plan**	Progress report based on the maintenance plan actions.	Not Applicable					

			maintained - pumping maintenance must be done.													
			Morgenzon WTW - Recommission the Control Room. Conduct water quality tests (Turbidity and PH)	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Water Quality Report**	Water Quality Report	Not Applicable					
			Morgenzon WTW - Replacement of Magnetic flow meter.	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	**Magnetic Flow Meter Replacement Report**	Magnetic Flow Meter Replacement Report	Not Applicable					
5	**Potable Water Supply**	**Poor drinking water quality, Water Losses, Water Shortages, Lack of water balance accounting, revenue**	Develop a water conservation and demand strategy.	In-house	In-house	MM, CFO, Technical Director	1-Oct-21	30-Sep-22	**Dynamic Tariff Model Developed**	Dynamic Tariff Model	Cost reflective tariffs					
			Implement water conservation and demand strategy.	In-house	In-house, Contracted	Director: Technical Services	1-Oct-21	30-Sep-22	**WCDM Performance Report**	WCDM Performance Report	Current reported water loss is 73%. The					

		Collection. Total losses are 73% and technical losses are estimated at 40%.			Services					municipality must reduce losses by 5% in the first three months.					
			Water supply rationing must be applied to get the reservoir levels up to ensure that the high areas also get water	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	**Water supply rationing schedule. Reservoir levels**	Water supply rationing schedule. Reservoir levels	Current reported water loss is 73%. The municipality must reduce losses by 5% in the first three months.					
		High water losses, unaccounted for water and non-revenue water. Total losses are 73%	'- Identify top 100 consumers in the municipality per category - Ensure all top consumers have functional	In-house & WSIG Funding	In-house & contracted services	Director: Technical Services	1-Oct-21	30-Sep-22	**Top 100 Consumers identified and meters functional and read**	Monthly meter readings	Current reported water loss is 73%. The municipality must reduce					

		and technical losses are estimated at 40%.	meters - Read all top consumer meters on a monthly basis							losses by 5% in the first three months.					
			- Install check meters on strategic billing meters; - Installation and monitoring of zone meters	In-house & WSIG Funding	In-house & contracted services	Director: Technical Services	1-Oct-21	30-Sep-22	**Installation of 20 Check meters**	GPS co-ordinates and photos of meter installations	Current reported water loss is 73%. The municipality must reduce losses by 5% in the first three months.					
			Calibration of Bulk Meters @ WTW	In-house & WSIG Funding	In-house & contracted services	Director: Technical Services	1-Oct-21	30-Sep-22	**Calibration of 10 Bulk Meters**	10 x Calibration certificates	Current reported water loss is 73%. The municipality must reduce losses by 5% in the					

											first three months.					
			Installation of Billing meters in the peri-urban and rural areas (non-revenue water and infill houses billing)	In-house & WSIG Funding	In-house & contracted services	Director: Technical Services	1-Oct-21	30-Sep-22	**250 Billing meters installed**	GPS co-ordinates of 250 billing meters	Current reported water loss is 73%. The municipality must reduce losses by 5% in the first three months.					
			Water Balancing Smart Meter Monitoring	In-house & WSIG Funding	In-house & contracted services	Director: Technical Services	1-Oct-21	30-Sep-22	**Electronic Water balance for Alice**	Water Balance report for Alice	Current reported water loss is 73%. The municipality must reduce losses by 5% in the first three					

										months.					
			Calculation of cost of supply per water treatment plant.	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	**Water Balance Calculation**	Water Balance Report	Current reported water loss is 73%. The municipality must reduce losses by 5% in the first three months.				
			Identify areas of largest losses and focus on actions to reduce losses in these areas	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	**Area based water balance calculation**	Area based water balance calculation	Current reported water loss is 73%. The municipality must reduce losses by 5% in the first three				

										months.					
			Audit Water Meters • Replace malfunctioning meters • Capture non-metered households	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	**Meter audit report**	Meter audit report	Current reported water loss is 73%. The municipality must reduce losses by 5% in the first three months.					
			Implement a vigorous awareness campaign to educate all consumers of their obligations to pay timeously	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	**Community Activations in each municipality per month**	One activation per municipality per month	One activation per municipality per month					

			Implement water restrictions and cut-offs to non-paying entities, companies; institutions and all other consumers and government departments	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	**Cut-off lists for (1) government departments, (2) business and industry and (3) other consumers**	Cut-off lists for (1) government departments, (2) business and industry and (3) other consumers	Target a 95% collection rate by increasing a collection rate by at least 5% per month.					
			Water Quality must comply to SANS 0214	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	**Comply with SANS 0214**	SANS 0214 Compliance Report	Comply with SANS 0214					
			Adequate skilled, competent technical staff for maintenance and meter reading (artisans) in line with the Institutional Model on filling of	In-house	In-house	Director: Technical Services; Corporate Services	1-Oct-21	30-Sep-22	**Skills Audit Report and Workplace Skills Program**	Skills Audit Report and Workplace Skills Program	Training to improve competency using available budget					

			critical vacancies and review of the organizatio n structure.													
6	**Sanitat ion Servic es (Water borne and non-water borne)**	**The municip ality does not to operate its facilities in line with the National Water Act of 1998 (Act No. 36 of 1998, Govern ment Notice No 1191) in accorda nce with the Permit requirem ents of Departm ent of Water and Sanitatio n. The**	Emergenc y repairs and refurbishm ent of all water borne sanitation systems	In-house	In-hous e, Contr acte d Servi ces	Director: Technical Services	1-Oct-21	30-Sep-22	**Functio nal WWTW**	Project Progress Report	Repairs to be affect ed within 12hrs of reporti ng.					
			Ensure fully functional pump stations in Standerton	In-house	In-hous e, Contr acte d Servi ces	Director: Technical Services	1-Oct-21	30-Sep-22	**Mainte nance Plan for Stander ton Pumpst ations**	Progress report based on the mainten ance plan actions.	Not Applic able					
			Ensure fully functional pump stations in Sakhile	In-house	In-hous e, Contr acte d Servi ces	Director: Technical Services	1-Oct-21	30-Sep-22	**Mainte nance Plan for Sakhile Pumpst ations**	Progress report based on the mainten ance plan actions.	Not Applic able					
			Ensure fully functional pump stations in Morgenzo n	In-house	In-hous e, Contr acte d	Director: Technical Services	1-Oct-21	30-Sep-22	**Mainte nance Plan for Morgen zon Pumpst ations**	Progress report based on the mainten ance	Not Applic able					

		Standert on WWTW has a total design capacity of 11Ml/d made of activated sludge system with a design capacity of 9Ml/d and the Biological (trickling) filters with design capacity of 2ML/d. The required capacity is 30Ml/day. The Morgenzon pond system designed to treat 0.2ML per day was construct			Services					plan actions.					
			Assessment of incomplete sewer infrastructure in extension 8	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	**Assessment Report**	Assessment Report	Not Applicable				
			Completion of the outstanding infrastructure work in extension 8.	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	**Commissioning Plan and startup performance report**	Commissioning Plan and startup performance report	Not Applicable				
			Morgenzon WWTW - Upgraded to at least 2.5Ml/d	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	**Funding Business Plan**	Funding application outcome	Not Applicable				

		ed in 1950. The WWTW needs to be upgraded to at least 2.5Ml/d.														
7	**Fleet Management**	**Inadequate fleet to perform municipal functions optimally.**	Develop a short-term fleet management and funding plan	In-house	In-house	MM, CFO, Technical Director, Corporate Services	1-Oct-21	30-Sep-22	**Short Term Fleet Management and Funding Plan**	Fleet Performance Progress Report	100% expenditure of funding secured.					
			Implement a Fleet Management System	In-house	In-house, Contracted Services	MM, CFO, Technical Director, Corporate Services	1-Oct-21	30-Sep-22	**Fleet Management Parameters (fuel use, harsh braking, kilometers travelled, vehicle licensing, driver licensing, insurance, etc.)**	Fleet Performance Progress Report	Not Applicable					

		Inadequate maintenance of municipal fleet	Develop a high-level maintenance plan for on the critical fleet infrastructure assets and based on the conditional assessment on the asset register.	In-house	In-house	MM, CFO, Technical Director, Corporate Services	1-Oct-21	30-Sep-22	**Conditional Assessment of Fleet. Maintenance Plan**	Fleet Performance Progress Report	Not Applicable					
			Licenses of redundant vehicles to be cancelled, new licenses to be updated.	In-house	In-house	MM, CFO, Technical Director, Corporate Services	1-Oct-21	30-Sep-22	**Up to date vehicle licensing register.**	Fleet Performance Progress Report	Not Applicable					

			Insurance payments to be reviewed and paid, as necessary. Insurance claims to be submitted as necessary and costs recouped.	In-house	In-house	MM, CFO, Technical Director, Corporate Services	1-Oct-21	30-Sep-22	**Insurance Management Parameters (payment of premiums, review of insurance premiums, claims management including recouping of funds from "at fault persons", paying liability if municipal at fault, etc.)**	Fleet Performance Progress Report	Review insurance premiums and target a reduction of 4%-10%					
		Inadequate maintenance of municipal fleet	Ensure that the mechanical workshop is functional	In-house	In-house	MM, CFO, Technical Director, Corporate Services	1-Oct-21	30-Sep-22	**Functional Mechanical Workshop**	Fleet Performance Progress Report	Not Applicable					

			to repair vehicles and equipment internally													
			Repair / salvage dysfunctional equipment	In-house	In-house	MM, CFO, Technical Director, Corporate Services	1-Oct-21	30-Sep-22	**Items for repair and salvage**	Fleet Performance Progress Report	If repair is more than 20% of the value of asset consider disposing.					
			Auction off redundant equipment in line with legislation and policy	In-house	In-house	MM, CFO, Technical Director, Corporate Services	1-Oct-21	30-Sep-22	**Items for disposal and auction date**	Fleet Performance Progress Report	Minimum price must be set before bidding based on valuation approved by Technical Director					
8	**Waste Management**	**Integrated Waste Management**	Development of the Integrated Waste	In-house, DBSA	In-house, DBSA	Community Services and	1-Oct-21	30-Sep-22	**Integrated Waste Manag**	Integrated Waste Manag	Not Applicable					

		Plan not in place? Impact management plan not in place. Monitoring as per legislation not in place. Waste Management Control Officer not appointed. The license for Morgenzon landfill has been indicated to have expired. Solid Waste from Morgenzon is transported by truck over a distance	Management Plan (IWMP) of Lekwa LM Landfill Sites			Safety Director			**ement Plan**	ement Plan					
			Monitoring of compliance with Integrated Waste Management Plan (IWMP) of Standerton Landfill Site	In-house	In-house	Community Services and Safety Director	1-Oct-21	30-Sep-22	**Monthly Report on Waste Disposal (incl. waste types, tonnage and billing)**	Waste Disposal Schedule from landfill gate house. Billing for waste disposal. Submission on the waste information system.	Revenue generated = Recorded disposed waste (according to waste disposal tariffs)					
			Monitoring of compliance with Integrated Waste Management Plan (IWMP) of Morgenzon Site	In-house	In-house	Community Services and Safety Director	1-Oct-21	30-Sep-22	**Monthly Report on Waste Disposal (incl. waste types, tonnage and billing)**	Waste Disposal Schedule from landfill gate house. Billing for waste disposal. Submission on the waste information system.	Revenue generated = Recorded disposed waste (according to waste disposal tariffs)					

		of 39 km to the Standert on land fill site.														
9	**Capital Expenditure**	**Grants are not fully spent and projects are not completed as planned.**	Monitoring of grant performance	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	**100% Grant Expenditure**	Grant Expenditure and Project Progress Report	100% Capital Expenditure					
10	**Roads and Storm water**	**Poor roads and stormwater conditions in the municipality.**	Participation in the District Rural Road Asset Management Program	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	**Rural Road Asset Management Report**	Rural Road Asset Management Report, project progress report on resealing and retravelling.	160km targeted for resealing and pothole repair.					
			Develop an Emergency Road Repair Program				1-Oct-21	30-Sep-22			100% budget expenditure					
			Implement the Emergency Road Repair Program				1-Oct-21	30-Sep-22								
			Retravelling and resealing of Roads	CoGTA	CoGTA	Director: Technical Services	1-Oct-21	30-Sep-22	**Resealing - km of rehabili**	Project progress report on resealin	160km targeted for resealing and					

									tated roads	g and retravelling.	pothole repair. 100% budget expenditure					
11	**Reconciliation of Bulk Water and Electricity accounts**	**Overbilling of bulk water and electricity**	- Reconcile billed consumption Department of Water and Sanitation.	In-house	In-house	Director: Technical Services / CFO	1-Oct-21	30-Sep-22	**Reconciled billing report**	List of all billing points	Calibrate supplier (DWS) metering with municipal metering. Target zero deviation on received billing.					
			- Reconcile Eskom accounts with actual supply points meter readings	In-house	In-house	Director: Technical Services / CFO	1-Oct-21	30-Sep-22	**Reconciled billing report**	List of all billing points	Calibrate supplier (Eskom) metering with municipal metering. Target zero deviation on receiv					

											ed billing.					
12	**Reduction in the cost of water production**	**High unit cost of water production**	- Optimize chemical dosage at water treatment works to ensure the most cost-effective chemical is being used;	In-house	In-house	Director: Technical Services	1-Oct-21	30-Sep-22	**Reduced water production costs**	Report on the reduction of chemical consumption	Baseline for chemical dosing expenditure as there is currently no baseline					
		Tariff is not cost reflective	- Investigate and develop water and sanitation tariff structure	MISA	MISA	Director: Technical Services	1-Oct-21	30-Sep-22	**Council approved tariff**	Report on tariff setting	Cost reflective tariffs					
13	**Service Delivery Model & Monitoring**	**No system to instantly monitor service delivery performance**	Procurement / development of Project Management System	External / Service provider	Funding	Director: Technical Services	1-Oct-21	30-Sep-22	**Project Management System Procured / Developed**	Project Management System	100% Capital Expenditure					
		Electromechanical teams not in place	Procure a service provider (including considering a water	External / Service provider	External / Service provider	Director: Technical Services	1-Oct-21	30-Sep-22	**Terms of reference**	Terms of reference	Not Applicable					

			board) for fulfilling the function													
		Poor procurement of stock items for water, sanitation and electricity maintenance	Procure a material for maintenance for service delivery.	External / Service provider	External / Service provider	Director: Technical Services	1-Oct-21	30-Sep-22	**Terms of reference**	Terms of reference	Zero UIF&W on maintenance material procurement					
14	**Strengthen Coordination Forums**	**Non coordination and fragmented implementation of programmes and projects by different sector departments**	Quarterly meetings with Sector Departments & key stakeholders	In-house	In-house	Director: Technical Services	1-Oct-21	30-Sep-22	**Quarterly meetings attended by Sector Departments and key stakeholders**	Minutes and attendance register of quarterly meetings	Need to raise R200 000 000 in the financial rescue phase in order to deal with identified backlogs					

15	**Funding for Sustainable water, electricity, waste management, fire, and local economic development solutions**	**Insufficient water resources**	Development of Business Plans for Sustainable for Sustainable water solutions / projects, lobbing stakeholders	COGTA, MISA, DWS, SALGA, National Treasury	DWS	Director: Technical Services	1-Oct-21	30-Sep-22	**Business Plans developed**	Business Plans & letters to potential funders	Need to raise R200 000 000 in the financial rescue phase in order to deal with identified backlogs					
16	**Social Labour Plans**	**Businesses in Lekwa Municipality have committed to offer support in infrastructure development in the municipality**	Bespoke Iron Ore Mining Engagements	GOLDI		MM, CFO, Director: Corporate Services, Director: Technical Services	1-Oct-21	30-Sep-22	**Progress Report and meeting minutes**	Progress Report and meeting minutes						
			Sasol Mining Engagements	SERITI		MM, CFO, Director: Corporate Services, Director: Technical Services	1-Oct-21	30-Sep-22	**Progress Report and meeting minutes**	Progress Report and meeting minutes						

17	**Spatial Planning and Human Settlements**	**Lack of housing development, and bulk infrastructure**	Implement the spatial development plan	In-house	In-house	MM, Director: Development and Planning	1-Oct-21	30-Sep-22	**Spatial development Framework Implementation Progress Reports**	Spatial development Framework Implementation Progress Reports						
			Increase revenue by making land available and attractive to private sector developers.	In-house	In-house	MM, Director: Development and Planning	1-Oct-21	30-Sep-22	**List of land available for sale or lease. Government owned land parcels which could be donated to the municipality**	List of land available for sale or lease. Government owned land parcels which could be donated to the municipality						
			Review development and land use tariffs. Such as rezoning costs. Update where necessary. Promulgate updated	External / Service provider	In-house	MM, Director: Development and Planning	1-Oct-21	30-Sep-22	**Reviewed Tariffs**	Reviewed Tariffs						

			by-laws as required.												
			Enforcement of Land Use Scheme and By-law to cub the high number of Illegal land uses	External / Service provider	External / Service provider	MM, Director: Development and Planning	1-Oct-21	30-Sep-22	**By-law transgression fines register**	By-law transgression fines register					
			Conduct assessments and the alienation and disposal of some of the Council Owned Properties	External / Service provider	External / Service provider	MM, Director: Development and Planning	1-Oct-21	30-Sep-22	**Land Disposal Schedule**	Land Disposal Schedule					
			Tribunal Applications; Submit applications to Tribunal and Processing of applications for approval	External / Service provider	In-house	MM, Director: Development and Planning	1-Oct-21	30-Sep-22	**Number of applications processed**	Tribunal Minutes					

			Develop and implement the 30% Project Sub-contract Policy for to support local companies	External / Service provider	External / Service provider	MM, Director: Development and Planning	1-Oct-21	30-Sep-22	**Percentage expenditure on sub-contractor per project monthly spend**	Percentage expenditure on sub-contractor per project monthly spend calculation						
			Review and implement application Fees for land development application	External / Service provider	External / Service provider	MM, Director: Development and Planning	1-Oct-21	30-Sep-22	**Revenue Generated from fees charged**	Revenue Generated from fees charged						
			Printing of Maps	In-house	In-house	MM, Director: Development and Planning	1-Oct-21	30-Sep-22	**Revenue Generated**	Revenue Generated						
			Issue Zoning certificates	In-house	In-house	MM, Director: Development and Planning	1-Oct-21	30-Sep-22	**Register for issue of certificates**	Register for issue of certificates						

18	**Public Safety, Traffic and Licensing**	**Law enforcement activities is affected by Inadequate equipment. Lack of Human resources Outdated By-Laws. Poor collection of traffic fines.**	Appointment of a service provider to assist in collection of traffic and other by-law infringement fines.	External / Service provider	External / Service provider	MM, Director: Community Services	1-Oct-21	30-Sep-22	**Intensive Law enforcement activities.** **Monthly operations.** **Intensify inspection of trading permits. Compliance**	Collected Revenue Register						