



LEKWA LOCAL MUNICIPALITY FINAL IDP



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

5 Year Integrated Development Plan 2022/23 – 2026/27

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FOREWORD 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!

ACTING MUNICIPAL MANAGER OVERVIEW.



Mr. LD Tsotetsi

Development is about people.

The United Nations Development Programme (UNDP) describes human development as a process of enlarging people's choices.

“In principle, these choices can be infinite and change over time. But at all levels of development, the three essential ones are for people to lead a long and healthy life, to acquire knowledge and to have access to resources needed for a decent standard of living. If these essential choices are not available, any other opportunities remain inaccessible” (*1999 Human Development Report “Globalization with a Human Face*).

The municipality is faced with a myriad of challenges, inter alia: sustainable development, environmental degradation, global climate change, emerging economic and social structure, etc. This IDP Document provides guidance on how the LLM's integrated assessment and planning for sustainable development will be taken forward. It describes key performance areas, indicators, strategies and objectives that will need to be addressed during the period under review.

As a strategic plan, the IDP Document suggests an approach that starts out from a self-assessment of the current reality and planning process which can be used to identify strengths and weaknesses, and then sets priorities on what our communities need. In using the self-assessment approach, we brought together key stakeholder groups and thus built commitment and common understanding at an early stage of the planning process. This document describes ways and means that will be applied in our quest for improved quality service delivery.

This is a working document, prepared for implementation of the wishes, aspirations and hopes of our people to fight poverty, unemployment and under-development through—

- diversified job creation through local economic development;
- redistribution of expenditure to deprived areas;
- an expansionary infrastructure programme to address service deficiencies and backlogs;
- social development in many fields, particularly community and health services; and
- creation of an effective and efficient administration.

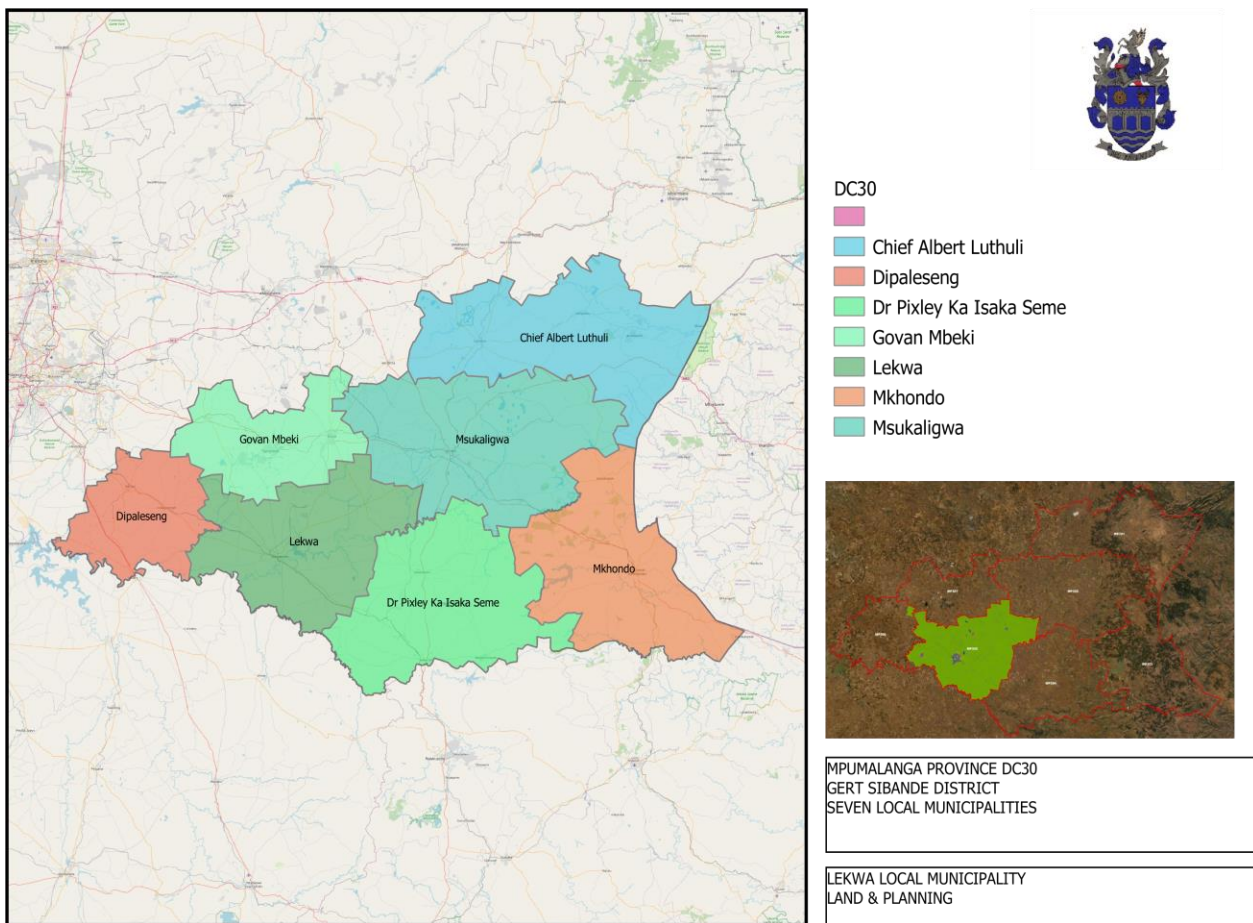
This is a living document, and, as such, it will be further developed based on the lessons learned from its application and the needs of our communities.

1. CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 Introduction And Background

Lekwa Local Municipality is situated within Mpumalanga province, it is one of the 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 December 2000 after amalgamation of three former transitional local councils which are 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, which is characterised by tall grass, and it is trans versed by the Vaal River, which flows 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 located in the south west of the district, immediate entrances to KwaZulu-Natal, Gauteng, and free State provinces. Newcastle, Heidelberg and Vrede are respective immediate entrances of the three provinces. 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 which is 45km north east of Standerton, serves as a satellite node.



Map 1 Lekwa LM Locality MAP

STRUCTURE OF THIS IDP DOCUMENT:

Chapter 1: Provides some background information pertaining to the concept of Integrated Development Planning.

Chapter 2: The legal context thereof, and the IDP processes and methodology followed in the development of the Integrated Development Plan.

Chapter 3: 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 4: Reflects Strategy Development based on the “Vision” and “Mission” and Strategic Focus Areas of the Municipality.

Chapter 5: Integrated human settlements chapter

Chapter 6: 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 7: Reflect on all planned Programmes and Projects for 2022/2023-2026/2027

Chapter 8: A Consolidated Organizational Organogram in line with IDP and Budget

Chapter 9: Municipal budget for 2022/2023-2028/2027

Chapter 10: Disaster Management Plan

2. CHAPTER TWO: POLICY IMPERATIVES AND POLICY CONTEXT ALIGNMENT

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.

A number of 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.

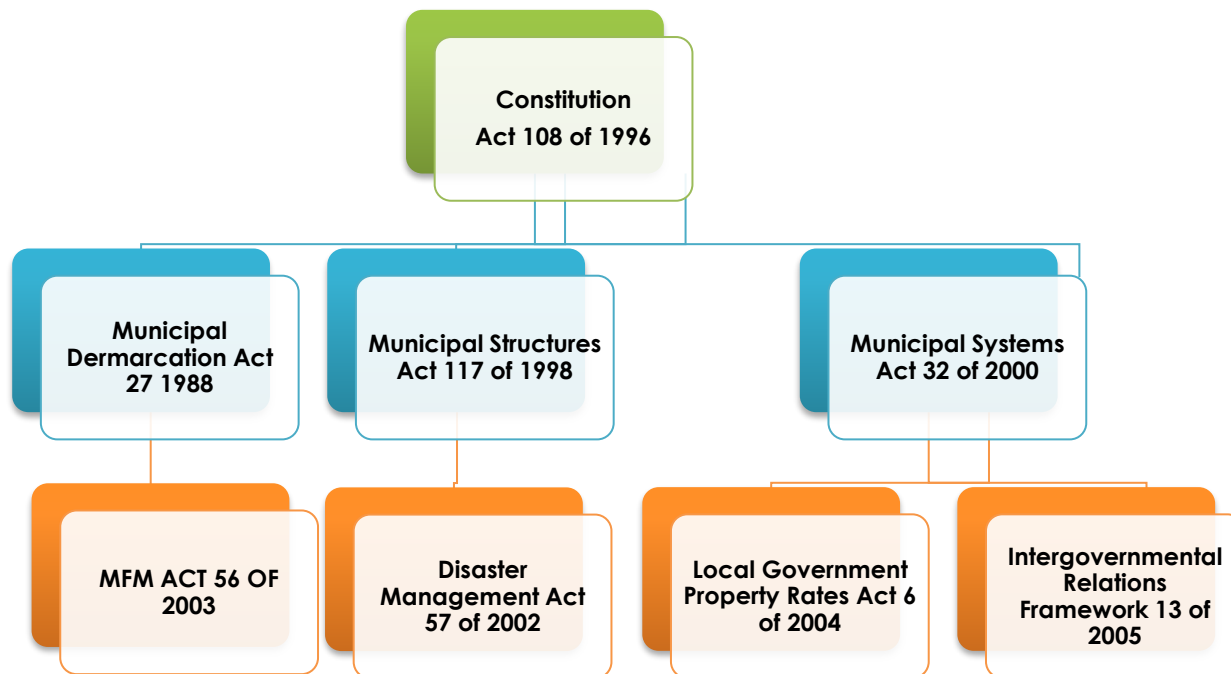


Figure 2 Local government legislations

2.2 IDP Process Plan Implementation

Roles and responsibilities of stakeholders

DISTRIBUTION OF ROLES AND RESPONSIBILITIES WITHIN THE MUNICIPALITY	
Municipal Council	<p>As the ultimate political decision-making body of the municipality, the Municipal Council has to:</p> <ul style="list-style-type: none"> • Consider and adopt a Process Plan. • Consider, adopt and approve the IDP.
Executive Committee or Mayor	<p>As the senior governing body of the municipality, they have to:</p> <ul style="list-style-type: none"> • 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 be in charge of the different roles, activities and responsibilities of the process and drafting.

<p>Ward Councillors</p>	<p>Councillors are the major link between the municipal government and the residents. As such, their role is to:</p> <ul style="list-style-type: none"> • 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.
<p>Municipal Manager and/or IDP Manager</p>	<p>The Municipal Manager or a senior official being charged with the function of an IDP Manager on his/her behalf has to manage and co-ordinate to IDP process. This includes to:</p> <ul style="list-style-type: none"> • 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.
<p>Heads of Departments and Officials</p>	<p>As the persons in charge for implementing IDPs, the technical/sectional officers have to be fully involved in the planning process to:</p> <ul style="list-style-type: none"> • 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 1 Roles and responsibilities of stakeholders

During the IDP process, Provincial and District Council Guidelines were also taken into account

Action/Project	Jul 2021	Aug 2021	Sept 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	March 2022	Apr 2022	May 2022	June 2022
Compilation and approval of Process Plan												
Status Quo & Analysis												

Action/Project	Jul 2021	Aug 2021	Sept 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	March 2022	Apr 2022	May 2022	June 2022
Compilation and Finalization of Ward IDP documents												
Ward Committee public meetings (IDP)												
IDP Representative forum meeting / meetings												
Draft IDP & Budget document Completed												
Public meetings (Draft Budget)												
Draft IDP & Budget approved by Council												
Final Council approval												

Table 2 IDP Process

Methods of participation

The Local Municipality conforms with the following mechanisms for participation:

- **IDP Representative Forum** - This forum will represent all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organisations into the RF and ensure their continued participation throughout the process.
- **Ward Based Consultative Sessions**- During the analysis phase specific ward consultative meetings will be held so as to have a well informant status quo analysis. This will increase the bases for the crafting of strategies and interventions.
- **Consultative Sessions (feedback)** - There would be a community feedback session after the draft IDP has been compiled through consultative meetings.

Participation mechanism to comply with Covid regulations

- **Media** - Local media will be used to inform the community of the progress of the IDP preparation (Local radio stations, municipal Facebook page, municipal website etc).

- **Information sheets** - Information sheets will be made available and this will be prepared in English and isiZulu and be distributed to the public.

2.3 National, Provincial and District Development Plans

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).

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 has to 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

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 hasn’t made enough progress in reaching these 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:

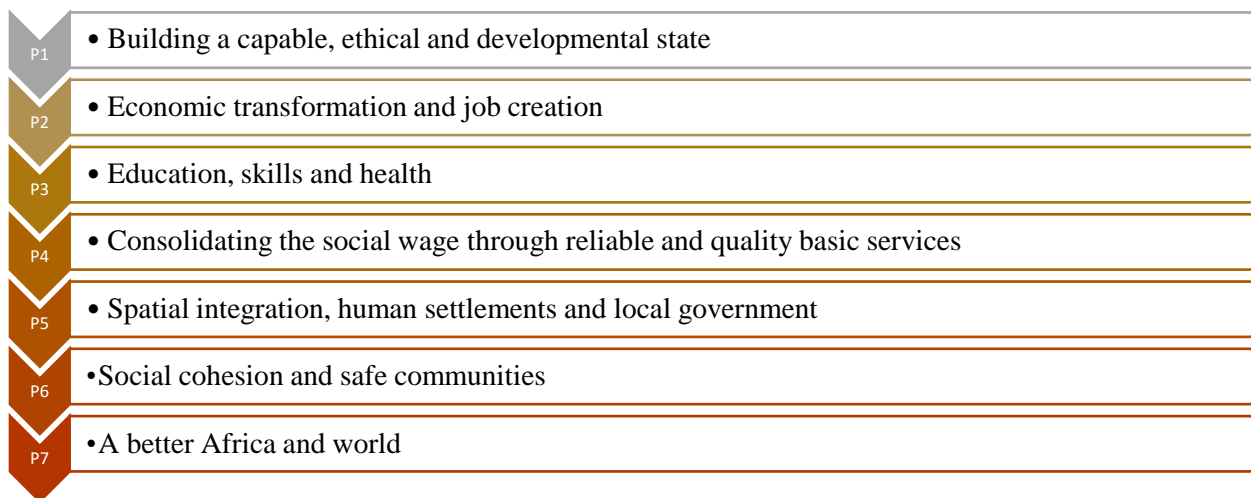


Figure 3 The 7 priorities of MTSF

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

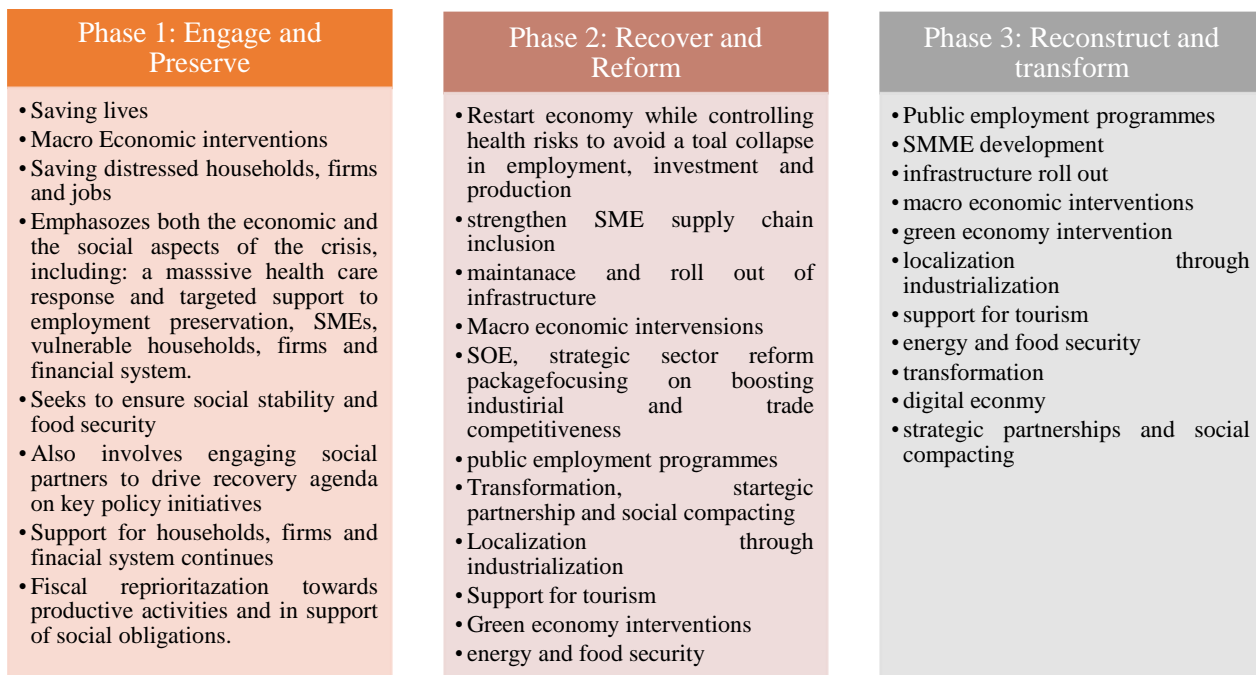


Figure 4 South African ERRP phases

Responding to the negative impact of COVID

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
<ul style="list-style-type: none"> ▪ Planned 'massive' rollout of infrastructure across South Africa. ▪ Rapidly expand energy generation capacity. ▪ Drive for industrial growth; and ▪ Employment stimulus 	<ul style="list-style-type: none"> ▪ Infrastructure investment and delivery ▪ Sufficient, secure and reliable energy supply and Green Economy initiatives ▪ Growth through industrialisation, localisation and export promotion ▪ Employment stimulus ▪ Growth and recovery of tourism ▪ Agriculture and Food Security ▪ Gender and economic inclusion 	<ul style="list-style-type: none"> ▪ Unlock more than R1 trillion in infrastructure investment over the next 4 years. ▪ Sufficient, secure and reliable energy supply within two years. ▪ Reverse the decline of the local manufacturing sector and promote reindustrialization through deeper levels of localisation and export. ▪ Create and support over 800,000 work opportunities in the immediate term 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.

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Figure 5 Responding to Covid 19 ERRP, SERO Report 2021

Mpumalanga 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 will be predominantly project-based.
- Engagements at the moment with the 3 Districts to incorporate the district's economic recovery plans.
- District MERRP Summits in the next 2 weeks. Provincial Summit the end of May 2021.

Prioritised catalytic projects of the MERRP

Provincial government interventions

- Rehabilitation of the Coal Haulage Network
- Improvement of tourism road infrastructure
- Mpumalanga International Fresh Produce Market
- Upgrading of Moloto Road
- Integrated Human Settlements
- Disaster Relief Intervention
- Establishment of the Nkomazi SEZ
- Establishment of the Petrochemical Industrial Technology Park
- Rejuvenation of Ekandustria
- Growing the circular economy
- Green cluster – Just Transition Programme
- Social enterprise Development Programme
- Food nutrition programme
- EPWP
- Siyatentela Roads Maintenance Programme
- National Youth Service
- Paving of township and municipal roads

- Emerging Contractor Development Programme
- Skills development through incubation
- God's Window Skywalk
- Barberton Makhonjwa Mountains World Heritage Site
- Railway Heritage Tourism Project
- Phezukomhond Mimi Crop Production
- Livestock Development Programme
- Zonda Indlala Horticulture Programme
- Inclusive Agro-processing Industry & Market Access Programme
- Release of state land for Agricultural Development Programme

Districtwide high impact projects

- Employment stimulus and inclusion of women and youth

Private sector investment initiatives

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Figure 6 Prioritised catalytic projects of the MERRP, SERO Report 2021

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 Makhonjwa Mountains World Heritage Site, and
- Agriculture and food security – i.e., increase in agricultural production (Zonda Indlala).

Road map of the MERRP

Roadmap of the MERRP



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Figure 7 Roadmap of the MERRP

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 initiatives 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.

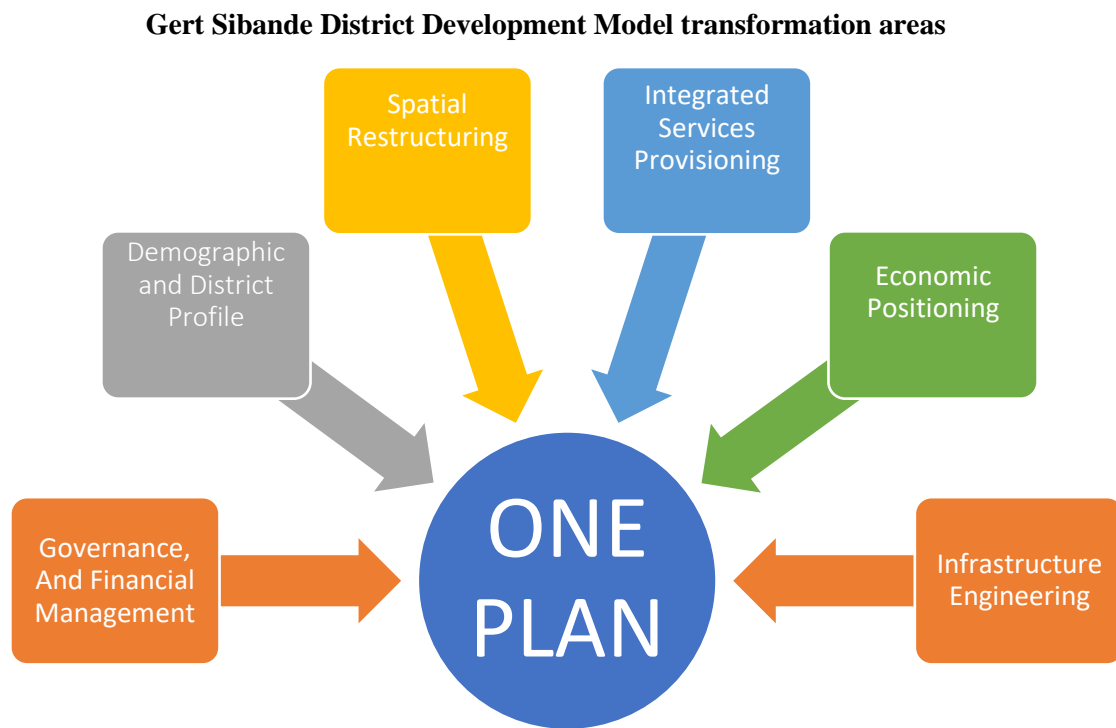


Figure 8 DDM Transformation areas

Governance and financial management

The process by which leadership and management is exercised, in particular, 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 so as 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 has to 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.

2.4 Alignment Of National, Provincial and Local Development Paradigms

NATIONAL CONTEXT		PROVINCIAL CONTEXT	LOCAL CONTEXT			
Medium Term Strategic Framework 2019-2024	National Economic Reconstruction and Recovery Plan	Mpumalanga Economic Reconstruction and recovery plan	DDM One Plan	Lekwa Economic Reconstruction and recovery plan	Ruling Party Manifesto	Municipal Priority areas
P1: Building a capable, ethical and developmental state	Employment orientated strategic localization, reindustrialization and export promotion.	Growth through industrialization, localisation and exert promotion. Agriculture and food security	Integrated services provision	Governance on economic development (creating an enabling environment for ease of doing business in Lekwa LM)	Land and agriculture Provision of land to promote agriculture Train and educate the community about responsible farming	Clean audit outcome (100%) Improve financial viability through the implementation of the financial recovery plan and financial long-term plan
P2: Economic transformation and Job creation	Mass public employment interventions.	Employment stimulus Growth and recovery of tourism	Economic positioning	Attracting investments for job creation and economic growth Retail sector Automobile sector Construction sector Transport and logistics Township/ informal economy Property market Agriculture development Tourism	Creation of job opportunities Enforce recruitment and employment of local people Promote skills development Promote small business Capacitation of municipality by skilling more people Scrap the selling of proof of residents Revive industries	Economic growth

NATIONAL CONTEXT		PROVINCIAL CONTEXT	LOCAL CONTEXT			
P3; Education, skills and health	Gender equality and economic inclusion of women and youth		Demographic and district profile	Information technology Education	Youth development Provide material and financial assistance for young people in business Provide vocational training centers for young people Make bursaries available, transparent and accessible for deserving students	
P4: Consolidating the social wage through reliable and quality basic services	Aggressive infrastructure investment	Planned massive rollout of infrastructure	Infrastructure engineering	Mining (social Labour plans)	Water and sanitation Provide clean and reliable water (enough reservoirs, install other power sources at pump stations, regular maintenance of reservoirs and pump stations, eradicate all sewage spillages and outflows, Continuous maintenance of the infrastructure, Purchase and provide necessary machinery to deal with overflows sewer and to supplement non-functioning pump station.	Improve water and sanitation Provide reliable electricity supply Provision of efficient and effective solid waste management services Provision of safe and dependable roads
P5: Spatial integration, human settlements and local government	Energy security	Sufficient, secure and reliable energy supply and green economy initiatives.	Spatial restructuring	Standerton corridor development Nodal development Green economy Renewable energy	Housing Build mixed housing scheme for the people of Lekwa. Make stands available and free for first time owners.	Integrated human settlements

NATIONAL CONTEXT		PROVINCIAL CONTEXT	LOCAL CONTEXT			
					<p>Upgrade and convert informal settlements into formal units to be provided with services like water and electricity.</p> <p>Provide flats and houses for backroom dwellers.</p> <p>Root out and eradicate corruption in the allocation of the stands or flats and RDP houses (Amnesty, investigate, open criminal cases.)</p>	
P6: Social cohesion and safe communities	Gender equality and economic inclusion of women and youth	Gender and economic inclusion	Governance and financial management	Stakeholder engagement	<p>Community development</p> <p>Assist and promote community-based organizations with space and other resources.</p> <p>Develop community-based centers where people reside to access services like health, pension, business assistance and other guidance</p> <p>Provide free access to internet</p>	Community participation customer care

Table 3 Policy Alignment

3. CHAPTER THREE: SITUATIONAL ANALYSIS

3.1 Socio Economic Analysis

Summary of Lekwa LM demographics

According to Stats SA (2016 Community Survey - CS), Lekwa's population increased from 115 662 in 2011 to 123 419 people in 2016 – 6th smallest population in the province and 10.9% of Gert Sibande population in 2016. In 2016, the youth population (15-34 years) formed 37.8% of the total population. In 2016, the share of the female population was 49.9% and that of males 50.1%. Between 2011 and 2016, the population grew by 7 757, a population growth rate of 1.5% per annum (p.a.), which was faster than the economic contraction of 0.6% p.a. over the same period. The population number for 2021 is estimated at 136 763 or 10.8% of Gert Sibande's population. CSIR Green Book population projection for 2030 is more or less 136 000 or 10.4% of Gert Sibande's population - will continue to put pressure on infrastructure, service delivery and economic/employment opportunities. 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. CSIR Green Book projection of 48 900 households in 2030.



Population figures per municipal area

Local Municipal Area	Population		Average annual population growth 2011-2016	Estimated number 2021	Projected number by 2030 CSIR Green Book
	2011 Census	2016 CS			
Steve Tshwete	229 831	278 749	4.4%	323 544	434 967
Govan Mbeki	294 538	340 091	3.3%	377 446	437 067
Emalahleni	395 466	455 228	3.2%	553 562	648 163
Victor Khanye	75 452	84 151	2.5%	95 698	109 556
Msukaligwa	149 377	164 608	2.2%	186 494	196 342
Mkhondo	171 982	189 036	2.1%	241 510	236 304
Thembisile Hani	310 458	333 331	1.6%	378 481	394 697
Lekwa	115 662	123 419	1.5%	136 763	135 959
Dipaleseng	42 390	45 232	1.5%	42 530	47 083
City of Mbombela	655 950	693 369	1.3%	771 797	814 098
Nkomazi	393 030	410 907	1.0%	470 830	470 381
Thaba Chweu	98 387	101 895	0.8%	120 438	118 249
Dr Pixley Ka Isaka Seme	83 235	85 395	0.6%	94 360	86 053
Emakhazeni	47 216	48 149	0.4%	56 965	52 178
Bushbuckridge	541 248	548 760	0.3%	476 788	529 300
Chief Albert Luthuli	186 010	187 630	0.2%	184 682	173 189
Dr JS Moroka	249 705	246 016	-0.3%	231 695	227 585
Mpumalanga	4 039 939	4 335 964	1.6%	4 743 584	5 111 171

Table 4 Lekwa LM population figures, SERO Report 2021

Lekwa population data and projections

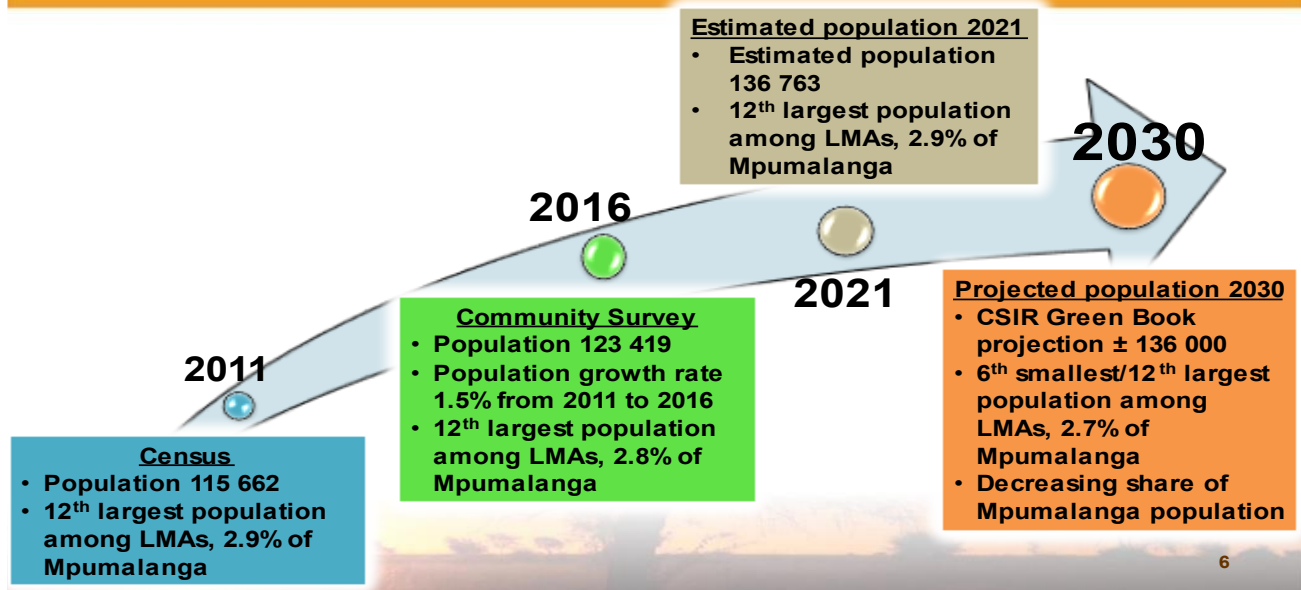


Figure 9 Lekwa population data and projections, SERO Report 2021

Population growth pressure per municipal area

Local Municipal Area	CSIR Green Book Settlements with extreme & high growth pressure up to 2050
Chief Albert Luthuli	All settlements decrease except Dibaba & Vygeboomdam (no change)
Msukaligwa	Ermelo, Lothair & Breyten
Mkhondo	eMkhondq Iswepe, Amsterdam, Saul Mkizeville & Dirkiestorp
Dr Pixley Ka Isaka Seme	All settlements to decrease except Wakkerstroom & Perdekop
Lekwa	Only medium pressure in Standerton & Morgenzon
Dipaleseng	Only medium pressure in Balfour & Greylingstad
Govan Mbeki	Embalenhle Secunda, Emzinoni, Evander, Bethal, Lebohang & Kinross
Victor Khanye	Delmas & Botleng
Emalahleni	eMalahleni, KwaGuqa, Paxton 1, Clewer, Jackaroo Park, Klarinet, Ga-Nala, Reedstream
Steve Tshwete	Middelburg, Piet Tlou, Hendrina, Rietkuil, Pullenshope
Emakhazeni	No change in all settlements
Thembisile Hani	Only medium pressure in all settlements except eNgwemgamen (no change)
Dr JS Moroka	All settlements decrease
Thaba Chweu	Mashishing
Bushbuckridge	All settlements decrease
Nkomazi	Only medium pressure in all settlements except Kaapmuiden, M'hati and Lebombo
City of Mbombela	Mbombela & Daantjie

Figure 10 Population pressure per municipal area, SERO Report 2021

Households per municipal area

According to 2011 Census, households in Lekwa LM were 31 071, in 2016 when community survey was conducted the number of households had increased to 37 334. The average annual household's growth between the years 2011-2016 was recorded at 3,7%. It is projected that in 2030 the number of households will be 48 904 in Lekwa LM.



Households per municipal area

Local Municipal Area	Households		Average annual household growth 2011-2016	Estimated number 2021	Projected 2030 number CSIR Green book
	2011 Census	2016 CS			
Steve Tshwete	64 971	86 713	5.9%	108 785	156 456
Govan Mbeki	83 874	108 894	5.4%	131 231	178 891
Emalahleni	119 874	150 420	4.6%	194 507	233 142
Msukaligwa	40 932	51 089	4.5%	60 238	70 623
Mkhondo	37 433	45 595	4.0%	68 214	73 037
Lekwa	31 071	37 334	3.7%	44 629	48 904
Victor Khanye	20 548	24 270	3.4%	29 614	36 426
Dipaleseng	12 637	14 877	3.3%	14 440	16 936
Dr Pixley Ka Isaka Seme	19 838	22 546	2.6%	25 177	28 611
City of Mbombela	181 336	205 496	2.5%	249 120	271 366
Chief Albert Luthuli	47 705	53 480	2.3%	55 182	50 202
Thaba Chweu	33 352	37 022	2.1%	44 932	43 157
Thembisile Hani	75 634	82 740	1.8%	95 499	101 204
Nkomazi	96 202	103 965	1.6%	130 721	123 784
Emakhazeni	13 722	14 633	1.3%	17 993	18 768
Bushbuckridge	134 197	137 419	0.5%	130 168	132 325
Dr JS Moroka	62 162	62 367	0.1%	61 382	58 355
Mpumalanga	1 075 488	1 238 861	3.2%	1 461 831	1 642 187

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Table 5 Households per municipal area, SERO Report, 2021

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.
- Important information for decision making purposes on especially municipal level and for especially IDP & LED as well as DDM purposes.

Household services performance of Lekwa

- According to the Community Survey (CS) 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/deteriorated 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.
- IHS Markit Rexy data up to 2019 correlating with the above data of the CS, but in some cases even slightly better. Refuse removal not looking good.
- 4th highest/best in the province with household services index (2019) and improving trend between 2016 and 2019. Questions however, around the quality of some of the services. Road infrastructure for example in a bad shape.
- Lekwa ranks 9th in Mpumalanga (1 is the best) in the *Out of Order* municipal rankings by News24 and only 48/100 where 100 is the best. Lekwa is also 1 of 4 Municipalities in Mpumalanga on National COGTA’s list (2018) of dysfunctional Municipalities.



Household services performance of Lekwa

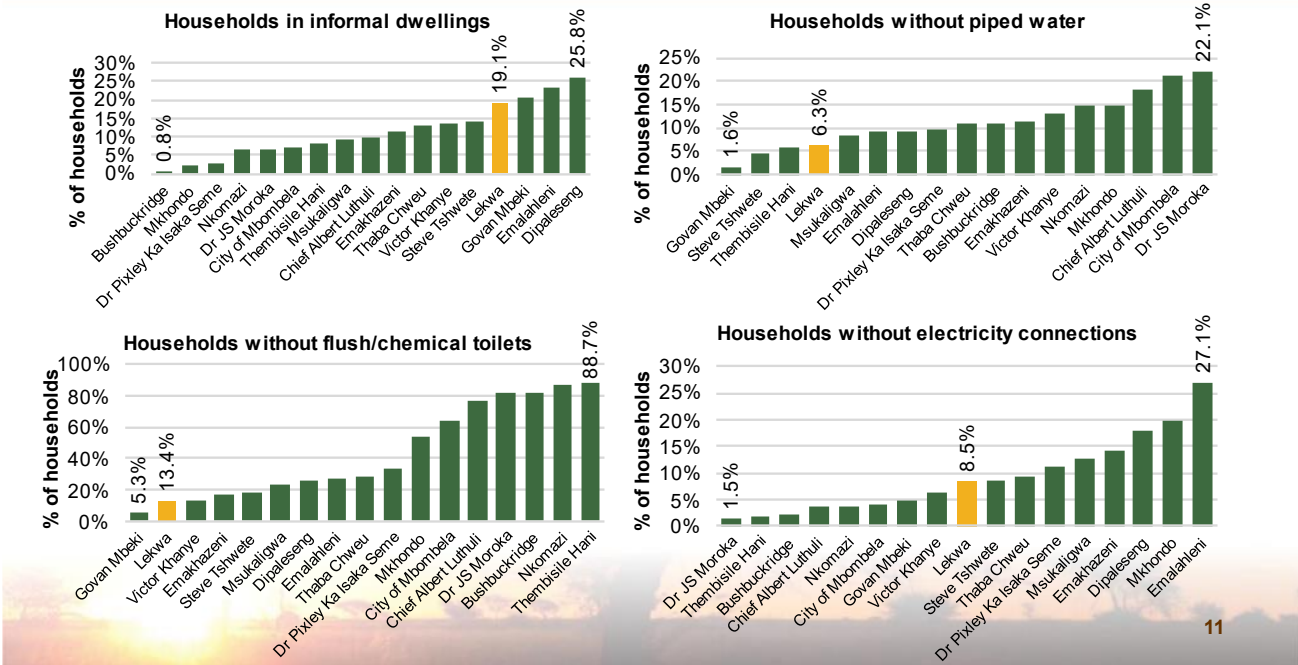


Table 6 Household’s services performance of Lekwa, SERO Report 2021

Informal dwelling number and share

The number of households in informal dwelling was 7 414 in 2011, the number decreased to 7 129 in 2016.



Informal dwelling number and share

Local Municipal Area	Number of households in informal dwellings		Share of total households	
	2011	2016	2011	2016
Chief Albert Luthuli	2 857	5 206	6.0%	9.7%
Msukaligwa	5 715	4 819	14.0%	9.4%
Mkhondo	1 150	1 086	3.1%	2.4%
Dr Pixley Ka Isaka Seme	1 448	578	7.3%	2.6%
Lekwa	7 414	7 129	23.9%	19.1%
Dipaleseng	3 985	3 832	31.5%	25.8%
Gov an Mbeki	23 365	22 212	27.9%	20.4%
Victor Khanye	3 158	3 290	15.4%	13.6%
Emalahleni	23 138	34 845	19.3%	23.2%
Steve Tshwete	9 190	12 480	14.1%	14.4%
Emakhazeni	1 537	1 694	11.2%	11.6%
Thembisile Hani	7 678	6 915	10.2%	8.4%
Dr JS Moroka	4 813	4 093	7.7%	6.6%
Thaba Chweu	6 790	4 791	20.4%	12.9%
City of Mbombela	10 173	14 826	5.6%	7.0%
Nkomazi	2 797	6 684	2.9%	6.4%
Bushbuckridge	1 597	1 099	1.2%	0.8%

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Table 7 Informal dwelling number and share, SERO Report 2021

Piped water backlog number and share

The number of households without access to water in Lekwa LM was 731 in 2011, in 2016 community survey was conducted and it was found that the number of households without access to water had increased to 2 347. It is important to note that the questions on piped water for 2011 was not phrased in the same as in Community Survey 2016, the results are therefore not completely comparable.

Piped water backlog number and share

Local Municipal Area	Number of households without access*		Share of total households	
	2011	2016	2011	2016
Chief Albert Luthuli	8 690	9 824	18.2%	18.4%
Msukaliqwa	3 841	4 243	9.4%	8.3%
Mkhondo	8 039	6 805	21.5%	14.9%
Dr Pixley Ka Isaka Seme	1 410	2 212	7.1%	9.8%
Lekwa	731	2 347	2.4%	6.3%
Dipaleseng	688	1 397	5.4%	9.4%
Gov an Mbeki	885	1 704	1.1%	1.6%
Victor Khanye	882	3 177	4.3%	13.1%
Emalahleni	6 273	13 792	5.2%	9.2%
Steve Tshwete	1 194	4 082	1.8%	4.7%
Emakhazeni	642	1 686	4.7%	11.5%
Thembisile Hani	3 459	4 768	4.6%	5.8%
Dr JS Moroka	13 750	13 769	22.1%	22.1%
Thaba Chweu	1 730	4 082	5.2%	11.0%
City of Mbombela	36 819	43 573	20.3%	21.2%
Nkomazi	18 042	15 290	18.8%	14.7%
Bushbuckridge	28 124	15 217	21.0%	11.1%

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Table 8 Piped water backlog number and share, SERO Report 2021

Number and share of toilet backlog in Lekwa

Number and share in toilet backlogs

Local Municipal Area	Number of households without toilets		Share of total households	
	2011	2016	2011	2016
Chief Albert Luthuli	2 476	1 801	5.2%	3.4%
Msukaliqwa	1 987	1 295	4.9%	2.5%
Mkhondo	4 823	1 965	12.9%	4.3%
Dr Pixley Ka Isaka Seme	907	958	4.6%	4.2%
Lekwa	1 280	1 114	4.1%	3.0%
Dipaleseng	766	901	6.1%	6.1%
Gov an Mbeki	1 519	726	1.8%	0.7%
Victor Khanye	465	318	2.3%	1.3%
Emalahleni	2 987	2 186	2.5%	1.5%
Steve Tshwete	1 381	1 042	2.1%	1.2%
Emakhazeni	894	756	6.5%	5.2%
Thembisile Hani	1 963	2 117	2.6%	2.6%
Dr JS Moroka	1 215	768	2.0%	1.2%
Thaba Chweu	980	326	2.9%	0.9%
City of Mbombela	12 468	8 261	6.9%	4.0%
Nkomazi	14 873	6 461	15.5%	6.2%
Bushbuckridge	16 966	7 178	12.6%	5.2%

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Table 9 Number and share in toilets backlogs, SERO Report 2021

Number and share of flush/chemical toilets backlog

Number and share – flush/chemical toilets backlog

Local Municipal area	Number of households without flush/chemical toilets		Share of total households	
	2011	2016	2011	2016
Chief Albert Luthuli	36 959	40 921	77.5%	76.5%
Msukaligwa	10 788	12 194	26.4%	23.9%
Mkhondo	20 812	24 283	55.6%	53.3%
Dr Pixley Ka Isaka Seme	6 789	7 443	34.2%	33.0%
Lekwa	4 171	5 016	13.4%	13.4%
Dipaleseng	2 846	3 881	22.5%	26.1%
Gov an Mbeki	7 604	5 808	9.1%	5.3%
Victor Khanye	3 742	3 373	18.2%	13.9%
Emalahleni	34 160	41 552	28.5%	27.6%
Steve Tshwete	9 780	15 713	15.1%	18.1%
Emakhazeni	2 941	2 573	21.4%	17.6%
Thembisile Hani	68 022	73 411	89.9%	88.7%
Dr JS Moroka	52 450	50 738	84.4%	81.4%
Thaba Chweu	10 408	10 332	31.2%	27.9%
Nkomazi	82 278	90 897	85.5%	87.4%
Bushbuckridge	121 994	112 304	90.9%	81.7%
City of Mbombela	113 955	131 337	62.9 %	63.9%

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Table 10 Number and share of flush/chemical toilets backlog, SERO Report 2021

Electricity number and share

It is important to note that questions on electricity in 2011 were not phrased in the same as in Community Survey 2016, therefore the results are not completely comparable.

No electricity number and share

Local Municipal area	Number of households not connected*		Share of total households	
	2011	2016	2011	2016
Chief Albert Luthuli	5 868	1 902	12.3%	3.6%
Msukaligwa	10 315	6 415	25.2%	12.6%
Mkhondo	12 315	9 018	32.9%	19.8%
Dr Pixley Ka Isaka Seme	2 877	2 561	14.5%	11.4%
Lekwa	3 480	3 190	11.2%	8.5%
Dipaleseng	2 098	2 655	16.6%	17.8%
Gov an Mbeki	7 884	5 487	9.4%	5.0%
Victor Khanye	3 062	1 585	14.9%	6.5%
Emalahleni	31 527	40 721	26.3%	27.1%
Steve Tshwete	5 782	7 458	8.9%	8.6%
Emakhazeni	2 209	2 074	16.1%	14.2%
Thembisile Hani	5 673	1 636	7.5%	2.0%
Dr JS Moroka	1 927	912	3.1%	1.5%
Thaba Chweu	5 103	3 535	15.3%	9.5%
City of Mbombela	18 970	8 026	10.5%	4.0%
Nkomazi	16 356	3 839	16.4%	3.7%
Bushbuckridge	7 783	2 921	5.8%	2.1%

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Table 11 No of electricity and share

Number of households benefiting from indigent support per municipal area

Number households benefitting from indigent support per municipal area, 2019

Area	Indigent households identified	Water	Electricity	Sewerage and sanitation	Solid waste management
Gert Sibande	29 543	29 543	23 949	25 989	29 394
- Chief Albert Luthuli	1 287	1 287	1 287	1 287	1 287
- Msukaligwa	11 255	11 255	8 001	7 850	11 255
- Mkhondo	1 263	1 263	1 263	1 263	1 263
- Dr Pixley Ka Isaka Seme	1 880	1 880	1 880	1 880	1 880
→ - Lekwa	1 456	1 456	1 456	1 456	1 456
- Dipaleseng	149	149		0	0
- Govan Mbeki	12 253	12 253	9 913	12 253	12 253
Nkangala	37 474	33 885	32 950	36 375	35 996
- Victor Khanye	3 584	3 584	2 088	3 584	3 584
- Emalahleni	10 522	10 522	10 522	10 522	10 522
- Steve Tshwete	18 240	14 651	16 618	18 240	17 861
- Emakhazeni	3 005	3 005	2 469	3 005	3 005
- Thembisile Hani	564	564	564	0	0
- Dr JS Moroka	1 559	1 559	689	1 024	1 024
Ehlanzeni	37 054	27 443	28 585	21 057	21 057
- Thaba Chweu	4 680	3 455	4 597	3 455	3 455
- Nkomazi	20 986	12 600	12 600	12 600	12 600
- Bushbuckridge	0	0	0	0	0
- City of Mbombela	11 388	11 388	11 388	5 002	5 002

Source: Stats SA – Non-financial Census 2019 (the 0 is reflecting what was submitted by some of the Municipalities to Stats SA)

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Table 12 Number of households benefiting from indigent support, SERO Report 2021

Capital expenditure by local municipality

Capital Expenditure by Local Municipalities – National Treasury data

Local Municipal Area	2020/21 Adjusted Budget	2020/21 Actual Expenditure	2020/21 Actual Expenditure as % of Adjusted Budget
Chief Albert Luthuli	R353.2 million	R375.9 million	106.4% 😊
Msukaligwa	R183.9 million	R143.8 million	78.2% 😊
Mkhondo	R164.4 million	R134.8 million	82.0% 😊
Dr Pixley Ka Isaka Seme	R68.9 million	R34.9 million	50.7% 😞
→ Lekwa	R70.8 million	R31.8 million	44.9% 😞
Dipaleseng	R79.2 million	R32.5 million	41.0% 😞
Govan Mbeki	R309.3 million	R143.0 million	46.2% 😞
Victor Khanye	R51.8 million	R34.3 million	66.2% 😞
Emalahleni	R191.6 million	R183.4 million	95.7% 😊
Steve Tshwete	R669.2 million	R590.3 million	88.2% 😊
Emakhazeni	R100.9 million	R74.1 million	73.4% 😞
Thembisile Hani	R238.2 million	R218.0 million	91.5% 😊
Dr J.S. Moroka	R189.5 million	R114.0 million	60.1% 😞
Thaba Chweu	R77.2 million	R80.0 million	103.7% 😊
Nkomazi	R356.0 million	R218.7 million	61.4% 😞
Bushbuckridge	R690.3 million	R300.0 million	43.4% 😞
City of Mbombela	R549.5 million	R428.0 million	77.9% 😊

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Table 13 Capital expenditure by municipality

Conditional grant expenditure by local municipality



Conditional Grant Expenditure by Local Municipality – National Treasury

Local Municipal Area	2020/21 conditional grant expenditure by local municipalities			Main reason/s (Over)/Under	
	CG expenditure	CG expenditure as % of transferred			
Chief Albert Luthuli	R367.0million	105.4%	☹️	RBIG	
Msukaligwa	R141.7 million	92.7%	☹️	RBIG	EPWP = Expanded Public Works Programme
Mkhondo	R157.5million	90.3%	☹️	RBIG, WSIG	
Dr Pixley Ka Isaka Seme	R36.2 million	60.3%	☹️	INEP, WSIG	INEP = Integrated National Electrification Programme
➔ Lekwa	R22.4 million	51.9%	☹️	INEP, MIG	
Dipaleseng	R35.1 million	36.3%	☹️	RBIG, MIG	ISDG = Infrastructure Skills Development Grant
Govan Mbeki	R128.4 million	64.3%	☹️	INEP, RBIG, MIG	LGMG = Local Government Financial Management Grant
Victor Khanye	R31.3 million	79.2%	☹️	LGFMG, EPWP, MIG	
Emalaheni	R114.4 million	70.7%	☹️	INEP, MIG	MIG = Municipal Infrastructure Grant
Steve Tshwete	R167.8 million	102.1%	😊	-	
Emakhazeni	R64.4 million	91.8%	☹️	INEP, WSIG, MIG	RBIG = Regional Bulk Infrastructure Grant
Thembisile Hani	R183.0 million	102.4%	😊	-	
Dr J.S. Moroka	R111.4 million	113.4%	☹️	(MIG)	WSIG = Water Services Infrastructure Grant
Thaba Chweu	R76.7 million	103.9%	😊	-	
Nkomazi	R217.5 million	79.3%	☹️	WSIG, MIG	
Bushbuckridge	R219.7 million	45.5%	☹️	INEP, RBIG, WSIG, MIG	
City of Mbombela	R384.0 million	93.2%	☹️	MIG	

Table 14 Conditional expenditure by local municipality, SERO Report 2021

Lekwa educational indicators

Lekwa's grade 12 pass rates deteriorated from 84.7% in 2014 to 75.9% in 2021 - the 3rd highest of the 17 municipal areas in 2019, but only the 8th highest in 2020 and improved to 6th highest in 2021. 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 35.6% in 2019 – 6th highest in the province. Declined, however, to 28.3% in 2020. Further deterioration to only 27.9% in 2021, the 6th lowest/worst in the province. The challenge is to accommodate the educated young people in the area - inadequate economic opportunities. Also, a brain drain. In 2020, the functional literacy rate was the 8th highest in the province and showed an improving trend.

Basic education data & performance per municipal area

Local municipal area	Grade 12 Pass Rate			Trend 2020-2021	Admission to B degree studies 2021
	2014	2020	2021		
Steve Tshwete	85.6%	84.7%	82.2%	🔴	41.4%
Thaba Chweu	81.1%	81.9%	80.9%	🔴	39.0%
Emalahleni	81.9%	78.9%	79.6%	🟢	34.5%
Chief Albert Luthuli	80.1%	71.4%	78.0%	🟢	35.1%
Dipaleseng	81.4%	75.3%	76.6%	🟢	29.9%
Lekwa	84.7%	74.8%	75.9%	🟢	27.9%
City of Mbombela	80.5%	75.0%	75.6%	🟢	34.1%
Nkomazi	86.0%	74.1%	75.5%	🟢	30.3%
Govan Mbeki	76.3%	71.9%	73.7%	🟢	32.1%
Bushbuckridge	76.4%	74.0%	73.7%	🔴	30.9%
Thembisile Hani	77.1%	73.7%	71.6%	🔴	30.8%
Msukaligwa	80.6%	76.4%	71.1%	🔴	32.6%
Dr JS Moroka	73.8%	66.0%	66.4%	🟢	26.2%
Mkhondo	70.9%	63.5%	64.3%	🟢	29.3%
Emakhazeni	85.7%	88.0%	63.9%	🔴	17.9%
Dr Pixley Ka Isaka Seme	68.1%	65.9%	59.9%	🔴	21.4%
Victor Khanye	74.6%	62.9%	52.8%	🔴	19.7%

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Table 15 Basic education in Lekwa, SERO Report 2021

Labour market indicators in Lekwa

The expanded unemployment rate of Lekwa was 25.7% in 2020, which was one of the lower rates in the province, but still relatively high in comparison with the 6% target by 2030. In 2020, the expanded unemployment rate for females was 31.0% and males 20.9%. The youth (15-34 yr.) expanded unemployment rate was 38.8%, 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 2020, Lekwa contributed 4.1% to total employment in the province. Between 2016 & 2020, employment increased by only 1.9% p.a. The average annual employment growth deteriorated compared with the 2011 to 2015 increase of 3.4% p.a. The job losses in 2020, due to the COVID-19 lockdown, was estimated around 4 000. In the 4-year period between 2016 and 2020, Lekwa gained only 3 246 jobs, indicating the devastation COVID-19 brought to the labour market in 2020. In 2020, the largest employing industries in Lekwa were trade (including tourism), community services, finance, manufacturing and agriculture.

Labour market indicators in Lekwa

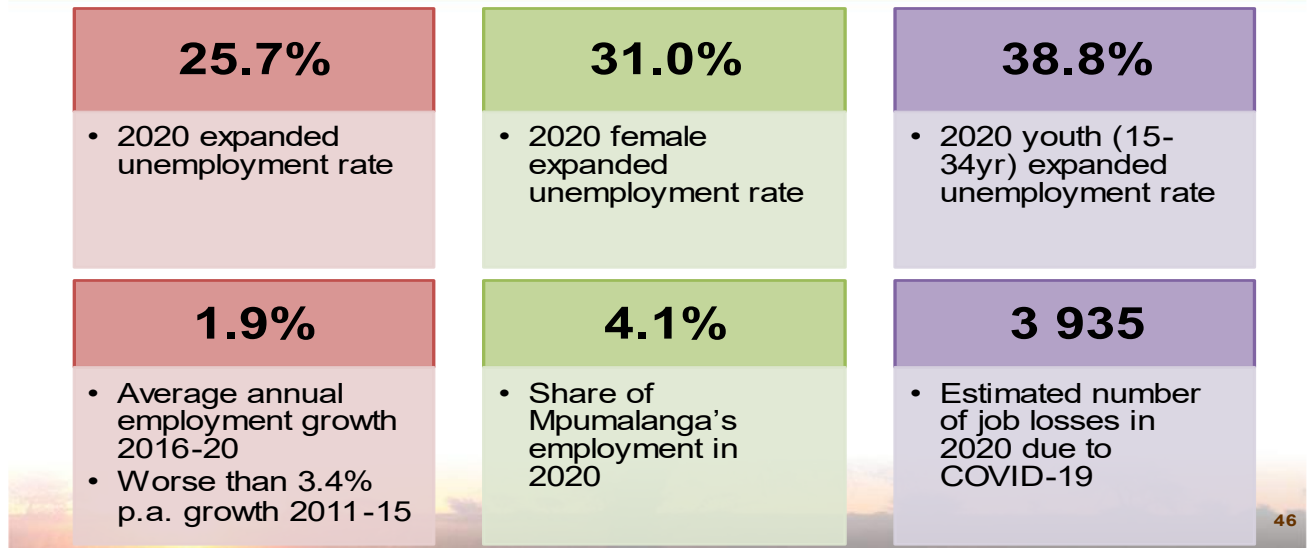


Figure 11 Labour Market Indicators in Lekwa, SERO Report 2021

Employment industry in Lekwa

Employment by industry in Lekwa

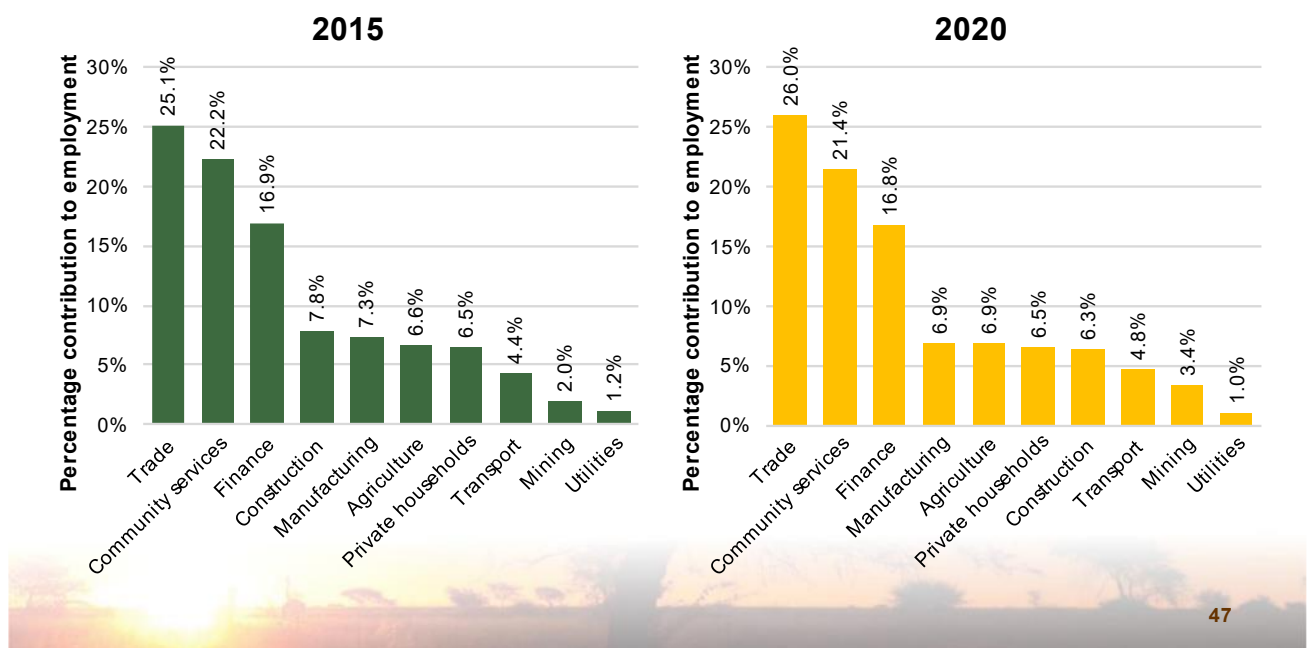


Figure 12 Employment by industry

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 44.4% in 2020.
- In 2020, Lekwa's share of population below the LBPL was the 8th lowest/10th highest among the municipal areas.
- In 2020, the number of people below the lower bound poverty line 54 393 – 6th lowest number in the province.
- In the calculation of the Local Government Equitable Share (LGES), National Treasury estimates that Lekwa has 21 476 poor households.
- In 2020, the poorest 40% of households in Lekwa shared 7.2% 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/best, 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 0.63 in 2020.
- Lekwa ranked 13th (5th worst) in terms of the 17 serious crimes reported and deteriorated between 2014/15 and 2019/20.



Poverty, inequality, HDI and crime indicators in Lekwa

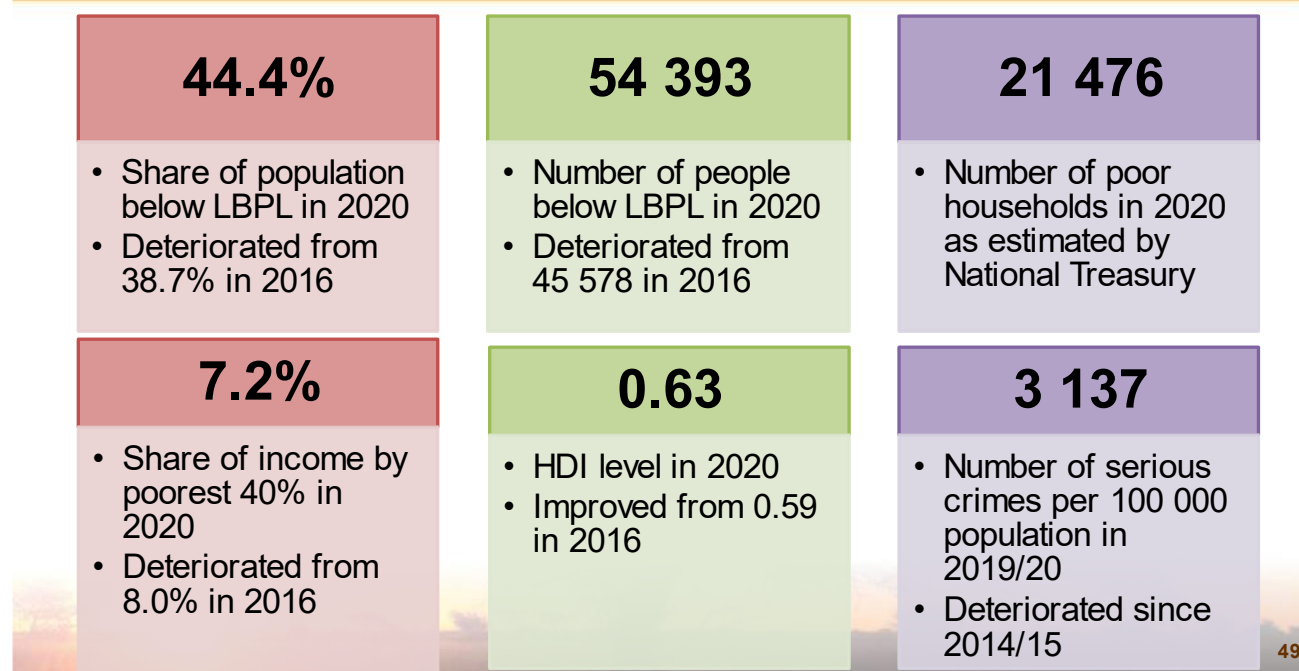


Figure 13 Poverty, inequality, HDI and crime indicators in Lekwa

Economic contribution by local municipal area to Gert Sibande's industries

Economic contribution by local municipal area to Gert Sibande's industries

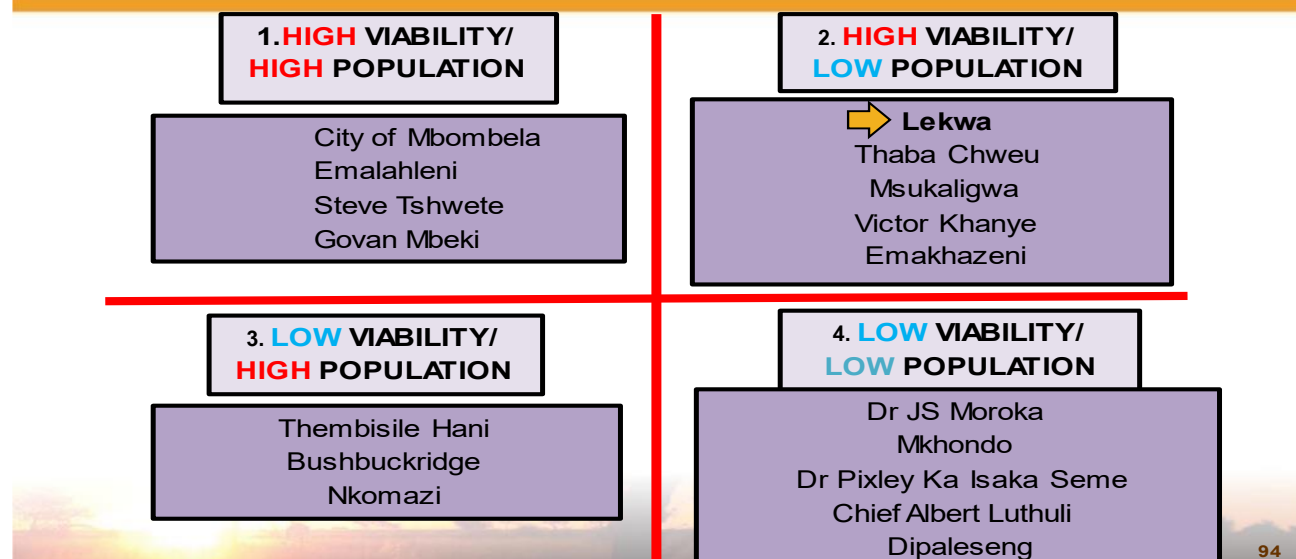
Industry	Chief Albert Luthuli	Msukaligwa	Mkhondo	Dr Pixley Ka Isaka Seme	Lekwa	Dipaleseng	Govan Mbeki	Gert Sibande
Agriculture	12.1%	18.5%	12.3%	11.8%	23.3%	11.4%	10.7%	100.0%
Mining	8.0%	5.6%	3.8%	0.6%	16.1%	0.7%	65.1%	100.0%
Manufacturing	2.1%	5.6%	7.7%	1.6%	9.3%	1.8%	71.9%	100.0%
Utilities	8.1%	19.2%	6.9%	11.8%	28.9%	6.2%	19.0%	100.0%
Construction	9.4%	17.0%	10.1%	15.1%	12.2%	4.6%	31.6%	100.0%
Trade	9.6%	23.3%	14.3%	5.8%	13.6%	5.8%	27.4%	100.0%
Transport	10.9%	31.0%	12.5%	6.1%	12.1%	4.0%	23.4%	100.0%
Finance	8.0%	24.5%	11.0%	5.6%	14.1%	3.1%	33.6%	100.0%
Community services	17.4%	23.0%	11.1%	6.6%	13.3%	4.2%	24.2%	100.0%
Total	9.4%	16.7%	9.4%	5.2%	14.7%	3.7%	41.0%	100.0%

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Table 16 Economic contribution to Gert Sibande industries, SERO Report 2021.

Strategic development areas

Strategic Development Areas



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Figure 14 Strategic Development areas

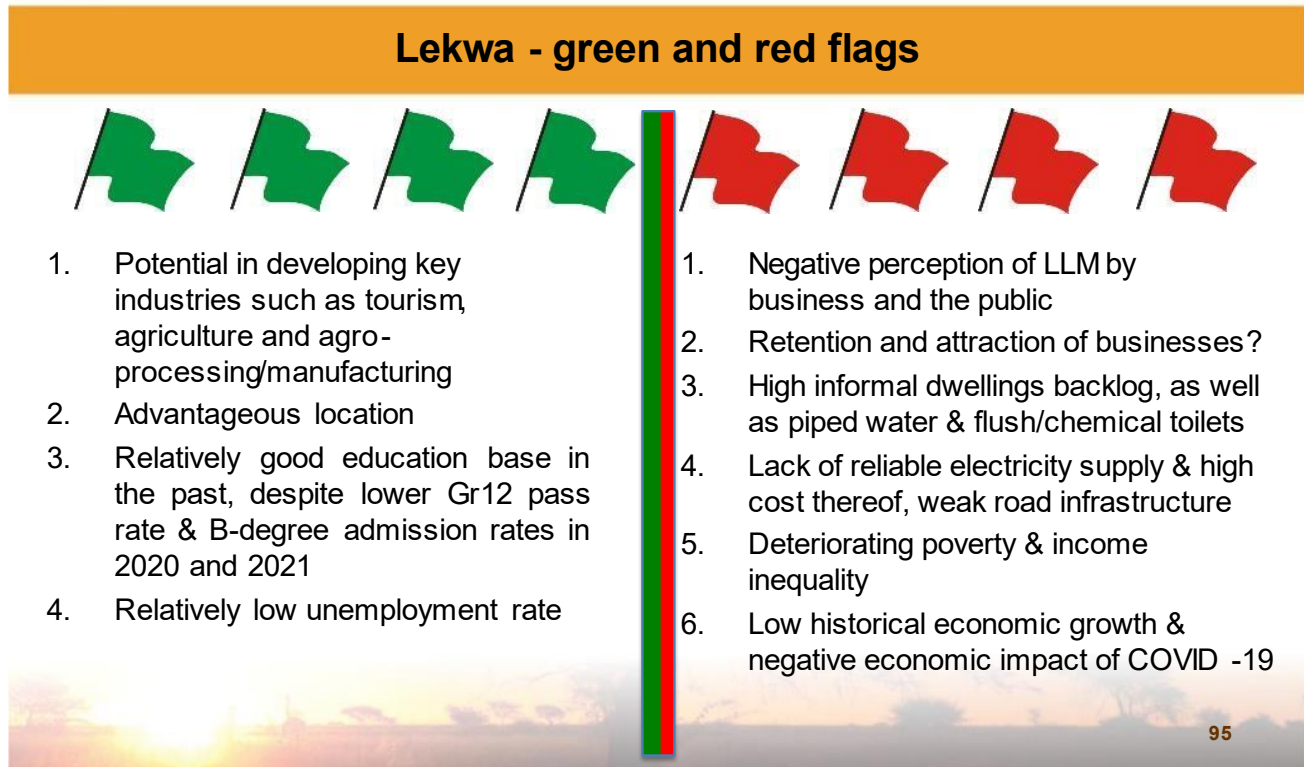


Figure 15 Lekwa Green and Red flags

3.2 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 spatial vision and mission were developed passed on the municipal council’s long-term vision for the development of the municipality. 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 centered 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 (Thuthuka 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 wear name tags at all times;
- 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 multi-storey shopping mall 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.

Projected population and households 5, 10 and 20 years.

Year	Households	Population
2011	29 355	107 660
2016 (base year)	37 334	123 419
2021	40 370	133 221
2026	43 593	143 857
2035	49 844	164 485

The Lekwa LM SDF has included over 20 years population estimates to understand the implications for planning Incremental population and households from base year (2016).

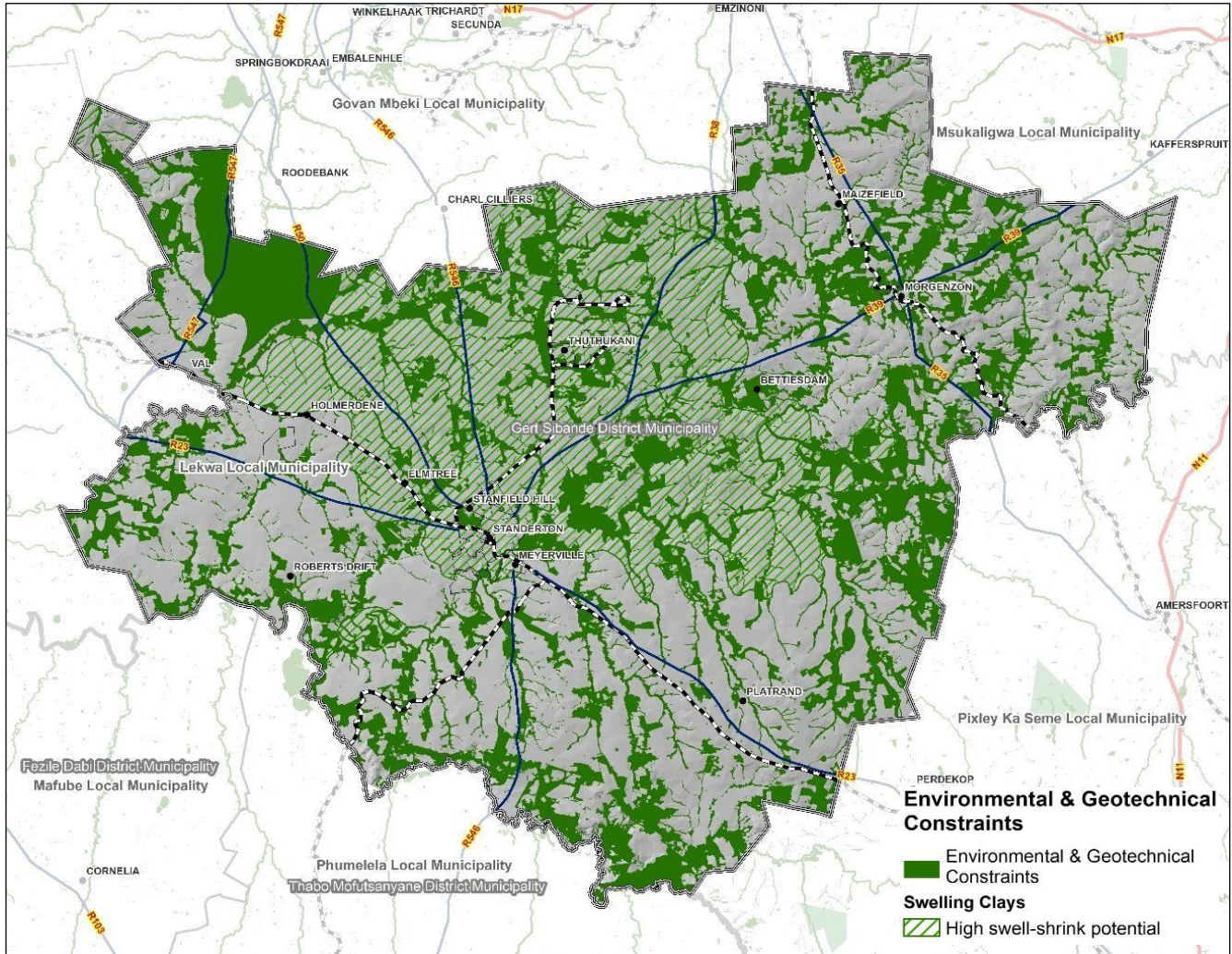
Year	Households	Population
2021	3 036	9 802
2026	6 259	20 438
2035	12 510	41 066

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.

Protection of environmental sensitive



Map 2 Protection of environmental sensitive areas

Source: Lekwa LM SDF, 2016

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.

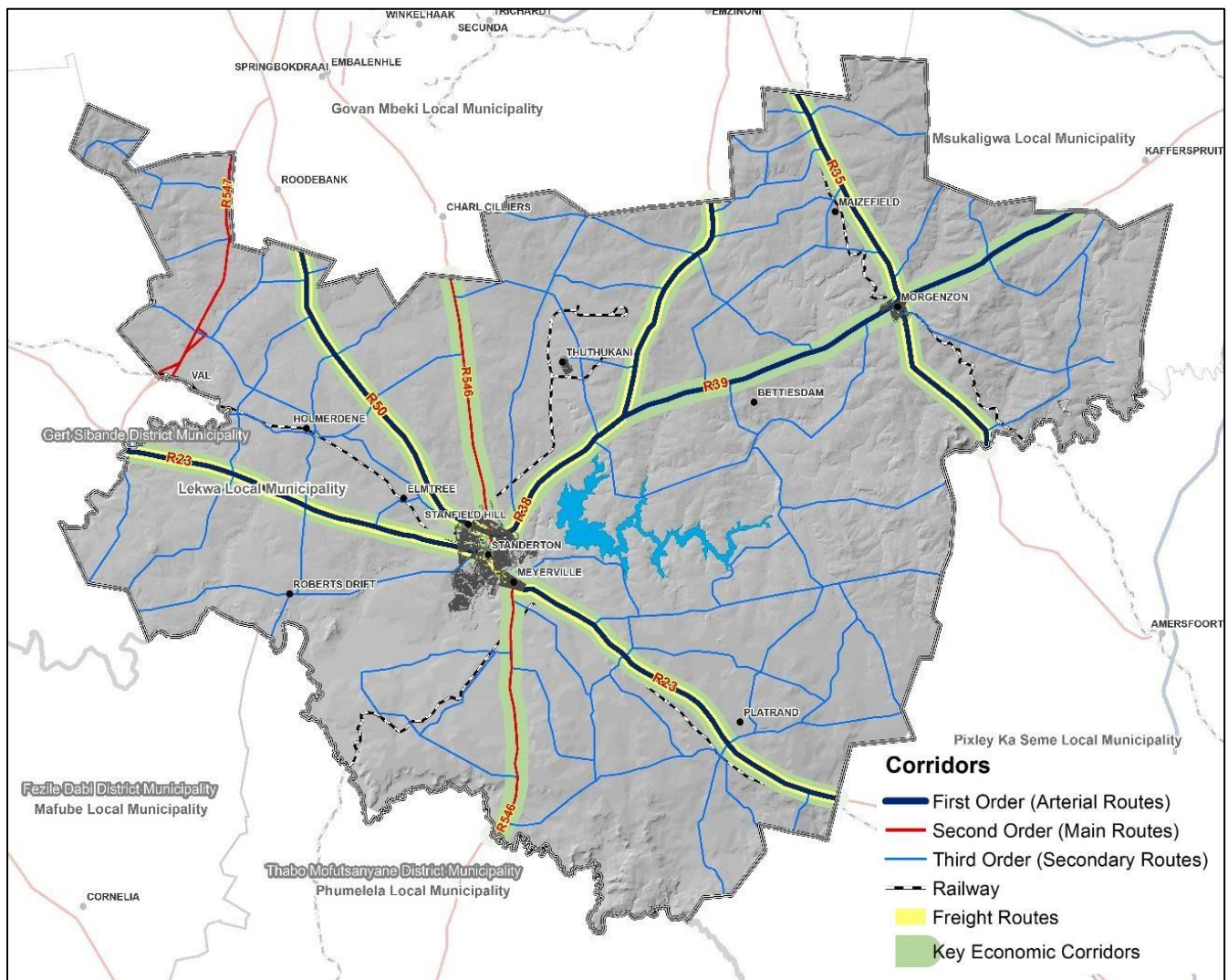
Table 17 First order roads

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	Good: 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 18 Second order roads

SPATIAL REPRESENTATION OF LEKWA LM ORDER ROADS

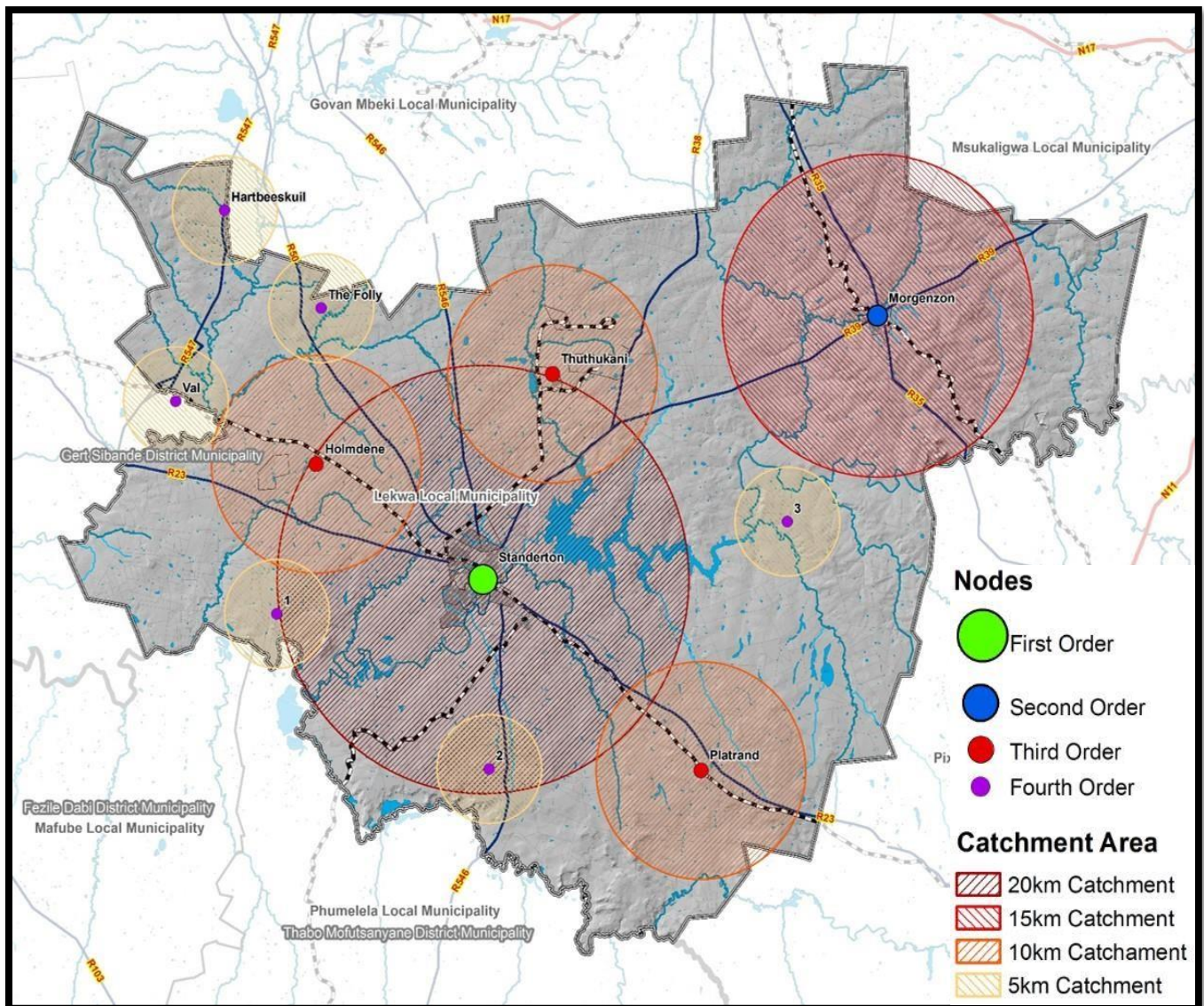


Map 3 Order roads

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 nodes.



Map 4 Hierarchy nodes

Hierarchy 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 its 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 is also 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

Node	Locality	Access	Facilities	Character	Illustration
Hartbeeskuil	North-western municipal boundary. Next to the R547	R547	<ul style="list-style-type: none"> • An existing settlement • Two schools • Some commercial activity 	<ul style="list-style-type: none"> • Existing agricultural practices • High potential agricultural land • Agricultural rural character 	
The Folly	North-western municipal boundary. Next to the R50	R50	<ul style="list-style-type: none"> • Existing settlement • A school 	<ul style="list-style-type: none"> • Existing agricultural practices • High potential agricultural land • Agricultural rural character 	




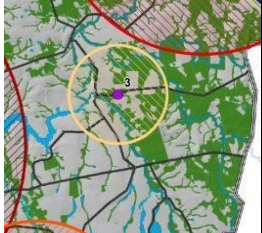
Val	Western municipal boundary. Next to R547 and railway line	R547 and railway line	<ul style="list-style-type: none"> • Existing settlement • A school • Val railway station • Silos • Hotel 	<ul style="list-style-type: none"> • Existing agricultural practices • Agricultural rural character • Some small commercial activity 	
1	South west municipal boundary. West of Standerton	R23 and S48	<ul style="list-style-type: none"> □ School 	<ul style="list-style-type: none"> • Agricultural practices • Environmentally sensitive areas • Vastly rural character 	
2	Southern municipal boundary. South of Standerton	R546	<ul style="list-style-type: none"> □ Two schools 	<ul style="list-style-type: none"> • Agricultural practices • Environmentally sensitive areas • Vastly rural character 	
3	Eastern area of the municipality. East of Grootdraai Dam.	Third order road. (Road name unavailable)	<ul style="list-style-type: none"> □ Three Schools 	<ul style="list-style-type: none"> • Agricultural practices • Environmentally sensitive areas • Vastly rural character • Next to Grootdraai Dam and the Vaal River 	

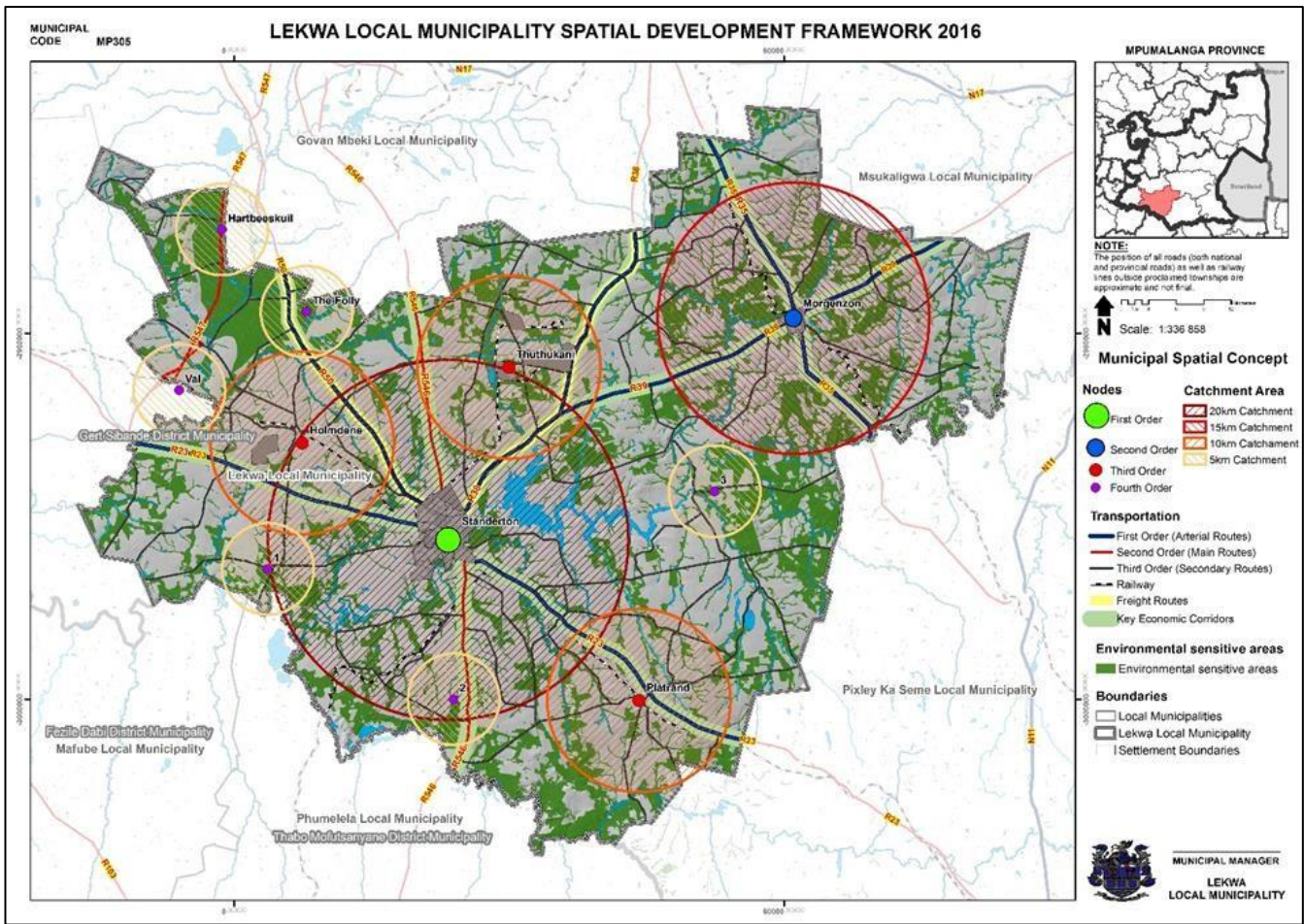
Table 19 Description of fourth order nodes

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

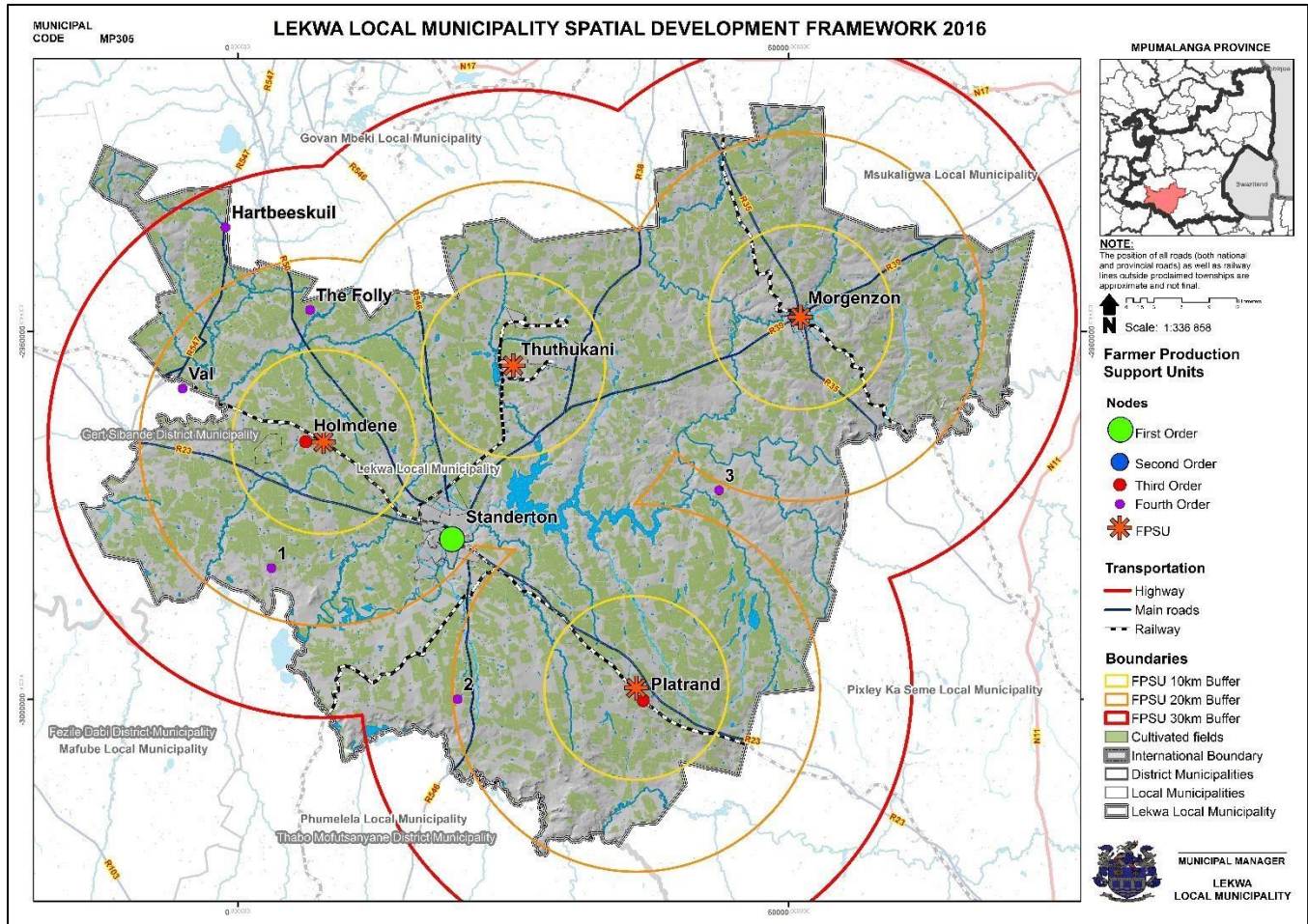


Map 5 Municipal spatial concept

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 few mines 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 6 Proposed farmer production support units

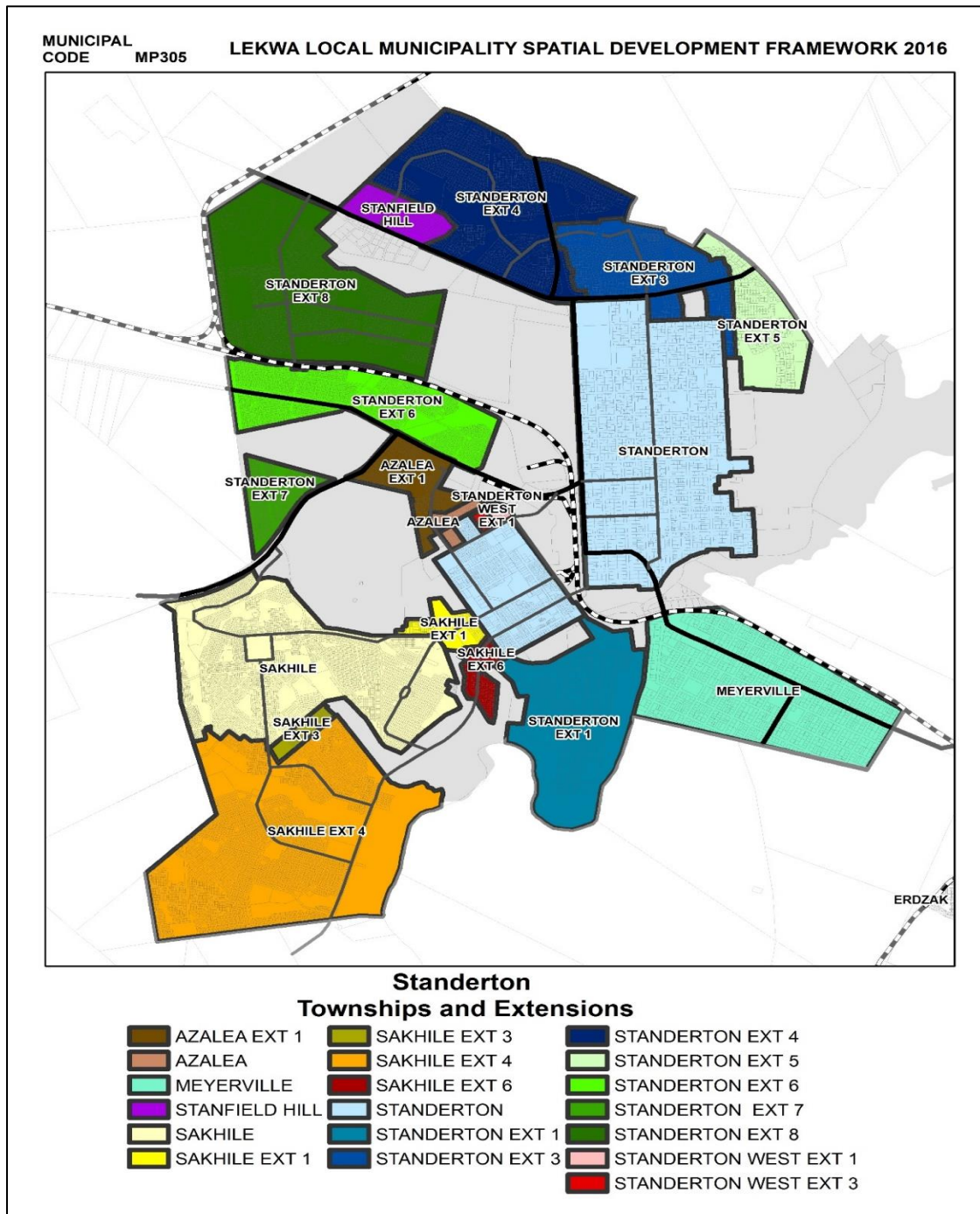
The municipal area is diverse with wide variety of socio-demographic profile demonstrated by the spatial and physical form/pattern that reflects in all aspects of local development. The Lekwa Municipal Area comprises of the following:

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 along R23.










Map 7 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 4 and Morgenzon Ext 1 (industrial).



Morgenzon Townships and Extensions

 MORGENZON	 SIVUKILE EXT 2
 MORGENZON EXT 1	 SIVUKILE EXT 3
 SIVUKILE	 SIVUKILE EXT 4
 SIVUKILE EXT 1	

Map 8 Morgenzon townships and extensions, Lekwa 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.



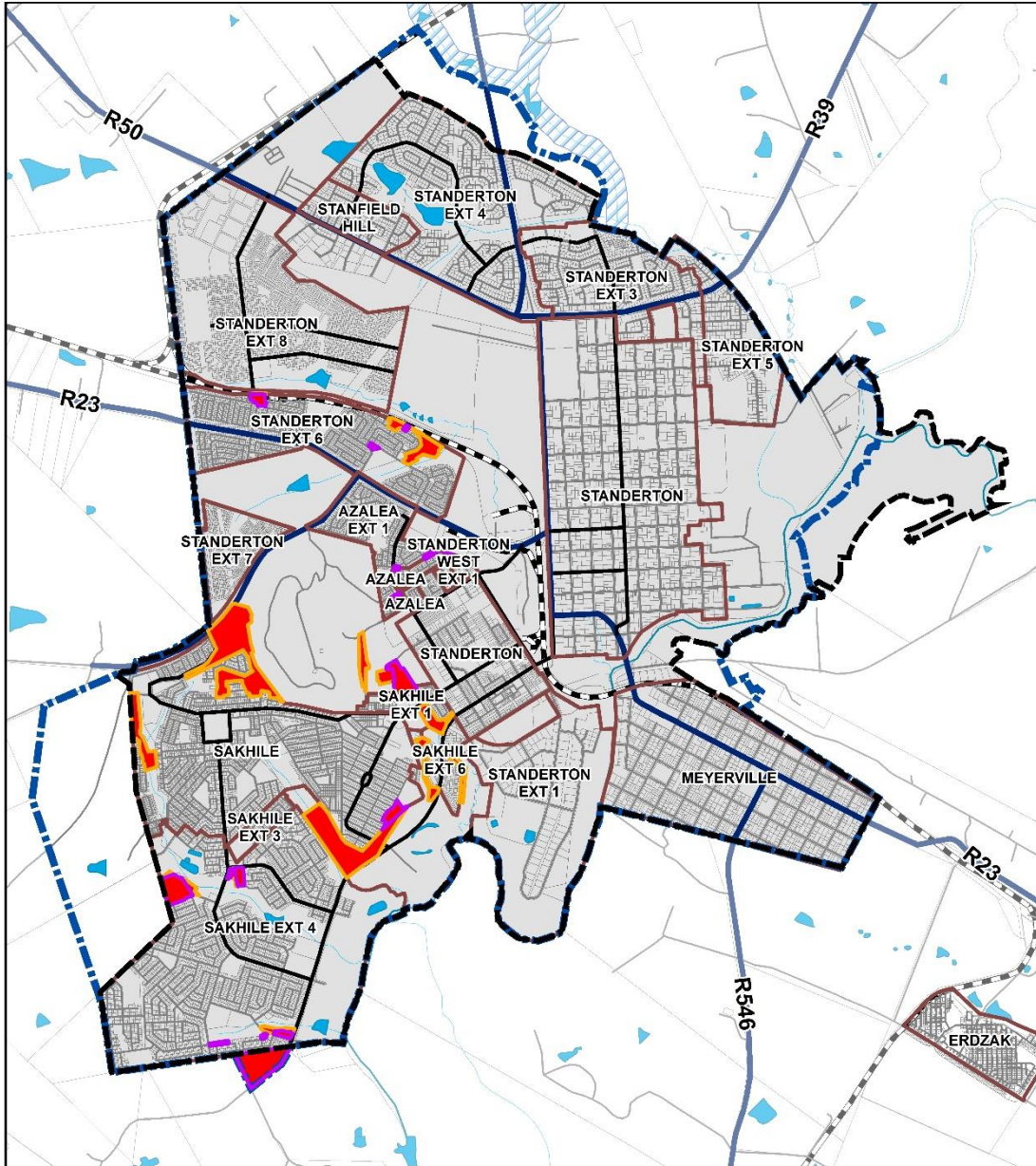
**Thuthukani
Townships and Extensions**

- THUTHUKANI
- THUTHUKANI EXT 1
- ESKOM HOSTELS

Map 9 Thuthukani townships and extensions, Lekwa SDF, 2016

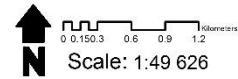
Informal settlements in Lekwa

There are twelve (12) Informal Settlements in the Lekwa Local Municipality namely Mandela, Tambo, Sisulu, Wela Mlambo, Shivovo, Taxi Rank Camp (Standerton Ext. 6), Slovo, 3273/R & 3324/R Camp (Sakhile), 3995 Camp (Standerton Ext. 6), X-Camp (Sakhile Ext. 2), Mahala Park and TLC Camp. All twelve informal Settlements are currently in the process of being formalised through the National Upgrading Support Programme (NUSP).



Informal Settlements within Standerton

- Standerton**
- Main Entrance Roads
- Internal Link Roads
- Existing Urban Edge
- Proposed Urban Edge
- Informal Settlements
- In-Situ Upgrade
- Relocate



Map 10 Informal settlements in Lekwa LM

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, encroachment of commercial facilities into residential areas, and upgrade of the sports precinct and the civic precinct 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 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 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

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.

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.

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.

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.

Priority Development Areas

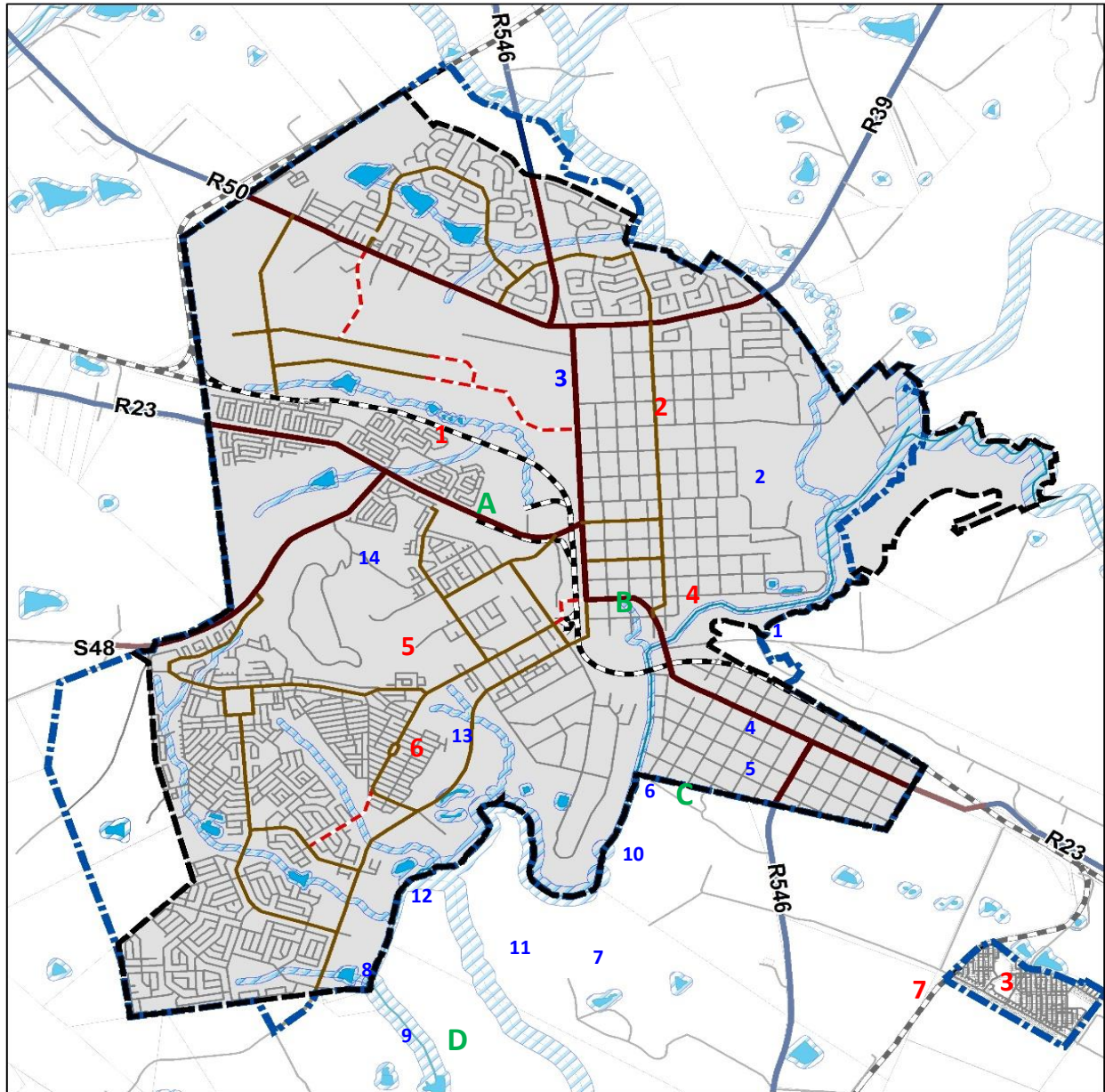
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Medium to long term expansion areas

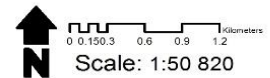
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Standerton
Future Development

Effective and integrated movement network

- Main Entrance Roads
- Internal Link Roads
- Proposed Link Roads
- Railway
- Existing Urban Edge
- Proposed Urban Edge
- Floodline buffer



LEKWA LOCAL MUNICIPALITY

Map 11 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.

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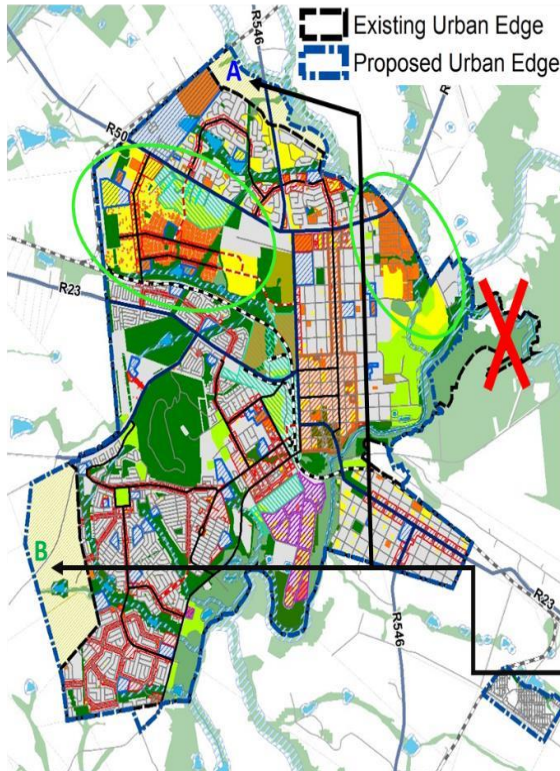
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Standerton



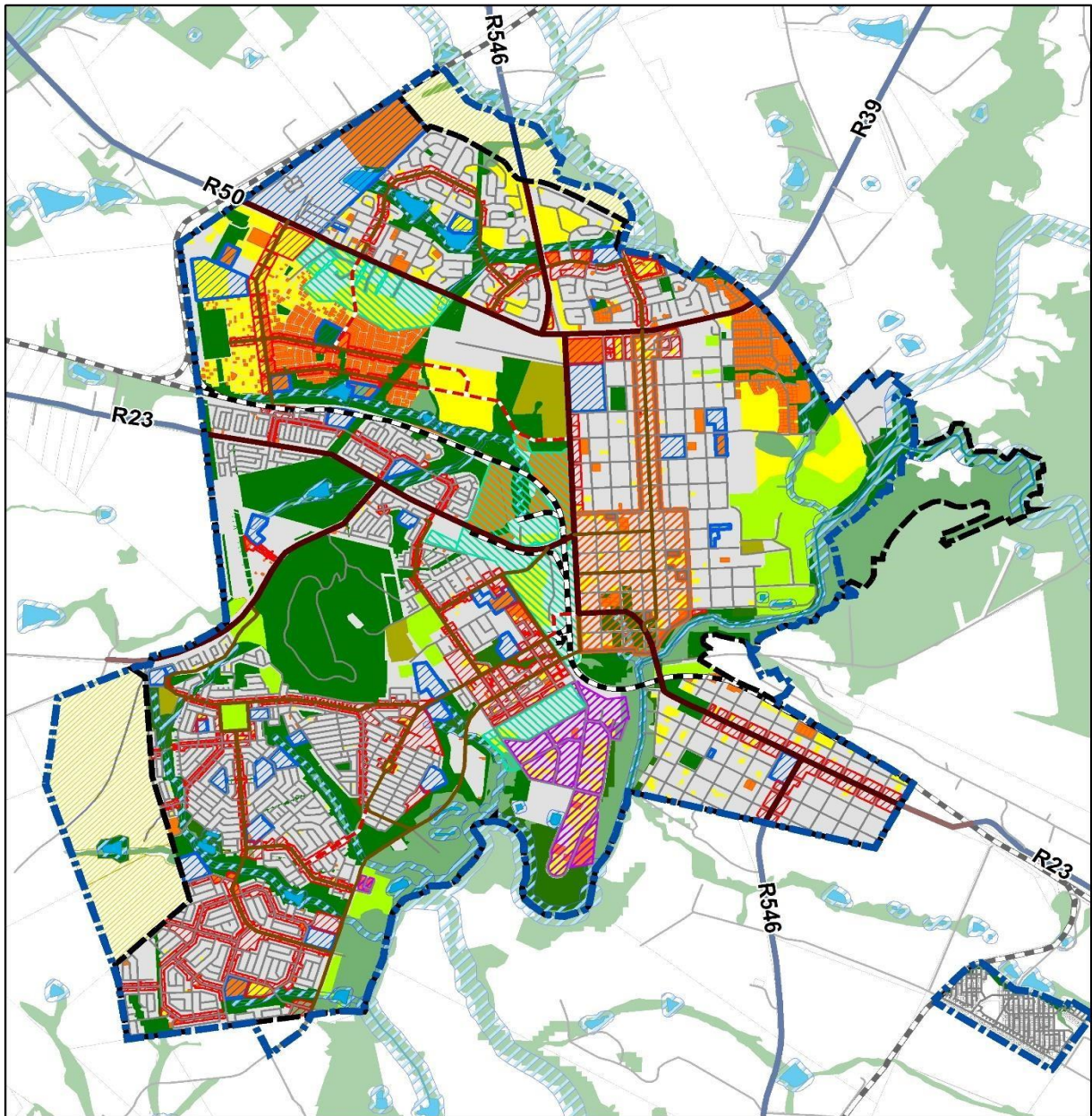
<p>Priority Development Areas – Municipal/State Owned Vacant Land</p> <p>Guided by the proposed land use zones of existing SDF:</p> <ul style="list-style-type: none"> Mixed Use 1 Development 36.53 hectare vacant land available Mixed Use 2 Development 40.18 hectare vacant land available CBD 4.64 hectare vacant land available Industrial Development 8.05 hectare vacant land available Social Facilities 46.78 hectare vacant land available <ul style="list-style-type: none"> • Residential Development (250m²) 63.59 hectare = ±2 544 units • Residential Development (500m²) 63.91 hectare = ± 1 278 units 	<p>Densification Areas – Privately Owned Vacant Land</p> <p>Guided by the proposed land use zones of existing SDF:</p> <ul style="list-style-type: none"> Mixed Use 1 Development 38.37 hectare vacant land available Mixed Use 2 Development 50.96 hectare vacant land available CBD 9.98 hectare vacant land available Industrial Development 26.25 hectare vacant land available Social Facilities 15.10 hectare vacant land available <ul style="list-style-type: none"> • Residential Development (250m²) 87.46 hectare = ±3 499 units • Residential Development (500m²) 100.26 hectare = ± 2005 units
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<p>Medium/Long Term Expansion Areas (Municipal/State land)</p>	<p>A Residential Development (500m²) 73.21 hectare = 1464 units</p> <p>B Residential Development (250m²) 218.58 hectare = 8743 units</p>
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Standerton Future Development Spatial Concept

MUNICIPAL CODE MP305

LEKWA LOCAL MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK 2016



Map 12 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. 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 taken into account.
- 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).

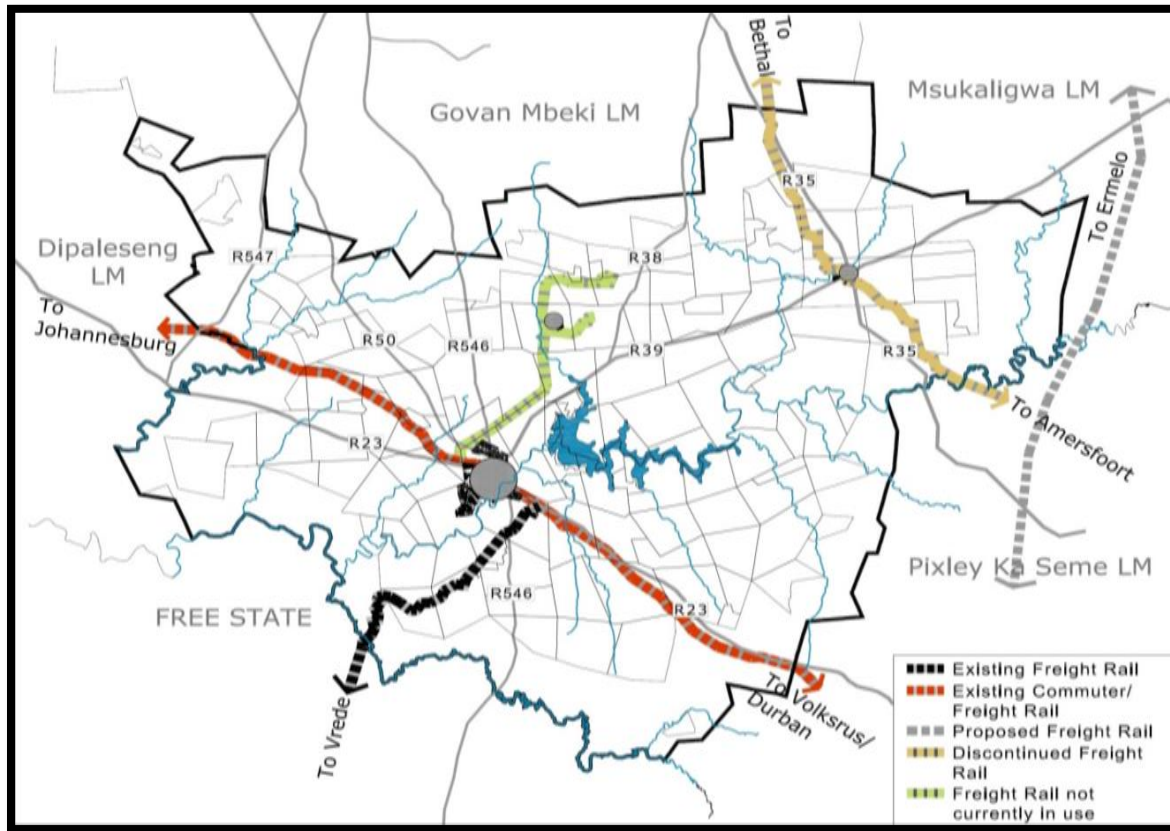
With regards to ecological function:

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 Thuthuka 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 13 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,
- Due to the fact that places of work are separated from places of residence (mostly rural areas), people have to 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 Emerlo, this will also assist the municipality to attract people from other municipalities to spend money in Lekwa.

SDF IMPLEMENTATION PROJECTS

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, for example, should be revised or amended to introduce an overlay zone applicable to some of the priority areas. 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 confirm	to	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.
Community Garden Development	Erf 4592 Sakhile Ext. 3	Municipality confirm	to	To improve access to nutritious food and ensure a sustainable food supply within the community. Communities within Sakhile requested land to cultivate.
Feasibility study on allowing the Sakhile community to cultivate on existing public open space not affected by environmental protection layers.	Sakhile and extensions thereof	Municipality confirm	to	The community of Sakhile has raised the request to cultivate on existing public open space. To investigate the matter a feasibility study is proposed in terms of impact on the environment and the possible social impact or issues. It is proposed to allow such uses on open space where environmental layers are not present (this excludes parks).
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.

Table 20 SDF 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. For the purpose of this section Land Audit is scheduled to be conducted in the coming financial year 2015/16. The land audit project has already been advertised and proposals has been received in July 2014.

LAND USE MANAGEMENT SYSTEM IN LEKWA

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). 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).

LEKWA LM BULK CONTRIBUTION POLICY

Lekwa LM currently has a draft bulk contribution policy. 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

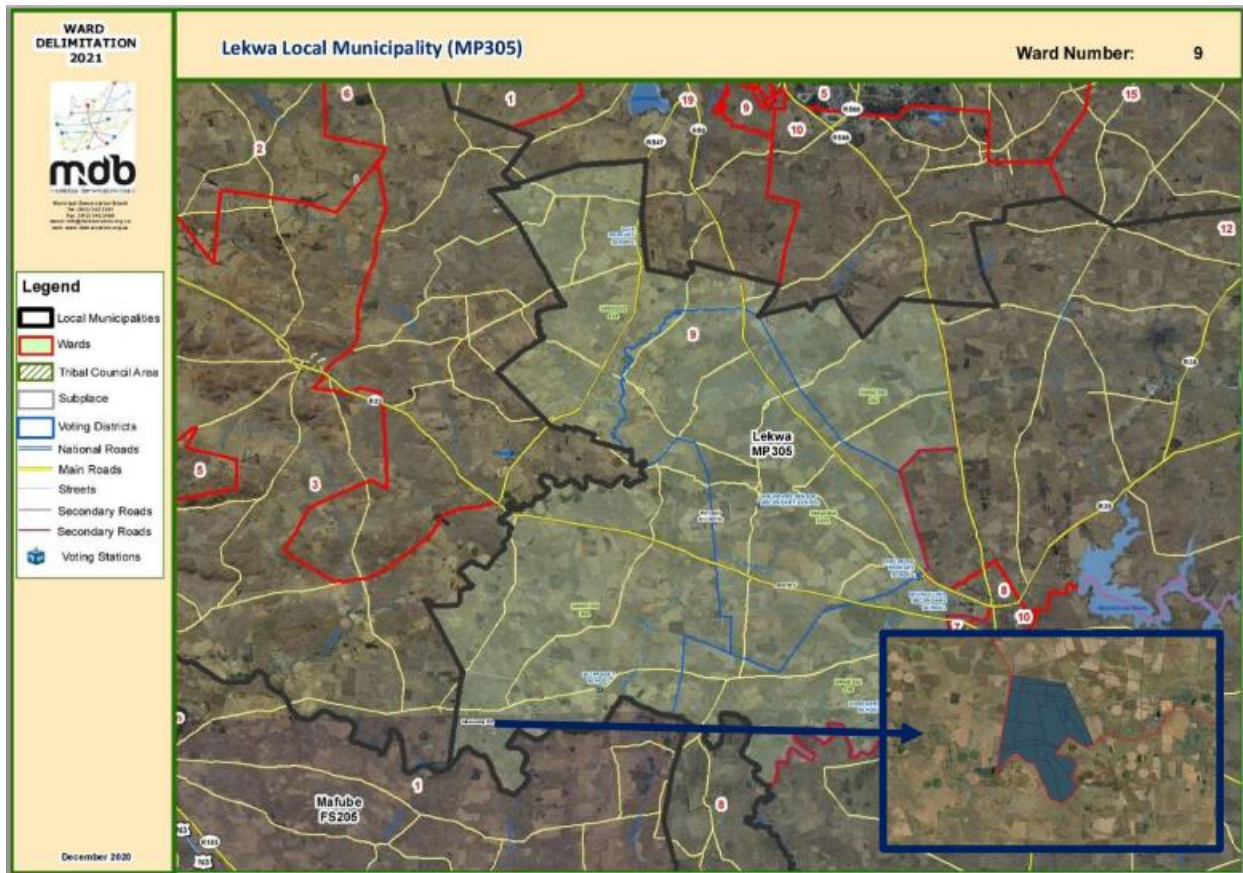
The objectives of the Bulk Services Contributions Policy are to: – Recover the portion of the capital cost of economic infrastructure that is attributable to particular developments;

- 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 manner in which 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

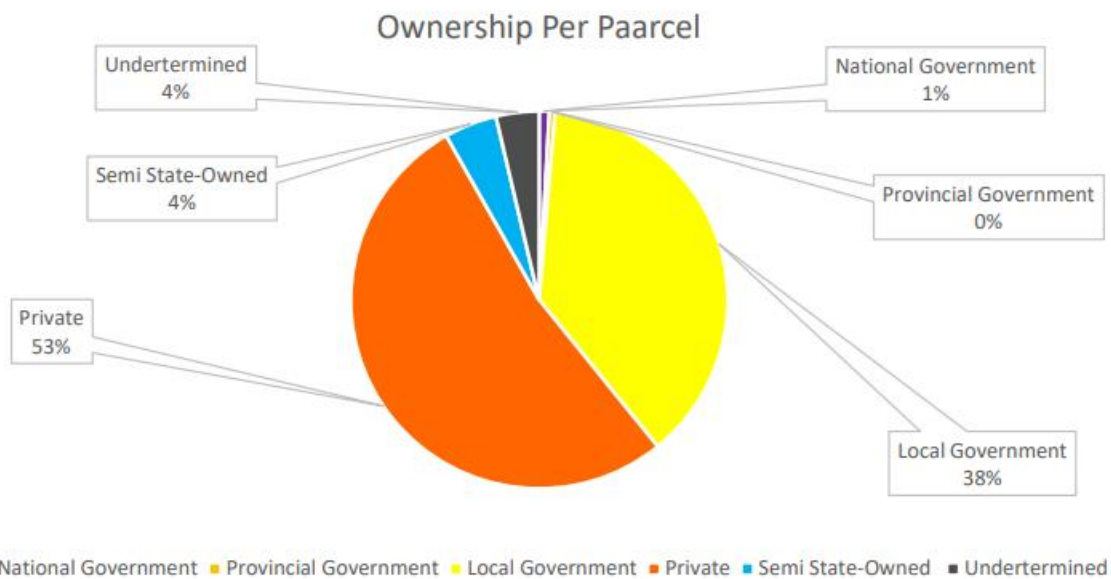
Municipality has recently embarked on a land audit project to identify ownership of all the parcels of land within Lekwa Local Municipality. The result of the audit is a geographical information system (GIS) database that contains a wide variety of information required for spatial planning and land use 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 in Figure 7 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.



Map 14 Lekwa LM Land audit

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 when compared to the latest cadastral data from the surveyor-general. The land ownership categories are as per the diagram below.



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 5: Update Cadastral Data Regularly
- Proposal 6: Land Registration
- Proposal 7: Investigate inconsistencies between Cadastral and Physical
- Proposal 8: Land Audit Projects
- Proposal 10: Design and implementation of a development incentives policy

Land audit proposals

PROPOSAL	ACTION	INHOUSE/OUTSOURCE
Regularly updating the Valuation Roll	<p>The valuation roll is updated regularly when changes take place to the property.</p> <p>Supplementary valuations, therefore, must be compiled and published at least once a year in a Supplementary Valuation Roll</p>	Outsource
Revenue enhancement	<p>To develop an effective system of revenue collection, the following actions need to be taken;</p> <ul style="list-style-type: none"> • 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	<p>The Municipal Spatial Development Framework, per definition, essentially addresses the spatial implications of the Integrated Development</p> <p>Plan (IDP), it is recognized that holistic governance and management of any area also requires the implementation of strategies/proposals;</p> <ul style="list-style-type: none"> • Nodal Review • Urban Edge • Priority Development Areas • Infill Development • Medium to Long Term Expansion Areas 	Outsource

Land Disposal Policy Implementation	<p>Review of policy underway and should be implemented once approved;</p> <ul style="list-style-type: none"> • 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	<p>Provision of valid and up-to-date data and information related to land administration activity can be exercised through the following;</p> <ul style="list-style-type: none"> • 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	<p>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;</p> <ul style="list-style-type: none"> • 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

Table 21 Land audit proposals

GSDM 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 located 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

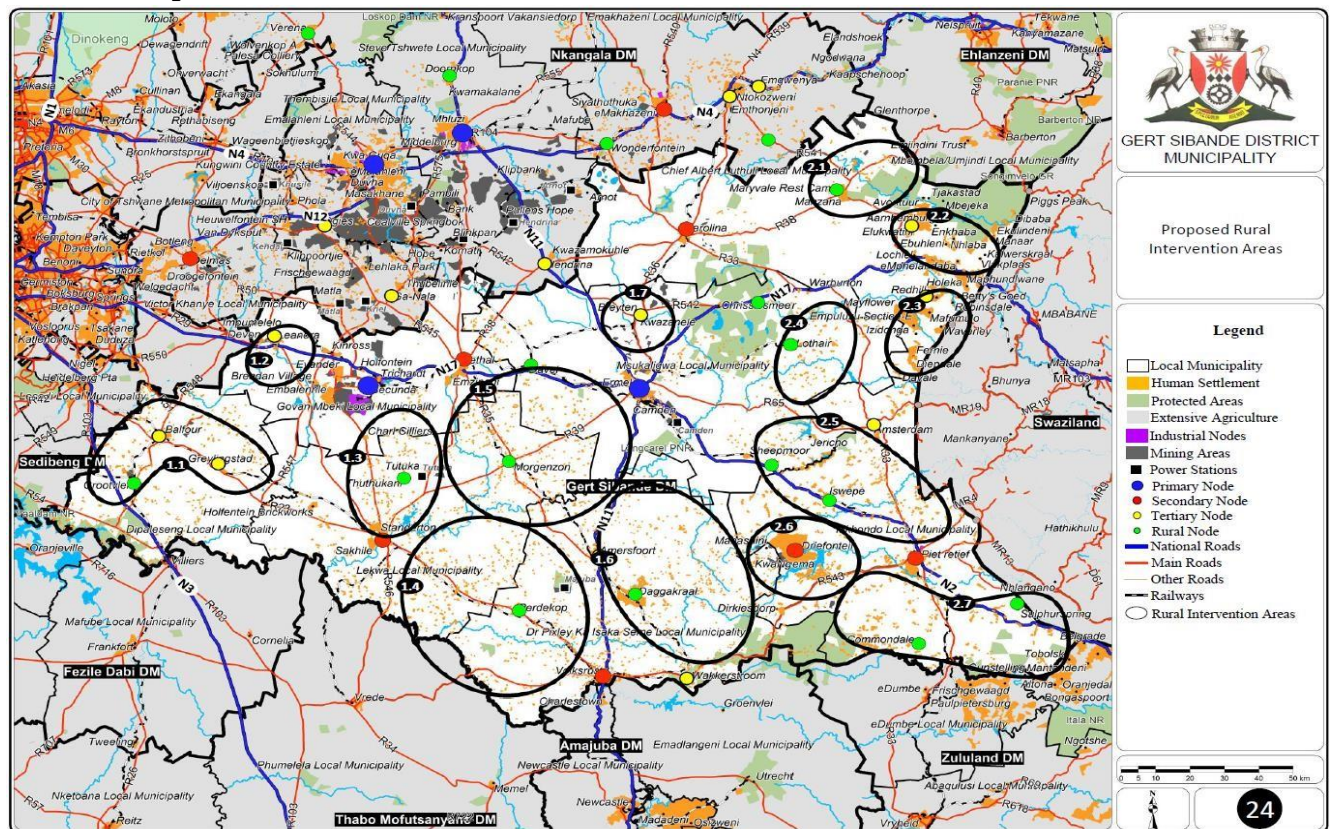


Figure 16 GSDM Rural development intervention

Source: Lekwa LM SDF, 2016

The Rural Intervention Areas applicable to Lekwa Local Municipality are RIA 1.3, RIA 1.4 and RIA 1.5. Each RIA could be described as follows:

- 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	VACANCY RATE
Executive Manager's office	2	1	50%
Land and planning			
Town planning	8	6	25%
IDP	2	2	0%
LED	3	1	66%
Human settlements	14	6	57%

Table 22 PED Organizational structure

Reflection of 2016/22 five- targets, achievement and challenges

TARGETS	ACHIEVEMENTS	CHALLENGES
Approved process plan	Achieved	None
Stakeholder engagement (IDP Rep Forum)	Achieved	None
Develop credible IDP	Achieved	Process plan not properly followed
Approval of Spatial Development Framework	Spatial Development Framework adopted in 2017	5-year period of the current SDF lapses end of march 2022. SDF due for

TARGETS	ACHIEVEMENTS	CHALLENGES
		review, there is currently no budget allocated to review SDF
Approval of Land Use Scheme	Wall to wall Land Use Scheme adopted in 2020	
Residential development site (Subdivisions of municipal owned properties to create residential stands Erven 8148 and 8149 Sakhile extension 5. Erf 2731 Standerton Extension 4 and Erf 4592 Sakhile Extension 3 to create 8 Church stands)	Service provider was appointed Approved general plans and awaiting approval of registration of stands from deeds office	No budget allocated for internal reticulation off stands, as a result this will hinder the process of allocation/selling of stand after the subdivision process has been concluded.
Township establishment of Standerton Ext 9& 10(Standerton Mall	<ul style="list-style-type: none"> • Standerton Ext 9 was approved in 2018 • Standerton Ext 10 put on Hold due to unavailability of bulk engineering services 	Finalisation of engineering services agreement between the municipality and the developer for Standerton Ext 9.
Township Establishment of Morgenzon ext. 5	1 township establishment for Morgenzon Ext5 is in process – Feasibility studies completed. TIA outstanding and Storm water management studies outstanding	There's no sufficient bulk services capacity to cater for the proposed township in Morgenzon Ext 5
Creation of Industrial sites	Identifies existing industrial stands in Standerton Ext 1 and Morgenzon Industrial Area	Non availability of land alienation policy to sell/lease existing industrial stands Morgenzon Stands not serviced –loss of revenue that can be generated from sales of stands, rates & taxes as well as employment that can be created from emerging industries
Township Establishment of Morgenzon ext. 5	1 township establishment for Morgenzon Ext5 is in process – Feasibility studies completed. TIA outstanding and Storm water management studies outstanding	There's no sufficient bulk services capacity to cater for the proposed township in Morgenzon Ext 5

TARGETS	ACHIEVEMENTS	CHALLENGES
Creation of Industrial sites	Identifies existing industrial stands in Standerton Ext 1 and Morgenzon Industrial Area	Non availability of land alienation policy to sell/lease existing industrial stands Morgenzon Stands not serviced –loss of revenue that can be generated from sales of stands, rates & taxes as well as employment that can be created from emerging industries
Number of SPLUMA certificates issued	350 certificates per year	385 per year (10 % annual growth)
Identify land for grazing and Agricultural small holdings	Profiling of council owned agricultural land/farms completed	Non availability of Land Disposal Policy
Facilitation of Thuthukani Handover (MOU)	Not Achieved	Disagreements between the Municipality and Eskom regarding bulk infrastructure
Planning and Management: Development Planning Processes (Rezoning, Consent, Subdivision, Township Establishment.	29 land use applications were approved since 2017.	The town planning unit is under capacitated, currently functioning with only 1 personnel. Supporting qualified and experienced staff as proposed on the organogram is required as a matter of urgency. To ensure effective performance of the unit.
Land Use Planning and Management: Land Availability Agreements (Standerton Ext 5 & ext. 8).	Not achieved- awaiting appointment of a panel of attorneys.	The agreement has been existing for long therefore the municipality requires legal opinion to confirm the validity of the contract. The existence of the current land availability agreement is hindering the municipality from approaching other funding agencies/bodies like DBSA & treasury for funding of township establishment that is desperately needed to curb land invasions
Subdivision of Erf 1982 Standerton Ext 4 to create 99 stands	Not Achieved	Delays by the Service provider, non-payment of the completed work

TARGETS	ACHIEVEMENTS	CHALLENGES
Completion of 500 housing units in Standerton Ext.8(Phase 1)	500 housing units were successfully completed and handed over to beneficiaries.	Poor workmanship done on infrastructural services.
Transfer of ownership of 150 RDP Houses		
Transfer of ownership of 539 RDP houses	Ownership of 539 RDP houses successfully transferred.	Reluctance by beneficiaries to collect their title deeds.
Formulation of Land Disposal Policy	Policy was approved by the Council in 2017.	Policy didn't address the issue of lease. Review of policy underway.
Establishment of Housing Needs Register	More than 4500 beneficiaries have been registered on HNR	Lack of reliable internet connectivity in Sakhile Office.
Beneficiary Management Policy	Approval of Beneficiary Management Policy.	Poor workmanship done on infrastructural services.
Completion of 500 housing units in Standerton Ext.8(Phase 1)	500 housing units were successfully completed and handed over to beneficiaries.	Reluctance by beneficiaries to collect their title deeds.
Establishment of regional Cemetery	Not achieved	Objection received, Existing lease agreement on proposed site
Functional GIS and Personnel (GIS Technician and Operator)	GIS system Installed GIS Officer appointed	<ul style="list-style-type: none"> Non availability of server for data storage and consistent/reliable internet connection Currently using Arc-GIS licensed by the GSDM, expiring 30 April 2022
Number of building plans approved	120 per year	150 per year
Updated Land Audit	Previous Land Audit dated 2015	Updated Land Audit 2022
Adopted Outdoor Advertising Policy	Gazetted in 2018	Council adoption in 2022
Number of reports on Outdoor Advertising	0	4 x Quarterly reports per financial year

TARGETS	ACHIEVEMENTS	CHALLENGES
LED and Tourism Strategy	<ul style="list-style-type: none"> • Service provider appointed • Draft situational analysis submitted on 07/03/2022 • Completion date: 30 June 2022 	Service provider was appointed towards the festive season
SMME and Cooperatives	Work in progress -75 SMMEs and Cooperatives have applied for Covid-19 Relief Funding support	Limited budget to support all SSMEs and cooperatives
Economic Growth of 5%	Not Achieved	The economy of the country declined due to Covid-19
Reduction of unemployment by 6,4%	Not Achieved	There were job losses resulting from the outbreaks of Covid-19

Table 23 Reflection of 2016/22 Five-year IDP

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.

3.3 Status Quo Assessment of Local Economic Development

Lekwa Local Municipality Economy.

- Contribution to the Mpumalanga economy in 2020 was 4.0% – 7th largest economy in the province. Not performing according to its potential. Almost the same size as Nkomazi. Contributed 14.7% to the district economy - third largest economy in Gert Sibande.
- Large contributions to Gert Sibande’s utilities/electricity, agriculture and mining industries.
- Average annual economic growth rate for Lekwa was low at only 1.5% p.a. over the period 1996 to 2020.
- Contraction in 2020 of between -1% & -2% due to the COVID-19 and lockdown (diverse economy) – industries such as construction, transport, trade and manufacturing affected negatively. Growth of more than 14% for agriculture.
- Estimated growth of more than 5% in 2021 from a low base.
- The estimated average annual GDP growth for Lekwa between 2020 and 2025 is around 3.8% p.a.

- In 2020, the size of the economy was estimated at R16.1 billion in current prices.
- Mining, community services, trade (including tourism), utilities (mainly electricity) and finance the largest industries in the economy of Lekwa.
- Comparative advantage in mining, utilities (electricity) and agriculture.
- In 2015, tourism spend totaled R356.3 million or equal to 3.4% of the local GDP. This is relatively low for Lekwa with the Vaal River on its door step. In 2020 due to COVID-19 related factors, it decreased to only R136.5 million, which was less than 1% of the local GDP.

Contribution to the provincial economy by municipal area

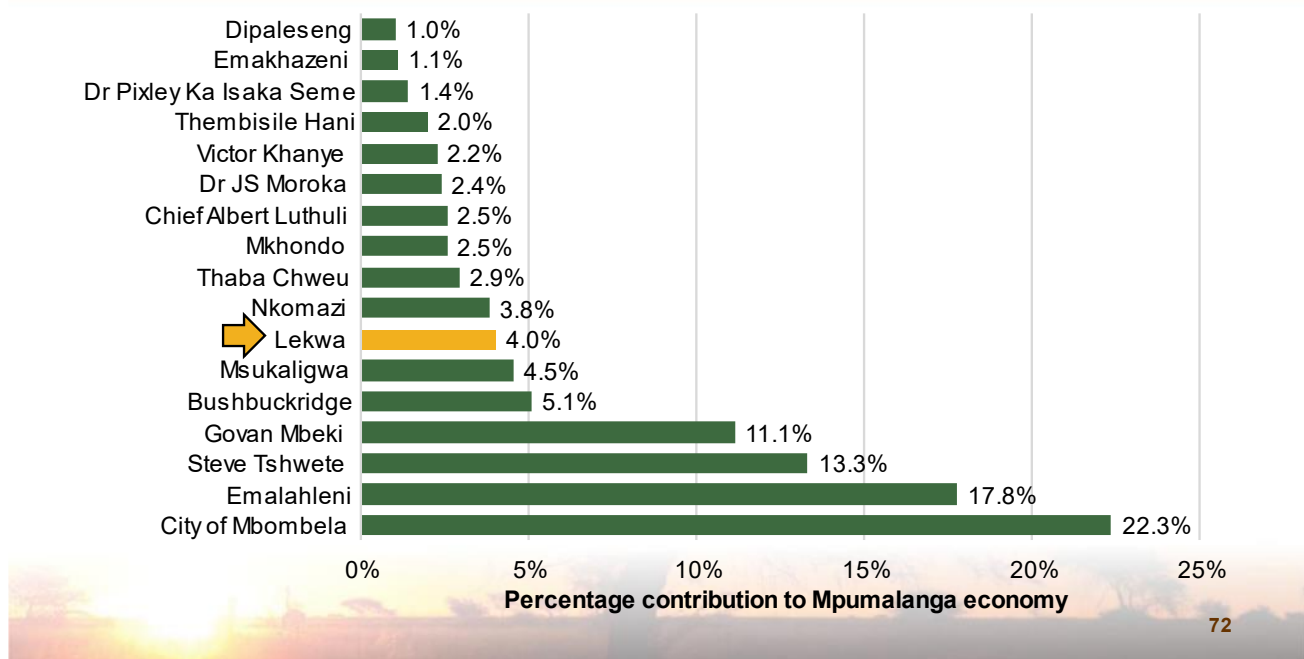


Figure 17 Contribution to the provincial economy, SERO Report 2021.

Structure of Lekwa's economy

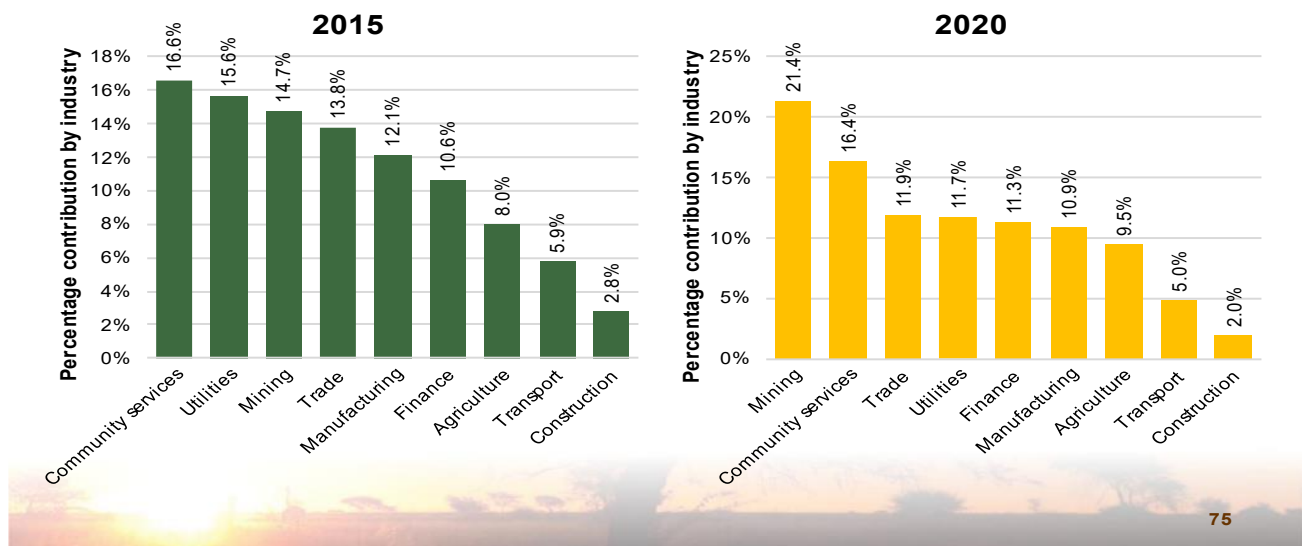


Figure 18 Structure of Lekwa's economy, SERO Report 2021

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. 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.

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 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 seating on: 27,1%.

Lekwa LM ERRP priority areas

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM
Stakeholders Engagement (Functional LED Forum)	Resuscitation of LED Forum	LED Forums	<ul style="list-style-type: none"> All Business chambers Big companies Government Departments 	17 November 2020	X		
Attracting investments for job creation and Economic Growth	Develop, review and implement Local Economic Development strategy	Review LED Strategy	<ul style="list-style-type: none"> DEDET LED Directorate COGTA LED Directorate GSDM LED Directorate SALGA LED Directorate Appointed service provider LEDF Member 	30 June 2022	X		
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.	<ul style="list-style-type: none"> Develop Business licencing policy Review Business regulation By-law Building Plans and Rezoning 	<ul style="list-style-type: none"> DEDET Business Regulation Directorate 	30 June 2022	X	X	

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM
		processes (SOPs)-turnaround times.	<ul style="list-style-type: none"> • Department Trade and industry • COGTA • GSDM • LED Forum Stakeholders 				
Tourism (Development and promotion in Lekwa LM)	<ul style="list-style-type: none"> • Engage Tourism business • Profile all Local Tourist attractions • Explore all types of tourism sectors • Providing rebates for Tourism establishments 	<ul style="list-style-type: none"> • Establish Local Tourism Organisation • Marketing Local Tourist Attractions (Development and Refurbishment) 	<ul style="list-style-type: none"> • DEDE(MTPA) • GSDM LED • GSD RTO • Tourism Product owners • B&B • Guest Houses • Restaurants 	<p>30 June 2022</p> <p>30 Sept 2021</p>	X		
Agricultural Development	<ul style="list-style-type: none"> • Partner with all Agricultural Business and institutions for Agro processing opportunities 	<ul style="list-style-type: none"> • Develop Agriculture sector plan • Conducting Land Audit 	<ul style="list-style-type: none"> • Dep of Agriculture • Farmers for a • Agric Corps 	30 June 2026			X

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM
	<ul style="list-style-type: none"> • Mentorship opportunities • Facilitate access to the market • Land release and acquisition 	<ul style="list-style-type: none"> • Develop lease agreements for Council owned farms • Develop Agri-villages 	<ul style="list-style-type: none"> • GSDM Agric 				
Mining (Social Labour Plans)	<ul style="list-style-type: none"> • Engagement with mining companies to strengthening working relationships. • Review percentage allocation on SLPs • Enterprise Development 	<ul style="list-style-type: none"> • Upgrading of Morgenzon water plant. • Storm water project 	<ul style="list-style-type: none"> DMR&E Sasol mining Seriti Coal GSDM 	30 June 2021		X	
Green Economy	<ul style="list-style-type: none"> • Waste Reduction in Lekwa LM through recycling opportunities • Mobilise and profile all recycling companies 	<ul style="list-style-type: none"> • Provide Support to recycling business based on SANTA road Sakhile Ext4 (Inputs) 	<ul style="list-style-type: none"> • DEDET • GSDM • Recyclers 	30 June 2022		X	

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM
Standerton Corridor Development	Development of strategic corridors to support transit town concept	<ul style="list-style-type: none"> Upgrading of R23 road Establishment of a Truck stop Development of Standerton Rail way station Development of Corridor Precincts (Beyers Naude & Tsotetsi Streets) 	<ul style="list-style-type: none"> SANRAL PRASA Lekwa Local Municipality Other social partners 	30 December 2024		X	
Nodal Development	Development and implementation of nodal precinct Plans	<ul style="list-style-type: none"> Standerton Mall Standerton CBD Precinct plan Standerton Ext8 Mixed Development 	<ul style="list-style-type: none"> NHBRS Developers Construction companies 	30 June 2026		X	
Automobile Sector	<ul style="list-style-type: none"> Facilitate accreditation of Auto mobile Related business. Engage training institution for possible training Linking the sector with funding 	Profiling of all Auto mobile companies	<ul style="list-style-type: none"> Panel Beaters Tyre fitment centre Spry Painters Motor mechanics 	30 June 2021			

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM
	institution (Auto Industry Transformation Fund) <ul style="list-style-type: none"> Providing working place for Township Auto Mobile Business 		<ul style="list-style-type: none"> Automobile spare retailers 				
Retail Sector	<ul style="list-style-type: none"> Engage retail sector for supply opportunities Supporting retail for job creation 	<ul style="list-style-type: none"> Engage retail sector for supply opportunities Supporting retail for job creation 	<ul style="list-style-type: none"> Engage retail sector for supply opportunities Supporting retail for job creation 	30 June 21	X		
Construction Sector	<ul style="list-style-type: none"> Develop and implement 30 % localisation and empowerment Policy (local contractors) CIDB training Supporting construction sector for job creation. 	<ul style="list-style-type: none"> Develop and implement 30 % localisation and empowerment Policy (local contractors) CIDB trainings Supporting construction sector for job creation. 	<ul style="list-style-type: none"> Develop and implement 30 % localisation and empowerment Policy (local contractors) CIDB trainings Supporting construction sector for job creation. 	30 June 2024		X	
Transport and Logistics	Develop and implement Integrated Transport Master Plan	<ul style="list-style-type: none"> Construction of Morgenzon Taxi Rank 	<ul style="list-style-type: none"> Local Taxi associations 	30 June 2024		X	

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM
		<ul style="list-style-type: none"> Redevelopment of Standerton Taxi Rank Development of integrated Transport Master Plan Development of Truck Stop 	<ul style="list-style-type: none"> Department of Public works and transport Lekwa Local Municipality Private Sector 				
Township/informal economy	<ul style="list-style-type: none"> Reducing Red tapes Relaxation of Land use scheme, bylaws 	<ul style="list-style-type: none"> Formalization of businesses operating in Townships. Licencing of informal businesses Relaxation of Land Use Management Systems 	<ul style="list-style-type: none"> Department of Small Business Development DEDET SEDA Tuckshops Salons Shisanyama Car washes Fruits & veg corners 	30 June 23		X	
Real Estate (Property Market)	<ul style="list-style-type: none"> Township Establishments 	<ul style="list-style-type: none"> Standerton Extension 5 Township Establishment 	<ul style="list-style-type: none"> Human Settlement 	30 June 2024		X	

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM
	<ul style="list-style-type: none"> Operating system for property market value chain. Develop and implement infrastructure master plans. Subdivisions of municipal land and service stands 	<ul style="list-style-type: none"> Morgenzon Extension 5 Township Establishment Review Billing System Data cleansing (Link GIS and financial systems) 	<ul style="list-style-type: none"> Private developers Real estate companies Lekwa Local Municipality 				
Renewable Energy	Review SDF and identify land for renewable energy infrastructure	<ul style="list-style-type: none"> Renewable energy projects 	<ul style="list-style-type: none"> Independent Power Producers. DMRs 	30 June 2024		X	
Information Technology	Facilitation of access to information and communication technology.	<ul style="list-style-type: none"> Review Tariffs on telecommunication infrastructure¹⁵ Policy/By-Law on telecommunication infrastructure (Cell Mast and Fibre installations) 	Lekwa LM	30 June 2022		X	
Education	Engagement with institution of Higher Learning	Skills Development projects	Department of Education GS College	30 June 2024		X	

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM
			Lekwa Local Municipality				

Table 24 Lekwa ERRP priority areas

Policy framework

- S152: LED- Promote social and economic development

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 1 LED Officer 1 LED Officer	1 LED Manager	66%

Table 25 Organisational structure of LED in Lekwa LM

Reflection of 2016/22 five-year IDP targets, achievements and challenges

TARGETS	ACHIEVEMENTS	CHALLENGES
LED and Tourism Strategy	<ul style="list-style-type: none">• Service provider appointed• Draft situational analysis submitted on 07/03/2022• Completion date: 30 June 2022	Service provider was appointed towards the festive season
SMME and Cooperatives	Work in progress -75 SMMEs and Cooperatives have applied for Covid-19 Relief Funding support	Limited budget to support all SMMEs and cooperatives
Economic Growth of 5%	Not Achieved	The economy of the country declined due to Covid-19
Reduction of unemployment by 6,4%	Not Achieved	There were job losses resulting from the outbreaks of Covid-19

Table 26 Reflection of 2016/22 IDP

Recommendation

- 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.

3.4 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.

Reflection of 2016/22 five-year idp targets, achievements and challenges

Recommendations

Project Number	Name of Project	Project Budget/Cost	Funding Agent	Ward/s benefitted/benefitting	Financial year Implemented
1	Standerton Waste Water Treatment Works Upgrade (Upgrade of Inlet Works)	R7,4 m	MIG	1,2,3,4,5,6,7,8,10,11 & 15	2016/2017 FY
2	Installation of Boreholes in Rural Areas	R1m	MIG	12 & 13	
3	Electrification of 350 housing units at Standerton Extension 8	R5m	INEP	8	
4	Upgrading of the Sakhile Combined Sport Facility	R11m	MIG	1,2,3,4,5,6,7,11 & 15	
5	Installation of water and Sanitation in informal settlements	R1,96m	MIG	1,3,5,6,7,11,14 & 15	

Project Number	Name of Project	Project Budget/Cost	Funding Agent	Ward/s benefitted/benefitting	Financial year Implemented
6	Refurbishment and Upgrade of the Standerton water Treatment Works (Filters and Square pumping units)	R16,1m	MIG	1,2,3,4,5,6,7,8,10,11 & 15	
7	Refurbishment of Rising Main line, Commissioning of 10 ML reservoir and Installation of gravity line to Standerton Extension 8	R9m	DHS	2,5,6,7,8,10	2016/2017 FY
8	Sasol Electrification project (Upgrade of mini subs and replacement and upgrade of cables)	R17.1m	SASOL	1,2,3,5,6 & 11	
9	Upgrading of gravel roads to paved roads: (Link Road between Sivunjathe and Mngomezulu Street and Link Road between Palmer and Hlongwane)	R10m	MIG	1 & 6	2017/2018 FY
10	Refurbishment and upgrading of Standerton Water Treatment Water Works	R12m	MIG	1,2,3,4,5,6,7,8,10,11 & 15	
11	Electrification of 500 RDP houses in Standerton extension 8	R8m	INEP	9	2017/2018 FY
12	Refurbishment of the Rooikoppen pump station 1 and construction of booster pump station with a pumping main.	R23.7m	WSIG	11	
13	Re-construction of the Rooikoppen pump station 2	R12m	WSIG	11	
14	Installation of booster pumping units and dedicated line to supply water to Sivukile extensions 2 & 3	R2.8m	MIG	14	
15	Installation of water services to informal settlements (Mandela Camp)	R1m	MIG	5	
16	Sakhile Combined Sport Facility (Upgrade of Basketball Courts) (Ring Fenced)	R1.7m	MIG	1,2,3,4,5,6,7, 11 & 15	
17	Upgrade of Rooikoppen Sewer (Construction of pumping mainline between sewer pump station 2 to sewer pump station 3)	R9m	WSIG	11	2018/2019 FY
18	Retrofitting of high mast lights with LED lights in Lekwa LM	R6m	EEDSM	1,2,3,5,6,7,11,14 & 15	

Project Number	Name of Project	Project Budget/Cost	Funding Agent	Ward/s benefitted/benefitting	Financial year Implemented
19	Sasol Electrification project (Upgrade of mini subs and replacement and upgrade of cables)	R17.1m	SASOL	1,2,3,5,6 & 11	
20	Electrification of 250RDP at Standerton Extension 8	R4m	INEP	8	2019/2020 FY
21	Refurbishment and/or upgrade of the Standerton Waste Water Treatment Works	R12m	MIG	1,2,3,4,5,6,7,8,10,11 & 15	
22	Upgrade of Standerton Water Treatment Works (Upgrade of waste water recycle system)	R14m	MIG	1,2,3,4,5,6,7,8,10,11 & 15	
23	Upgrade of Standerton Water Treatment Works (Repair of two sand filters)	R2m	MIG	1,2,3,4,5,6,7,8,10,11 & 15	
24	Refurbishment and Upgrading of Morgenzon and Sivukile Bulk Water Supply System	R2m	MIG	14	
25	Installation of six boreholes	R2m	MIG	9,12,13	
26	Installation of four boreholes	R1.2m	MIG	9,12,13	
27	Installation of high security fence at portions of Standerton WWTW	R1.7m	MIG	1,2,3,4,5,6,7,8,10,11 & 15	2019/2020 FY
28	Fencing of Morgenzon Cemetery	R1.6m	INTERNAL	14	
29	Upgrade of Morgenzon Sports Project	R6.4m	MIG	14	
30	Upgrade of the Standerton Waste Water Treatment Works (Inception and preliminary design)	R5.6m	MIG	1,2,3,4,5,6,7,8,10,11 & 15	2020/2021 FY
31	Upgrading of the Standerton Bulk Water Supply System (Phase 2)	R7.4m	MIG	1,2,3,4,5,6,7,8,10,11 & 15	
32	Refurbishment and Upgrading of Morgenzon and Sivukile Bulk Water Supply System	R5.2m	MIG	14	
33	Refurbishment and upgrade of sewer pump stations (Vaal, Johan Street, Muller, Talijaard, TLC)	R7.4m	MIG	1,2,3,4,5,6,7,8,10,11 & 15	2020/2021 FY
34	Desludging or rural VIP toilets	0.77m	MIG	9,12,13	
35	Refurbishment of boreholes in rural/farm areas	R0.88m	MIG	13	

Project Number	Name of Project	Project Budget/Cost	Funding Agent	Ward/s benefitted/benefitting	Financial year Implemented
36	Electrification of 128 RDPs at Standerton Extension 8	R2.2m	INEP	8	
37	Construction of Switching Station at Standerton Extension 8	R7.1m	INEP	8	
38	Fencing of Square and New Round Reservoir	R1.8m	INTERNAL	7	
39	Completion of construction of Switching Station at Standerton extension 8	R6m	INEP	8	
40	Refurbishment and upgrade of sewer pump stations (Vaal, Johan Street, Muller, Talijaard, TLC)	R7.4m	MIG	1,2,3,4,5,6,7,8,10,11 & 15	2020/2021 FY
41	Desludging or rural VIP toilets	0.77m	MIG	9,12,13	
42	Refurbishment of boreholes in rural/farm areas	R0.88m	MIG	13	
43	Electrification of 128 RDPs at Standerton Extension 8	R2.2m	INEP	8	
44	Construction of Switching Station at Standerton Extension 8	R7.1m	INEP	8	
45	Fencing of Square and New Round Reservoir	R1.8m	INTERNAL	7	
46	Refurbishment of chlorine dosing system and installation of clear water pumping units for Concore pump station at Standerton WTW	TBA	GOLDI	1,2,3,4,5,6,7,8,10,11 & 15	
47	Construction of Stormwater	R2m	SERITI	7	
48	Upgrade of the Standerton Waste Water Treatment Works (Design)	R3.6m	MIG	1,2,3,4,5,6,7,8,10,11 & 15	2021/2022 FY
49	Upgrading of the Standerton Bulk Water Supply System phase 2 (Completion of installation of turbine pumping units and Construction of Kieser reservoir & pressure tower)	R8.8m	MIG	1,2,3,4,5,6,7,8,10,11 & 15	
50	Desludging or rural VIP toilets	R1m	MIG	9, 12 & 13	
51	Refurbishment of boreholes in rural/farm areas	R1m	MIG	9, 12 & 13	
52	Upgrade of roads within Lekwa LM (Morgenzon-Sivukile)	R6.8m	MIG	14	

Project Number	Name of Project	Project Budget/Cost	Funding Agent	Ward/s benefitted/benefitting	Financial year Implemented
53	Completion of construction of Switching Station at Standerton extension 8	R6m	INEP	8	
54	Electrification of 30 rural houses	R4m	INEP	9 & 13	
55	Fencing of round reservoirs	R2m	INTERNAL	1,2,3,4,5,6,7,8,10,11 & 15	
56	Installation of telemetry system to monitor reservoir water levels	R2.5m	INTERNAL	1,2,3,4,5,6,7,8,10,11 & 15	2021/2022 FY
57	Fencing of Rooikoppen cemetery	R2m	INTERNAL	11	
58	Completion of Rooikoppen 2 sewer pump station	R2m	INTERNAL	11	
59	Sewer line to address challenges affecting Lesedi school	R1m	COGTA	5	
60	Upgrade of Rooikoppen Sewer System	R100m	WSIG	11	
61	Feasibility studies for water and sanitation	R10m	RBIG	1,2,3,4,5,6,7,8,10,11 & 15	
62	Installation of two sewer pump stations at Standerton Ext 8	R13m	DHS	8	
63	Construction of the Standerton extension 8 bulk outfall sewer pipeline	R29m	RBIG	8	
64	Morgenzon water supply	R9m	SERITI	14	
65	Installation of boreholes in rural areas	R4.6m	SASOL	9, 12 & 13	

Table 27 Reflection of the 2016/22 IDP Technical services

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

Table 28 Grant investment for the past five years

3.5 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.

Vacancy rate

Department	Number of Posts	Number of Posts Filled	Number of Posts Vacant	Vacancy Rate
Office of EMCSS	2	1	1	50%
Traffic and Law Enforcement	40	31	9	22,5%
Fire and Disaster Management	54	37	17	32%
Waste Management Services	67	53	14	21%
Environment, Sport, Recreation, Arts & Culture	72	36	36	50%
Library and Information Services	8	5	3	40%
Department Total	243	163	80	33%

Table 29 Community services organisational structure

Reflection of 2016/22 five-year IDP

UNIT	STATUS QUO	CHALLENGES
<p>Traffic</p>	<ul style="list-style-type: none"> • Traffic and Law Enforcement is operating with Chief Traffic Officer, one (1) superintendent, seven (7) Traffic Offices and two (2) admin staff. One (1) position of the Superintendent and Eight (8) positions of Traffic Officers are vacant. • As part of law enforcement and revenue enhancement mobile ticket trailer has been procured for Traffic and Law Enforcement outstanding fines collection. • One (1) Pro-Laser 4 Travel speed monitoring machine operational. • Road sign maintenance and street painting unit operates with one (1) supervisor and eight (8) general assistants. • The unit operates without a road painting bakkie and machinery / equipment is available but need to be upgraded. • Nine (9) By-law’s enforcers are used as General Workers due to outstanding training. 	<ul style="list-style-type: none"> • Road maintenance bakkie too old (Ford Bantam, 1998 model) and has engine challenges. • Unqualified personnel appointed as By-Law enforcers. • Road conditions that are not suitable for law enforcement. • High vacancy rate.
<p>Waste Management</p>	<ul style="list-style-type: none"> • The Municipality has six (6) refuse collection trucks. Five (5) trucks are operational and one (1) is not operational • Adding to the fleet is a front-end loader machine, dumper truck and a landfill compactor machine. • The municipality provide refuse removal services to 30518 households and 141 businesses in the following Wards 1, 2, 3, 4, 5, 6, 7, 8, 10, 14, 15. No collection in rural wards – 9 and 13. • To-date three (3) refuse collection trucks are operational and two (2) are grounded due to mechanical problems. • The municipality is having two (2) land fill sites; One (1) in Standerton which is operational and one (1) which is closed and due for rehabilitation. • The municipality doesn’t have formal recyclers. 	<ul style="list-style-type: none"> • The six refuse collection vehicles are not sufficient to service all areas equally during the week (as required by service standards). • The division is working during weekends (overtime) in order to service other areas. This has a high impact on salary bill. • Shortage of staff on refuse removal teams and street cleaners. • The Standerton landfill site (licenced) does not meet the minimum requirements in respect of access control, weighbridge, fencing and covering of waste on a daily basis.

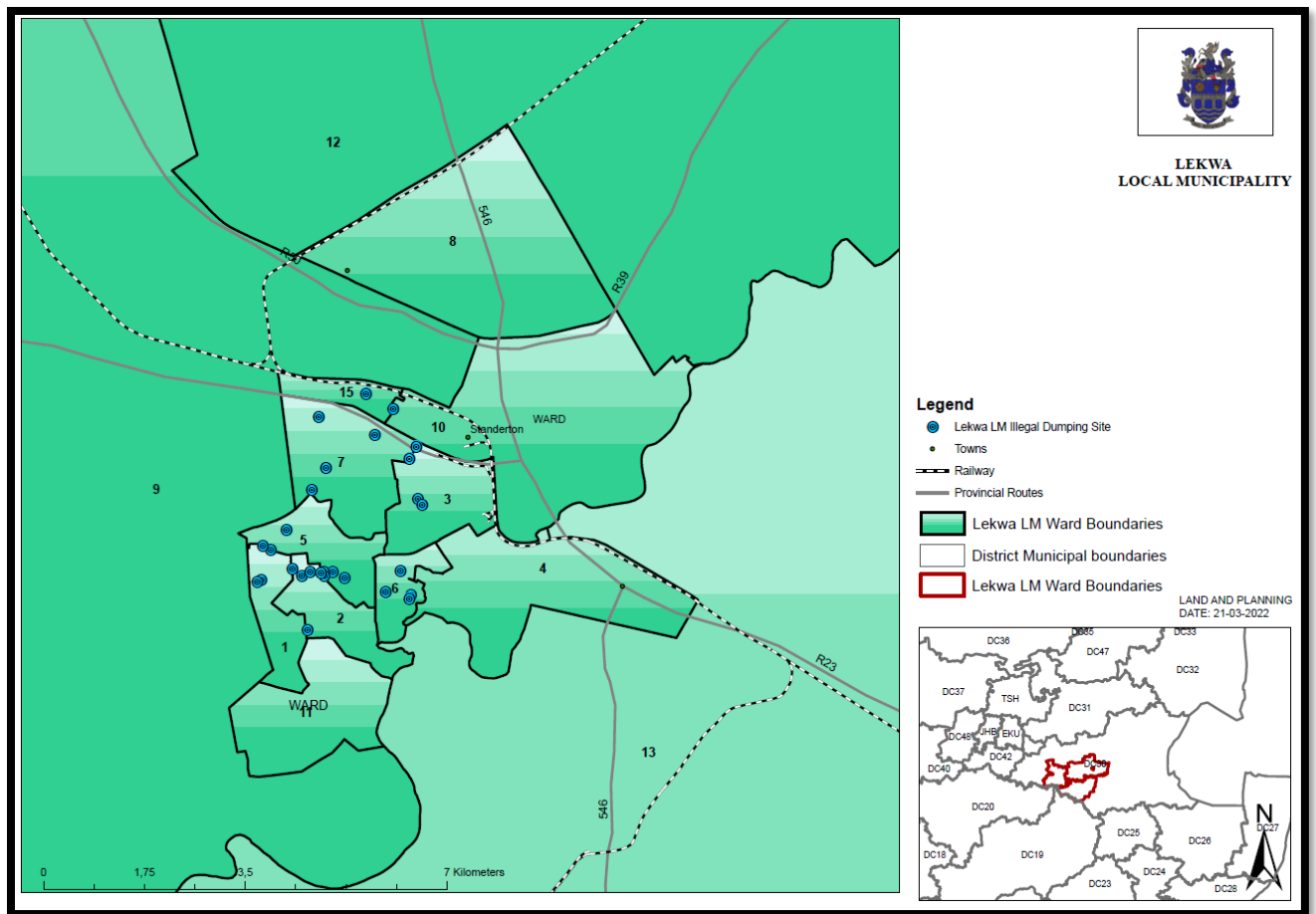
UNIT	STATUS QUO	CHALLENGES
		<ul style="list-style-type: none"> • Morgenzon Dumping site (not licenced) closed and need rehabilitation. • Increase of illegal dumping sites due to inconsistency waste removal in most of the areas. • Longer period undertaken to repair, maintain and license machinery and equipment. • No Protective Clothing for employees. • Consistent breakdown of vehicles and machinery.
Fire and Disaster	<ul style="list-style-type: none"> ▪ Lekwa Local Municipality provides Fire and Rescue services through two (2) fire stations – Standerton and Morgenzon. ▪ Standerton Fire Station is manned by 25 members including Chief Fire and Rescue and Station Officer. ▪ Morgenzon Fire Station is manned by 13 members including the Station Officer. ▪ Both stations operate with 4 shifts with a minimum of 4-5 personnel. ▪ Both fire station responds to emergencies and grass fires with the available resourced even though more resources are required to up the level of standards to the community and response time. ▪ Morgenzon Fire Station conditions are unacceptable not according to Fire and Rescue standard 	<ul style="list-style-type: none"> • Response time not according to service standards especially when more than one incident occurs at the same time (the distance between Standerton Fire Station and Sakhile affect the response time). • Shortage of vehicles and firefighting equipment / machinery. • Minimum staff compliment that results in excessive overtime. • Morgenzon Fire station not according to Fire and Rescue standards. • Longer period undertaken to repair, maintain and license machinery and equipment. • Consistent breakdown of vehicles and machinery.
Cemeteries, Parks and Gardens	<ul style="list-style-type: none"> ▪ Gardens and Cemeteries has 01 supervisor while Environmental Services and Amenities has a vacant post of a Special Works man, truck drivers and general workers. Gardens and Cemeteries has 22 	<ul style="list-style-type: none"> • Maintenance of Recreational Facilities, cemeteries and open spaces.

UNIT	STATUS QUO	CHALLENGES
	<p>General Assistants and Environmental Services and Amenities has only 6 General Assistants.</p> <p>The Division has the following facilities to clean and maintain: 08 Sports Facilities, 14 Halls and Offices, 06 Public open spaces and Public Main roads and entrances.</p> <ul style="list-style-type: none"> ▪ The major purpose of this division is to make sure that Lekwa environment is kept clean, recreational facilities and cemeteries are maintained. ▪ According to service standards active cemeteries are supposed to be cleaned once a week and inactive once a month. ▪ Services are provided with 13 bush cutters and 2 bakkies which are old and redundant. ▪ The Municipality has 13 cemeteries of which 2 are operational – Walter Sisulu Cemetery and Sivukile Cemetery. Standerton cemetery is left with a space that can accommodate 110 graves. ▪ Rooikoppen Cemetery has been identified as a new grave site and fencing and building of ablution facilities are in-order for the site to operate. ▪ 	<ul style="list-style-type: none"> • Both sections use one bakkie which is mainly for parks and gardens. • Due to the distance between Standerton and Morgenzon/Sivukile which is about 45km’s the division struggle to transport the Front-end loader to Morgenzon/Sivukile to dig the graves. • Covid-19 protocols requires that the Municipality / graveside operators to cover the graves with a Front-end loader. Families are no longer allowed to cover their graves. • No Protective Clothing for employees. • Walter Sisulu Cemetery almost reached its lifespan for burial sites. • Consistent breakdown of machinery. • Low staff moral and low performance on daily duties. • Unclear job description and duties/tasks to be performed by individual, groups or teams.
Libraries	<ul style="list-style-type: none"> • Lekwa local Municipality provide information services through Five (5) libraries – Standerton, Sakhile, Stanwest, Morgenzon and Thuthukani. • Services of library services are provided with the support of the Department of Culture, Sport and Recreation. The department support Municipal libraries with library collection, IT support and human resources. • Sakhile Library is managed by the official from Department of Culture, Sport and Recreation of which this practice is against the Service Level agreement. 	<ul style="list-style-type: none"> • Most of the libraries are manned by one (1) to (2) two officials of which is a challenge in provision of library services according to the service standards. Service standards requires that libraries be opened 6 days a week of which currently are opened 5 days a week. • Minimum budget allocation for library operations.

UNIT	STATUS QUO	CHALLENGES
	<ul style="list-style-type: none"> DCSR recently build state of the Art library in Sakhile that has been handed over to the Municipality. All Libraries operates on Municipal buildings except for Thuthukani Library which operates at Seriti Mine Building. Thuthukani Library has been closed since the resignation of the Library Assistant in September 2021. It has to be mentioned that only Sakhile and Morgenzon Libraries meet the minimum requirements of the Public Libraries. 	<ul style="list-style-type: none"> Low staff compliment for the libraries. The position of a Chief Librarian, Library Assistant (Thuthukani), Library Assistant (Sakhile) and Library Assistant (Standerton) have been vacant for more than a year. Standerton, Thuthukani and Stanwest Libraries buildings don't meet the requirements of a Public Library. No budget allocation for Library collection.

Table 30 Reflection of 2016/22 IDP Community services

Illegal dumping sites per ward in Lekwa LM.



Map 15 Illegal dumping sites in wards 1-15

Recommendation

- 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.

3.6 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 the

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:

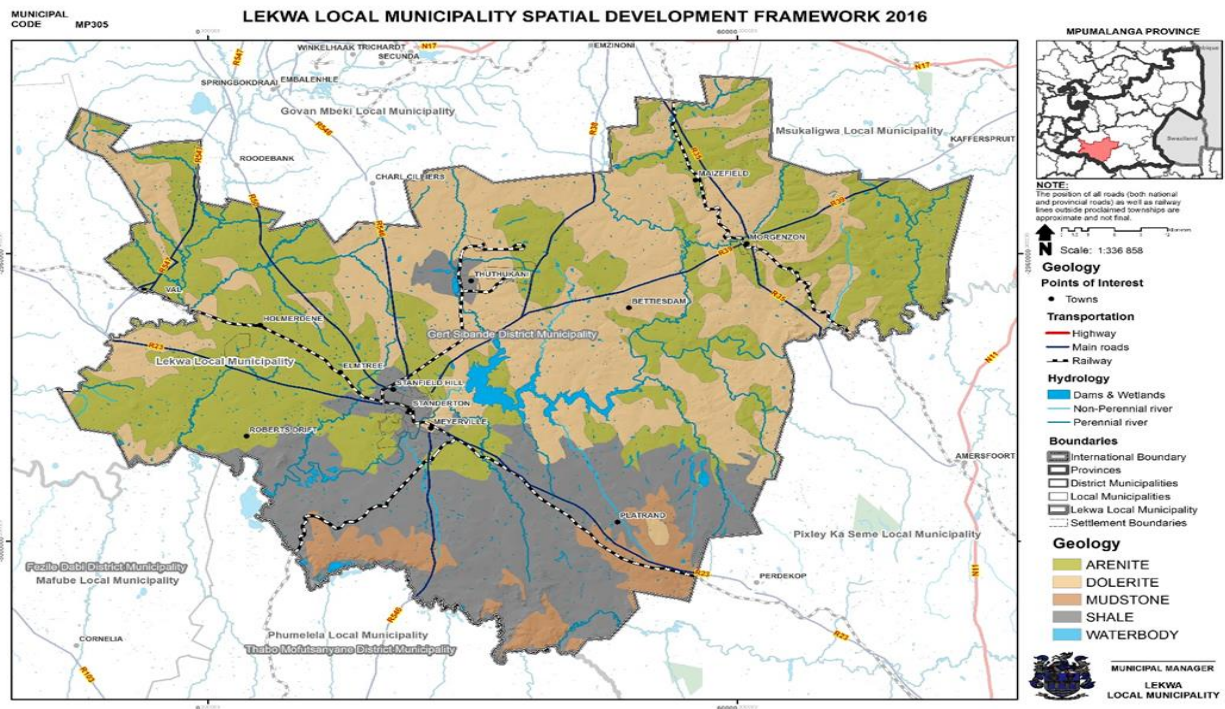
- Household fuel burning;
- Vehicle Exhaust emissions;
- Mining operations;
- Unrehabilitated mine tailings;
- Agricultural Activities;
- Industrial and commercial fuel burning;
- Biomass burning;

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 16 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 take into account 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 has to 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 has to play its part in climate change mitigation and adaptation. 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Lekwa Local Municipality should develop and adopt open space plan to include all key ecological infrastructure for conservation and management

Lekwa LM Directorate units	Response action
Waste management	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 31 Climate change response action

3.7 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 with regard to 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.

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 NGHO s 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 on the basis of 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 on the basis of 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.

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.

3.8 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

- Filled funded posts: 39
- Vacant funded posts: 55
- Total post: 94
- Vacancy Rate: 59.51%

Reflection of 2016/22 five-year IDP municipal transformation and institutional development

Target	Progress	Challenges	Recommendations
Promulgated by-laws	The municipality with the assistance from COGTA Mpumalanga, in June 2018 promulgated fourteen (14) prioritized by-laws in the Government Gazette.	Budgetary constraints.	The Promulgation of by-laws be part of the Municipal budget.
Reduced litigation	The municipality has a litigation register that is updated on a regular basis.	<ul style="list-style-type: none"> • Budgetary constraints to realize all settlements timeously. • The municipality is not complying with prescribed legislations as expected. 	The municipality to comply with all Legislations in order to minimize lawsuits against the municipality.
Contracts Management established	The municipality has no system in place to monitor and oversee contracts.	None	The Contract Management policy be approved.
From 2016/17 – 2019/2020 Mayoral Committee, Council and Section 79 committees 100% functional	MAYCO and Council sitting as per Council Approved Schedule	Non-sitting of sec 79 as per schedule (not forming quorum, absenteeism of Cllrs)	Office of the Speaker to encourage Councillors to attend Committee Meetings
Letter of Good Standing	Achieved	None	N/A
Consistent submission of the Employment Equity report	Consistent submission of EE plan and report before the regulated deadline	Non-sitting of EE Committee (Quorum not formed)	HRD Committee be established to cover both Skills Development and Employment Equity matters as per Main Collective Agreement instead of having two separate committees.
Workplace Skills Plan and Annual Training Report Submission	Consistent submission of WSP and ATR before the regulated deadline	Non-sitting of EE Committee (Quorum not formed)	HRD Committee be established to cover both Skills Development and Employment Equity matters as per Main Collective Agreement instead of having two separate committees.
Reduce Labour disputes	Achieved	Availability of Presiding Officers (External)	Managers in Lekwa be trained and utilized to provide the service
Functional Local Labour Forum	Achieved	None	N/A

Target	Progress	Challenges	Recommendations
Implementation of the Workplace Skills Plan	Implementation of the WSP at 25%	Slow Supply Chain Processes	Appointment of a panel of training providers for a period of three years
Public participation programmes implemented	Achieved	Tools of trade (Hailing System; name tags for Ward Committees)	Hailing System to be procured Name Tags for Identification of Ward Committee Members be procured
15 established functional ward committees	functional Ward Committees	Tools of trade (stationery, 15 laptops, name-tags, uniform; *No gathering venues for meetings in some wards: (wards 7, 9, 13) *Service delivery reports submitted not attended	*Budget allocation for tools of trade and resources be provided Budget be allocated for the purchase of collapsible structures to serve as ward offices and for meetings. *Implementation and monitoring tool for issues raised be in place in line with the customer care strategy for feedback to public
Functional Councillors forums	Functional Ward Councillors Forum	Backlog on issues raised by the Forum	Recommendations made by the Forum be taken into consideration for implementation
All ward committee members compensated	Achieved	Late payments	Prioritization of payment documents by Finance
Sitting of ward meetings.	Ward meetings held but towards end of the term decline	Demarcation affected local wards, community regard themselves as marginalised because meetings have to be convened in distance and different venues which involves costs for transport, with no options to be convened in once central venue (they regard the system as segregation) i.e., TLC and Meyerville; Ext 8 and Ward 8) *Demarcation Board don't consider objections submitted on ward demarcation;	*6 months rotational Sectional Meetings; *6 months, meetings be on central venue for all sections with the provision of public transport. *Demarcation Board meetings be attended to influence decision making. Implementation and monitoring tool for issues raised be in place in line with the customer care strategy for feedback to public Procurement be finalised for the purchase and the

Target	Progress	Challenges	Recommendations
		Operational issues identified during the meetings not attended and no public feedback Hailing system for meetings	installation of hailing system
Established Section 79 Committees	Functional Council Committees	Lack of attendance by committee members (rescheduled of meeting due to lack of quorum); *Lack of attendance to trainings and workshops	Rules and Ethics Committee to deal with Councillor's misconduct in line with the implementation of Councillors Code of Conduct. *Training and workshops be conducted on a quarterly basis to strengthen the capacity of committees
Management and monitoring of CDWs Programme	Appointed CDWs by COGTA in some wards except wards 3, 4, 8, 9 and 10	<ul style="list-style-type: none"> • Lapsed of War Room Structures in the wards; • vacancies affect wards • Office space for ward activities • Reports submitted on ward issues not attended 	COGTA to revive war room structures and vacancies be filled Budget be allocated for the purchase of collapsible structures to serves as ward offices and for meetings.
Functional Local Aids Council	Local Aids Council functioning optimally	Dissolution of Council affected the functionality of the Local Aids Council	Relaunch of the Local Aids Council, workshop all Stakeholders on the terms of reference of the Local Aids Council and their roles
Effective Gender and Disability Forum	Forum launched successfully representing all groups	Budgetary constraints to implement envisaged programs COVID 19	Avail Budget for the gender and disability programs
Functional Youth Council	Youth council term lapsed and consultation with all stakeholders to relaunch commenced	Lack of budget to conduct the Youth Indaba, elect the Youth Council and adopt the Youth strategy	Source budget to conduct the youth indaba
Consumer Portal	Achieved	Not yet marketed and utilised to the full and the Municipality is not structured and enabled to have a warm body responsible for Management and	Make provision in the structure for warm body responsible for management and administration of the portal

Target	Progress	Challenges	Recommendations
		administration of this system	
❖ Customer Care System	Achieved	Lack of internet and Telephone system that support a Call-centre operating 24/7	Accelerate the procurement of the new Telephone System and internet connectivity in all the Service Delivery Centres.

Table 32 Reflection of 2016/22 IDP Municipal Transformation and Institutional Development

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

3.9 Status Quo Assessment 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

Vacancy rate

Unit	Number of Posts	Number of Posts Filled	Number of Posts Vacant	Vacancy Rate
Communications	3	2	1	33%
Internal Audit	3	3	0	0
PMS	3	2	1	33%
Risk	3	1	2	66%
Department Totals	12	8	4	33%

Table 33 organisational setup of the office of the MM

Reflection of 2016/22 five-year IDP

Department	Achievements	challenges	Recommendations
Risk management	<ul style="list-style-type: none"> • Functional Risk Committee with externally appointed Chairperson • Annual development of risk registers 	<ul style="list-style-type: none"> • Inadequate human resources • Lack of institutional Business Continuity Management • Late submissions of mitigating reports by Departments 	<ul style="list-style-type: none"> • Appointment of two (2) Risk Officers • One (1) intern for knowledge capacity building • National Cogta & Treasury to provide assistance through the FRP implementation plan • Municipal Manager to intervene by enforcing consequence management
Performance management	<ul style="list-style-type: none"> - SDBIP and performance agreements in place annually - Performance management framework reviewed 	<ol style="list-style-type: none"> 1. Inadequate human resources 2. Late submission of performance information supported by reliable and verifiable evidence 3. Performance reviews not conducted 	<p>Appointment of two (2) PMS Officers</p> <p>Municipal Manager to intervene by enforcing consequence management for late and non-submission</p> <p>Implement and adhere to schedule for performance reviews</p>

Department	Achievements	challenges	Recommendations
Internal audit	<ul style="list-style-type: none"> - Functional Audit Committee with externally appointed, independent members with varied skills set and fields of expertise - Annually developed risk-based internal audit plan 	<ul style="list-style-type: none"> 1. Slow implementation of Internal Audit and AG findings 2. Repetitive findings due to slow or non-implementation of findings raised 3. Late or no submission of information requested by both I.A and A.G. 5. Slow implementation of Audit Committee resolutions 	<ul style="list-style-type: none"> . Track progress on regular basis and report accordingly to relevant structures on levels and rates of implementation
Communications	<ul style="list-style-type: none"> - 2021/22 Communication Strategy in-place - Functional Municipal Facebook page 	<ul style="list-style-type: none"> ▪ No budget allocation for 2021/22 financial year. ▪ Website not fully functional. ▪ No Local Radio Station. ▪ Branding and Marketing of the Municipality is lacking due to financial constraints. ▪ The Division is under staffed and without a Graphic Designer and Marketing Officer. 	<ul style="list-style-type: none"> Budget allocation for Communications Division (Operational and Capital). Skills Development programme for Communications Division and IT Division in-order to manage the Website in-house Support the establishment of Local Radio Station. Filling of vacant positions.

Table 34 Reflection of the 2016/22 IDP Office of the MM

3.10 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

Organizational structure

- Number of posts: 106
- Number of posts filled: 30
- Number of vacant posts: 76
- Vacancy rate: 72%

Reflection of the 2016/22 five-year IDP

KPA	DEPARTMENT	FUNCTION AREA	PROGRAMME	KEY PERFORMANCE INDICATOR
Financial viability and management	Budget and treasury	Budget	Indigent management	R-value of operating budget expenditure spent on free basic services
		Budget	Budget management	Total operating budgets for the municipality
		Budget	Indigent management	Percentage of the municipality's operating budget spent on indigent relief for free basic services
		Budget	Compile a MTREF budget in line with reviewed targets for realistically anticipated revenue and expenditure	Council approved funded 2022/2023 MTREF by 2022-06-30
		Budget	Undertake a tariff review and costing for all essential services	Cost reflective tariffs approved by 2022-06-30
		Budget	Review and update all budget related policies	Approved budget related policies by 2022-06-30
		Reporting	Improved audit outcomes and reduction of audit findings	Develop and implement audit action plan
		Supply chain management	Improve SCM operations	Average number of days from the point of advertising to the letter of awarded per 80/20 procurement process
		Supply chain management	Improve SCM operations	Total number of 80/20 tenders awarded as per procurement process
		Supply chain management	Contract management	Maintain and regular update of contract registers, monthly performance monitoring reports
		Expenditure management	Cash management development of cash flow management tool and implementation of cash flow committee recommendation	Trade creditors older than 360 days R 2 billion of R400 000 000 budget
		Expenditure management	Investigation on unauthorised fruitless, wasteful and irregular expenditure in accordance with sec 32 of the MFMA and investigation of financial misconduct Reduction of UIFW	Development and adoption of UIFW reduction strategy Develop schedule of investigations with timelines
		Expenditure management	Cash flow management	Improve cash flow position

KPA	DEPARTMENT	FUNCTION AREA	PROGRAMME	KEY PERFORMANCE INDICATOR
		Revenue	Resuscitate a revenue enhancement and cash flow management committee	Number of revenue enhancement reports
		Revenue	Improve revenue collection	Improve the collection rate by 15% in year one and 3% in year 2 as per the FRP Reduced government debt Reduce business debts by 30% Reduce household debts by 10% (Month 3.6)
		Asset management	Asset management: prepare a GRAP and MSCOA compliant fixed asset register (FAR)	Improve asset management accounting and internal controls

Table 35 Reflection of the 2016/22 five-year IDP Financial Viability

Lekwa LM Capital Expenditure Report 2020/2021

MIG REPORTING									
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	R7,149 (20/21FY) R262 (21/22FY)	Kieser clear water pumping units installed, level probes at sludge dams installed, Installation of valves at Candy water treatment plant in progress. Raw water turbine pumping units ordered.	R7,149	100	5	Delay in the delivery of three turbine pumping units which are imported from Pakistan.	Turbine pumping units' delivery scheduled for the 23rd of August in Johannesburg. Factory acceptance tests will be conducted in August and turbine pumping units will be installed within the month of August & September 2021	Sept 2021

MIG REPORTING

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
Refurbishment and/or upgrade of the Standerton Waste Water Treatment Works	4	R5,688	Inception and preliminary design report developed	R5,688	100	0	<p>The Standerton WWTW has a current capacity to treat 9 ML per day, whilst the estimated inflows are 18 ML per day.</p> <p>The WWTW need to be upgraded to treat 30 ML per day and the estimated cost is R250 million.</p> <p>The Municipality was able to prioritise and budget for the commencement of designs using MIG funding however MIG funding is inadequate for the</p>	DWS has budgeted R10 million through RBIG to carry out feasibility studies for Water services for Standerton and Sakhile for the 2021/2022 financial year.	June 2022

MIG REPORTING

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 the WWTW		
Refurbishment and Upgrading of Morgenzon and Sivukile Bulk Water Supply System	14	R4,994 (20/21 FY) R222 (21/22 FY)	Raw water pumping units installed, Sand filters refurbished, Sedimentation and flocculation channels refurbished.	R4,994	100	6	N/A	N/A	August 2021
Refurbishment and upgrade of sewer pump stations (Johan Street, Muller, Vaal, TLC, Talijaard)	4 & 10	R7,439 (20/21 FY) R1,541 (21/22 FY)	Pumping units procured and installed at Talijaard, Johan and Muller sewer pump stations. Two pumping units refurbished at Vaal and Installation of pumping unit in progress for TLC pump station.	R7,439	100	9	Contractor assigned additional pump stations to refurbish	Contractor to complete outstanding works by 31st of August 2021	Aug 2021
Installation and refurbishment	9,12 & 13	773	Project is complete. 300 toilets dislodged	R773	100	6	N/A	N/A	June 2021

MIG REPORTING									
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
or desludging of rural VIP toilets and provision of chemicals for the VIP toilets									
Refurbishment of boreholes in rural/ farm areas	9,12 & 13	R883	Project complete. 10 boreholes refurbished	R883	100	14	N/A	N/A	June 2021

Table 36 MIG Report

INEP REPORTING									
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
Construction of switching station at Standerton Extension 8.	8	R7,110 (2021 FY) R4,500 (221/22FY)	Switching station building complete, awaiting delivery of panels.	R7,110	100	22	Delivery and installation of panels outstanding.	Factory acceptance tests to be conducted and delivery and installation of panels to switching station.	Sept 2021

Electrification of 128 RDPs at Standerton Extension 8	8	R2,304	Electrification of 128 RDPs complete.	R2,304	100	22	N/A	N/A	June 2021
Electrification of rural houses.	9	R585	Designs complete. Procurement of Contractor in progress	R585	100	0	N/A	N/A	June 2021

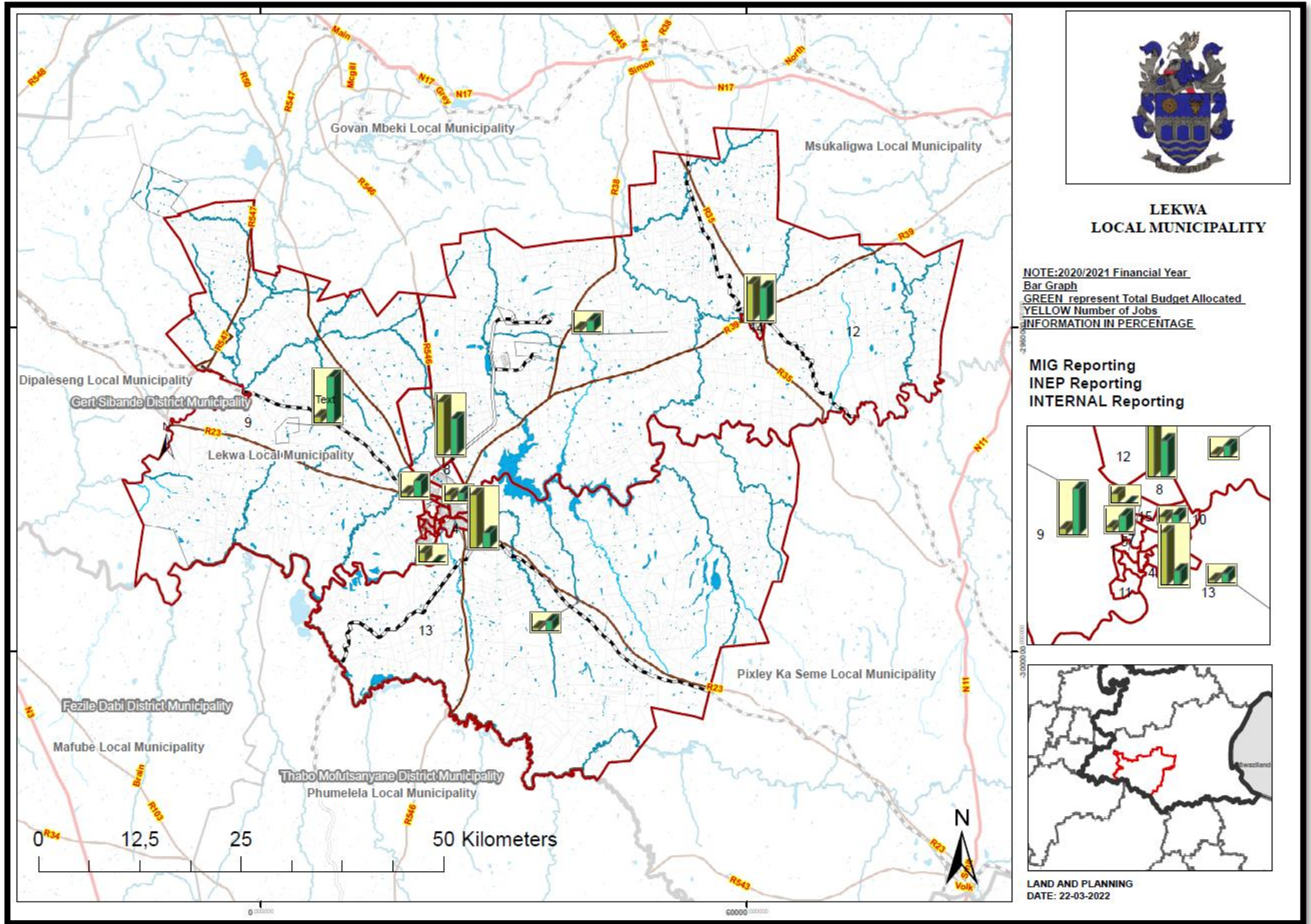
Table 37 INEP reporting

INTERNAL FUNDING REPORTING									
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
Installation, Testing and commissioning of Telemetry Systems on the Reservoirs	5,10 &14	R2,500	Nil	R0	0	0	Procurement of Service Provider	Project planned and budgeted for in the 21/22 FY	Jun 2022
Supply and install fencing to the Rooikoppen Cemetery	11	R2,000	Nil	R0	0	0	Procurement of Contractor	Project planned and budgeted for in the 21/22 FY	Jun 2022
Supply and install Clear View fencing to the Morgenzon New Cemetery	14	R1,556	Project complete	R1 556	100	14	N/A	N/A	Sept 2020

Supply and install Clear View fencing to the Standerton Square Reservoir	5 & 7	R1,641 (20/21 FY) R358 (21/22 FY)	Fencing complete	R1 641	100	10	No guardhouse, septic tank and lighting	Contractor busy with installation of guardhouse, septic tank and lighting	Sept 2021
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Table 38 internal funding reporting

Spatial representation of Lekwa LM Capital Expenditure Report



Map 17 MIG, INEP RBIG and Internal 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

3.11 Community consultations outcomes.

Municipalities in south Africa are the coal face of service delivery, this means that local government is expected to be informed of the needs of the community in order to deliver services that are relevant to their needs. Thus, a municipality should undertake assessment of community needs and this is done through public participation, where in the municipality consults or engages with community members and other relevant stakeholders to find out what their needs are. In terms of section 152(1)(e) of the Constitution of the Republic of South Africa one of the objects of local government is to encourage the involvement of communities and community organisations in the matters of local government, whereas section 16 of Municipal Systems Act 32 of 2000 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, including in (v) the preparation, implementation and review of its integrated development plan”.

Lekwa Local Municipality embarked on an all-inclusive and thorough public participation programme with its local community members in the process of developing a credible five-year IDP in terms of the MSA Act 32 of 2000. The Public participation primarily focused on community members engagements through physical meetings. The Executive Mayor, councillors, Acting Municipal Manager, Heads of Departments and Divisional Managers consulted 15 wards from the 08th February 2022 to 04th March 2022.

The outcomes of the community consultations conducted from the 08th February to 04th March 2022 are attached to this document as “ANNEXURE A”

2022/23 Critical ward priority issues as prioritised per ward

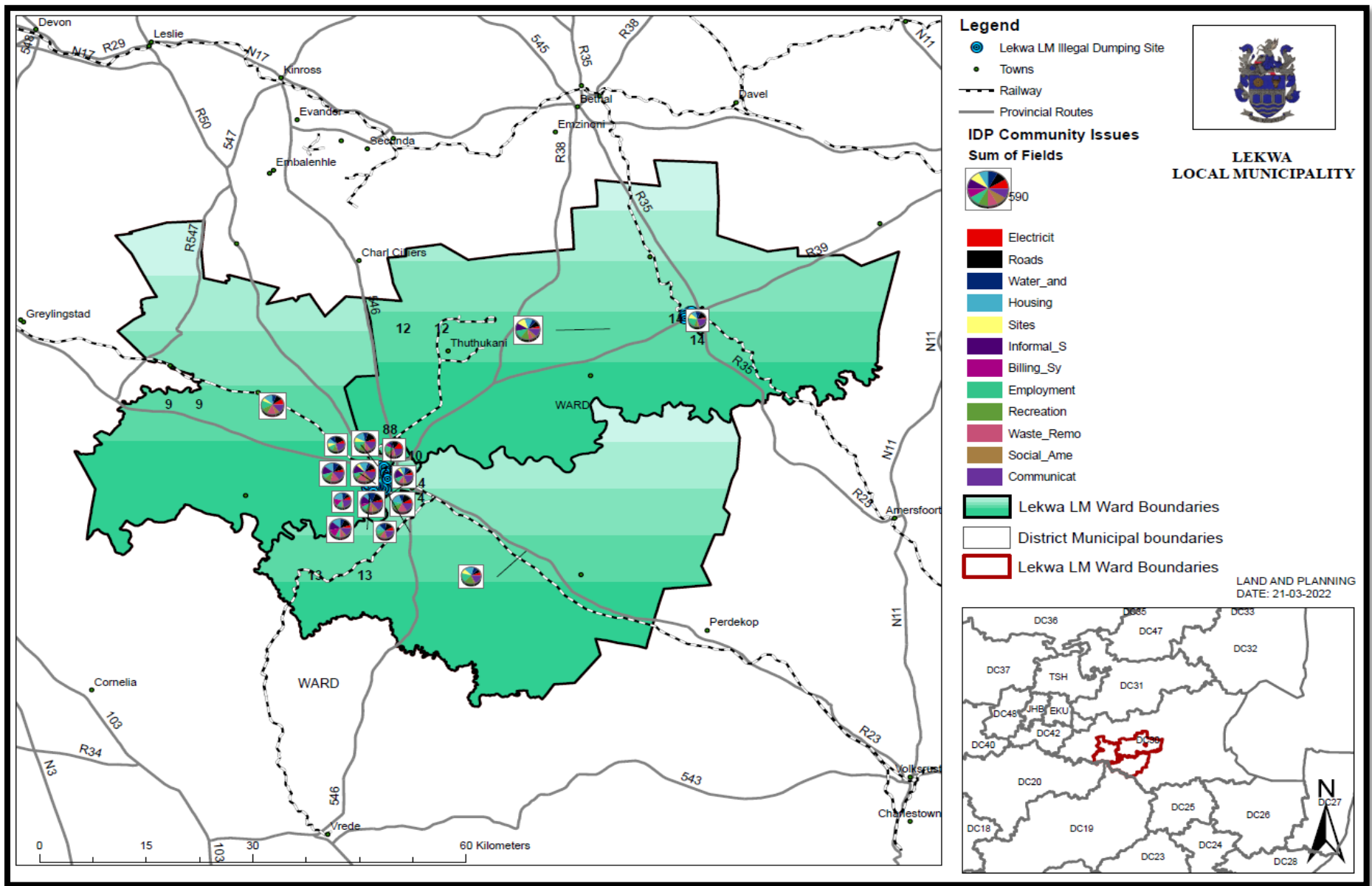
KPA	Department	Focus area	Problem identified	Project/ activity	Area
Basic Service Delivery and Infrastructure	Technical services	Water and Sanitation	Interrupted water supply and unclean water	Uninterrupted provision of clean water	Ward 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15
				Water pressure pumps for high laying areas	Ward 5, 11
			Sewage spillages	Upgrade sewage pipes and treatment plant	Ward 1, 2, 3, 4, 6, 9 (ext. 08), 11, 14, 15
			No toilets	Provision of toilets and desludging of toilets	Ward 09,11, 6 Slovo, 9, 10, 12, 13, 14
		Electricity	Power outages due to overload or no power at all	Upgrade electrical power infrastructure	Ward 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 15
				Connection of electricity from powerline to households	Ward 09 and ward 13
				Construction of a substation in Rooikoppen	Ward 11
			Non-functional high mast lights (Increased crime rate)	Provision and maintenance of High mast lights	Ward 1, 2, 4, 5, 6, 7, 8, 9, 11, 12, 14, 15
			No street lights	Provision of street lights	Ward 3, 4, 8
			Non-functional traffic lights	Installation and maintenance of Functional traffic lights	Ward 10(Vodacom)
		Roads	Flooding due to blocked storm water drainages	Maintenance of storm water drainages	Ward 1, 3, 4, 5, 6, 7, 8, 9 (ext. 8), 10, 11, 12, 14, 15
			Deteriorated roads	Paving and gravelling of roads	Ward 1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15

			No speed humps and signages that could result in accidents	Speed humps and road signage	Ward 11, 3, 15
	Community services	Waste removal	Municipality not collecting waste in accordance to the stipulated schedule	Waste collection on stipulated schedule	Ward 4, 5, 6, 7, 8, 9 (ext. 08), 10, 12
			Illegal dumping	Waste containers for legal dumping sites	Ward 1, 3, 4, 5, 7, 9, 11, 14, 15
Spatial Rationale	Planning and Economic Development	Housing	Lack of housing	Provision of RDP houses	Ward 1, 2, 3, 4, 5, 6 Slovo, 7, 9(holm), 10, 11, 12, 13, 14, 15
			Property owners with no tittle deeds	Issue tittle deeds	Ward 1, 2, 3, 4, 5, 7, 9 (ext. 8) 12, 13
		Provision of sites for development	Non availability of residential stands	Township establishment (Subdivision)	Ward 3, 7, 9(ext. 08), 10, 12, 13, 14, 15
			No graveyard site	Establishment of a graveyard site	Ward 12
			No Grazing land for livestock	Allocation of grazing land	Ward 12 and 13
			Lack of shopping amenities	Shopping centre	Ward 14, 12
		Upgrading/formalization of informal settlements	No basic services in informal settlements	Relocation and formalisation of informal settlements	Ward 1, 5, 7, 10, 11, 12,
Financial viability and management	BTO	Billing systems	Incorrect and inconsistent billing system	Correct and consistent billing system	Ward 1, 2,
			Non-functional meter readers	Installation of functional meter readers	Ward 1, 11
			High billing	Reduction or clearance of tax and rates	Ward 1, 2, 8
Local Economic Development		Employment	High unemployment rate	Improved local economic development	Ward 1,2,3,4,5,6,7, 8,9,10,11,12,13,14,15

	Planning and Economic Development		Non-skilled	Skills development programme	Ward 3, 9, 12, 14
Good governance and public participation	Community and corporate services	Recreation, culture and sports	No recreational grounds	Recreational Park	Ward 5, 8, 12, 13, 14, 9 (ext. 08)
			Lack of sports facilities	Sports field	Ward 3, 4, 5, 6, 7, 8, 9, 12, 13, 15
			Lack of funding for prospective students	Bursaries	Ward 3, 4, 11, 12, 13, 14
	Sector departments	Social amenities	Inadequate of social amenities	Schools	Ward 7, 8, 9, 11, 14
				Clinic	Ward 9, 11, 12
				Police station	Ward 7, 9, 10, 11, 12
				Rehabilitation centre	Ward 1, 2 3, 6
				Library	Ward 7, 10, 11, 15
Post office				Ward 12	
			Old age home	Ward 13,	
Municipal transformation and institutional development	Corporate	Communications	Outdated municipal website	Update Municipal website	Ward 08 (All wards)

Table 39 Community consultation outcomes

Spatial representation of critical ward priority issues



Map 18 Critical ward priority issues

3.12 Overall Institutional Environmental Scanning/SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

Table 40 Institutional SWOT Analysis

4. CHAPTER FOUR: DEVELOPMENT OF STRATEGIES

4.1 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.

4.2 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

4.3 Corporate Values

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

4.4 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

4.5 Strategic Objectives

- Generate 100% revenue
- Provision of basic services (water 100%, sanitation 100%, electricity 100%, 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

4.6 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

5. CHAPTER FIVE: INTEGRATED HUMAN SETTLEMENTS CHAPTER

5.1 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.

5.2 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.

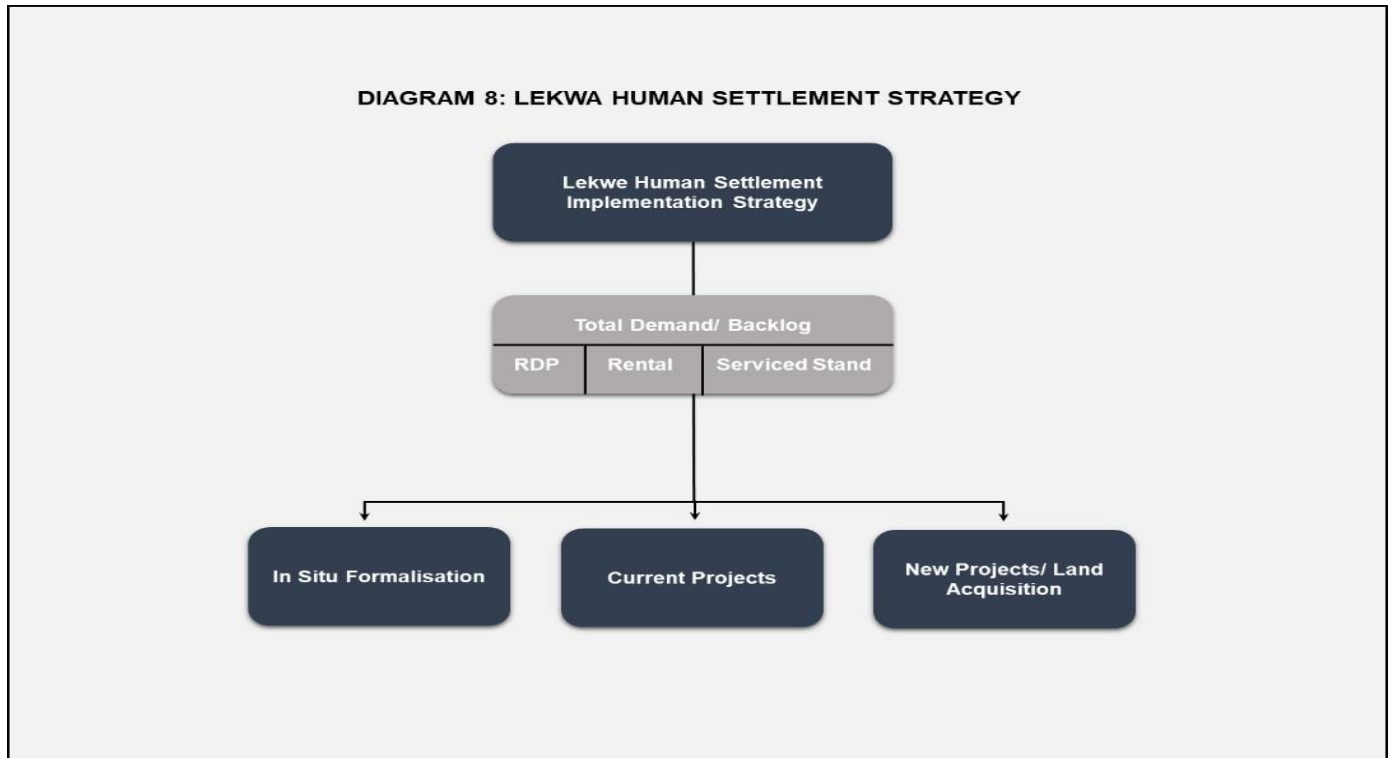


Figure 19 Lekwa Human Settlements Strategy

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 the majority of 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

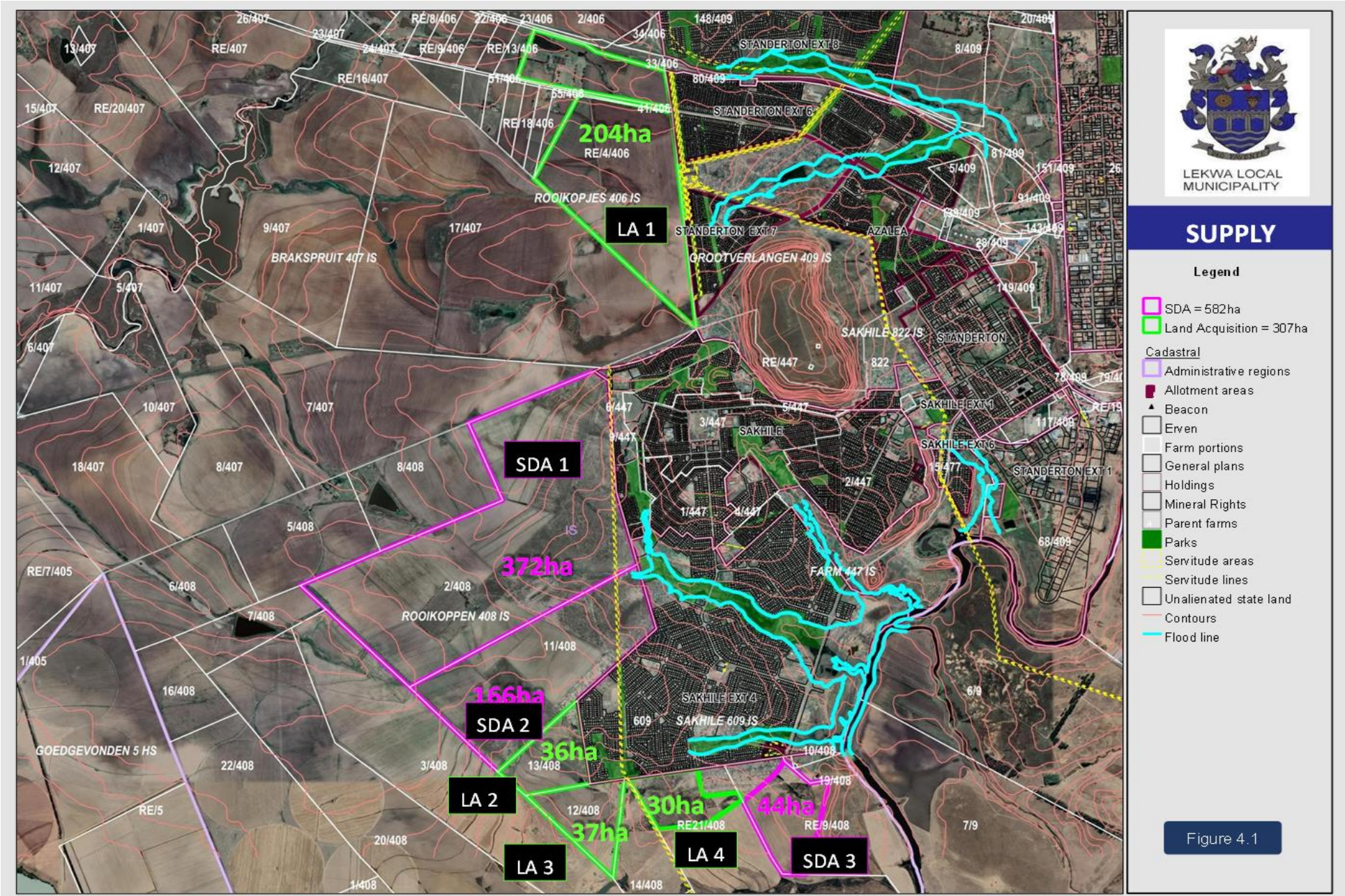
Lekwa LM: NUSP Strategy: Priorities

#	Town, Settlement	DEMAND Existing Informal Units and Infill 2021	NUSP (UISP) ALLOCATION			PRIORITY			BUDGET	
			B1 (stay - can be accommodated in layout) 2835	B2 (Move later - can NOT be accommodated in layout) 928	C (Move immediately - situated in flood line) 266	Short	Medium	Long	Interim Services (Engineering & Prof Fees) R0,00	Permanent Services R27 830
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 41 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 19 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 formalized 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

#	Town, Settlement	DEMAND		STRATEGY				Subtotal	Short	PRIORITY	
		Existing Informal Units and Infill	2021	In situ	Move later	Move immediately situated in floodline/servitude	Further investigation needed			Medium	Long
			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 Floodline	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		•	

2 2	Erf 6253 Sakhile Ext 4 (School erf)	53				53	53	•		
2 3	Erf 6254 Sakhile Ext 4 (School erf)	37				37	37	•		
2 8	Rooikoppe n 11/408	306	25 1	55			306		•	
7	Taxi Rank Camp	12		12			12		•	
8	Azalea Floodline 1	64			64		64	•		
1 4	Azalea Floodline 2	80			18	62	80	•		
2 4	Taxi Rank Camp 2	35	35				35	•		
2 5	Erf 4319 Standerton x6	15	15				15	•		
3 0	Erven 860- 862 Morgenzo n	54		54			54		•	

Table 42 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	Ervens 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 43 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				Total	Area (ha)	Area (%)	Ave. erf Size (m ²)	Potential number of Units	Density (nett) applied du/ha	Note
			Municipal	Provincial Government	Parastatal	RSA							
4	1	MEYERVILLE	-	2	-	-	2	0,7	0%	3 626	29		
		Zoning: Single Residential		2			2	0,7	0%	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	0%	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	0%	302	14		
15	6	STANDERTON EXT 8	1 073	-	-	-	1 073	74,2	49%	691	4 087		
		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	SAKHLE EXT 6	2	-	-	-	2	0,1	0%	577	2		
		Zoning: Single Residential	2				2	0,1	0%	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	1%	362	19		
14	10	SIVUKILE EXT 4	2	-	-	-	2	0,6	0%	2 813	23		
		Zoning: Single Residential	2				2	0,6	0%	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

Table 44 Public owned vacant land

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	Responsibility	Cost
1	Part of Remainder of Ptn 21 of the farm Rooikoppen 408 IS	Mpumalanga	R 650,000.00
2	Portion 12 of the farm Rooikoppen 408 IS	Mpumalanga	R 650,000.00
3	Portion 13 of the farm Rooikoppen 408 IS	Mpumalanga	R 650,000.00
4	Remainder of Ptn 4 of the farm Rooikoppen 408 IS	Mpumalanga	R 650,000.00

Table 45 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.

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 Kieser 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 47 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 accommodated in layout)	B2 (Move later - can NOT be accommodated 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 48 NUSP Strategy: Priority

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

Lekwa LM: Additional Strategy: Priority

#	Town, Settlement	DEMAND		STRATEGY			Further investigation needed	Subtotal	Short	PRIORITY	
		Existing Informal Units and Infill	2021	In situ	Move later	Move immediately situated in floodline/servitude				Medium	Long
			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 Floodline		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		53				53	53	•		

	(School erf)									
23	Erf 6254 Sakhile Ext 4 (School erf)		37				37	37	•	
28	Rooikopp n 11/408		306	251	55			306		•
7	Taxi Rank Camp		12		12			12		•
8	Azalea Floodline 1		64			64		64	•	
14	Azalea Floodline 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 Morgenzo n		54		54			54		•

Table 49 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 50 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 51 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 52 Supply summary

5.3 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 depends 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 the majority of 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.

6. CHAPTER SIX: IMPLEMENTATION PLANS PER KPA

6.1 KPA 1 Basic Service Delivery and Infrastructure Development

Table “A” integrated development plans

TABLE A: INTEGRATED DEVELOPMENT PLAN				
Municipal KPA	Basic Service Delivery and Infrastructure Development			
Problem statement and root causes per KPA:	Inadequate access to basic services. The municipality fall 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			
One Plan Transformation Area	Eradicate electricity interruptions. Increase access to portable water Improve quality of roads. Increase access to decent sanitation and eradicate spillages. Improve provision of solid waste management services Improve parks and recreational facilities provision. Improve provision of fire and emergency services Improve traffic control and law enforcement Improve access to cemetery services. Improve fleet management Improve library services			
2019-24 MTSF Priority	Improved access to basic services (water 100%, sanitation 100%, electricity100%, waste 100% and roads 207 km of Roads paved/tarred)			
Municipal Priority	Basic service delivery (Water, sanitation, electricity and waste removal) 1. Improve Water and Sanitation provision 2. Provide reliable electricity supply 3. Provision of efficient and effective solid waste management service 4. Provision of safe and dependable roads			
Strategic objective	Provision of basic services (water 100%, sanitation 100%, electricity 100%, solid waste and roads 100%)			
Impact statement: Reduced unemployment and poverty			MTSF Target: Improved access to basic services (water 100%, sanitation 100%, electricity100%, waste 100% and roads 207 km of Roads paved/tarred)	
Outcome		Baseline		Intervention/ ANNUAL IMPLEMENTATION

(Strategic goal)	Outcome indicator (Strategic objective)		Situational analysis	5-year IDP target	Programme	2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improve Basic Services provision	To improve access to Water	33 735HH (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	100% access to water	Develop Water Master Plan Develop Operation and Maintenance Plan Develop WSDP Develop and implement Water Conservation and Water Demand Management plan. Review water safety plan Upgrade bulk water pipelines Construction of kiesser reservoir and pressure tower Upgrade of Standerton and Morgenzon WTWs Construction of reservoirs	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 334HH (100%) access to water

					and pressure towers					
					Provision of water to areas without access					
Improve Basic Services provision	To improve access to Sanitation	32 318 HH (87 %) access to Sanitation	Inadequate bulk infrastructure Uncoordinated developments Fragmented human settlements Ageing infrastructure Sewer spillages	100% access to Sanitation	Develop Sanitation Maser Plan Develop Operation and Maintenance Plan Review waste water risk abatement plan Upgrade bulk and reticulation sewer pipelines Upgrade of Standerton and Morgenzon WWTWs Construction of Coligny sewer line	Develop Sanitation Maser Plan	33572 HH (89%)	34826 HH (93%)	36080 HH (97%)	37334 (100%)
Improve Basic Services provision	To improve access to electricity	33 991HH (91%) access to electricity	Inadequate bulk infrastructure Uncoordinated developments	100% access to electricity	Develop Electricity Maser Plan Upgrade bulk electricity infrastructure	Develop Electricity Master Plan	34 827HH (93%)	35 653HH (95%)	36 479HH (98%)	37 334HH (100%)

			Fragmented human settlements Ageing infrastructure Inadequate NMD Inadequate lighting		Upgrade main substations Upgrade NMD Electrification of households Repair of street lights and high mast lights					
	To improve access to roads	187 km paved and tarred Road network	Uncoordinated developments settlements Ageing infrastructure	207 km of Roads paved/tarred	Develop Road and Storm Water Maser Plan Upgrade road infrastructure Rehabilitate road infrastructure	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
Improve Basic Services provision	To improve access to Solid Waste removal	30518 HH (81%) with access to Solid Waste removal	Shortage of refuse collection trucks Shortage of staff Frequent mechanical breakdown on trucks Poor operations and maintenance at the landfill site	37334 HH (100%) access to Solid waste removal	Procurement of five additional refuse trucks Development of IWMP Recruitment of staff Rehabilitation of Morgenzon landfill site Upgrade the Standerton landfill site	Development of IWMP	32222HH (86%) access to Solid waste removal	33926HH (91%) access to Solid waste removal	35630 HH (95%) access to Solid waste removal	37334 HH (100%) access to Solid waste removal

					Improvement in the turnaround time of repairing trucks					
	To improve provision of comprehensive fire services	83 fire incidences reported per quarter	High rate of fire incidences Shortage of equipment and staff Old and redundant fire fleet	Reduce the quarterly incidence by 20% per year	Reduce the response to fire call outs time from 25 minutes to 10 minutes Conduct awareness campaigns Procurement of fleet Recruitment of staff Opening of fire station at Sakhile (short term) Building of new fire station	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
	To reduce number of accidents	34 accidents reported per quarter	High number of accidents Shortage of personnel	Reduce road accidents to 10	Increase number of roadblocks Improve road markings and signage Increase traffic control personnel	Road accidents reduced to 30	Road accidents reduced to 25	Road accidents reduced to 20	Road accidents reduced to 15	Road accidents reduced to 10

Improved parks and recreational facilities	28 parks and recreational facilities to be maintained monthly	Shortage of equipment and machinery Shortage of staff Shortage of PPE	Improved Parks and recreation facilities maintenance	Procurement of machinery and fleet Recruitment of personnel Procurement of PPE	28 parks and recreational facilities maintained monthly	28 parks and recreational facilities maintained monthly	28 parks and recreational facilities maintained monthly	28 parks and recreational facilities maintained monthly	28 parks and recreational facilities maintained monthly
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Table 53 Basic service delivery

Table “B” Integrated Development Plans. Translating interventions and programmes into annual outputs and KPIs

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improve Basic Services provision	Improve access to water	Develop Water Maser Plan	Water master plan developed	Water master plan developed				
		Develop Operation and Maintenance Plan	Develop Operation and Maintenance Plan	Operation and Maintenance Plan developed				
		Development Water Service Development Plan (WSDP)	WSDP developed	WSDP developed				
		Develop Water Conservation and Water Demand Management (WCWDM) plan.	WCWDM developed	WCWDM developed				
		Review water safety plan	Review water safety plan	Review water safety plan				
		Km bulk water pipelines upgraded	25km of bulk water pipeline upgraded	Source funding for upgrade of bulk pipelines	7km	7km	8km	3km
		Number of reservoirs constructed	Construction of two reservoirs	Construction of Kisser reservoir and pressure tower	Construction of pressure tower at Sakhile	Upgrade of store dam at the Standerton WTW from 2ML to 10ML		Upgrade Morgenzon Water reservoir from 2,5 ML to 10 ML
		Upgrade of Water treatment works	Standerton and Morgenzon Water treatment works upgraded	Source funding for upgrade of WTWs		Standerton Water treatment works upgraded		Morgenzon Water treatment works upgraded

						to treat 50 ML per day		to treat 3.9ML per day
		Provision of water to areas without access	Provide access to 3 599 HH	Source funding to eradicate backlogs	Provide water access to 900 HH	Provide water access to 900 HH	Provide water access to 900 HH	Provide water access to 900 HH
To improve access to Sanitation		Develop Sanitation Maser Plan	Sanitation master plan developed	Sanitation master plan developed				
		Develop Operation and Maintenance Plan	Develop Operation and Maintenance Plan	Operation and Maintenance Plan developed				
		Review waste water risk abatement plan	Review waste water risk abatement plan	Source funding to review risk abatement plan				
		Km bulk sewer pipelines upgraded	30km of bulk sewer pipelines upgraded	Source funding for upgrade of bulk pipelines	7.5km	7.5km	7.5km	7.5km
			Construction of Coligny 2,3km sewer line	Construction of Coligny 2,3km sewer line				
		Upgrade of Waste Water treatment works	Standerton and Morgenzon Waste Water treatment works upgraded	Confirmation of funding		Standerton Waste Water treatment works upgraded		Morgenzon Waste Water treatment works upgraded
To improve access to electricity		Develop Electricity Maser Plan	Electricity master plan developed	Electricity master plan developed				
		Km of bulk electricity infrastructure upgraded	40km of bulk electricity lines upgraded	Source funding for upgrading electricity lines	10km electricity lines upgraded	10km electricity lines upgraded	10km electricity lines upgraded	10km electricity lines upgraded
		Upgrade main substations	A, B & C Substations upgraded	A substation upgraded PHASE 1 Source funding for upgrade of B substation	A substation upgraded Phase 2 Source funding for upgrade of B substation	A substation upgraded Phase 3 B Substation upgraded Phase 1	B Substation upgraded Phase 2	B Substation upgraded Phase 3 Source funding for C Substation upgrade
		Upgrade NMD to 110MVA	NMD upgraded to 110MVA	Expansion of SCADA system	NMD upgraded to 64 MVA	Application to upgrade NMD to 110MVA	Application to upgrade NMD to 110MVA	NMD upgraded to 110MVA

		Number of households electrified	3 343 households electrified		836 households electrified	836 households electrified	836 households electrified	835 households electrified
		Street lights repaired	2500 street lights repaired	500 street lights repaired	500 street lights repaired	500 street lights repaired	500 street lights repaired	500 street lights repaired
		High mast 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
Improved road network		Develop Road and Storm-water Maser Plan	Road and Storm-water Maser Plan developed	Road and Storm-water Maser Plan developed				
		20Km of roads constructed	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	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			Procurement of 30 vehicles.	6 vehicles procured	6 vehicles procured	6 vehicles procured	6 vehicles procured	6 vehicles procured
			Disposal of 40 vehicles	Disposal of 8 vehicles	Disposal of 8 vehicles	Disposal of 8 vehicles	Disposal of 8 vehicles	Disposal of 8 vehicles
			Maintenance and service plan.50 (Maintenance provision).	Maintenance and service plan.50	Maintenance and service plan.50	Maintenance and service plan.50	Maintenance and service plan.50	Maintenance and service plan.50
			Improve internal capacity for repairs and maintenance (5 mechanics)	5 mechanics recruited				
			Improve turnaround time on repairs and maintenance to within 2 weeks	Improve turnaround time on repairs and maintenance to within 8 weeks	Improve turnaround time on repairs and maintenance to within 6 weeks	Improve turnaround time on repairs and maintenance to within 4 weeks	Improve turnaround time on repairs and maintenance to within 3 weeks	Improve turnaround time on repairs and maintenance to within 2 weeks
To improve access to Solid Waste removal		Procurement of five additional refuse trucks	Five additional refuse trucks procured	One additional refuse truck procured	One additional refuse truck procured	One additional refuse truck procured	One additional refuse truck procured	One additional refuse truck procured
		Recruitment of staff in CS	Vacancy rate in CS reduced to 0%	Vacancy rate in CS reduced to 28%	Vacancy rate in CS reduced to 21%	Vacancy rate in CS reduced to 14%	Vacancy rate in CS reduced to 7%	Vacancy rate in CS reduced to 0%
		Development of IWMP	IWMP Developed	IWMP Developed				
		Rehabilitation of Morgenzon landfill site			Morgenzon landfill site developed			

		Improvement in the turnaround time of repairing trucks			100% truck availability achieved			
		Upgrade the Standerton landfill site				Standerton landfill site upgraded		
Access to comprehensive fire and emergency services	To improve provision of comprehensive fire services	Reduce the response to fire call outs time	Response to fire call outs time reduced from 25 minutes to 10 minutes	Response to fire call outs time reduced to 20 minutes	Response to fire call outs time reduced to 15 minutes	Response to fire call outs time reduced to 12 minutes	Response to fire call outs time reduced to 10 minutes	Response to fire call outs time reduced to 10 minutes
		Conduct awareness campaigns	60 awareness campaigns conducted	12 awareness campaigns conducted	12 awareness campaigns conducted	12 awareness campaigns conducted	12 awareness campaigns conducted	12 awareness campaigns conducted
		Procurement of fleet	5 additional firefighting fleet procured	1 additional firefighting fleet procured	1 additional firefighting fleet procured	1 additional firefighting fleet procured	1 additional firefighting fleet procured	1 additional firefighting fleet procured
		Opening of fire station at Sakhile (short term)	Fire Station at Sakhile re-opened		Fire Station at Sakhile re-opened			
		Building of new fire station	New Fire Station built				New Fire Station built	
Traffic control and law enforcement	To reduce number of accidents	Increase number of roadblocks	240 roadblocks conducted	48 roadblocks conducted	48 roadblocks conducted	48 roadblocks conducted	48 roadblocks conducted	48 roadblocks conducted
		Improve road markings and signage	960km of road with signage and markings	192km of road with signage and markings	192km of road with signage and markings	192km of road with signage and markings	192km of road with signage and markings	192km of road with signage and markings
Improve Basic Services provision	To improve access to Solid Waste removal	Households (HH) with Solid Waste removed	37334HH (100%) households with Solid Waste removed	<ul style="list-style-type: none"> Development of IWMP 	32222HH (86%) access to Solid waste removal	33926HH (91%) access to Solid waste removal	35630 HH (95%) access to Solid waste removal	37334 HH (100%) access to Solid waste removal

Table 54 Basic service delivery annual implementation plan

Table “C” Community consultation issues

Community needs/priorities	Key issues	Affected Ward and Location	2022-27 IDP Intervention	Finding Source
Inadequate water supply	Uninterrupted provision of clean water	Ward 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	Water Master Plan WSDP Water Conservation and Water Demand Management plan.	MIG/WSIG

			Upgrade bulk water pipelines Construction of kiesser reservoir and pressure tower	
Interrupted water supply	Water pressure pumps for high laying areas	Ward 5, 11	Water Master Plan WSDP Water Conservation and Water Demand Management plan.	MIG/WSIG
Pipe bursts	Upgrade sewage pipes and treatment plant	Ward 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
Sewer spillages	Provision of toilets and desludging of toilets	Ward 09,11, 6 Slovo, 9, 10, 12, 13, 14	Operational and Maintenance plan Standerton and Morgenzon WTWs Waste water risk abatement plan Upgrade bulk and reticulation sewer pipelines	MIG/WSIG
Interrupted electricity supply	Upgrade electrical power infrastructure	Ward 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 15	Electricity Maser Plan Bulk electricity infrastructure Upgrade main substations Upgrade NMD Electrification of households Repair of street lights and high mast lights	MIG/WSIG
Bridging of electricity	Connection of electricity from power lines to households	Ward 09 and ward 13	Electrification of households	INEP
Inadequate electricity supply	Construction of a substation in Rooikoppen	Ward 11	Electricity Maser Plan Bulk electricity infrastructure Upgrade main substations Upgrade NMD	INEP
Non-functional Street lights	Provision and maintenance of High mast lights	Ward 1, 2, 4, 5, 6, 7, 8, 9, 11, 12, 14, 15	Repair of street lights and high mast lights	INTERNAL
Non-functional Street lights	Provision of street lights	Ward 1, 3, 4, 5, 6, 7, 8, 9 (Ext 8), 10, 11, 12, 14, 15	Repair of street lights and high mast lights	INTERNAL
Non-functional Traffic lights	Installation and maintenance of Functional traffic lights	Ward 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	Ward 11, 3, 15	Storm water Master Plan	MIG
Degradation of Roads	Paving and gravelling of roads	Ward 4, 5, 6, 7, 8, 9 (Ext 08), 10, 12	Upgrading and re-gravelling of roads	MIG
No speed humps and Road signage's	Speed humps and road signage	Ward 1, 3, 4, 5, 7, 9, 11, 14, 15	Installation of Speed humps and road signage	MIG
No removal of Waste	Waste collection on stipulated schedule	Ward 1, 3, 4, 5, 6, 7, 8, 9 (Ext 8), 10, 11, 12, 14, 15		INTERNAL
	Waste containers for legal dumping sites	Ward 1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15		INTERNAL

Table 55 Basic service delivery community needs

Table “D” Service delivery and budget implementation plan

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			
		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	az0071
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%
	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
	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.
		Maintenance and service plan	Maintain and service vehicles that are due for service	Maintain and service vehicles that are due for service	Maintain and service vehicles that are due for service	Maintain and service vehicles that are due for service
Procurement of five additional refuse trucks	Five additional refuse trucks procured	One additional refuse truck procured		One additional refuse truck procured		
Development of IWMP	IWMP Developed	IWMP Developed	Professional Service Provider Appointed			IWMP Developed
Reduce the response to fire call outs time	Response to fire call outs time reduced from 25 minutes to 10 minutes	Response to fire call outs time reduced to 20 minutes				Response to fire call outs time reduced to 20 minutes

Conduct awareness campaigns	60 awareness campaigns conducted	12 awareness campaigns conducted	3 awareness campaigns conducted	3 awareness campaigns conducted	3 awareness campaigns conducted	3 awareness campaigns conducted
Procurement of fleet	5 additional firefighting fleet procured	1 additional firefighting fleet procured		1 additional firefighting fleet procured		
Increase number of roadblocks	240 roadblocks added	48 roadblocks added	12 roadblocks added	12 roadblocks added	12 roadblocks added	12 roadblocks added
Improve road markings and signage	960km of road with signage and markings	192km of road with signage and markings	50km of road with signage and markings	50km of road with signage and markings	50km of road with signage and markings	42km of road with signage and markings
Maintenance of 28 parks and recreational facilities per month	1680 parks and recreational facilities maintained	336 parks and recreational facilities maintained	84 parks and recreational facilities maintained	84 parks and recreational facilities maintained	84 parks and recreational facilities maintained	84 parks and recreational facilities maintained
Traffic control and law enforcement	240 roadblocks conducted	48 roadblocks conducted	9,6 roadblocks conducted	9,6 roadblocks conducted	9,6 roadblocks conducted	9,6 roadblocks conducted
	960km of road with signage and markings	192km of road with signage and markings	38,4 km of road with signage and markings	38,4 km of road with signage and markings	38,4 km of road with signage and markings	38,4 km of road with signage and markings

Table 56 Service delivery and budget implementation plan

6.2 KPA 2 Municipal Transformation and Institutional Development

Table “A” Integrated Development Plans

TABLE A: INTEGRATED DEVELOPMENT PLAN	
Municipal KPA	Municipal Transformation & 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		Clean Audit outcome (100%) Customer Care									
Strategic Goal		Improved organisational performance.									
Strategic objective		Municipal employees and councillors trained – compliance and adherence to the approved WSP									
Impact statement: Municipal employees and councillors trained – compliance and adherence to the approved WSP					MTSF Target: A Capable, Ethical and Developmental State						
Outcome		Outcome indicator Key Performance 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 organisational performance.		% Reduction in litigation	37 active cases (0%)	Increase in litigation register Being in contempt of court orders Noncompliance to legislation and policy High contingent liability & legal fees Contract management decentralised	100% reduction in litigation cases	Reduce litigation Reduce legal fees	20%	20%	20%	20%	20%
		# Of LLF meetings held	5 LLF meetings held	Timing of LGE	60 LLF meetings	Adherence to schedule of LLF meetings	12	12	12	12	12

	Time taken to resolve disciplinary cases	6 matters	Noncompliance with timeframes for dealing with labour disputes	10 workshops on prosecuting and presiding disciplinary cases	Training of managers and supervisors in handling disputes internally	2	2	2	2	2
					Centralised Contract management	4 Contract register updates	4 Contract register updates	4 Contract register updates	4 Contract register updates	4 Contract register updates
Improved Customer Care	Functional and responsive customer care service	Approved service standards; 3 Customer care officials appointed;	Customer care management policy not in place Staff shortage No centralised and automated customer care service Non-adherence to Batho Pele principles	Automated and centralised 24/7 customer care service	Activation of automated customer care service centre	Refurbish current call centre control room at Standerton Fire Station				
Improved IT Services	Efficient, effective IT Services	Unreliable IT Infrastructure	Outdated IT Infrastructure	Upgraded IT Infrastructure to meet Business needs	Procure IT Architecture that meets the business needs	20%	20%	20%	20%	20%
	22/23 – 26/27 organogram linked to IDP, SDBIP and FRP in place	Organogram reviewed annually	- Outstanding skills audit - High vacancy rate - Poor work ethic	Approved 5-year organogram	Review organisational structure and align to 5-year IDP	22/23 – 26/27 organogram linked to IDP, SDBIP and FRP approved	20%	20%	20%	20%
		Recruitment is at 15%		100% of vacancies filled	Fill vacancies according to recruitment plan aligned to approved organogram	20%	20%	20%	20%	20%

	Annual review of the HRD Strategy	HR Strategy reviewed in 2019/2020 financial year		Annual Review of HRD Strategy	Develop and implement HRD Strategy	1 review of HR Strategy	Annual review of HR Strategy	Annual review of HR Strategy	Annual review of HR Strategy	Annual review of HR Strategy
	Annually developed WSP/ATR	WSP/ATR developed and submitted to LG Seta by end April annually		Annual development and implementation of WSP	Develop and implement WSP (capacity building)	1 WSP/ATR	1 WSP/ATR	1 WSP/ATR	1 WSP/ATR	1 WSP/ATR
				Annual development and implementation of EE Plan and Report	Develop and implement Employment Equity Plan and Report	1	1	1	1	1
				Review of HR Policies	Develop and implement of HR Policies	23 HR Policies	23 HR Policies	23 HR Policies	23 HR Policies	23 HR Policies
				Automated Leave Management	Procure and implement a leave management module on the VIP System	1				
Improved organisational performance		Individual Performance Management (IPMS) not implemented		Develop, approved and implement IPMS	Implement and roll out of cascading IPMS below levels of senior managers	Approved IPMS policy approved and implemented	Approved IPMS policy approved and implemented	Approved IPMS policy approved and implemented	Approved IPMS policy approved and implemented	Approved IPMS policy approved and implemented
		MunAdmin system in place but not used	- No proper records management in place	5 Review of records management policy	Document management system	1 review of Records Management policy	1 review of Records Management policy	1 review of Records Management policy	1 review of Records Management policy	1 review of Records Management policy

Table 57 Integrated development plans Municipal transformation

Table “B” Integrated Development Plans. Translating interventions and programmes into annual outputs and KPIs

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Reduced litigation	% Reduction in litigation	% Of litigation reduced	100%	20%	20%	20%	20%	20%
		% Of legal fees reduced	100%	20%	20%	20%	20%	
		5 Reviews of litigation management strategy						
		# Of customer care centres established	4	2	2			
Reduced overtime and standby	Rand value reduction in overtime expenditure	An amount of overtime and standby reduced	R26m reduction in overtime	R30m	R25m	R20m	R15	R10m
Functional LLF	# Of LLF meetings held	Number of # of LLF meetings held	60 LLF meetings	12	12	12	12	12
Efficient dealing with disciplinary matters	Time taken to resolve disciplinary cases	Time taken to resolve disciplinary hearings	10 workshops on prosecuting and presiding disciplinary cases	2	2	2	2	2
Approved Organogram for a period of five years	Approved Organogram for a period of five years	Reviewed organisational structure and annual implementation of recruitment plan	Approved 5-year organogram	Implement the approved Organogram	Implement the approved Organogram	Implement the approved Organogram	Implement the approved Organogram	Implement the approved Organogram
Reviewed HRD Strategy	Annual review and implementation of the HRD Strategy	Develop and implement HRD Strategy	Annual Review of HRD Strategy	Implement HRD Strategy	Implement HRD Strategy	Implement HRD Strategy	Implement HRD Strategy	Implement HRD Strategy
Reviewed recruitment plan	Annual review and implementation of the recruitment plan	Reviewed recruitment plan		Implement the recruitment plan	Implement the recruitment plan	Implement the recruitment plan	Implement the recruitment plan	Implement the recruitment plan
Updated of Job Descriptions	Development and update of	Updated of Job Descriptions		20%	20%	20%	20%	20%

	Job Descriptions							
Audited skills Audit Report	Skills Audit report			1				
Qualifications verified	Verification of qualifications	Number of Qualifications verified		1				
Approved WSP	Develop and implement WSP (capacity building) Number of training interventions as per the WSP completed	Approved WSP	Annual development and implementation of WSP	Implement the approved WSP	Implement the approved WSP	Implement the approved WSP	Implement the approved WSP	Implement the approved WSP
Submitted Employment Equity Plan to Dept. of Labour	Qualitative implementation of the Employment Equity Plan	Submitted Employment Equity Plan to Dept. of Labour		Submit Employment Equity Plan to Dept. of Labour	Submit Employment Equity Plan to Dept. of Labour	Submit Employment Equity Plan to Dept. of Labour	Submit Employment Equity Plan to Dept. of Labour	Submit Employment Equity Plan to Dept. of Labour
Reviewed HR Policies	Annual review HR Policies	Reviewed HR Policies		23	23	23	23	23

Table 58 Translating interventions and programmes into annual outputs Municipal Transformation

Table “C” Community consultation issues

Community needs/priorities	Key issues	Affected Ward and Location	2022-27 IDP Intervention	Finding Source
	<p>Increase in litigation register</p> <p>Being in contempt of court orders</p> <p>Noncompliance to legislation and policy</p> <p>High contingent liability & legal fees</p> <p>Contract management decentralised</p>	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 centralised 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
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Table 59 Community consultation issues Municipal Transformation

Table “D” Service delivery and budget implementation plan

5-year Target	KPI	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
100% reduction in litigation cases	% Of litigation reduced	20%	4%	4%	4%	4%
60 LLF meetings	An amount of overtime and standby reduced	12	2,4	2,4	2,4	2,4
10 workshops on prosecuting and presiding disciplinary cases	Number of # of LLF meetings held	2	1	1	-	-
Time taken to resolve disciplinary hearings	An amount of overtime and standby reduced	R30 Million	R6m	R6m	R6m	R6m
Centralised 24/7 customer care service	Automated and centralised 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 organisational 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	-	-	-
Review of HR Policies	Reviewed of HR Policies	23	4,6	4,6	4,6	4,6
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
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	-	-	-

Table 60 Implementation plans Municipal transformation

6.3 KPA 3 Spatial Rationale

Table “A” Integrated Development Plans

TABLE A: INTEGRATED DEVELOPMENT PLAN										
Municipal KPA	SPATIAL RATIONALE									
Problem statement and root causes per KPA:	Unavailability of land for development, uncoordinated development, low population, Inadequate electronic operating system to assist in spatial planning, political instability, political instigated land invasion and vandalism of technological infrastructure affects efficiency (T)									
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	To Develop integrated and Sustainable human settlements	Fragmented human settlements	Unavailability of land for development Low population Political instability	Develop 5 viable townships	Township establishment	1 Townships establishment (Morgenzon ext. 5 466 IS= 23.59Ha to create 100d/u)	1 Townships establishment (Portion 123 of the farm Grootverlang en 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)

			Political instigated	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	To Develop integrated and Sustainable human settlements	Fragmented human settlements	Unavailability of land for development	5020 HA	Release of state-owned land 5020 HA (Public Works)	1004 HA	1004 HA	1004 HA	1004 HA	1004 HA
Viable communities	To Develop integrated human settlements	Fragmented human settlements	Vandalism of technological infrastructure	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
			Inadequate electronic operating system	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
			Uncoordinated development Land invasion							

Table 61 Spatial Rationale integrated development plans

Table “B” Integrated Development Plans. Translating interventions and programmes into annual outputs and KPIs

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Viable communities	To Develop integrated	No. of township establishments	5 township establishments (land parcels	1 township establishment	1 township establishment	1 township establishment	1 township establishment	1 township establishment

human settlements		to be specified per FY)	Morgenzon Ext 5) to create d/u	PNT 11 Rooikoppen 408 IS = 163 Ha to create 2445 d/u	PNT 2 Rooikoppen 408 IS = 368 Ha to create 6309 d/u	Re/PTN 2 of Farm Grootverlangen 409 = 53Ha to create 636 d/u	
	No. of land use management systems reviewed	5 land use management system review	SDF review, SPLUM By-law R2M and (Vacant Land Policy R200 000)	1 precinct plan (Sakhile - Tsotetsi Str &Hlongwane Drive) R1M	1 precinct plan (River Park) R1M	Car Wash Policy (R200 000)	LUS review (Benchmark with budget allocated for LUS 2020)
	No. of informal settlements upgraded (Settlements to be specified)	5 informal settlements upgrading	1 informal settlements upgrade	1 informal settlements upgrade	1 informal settlements upgrade	1 informal settlements upgrade	1 informal settlements upgrade
	No. of informal settlements relocated (Settlements to be specified)	Relocation of 5 informal settlements	1 relocation of informal settlement	1 relocation of informal settlement	1 relocation of informal settlement	1 relocation of informal settlement	1 relocation of informal settlement
Improve billing system		Integrate valuation roll with land use scheme zones					
Unlock Land for Development (Public and Private)	Hectares of Land acquired	5020 HA	1004	1004	1004	1004	1004
	Number of industrial stands prepared for disposal	53 (38 Standerton Ext 1 and 15 Morgenzon)	10 (Standerton ext. 1) (Revenue generated to be calculated as per valuation roll)	10 (Standerton ext. 1) (Revenue generated to be calculated as per valuation roll)	10 (Standerton ext. 1) (Revenue generated to be calculated as per valuation roll)	10 (Standerton ext. 1) (Revenue generated to be calculated as per valuation roll)	10 (Standerton ext. 1) (Revenue generated to be calculated as per valuation roll)
	No of Title Deeds Transferred (RDP Houses and disposed Ervens)	1000	200	200	200	200	200
Unlock Land for Development	No of hectares on Land Availability Agreements	Review and develop 4 Land Availability	N/A	N/A	N/A	N/A	N/A

	(Public and Private)		Agreements (Standerton R23, Ext 4, 5, 8)					
		No of residential stands to be created	300	60	60	60	60	60

Table 62 Spatial Rationale Translating interventions and programmes into annual outputs and KPIs

Table “C” Community consultation issues

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		
Housing	Property owners with no tittle deeds	Ward 1, 2, 3, 4, 5, 7, 9 (Ext. 8) 12, 13		
Provision of sites for development	Non availability of residential stands	Ward 3, 7, 9(Ext. 8), 10, 12, 13, 14, 15		
	No graveyard sites	Ward 12		
	No Grazing land for livestock	Ward 12 and 13		
	Lack of shopping amenities	Ward 14, 12		
Upgrading/formalization of informal settlements	No basic services in informal settlements	Ward 1, 5, 7, 10, 11, 12		

Table 63 Spatial Rationale community needs/priorities

Table “D” Service delivery and budget implementation plan

5-year Target	KPI	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Develop 5 viable townships	Integrated and Sustainable human settlements developed	1 Townships establishment	0,25 Townships establishment	0,25 Townships establishment	0,25 Townships establishment	0,25 Townships establishment
Review of legislative frameworks	Integrated and Sustainable human settlements developed	Review SDF				

5020 HA	Integrated and Sustainable human settlements developed	1004 HA	251HA	251HA	251HA	251HA
Upgrade 15 informal settlements	Integrated and Sustainable human settlements developed	Upgrade 3 informal settlements	0,75 Informal Settlements	0,75 Informal Settlements	0,75 Informal Settlements	0,75 Informal Settlements
Relocation of 5 informal settlements	Integrated and Sustainable human settlements developed	Relocate 1 informal settlement	Relocation of 1,25 Informal Settlements	Relocation of 1,25 Informal Settlements	Relocation of 1,25 Informal Settlements	Relocation of 1,25 Informal Settlements
Reduce unemployment rate by 10%	Increased employment rate	Reduce unemployment rate by 2%	Reduce unemployment rate by 0,005	Reduce unemployment rate by 0,005	Reduce unemployment rate by 0,005	Reduce unemployment rate by 0,005
Grow local economy by 3%	Improved economic growth	Grow local economy by 0,6%	Grow local economy by 0,0015	Grow local economy by 0,0015	Grow local economy by 0,0015	Grow local economy by 0,0015
Increase Agricultural Contribution by 2-3%	Increased Agricultural Productivity	Increase Agricultural Contribution by 2-3%				

Table 64 Spatial Rationale implementation plan

6.4 KPA 4 Local Economic Development

Table “A” Integrated Development Plans

TABLE A: INTEGRATED DEVELOPMENT PLAN										
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%
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 65 LED Integrated Development Plans

Table “B” Integrated Development Plans. Translating interventions and programmes into annual outputs and KPIs

Outcome	Outcome Indicator	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	No. of SMMEs supported	250	50	50	50	50	50
	Increased employment rate	No. of SLP AND CSI projects implemented	20	4	4	4	4	4
		No. of LED Forum meetings	20	4	4	4	4	4

	Development of informal trader's hawkers' stalls	Review and development of legislative frameworks	Review of 5 legislative frameworks	Agricultural sector plan	Tourism sector plan	Review of a generic informal trading by-law	Development of incentive policy	Development of car wash policy
		No. of informal traders' hawkers' stalls developed	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

Table 66 LED Translating interventions and programmes into annual outputs and KPIs

Table "C" community issues

Community needs/priorities	Key issues	Affected Ward and Location	2022-27 IDP Intervention	Finding Source
Employment	Lack of employment opportunities	Ward 1,2,3,4,5,6,7, 8,9,10,11,12,13,14,15	Improved local economic development	
	Lack of training/ skills development programmes	Ward 3, 9, 12, 14	Skills development programmes	
	Decline in local economic development	Ward 3, 9, 12, 14	Develop policy framework (LED Strategy) Strengthen intergovernmental relations Supporting key drivers of the economy (GDP contribution and Job Creation)	

Table 67 LED Community needs/priorities

Table "D" Service delivery and budget implementation plan

5-year Target	KPI	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Reduce unemployment rate by 10%	Increased employment rate	Reduce unemployment rate by 2%	Reduce unemployment rate by 0,005	Reduce unemployment rate by 0,005	Reduce unemployment rate by 0,005	Reduce unemployment rate by 0,005
Grow local economy by 3%	Improved economic growth	Grow local economy by 0,6%	Grow local economy by 0,0015	Grow local economy by 0,0015	Grow local economy by 0,0015	Grow local economy by 0,0015

Table 68 LED Implementation plan

6.5 KPA 5 Public Participation and Good Governance

Table “A” Integrated Development Plans

TABLE A: INTEGRATED DEVELOPMENT PLAN										
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									
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	Community Participation									
Impact statement: Enhanced and strengthened Community Participation				MTSF Target: Good governance and public participation						
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	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
Enhanced and strengthened Community Participation	Number of Community Consultation Meetings Conducted	120 Community Consultation Meetings Conducted in 2018	Lack of Community Consultation Community not involved in the affairs of the Municipality Poor Communication between the Community and the Municipality Political unrest	300 Community Consultation Meetings to be conducted	Public / Community Participation Strategy Establishment of 150 Ward Committees	60 Community Consultation Meetings	60 Community Consultation Meetings	60 Community Consultation Meetings	60 Community Consultation Meetings	60 Community Consultation Meetings

Improved relations between the Community and the Municipality	Number of Ward – Based Meetings Conducted Number of Community outreach programme from the Office of the Speaker Number of Public Notices the Office of the Speaker Approved Community Participation Strategy	120 Programmes initiated from Speakers Office	No Hailing's Conducted No Public Notices Issued No Programmes Conducted	300 Programmes to be initiated from Speakers Office	Induction of Ward Committees Recruitment of 6 LCO in the Office of the Speaker	60 Programmes/ Public Notices or Hailing's	60 Programmes/ Public Notices or Hailing's	60 Programmes/ Public Notices or Hailing's	60 Programmes/ Public Notices or Hailing's	60 Programmes/ Public Notices or Hailing's
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									
One Plan Transformation Area	Enhancing and strengthening Community Participation Functional, formally constituted Council and Sub- Committees of Council									
2019-24 MTSF Priority	Council and Sub- Committees of Council									
Municipal Priority										
Impact statement: Functional, formally constituted Council and Sub- Committees of Council	MTSF Target: Council and Sub- Committees of Council									
Outcome (Strategic Goals)	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL TARGETS				
						2022/23	2023/24	2024/25	2025/26	2026/27

	(Strategic Objectives)					Outputs	Outputs	Outputs	Outputs	Outputs
Improved functioning of Council and Sub-Committees of Council	Number of Council and Sub-Committees of Council meetings conducted	8 Council Meetings	Political Factions Administrative Interference in Politics Political deployment	20 Council Meetings	Convene meetings as per approved schedule	4 Council Meetings	4 Council Meetings	4 Council Meetings	4 Council Meetings	4 Council Meetings
		8 Mayco Meetings	Political Factions Administrative Interference in Politics Political deployment	60 Mayco Meetings	Convene mayoral committee meetings as per approved schedule	12 Mayco Meetings	12 Mayco Meetings	12 Mayco Meetings	12 Mayco Meetings	12 Mayco Meetings
		8 MPAC Meetings	Political Factions Administrative Interference in Politics Political deployment	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
		8 Section 79 & 80 Meetings	Political Factions Administrative Interference in Politics Political deployment	300 Section 80 convened (5 section 80 committee meeting monthly) 100 section 79 meetings convened (5 sections 79 committees, each meeting quarterly)	Convene section 80 meetings as per approved schedule Convening section 79 meetings per approved schedule	60 Section 80 committee Meetings 20 section 79 committee meetings	60 Section 80 committee Meetings 20 section 79 committee meetings	60 Section 80 committee Meetings 20 section 79 committee meetings	60 Section 80 committee Meetings 20 section 79 committee meetings	60 Section 80 committee Meetings 20 section 79 committee meetings

Effective organisational performance management	Accountable and transparent organisation	PMS Policy Framework approved on 2022-07-30	Organisational performance framework in place	5 Review and approval of organisational PMS Policy Framework	Review organisational PMS Policy Framework	1 Reviewed and approved organisational PMS Policy Framework	1 Reviewed and approved organisational PMS Policy Framework	1 Reviewed and approved organisational PMS Policy Framework	1 Reviewed and approved organisational PMS Policy Framework	1 Reviewed and approved organisational PMS Policy Framework
		Annually adopted annual report	Delay in compilation of performance reports	5 Annual reports prepared	Approve annual SDBIP Quarterly performance reporting Annual performance report prepared Annual report adopted	1 Annual Report	1 Annual Report	1 Annual Report	1 Annual Report	1 Annual Report

Table 69 Good governance integrated development plans

Table “B” Integrated Development Plans. Translating interventions and programmes into annual outputs and KPIs

Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Enhanced and strengthened Community Participation	Number of Community Consultation Meetings Conducted	Established 150 Ward Committees	150 Ward Committees	150 Ward Committees	-	-	-	-
		Approved Public / Community Participation Strategy	Approved Community Participation Strategy	-	Approval of Community Participation Strategy	Implement Community Participation Strategy	Implement Community Participation Strategy	Implement Community Participation Strategy
Improved relations between the Community and the Municipality	Number of Ward – Based Meetings Conducted Number of Community outreach programme	150 Ward Committees Appointed	150 Ward Committees	150 Ward Committees	-	-	-	-

	<p>from the Office of the Speaker</p> <p>Number of Public Notices the Office of the Speaker</p> <p>Approved Community Participation Strategy</p>							
		6 LCO's Appointed	6 LCO's	-	Appoint LCO's	Appoint LCO's	Appoint LCO's	-
Improved functioning of Council and Sub-Committees of Council	Number of Council and Sub-Committees of Council meetings conducted	Capacitated Councillors with Schedule: A: Councillors Code Conduct	Clear Key Roles and Responsibilities for Councillors	Implement Schedule: A Code of Conduct	Implement Schedule: A Code of Conduct	Implement Schedule: A Code of Conduct	Implement Schedule: A Code of Conduct	Implement Schedule: A Code of Conduct
		Inducted Councillors with Programme for Councillors	Clear Key Roles and Responsibilities for Councillors	Implement Induction Programme for Councillors	Implement Induction Programme for Councillors	Implement Induction Programme for Councillors	Implement Induction Programme for Councillors	Implement Induction Programme for Councillors
		Approved Schedule of Council and Sub-Committees of Council Meetings	5 – Approved Schedule of Council and Sub-Committees of Council Meetings	1 Approved Schedule of Council and Sub-Committees of Council Meetings	1 Approved Schedule of Council and Sub-Committees of Council Meetings	1 Approved Schedule of Council and Sub-Committees of Council Meetings	1 Approved Schedule of Council and Sub-Committees of Council Meetings	1 Approved Schedule of Council and Sub-Committees of Council Meetings
Effective organisational performance management	Accountable and transparent organisation	Approved organisational performance management policy framework	5 Review and approval of organisational PMS Policy Framework	1 Review and approval of organisational PMS Policy Framework	1 Review and approval of organisational PMS Policy Framework	1 Review and approval of organisational PMS Policy Framework	1 Review and approval of organisational PMS Policy Framework	1 Review and approval of organisational PMS Policy Framework
		Approved SDBIP by end July annually	5 SDBIP approved	1 SDBIP	1 SDBIP	1 SDBIP	1 SDBIP	1 SDBIP
		Quarterly SDBIP performance reports prepared	20 quarterly reports prepared	4 quarterly reports prepared	4 quarterly reports prepared	4 quarterly reports prepared	4 quarterly reports prepared	4 quarterly reports prepared

	Annually tabled annual performance report	5 annual 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 annual report	5 annual reports tabled	1 annual report tabled	1 annual report tabled	1 annual report tabled	1 annual report tabled	1 annual report tabled

Table 70 Interventions and programmes into annual outputs and KPIs Good governance annual implementation plans

Table “C” community issues

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 introduction in wards	All Wards 1,2,3,4,5,6,7,8,9,10,11,12,13,14 and 15	Public / Community Participation Strategy Schedule: A Councillors Code Conduct Induction Programme for Councillors	Public Participation Vote
Non-functional Council and Sub-Committees of Council	No functional Project Steering Committees in Wards	All Wards 1,2,3,4,5,6,7,8,9,10,11,12,13,14 and 15	Establishment of 150 Ward Committees	Public Participation Vote
	Poor Communication between the Community and the Municipality	All Wards 1,2,3,4,5,6,7,8,9,10,11,12,13,14 and 15		
	Community not involved in the affairs of the Municipality	All Wards 1,2,3,4,5,6,7,8,9,10,11,12,13,14 and 15	Recruitment of 6 LCO in the Office of the Speaker	Public Participation Vote

Table 71 Good governance community issues

Table “D” Service delivery and budget implementation plan

5-year Target	KPI	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
300 Community Consultation Meetings	Number of Community Consultation Meetings Conducted	60 - Community Consultation Meetings	15 - Community Consultation Meetings	15 - Community Consultation Meetings	15 - Community Consultation Meetings	15 - Community Consultation Meetings
300 Programmes from Speakers Office	Number of Programmes from Speakers Office Conducted	60 - Programmes from Speakers Office	15 - Programmes from Speakers Office	15 - Programmes from Speakers Office	15 - Programmes from Speakers Office	15 - Programmes from Speakers Office
20 Council Meetings	Number of Council Meetings held	4 - Council Meetings	1 - Council Meetings	1 - Council Meetings	1 - Council Meetings	1 - Council Meetings

60 Mayco Meetings	Number of Mayco Meetings held	12 Meetings	4 - Meetings	4 - Meetings	4 - Meetings	4 - Meetings
20 MPAC Meetings	Number of MPAC Meetings held	4 - MPAC Meetings	1 - MPAC Meetings	1 - MPAC Meetings	1 - MPAC Meetings	1 - MPAC Meetings
300 Section 80 Meetings convened (5 section 80 committees meeting monthly)	Number of Section 80 Meetings held	60 section 80 committee meetings	15 Section 80 Meetings	15 Section 80 Meetings	15 Section 80 Meetings	15 Section 80 Meetings
100 Section 79 Meetings convened (5 section 79 committees, each meeting quarterly)	Number of Section 79 Meetings held	20 section 79 committee meetings	5 section 79 meetings	5 section 79 meetings	5 section 79 meetings	5 section 79 meetings
150 Ward Committees	150 Ward Committees Appointed	150 Ward Committees	150 Ward Committees	-	-	-
1 - Community Participation Strategy	Approved Community Participation Strategy (Council Resolution)	1 - Approved Community Participation Strategy	-	-	Implement the Approved Community Participation Strategy	-
5 – Schedule of Council and Sub-Committees of Council Meetings	Approved Schedule of Council and Sub-Committees of Council Meetings (Council Resolution)	5 – Schedule of Council and Sub-Committees of Council Meetings (Council Resolution)	1 – Schedule of Council and Sub-Committees of Council Meetings (Council Resolution)	Implement the Schedule of Council and Sub-Committees of Council Meetings	Implement the Schedule of Council and Sub-Committees of Council Meetings	Implement the Schedule of Council and Sub-Committees of Council Meetings
Reviewed and approved organisational PMS Policy Framework	Reviewed and approved organisational PMS Policy Framework	1 Review and approval of organisational PMS Policy Framework	1 Review and approval of organisational PMS Policy Framework			
5 SDBIP approved	Approved SDBIP	1 SDBIP	1 SDBIP			
20 quarterly reports prepared	Prepared quarterly reports	4 quarterly reports prepared	1 quarterly report prepared	1 quarterly report prepared	1 quarterly report prepared	1 quarterly report prepared
5 annual performance reports prepared	Prepared annual performance reports	1 annual performance reports prepared	1 annual performance report prepared			
5 annual reports tabled	Tabled annual report	1 annual report tabled			1 annual report tabled	

Table 72 Good governance implementation plan

6.6 KPA 6 Financial Viability and Management

Table “A” Integrated Development Plans

TABLE A: INTEGRATED DEVELOPMENT PLAN										
Municipal KPA	Financial Viability and management									
Problem statement and root causes per KPA:	Financial Sustainability with Adverse Impact									
One Plan Transformation Area	Incorrect and Inconsistent Billing System Non- functional Meters Improved audit outcome									
2019-24 MTSF Priority	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	Generate 100% revenue									
Impact statement: Reduced unemployment and poverty				MTSF Target: Improved audit outcome						
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 audit outcome	Increase revenue collection	59%	Low Collection Rate	Collection Rate 95%	Implementation of Revenue Enhancement Strategy	65%	70%	85%	90%	95%
	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
	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
	Compliant Contract Management	R 38 million	Outdated Contract register, irregularly awarded contracts and	Efficient Contract Management	Implementation of Contract Management Framework	R 30 mil	R 20 mil	R 10 mil	R 5 mil	R 0 mil

			poor contract management, no monthly performance monitoring reports							
	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
	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
	Credible and Realistic	Unfunded that is not realistic & credible	Unfunded that is not realistic & credible	Reduction of Accounting deficit on Budget	demonstrable prove of implementation Budget Funding Plan	(R 252 mil)	(R 182 mil)	(R 103 mil)	(R 97 mil)	R 13 mil
	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 73 Financial viability integrated plans

Table “B” Integrated Development Plans. Translating interventions and programmes into annual outputs and KPIs

Outcome	Outcome indicator	KPI	5-year IDP target	ANNUAL IMPLEMENTATION				
				2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Revenue enhancement	Increase revenue collection	Implementation of Revenue Enhancement Strategy	Collection Rate 95%	65%	70%	85%	90%	95%
	Improved Cash Coverage	Cash Flow Management	Cost / Cash Coverage = 6 Months	1 month	2 months	3 months	5 months	6 months
	Improved SCM operations & Reduction in UIFW	Implementation of UIFW Expenditure Reduction Strategy	Reduction of UIFW Expenditure R 100 mil	R 1.8 billion	R 1.5 billion	R 1. billion	R 500 million	R 400 million
	Compliant Contract Management	Implementation of Contract Management Framework	Efficient Contract Management	R 30 mil	R 20 mil	R 10 mil	R 5 mil	R 0 mil
	GRAP Compliant FAR	Asset Management: 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	GRAP & mSCOA Compliant Assets Register
	Trading Services operating on Surplus	Cost of Supply Study	Cost Reflective Tariffs	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
	Credible and Realistic	Demonstrable prove of implementation Budget Funding Plan	Reduction of Accounting deficit on Budget	(R 252 mil)	(R 182 mil)	(R 103 mil)	(R 97 mil)	R 13 mil
	Outstanding creditors reduced by R 152 million	Ring Fence Major Creditors under repayment as from 2025 financial year	Reduce outstanding creditors to R 2.7 billion	R –	R –	R 46 mil	R 51 mil	R 55 mil
Improve Audit Outcome	Unqualified Audit Opinion	Implementation of the Audit Action Plan	Unqualified Audit Opinion	Qualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion

Table 74 Translating interventions and programmes into annual outputs financial viability

Table “C” community issues

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, 8, 11	Implementation of Revenue Enhancement Strategy	Internal Revenue

Table 75 Community issues financial viability

Table “D” Service delivery and budget implementation plan

5 Year Target	KPI	2022/23 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
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	demonstrable 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

Table 76 Service delivery and budget implementation, financial viability

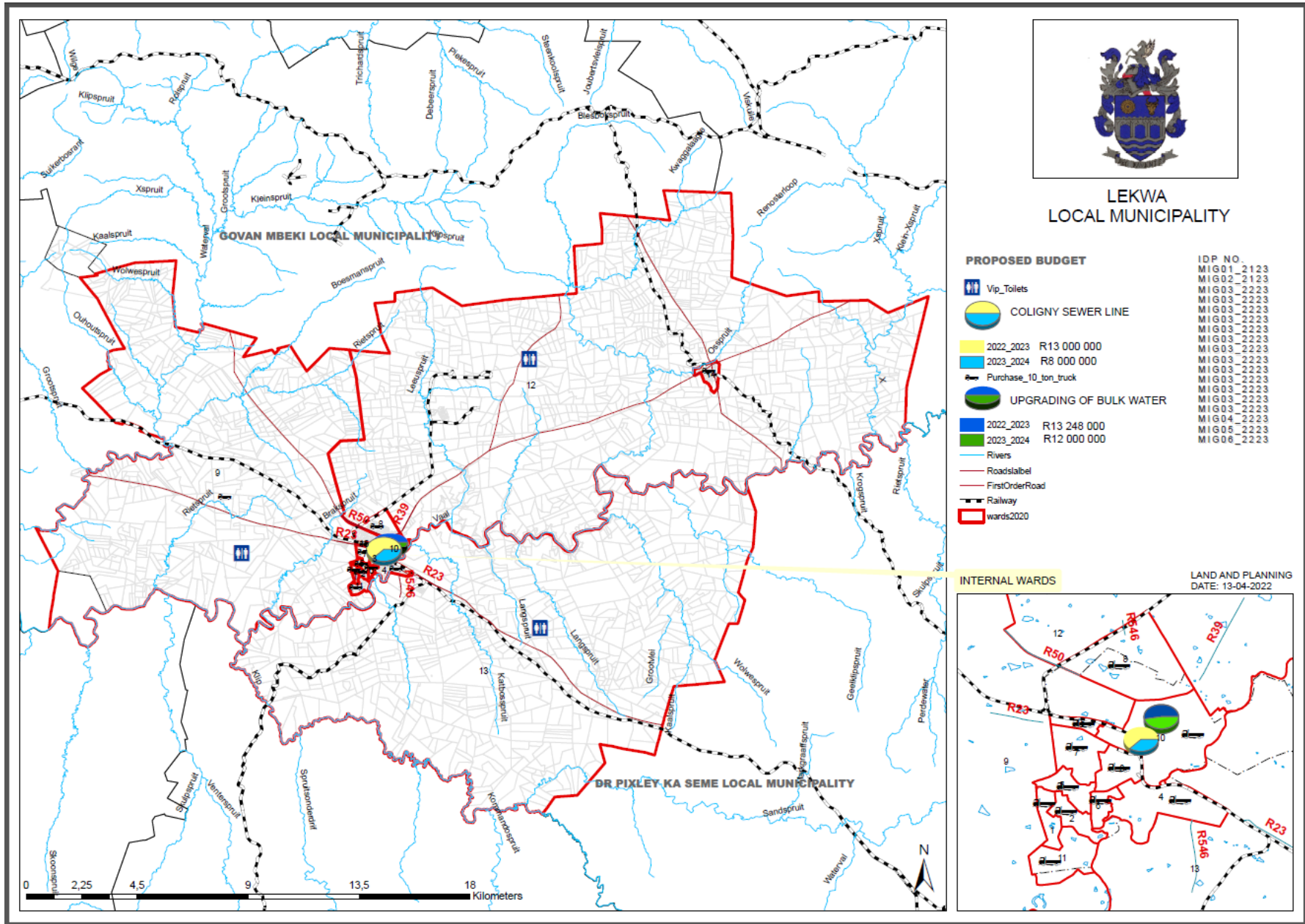
7. CHAPTER SEVEN: PROGRAMMES AND PROJECTS

7.1 MIG PROJECTS AND BUDGET

IDP No	Project name	Proposed Budget			Proposed Scope for 2022/2023 FY	Planned job opportunities for 2022/2023 FY	Ward Location	Ward/s Benefitting
		2022/2023 FY	2023/2024 FY	2024/2025 FY				
MIG 01/2123	Upgrading of the Standerton Bulk Water Supply System phase 2(Construction of Kiesser Reservoir & Pressure Tower)	13,248,300	12,000,000		Construction of Kieser Reservoir & Pressure Tower	20	10	10
MIG 02/2123	Coligny sewer line upgrade	13,000,000	8,000,000		Coligny sewer line upgrade	20	10	10
MIG 03/2223	Purchase of 10-ton payload refuse truck	2,640,000			Purchase of 10-ton payload refuse truck	0	N/A	1,2,3,4,5,6,7,8, 9,10,11,14 & 15
MIG 04/2223	Reconstruction of tarred roads	500,000	5,140,400	9,000,000	Project preparation and design.			
MIG 05/2223	Construction of booster pump stations and pressure towers for Sakhile	500,000	6,000,000	9,000,000	Project preparation and design.			
MIG 06/2223	Installation of VIP toilets	1,000,000	1,000,000	8,000,000	Installation of 60 VIP toilets.	6	9,12 & 13	9,12 & 13
MIG 07/2223	Upgrade of roads within Lekwa LM			7,473,250				
MIG 08/2223	Project Management Unit	1,625,700	1,691,600	1,761,750	PMU Operational Cost			
	TOTAL	32,514,000	33,832,000	35,235,000		46		

Table 77 MIG Projects and budget

SPATIAL REPRESENTATION OF MIG PROJECTS AND BUDGET



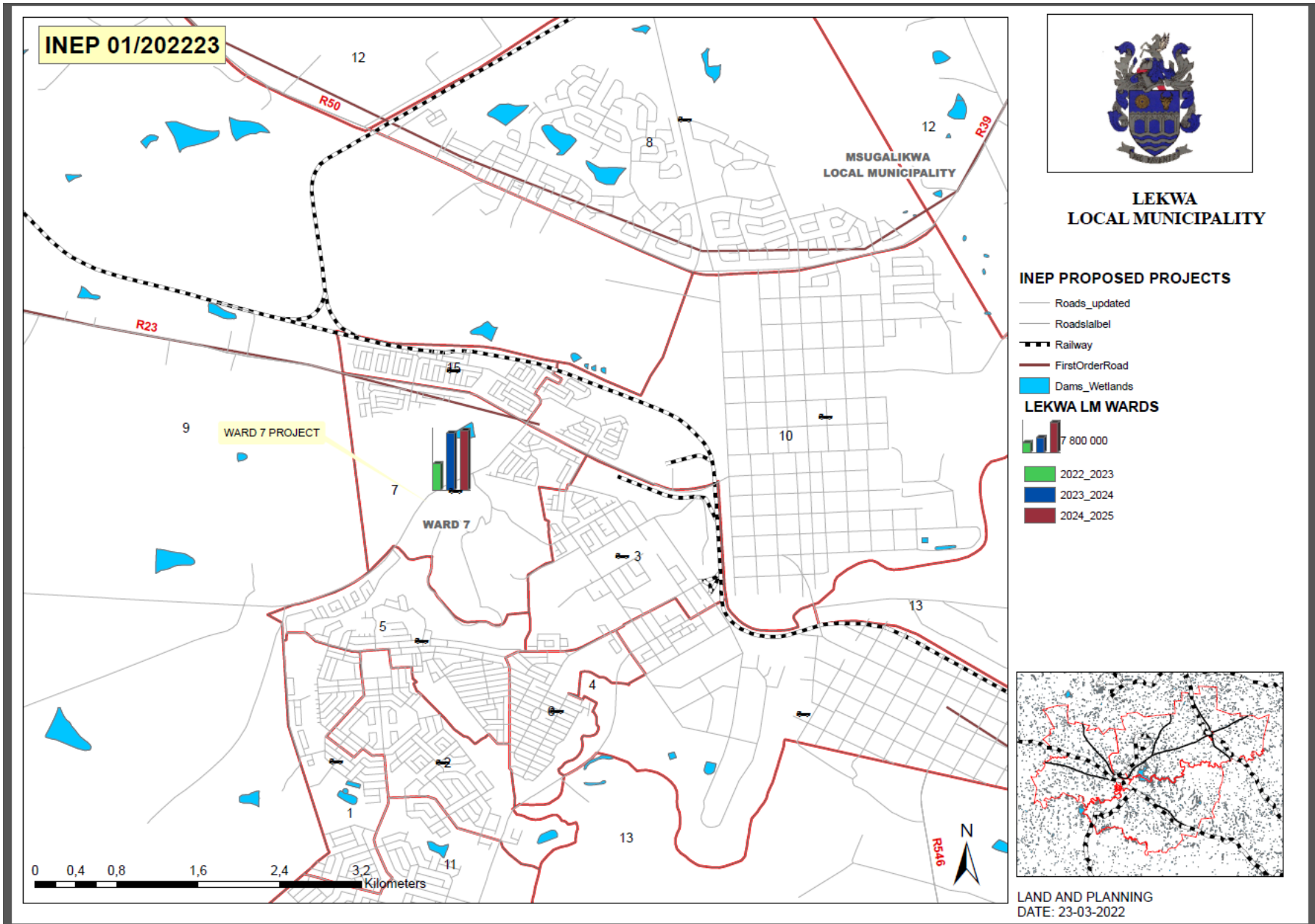
Map 20 Spatial representation of MIG project

7.2 INEP PROJECTS AND BUDGET

IDP No	Project name	Proposed Budget			Scope for 2022/2023 FY	Project category	HH to benefit (Estimated)	Planned job opportunities for 2022/2023 FY	Ward Location	Ward/s Benefitting
		2022/2023 FY	2023/2024 FY	2024/2025 FY						
INEP 01/20222 3	Upgrade of Standerton Substation A Phase 1	7,000,000	15,000,000	15,674,000	Upgrade of A substation phase 1	Electricity	28,653	5	7	1,2,3,4,5,6,7,8,9,10,11 & 15
	TOTAL	7,000,000	15,000,000	15,674,000				5		

Table 78 INEP Projects and budget

SPATIAL REPRESENTATION OF INEP PROJECTS AND BUDGET



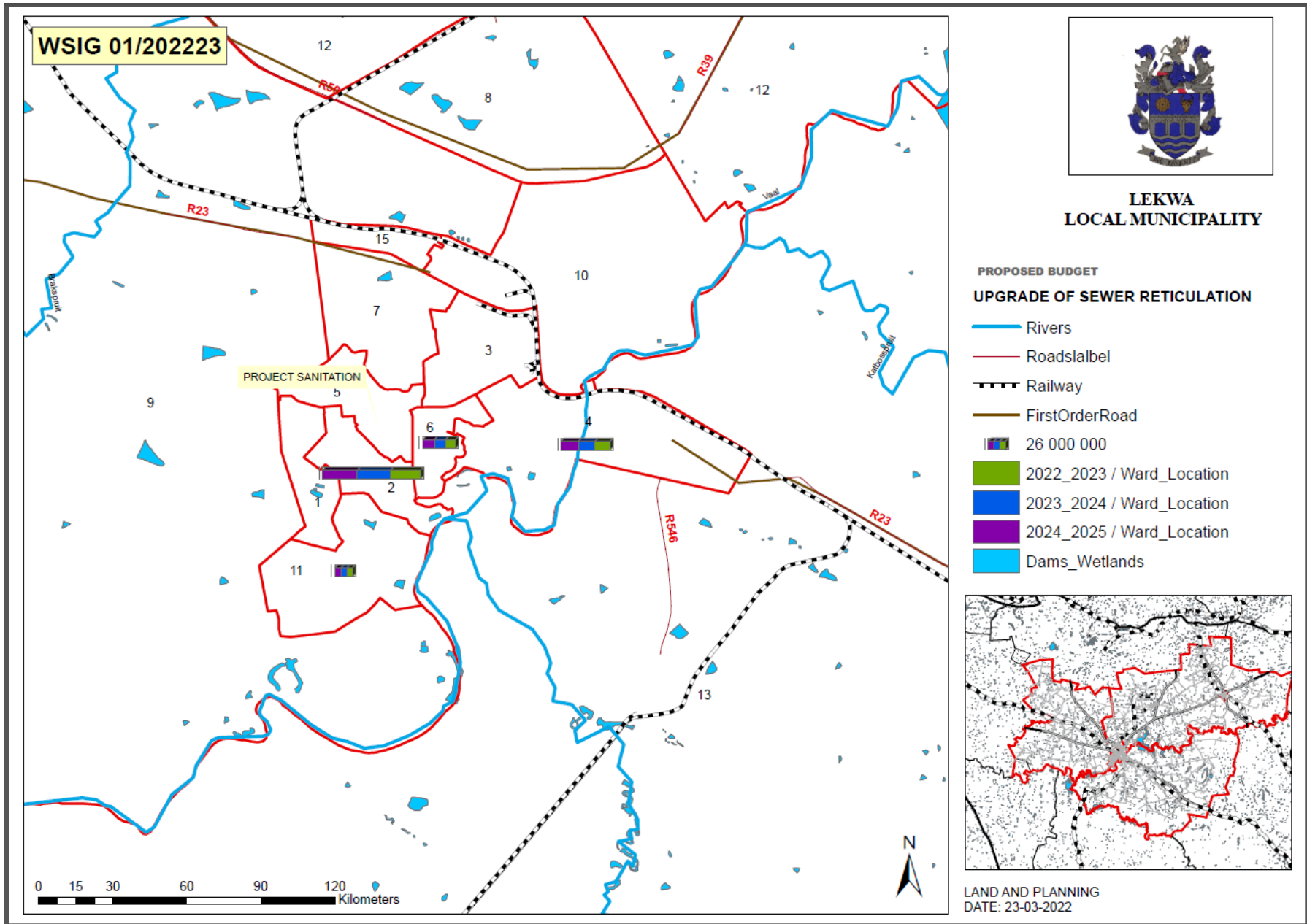
Map 21 Spatial representation of INEP proposed projects

7.3 WSIG PROJECTS AND BUDGET

IDP No	Project name	Proposed Budget (Schedule 6B of the division of revenue bill)			Scope for 2023/2024 FY	Project category	Planned job opportunities for 2022/2023 FY	Ward Location	Ward/s Benefitting
		2022/2023 FY	2023/2024 FY	2024/2025 FY					
WSIG 01/202223	Upgrade of sewer reticulation in Rooikoppen, and upgrade pumping main from Rooikoppen to Standerton WWTW	90,000,000	100,000,000	104,489,000	Upgrade of sewer reticulation in Rooikoppen, Pumping main from Rooikoppen to TLC, upgrade of TLC pump station and upgrade of pumping main from TLC to Standerton WWTW	Sanitation	TBA	2,4,6,11	2,4,6,11
	TOTAL	90,000,000	100,000,000	104,489,000			0		

Table 79 WSIG Projects and budget

SPATIAL REPRESENTATION OF WSIG PROJECTS AND BUDGET



Map 22 Spatial representation of WSIG Projects

7.4 RBIG PROJECTS AND BUDGET

IDP No	Project name	Proposed Budget (Schedule 6B)			Scope for 2022/2023 FY	Project category	HH to benefit	Planned job opportunities for 2022/2023 FY	Ward Location	Ward/s Benefitting
		2021/2022 FY	2022/2023 FY	2023/2024 FY						
RBIG 01/202223	To be confirmed with the Department of Water and Sanitation	40,000,000	50,000,000	70,000,000	To be confirmed with DWS	Water & Sanitation	TBC	TBC	TBC	TBC
	TOTAL	40,000,000	50,000,000	70,000,000						

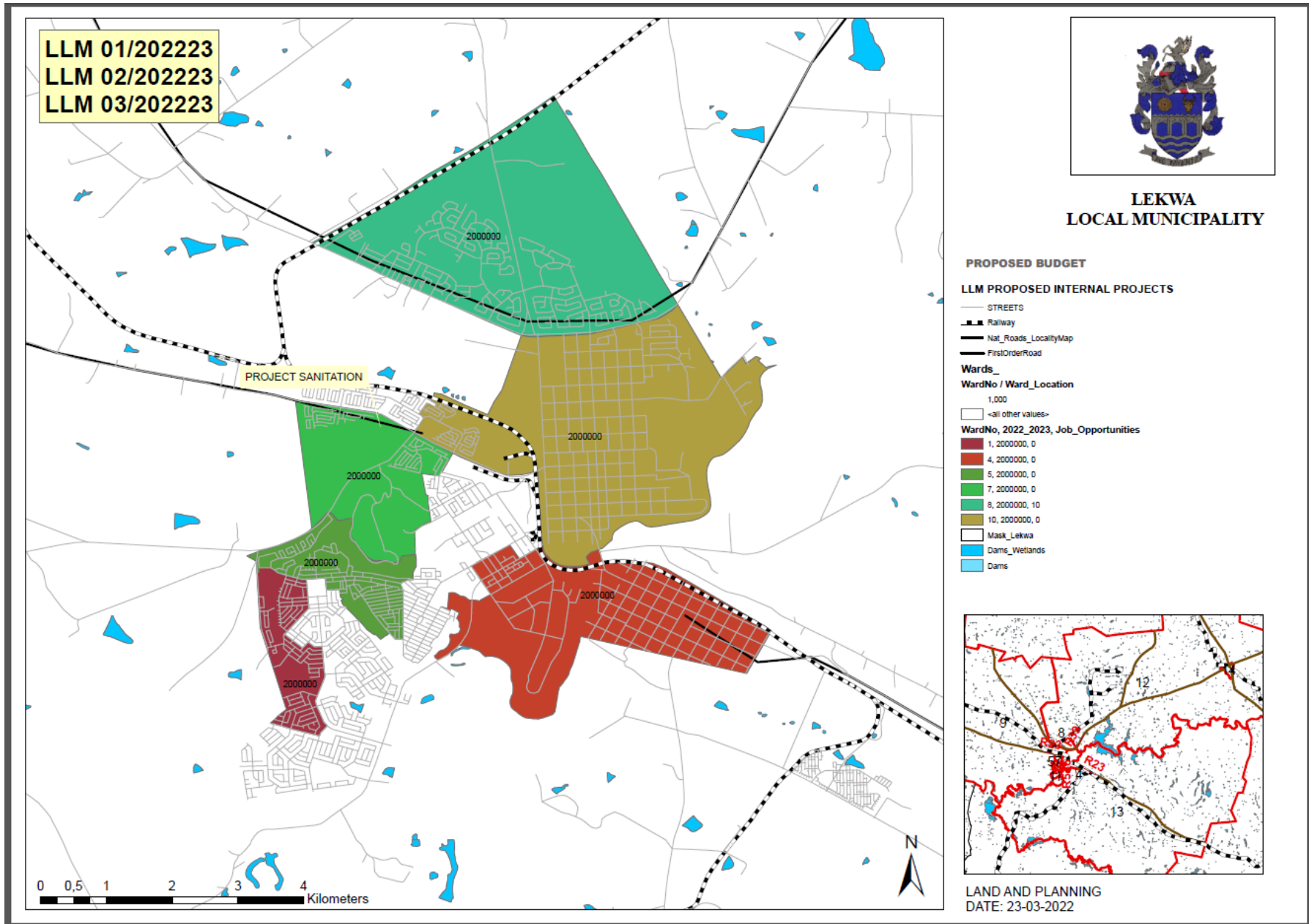
Table 80 RBIG Projects and budget

7.5 LEKWA LM INTERNAL FUNDED PROJECTS

IDP No	Project name	2022/2023 FY	2023/2024 FY	2024/2025 FY	Scope for 2022/2023 FY	Project category	Planned job opportunities for 2022/2023 FY	Ward Location	Ward/s Benefitting
LLM 01/202223	Fencing of reservoirs	2,000,000			Fencing of Concore reservoir, construction of guardhouse, septic tank and lighting	Water	10	8	8
LLM 02/202223	Installation of telemetry system to monitor reservoir water levels	2,000,000			Installation of telemetry system to monitor reservoir water levels	Water	0	5,7,8,10,14	1,2,3,4,5,6,7,8,10,11,12,14 & 15
LLM 03/202223	Rehabilitation of tarred roads within Lekwa LM	10,000,000			TBA	Roads	N/A	TBA	TBA
	TOTAL	14,000,000					10		

Table 81 Lekwa LM internal funded projects

SPATIAL REPRESENTATION OF LEKWA LM INTERNAL FUNDED PROJECTS AND BUDGET.



Map 23 Spatial representation of internal funded projects

SECTOR DEPARTMENTS PROJECTS

7.6 DEPARTMENT OF EDUCATION PROJECTS

Project/Programme Name/Description	Project Beneficiary/Ward/Location	2021/22 Target	2021/22 Budget Allocation (Annual) R'000	Total project cost R'000
Funduqhubeke Primary School	Ward Perdekop Lekwa	Demolition of existing 6 pit toilets. Construction of 12 enviro-loo toilets seats,5 urinals, Connect new water services from existing tanks to buildings. Connect new sewer services from toilets to soak away, construction of new soak away and soil improvement import G5 material + reinforced foundations.	R1 664 066,68	R1 664 066,68 Progress at 50%

Table 82 Department of Education projects

7.7 DEPARTMENT OF HUMAN SETTLEMENTS

Local Municipality	Housing Target 2021/22	Allocated Budget 2021/22 (HSDG) '000
Lekwa Local Municipality	128	R 12 710

Table 83 Department of human settlements project

7.8 SCHEDULE 6B ESKOM 2022-23 ELECTRIFICATION FINAL PLANS DMRE

Province	Municipality	Value sum of DMRE TOTAL Planned CAPEX incl 15% VAT INC ADMIN 2022/2023	Sum of Total planned connections 2022/2023
Mpumalanga province	MP305_LEKWA	R 536,052.64	60
Mpumalanga total		R 536,052.64	60
Grand Total		R 536,052.64	60

Table 84 Schedule 6B ESKOM projects

7.9 SCHEDULE 5B MUNICIPAL PROJECTS

Province	District	Municipality	Project Name	Project Type (Infrastructure/ Households/ Pre-Engineering)	Project description: [Households (HH), Switching	Project Recommended/ Not Recommended	Recommended Funding	Recommended Number of Connections	Recommended Cost per connection
Mpumalanga	Gert Sibande	Lekwa	Upgrade of Standerton substation A	Infrastructure	SWS	Recommended	R 7,000,000.00	-	#DIV/0!

Table 85 Schedule 5B municipal projects

7.10 DEPARTMENT OF CULTURE, SPORTS AND RECREATION

Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
All Local Municipalities within Gert Sibande District	Proposed of name change are submitted through LGNC, and PGNC to the minister of Sports Arts and Culture for reviewal	2 local Municipalities in Gert Sibande District	2 proposed names changed through LGNC and PGNC	200	200
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 Gert Sibande District	5 National and Historical days Celebrated	7,500	7,500
Lekwa LM	Mini library project implemented to increase access to library service for people living with sight disability	Sakhile	1 library offering services to the blind	557	557
All Local Municipalities at Gert Sibande District	New Mpumalanga Library Management System which is an enterprise resource planning system for libraries. The System will be used to track items owned, orders made, bills paid, and patrons who have borrowed	5 Lekwa	45 Public Libraries at Gert Sibande District	6,923	6,923

All Local Municipalities within Gert Sibande District	People actively participating in organized sport and active recreation events such as indigenous games, big walk rural sports, golden games and etc.	4136 Athletes in each Local Municipality.	28 952 people actively participating in organized sport and active recreation events	741	741
All Local Municipalities in Gert Sibande	Local leagues organized by federations or associations in communities where club development program is established.	Local leagues at Gert Sibande Region	8 local leagues supported	6,215	6,215
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	1,453	1,453
All Local Municipalities within Gert Sibande District	learners participating in school sport tournaments at a district level	Learners participating in all Local Municipalities	1000 learners participating in school sport tournaments at a district level	712	712

Table 86 Department of culture, sports and recreation projects

7.11 GSDM 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:67%	260	82	None	None	30 June 2022

Hiring Plant Rehabilitation of Road	Project completed: total of 13885m ² was achieved. Co-funding from Lekwa LM of 4.2m	718	718	None	None	03/11/2021
Re-gravelling and Blading	Municipal program: rotates in all the 7 LMs Program will be at the municipality in May 2022	-	-	None	None	31/05/2022

Table 87 GSDM Projects

GSDM REGIONAL BULK INFRASTRUCTURE GRANT (RBIG/WSIG)

Project name	Physical progress	Due date	Comments
Rectification of Rooikoppen Sewer Phase 2 & 3	95%	31-Mar -22	Slow Progress by contractor and delay due to rain.
Rectification of Rooikoppen Sewer Phase 5	75%	31-Mar -22	Contractor behind schedule due to rain and late payments of subcontractors
Construction of Standerton Ext. 8 Bulk Sewer Pipeline	70%	30 April 2022	Project in progress
Upgrading of Rooikoppen Sewer-Internal Reticulation Phase 6	9%	30- Jul -23	Delay in Construction permit

Table 88 GSDM RBIG projects

7.12 DEPARTMENT OF SOCIAL DEVELOPMENT

Sub District	Site Handover	Office	Value of the project	Progress to date
Govan Mbeki	2021/09/14	Ethokomala	997 000,00	Duty room is at 89% , fence completed pending gate, security tower completed and supplier waiting delivery of access control.
Mkhondo	2021/09/23	Amsterdam	103 372,35	Project completed.
Mkhondo	2021/09/08	Driefontein	217 838,56	Project completed and office functional.
Govan Mbeki	2021/11/09	Evander	32 000,00	Funding proposal has to be submitted for the fixing of cable
Lekwa	2021/10/13	George Hofmeyer	1 300 000,00	Provincial Public Works busy with BOQ
Albert Luthuli	2021/11/09	Ekulindeni	5 100 000,00	Supplier on site
Mkhondo	2021/10/13	Derkiesdorp		Consultation was made with legal section in the province(Mr Makhumbane)
Pixley	2021/11/04	Volkrust	-	Supplier fixed fallen ceiling and preparations for joining the cable to be spearheaded by public works.
Msukaligwa		Msukaligwa subdistrict	234 460,71	Funding proposal to be submitted for fixing of the gate.
Govan Mbeki	2021/09/14	Ethokomala	-	Second phase, guardhouse, sealing of the roof
			7 984 671,62	

Table 89 DSD Projects

7.13 Department of Agriculture, Rural Development Land and Environmental Affairs

Project name	Municipality/Ward	Activities	BUDGET 2020/21	Progress To Date	Challenges	Remedial Action	Expenditure	No: Jobs Created
Mahlangu piggery project	Lekwa	Water development (citing, drilling and equipping of 1x borehole) and EIA	1 097 000	-Service provider for water development appointed and on site. - Order for EIA has been issued	Land tenure to be formalized into the name of Mr. Mahlangu	Municipality and district consulting with relevant stakeholders to facilitate land tenure	R 715 358	0

Table 90 DEPARTMENT OF DARDLEA

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Lekwa	Mahlangu Piggery Construction of piggery units: Output - EIA record of decision	Mahlangu farmer Klipfontein vilakazi farming Welmoed farming	Tangible support provided to farmers for sustainable production	600	12 830

7.14 EPWP PROJECTS AND BUDGET

IDP No	Project name	Proposed Budget 2022/2023 FY	Scope for 2022/2023 FY	Project category	HH to benefit	Planned job opportunities for 2021/2022 FY	Ward Location	Ward/s Benefitting

EPWP 01/202223	Keep Lekwa Clean	1,855,000	Keep Lekwa Clean	Environment	TBC	50	1,2,3,4,5,6,7,8,10,11,14 &15	1,2,3,4,5,6,7,8,10,11,14 &15
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Table 91 EPWP Projects and budget

7.15 DEPARTMENT OF WATER AND SANITATION

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Lekwa	RBIG Schedule 5B- Lekwa Water Services	Lekwa LM	Lekwa LM	40 000	160 000

Table 92 DWS Projects

7.16 DEPARTMENT OF HEALTH

Local municipality	Project/ programme name/ description	Project beneficiary/ward/location/GPS Coordinates	2022/23 target	2022/23 budget allocation (annual) R000	Total project cost R000
Lekwa	Thuthukani clinic rehabilitation, refurbishment and repair	Thuthukani	100% completion of RRR	1,930,000.00	0

Table 93 Department of Health project

7.17 DEPARTMENT OF COMMUNITY SAFETY, SECURITY AND LIAISON

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Gert Sibande Region					
Safety Promotion					

Lekwa Local Municipality	Educational awareness campaigns <ul style="list-style-type: none"> 1 Liquor trader's workshop Contact Crime Initiative <ul style="list-style-type: none"> 1 Campaign against rape 	<ul style="list-style-type: none"> Standerton Val Farms 	01 Educational awareness campaigns 1 Contact Crime Initiative	TBC TBC	TBC TBC
Community Police Relations					
Lekwa Local Municipality	1 Community Safety Forum (CSFs) assessed on functionality	<ul style="list-style-type: none"> Lekwa Local Municipality 	01 Community Safety Forum (CSF) assessed on functionality	TBC	TBC
	3 Community Police Forums (CPFs) assessed on functionality	<ul style="list-style-type: none"> Sakhile Morgenzon Standerton 	3 Community Police Forums (CPFs) assessed on functionality	TBC	TBC

Table 94 CSSL Projects

7.18 HUMAN SETTLEMENTS DISTRICT DEVELOPMENT MODEL

Project	Project Description	Location (GIS coordinates)		Target	Time- Frame	Budget 2022-23	Responsibility
		Lat	Long				
Lekwa Local Municipality							
Social & Economic Facilities	Construction of Community Hall & Child Care at Standerton Ext 8	-26, 82402	28,50625	Professional Fees	2022-23	2 499	All Sectors Departments

	Construction of Community Hall & Child Care at Standerton Ext 8	-26,933217	29,204617	Community Hall	2022-23	7 999	& relevant State Entities
Incremental Integrated Development Residential Programme: Phase 2 Top Structure	Construction of Phase 2 Top Structure at Standerton Ext 8	-26,933217	29,204617	50 Units	2022-23	5 726	
	Construction of Phase 2 Top Structure at Standerton Ext 8	-26, 966376	29,206082	11 Units	2022-23	1 260	
Social & Rental	Construction of Community Residential Units	-26,9314	29,210624	60 CRU	2022-23	11 500	
Social & Rental	Construction of Community Residential Units at Emzinoni	-26,478025	29,448003	Professional Fees	2022-23	2 500	
	Construction of Community Residential Units at Emzinoni	-26,508492	29,42252	40 CRU	2022-23	11 500	
ISUP Phase 3	Servicing of Sites at Kinross Ext 33, 34	Null	Null	Bulk Infrastructure	2022-23	11 114	
	Servicing of Sites at Kinross Ext 33	-26,401783	29,05595	100 Sites	2022-23	4 380	
	Servicing of Sites at Kinross Ext 34	-26,401783	29,05595	100 Sites	2022-23	4 380	
Land Acquisition	Land Acquisition at Leandra	-26,396003	28,929389	1 Piece of Land	2022-23	15 000	

Table 95 Human Settlements DDM

7.19 ESKOM PROJECTS AND BUDGET

IDP No	Project name	Proposed Budget			Scope for 2022/2023 FY	Project category	HH to benefit (Estimated)	Planned job opportunities for 2022/2023 FY	Ward Location	Ward/s Benefitting
		2022/2023 FY	2023/2024 FY	2024/2025 FY						
ESKOM 01/202223	Rural electrification	536,000	1,021,000	1,425,000	TBA	Electricity	TBA	N/A	9,12 & 13	9,12 & 13
	TOTAL	536,000	1,021,000	15,674,000				0		

Table 96 ESKOM Projects and budget

8. CHAPTER EIGHT: ORGANIZATIONAL STRUCTURE 2022/2023-2026/2027

8.1 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 must shall develop the strategy to:

- fill funded vacancies; and
- 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 at 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 a 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 valuable 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;
- Continues 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 o 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.

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 2022	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 with regard to 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	Dec 2022	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 2022	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.,	Progressive introduction of Electronic Human Resource Information System	Jun 2025	R80 000 per annum for skilling personnel

	organogram, employee records, employment equity report, skills development, injuries on duty reports			
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 97 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 with regard to gender and disability realized	Eighty percent (80%) of employment equity targets for 2023/2024 with regard to gender and disability realized	Ninety percent (90%) of Employment equity targets for 2024/2025 with regard to 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) to manage all human resources related activities e.g., organogram, employee records, employment equity report, skills	Electronic Human Resource Information System	Set-up and populate the system and different modules e.g., organogram, employee records, employment equity report,	Implement Electronic Human Resource Information System	Implement Electronic Human Resource Information System			No comprehensive Human Resource Information System in place

HRM OPERATIONAL PLAN (in order of priority)

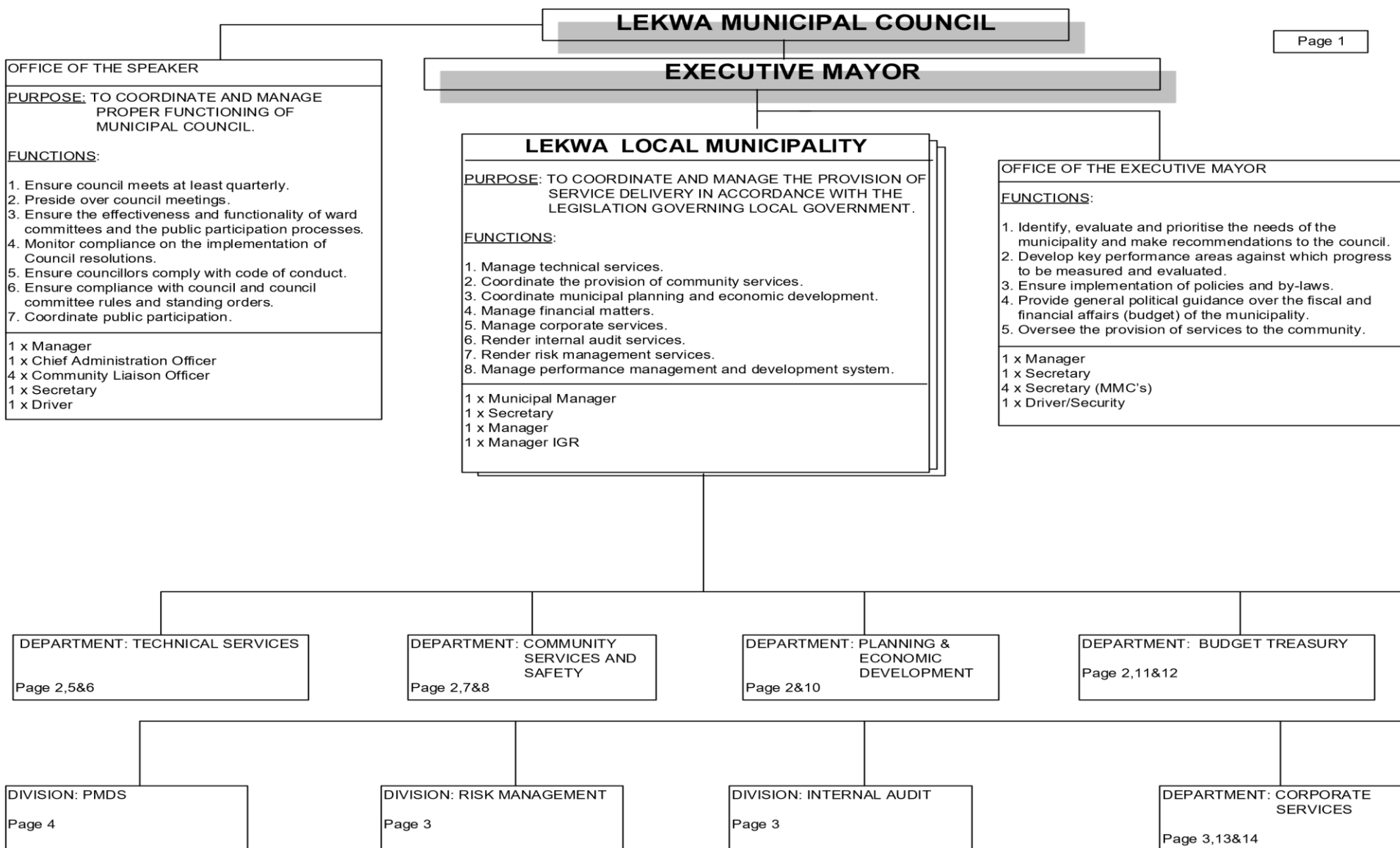
STRATEGIC GOAL	NAME OF HR PROJECT	KEY MILESTONE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	CURRENT STATUS
	development, injuries on duty reports		skills development, injuries on duty reports					
Ensure safety and healthy environment	Provide Employee Wellness services	Develop Employees Wellness Policy	Implementation 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 performance in the municipality.	Management of all leave types	Leave managed to in line with the conditions of service (SALGBC agreements)	Re-introduce the leave Schedule in all departments and improve monitoring and reporting on the	Monitor and control absenteeism				Some adverse findings by Auditor General

			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

Table 98 HRM Operational Plan

8.2 Organizational structure council



LEKWA MUNICIPAL COUNCIL

EXECUTIVE MAYOR

OFFICE OF THE COUNCIL WHIP

PURPOSE: TO RENDER ADMINISTRATIVE SUPPORT TO THE CHIEF WHIP

FUNCTIONS:

1. Liaise with the different political parties to ensure representation in Council and Council committees.
2. Maintain sound relations between the various political parties.
3. Inform the whips of all parties on important matters on the council agenda.
4. Assist the speaker to count votes in the council meeting.
5. Facilitate the interaction between the executive and legislative oversight structures in the municipality.
6. Resolve disputes between the speaker, executive mayor and members of the mayoral committee.

1 x Secretary

LEKWA LOCAL MUNICIPALITY

PURPOSE: TO COORDINATE AND MANAGE THE PROVISION OF SERVICE DELIVERY IN ACCORDANCE WITH THE LEGISLATION GOVERNING LOCAL GOVERNMENT .

FUNCTIONS:

1. Manage technical services.
2. Coordinate the provision of community services.
3. Coordinate municipal planning and economic development.
4. Manage financial matters.
5. Manage corporate services.
6. Render internal audit services.
7. Render risk management services.
8. Manage performance management and development system.

DEPARTMENT: TECHNICAL SERVICES

PURPOSE: TO MANAGE TECHNICAL SERVICES.

FUNCTIONS:

1. Render electrical and engineering services.
2. Render mechanical and fleet management services.
3. Manage roads and works services.
4. Manage the provision of water services.
5. Manage sanitation services.
6. Manage municipal development projects.

1 x Senior Manager
1 x Secretary

DEPARTMENT: COMMUNITY SERVICES AND SAFETY

PURPOSE: TO COORDINATE THE PROVISION OF COMMUNITY SERVICES.

FUNCTIONS:

1. Render traffic management and law enforcement services.
2. Render fire and rescue management services.
3. Coordinate waste management services.
4. Coordinate the maintenance of parks, gardens, cemeteries and amenities.
5. Manage transversal services.
6. Render library and information services.

1 x Senior Manager
1 x Secretary

DEPARTMENT: PLANNING AND ECONOMIC DEVELOPMENT

PURPOSE: TO COORDINATE MUNICIPAL PLANNING AND ECONOMIC DEVELOPMENT.

FUNCTIONS:

1. Coordinate the development and implementation of integrated development plan.
2. Render spatial planning and land use management services.
3. Promote local economic development (LED) services.
4. Render sustainable and integrated human settlements planning.
5. Render land and property management services.

1 x Senior Manager
1 x Secretary

DEPARTMENT: BUDGET TREASURY

PURPOSE: TO MANAGE FINANCIAL MATTERS.

FUNCTIONS:

1. Manage municipal budget and financial reporting.
2. Render revenue management services.
3. Manage expenditure services.
4. Render supply chain management services.
5. Manage municipal asset.

1 x Chief Financial Officer
1 x Secretary

8.3 Organizational structure basic service delivery and infrastructure development

DEPARTMENT: TECHNICAL SERVICES

PURPOSE: TO MANAGE TECHNICAL SERVICES.

FUNCTIONS:

1. Render electrical and engineering services.
2. Render mechanical and fleet management services.
3. Manage roads and works services.
4. Manage the provision of water services.
5. Manage sanitation services.
6. Manage municipal development projects.

DIVISION: ELECTRICITY AND ENGINEERING SERVICES

PURPOSE: TO RENDER ELECTRICAL AND ENGINEERING SERVICES.

FUNCTIONS:

1. Manage network and electrical services.
2. Conduct electrical inspection.
3. Render electrical planning.
4. Regulate and enforce the implementation of electrical by-laws.
5. Render meter installation and repairs services.
6. Render electro-mechanical engineering services.

1 x Manager
 1 x Electro-Mechanical Engineer
 2 x Supervisor
 6 x Electrician
 6 x Electrical Assistant
 9 x General Assistant
 1 x Electrical Network Inspector
 1 x Electrical Network Inspector Assistant
 10 x Electrician
 1 x Construction Electrician
 10 x Electrical Assistant
 16 x General Assistant
 2 x Lines Man
 2 x Cable Man

DIVISION: MECHANICAL AND FLEET SERVICES

PURPOSE: TO RENDER MECHANICAL AND FLEET MANAGEMENT SERVICES.

FUNCTIONS:

1. Render mechanical services.
2. Render welding services.
3. Render millwrighting services.
4. Regulate and maintain the database of fleet drivers.
5. Render fleet maintenance services.
6. Coordinate and render servicing of the municipal fleets.
7. Maintain inventory of vehicle spares.

1 x Manager
 1 x Fleet Officer
 1 x Assistant Fleet Officer
 1 x Officer Fleet Planning
 1 x Supervisor Mechanical
 5 x Mechanic
 10 x Mechanical Assistant
 1 x Welder
 1 x Millwright
 1 x Welder Assistant
 2 x Assistant Millwright

DIVISION: ROADS AND WORKS

PURPOSE: TO MANAGE ROADS AND WORKS SERVICES.

FUNCTIONS:

1. Manage the maintainance of municipal roads and storm water services.
2. Establish and maintain road sidewalks.
3. Manage road markings and signage services.
4. Render public transport planning.
5. Render building assessment and maintenance.

1 x Manager
 1 x Transport Technician
 3 x Supervisor
 12 x Truck Driver
 6 x Heavy Duty Operator
 1 x Officer Transport Planning
 3 x Special Worksmen
 4 x Painter
 4 x Brick Layer
 4 x Building Team Assistant
 4 x Painter Assistant
 22 x General Assistant Patching
 30 x General Assistant (Construction and Gravel Roads)

DEPARTMENT: TECHNICAL SERVICES

PURPOSE: TO MANAGE TECHNICAL SERVICES.

FUNCTIONS:

1. Render electrical and engineering services.
2. Render mechanical and fleet management services.
3. Manage roads and works services.
4. Manage the provision of water services.
5. Manage sanitation services.
6. Manage municipal development projects.

DIVISION: WATER SERVICES

PURPOSE: TO MANAGE THE PROVISION OF WATER SERVICES.

FUNCTIONS:

1. Conduct water quality testing.
2. Manage and purify water.
3. Manage repairs and maintenance of water systems.
4. Manage the provision of portable water to communities.
5. Manage the inspection, placement and repair of water meters.

1 x Manager
 3 x Supervisor
 1 x Milwright
 1 x Milwright assist
 10 x Water Plant Operator
 24 x General Assistant
 48 x Pump Operator
 1 x Plumber
 6 x Water Truck Driver
 6 x Water Truck Driver Assistant

DIVISION: WATER SANITATION

PURPOSE: TO MANAGE SANITATION SERVICES.

FUNCTIONS:

1. Maintain and repair sewer pipes.
2. Render waste water purification.
3. Maintain sewer reticulation system.
4. Manage sewer services.

1 x Manager
 2 x Supervisor
 18 x Plumber
 36 x Plumber Assistant
 16 x Sewer Plant Operator

DIVISION: PROJECT MANAGEMENT

PURPOSE: TO MANAGE MUNICIPAL DEVELOPMENT PROJECTS.

FUNCTIONS:

1. Conduct feasibility study of projects.
2. Develop terms of reference for the scope of work.
3. Render project management and administration.
4. Manage the establishment and approval of contracts with contractors and consultants for each project.
5. Manage the MIG management information system (MIG-MIS) for project registration and progress monitoring.
6. Manage all municipal projects.
7. Evaluate and verify the payment of contractors.

1 x Manager
 3 x Project Technician
 1 x Accountant
 1 x Data Capturer

DEPARTMENT: COMMUNITY SERVICES AND SAFETY

PURPOSE: TO COORDINATE THE PROVISION OF COMMUNITY SERVICES.

FUNCTIONS:

1. Render traffic management and law enforcement services.
2. Render fire and rescue management services.
3. Coordinate waste management services.
4. Coordinate the maintenance of parks, gardens, cemeteries and amenities.
5. Manage transversal services.
6. Render library and information services.

DIVISION: TRAFFIC AND LAW ENFORCEMENT MANAGEMENT

PURPOSE: TO RENDER TRAFFIC MANAGEMENT AND LAW ENFORCEMENT SERVICES.

FUNCTIONS:

1. Conduct law enforcement services.
2. Render school patrol services.
3. Provide escort services (special event and funerals).
4. Conduct point duty services.
5. Render by-laws enforcement services.

1 x Chief Traffic and Law Enforcement
 1 x Administration Clerk
 4 x Superintendent
 3 x By-law Enforcer
 17 x Traffic officer
 1 x Data Capturer
 1 x Cashier

DIVISION: FIRE AND RESCUE SERVICES

PURPOSE: RENDER FIRE AND RESCUE MANAGEMENT SERVICES.

FUNCTIONS:

1. Provide fire and rescue services.
2. Develop and implement fire prevention plans.
3. Conduct fire awareness campaigns to the business and communities.
4. Ensure compliance to fire prevention prescripts of buildings and storage of flammable liquids registration.
5. Conduct fire risk assessment.
6. Facilitate the issuing of permits to flammable transport.

1 x Chief Fire and Disaster
 2 x Station Officer
 6 x Control Room Attendant
 1 x General Assistant
 1 x Clerk

Standerton/Sakhile
 4 x Senior Firefighter
 1 x Fire Prevention Officer
 20 x Firefighter

Morgenzon
 2 x Senior Firefighter
 1 x Fire Prevention Officer
 10 x Firefighter

DIVISION: WASTE MANAGEMENT

PURPOSE: TO COORDINATE WASTE MANAGEMENT SERVICES.

FUNCTIONS:

1. Manage refuse removal services.
2. Manage the residential and street cleaning services.
3. Monitor and remove illegal dumping.
4. Conduct waste management campaigns to the community.
5. Monitor compliance to waste management Act and other related prescripts.
6. Manage operation and maintenance of landfill sites.

1 x Manager
 1 x Clerk
 2 x Waste Management Officer
 2 x Supervisor
 2 x Machine Operator
 10 x Truck Driver
 4 x Tractor Driver
 20 x General Assistant (street cleaning)
 40 x General Assistant (refuse collection)

DEPARTMENT: COMMUNITY SERVICES AND SAFETY

PURPOSE: TO COORDINATE THE PROVISION OF COMMUNITY SERVICES.

FUNCTIONS:

1. Render traffic management and law enforcement services.
2. Render fire and rescue management services.
3. Coordinate waste management services.
4. Coordinate the maintenance of parks, gardens, cemeteries and amenities.
5. Manage transversal services.
6. Render library and information services.

DIVISION: PARKS, GARDENS AND AMENITIES

PURPOSE: TO COORDINATE THE MAINTENANCE OF PARKS, GARDENS, CEMETERIES AND AMENITIES.

FUNCTIONS:

1. Manage parks and cemetery services.
2. Develop and maintain parks and public open space.
3. Manage maintenance of existing and closed cemeteries.
4. Conduct grass cutting, tree pruning and landscaping.

1 x Manager
 1 x Administrative Clerk
 2 x Environmental Service Officer
 8 x Tractor Driver
 1 x Special Workman
 1 x TLB Operator
 21 x General Assistant
 1 x Caretaker Swimming Pools
 2 x Lifeguard
 2 x Cashier
 1 x Gateguard (Grootdraai Dam)

DIVISION: TRANSVERSAL SERVICES

PURPOSE: TO MANAGE TRANSVERSAL SERVICES.

FUNCTIONS :

1. Facilitate the integration of disability in the entire development process.
2. Ensure gender equity and women empowerment.
3. Promote the protection of the rights of children and older persons.
4. Promote and coordinate issues relating to HIV and AIDS.
5. Coordinate youth development programmes.
6. Facilitate the development of sports programmes.
7. Coordinate arts and culture programs.

1 x Manager
 1 x Gender and Disability Coordinator
 1 x Sports and Recreation Coordinator
 1 x Youth Coordinator
 1 x Older Persons Coordinator
 2 x Clerk

UNIT: LIBRARY SERVICES

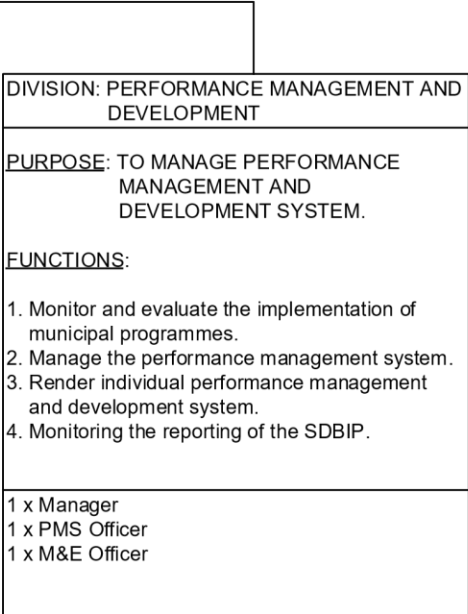
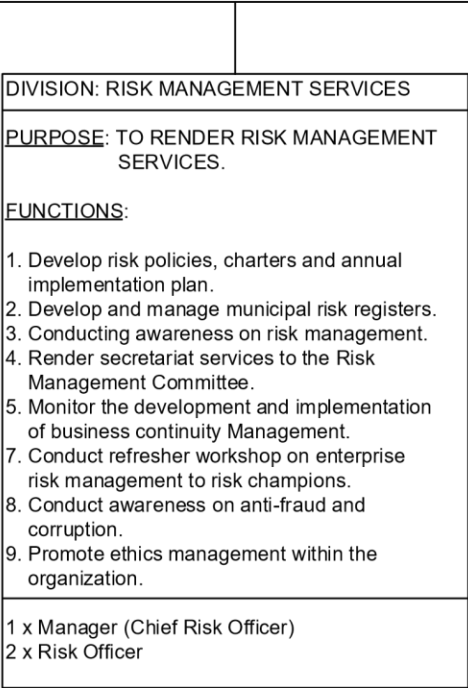
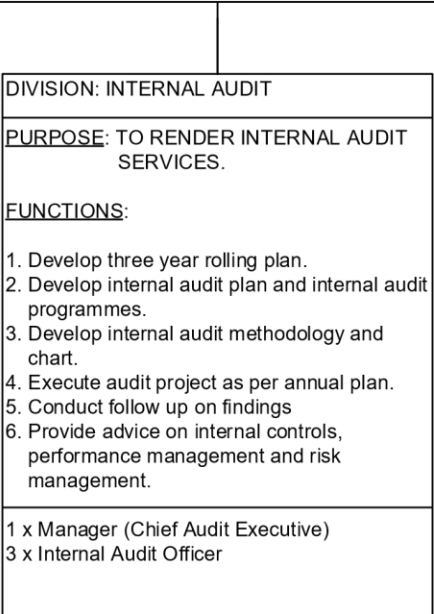
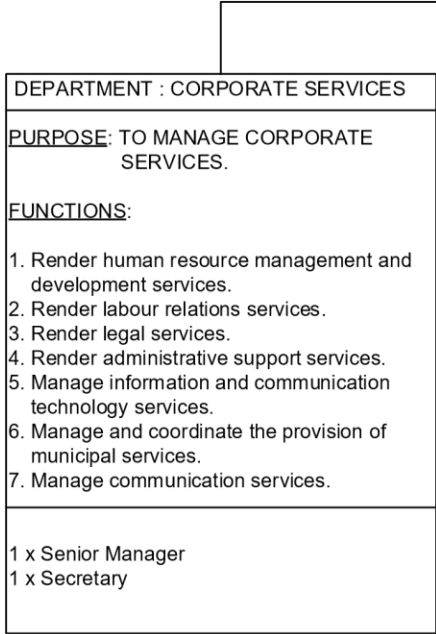
PURPOSE: TO RENDER LIBRARY AND INFORMATION SERVICES.

FUNCTIONS:

1. Manage library services.
2. Manage marketing delivery and information services.
3. Provide internet services to the community.
4. Conduct weeding of books and repairs of all books.
5. Provide information to the general public.
6. Evaluate library material.

1 x Chief Librarian
 5 x Librarians
 5 x Assistant Librarian
 10 x Library Assistant
 5 x General Worker

8.4 Organizational structure municipal transformation and institutional development



DEPARTMENT : CORPORATE SERVICES

PURPOSE: TO MANAGE CORPORATE SERVICES.

FUNCTIONS:

1. Render human resource management and development services.
2. Render labour relations services.
3. Render legal services.
4. Render administrative support services.
5. Manage information and communication technology services.
6. Manage and coordinate the provision of municipal services.
7. Manage communication services.

DIVISION: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

PURPOSE: TO RENDER HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT SERVICES.

FUNCTIONS:

1. Render human resource conditions of service.
2. Manage human resource organisational strategy and planning.
3. Manage human resource utilisation and capacity development.
4. Render occupational health and safety services.
5. Administer human resource management system.
6. Coordinate employee health and wellness.
7. Render organisational development and facilitate job evaluation.

1 x Manager
 1 x Occupational Health & Safety
 1 x HR Admin
 1 x HR Development Officer/Employment Equity
 1 x HR Clerk
 1 x SDF.
 1 x HRD Clerk.
 1 x Junior Safety Officer
 1 x Workstudy Officer
 1 x Wellness Officer
 2 x Senior HR Clerk
 1 x HR Clerk

DIVISION: LABOUR RELATIONS

PURPOSE: RENDER LABOUR RELATIONS SERVICES.

FUNCTIONS:

1. Handle grievances, disputes and discipline, arbitration and conciliation matters.
2. Facilitate collective bargaining .
3. Ensure maintenance of discipline within the municipality.
4. Render advisory service on labour relations matters to management.
5. Conduct capacity building on labour relation matters to management.
6. Manage strikes.

1 x Manager
 1 x Labour Relations Officer
 1 x Administrative Clerk

DIVISION: LEGAL SERVICES

PURPOSE: TO RENDER LEGAL SERVICES.

FUNCTIONS:

1. Liaise with the State Attorneys and State Law Advisors.
2. Administer municipal contracts.
3. Provide legal advice to management and Council.
4. Represent Council on litigation matters.

1 x Manager
 1 x Legal Officer
 1 x Administrative Clerk

DIVISION : MUNICIPAL ADMINISTRATIVE SUPPORT

PURPOSE: TO RENDER ADMINISTRATIVE SUPPORT SERVICES.

FUNCTIONS:

1. Render secretariat services to Council and Council Committees.
2. Write reports to the portfolio committees.
3. Manage council resolutions.
4. Compile agendas for council committees.
5. Render auxiliary support services.
6. Render records management services.
7. Render administrative support to the municipal public account committee (MPAC).
8. Render policy research and knowledge management.

1 x Manager
 1 x Senior Committee Officer
 5 x Committee Officer
 1 x Chief Records Officer
 1 x Records Officer
 1 x Records Clerk
 1 x Messenger
 1 x Senior Printer Operator
 1 x Printer Operator
 1 x Switch Board Operator
 1 x Admin Officer
 2 x Caretaker
 27 x General Assistant
 1 x Researcher

DEPARTMENT : CORPORATE SERVICES

PURPOSE: TO MANAGE CORPORATE SERVICES.

FUNCTIONS:

1. Render human resource management and development services.
2. Render labour relations services.
3. Render legal services.
4. Render administrative support services.
5. Manage information and communication technology services.
6. Manage and coordinate the provision of municipal services.
7. Manage communication services.

DIVISION: INFORMATION AND COMMUNICATION TECHNOLOGY

PURPOSE: TO MANAGE INFORMATION AND COMMUNICATION TECHNOLOGY SERVICES.

FUNCTIONS:

1. Manage the municipal ICT operations.
2. Ensure the implementation of disaster ICT management system.
3. Manage the provision of information technology support services.
4. Render network support services.

1 x Manager
 2 x IT Support Technician
 1 x Network Administrator
 1 x IT security Officer
 1 x Helpdesk

DIVISION: SERVICE DELIVERY CENTRES

PURPOSE: MANAGE AND COORDINATE THE PROVISION OF MUNICIPAL SERVICES.

FUNCTIONS:

1. Coordinate service delivery at Morgenzon & Thuthukane.
2. Coordinate service delivery at Standerton & Sakhile.

1 x Manager
 2 x Senior Customer Care Agent
 4 x Contact Centre Agent
 4 x Call Centre Operator

DIVISION: COMMUNICATIONS

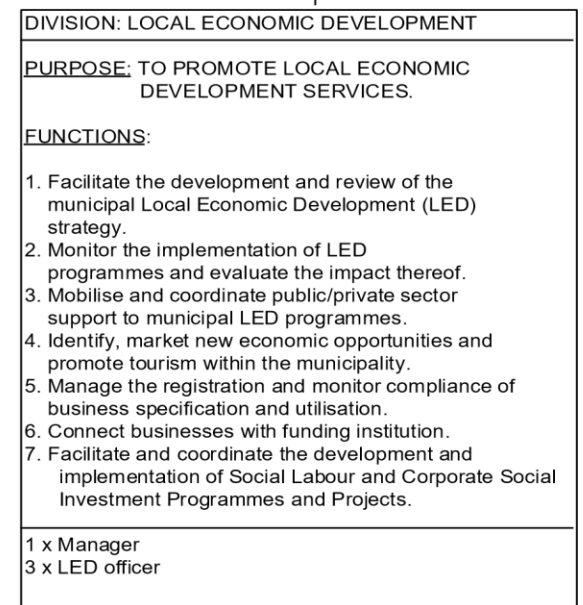
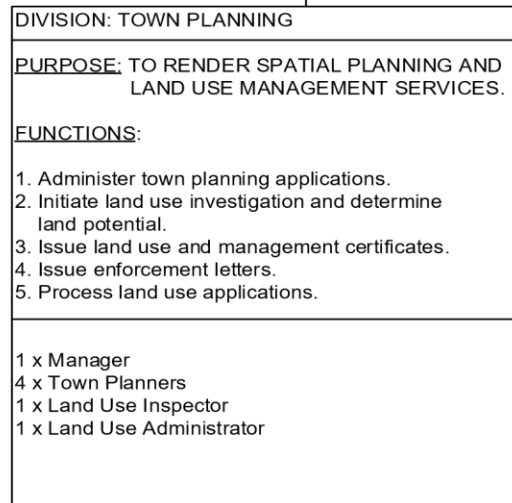
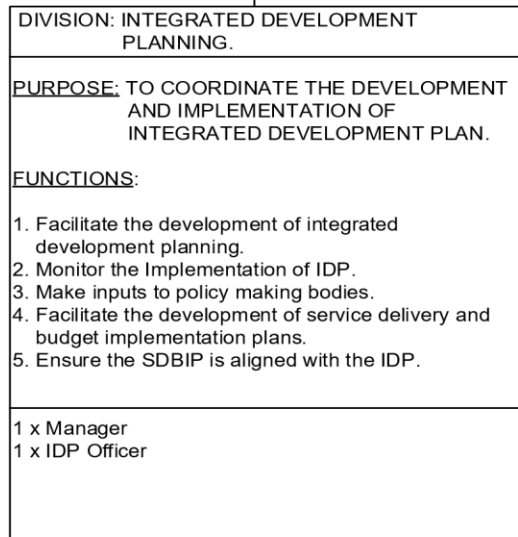
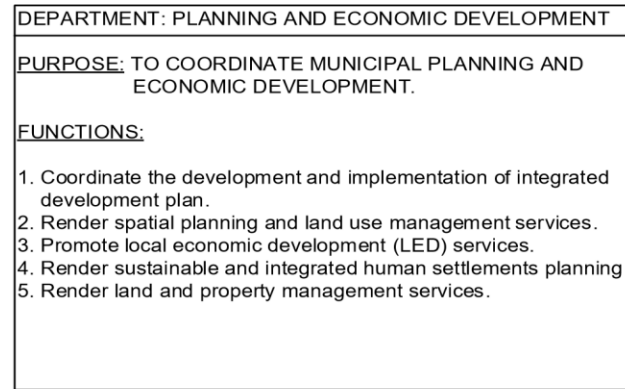
PURPOSE: TO MANAGE COMMUNICATION SERVICES.

FUNCTIONS:

1. Provide internal and external communication services.
2. Manage website of the municipality and social media.
3. Coordinate presidential issues and render media monitoring and liaison.
4. Render corporate communications.
5. Render branding and advertising.
6. Render event services.

1 x Manager
 1 x Communication Officer
 1 x Graphic Designer
 1 x Marketing & Events Officer
 1 x Website Administrator

8.5 Organizational structure spatial rationale and LED



DEPARTMENT: PLANNING AND ECONOMIC DEVELOPMENT

PURPOSE: TO COORDINATE MUNICIPAL PLANNING AND ECONOMIC DEVELOPMENT.

FUNCTIONS:

1. Coordinate the development and implementation of integrated development plan.
2. Render spatial planning and land use management services.
3. Promote local economic development (LED) services.
4. Render sustainable and integrated human settlements planning.
5. Render land and property management services.

DIVISION: HUMAN SETTLEMENTS

PURPOSE: TO RENDER SUSTAINABLE AND INTEGRATED HUMAN SETTLEMENTS PLANNING.

FUNCTIONS:

1. Facilitate the identification and registration of potential beneficiaries.
2. Conduct consumer education services.
3. Develop and maintain data of informal settlements.
4. Render human settlement planning.
5. Rendering of rental housing stock.
6. Manage and monitor housing project.

1 x Manager
 1 x Chief Administrative Officer
 3 x Housing Officer
 6 x Land Invasion Officer

DIVISION: LAND AND PROPERTY MANAGEMENT

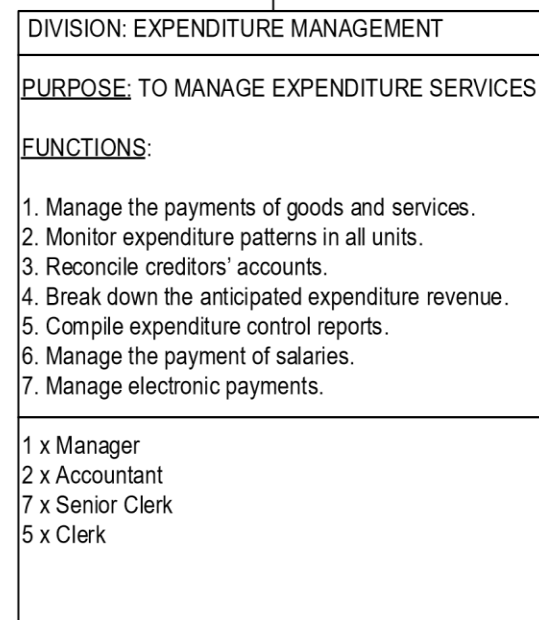
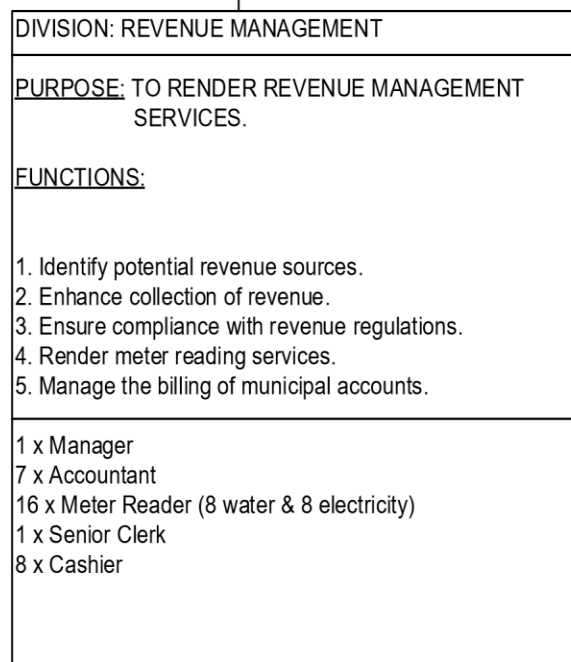
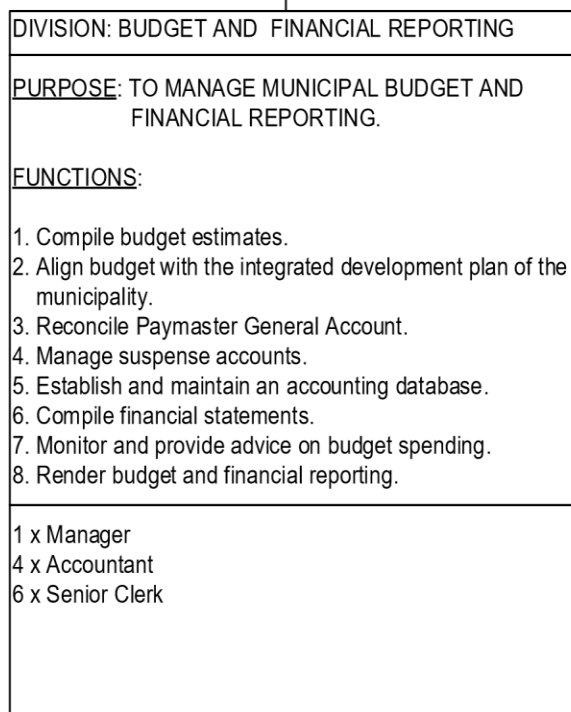
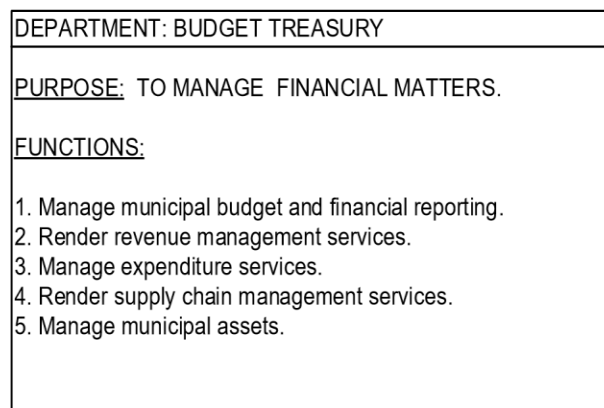
PURPOSE: TO RENDER LAND AND PROPERTY MANAGEMENT SERVICES.

FUNCTIONS:

1. Manage building control regulations.
2. Manage geographic information systems.
3. Render land surveying services.
4. Render land management services.
5. Management of outdoor advertising.

1 x Manager
 1 x Snr Building Inspector
 1 x GIS Officer
 1 x GIS Clerk
 1 x Building inspector
 1 x Land Surveyor
 1 x Outdoor Advertisement Officer
 1 x Property Management Officer

8.6 Organizational structure financial viability and management



DEPARTMENT: BUDGET TREASURY

PURPOSE: TO MANAGE FINANCIAL MATTERS .

FUNCTIONS:

1. Manage municipal budget and financial reporting.
2. Render revenue management services.
3. Manage expenditure services.
4. Render supply chain management services.
5. Manage municipal assets.

DIVISION: SUPPLY CHAIN MANAGEMENT

PURPOSE: TO RENDER SUPPLY CHAIN MANAGEMENT SERVICES.

FUNCTIONS:

1. Manage acquisition and demand planning services.
2. Render supply chain performance management services.
3. Administer database of suppliers.
4. Develop and manage the implementation of supply chain management policy.
5. Render logistics management services.
6. Render secretariat services for bid committees.
7. Render contract management.

1 x Manager.
5 x Accountant
5 x Senior Clerk
5 x Clerical Assistant

DIVISION: ASSET MANAGEMENT

PURPOSE: TO MANAGE MUNICIPAL ASSETS

FUNCTIONS:

1. Manage movable and immovable assets.
2. Develop asset management plan.
3. Conduct physical verification of assets.
4. Identify assets for disposal and manage disposal process.
5. Facilitate the safeguarding of assets
6. Maintain and reconcile assets register.
7. Render facilities management services.

1 x Manager
2 x Accountant
3 x Senior Clerk
13 x Clerical Assistant

9. CHAPTER NINE: MUNICIPAL BUDGET 2022/2023-2026/2027

9.1 Financial Recovery Plan

Lekwa LM's financial recovery plan was prepared in accordance with the requirements of the Municipal Finance Management Act, 2003. It is based on the status quo assessment contained in the 2019 Mandatory Financial Recovery Plan, the comments of the Auditor-General and the situational analysis provided by the functional workstreams in July and August 2021. Lekwa LM has experienced perpetual service delivery issues over the past years, it is known for having challenges with debts and poor maintenance of infrastructure. Eskom debt was approximately R1.3 billion in November 2020. The Municipality is unable to service its creditors within 30 days due to inadequate cash flow, while the Municipality is unable to collect outstanding debts due to the low collection rate and inadequate political will to implement the credit control policy. Additionally, the financial recovery plan is aligned to the 4 pillars used by the National Treasury to assess municipal sustainability. These 4 pillars are:

- Governance
- Institutional Stability
- Financial Health and;
- Service Delivery.

The main strategic objective of this financial recovery plan 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.

The Lekwa LM Financial Recovery Plan is attached to this document as “ANNEXURE B”

9.2 2022 – 2023 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 so as 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 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 2022, 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.
- No tariff increases

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 numerous budget engagement with the Provincial Treasury and subsequently with MEC Finance & Economic Development as well the MEC COGTA (Mpumalanga) 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 we some of the key observation made by Provincial Treasury:

- The municipal operational budget (A4) projected a deficit of R358 million (2022/23), R306 million (2023/24) and R295 million (2024/25) based on PT calculations. The projected revenue amount to R1.2 billion and expenditure R1.5 billion.
- The municipality is currently faced with cashflow problems, for 2021/22 the balance shows a shortfall of R403 million and projecting a shortfall of R714 million for 2022/23 which is increasing on the outer years. The municipality will not be able to pay its current obligations and outstanding creditors
- The Draft budget was tabled to Council on 30 March 2022 and submitted to LG Upload portal on the prescribed mSCOA data strings which enabled PT to analyse the budget
- The municipality's total creditors as at end of March 2022 amount to R1.9 billion and Eskom alone is at R1.8 billion and increasing on a monthly basis due to failure in paying the current account and poor revenue collection.
- Based on A2 the municipality is projecting trading losses for electricity at a R32 million, water R24 million, waste water R22 surplus and waste management R5 million shortfalls
- The Municipality's budget is unfunded by R2.5 billion in 2022/23 financial year and increasing to R 2.8 billion and R 3 billion for the outer two years according to PT's calculations.

- The FRP is being implemented and there is room for improvement specifically revenue management
- The Municipality has not been able to factor in the debt repayment amounts in the current and future cash flow statement.
- The Municipality has established a cash flow management committee and a revenue management steering committee

In principle Provincial Treasury notes that it will take the Municipality number of years to get the budget to be funded. 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
- The Municipality has further given the community amnesty one month period to report bridged/tempered 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 implement its Service Delivery Budget Implementation Plans,

National Treasury has issued Municipal Finance Management Act (MFMA) circular numbers 98, 99, 107 & 115 to guide the compilation of the 2022/2023 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 2.1 per cent in 2022. 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. 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 2022/2023 MTREF can be summarized as follows:

- The ongoing difficulties in the national and local economy;
- Slowing global and domestic economic growth;
- The need for permanent increase in social protection (Indigent support) that exceed available resources.
- Pressures from the municipal employee related that contribute 25% of the total operating expenditure budget and this is without considering the filling of critical vacant positions;
- Pressure from the increased cost of bulk electricity that contributes 38% 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 2022/23 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 2022/23 Medium-term Revenue and Expenditure Framework:

The operating revenue has grown from R 637 million in the 2018/19 financial year to R 842 million in the 2020/21 financial period. This reflects a revenue growth of 32% or R205 million over the period. The growth is mainly attributed to property rates that increased with R 86 million, electricity R 67 million and grants & subsidies R 41 million.

Total operating revenue increases from R 967 118 738 when compared to the 2021/2022 adjustment budget and amounts to R 1 179 544 980 in the 2022/23 which will increase to R 1 289 229 000 in the 2024/2025 financial year.

The main revenue projections are contributed to the following revenue streams:

Property Rates R 199 million (47%)

Electricity R 553 million (16%)

Water R 98 million (8%)

Sanitation R 77 million (7%)

Grants & Subsidies R 154 million (13%)

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 operating expenditure has increased from R 858 million in 2018/19 to R 1 133 billion in the 2020/2021 financial year. This reflects a growth of R 275 million (32%) on expenditure. The expenditure growth is attributed to employee related costs amounting to R 51 million, debt impairment R 166 million and bulk purchases R 53 million.

The operating expenditure increased from R 1 250 238 316 to R 1 272 168 000 in the 2022/23 and subsequently increased to R 1 349 016 000 in the 2024/25.

The main expenditure projections are contributed to the following expenditure streams:

Employee related costs R305 million (24%)

Bulk Purchases R 469 million (37%)

Other Material R 102 million (8%)

Contracted services R 120 million (9%)

The capital budget amounts to R 54 million in the 2022/23 financial year.

Table below illustrate Revenue & Expenditure Medium Term Revenue Expenditure Framework

MP305 Lekwa - Table A1 Budget Summary

Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousands										
Financial Performance										
Property rates	69 846	98 385	156 421	179 005	179 005	179 005	142 333	191 633	199 298	207 270
Service charges	393 749	441 363	481 260	696 319	541 568	541 568	430 115	759 142	790 903	822 539
Investment revenue	4 788	17 140	1 613	654	654	654	1 038	700	728	757
Transfers recognised - operational	111 422	122 249	152 770	141 569	140 702	140 702	137 220	158 754	169 726	183 742
Other own revenue	57 927	59 913	50 743	58 759	65 450	65 450	56 416	69 317	72 039	74 921
Total Revenue (excluding capital transfers and contributions)	637 713	739 051	842 806	1 076 307	927 380	927 380	767 124	1 179 546	1 232 694	1 289 229
Employee costs	188 020	238 547	239 009	247 018	250 660	250 660	246 616	305 229	315 079	327 667
Remuneration of councillors	11 362	20 883	12 090	12 663	8 876	8 876	5 137	13 024	13 674	14 351
Depreciation & asset impairment	78 308	87 252	94 926	85 588	85 588	85 588	-	85 679	89 107	92 671
Finance charges	110 501	121 999	99 693	42 758	57 641	57 641	45 668	44 306	46 078	47 921
Inventory consumed and bulk purchases	318 291	373 010	377 388	416 458	510 467	510 467	365 555	572 244	594 641	618 426
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	152 237	379 111	310 147	232 615	339 555	339 555	99 367	251 686	238 523	247 979
Total Expenditure	858 718	1 220 802	1 133 252	1 037 100	1 252 787	1 252 787	762 343	1 272 168	1 297 102	1 349 016
Surplus/(Deficit)	(221 005)	(481 751)	(290 446)	39 207	(325 407)	(325 407)	4 780	(92 622)	(64 408)	(59 787)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	68 039	31 835	38 320	40 307	39 659	39 659	-	37 888	47 140	49 147
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	27	-	14 684	100	100	100	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(152 939)	(449 916)		79 614	(285 649)	(285 649)	4 780	(54 734)	(17 267)	(10 639)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	(152 939)	(449 916)		79 614	(285 649)	(285 649)	4 780	(54 734)	(17 267)	(10 639)
Capital expenditure & funds sources										
Capital expenditure	483 495	521 701	590 413	60 292	72 662	72 662	21 268	54 888	50 160	52 688
Transfers recognised - capital	321 655	332 862	376 779	33 302	39 659	39 659	13 110	37 888	47 140	49 147
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	77 744	87 488	101 831	9 489	33 003	33 003	7 631	17 000	3 020	3 541
Total sources of capital funds	399 399	420 350	478 610	42 792	72 662	72 662	20 741	54 888	50 160	52 688
Financial position										
Total current assets	640 752	683 411	582 321	203 214	(2 301)	(2 301)	528 732	137 338	181 757	302 920
Total non current assets	1 175 816	1 234 210	1 193 435	(23 296)	(10 926)	160 250	1 215 676	(30 791)	(72 737)	(115 740)
Total current liabilities	1 647 764	2 250 277	2 425 790	94 388	65 828	(65 828)	2 332 286	25 564	23 457	19 601
Total non current liabilities	580 528	577 845	589 135	-	-	-	589 135	-	-	-
Community wealth/Equity	(111 694)	(323 478)	(708 105)	85 530	(79 055)	(79 055)	(1 172 115)	80 983	85 562	167 579
Cash flows										
Net cash from (used) operating	(231 003)	85 725	837 489	233 953	46 002	46 002	(85 785)	(135 849)	(129 531)	(127 061)
Net cash from (used) investing	-	-	(45 304)	(60 292)	(60 292)	(60 292)	(20 326)	(53 888)	(47 140)	(49 147)
Net cash from (used) financing	-	-	(246)	-	-	-	(22)	-	-	-
Cash/cash equivalents at the year end	(231 003)	85 725	923 296	173 661	(14 290)	(14 290)	(246 219)	(146 386)	(323 057)	(499 266)
Cash backing/surplus reconciliation										
Cash and investments available	12 446	44 377	(138 741)	153 665	(14 290)	(14 290)	(525 459)	(146 386)	(419 895)	(649 653)
Application of cash and investments	669 875	921 982	1 754 603	11 718	(17 744)	(149 400)	1 103 969	(349 570)	(609 280)	(898 676)
Balance - surplus (shortfall)	(657 429)	(877 605)	(1 893 344)	141 948	3 454	135 110	(1 629 428)	203 184	189 386	249 023
Asset management										
Asset register summary (WDV)	940 413	994 416	939 923	(68 088)	(54 943)	(54 943)	(54 943)	(66 039)	(154 626)	(240 776)
Depreciation	78 308	87 252	94 926	85 588	85 588	85 588	85 588	85 679	89 107	92 671
Renewal and Upgrading of Existing Assets	402 180	416 253	478 276	32 792	42 017	42 017	42 017	43 748	40 140	32 147
Repairs and Maintenance	15 375	17 417	14 820	53 262	26 404	26 404	26 404	58 812	61 165	63 612

Operating Revenue Framework

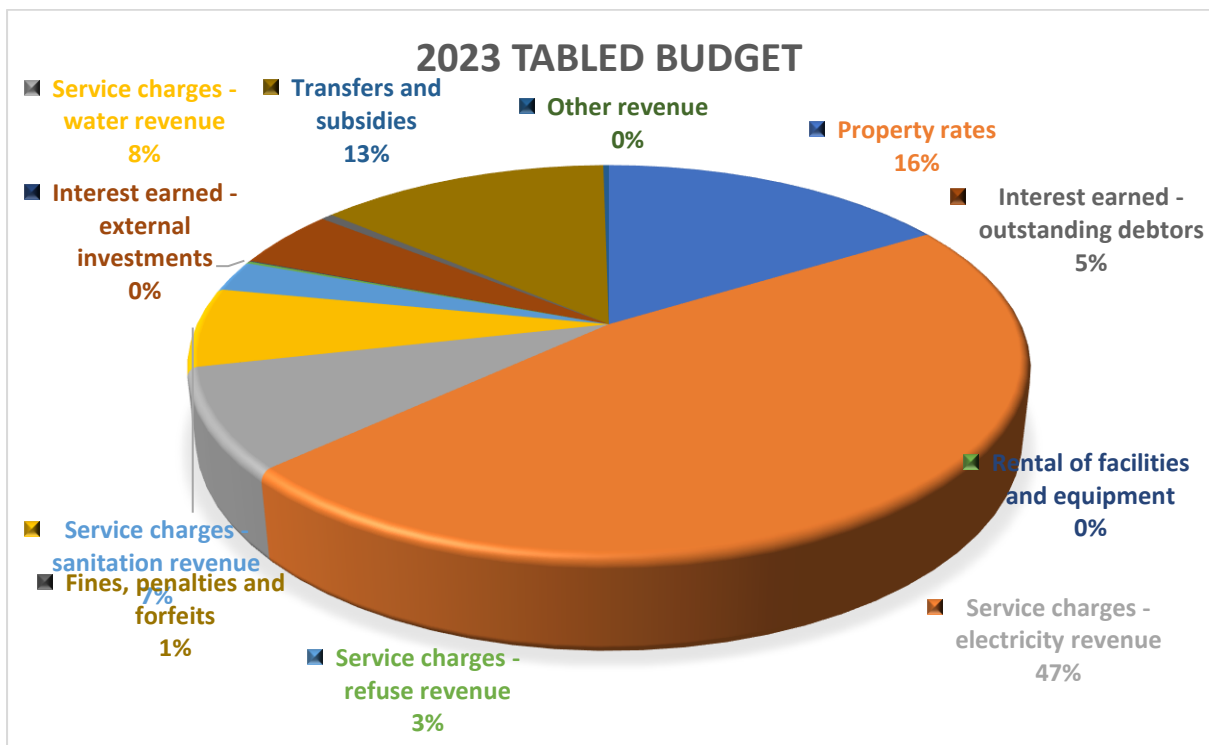
Revenue management is fundamental to the financial sustainability of the Municipality. The reality is that we are faced with development backlogs and poverty and therefore the municipal revenue strategy is built around the following key components:

- 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 increases from R 967 118 738 when compared to the 2021/2022 adjustment budget and amounts to R 1 179 544 980 in the 2022/23 which will increase to R 1 289 229 000 in the 2024/2025 financial year.

Function	Adjsutment Budget	%	2023 Tabled Budget	%	2024 Tabled Budget	%	2025 Tabled Budget	%
Property rates	179,005,429.00	19%	191,633,000.00	16%	199,298,000.00	16%	207,270,000.00	16%
Service charges - electricity revenue	377,060,138.00	39%	553,106,980.55	47%	575,309,000.00	47%	598,322,000.00	46%
Service charges - water revenue	94,056,076.00	10%	98,388,000.00	8%	102,324,000.00	8%	106,417,000.00	8%
Service charges - sanitation revenue	42,655,812.00	4%	77,607,000.00	7%	80,712,000.00	7%	83,940,000.00	7%
Service charges - refuse revenue	27,551,333.00	3%	29,965,000.00	3%	32,559,000.00	3%	33,861,000.00	3%
Rental of facilities and equipment	2,010,000.00	0%	2,184,000.00	0%	2,184,000.00	0%	2,271,000.00	0%
Interest earned - external investments	653,828.00	0%	700,000.00	0%	728,000.00	0%	757,000.00	0%
Interest earned - outstanding debtors	57,693,484.00	6%	57,683,000.00	5%	60,001,000.00	5%	62,401,000.00	5%
Fines, penalties and forfeits	2,520,924.00	0%	6,500,000.00	1%	6,760,000.00	1%	7,030,000.00	1%
Transfers and subsidies	180,361,000.00	19%	158,754,000.00	13%	169,726,000.00	14%	183,742,000.00	14%
Other revenue	3,550,714.00	0%	3,024,000.00	0%	3,094,000.00	0%	3,218,000.00	0%
Total Revenue	967,118,738.00	100%	1,179,544,980.55	100%	1,232,695,000.00	100%	1,289,229,000.00	100%



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.

National Treasury encourages municipalities to maintain tariff increases at levels that reflect an appropriate balance between the affordability to poorer households and other customers while ensuring the financial sustainability of the municipality. The Consumer Price Index (CPI) inflation is forecasted to be within the lower limit of the 3 to 6 per cent target band.

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 month of May 2022, 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 has considered the inputs of the community not to increase tariffs however the decisions not to increase tariffs will also have an impact on the affordability and sustainability of the budget over the MTREF. Therefore, should the Municipality not increase tariffs it might not be able to render any form of services, including the repayment of creditors.

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 2022/23 financial year will be increasing tariffs for the services charges such as on an average of 5.2% (water, sanitation, refuse and other sundry services) an electricity will be increased with 7.47% in line with the NERSA guidelines.

Proposed Tariffs Increases

Property rates

An average increase of 5.2%.

The tariff structure is in accordance with the different categories in the valuation roll

Sewerage tariffs

An average increase of 5.2%.

Refuse tariffs

An average increase of 5.2%.

Water tariffs

An average increase of 5.2%.

Electricity tariffs

An average increase of 9.6% %.

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 25% of the total operating expenditure budget and this is without considering the filling of critical vacant positions. Provision has been made for salary increases of 4.1% 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 in line with the cost curtailment policy which includes but not limited to:

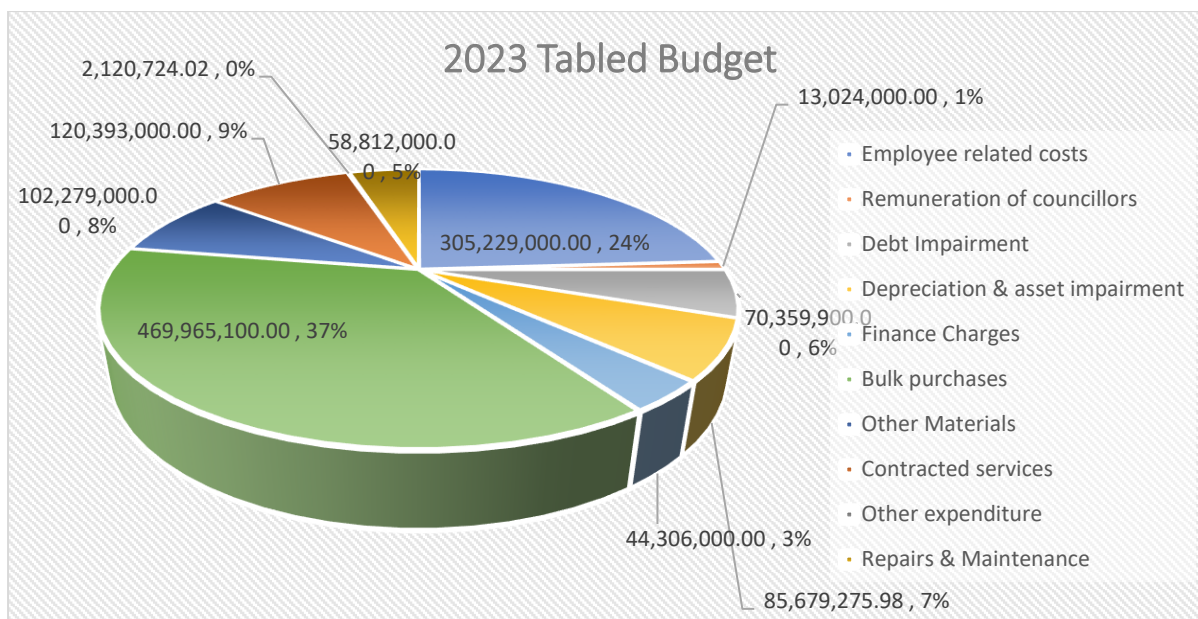
- Ensuring value for money through the procurement process
- The affordability of providing free basic services to all households
- Use of consultants.
- Vehicles used for political office-bearers.
- Travel and subsistence according to maximum limits set by National Treasury.
- No credit cards are allowed.
- 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 1 250 238 316 to R 1 272 168 000 in the 2022/23 and subsequently increased to R 1 349 016 000 in the 2024/25.

Function	Adjstment		2023 Tabled		2024 Tabled		2025 Tabled	
	Budget	%	Budget	%	Budget	%	Budget	%
Employee related costs	248,621,680.00	20%	305,229,000.00	24%	315,079,000.00	24%	327,667,000.00	24%
Remuneration of councillors	10,848,889.00	1%	13,024,000.00	1%	13,674,000.00	1%	14,351,000.00	1%
Debt Impairment	207,588,641.00	17%	70,359,900.00	6%	51,002,000.00	4%	53,042,000.00	4%
Depreciation & asset impairment	85,587,976.00	7%	85,679,275.98	7%	89,107,000.00	7%	92,671,000.00	7%
Finance Charges	57,651,403.00	5%	44,306,000.00	3%	46,078,000.00	4%	47,921,000.00	4%
Bulk purchases	427,241,000.00	34%	469,965,100.00	37%	488,763,800.00	38%	508,314,400.00	38%
Other Materials	72,004,383.00	6%	102,279,000.00	8%	105,877,000.00	8%	110,112,000.00	8%
Contracted services	69,398,012.00	6%	120,393,000.00	9%	124,573,000.00	10%	129,545,000.00	10%
Other expenditure	41,250,359.00	3%	2,120,724.02	0%	1,783,200.00	0%	1,780,600.00	0%
Repairs & Maintenance	30,045,973.00	2%	58,812,000.00	5%	61,165,000.00	5%	63,612,000.00	5%
Total Expenditure	1,250,238,316.00	100%	1,272,168,000.00	100%	1,297,102,000.00	100%	1,349,016,000.00	100%



Repairs & Maintenance

Description	Adjstument			
	Budget	2023 Tabled Budget	2024 Tabled Budget	2025 Tabled Budget
Building & Structures	573,192.00	792,700.00	824,600.00	857,800.00
Electricity Maintenance	16,750,100.00	19,782,200.00	20,813,000.00	20,464,700.00
Machinery & Equipments	1,450,000.00	2,290,200.00	2,382,000.00	2,477,400.00
Motor Vehicles	3,582,581.00	9,127,200.00	9,252,700.00	10,803,300.00
Roads Mainteance	-	5,000,000.00	5,200,000.00	5,408,000.00
Sewer Network	3,000,000.00	9,285,800.00	9,657,300.00	10,043,700.00
Traffic Signs	580,000.00	551,800.00	573,900.00	596,900.00
Water Network	4,110,100.00	11,982,100.00	12,461,500.00	12,960,200.00
Grand Total	30,045,973.00	58,812,000.00	61,165,000.00	63,612,000.00
Repairs & Mainteance % of Expenditure	2%	5%	5%	5%

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 budget 5% of the budget towards repairs and maintenance, whist a provision of R 5 million has been allocated towards maintenance of roads network, R 19 million to address electricity network, R 11 million towards water network and R 9 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

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 price determination of the bulk costs for electricity. Bulk electricity costs are consistently much higher than inflation, having gone as high as 17.8 per cent in the 2021/22 municipal financial year. Eskom's need for increased funding means that over the period ahead they are applying for much higher tariff increases. In their Multi-Year Price Determination (MYPD 5) application Eskom requested approval for municipal bulk tariff increases of 20.5 per cent in 2022/23, 15 per cent in 2023/24 and 10 per cent in 2024/25. NERSA rejected this revenue application at the end of September 2021 and in October 2021 ESKOM filed an application in the High Court to review NERSA's decision. Following the deliberations, NERSA has approved a 9.6 per cent tariff increase for Eskom starting from April 2022 and this figure accounts for a 3.49 per cent increase in 2022/23.

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.

Overview of the Revenue & Expenditure

MP305 Lekwa - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue By Source											
Property rates	2	69 846	98 385	156 421	179 005	179 005	179 005	142 333	191 633	199 298	207 270
Service charges - electricity revenue	2	262 006	303 059	329 137	465 516	377 285	377 285	314 449	553 182	575 309	598 322
Service charges - water revenue	2	77 385	80 043	84 777	94 076	94 076	94 076	61 190	98 388	102 324	106 417
Service charges - sanitation revenue	2	32 858	34 660	40 882	71 214	42 656	42 656	31 268	77 607	80 712	83 940
Service charges - refuse revenue	2	21 500	23 602	26 465	65 513	27 551	27 551	23 208	29 965	32 559	33 861
Rental of facilities and equipment		1 778	1 690	1 666	2 154	2 160	2 160	1 459	2 100	2 184	2 271
Interest earned - external investments		4 768	17 140	1 613	654	654	654	1 038	700	728	757
Interest earned - outstanding debtors		50 579	53 966	46 930	53 637	57 693	57 693	52 033	57 693	60 001	62 401
Dividends received		--	--	--	--	--	--	--	--	--	--
Fines, penalties and forfeits		4 028	3 203	1 114	550	2 499	2 499	1 483	6 500	6 760	7 030
Licences and permits		0	--	--	1 000	1 000	1 000	0	--	--	--
Agency services		--	--	--	--	--	--	--	--	--	--
Transfers and subsidies		111 422	122 249	152 770	141 569	140 702	140 702	137 220	158 754	169 726	183 742
Other revenue	2	1 541	1 054	1 033	1 419	2 098	2 098	1 441	3 024	3 094	3 218
Gains		--	--	--	--	--	--	--	--	--	--
Total Revenue (excluding capital transfers and contributions)		637 713	739 051	842 806	1 076 307	927 380	927 380	767 124	1 179 546	1 232 694	1 289 229
Expenditure By Type											
Employee related costs	2	188 020	238 547	239 009	247 018	250 660	250 660	246 616	305 229	315 079	327 667
Remuneration of councillors		11 362	20 883	12 090	12 663	8 876	8 876	5 137	13 024	13 674	14 351
Debt impairment	3	45 043	189 237	210 632	67 594	207 594	207 594	121	70 360	51 002	53 042
Depreciation & asset impairment	2	78 308	87 252	94 926	85 588	85 588	85 588	--	85 679	89 107	92 671
Finance charges		110 501	121 999	99 693	42 758	57 641	57 641	45 668	44 306	46 078	47 921
Bulk purchases - electricity	2	310 372	360 425	363 481	374 289	427 241	427 241	362 379	469 965	488 764	508 314
Inventory consumed	8	7 919	12 585	13 907	42 170	83 226	83 226	3 177	102 279	105 877	110 112
Contracted services		53 507	67 780	55 318	104 282	78 817	78 817	60 742	120 393	124 573	129 545
Transfers and subsidies		--	--	--	--	--	--	--	--	--	--
Other expenditure	4, 5	53 687	122 094	41 959	60 739	53 144	53 144	38 504	60 933	62 947	65 392
Losses		--	--	2 238	--	--	--	--	--	--	--
Total Expenditure		858 718	1 220 802	1 133 252	1 037 100	1 252 787	1 252 787	762 343	1 272 168	1 297 102	1 349 616
Surplus/(Deficit)		(221 005)	(481 751)	(290 446)	39 207	(325 407)	(325 407)	4 780	(92 622)	(64 408)	(59 787)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		68 039	31 835	38 320	40 307	39 659	39 659	--	37 888	47 140	49 147
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	27	--	0	100	100	100	--	--	--	--
Transfers and subsidies - capital (in-kind - all)		--	--	14 683	--	--	--	--	--	--	--
Surplus/(Deficit) after capital transfers & contributions		(152 939)	(449 916)	(237 442)	79 614	(285 649)	(285 649)	4 780	(54 734)	(17 267)	(10 639)
Taxation		--	--	--	--	--	--	--	--	--	--
Surplus/(Deficit) after taxation		(152 939)	(449 916)	(237 442)	79 614	(285 649)	(285 649)	4 780	(54 734)	(17 267)	(10 639)
Attributable to minorities		--	--	--	--	--	--	--	--	--	--
Surplus/(Deficit) attributable to municipality		(152 939)	(449 916)	(237 442)	79 614	(285 649)	(285 649)	4 780	(54 734)	(17 267)	(10 639)
Share of surplus/ (deficit) of associate	7	--	--	--	--	--	--	--	--	--	--
Surplus/(Deficit) for the year		(152 939)	(449 916)	(237 442)	79 614	(285 649)	(285 649)	4 780	(54 734)	(17 267)	(10 639)

Overview of Trading Services

It should be noted that trading & economic services are operating at a loss of R 69 million in the 2022/23 financial period and the loss will reduce in the 2024/25 financial year and subsequently the service will operate with a surplus of R 29 million in the 2024/2025 financial year. 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	Adjsutment Budget	2023 DRAFT BUDGET	2024 DRAFT BUDGET	2025 DRAFT BUDGET
Electricity:Electricity (Dept 603)	- 389 284 062.00	- 563 181 980.55	- 665 073 351.57	- 711 818 144.04
Solid Waste Removal:Cleansing (Dept 302)	- 27 551 333.00	- 29 964 703.17	- 32 558 662.91	- 33 861 009.43
Waste Water Treatment:Sewerage (Dept 407)	- 42 655 812.00	- 77 607 311.96	- 80 711 604.44	- 83 940 068.62
Water Distribution:Water (Dept 607)	- 94 076 076.00	- 98 388 193.13	- 102 322 920.86	- 106 415 037.69
Total Revenue	- 553 567 283.00	- 769 142 188.81	- 880 666 539.78	- 936 034 259.78
Function	Adjsutment Budget	2023 DRAFT BUDGET	2024 DRAFT BUDGET	2025 DRAFT BUDGET
Electricity:Electricity (Dept 603)	578 887 392.00	596 080 266.44	619 925 200.00	644 723 900.00
Solid Waste Removal:Cleansing (Dept 302)	95 315 483.00	57 330 600.00	59 624 800.00	62 010 800.00
Waste Water Treatment:Sewerage (Dept 407)	68 095 990.00	52 380 296.00	54 476 400.00	56 656 900.00
Water Distribution:Water (Dept 607)	151 101 043.00	132 579 256.93	137 883 600.00	143 400 400.00
Total Expenditure	893 399 908.00	838 370 419.37	871 910 000.00	906 792 000.00
Operating Surplus/Deficit	339 832 625.00	69 228 230.56	- 8 756 539.78	- 29 242 259.78

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	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue - Functional										
Government and administration		235 088	290 042	372 194	371 311	375 696	375 696	366 624	387 839	410 578
Executive and council		-	326	-	-	-	-	-	-	-
Finance and administration		235 088	289 716	372 194	371 311	375 696	375 696	366 624	387 839	410 578
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		431	2 224	1 216	791	812	812	5 199	5 356	5 570
Community and social services		152	137	94	149	170	170	399	364	379
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		279	2 086	1 122	642	642	642	4 800	4 992	5 192
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		34 736	30 816	31 125	38 243	37 063	37 063	37 369	36 952	38 480
Planning and development		2 125	339	404	1 800	2 115	2 115	850	884	919
Road transport		32 612	30 477	30 720	36 443	34 948	34 948	36 519	36 068	37 560
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		435 524	447 805	491 275	706 369	553 567	553 567	808 242	849 687	883 749
Energy sources		268 366	309 514	339 152	475 566	389 284	389 284	573 197	603 845	628 073
Water management		112 660	80 029	84 777	94 076	94 076	94 076	114 321	118 894	123 650
Waste water management		33 003	34 660	40 882	71 214	42 656	42 656	85 159	88 565	92 108
Waste management		21 495	23 602	26 465	65 513	27 551	27 551	35 565	38 383	39 919
Other	4	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	705 779	770 886	895 810	1 116 714	967 139	967 139	1 217 434	1 279 834	1 338 376
Expenditure - Functional										
Government and administration		212 665	349 622	248 775	192 729	190 211	190 211	219 422	227 555	236 682
Executive and council		107 260	101 469	38 996	57 872	54 489	54 489	68 630	70 845	73 817
Finance and administration		105 404	248 153	209 779	134 857	135 722	135 722	150 793	156 710	162 865
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		58 377	170 369	72 902	72 420	68 166	68 166	111 673	113 618	118 162
Community and social services		25 160	47 158	32 988	24 278	27 219	27 219	50 256	49 873	51 868
Sport and recreation		128	6 376	135	7 677	507	507	10 764	11 195	11 642
Public safety		33 088	112 814	39 776	36 231	40 307	40 307	44 939	46 737	48 606
Housing		(0)	4 021	3	4 235	133	133	5 715	5 813	6 045
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		28 970	23 805	102 970	114 213	101 010	101 010	103 225	106 737	111 013
Planning and development		10 140	11 479	17 317	26 039	22 644	22 644	18 801	18 935	19 699
Road transport		18 830	12 325	85 653	88 174	78 366	78 366	84 424	87 802	91 314
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		632 565	743 294	801 776	718 415	893 400	893 400	837 847	849 192	883 159
Energy sources		438 259	535 762	455 916	496 063	578 887	578 887	596 080	619 925	644 721
Water management		134 318	145 015	232 448	124 540	151 101	151 101	132 576	137 880	143 395
Waste water management		25 021	37 552	55 089	42 926	68 096	68 096	51 860	53 935	56 092
Waste management		34 967	24 964	58 323	54 885	95 315	95 315	57 331	37 453	38 951
Other	4	-	-	-	-	-	-	-	-	-
Total Expenditure - Functional	3	932 576	1 287 089	1 226 422	1 097 777	1 252 787	1 252 787	1 272 168	1 297 102	1 349 016
Surplus/(Deficit) for the year		(226 797)	(516 203)	(330 612)	18 937	(285 649)	(285 649)	(54 734)	(17 267)	(10 639)

Overview of Monthly Revenue & Expenditure Targets

MP305 Lekwa - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2022/23												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue By Source																
Property rates		15 969	15 969	15 969	15 969	15 969	15 969	15 969	15 969	15 969	15 969	15 969	15 969	191 633	199 298	207 270
Service charges - electricity revenue		46 098	46 098	46 098	46 098	46 098	46 098	46 098	46 098	46 098	46 098	46 098	46 098	553 182	575 309	598 322
Service charges - water revenue		8 199	8 199	8 199	8 199	8 199	8 199	8 199	8 199	8 199	8 199	8 199	8 199	98 388	102 324	106 417
Service charges - sanitation revenue		6 467	6 467	6 467	6 467	6 467	6 467	6 467	6 467	6 467	6 467	6 467	6 467	77 607	80 712	83 940
Service charges - refuse revenue		2 497	2 497	2 497	2 497	2 497	2 497	2 497	2 497	2 497	2 497	2 497	2 497	29 965	32 559	33 861
Rental of facilities and equipment		175	175	175	175	175	175	175	175	175	175	175	175	2 100	2 184	2 271
Interest earned - external investments		58	58	58	58	58	58	58	58	58	58	58	58	700	728	757
Interest earned - outstanding debtors		4 808	4 808	4 808	4 808	4 808	4 808	4 808	4 808	4 808	4 808	4 808	4 808	57 693	60 001	62 401
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		542	542	542	542	542	542	542	542	542	542	542	542	6 500	6 760	7 030
Licences and permits		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Agency services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		13 229	13 229	13 229	13 229	13 229	13 229	13 229	13 229	13 229	13 229	13 229	13 229	158 754	169 726	183 742
Other revenue		252	252	252	252	252	252	252	252	252	252	252	252	3 024	3 094	3 218
Gains		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		98 295	98 295	98 295	98 295	98 295	98 295	98 295	98 295	98 295	98 295	98 295	98 295	1 179 546	1 232 694	1 289 229
Expenditure By Type																
Employee related costs		25 436	25 436	25 436	25 436	25 436	25 436	25 436	25 436	25 436	25 436	25 436	25 436	305 229	315 079	327 667
Remuneration of councillors		1 085	1 085	1 085	1 085	1 085	1 085	1 085	1 085	1 085	1 085	1 085	1 085	13 024	13 674	14 351
Debt impairment		5 863	5 863	5 863	5 863	5 863	5 863	5 863	5 863	5 863	5 863	5 863	5 863	70 360	51 002	53 042
Depreciation & asset impairment		7 140	7 140	7 140	7 140	7 140	7 140	7 140	7 140	7 140	7 140	7 140	7 140	85 679	89 107	92 671
Finance charges		3 692	3 692	3 692	3 692	3 692	3 692	3 692	3 692	3 692	3 692	3 692	3 692	44 306	46 078	47 921
Bulk purchases - electricity		39 164	39 164	39 164	39 164	39 164	39 164	39 164	39 164	39 164	39 164	39 164	39 164	469 965	488 764	508 314
Inventory consumed		8 523	8 523	8 523	8 523	8 523	8 523	8 523	8 523	8 523	8 523	8 523	8 523	102 279	105 877	110 112
Contracted services		10 033	10 033	10 033	10 033	10 033	10 033	10 033	10 033	10 033	10 033	10 033	10 033	120 393	124 573	129 545
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure		5 078	5 078	5 078	5 078	5 078	5 078	5 078	5 078	5 078	5 078	5 078	5 078	60 933	62 947	65 392
Losses		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure		106 014	106 014	106 014	106 014	106 014	106 014	106 014	106 014	106 014	106 014	106 014	106 014	1 272 168	1 297 102	1 349 016
Surplus/(Deficit)		(7 719)	(7 719)	(7 719)	(7 719)	(7 719)	(7 719)	(7 719)	(7 719)	(7 719)	(7 719)	(7 719)	(7 719)	(92 622)	(64 408)	(59 787)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	37 888	47 140	49 147
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(4 561)	(4 561)	(4 561)	(4 561)	(4 561)	(4 561)	(4 561)	(4 561)	(4 561)	(4 561)	(4 561)	(4 561)	(54 734)	(17 267)	(10 639)
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	(4 561)	(4 561)	(4 561)	(4 561)	(4 561)	(4 561)	(4 561)	(4 561)	(4 561)	(4 561)	(4 561)	(4 561)	(54 734)	(17 267)	(10 639)

Cash Flow Statement

MP305 Lekwa - Table A7 Budgeted Cash Flows

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand											
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		46 932	372 527	85 743	177 626	176 749	176 749	94 626	153 306	159 438	165 816
Service charges		371 989	407 460	68 497	659 419	507 582	507 582	395 756	665 632	691 754	719 864
Other revenue		55 046	2 081	(738)	4 883	5 578	5 578	18 918	11 989	12 384	12 764
Transfers and Subsidies - Operational	1	2 251	129 547	241 929	141 579	140 702	140 702	142 700	158 754	169 726	183 742
Transfers and Subsidies - Capital	1	12 000	84 043	38 320	40 307	39 659	39 659	60 307	37 888	47 140	49 147
Interest		1 669	-	-	654	654	654	-	700	728	757
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		(609 623)	(787 935)	403 737	(790 516)	(824 922)	(824 922)	(798 093)	(1 164 118)	(1 210 701)	(1 259 151)
Finance charges		(111 266)	(121 999)	-	-	-	-	-	-	-	-
Transfers and Grants	1	-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		(231 003)	85 725	837 489	233 953	46 002	46 002	(85 785)	(135 849)	(129 531)	(127 061)
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	(973)	-	-	-
Payments											
Capital assets		-	-	(45 304)	(60 292)	(60 292)	(60 292)	(19 353)	(53 888)	(47 140)	(49 147)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	-	(45 304)	(60 292)	(60 292)	(60 292)	(20 326)	(53 888)	(47 140)	(49 147)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	(246)	-	-	-	(22)	-	-	-
Payments											
Repayment of borrowing		-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	(246)	-	-	-	(22)	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		(231 003)	85 725	791 939	173 661	(14 290)	(14 290)	(106 133)	(189 737)	(176 671)	(176 209)
Cash/cash equivalents at the year begin:	2	-	-	131 357	-	-	-	(140 085)	43 351	(146 386)	(323 057)
Cash/cash equivalents at the year end:	2	(231 003)	85 725	923 296	173 661	(14 290)	(14 290)	(246 219)	(146 386)	(323 057)	(499 266)

The Municipality has reduced the cash flow shortfall from R 403 million in the draft budget tabled in March 2022 to R 146 million after consultation with Provincial Treasury. The following were taken into consideration and would require significant oversight.

- Increased revenue through revenue enhancement
- Increased collection rate from 70% to 80%
- 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 2022/23												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand															
Cash Receipts By Source															
Property rates	11 977	11 977	11 977	11 977	11 977	11 977	11 977	11 977	11 977	11 977	11 977	11 977	143 725	149 474	155 452
Service charges - electricity revenue	39 434	39 434	39 434	39 434	39 434	39 434	39 434	39 434	39 434	39 434	39 434	39 434	473 205	490 513	510 573
Service charges - water revenue	6 149	6 149	6 149	6 149	6 149	6 149	6 149	6 149	6 149	6 149	6 149	6 149	73 791	76 743	79 813
Service charges - sanitation revenue	4 850	4 850	4 850	4 850	4 850	4 850	4 850	4 850	4 850	4 850	4 850	4 850	58 205	60 534	62 955
Service charges - refuse revenue	1 873	1 873	1 873	1 873	1 873	1 873	1 873	1 873	1 873	1 873	1 873	1 873	22 474	24 419	25 396
Rental of facilities and equipment	8	8	8	8	8	8	8	8	8	8	8	8	100	120	150
Interest earned - external investments	58	58	58	58	58	58	58	58	58	58	58	58	700	728	757
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	250	250	250	250	250	250	250	250	250	250	250	250	3 500	3 500	3 500
Licences and permits	250	250	250	250	250	250	250	250	250	250	250	250	3 000	3 000	3 000
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and Subsidies - Operational	13 229	13 229	13 229	13 229	13 229	13 229	13 229	13 229	13 229	13 229	13 229	13 229	158 754	169 726	183 742
Other revenue	449	449	449	449	449	449	449	449	449	449	449	449	5 359	5 754	6 114
Cash Receipts by Source	78 570	78 570	78 570	78 570	78 570	78 570	78 570	78 570	78 570	78 570	78 570	78 570	942 842	984 519	1 031 452
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	37 888	47 140	49 147
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational 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	81 728	81 728	81 728	81 728	81 728	81 728	81 728	81 728	81 728	81 728	81 728	81 728	980 730	1 031 660	1 080 599
Cash Payments by Type															
Employee related costs	28 994	28 994	28 994	28 994	28 994	28 994	28 994	28 994	28 994	28 994	28 994	28 994	347 922	361 849	376 333
Remuneration of councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - water & other inventory	8 555	8 555	8 555	8 555	8 555	8 555	8 555	8 555	8 555	8 555	8 555	8 555	102 664	106 772	111 045
Contracted services	11 074	11 074	11 074	11 074	11 074	11 074	11 074	11 074	11 074	11 074	11 074	11 074	132 888	138 205	143 736
Transfers and grants - other municipalities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and grants - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	48 387	48 387	48 387	48 387	48 387	48 387	48 387	48 387	48 387	48 387	48 387	48 387	580 643	603 875	628 037
Cash Payments by Type	97 010	97 010	97 010	97 010	97 010	97 010	97 010	97 010	97 010	97 010	97 010	97 010	1 164 118	1 210 781	1 259 151
Other Cash Flows/Payments by Type															
Capital assets	4 491	4 491	4 491	4 491	4 491	4 491	4 491	4 491	4 491	4 491	4 491	4 491	53 888	47 140	49 147
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Cash Flows/Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Payments by Type	101 500	101 500	101 500	101 500	101 500	101 500	101 500	101 500	101 500	101 500	101 500	101 500	1 218 006	1 257 841	1 308 298
NET INCREASE/(DECREASE) IN CASH HELD	(19 773)	(19 773)	(19 773)	(19 773)	(19 773)	(19 773)	(19 773)	(19 773)	(19 773)	(19 773)	(19 773)	(19 773)	(237 276)	(226 187)	(227 699)
Cash/cash equivalents at the month/year begin:	43 381	23 578	3 805	(15 967)	(35 740)	(55 513)	(75 286)	(95 059)	(114 832)	(134 605)	(154 378)	(174 151)	43 381	(193 324)	(420 106)
Cash/cash equivalents at the month/year end:	23 608	3 805	(15 967)	(35 740)	(55 513)	(75 286)	(95 059)	(114 832)	(134 605)	(154 378)	(174 151)	(193 324)	(237 276)	(420 106)	(647 805)

Accumulated cash backed reserves/accumulated

MP305 Lekwa - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Cash and investments available											
Cash/cash equivalents at the year end	1	(231 003)	85 725	923 296	173 661	(14 290)	(14 290)	(246 219)	(146 386)	(323 057)	(499 266)
Other current investments > 90 days		243 449	(42 618)	(1 063 382)	(19 995)	(0)	(0)	(281 558)	(0)	(96 838)	(150 387)
Non current assets - investments	1	-	1 270	1 344	-	-	-	2 318	-	-	-
Cash and investments available:		12 446	44 377	(138 741)	153 665	(14 290)	(14 290)	(525 459)	(146 386)	(419 895)	(649 653)
Application of cash and investments											
Unspent conditional transfers		6 735	1 776	535	-	-	-	65 963	-	0	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2	-	-	-	-	-	-	186 754	(72 168)	(72 168)	(72 168)
Other working capital requirements	3	663 140	920 205	1 754 068	11 718	(17 744)	(149 400)	869 070	(277 401)	(537 112)	(826 507)
Other provisions		-	-	-	-	-	-	(17 818)	-	-	-
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	-	-	-	-	-	-	-	-	-	-
Total Application of cash and investments:		669 875	921 982	1 754 603	11 718	(17 744)	(149 400)	1 103 969	(349 570)	(609 280)	(898 676)
Surplus(shortfall)		(657 429)	(877 605)	(1 893 344)	141 948	3 454	135 110	(1 629 428)	203 184	189 386	249 023

The accumulated deficit has increased from R 657 million in the 2018/19 to R 1.8 billion in the 2020/2021 financial year. The high deficit is attributed to high outstanding creditors and low collection rate. The Municipality in line with the Provincial Treasury guidelines & the quantification enshrined in the quantification of the Financial Recovery Plan did not make provision to settle the outstanding creditors in the 2022/23 financial year however the repayment will commence in the 2023/24 financial year. The deferring of repayment of creditors will assist the Municipality to ensure that it has accumulated surpluses amounting to R 203 million in the 2022/23 financial and subsequently to R 249 million in the 2024/25. Though provision was made for the implementation of internally funded capital projects, the implementation of those projects will be delayed until the financial position of the Municipality has improved.

Overview of Government & Other Grants

Total operating grants for the 2022/23 MTREF financial year are summarised in the table below:

MP305 LOCAL GOVERNMENT MTREF ALLOCATIONS: 2022/23 - 2024/25												
		2016/17	2017/18	2018/19	2019/20	2021/2022	Current Year 2021/22			2021/22 Medium Term Revenue & Expenditure Framework		
	Type of Allocation	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Equitable share	Schedule 2	86,239,624	93,948,000	107,256,000	118,689,000	149,432,000	134,933,000	134,933,000	134,933,000	152,423,000	165,184,000	179,130,000
Infrastructure												
Municipal infrastructure grant	Schedule 4	38,531,000	29,293,000	30,034,000	28,844,000	28,672,000	30,307,000	30,307,000	30,307,000	32,514,000	33,832,000	35,235,000
Integrated national electrification programme (municipal) grant	Schedule 5B	7,000,000	8,000,000		4,050,000	10,000,000	10,000,000	10,000,000	10,000,000	7,000,000	15,000,000	15,674,000
Water services infrastructure grant	Schedule 6B		-	20,000,000	20,000,000	-						
Water services infrastructure grant	Schedule 5B		30,000,000									
Capacity building and other current transfers												
Local government financial management grant	Schedule 5B	1,625,000	1,700,000	1,770,000	2,235,000	2,600,000	2,650,000	2,650,000	2,650,000	2,850,000	2,850,000	2,850,000
Municipal systems improvements grant	Schedule 6					-						
Expanded public works programme integrated grant for municipalities	Schedule 5B	1,012,000	1,013,000	1,000,000	1,000,000	1,272,000	2,471,000	2,471,000	2,471,000	1,855,000		
Energy efficiency and demand side management grant				6,000,000								
Total Allocation		134,407,624	163,954,000	166,060,000	174,818,000	191,976,000	180,361,000	180,361,000	180,361,000	196,642,000	216,866,000	232,889,000

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;
- Analyse feasibility and impact on operating budget before capital projects are approved

IDP No	Project name	Proposed Budget			Ward Location
		2022/2023 FY	2023/2024 FY	2024/2025 FY	
MIG 01/2123	Upgrading of the Standerton Bulk Water Supply System phase 2(Construction of Kieser Reservoir & Pressure Tower)	13,248,300.00	12,000,000.00		10
MIG 02/2123	Coligny sewer line upgrade	13,000,000.00	8,000,000.00		10
MIG 03/2223	Purchase of 10 ton payload refuse truck	2,640,000.00			N/A
MIG 04/2223	Reconstruction of tarred roads	500,000.00	5,140,400.00	9,000,000.00	
MIG 05/2223	Construction of booster pump stations and pressure towers for Sakhile	500,000.00	6,000,000.00	9,000,000.00	
MIG 06/2223	Installation of VIP toilets	1,000,000.00	1,000,000.00	8,000,000.00	9,12 & 13
MIG 07/2223	Upgrade of roads within Lekwa LM			7,473,250.00	
INEP 01/202223	Upgrade of Standerton Substation A Phase 1	7,000,000.00	15,000,000.00	15,674,000.00	28,653
EPWP 01/202223	Keep Lekwa Clean	1,855,000.00			1,2,3,4,5,6,7,8,10,11,14 &15
LLM 01/202223	Fencing of reservoirs	2,000,000.00			10
LLM 02/202223	Installation of telemetry system to monitor reservoir water levels	2,000,000.00			0
LLM 03/202223	Rehabilitation of tarred roads within Lekwa LM	10,000,000.00			N/A
		53,743,300	47,140,400	49,147,250	

Capital Expenditure per GFS

MP305 Lekwa - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - Council & Executive		--	--	--	--	--	--	--	--	--	--
Vote 2 - Budget and Treasury Office		--	--	--	--	--	--	--	--	--	--
Vote 3 - Corporate Services		--	--	--	--	--	--	--	--	--	--
Vote 4 - Community Services		--	--	--	--	--	--	--	--	--	--
Vote 5 - Roads		--	--	--	--	--	--	--	--	--	--
Vote 6 - Planning and Development		--	--	--	--	--	--	--	--	--	--
Vote 7 - Electricity		--	--	--	--	--	--	--	--	--	--
Vote 8 - Water		--	--	--	--	--	--	--	--	--	--
Vote 9 - Waste Water Management		--	--	--	--	--	--	--	--	--	--
Vote 10 - Waste Management		--	--	--	--	--	--	--	--	--	--
Vote 11 -		--	--	--	--	--	--	--	--	--	--
Vote 12 -		--	--	--	--	--	--	--	--	--	--
Vote 13 -		--	--	--	--	--	--	--	--	--	--
Vote 14 -		--	--	--	--	--	--	--	--	--	--
Vote 15 -		--	--	--	--	--	--	--	--	--	--
Capital multi-year expenditure sub-total	7	--	--	--	--	--	--	--	--	--	--
Single-year expenditure to be appropriated	2										
Vote 1 - Council & Executive		--	--	--	10 000	(0)	(0)	--	500	520	541
Vote 2 - Budget and Treasury Office		2 853	7 274	2 853	--	670	670	--	500	--	--
Vote 3 - Corporate Services		3 572	13 020	3 810	3 000	2 500	2 500	227	2 000	2 500	3 000
Vote 4 - Community Services		--	--	4 032	2 000	2 000	2 000	--	--	--	--
Vote 5 - Roads		74 891	86 154	99 503	5 489	26 830	26 830	8 456	13 140	5 140	16 473
Vote 6 - Planning and Development		--	--	--	--	--	--	--	--	--	--
Vote 7 - Electricity		80 525	83 391	90 972	10 000	13 200	13 200	4 764	7 000	15 000	15 674
Vote 8 - Water		77 089	77 089	115 450	14 029	16 380	16 380	408	17 748	18 000	9 000
Vote 9 - Waste Water Management		244 566	255 773	273 793	15 774	11 081	11 081	7 413	14 000	9 000	8 000
Vote 10 - Waste Management		--	--	--	--	--	--	--	--	--	--
Vote 11 -		--	--	--	--	--	--	--	--	--	--
Vote 12 -		--	--	--	--	--	--	--	--	--	--
Vote 13 -		--	--	--	--	--	--	--	--	--	--
Vote 14 -		--	--	--	--	--	--	--	--	--	--
Vote 15 -		--	--	--	--	--	--	--	--	--	--
Capital single-year expenditure sub-total		483 495	521 791	590 413	60 292	72 662	72 662	21 268	54 888	50 160	52 688
Total Capital Expenditure - Vote		483 495	521 791	590 413	60 292	72 662	72 662	21 268	54 888	50 160	52 688
Capital Expenditure - Functional											
Governance and administration		81 316	105 447	102 889	13 000	13 170	13 170	227	5 640	3 020	3 541
Executive and council		--	--	--	10 000	(0)	(0)	--	500	520	541
Finance and administration		81 316	105 447	102 889	3 000	13 170	13 170	227	5 140	2 500	3 000
Internal audit		--	--	--	--	--	--	--	--	--	--
Community and public safety		--	--	4 032	2 000	2 000	2 000	--	--	--	--
Community and social services		--	--	--	2 000	2 000	2 000	--	--	--	--
Sport and recreation		--	--	4 032	--	--	--	--	--	--	--
Public safety		--	--	--	--	--	--	--	--	--	--
Housing		--	--	--	--	--	--	--	--	--	--
Health		--	--	--	--	--	--	--	--	--	--
Economic and environmental services		--	--	3 277	5 489	16 830	16 830	8 456	10 500	5 140	16 473
Planning and development		--	--	--	--	--	--	--	--	--	--
Road transport		--	--	3 277	5 489	16 830	16 830	8 456	10 500	5 140	16 473
Environmental protection		--	--	--	--	--	--	--	--	--	--
Trading services		402 180	416 254	480 216	39 802	40 662	40 662	12 585	38 748	42 000	32 674
Energy sources		80 525	83 391	90 972	10 000	13 200	13 200	4 764	7 000	15 000	15 674
Water management		77 089	77 089	115 450	14 029	16 380	16 380	408	17 748	18 000	9 000
Waste water management		244 566	255 773	273 793	15 774	11 081	11 081	7 413	14 000	9 000	8 000
Waste management		--	--	--	--	--	--	--	--	--	--
Other		--	--	--	--	--	--	--	--	--	--
Total Capital Expenditure - Functional	3	483 495	521 791	590 413	60 292	72 662	72 662	21 268	54 888	50 160	52 688
Funded by:											
National Government		321 655	332 862	376 779	33 302	39 659	39 659	13 110	37 888	47 140	49 147
Provincial Government		--	--	--	--	--	--	--	--	--	--
District Municipality		--	--	--	--	--	--	--	--	--	--
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		--	--	--	--	--	--	--	--	--	--
Transfers recognised - capital	4	321 655	332 862	376 779	33 302	39 659	39 659	13 110	37 888	47 140	49 147
Borrowing	6	--	--	--	--	--	--	--	--	--	--
Internally generated funds		77 744	87 488	101 831	9 489	33 003	33 003	7 631	17 000	3 020	3 541
Total Capital Funding	7	399 399	420 350	478 610	42 792	72 662	72 662	20 741	54 888	50 160	52 688

References

Overview of Monthly Capital Expenditure

MP305 Lekwa - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	Ref	Budget Year 2022/23												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Capital Expenditure - Functional	1	470	470	470	470	470	470	470	470	470	470	470	470	5 640	3 020	3 541
Governance and administration		42	42	42	42	42	42	42	42	42	42	42	42	500	520	541
Executive and council		428	428	428	428	428	428	428	428	428	428	428	428	5 140	2 500	3 000
Finance and administration		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and social services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		875	875	875	875	875	875	875	875	875	875	875	875	10 500	5 140	16 473
Planning and development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Road transport		875	875	875	875	875	875	875	875	875	875	875	875	10 500	5 140	16 473
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		3 229	3 229	3 229	3 229	3 229	3 229	3 229	3 229	3 229	3 229	3 229	3 229	38 748	42 000	32 674
Energy sources		583	583	583	583	583	583	583	583	583	583	583	583	7 000	15 000	15 674
Water management		1 479	1 479	1 479	1 479	1 479	1 479	1 479	1 479	1 479	1 479	1 479	1 479	17 748	18 000	9 000
Waste water management		1 167	1 167	1 167	1 167	1 167	1 167	1 167	1 167	1 167	1 167	1 167	1 167	14 000	9 000	8 000
Waste management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	2	4 574	4 574	4 574	4 574	4 574	4 574	4 574	4 574	4 574	4 574	4 574	4 574	54 888	50 160	52 688
Funded by:																
National Government		3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	37 888	47 140	49 147
Provincial Government		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital		3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	3 157	37 888	47 140	49 147
Borrowing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internally generated funds		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	3 020	3 541
Total Capital Funding		4 574	4 574	4 574	4 574	4 574	4 574	4 574	4 574	4 574	4 574	4 574	4 574	54 888	50 160	52 688

Overview of Budget Process

Political Oversight of Budget Process

The concept of political oversight over the budget process is an important one and it is the key to ensuring that strategy informs the budget.

The political oversight role of the Mayor is contained in Section 53 (1)(a) and (b) of the Municipal Finance Management Act (MFMA). It requires that the Mayor must provide political guidance over the budget process and the priorities that guide the preparation of the budget. It further requires that the Mayor co-ordinate the revision of the IDP and the preparation of the annual budget and to determine how the IDP is to be taken into account for the purpose of the budget.

The demands on the Municipality to address service delivery backlogs and to improve service delivery to all of its citizens, within current financial resources, are challenging. Political oversight of the budget process is therefore essential to ensure that the priorities of the municipality are addressed through budget allocations.

Schedule of Key Deadlines Relating of Budget Process

One of the objectives of the budget timetable is to ensure the development/review of the IDP and the budget and also to ensure that a funded budget is tabled for consideration and approval. The timetable schedule for the compilation of the 2022/23 budget cycle was approved by the Administrator during August 2021 in compliance with the MFMA.

Process for Consultations with Stakeholder Groups and Outcomes [MFMA 21(1)(b)]

Section 22 of the MFMA requires that after tabling of the annual budget in Council, the municipality must make public the draft budget and also invite the local communities to submit representations thereon. Accordingly, the tabling of the budget in the Council will be followed by the following activities:

The tabled budgeted document to be published on the website generally to be distributed to libraries and other municipal offices. Submission of the tabled budget to Provincial and National Treasuries. Public meetings have been held in various wards and their inputs during the public consultation were considered when the budget was prepared.

Conclusion

In terms of section 24 of the Municipal Finance Management Act, 56 of 2003, the annual budget of the municipality for the financial year 2022/23; and indicative allocations for the two projected outer years 2023/24 and 2024/25; and the multi-year capital appropriations has been approved.

The Operating Revenue amounting to R 1 179 544 980 for the 2022/23 financial year has been approved.

The Operating Expenditure amounting to R 1 272 168 000 for the 2022/23 financial year has been approved

The Capital Expenditure amounting to R 53 743 300 for the 2022/23 financial year be approved

The pending approval by NERSA, the 7.47% the proposed increase on electricity tariffs, for the supply of electricity accounts rendered with effect from 1 July 2022, has been approved.

The municipality acknowledges the principles and budget assumptions upon which both the Operating Budget and Capital Budget have been based.

In terms of section 24(2)(c)(i) of the Municipal Finance Management Act, 56 of 2003, and sections 74 and 75A of the Local Government Municipal Systems Act, 32 of 2000 as amended, the tariffs for the supply of water, cleansing services, sanitation services property rates and sundry tariffs has been approved for accounts rendered with effect from 1 July 2022.

The proposed tariffs increase of services of 5.2% has been published

The 2022/23 budget together with the related policies has been approved.

The municipality acknowledges the annual salary increase of 4.1%.

The provision for a 4.1% estimate increase in the salaries of councillors' approval is still to be announced in terms of Public Office Bearers Act;

The Heads of Department will ensure that the revenue and expenditure of their relevant department/section is monitored regularly, and, should it be found that the estimate revenue would not be realised, the Budget and Treasury Office be advised accordingly in order for the revenue budget to be adjusted during the budget adjustment process;

The following Budget Related Policies have been approved:

- Credit Control & Debt Collection Policy
- Supply Chain Management Policy.
- Property Rates Policy
- Tariff Policy
- Bad Debt Provision & Write-off Policy
- Budget Policy (Virement Policy)
- Asset Management Policy
- Petty Cash Policy
- Indigent Policy
- S & T Policy
- Banking & Cash Policy
- Unauthorised, Irregular & Fruitless Expenditure
- Meter Reading

All people occupying the Municipal property will pay market related rental with effect from 1st July 2022

The Municipality no longer charges for proof of residence.

10. CHAPTER TEN: DISASTER MANAGEMENT

10.1 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.

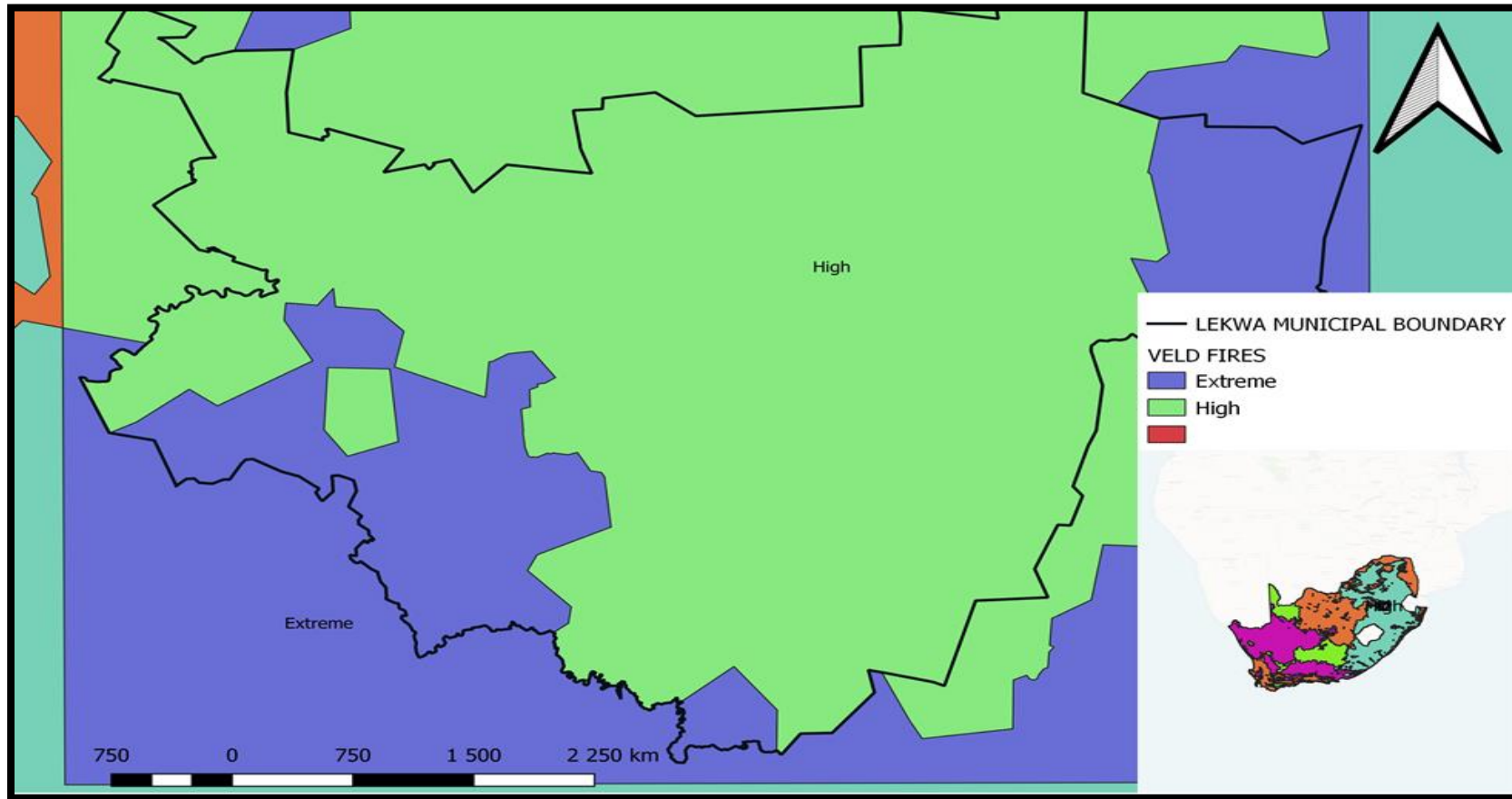
Objectives of the disaster management plan

- 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



Map 24 Disaster prone areas

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 also 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 in particular 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 with weight of snow on roof structures
		Traffic accommodation
		Salt placement (National Road Agency)

TYPE OF DISASTER	COMMUNITY AT RISK	PREVENTION AND MITIGATION MEASURES
		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 in particular 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 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		
MUNICIPAL MANAGER	MR. L TSOTETSI		017- 712-9628		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430		
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		

DISASTER MANAGEMENT ADVISORY FORUM**DISASTER MANAGEMENT ROLE-PLAYERS CONTACT LIST**

TECHNICAL ENGINEERING	&	MR E KWANGWA	0832042476	0177 129 815		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	
PLANNING ECONOMIC DEVELOPMENT	&	MR. M PHOSA	0674151157			LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	
FINANCE		MR. K DUBA	0762070147	017- 712-9611		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	
CORPORATE SERVICES		MR. S KHUMALO	0716758673	017-712-9 632		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	
WASTE MANAGEMENT		MS. M. MADISHA	0847242260			LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	
TRAFFIC MANAGEMENT		MR. G MOFOKENG	0716793330		017 712 8802	LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	
LEGAL SERVICES		MS. LONDIWE THANGO	0763423543			LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	
IT		MS. L. THOTSE	0726468879			LEKWA MUNICIPALITY	

DISASTER MANAGEMENT ADVISORY FORUM						
DISASTER MANAGEMENT ROLE-PLAYERS CONTACT LIST						
						P.O. BOX 66 STANDERTON 2430
HOUSING	MR. D. RADEBE	0732363272				LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430
FIRE & RESCUE	MR. N.J.A. KOCK	082 855 3497	017 712 5551 017 712 5458	017 712 129 661		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430
OCCUPATIONAL HEALTH & SAFETY	MS L MAPHOSA	0676586781	177 129 645			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		

STATUTORY FUNCTIONARIES						
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. RALETSOHO T	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		
SAMWU	MS. M MNISI	070631787721	0177129713	0177126808	PO Box 66 Standerton 2430		

NON-GOVERNMENTAL ORGANIZATION						
IMATU	MR JP KHANYE	0762405990	0177129620	0177126808	PO Box 66 Standerton 2430	
COMMUNICATIONS	MS THOBEKA MTSHISELWA	0798948466				
ANGLO COAL	Mr M Yoli	0793534054	01774900155 0177125923	0177490155		

Roles and responsibilities

Designation	Roles and Responsibilities:
Chief Disaster Management	<p>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.</p> <p>The Chief Disaster Management or the Head of Centre shall conduct all enquiries and requests made to organization outside the area of jurisdiction.</p> <p>Members of Local Government Disaster Management of their authorized delegates shall man the Communication Center.</p> <p>The Chief Disaster Management/Head shall submit a report regarding all disasters and situations to the Provincial Administration and District Council.</p> <p>The Head in collaboration with the JOC control everything in his section and will be in constant contact with other role-players.</p> <p>Communication shall be conducted via the Communication Officer in consultation with the JOC.</p> <p>Information shall be disseminated to the community through Councilors and the Communication Officer.</p>
Head: Disaster Management	<p>Coordination of all information</p> <p>Interrelation to all other sections</p> <p>Communication with the media</p> <p>Promote an integrated and coordinated approach to disaster management with special emphasis to prevention and mitigation.</p> <p>Act as a repository of and conduit for information concerning disasters.</p> <p>Make recommendations regarding the funding of a disaster management.</p> <p>Promote and recruit training and participation of volunteers.</p> <p>Ensure that all departments are taking part on issues relating to disasters.</p>

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 and 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	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.
Water & Sewer	Fill department vehicles with fuel and park 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:	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.
Transport Regulator	
Social Services:	Feeding and clothing, food parceling and distribution and education of children. 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.
Department of Education:	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 at all 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:	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.
Emergency Medical Services:	
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 state of affairs. 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 FPA's Disaster Management	0177125551 / 0177125458 / 0177121070 0177122323 0177122323 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:	Department of Public Works Roads and Transport	0177125551 / 0177125458 / 0177121070

Type of Disaster	Critical Response team	Contact Number
- Rail - Air - Road	EMS Traffic Officers South African Civil Aviation Authority SAPS Towing Services Outside Competent Agencies Disaster Management	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

NO.	SESSION DETAILS	COMMUNITY ISSUES RAISED	SERVICE DELIVERY CATEGORY
WARD 01			
1.	Date: 08 February 2022 Time: 16h00 Location: Youth centre Ward: 01	<ul style="list-style-type: none"> ➤ Graveling and paving of the following streets: Mlambo street, Hlobisa street, Basil Street ➤ Repairing and maintenance of storm water drainages in Hlongwane drive and other streets ➤ Paving outside the school for easy access ➤ Electrical problems (Separate Rooikoppen and ward 1 to avoid overloading) ➤ Maintenance of high mast lights ➤ Rehabilitation centre for drug addicts ➤ Construction of proper speed humps ➤ Interrupted water supply ➤ Municipality to follow up and monitor implemented projects ➤ Old age home ➤ School centre for slow learners (low ability students) ➤ Sewer spillages 	Technical services (Water and sanitation, roads, electricity)
		<ul style="list-style-type: none"> ➤ Business skills training for youth development ➤ Employment opportunities for local community members ➤ Promotion of local brands for economic development 	Local economic development
		<ul style="list-style-type: none"> ➤ Illegal dumping sites (Municipality to provide container on declared legal dumping sites) ➤ Monitoring and maintenance of recreational facilities (Stadium and swimming pool) 	Community services

		<ul style="list-style-type: none"> ➤ Request for the municipality to follow up on issues raised by community members ➤ Local radio station in Standerton ➤ Municipality to issue proof of residence to community members for free ➤ Bursaries for local students 	Corporate
		<ul style="list-style-type: none"> ➤ Issuing of title deeds ➤ Relocation of residents staying in shacks ➤ Housing (RDP houses) ➤ Avail Church sites 	Human settlements and Town Planning
		<ul style="list-style-type: none"> ➤ Incorrect and inconsistent municipal billing system. 	BTO
WARD 02			
2.	Date: 09 February 2022 Time: 16h00 Location: Youth centre Ward: 02	<ul style="list-style-type: none"> ➤ Completion of previous IDP Water and roads projects ➤ Power outages – maintenance of electrical boxes that are exposed to water ➤ Installation of street lights ➤ Gravelling and paving of roads ➤ Sewer spillages at extension 3 ➤ Repairing and maintenance of high mast lights that are always on and those that are not functioning 	Technical Services (Water and sanitation, Roads, electricity)
		<ul style="list-style-type: none"> ➤ Issuing of title deeds ➤ Update on the development of Standerton mall ➤ Upgrading of informal settlements in order for people to have proper houses, access to water and electricity ➤ Enforcement of by-laws to avoid mushrooming of informal structures (Taxi rank) 	Human settlements and Town planning

		<ul style="list-style-type: none"> ➤ Local projects to benefit local community members ➤ Employment opportunities 	Local economic development
		<ul style="list-style-type: none"> ➤ Provision of RDP houses ➤ Rehabilitation centre for drug addicts and police intervention to cease the sales of drugs 	Social (Sector departments)
		<ul style="list-style-type: none"> ➤ Motivation behind having to pay for proof of residence 	Corporate services
		<ul style="list-style-type: none"> ➤ Incorrect municipal billing systems ➤ Installation of functional meter readers 	BTO
WARD 03			
3.	Date: 10 February 2022 Time: 16h00 Location: Stanwest hall Ward:03	<ul style="list-style-type: none"> ➤ Gravelling and paving of roads in Azalea ➤ Installation of High mast lights in Shackville ➤ Sewage spillage ➤ Construction of speed humps on main roads to avoid accidents ➤ Disruption of water in extension 1 since 2018 ➤ Installation of street lights in ward 03 ➤ Maintenance of storm water drainages to avoid flooding ➤ Free electricity ➤ Additional sports facilities at Mahala Park sports ground to cater for other forms of sports not only soccer ➤ Pavement for Stanwest clinic ➤ Fire station in ward 03 ➤ Bursaries for local students ➤ Filling of potholes ➤ Proper maintenance of parks and cemeteries (grass cutting) 	Technical services (Water and sanitation, roads, electricity)

		<ul style="list-style-type: none"> ➤ Eliminate nepotism in Lekwa local municipality 	
		<ul style="list-style-type: none"> ➤ RDP houses ➤ Skills development centre 	Social facilities (Sector Departments)
		<ul style="list-style-type: none"> ➤ Relocation of residents in informal settlements ➤ Availability of stands ➤ Electricity and water for those staying in informal settlements ➤ Issuing of title deeds for residents in ward 03 	Human settlements and Town planning
		<ul style="list-style-type: none"> ➤ Employment opportunities ➤ Projects to benefit local youths through employment 	Local economic development
		<ul style="list-style-type: none"> ➤ Illegal dumping at Stanwest high ➤ Proper cleaning by municipal officials to avoid trash blocking roads 	Community services
WARD 04			
4.	Date: 11 February 2022 Time: 16h00 Location: Stanwest hall Ward: 04	<ul style="list-style-type: none"> ➤ Non-functional high mast lights ➤ Gravelling and paving of streets in ward 13 ➤ Illegal dumping ➤ Cricket ground ➤ Installation of street lights ➤ Repair and maintenance of storm water drainages ➤ Power outages ➤ Park maintenance (Grass cutting and waste collection) ➤ Electrical poles installed in the middle of stands in TLC, restricting owners from extending their houses ➤ Centre for pre school 	Technical services (Water and sanitation, roads, electricity)

		<ul style="list-style-type: none"> ➤ Water issues ➤ Sewer spillages 	
		<ul style="list-style-type: none"> ➤ Issuing of title deeds ➤ Avail stands ➤ Change of ownership ➤ RDP houses at Enyokeni ➤ No stand numbers 	Human settlements and Town Planning
		<ul style="list-style-type: none"> ➤ Waste collection at TLC and Nyokeni 	Community services
		<ul style="list-style-type: none"> ➤ Bursaries for local students 	Corporate
WARD 13			
5.	Date: 13 February 2022 Time: 10h00 Location: Five farm Early bird school Ward: 13	<ul style="list-style-type: none"> ➤ Power outages ➤ Toilets not dislodged ➤ Water issues ➤ Park for kids and sports ground ➤ Old age home ➤ Computers, Chemistry lab for Condulwazi high school ➤ Graveling of roads and filling of potholes ➤ Speed humps ➤ Road's maintenance R23 and Vrede road 	Technical services (Water and sanitation, roads, electricity)
		<ul style="list-style-type: none"> ➤ Issuing of title deeds ➤ RDP houses and stands (Full ownership) ➤ Grazing land for livestock 	Human settlements and Town planning
		<ul style="list-style-type: none"> ➤ Employment opportunities ➤ Projects to benefit local community members through employment 	Local Economic Development

		<ul style="list-style-type: none"> ➤ Unfair treatment from farm owners (Farm owners restricting Transnet from installing electricity for the farm worker, restriction of number of their livestock) ➤ Land claims (Municipality to speed up the process) ➤ Bursaries for local students 	Corporate (Legal)
WARD 05			
6.	Date: 15 February 2022 Time: 16h00 Location: Youth centre Ward: 05	<ul style="list-style-type: none"> ➤ Major water issues in ward 05 ➤ Installation of pressure pumps for high laying areas (extension 02) ➤ Backup generator for water pumps during loadshedding ➤ High mast lights maintenance ➤ Gravelling and paving of streets in ward 05 ➤ Installation and maintenance of storm water drainages ➤ Recreational and sports facilities in ward 05 ➤ Electrical interruptions ➤ Road signages ➤ Municipality to issue proof of residence for free 	Technical services (Water and sanitation, roads, electricity)
		<ul style="list-style-type: none"> ➤ Town Planning to avail business sites ➤ RDP houses ➤ Demarcation of stands (Area of RDP houses) ➤ Issuing of title deeds ➤ Formalization of informal settlements 	Human settlement and Town Planning
		<ul style="list-style-type: none"> ➤ Employment opportunities ➤ Projects to benefit local members through employment 	Local Economic Development

		<ul style="list-style-type: none"> ➤ Illegal dumping ➤ Communication in terms of dates of waste collection ➤ Waste collection issues 	Community services
		<ul style="list-style-type: none"> ➤ Crime reduction in extension 02 (Mayor to engage with SAPS) ➤ Entertainment hub (Proposal has already been submitted) ➤ Cancellation of all tax and rates outstanding balances for a fresh start 	Corporate
WARD 06			
7.	Date: 16 February 2022 Time: 16h00 Location: Sakhile community hall Ward: 06	<ul style="list-style-type: none"> ➤ Upgrading of Storm water pipe in Sakhile extension 01 ➤ Paving of streets in ward 06 ➤ Construction of toilets in TLC ➤ Water issues ➤ Municipality to address the issue of flooding of water from the mountain ➤ Backup plan to avoid power outages in winter (Alternative source of energy) ➤ Installation of high mast lights in Tshabalala street ➤ Covering of electrical poles in Maseko Street ➤ Construction and maintenance of storm water drainages in ward 06 streets ➤ Sewer spillages at the hostel ➤ Sports facilities for youth 	Technical services (Water and sanitation, roads, electricity)
		<ul style="list-style-type: none"> ➤ Rehabilitation centre for drug addicts ➤ Provision of RDP houses at SLOVO ➤ RDP houses 	Social facilities (Sector departments)
		<ul style="list-style-type: none"> ➤ Municipality to address illegal sales of hostels 	Human settlements

		<ul style="list-style-type: none"> ➤ Clearance of all community members municipal accounts ➤ Promotion of arts and culture to keep youth active and away from drugs ➤ Tools of trade for municipal workers responsible for electrical services 	Corporate
		<ul style="list-style-type: none"> ➤ Maintenance of Sakhile hall parking bays ➤ Maintenance of park and installation of fitness equipment in the park ➤ Installation of immovable trash bins in all streets 	Community services
		<ul style="list-style-type: none"> ➤ Employment opportunities for youth ➤ Projects in ward 06 to benefit community members in ward 06 ➤ Youth forum centre with a single database of unemployed youth in Sakhile 	Local Economic Development
WARD 08			
8.	Date: 18/February/2022 Time: 18h00 Location: Eskom Hall Ward: 08	<ul style="list-style-type: none"> ➤ Filling of potholes (R50) ➤ Water issues in Stanfield ➤ Installation and maintenance of Stormwater drainages ➤ Gravelling and paving of streets ➤ Installation of high mast lights and street lights ➤ Power outages ➤ Unclean water ➤ Development of a recycling centre ➤ Recreational centres in ward 08 ➤ Sports facilities for youths ➤ Municipality to prioritise the community and not business companies when it comes to the provision of water 	Technical services (Water and sanitation, roads, electricity)

		<ul style="list-style-type: none"> ➤ Pre-school for kids ➤ Additional high school in ward 08 	Social facilities (Sector departments)
		<ul style="list-style-type: none"> ➤ Update on the construction of Standerton mall ➤ Municipality to negotiate with the Department of Public Works to donate their land to the municipality for development ➤ Municipality to address livestock roaming in town 	Human settlements and Town Planning
		<ul style="list-style-type: none"> ➤ Department of community services to prune streets and cut grass on the streets and cemeteries ➤ No waste collection in ward 08, or municipal employees not sticking to the approved or stipulated schedule of refuse removal. 	Community services
		<ul style="list-style-type: none"> ➤ Employment opportunities (Municipality to consult Eskom, Seriti, SASOL for employment opportunities) 	Local Economic Development
		<ul style="list-style-type: none"> ➤ Municipality to keep its website updated. ➤ Municipality to address taxi drivers code of conduct. 	Corporate
		<ul style="list-style-type: none"> ➤ Municipality to reduce the taxes and rates and to also establish a consistent billing system ➤ Non-functional smart meters, consuming too much electricity. 	BTO
WARD 14			

9.	Date: Time: Location: Ward:	<ul style="list-style-type: none"> ➤ Extension 3 and 6 are experiencing extreme water shortages, and the water in tanks brought by municipality is dirty ➤ The water and sewer treatment plants in Morgenzon need to be upgraded to cater to the growing population. ➤ Installation of high mast lights ➤ Provision of toilets ➤ Municipality to construct a road specially for trucks to avoid the damage to existing infrastructure caused by the trucks ➤ Guard house for the cemetery ➤ Basic services to people residing in the farms (Electricity, Water and Sanitation) ➤ Paving for Extension 02 road ➤ Maintenance and construction of toilets in the graveyard ➤ Construction of storm water drainages 	Technical services (Water and sanitation, roads, electricity)
		<ul style="list-style-type: none"> ➤ Municipality to assist Nobolwazi school in Morgenzon which is about to collapse ➤ Provision of RDP houses ➤ The existing clinic should be extended, municipality to avail the space that is behind the clinic for extension ➤ Social facilities in Morgenzon (SASSA, Labour and other related government departments) ➤ Clinic to operate for 24h/7 ➤ Skills centre in Morgenzon ➤ FET for students in Morgenzon 	Social facilities (Sector departments)
		<ul style="list-style-type: none"> ➤ Municipality to avail stands (Township establishment for people who do not qualify for RDP houses) ➤ Shopping centre for Morgenzon 	Human settlements and Town Planning

		<ul style="list-style-type: none"> ➤ Provision of site for additional school in Morgenzon ➤ Update on Township establishment (Extension 05) ➤ Track and trace RDP houses ➤ Sites that have been identified for the development of schools should be communicated to the Department of Health. ➤ Municipality to liaise with the Department of Public works to resale the vacant stands and undeveloped land ➤ Municipality to avail a dumping site as the previous one was closed 	
		<ul style="list-style-type: none"> ➤ Municipality to monitor projects to ensure that they are successfully completed and ensure that the projects benefit local people through employment ➤ Municipality to address the issue of local shops selling expired goods ➤ Single database for job seekers ➤ Employment opportunities for local youths 	Local Economic Development and project management
		<ul style="list-style-type: none"> ➤ Grass cutting ➤ Park in Morgenzon similar to the one in Sakhile with gym equipment ➤ Formal hand over of the stadium to community members 	Community services
		<ul style="list-style-type: none"> ➤ Municipality to fill in vacant positions to create employment opportunities for local people ➤ Recruitment in the municipality should be fair, eliminate nepotism ➤ Municipality to deploy traffic officers in Morgenzon for enforcement of road laws ➤ Municipality to also deploy employees in Morgenzon to assist the community by 	Corporate

		rendering essential services like water and sanitation, electricity etc.	
		➤ Municipality to install new meter readers (and employ local people to install the meter readers)	BTO
WARD 12			
10.	Date: 20 February 2022 Time: 10H00 Location: Thuthuka New Denmark hall Ward: 12	<ul style="list-style-type: none"> ➤ Paving of the main road ➤ Installation of 3 more high mast lights ➤ Desludging of toilets required ➤ Provision of electricity and water for people staying in the farms ➤ Provision of clean water ➤ Power outages ➤ Construction of storm water drainages ➤ Municipality to assist with water for livestock 	Technical services (Water and sanitation, roads, electricity)
		<ul style="list-style-type: none"> ➤ Employment opportunities for local community members ➤ Need for skills development programme 	Local Economic Development
		<ul style="list-style-type: none"> ➤ Installation of ATMs ➤ Satellite police station ➤ Functioning post office ➤ Provision of a clinic in Thuthukani and the clinic to operate for 24h/7 ➤ Provision of RDP houses for those who qualify 	Social facilities (Sector departments)
		<ul style="list-style-type: none"> ➤ Park with training equipment ➤ Waste collection and provision of street bins ➤ Clear communication on upcoming community meetings ➤ Municipality to issue proof of residence to the community members for free 	Community services

		<ul style="list-style-type: none"> ➤ Municipality to avail stands ➤ Provision of a graveyard site ➤ Municipality to address the issue of RDPs being given to wrongful owners ➤ Issuing of title deeds ➤ Formalization of the informal settlements (electricity, toilets and water) ➤ Clarity on whether Thuthukani falls under Eskom or the Municipality ➤ Construction of a shopping centre in Thuthukani 	Human settlements and Town Planning
WARD 11			
11.	Date: 23 February 2022 Time: 16h00 Location: Rooikoppen Ward: 11	<ul style="list-style-type: none"> ➤ Housing (RDP) house ➤ Formalization of informal settlements at Enkaneni 	Human settlements and Town Planning
		<ul style="list-style-type: none"> ➤ Illegal dumping (Enkaneni bridge) 	Community services
		<ul style="list-style-type: none"> ➤ Gravelling and paving of streets ➤ Power outages ➤ Sewage spillage ➤ Water and sanitation in Rooikoppen ➤ Water pressure pumps for high laying areas ➤ Toilets and gravelling of road in Mfageni ➤ Bridge at Enkaneni ➤ Rooikoppen sub station ➤ Installation and maintenance of high mast lights ➤ Construction of storm water drainages 	Technical services (Water and sanitation, roads, electricity)
		<ul style="list-style-type: none"> ➤ Rehabilitation centre ➤ Sports facility (Stadium) ➤ Clinic ➤ High school based in Rooikoppen ➤ Police station and Thusong centre ➤ Maintenance of community hall ➤ Library in ward 11 	Social facilities (Sector departments)
		<ul style="list-style-type: none"> ➤ Projects in ward 11 should benefit local community members through jobs ➤ Other employment opportunities ➤ Bursaries 	Local Economic Development
Ward 09 (Extension 08)			

12.	Date: 24 February 2022 Time: 16h00 Location: Khunjuliwe High Ward: 09 (Ext 08)	<ul style="list-style-type: none"> ➤ Storm water drainages ➤ Provision of clean water ➤ Sewage spillage ➤ Exposed water pipes ➤ Gravelling and paving of roads ➤ Power outages ➤ Illegal connections of electricity ➤ Bridge on the road leading to ext. 06 ➤ Installation of high mast lights ➤ Toilet blockage ➤ Toilets outside the RDP houses 	Technical services (Water and sanitation, roads, electricity)
		<ul style="list-style-type: none"> ➤ Clinic ➤ Centre for disabled people ➤ Primary school ➤ Pre-school ➤ Police station ➤ Recreational facilities (sports field, park) 	Social services (Sector departments)
		<ul style="list-style-type: none"> ➤ Waste collection to avoid illegal dumping ➤ Provision of Dustbins 	Community services
		<ul style="list-style-type: none"> ➤ Employment opportunities ➤ Business opportunities for youth 	Local Economic Development
		<ul style="list-style-type: none"> ➤ Residential stands ➤ Tittle deeds 	Town Planning and Human settlements
13.	Date: 27 February 2022 Time: 10h00 Location: Holmdene hall Ward: 09	<ul style="list-style-type: none"> ➤ Water and sanitation (Toilets) ➤ Electricity ➤ Gravelling of roads ➤ High mast lights 	Technical services (Water and sanitation, roads, electricity)
		<ul style="list-style-type: none"> ➤ Clinic ➤ Satellite police station ➤ Schools ➤ Home base care ➤ RDP houses 	Social facilities (Sector departments)
		<ul style="list-style-type: none"> ➤ Employment opportunities ➤ Skills development centre ➤ Internet cafe 	Local Economic Development
		<ul style="list-style-type: none"> ➤ Sports field and parks ➤ Illegal dumping 	Community services
Ward 10			
14.	Date: 1 March 2022 Time:16h00 Location: Ext 06 hall Ward: 10	<ul style="list-style-type: none"> ➤ Collection of waste (Illegal dumping) ➤ Stormwater drainages ➤ Paving of Vodacom Street ➤ Water issues ➤ Power outages at Vodacom section ➤ Traffic lights at Vodacom 	Technical services (Water and sanitation, roads, electricity)

		<ul style="list-style-type: none"> ➤ Employment opportunities 	Local Economic Development
		<ul style="list-style-type: none"> ➤ Relocation of informal settlements ➤ Avail residential stands 	Town Planning and Human settlements
		<ul style="list-style-type: none"> ➤ Police station ➤ Library ➤ RDP houses 	Social facilities (Sector departments)
Ward 15			
15.	Date: 02 March 2022 Time: 16h00 Location: Ext 06 hall Ward: 15	<ul style="list-style-type: none"> ➤ Electrical cable to be fixed ➤ Water issues ➤ Speed humps ➤ Sewage spillage ➤ Storm water drainage ➤ Graveling of roads ➤ High mast lights ➤ Paving of streets 	Technical services (Water and sanitation, roads, electricity)
		<ul style="list-style-type: none"> ➤ Request for sites ➤ Change of ownership ➤ Request for land ➤ RDP houses 	Town Planning and Human settlements
		<ul style="list-style-type: none"> ➤ Multipurpose centre ➤ Sports facilities ➤ Library 	Social facilities (Sector departments)
		<ul style="list-style-type: none"> ➤ Job opportunities ➤ Youth upliftment ➤ Council to engage with private sector in terms of job creation 	Local Economic Development
		<ul style="list-style-type: none"> ➤ Illegal dumping 	Community services
Ward 07			
16.	Date: 04 March 2022 Time: 16h00 Location: Ext 06 hall Ward: 07	<ul style="list-style-type: none"> ➤ Graveling of roads (Main roads, Binda Street and COJ) ➤ Storm water drainages ➤ Water issues ➤ High mast lights 	Technical services (Water and sanitation, roads, electricity)
		<ul style="list-style-type: none"> ➤ Primary school ➤ Hospital ➤ Library ➤ RDP houses ➤ Sports facilities ➤ Satellite police station ➤ Poor service at local clinic 	Social facilities (Sector departments)

		<ul style="list-style-type: none"> ➤ Title deeds ➤ Municipality to avail residential stands ➤ Formalization of informal settlements 	Town Planning and Human settlements
		<ul style="list-style-type: none"> ➤ Localization of projects ➤ Employment opportunities ➤ Employment and development centre 	Local Economic Development
		<ul style="list-style-type: none"> ➤ Illegal dumping ➤ No waste collection 	Community services

Table 99 ANNEXURE A Community consultation issues

“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 - Poor interface between Council and administration - Lack of accountability and bad governance practice	Develop Institutional Corporate calendar for Council and committee meetings aligned to MFMA and MSA reporting cycle	In house	In house, CoG TANTPT	MM	01.1 0.20 21	30.1 0.20 21	Improved governance and accountability - Statutory reports submitted timely	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	30.1 1.20 21	Quarterly alternately 30.0 3.20 22		Agenda and minutes of Council and committee meetings					
			Conduct induction for newly elected councillors on governance, financial management and oversight	In house	In house SALGA	Administrator	01.1 0.20 21	30.1 1.20 21		alternately 30.0 3.20 22		Approved programme, induction material, record of induction and attend			

<p>s</p> <p>- Reported allegations of financial misconduct not investigated</p> <p>- Recommendations of forensic investigations not implemented</p> <p>- No clear terms of reference for section 79 and 80 committees</p> <p>- No Go areas</p> <p>- MPAC dysfunctional</p> <p>- Unprotected strikes</p> <p>- Section 106 investigations</p>	responsibilities							ance register of councilors				
	Develop oversight reports	In house	In house, CoG TA NT PT	MM	01.1 0.20 21	Quarterly		Quarterly oversight reports				
	Development of roles and responsibilities for Administrator and Municipal Manager	In house	COG TA	Director: Corporate Services	01.1 0.20 21	30.1 0.20 21	Roles clarified	Approved report by Administrator				
	Develop and implement a stakeholder engagement strategy	In house	In house COG TA	Director: Corporate Services	01.1 0.20 21	30.1 0.20 21	By-in and informed stakeholders	Approval by the Administrator				
	Implementation of recommendations arising from sec 106 investigation report	In house	In house COG TA	MM	01.1 0.20 21	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-MF MA	Disciplinary Board/M PAC	01.1 0.20 21	QUARTERLY	Consequence management	Council approved reports and resolutions				
	Disciplinary Board to report on investigation of all reported allegations of financial	In house	In house COG TA	Administrator/Executive Mayor	01.1 0.20 21	Quarterly	Quarterly reports	Council approved reports and resolutions				

			misconduct											
			Re-establishment of Section 79 and 80 Committees of Council with clear terms of reference	In house	In house COG TA	MM	01.1 0.20 21	30.1 0.20 21	Committees established	Approved report by Administrator				
			Development of a communication plan for the duration of the intervention	In house	In house	MM	01.1 0.20 21	30.1 0.20 21	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 and processes, allegations	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	01.1 0.20 21	30.1 0.20 21 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			
			Implement Consequence management for UIF&W	In-house	In-house	Disciplinary Board, Administrator	01.1 0.20 21	Quarterly	Transgressors disciplined	Written outcome of disciplinary hearings	Financial benefits to be achieved through			

<p>ons of financial misconduct not investigated, disclosed expenditure not true reflection, no internal controls for recognition and record of expenditure.</p>	<p>Develop and implement UIF&W expenditure reduction plan.</p>	<p>In-house and NT-MFMA unit</p>	<p>In-house and NT-MFMA unit</p>	<p>MM CFO</p>	<p>01.10.2021</p>	<p>30.10.2021</p>	<p>UIF&W expenditure reduction plan implementation and percentage reduction in historical expenditure</p>	<p>Approved UIF&W expenditure reduction plan and approval of Administrator. Quarterly reports on progress.</p>	<p>Financial benefits to be achieved through improved operational efficiencies</p>				
	<p>Develop and implement UIFW expenditure policy</p>	<p>In house</p>	<p>In house</p>	<p>MM and CFO</p>	<p>01.10.2021</p>	<p>30.10.2021</p>	<p>UIFW expenditure policy in place and implemented</p>	<p>UIFW expenditure policy and approval by Administrator</p>	<p>Financial benefits to be achieved through improved operational efficiencies</p>				
	<p>Identify, investigate and report on irregular, unauthorized, fruitless and wasteful expenditure in accordance with sec 32 of the MFMA and MFMA circular 68</p>	<p>In house</p>	<p>In house</p>	<p>MM CFO</p>	<p>01.10.2021</p>	<p>30.10.2021 Quarterly</p>	<p>Reduction percentage in UIF&W expenditure. Legislative compliance.</p>	<p>Quarterly reports on UIF&W expenditure and approval by Administrator</p>	<p>Financial benefits to be achieved through improved operational efficiencies</p>				

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, no reporting on revenue generated	Enforce by-laws	In house	In house	MM	01.1 0.20 21	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	01.1 0.20 21	31.0 1.20 22	By-Law Code in place	Updated By-Law Code	Financial benefits to be achieved through improved operational efficiencies				
			Report on revenue generated and enforcement of By-laws	In house	In house	CFO	01.1 0.20 21	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	Develop and implement audit action plan	In house	In house	MM	01.1 0.20 21	30.1 0.20 21	Improved audit outcomes and/reduction of audit findings	Validated quarterly progress reports on the implementation of audit action plan and	Financial benefits to be achieved through improved operational efficiencies				

	audit action plan; Bad practice 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 misstatement findings are yet to be cleared; management	Validate progress and verify POE for adequacy and completeness,	In house	In house	MM	01.1 0.20 21	Monthly		audit file	Financial benefits to be achieved through improved operational efficiencies				
		Weekly audit steering committee to discuss the implementation of the audit action plan,	In house	In house	MM	01.1 0.20 21	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	01.1 0.20 21	30.1 0.20 21		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				
		Internal audit to provide monthly assurance on the implementation progress report for	In house	In house	Manager : Internal Audit	01.1 0.20 21	Monthly	Assurance report submitted	Assurance report signed off by Manager: Internal Audit	Financial benefits to be achieved through impro				

		use standard and generic progresses 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 monitoring of internal controls which result in slow progresses; the municipality does not report progresses on some of the activities (e.g. ICT, revenue , SDBIP, UIF&W expendi	the approved audit action plan							ved 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	01.1 0.20 21	Monthly	Report tabled to Audit Committee, Mayoral Committee and Council	Agenda and minutes of Mayor al committee and Council , and recommendations and resolutions	Financial benefits to be achieved through improved operational efficiencies Unqualified Audit opinion				

		ture-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	01.1 0.20 21	28.0 2.20 22	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	01.1 0.20 21	30.1 0.20 21	Quarterly review of progress on implementation of remedial actions	Agenda or 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	In house	In house	Administrator MM CRO	01.1 0.20 21	Quarterly	Quarterly review of progress on implementation of remedial actions	Quarterly risk management reports approved by Administrator. Risk monitoring report.	Financial benefits to be achieved through improved operational				

			on: imple- mentation of financial recovery plan, audit action plan and other risks identified in the risk registers							Monthl y FRP imple- mentat ion progre ss reports	efficie ncies				
6	Syste m of Deleg ation s	Inadequ ate system of delegati ons; No sub- delegati ons below Executiv e manage rs, inadequ ate delegati ons register	Review system of delegatio ns after local governm ent elections	In- house	In- house	MM Executiv e Director: Corporat e Services	01.1 0.20 21	31.1 1.20 21 alter nati vely 30.0 3.20 22	Syste ms of delega tions in place	Approv ed system of delegat ions and approv al by Admini strator.	Financ ial benefi ts to be achiev ed throu gh impro ved operat ional efficie ncies				
			Review the delegati on of powers and functions on supply chain managem ent	In house	In house	Administ rator/M M	01.1 0.20 21	30.1 1.20 21	Enhanc ed account ability and, checks and balanc es	Signed- off review ed delegat ions	Financ ial benefi ts to be achiev ed throu gh impro ved operat ional efficie ncies				
			Update delegati ons register	In house	In house	MM	31.1 1.20 21 alter nati vely 30.0 3.20 22	Quar terly	Accou ntabili ty	Approv ed delegat ions registe r	Financ ial benefi ts to be achiev ed throu gh impro ved operat ional efficie ncies				

			Sign-off of sub-delegations	In-house	In-house	MM	31.1 1.20 21 alternatively 30.0 3.20 22	31.1 2.20 21 alternatively 30.0 4.20 22	Sub-delegations in place	Signed sub-delegations and acknowledgment 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 contracts and poor contract management, no monthly performance monitoring reports	Audit and review all contracts	In-house	In-house	MM Executive Dir: Corporate Services CFO	01.1 0.20 21	31.1 2.20 21	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				
			Negotiate and sign affordable payment arrangements with creditors	In-house	In-house	MM	01.1 0.20 21	28.0 2.20 22	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	01.1 0.20 21	31.1 2.20 21	Reduction in operational costs, Reduction in irregular deviations	Annually approved Procurement Plan Reduction in procurement costs as per procurement plan,	Financial benefits to be achieved through improved operational efficiencies				

										and appointment letters.				
			Submission of monthly performance monitoring reports on contracts	In-house	In-house, Contracted Services	CFO	01.1 0.20 21	Monthly	value for money, compliance with legislation	Monthly performance monitoring reports	Financial benefits to be achieved through improved operational efficiencies			
			Review annual procurement plan	In-house	In-house	Administrator CFO	01.1 0.20 21	31.1 2.20 21	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-compliance	Report to Administrator/Council on diagnostic analysis of root causes of litigations and claims	In-house	In-house	MM Executive Dir: Corporate Services	01.1 0.20 21	31.0 1.20 22	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 reasonable	In-house	In-house	Executive Dir: Corporate Services. MM	01.1 0.20 21	31.1 2.20 21	Reduction in contingent liability	Report on legal assessment and	Financial benefits to be achieved			

		<p>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.</p>	prospects of success on all pending litigations						approval 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 review business plan and Approval by Administrator	Financial benefits to be achieved through improved operational efficiencies				
			Investigate default judgements and effect consequence management	In-house	In-house	MM	01.10.2021	30.11.2021	Accountability	Approved report by Administrator	Financial benefits to be achieved through improved operational efficiencies				
9	Internal Audit	Recommendations of Audit committee not	Submit quarterly reports on internal audit	In-house	In-house	Manager: Internal Audit	Quarterly	Quarterly	Improved audit outcome	Quarterly reports and approval by	Financial benefits to be achieved				

		adequately implemented, risk and audit management documents approved for FY2021/22, inadequate implementation of risk and audit strategies and plans, internal audit and risk management not institutionalized.	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	Administrator	Admin through improved operational efficiencies					
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 agree	Signed re-negotiated agreements	Financial benefits to be achieved through improved operational					

									ments. Reduce operational expenditure		efficiencies					
1 1	Immovable property portfolio	Loss of revenue, no approved alienation policy, ineffective management, ineffective collection of revenue on leased properties, illegal occupation of properties, market related rentals need updating, inadequate institutional arrangements	Audit of immovable property portfolio	In house	In house	MM	01.1 0.20 21	28.0 2.20 22	Increase in revenue	Financial report	Increased revenue from investment properties as input on the Budget Funding Plan					
			Conduct cost benefit analysis (operational expenditure against revenue collected)	In house	In house	CFO	28.0 2.20 22	30.0 3.20 22	Reduction in operational expenditure	Approved report by Administrator						
			Review of all lease agreements	In house	In house	MM	01.1 0.20 21	30.0 3.20 22	Increase in revenue	Reviewed signed lease agreements						
			Collection of market related rentals from tenants	In house	In house	CFO	01.1 0.20 21	Monthly	Increase in revenue	Financial report						
			Nonpaying tenants be ejected from the properties	In house	In house	MM Executive Director: Corporate services	01.1 0.20 21	Monthly	Increase in revenue	Tenant management report						
			Identify immovable properties not required for basic municipal services	In house	In house	Executive Director: Corporate Services	01.1 0.20 21	28.0 2.20 22	Increase revenue Reduction of expenditure	Approved report by Administrator						
			Reconcile alienation transactions with Deeds office records for the	In house	In house COG TA	Executive Director: Corporate Services	01.1 0.20 21	28.0 3.20 22	Account for all immovable properties	Council approved reconciliation report and						

			past five years							resolution							
1 2	Information and Communication Technology	Lack of ICT general controls, non-compliance server room, non-monitoring of service providers, insufficient Off-site backups, inadequate human resources and vacancies, inadequate restriction of access to internet, insufficient maintenance of ICT infrastructure, ineffective ICT security management	Review ICT Governance framework	In house	In house COGTA	ICT Manager	01.1 0.20 21	31.1 2.20 21	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	01.1 0.20 21	30.0 8.20 21 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	01.1 0.20 21	30.0 3.20 22	99.95 % uptime	Downtime tracker report							
			Secure data storage, backup and recovery solutions	In house	In house COGTA	ICT Manager	01.1 0.20 21	30.0 3.20 22	Data secured and integrity guaranteed	Internal audit report and AG audit report							
			Update the website	In house	In house COGTA	ICT Manager	01.1 0.20 21	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	01.1 0.20 21	Monthly	Satisfied customers Increased revenue. 95 % of work orders	Customer satisfaction survey and Monthly work order reports							

					COG TA					ated tensio ns						
2	Orga nizati onal Struct ure	The draft Organiz ational Structur e was approve d by council on the 31 March 2021. The approve d organiz ational structur e was tabled to the LLF as part of the LLF agenda of the meeting that did not sit in May 2021.	Review the current organizati onal Structure to ensure it is in line with the current municipal budget & service delivery demands Consultat ion with organized Labour on the draft Organizat ional Structure Approval of the Organizat ional & Structure Develop ment and impleme ntation of job descriptio ns for all employee s across the board.	In- Hous e	EM: CS NT- MFR S N- COG TA MP- COG TA	Executiv e Manager : Corporat e Services	01.0 7.20 21	30.0 9.20 21	Func tions proper ly aligne d to strateg ic objecti ves and legal manda te. Achiev ed afford ability.	Approv ed Organi zationa l Structur e Council resolut ion Agenda, Minute s & attend ance registre r of the LLF meetin gs Placem ent letters Copies of the job descrip tions	In line with the appro ved budge t and the fundin g plan.					
3	Labo ur Relati ons	LLF function al. No official trained as presidin g officers and prosecu tors. Staff Worksh opped	Functiona l LLF- Schedule of meetings	In- Hous e	EM: CS NT- MFR S N- COG TA MP- COG TA	Executiv e Manager : Corporat e Services S56 Manager Manager Supervis ors	01.0 7.20 21	Ong oing	Sound Labour Relatio ns	Calend ar of meetin gs, attend ance registre r, minute s of the LLF meetin gs and Agenda.	Only use mobili zed resour ces.					

		on a disciplinary code of conduct . Attendance register available, monitored and signed-off by managers/supervisors in each department. Workwear provided to employees annually.	Training officials as presiding officers and prosecutors assisted by SALGA and District Training of supervisors and managers to effect staff discipline Provision of Workwear and Covid 19 related PPE.				01.0 7.20 21	30.0 6.20 22	Reduced number of disciplinary cases	Records with details of trained officials.					
							01.0 7.20 21	Ongoing	Overall reduction in disciplinary cases	Training Report Quarterly disciplinary matters attended to					
							01.0 7.20 21	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 the organization, on the payroll; and	In-House	EM: CS NT-MFRS N-COG TA MP-COG TA	Executive Manager : Corporate Services S56 Managers	01.0 7.20 21	30.0 9.20 21	Completeness of employee related costs.	Employee Validation Report	Only use mobilized resources.				
5	Skills Audit	Employees had completed skills audit forms and the skills audit questionnaires are being	Consult organized Labour. Verify competency levels of Senior, Middle Managers & Employees in the BTO in	Outsource	EM: CS NT-MFRS NCO GTA MPC OGT A MPP T	Executive Manager : Corporate Services	01.0 7.20 21	30.0 9.20 21	Management and staff performance to the standards. Compliance with the	Skills Audit report. Status report on staff competency levels.	In line with the approved budget and the funding plan.				

		capture d on the COGTA gaps skills tool.	line with the Regulations on Minimum Competency Levels, 2007.							prescribed minimum competency levels required for the position.						
6	Develop and approve the Placement Policy	Placement policy developed and implemented during the period of amalgamation of Municipalities.	Develop a placement Policy Consultation with organized Labour on the draft Placement Policy Approval of the Placement Policy	In-House	EM: CS NT-MFRS NCO GTA	Executive Manager: Corporate Services	01.07.21	30.09.21	Functions properly aligned to strategic objectives and legal mandate. Achieved affordability.	Approved Placement Policy Council Resolution Agenda, minutes and attendance register for the LLF meetings	Only use mobilized resources.					
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 NCO GTA	MM Executive Manager : Corporate Services	01.07.21	30.06.22	Filled Senior Managers Posts	Job description aligned to the structure and functions Copy of Senior Managers adverts Copy of the Shortlisted candidates Council resolution Copy of the Verification report Copy of the	Posts to be provided for in the budget.					

									Assessment reports of 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 reviewed	Adoption of performance management systems	In-House	EM: CS NT-MFRS N-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 regulation,	Only use the resources mobilized.				
			Cascade Performance to levels below Senior Managers	In-House	EM: CS NT-MFRS N-COGTA MP-	MM S56 Managers Managers Supervisors	01.10.2021	30.06.2022	Improved performance management system	Performance based contracts for senior managers.	Only use the resources mobilized.				

					COG TA												
			Conduct performance assessment Quarterly / bi-annually	in-House	EM: CS NT-MFRS N-COG TA MP-COG TA	MM S56 Managers Managers Administrator	01.0 8.20 21	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 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	Conduct an analysis of staff costs Submit a detailed report of the findings with recommendations to the Accounting Officer.	EM:CS Chief Financial Officer NT-Finance Deployed NT-MFRS N-COG TA MP-COG TA SALG A	EM:CS Chief Financial Officer NT-Resident Finance Expert NT-MFRS S N-COG TA MP-COG TA MP-PT	Executive Manager : Corporate Services	01.0 7.20 21	30.0 8.20 21	Achieved completeness of employee costs. Attained buy-in & support. Report approved for implementation. Reduction in employee costs.	Financial assessment reports	Only use the mobilized resources.						

		flow improve ments. The municipality must consider the filling of critical vacancies in line with any new organogram that may be proposed in the recovery process														
10	Cost Curta ilment 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. Consultation with organized Labour on the draft Policies. Approval & Implementation of the policies.	EM:CS NT-MFRS N-COGT A MP-COGT A SALG A	EM:CS NT-MFRS N-COGT A MP-COGT A	Executive Manager : Corporate Services S56 Managers	01.07.2021	30.06.2022	Overtime reduced Improved compliance & professionalism Compliance to BCEA & SALGC collective agreement requirements	Attendance register, agenda & Minutes of the LLF consultative meeting. Council resolution Copies of the approved policies	Only use the mobilized resources.					

			Enforcement of compliance to the Basic conditions of Employment Act for the management of overtime by managers															
1 1	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 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 cutting measures to be reflected in the 2021/22 Budget Administrator to adopt 2021/22 MTREF Budget and BFP,	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)					
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			<p>policies, by-laws, IDP and SDBIP</p> <p>Implementation and monitoring of the approved budget for 2021/22</p>													
2	Cost Containment	Cost Containment Measures not implemented	<p>Revise or review Cost Containment Policy for Council adoption</p> <p>Implement approved Cost Containment Policy and monitor against control sheet</p> <p>Revise HR policies for alignment with Cost Containment Regulations</p>	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	<p>Cost Containment Policy approved and implemented.</p> <p>Reduced Employee Cost and Fruitless wasteful expenditure</p> <p>CG spending within Budget</p>	<p>Revised Cost Containment Policy</p> <p>Financial Impact Progress Reports</p>	<p>Compliance to 2019 NT Regulation on cost containment</p> <p>Savings in line with BFP</p>					

			Implement strategy to reduce employee cost (Overtime, etc.) Manage conditional grant expenditure to not 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 (<u>considering creditors, unspent conditional grants, other trade and payable</u>) 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)					

			<p>cash-flow projection for the financial year upon completion of the 2020/21 Budget, showing realistic monthly projections</p> <p>Management of the cash-flow daily with weekly reporting to the MM and management meetings</p> <p>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</p> <p>Continue to investigate contingent liabilities</p>																	
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			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													
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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 tariff correctly to debtors to debtors/property category, zoning and usage) Establish and implement Billing	In-house (Municipal) Spatial) Funding for Revenue Enhancement Project	NT MFIP Contracted services: debt collection (balanced performance based agreement). PT/COGT A 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 Reconciliation 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					
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			<p>Cycle</p> <p>Implement and report on the BFP activities to increase the collection rate</p> <p>Implement a Meter Audit and Data Cleansing Project to improve billing, revenue collection and management</p> <p>Implement the credit control and debt collection policy in collaboration with security clusters (Month 2)</p> <p>Reconcile government debts and enter into payment agreements (Month 2)</p> <p>Review Revenue Management System, Policies and Capacity</p>															
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			<p>to improve efficiencies</p> <p>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</p> <p>Identification and registration of Indigent Households for free basic services (to reduce debtors) ????</p> <p>Customer Care Charter implemented with standard service element</p> <p>Introduce incentives schemes</p> <p>Resolve outstanding queries and disputes on billing and</p>																
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			<p>customer's accounts</p> <p>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</p> <p>Identification and registration of Indigent Households for free basic services (to reduce debtors) and vetting of new and existing indigents.</p> <p>Customer Care Charter implemented with standard service element</p>															
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			<p>Drive implementation of Top 15 Revenue Enhancement activities:</p> <ul style="list-style-type: none"> - 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 Councilor debt - Curb cable theft (Security) - Indigent Management - Rand-for-Rand Incentive Scheme and Campaign for 																
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			payment for services - MunSoft Training - Promote IPPs													
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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 resolve on MPAC reports on UIFW incurred up to end of 2019/20 Adoption of reviewed SCM policy by	In-house	NT UIFW Regulation PT Support Intervention Support Team	MM, CFO	01.0 7.20 21	30.0 8.20 22	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					
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			Council Procure goods and services in line with SCM policy and regulations Incur expenditure in terms of the approved 2020/21 budget													
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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 guidelines Spend 2021/22 conditional grants strictly in accordance with DORA requirements	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					
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			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	STEERC OM ToR	As per approved Municipal Budget					
		mSCOA Road Map	Development of mSCOA Road Map	In House			01.10.2021	31.10.2021	Approved mSCOA Road Map	mSCOA Roadmap	As per approved Municipal Budget					
		Submission of credible Data Strings	Timely Submission of credible data strings	In House			01.09.2021	Monthly	Timely submission of credible data strings	Data Strings submission evidence	As per approved Municipal Budget					
		Implementation of non-functional Modules	Development of implementation plan for non-functional modules such as asset	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					

			managem ent modules etc.													
8	Asset Mana geme nt	Poor Asset Manage ment Account ing. The municip ality include d land in the assets register which the municip ality did not have control over. Lack of sufficie nt appropri ate audit evidenc e for the unrecon ciled differen ce betwe n assets register and financia l stateme nts	On a short-term basis, the audit action plan should be crafted in such a way that it addresses the following <ul style="list-style-type: none"> • 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 a limitation of scope on WIP balance as management did not 	In-house	PT Over sight NT MFIP Advi sor	MM, CFO, S56 Manager s	01.1 0.20 21	31.0 8.20 22	Impro ved Asset Manag ement Accou nting	Update d Fixed Asset Registe r	Not applic able					

		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	01.1 0.20 21	30.1 1.20 21	Improved Asset Management Accounting	Updated Fixed Asset Register	Not applicable				
		Asset Management Policy													
		The Policy was not reviewed for the current	Review of the asset management policy before the 2021 FY	In-house	PT Oversight NT MFIP	MM, CFO, S56 Managers	01.1 0.20 21	31.1 0.20 21	Reviewed Asset Management Policy	Asset Management Policy	Not applicable				

	financial year			Advisor											
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	01.1 0.20 21	31.1 0.20 21	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	01.1 0.20 21	31.1 0.20 21	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	01.1 0.20 21	31.1 0.20 21	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	01.1 0.20 21	31.1 0.20 21	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 limitation on reliance in the FAR to test the balance of infrastructure network assets	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	01.1 0.20 21	31.1 0.20 21	Improved Asset Management Accounting	Fixed Asset Register that agrees to the AFS	Not applicable						
		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	01.1 0.20 21	31.1 2.20 21	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 managers	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	30.12.2021	Improved Asset Management Internal Controls	Investigations of Items outstanding from the verification process and the resultant action on the FAR	Not applicable					
	Not all journals and supporting documents are reviewed and approved by a duly	Review and approve all journals and supporting documents by a duly authorize	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	Not applicable					

	authorized senior official taking into consideration proper segregation of duties	d senior official taking into consideration proper segregation of duties							official taking into consideration proper segregation of duties						
	Council does not approve any proposals to transfer or dispose of high value capital assets	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 of high value capital assets	Not applicable					
	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 and 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 and 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 and etc.	Not applicable					

10	Trading Tariffs	<p>Tariffs not cost reflective</p> <p>Incorrect tariffs to different customers</p> <p>Incorrect categorization of properties.</p> <p>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 the service.</p>	<p>Undertake activity-based costing</p> <p>Implement seasonal and ToU Tariffs for electricity</p> <p>Undertake cost of supply studies for both electricity and water</p> <p>Audit different customer categories and confirm the correct tariffs are charged.</p> <p>Monitor and enforce compliance of municipal bylaws and tariff policy</p>	DBSA, CoGT A, NT MFIP, In-house	DBS A, CoG TA, NT MFIP, In-house	MM, CFO	01.1 0.20 21	30.0 4.20 22	<p>Cost-reflective tariffs</p> <p>Cost-of-Supply Studies</p> <p>Trading Services Surpluses</p>	<p>Cost-of-Supply Reports</p> <p>Tariff Structure</p>						
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1	Supply Chain Management	SCM policy not updated in terms of the 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-step guide to the Officials	In-house	MFIP Advisor placed at PT	MM, CFO	01.1 0.20 21	31.0 3.20 22	SCM Policy SOPs	SCM Policy SOPs approved and implemented						
PILLAR FOUR: SERVICE DELIVERY																
1	Asset Management	Limited management of assets based on conditional assessments on	Development of the Asset Care Program with DBSA assistance	In-house	In-house, Contracted Services,	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	GRAP Compliant Asset Register. Target 8% of Open X.					

		<p>asset register. Poor asset management strategies. Management did not maintain proper records to ensure the source documents are readily available for audit purposes. The asset register is not up to date.</p>		DBS A				provider							
	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 and strategy in place	Reviewed Asset Maintenance and Renewal Policy and strategy in place	GRAP Compliant Asset Register. Target 8% of Open X.					
	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 Open X.					
	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 revaluation if still usable after	GRAP compliant asset register	GRAP Compliant Asset Register.					

									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 not be made without asset componentization report on asset delivered.	GRAP compliant asset register	GRAP Compliant Asset Register				
2	Frictions Payments	Municipality is losing revenue because it does	Enable Mobile Application and USSD (Unstruct	In-house	In-house, Contracted	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	Ability of customers to make	Mobile account enquiry and payme	Target a 95% collection rate by				

	<p>not have cost reflective tariffs for service provision and has limited revenue collection on platforms. The water losses are recorded as 73% and electricity losses are recorded as 38%.</p>	<p>ured Supplementary Service Data) enquiries from customers for utility bills</p>		Services				<p>payments on multiple mobile platforms</p>	<p>nt platform</p>	<p>increasing a collection rate by at least 5% per month</p>				
		<p>Enable use of airtime to pay for municipal payments</p>	In-house	In-house, Contracted Services	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	<p>Ability of customers to make payments using airtime</p>	<p>Mobile payment platform</p>	<p>Target a 95% collection rate by increasing a collection rate by at least 5% per month</p>				
		<p>Enable e-services on including payment of municipal bills on the municipal website</p>	In-house	In-house, Contracted Services	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	<p>e-service page on the www.ekwa.gov.za website</p>	<p>e-service portal on the municipal website</p>	<p>Target a 95% collection rate by increasing a collection rate by at least 5% per month</p>				
		<p>Institute compulsory debit orders for defaulting domestic debtors</p>	In-house	In-house, Contracted Services	MM, CFO	1-Oct-21	30-Sep-22	<p>Debit order register</p>	<p>Debit order register</p>	<p>Target a 95% collection rate by increasing a collection rate by at least 5% per month</p>				

3	Electricity Supply	<p>The municipality has outstanding Eskom debt of R1 308 865 431 (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</p>	Draw up a payment plan for Eskom	In-house	In-house, Contracted Services, Eskom	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 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 coordination and grading study outcome. Relay settings adjustment schedule.	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/months - R295/per meter/months)				

<p style="color: red; text-align: center;">t arrange ments with Eskom. There is fruitless and wasteful expendi- ture as a result of interest on Eskom outstand- ing debt (R107 966 313). There is no master plan and no mainten- ance plan in place, inadequ- ate staff to imple- ment mainten- ance plan, GMR non-com- pliance.</p>	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) strategy to reduce electricity losses to below 10%.	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	EDMS Strategy Document	EDMS Strategy Document	Reduce losses by 5% in the first 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. Standerton WTW which has 37 MLX/d design capacity which extract raw water from Vaal River. Morgenzon WTW has design	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: 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				

<p>capacity of 2.7 MI/d and currently producing 2.2 MI/d against the required demand of 3.9 MI/d short term. 11.8km of bulk pumping mains are made up of asbestos cement pipes and 9.89 km made up of steel pipes and these need to be replaced.</p>	<p>Standerton WTW - Rising main to Concor: Mechanical maintenance to improve hydraulic performance.</p>	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					
	<p>Standerton WTW - Rising main to Kieser Reservoir: Installation of flow meters in the bulk pipeline to monitor existing demand</p>	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					
	<p>Standerton WTW - Rising main to Old Standers Kop Reservoir (also known as Square Reservoir): The reservoir and pipeline must be commissioned and be operational</p>	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					
	<p>Standerton WTW - Construct a new approximately 1,5 Km 600 mm diameter</p>	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Funding Business Plan	Funding application outcome	Not Applicable					

			raising main connecting the WTW to the newly constructed 315 mm diameter uPVC pipeline												
			Standardon WTW - Standardon 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	In-house	In-house, Contracted	MM, Technical Director	1-Oct-21	30-Sep-22	Funding Business Plan	Funding application outcome	Not Applicable				

			out and requires urgent replacement.		Services											
			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 maintained - pumping maintenance must be done.	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 - 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	Poor drinking water quality, Water	Develop a water conservation and	In-house	In-house	MM, CFO, Technical Director	1-Oct-21	30-Sep-22	Dynamic Tariff Model	Dynamic Tariff Model	Cost reflective tariffs					

Supply	Losses, Water Shortages, Lack of water balance accounting, revenue Collection. Total losses are 73% and technical losses are estimated at 40%.	demand strategy.						Developed							
		Implement water conservation and demand strategy.	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	WCDM Performance Report	WCDM Performance Report	Current reported water loss is 73%. The 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% and technical losses are estimated at 40%.	'- Identify top 100 consumers in the municipality per category - Ensure all top consumers have functional meters - Read all top consumer meters on a monthly basis	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 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 coordinates 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 coordinates 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	Director: Technical Services	1-Oct-21	30-Sep-22	Comply with SANS 0214	SANS 0214 Compliance Report	Comply with SANS 0214					

					Services												
			Adequate skilled, competent technical staff for maintenance and meter reading (artisans) in line with the Institutional Model on filling of critical vacancies and review of the organization structure.	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						
6	Sanitation Services (Waterborne and non-water borne)	The municipality does not operate its facilities in line with the National Water Act of 1998 (Act No. 36 of 1998, Government Notice No 1191) in accordance with the Permit requirements	Emergency repairs and refurbishment of all water borne sanitation systems	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	Functional WWT W	Project Progress Report	Repairs to be affected within 12hrs of reporting.						
			Ensure fully functional pump stations in Standerton	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	Maintenance Plan for Standerton Pumpstations	Progress report based on the maintenance plan actions.	Not Applicable						
			Ensure fully functional pump stations in Sakhile	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	Maintenance Plan for Sakhile Pumpstations	Progress report based on the maintenance plan actions.	Not Applicable						

<p>of Department of Water and Sanitation. The Stander ton WWTW has a total design capacity of 11MI/d made of activated sludge system with a design capacity of 9MI/d and the Biological (trickling) filters with design capacity of 2ML/d. The required capacity is 30MI/d ay. The Morgen zon pond system designed to treat 0.2ML per day was constructed in 1950. The WWTW needs to be upgraded to at least</p>	<p>Ensure fully functional pump stations in Morgenzon</p>	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	Maintenance Plan for Morgenzon Pumpstations	Progress report based on the maintenance plan actions.	Not Applicable				
	<p>Assessment of incomplete sewer infrastructure in extension 8</p>	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	Assessment Report	Assessment Report	Not Applicable				
	<p>Completion of the outstanding infrastructure work in extension 8.</p>	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				
	<p>Morgenzon WWTW - Upgraded to at least 2.5MI/d</p>	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	Funding Business Plan	Funding application outcome	Not Applicable				

		2.5MI/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,	In-house	In-house	MM, CFO, Technical Director, Corporate	1-Oct-21	30-Sep-22	Up to date vehicle licensing	Fleet Performance Progress Report	Not Applicable								

			new licenses to be updated.			e Services			register.						
			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 to repair vehicles and equipment internally	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				
			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 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	Development of the Integrated Waste Management Plan (IWMP) of Lekwala LM Landfill Sites	In-house, DBSA	In-house, DBSA	Community Services and Safety Director	1-Oct-21	30-Sep-22	Integrated Waste Management Plan	Integrated Waste Management Plan	Not Applicable					
			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)					

		indicated to have expired. Solid Waste from Morgenzon is transported by truck over a distance of 39 km to the Standerton landfill site.	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)					
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 Stormwater	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 retraveling.	160km targeted for resealing and pothole repair. 100% budget expenditure					
			Develop an Emergency Road Repair Program				1-Oct-21	30-Sep-22								
			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 rehabilitated roads	Project progress report on resealing and retraveling.	160km targeted for resealing and pothole					

											repair. 100% budget expenditure					
1 1	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 received billing.					
1 2	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	- Investigate and	MISA	MISA	Director: Technical	1-Oct-21	30-Sep-22	Council approval	Report on	Cost reflect					

		reflective	develop water and sanitation tariff structure			Director: Technical Services			ed tariff	tariff setting	ive 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 board) for fulfilling the function	External / Service provider	External / Service provider	Director: Technical Services	1-Oct-21	30-Sep-22	Terms of reference	Terms of reference	Not Applicable				
		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, lobbying stakeholders	COGT A, MISA, DWS, SALG A, 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 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	GOLD I		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 by-laws as required.	External / Service provider	In-house	MM, Director: Development and Planning	1-Oct-21	30-Sep-22	Reviewed Tariffs	Reviewed Tariffs					
			Enforcement of Land Use Scheme and By-law to curb 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					
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PHASE 2 Stability

NO	FOCUS AREA STABILISATION	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			
												STEPSTAKE	PROGRESS MADE	FINANCIAL IMPACT	OTHER NOTEWORTHY DEVELOPMENTS
PILLAR ONE: GOVERNANCE															
1	Unauthorized, Irregular, Fruitless and Wasteful expenditure	No UIFW expenditure policy, no consequence management, overspending on budget, late payment of creditors, section 32 investigati	Implement UIF&W expenditure reduction plan.	In-house and NT-MFMA unit	In-house and NT-MFMA unit	Chief Finance Officer	30.10.2021	Monthly	UIF&W expenditure reduction plan implementation and percentage reduction in historical	Quarterly Council reports on progress on implementation of the reduction plan					

		<p>on not done, non-compliance with supply chain policy and processes, allegations of financial misconduct not investigated, disclosed expenditure not true reflection, no internal controls for recognition and record of expenditure.</p>							expenditure						
			Implement measures to prevent and address unauthorized, irregular, fruitless and wasteful expenditure	In-house	In-house	MM, CFO, Directors	01.12.2021	Monthly	Percentage reduction in current UIF&W expenditure	AG Audit report and internal audit reports					
			Identify, and report on irregular, unauthorized, fruitless and wasteful expenditure as per legislation	In-house	In-house	Council, MPA C, Disciplinary Board	01.12.2021	Quarterly	Quarterly reports on UIF&W expenditure and investigations	Council approved quarterly reports, MPAC oversight reports, Disciplinary Board's reports and related resolutions					
			Implement Consequence management	In-house	In-house	Disciplinary Board, Executive Mayor and MM	01.12.2021	Quarterly	Transgressors disciplined	Written outcome of disciplinary hearings					
2	System of Delegations	Inadequate system of delegations; No sub-delegations below Executive managers, inadequate	Update delegations register	In-house	In-house	Executive Director: Corporate Services	Quarterly	Quarterly	Sub-delegations emanating from approved System of delegations	Approved system of delegations, signed-off sub-delegations					

		delegations register							signed-off by MM and Heads of Directories	Updated delegations register								
3	Contract Management	Outdated Contract register, payments for services not done within thirty days, irregularly awarded contracts and poor contract management, no monthly performance monitoring reports	Maintain an updated contract register	In-house	In-house	Executive Director: Corporate Services and CFO	31.12.2021	Monthly	No irregular, unnecessary or expired contracts, and contracts register in place	Updated contract register								
			Monitor deviations to identify other goods and services required on an ongoing basis and appoint service providers on three-year contracts	In-house	In-house	CFO	01.12.2021	Monthly	Reduction in operational costs, Reduction in irregular deviations, compliance with legislation	Reduction in procurement costs as per procurement plan, and appointment letters								
			Submission of monthly performance monitoring reports on contracts	In-house	In-house, Contract Services	CFO	Monthly	Monthly	value for money, compliance with legislation	Monthly performance monitoring reports								
			Implementation of contract management framework	In-house and COGT A/SA LGA	In-house and COGT A/SA LGA	CFO/ Executive Director: Corporate Services	01.10.2021	Monthly	Effective contract management and compliance with legislation.	AG audit reports and quarterly Internal audit reports								

			Monitor implementation of approved annual procurement plan	In-house	In-house	CFO	31.12.2021	Monthly	Reduction in operational costs related to procurement	Approved reviewed procurement plan and Council resolution for 2022/23 financial year					
4	Litigation and Contingent liability	Contingent liability at R1 394 142 652.00, high Risk financial exposure, material non-compliance with legislation, Contractual issues, non-compliance 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,	Monthly update litigation register	In-house	In-house	Executive Director: corporate Services	Monthly	Monthly	Reduction in legal costs, updated litigation registers in place	Monthly updated litigation register					
			Implementation of Council resolutions on diagnostic analysis of root causes of litigations and claims	In-house	In-house	Executive Director: corporate Services	31.01.2022	Monthly	Mitigation against identified root causes. Reduction of contingent liability and financial exposure.	Annual financial statements and AG audit reports, and quarterly Internal Audit reports					
			Conduct a legal assessment on reasonable prospects of success on new litigation matters	In-house	In-house	Executive Director: corporate Services	Monthly	Monthly	Reduction in contingent liability	Assessment reports on new litigation matters. Proof of settle					

		veld fire damages.								ment of matters					
			Implementation of MFMA Legal compliance matrix	In-house	In-house and NT-MFM A unit	Executive Director: corporate Services	Monthly	Monthly	Legislative compliance	AG annual audit reports and quarterly internal audit reports					
5	Risk and internal Audit	Disclaimer of opinion for 2019/20 FY, incomplete, Chief Risk Officer appointed, ineffective Risk management, poor internal controls, recommendations of Audit committee not adequately implemented, risk and audit management document approved for FY2021/22, inadequate implementation of risk and audit strategies and plans, internal	Maintain an updated risk register	In-house	In-house	Manager: Internal Audit	Monthly	Monthly	Effective management of corporate risks	Updated risk register					
			Quarterly reports on internal audit and risk management	In-house	In-house	Manager: Internal Audit	Quarterly	Quarterly		Quarterly reports and Council resolutions					
			Quarterly progress reports on implementation of remedial actions to mitigate against corporate risks and annual audit plan	In-house	In-house	Manager: Internal Audit	Quarterly	Quarterly	Effective management of identified risks	Quarterly reports and Council resolutions					
			Approval of annual audit plan and risk management documents for 2022/23 financial year			Manager: Internal Audit	01.05.22	31.05.22	Policies and plans in place	Approved annual audit plan and risk management documents, and related Council					

		audit and risk management not institutionalized.								il resolutions					
6	By-laws and Enforcement	Ineffective enforcement of by-laws, by-laws promulgated in 2018, enforcement unit established and capacitated but staff doing something else, no reporting on revenue generated	Enforcement of By-laws	In-house	In-house, NPA and Department of Justice	Director: Community safety	01.10.2021	Monthly	Effective enforcement of by-laws. Reduction in electricity and water losses.	Quarterly audited reports on revenue generated from enforcement of by-laws.					
			Report on revenue generated	In-house	In-house	Director: Community safety	01.10.2021	Monthly	Increase in revenue	Quarterly audited reports on revenue generated from enforcement of by-laws.					
7	Governance Matters and Oversight	Ineffective governance structures and oversight role by Council - Political and administrative instability - Council failing to meet due lack of quorum - Poor interface between Council and	Development of annual schedule of meetings and adherence for council and committees for 2022/23 financial year	In-house	In-house	Director: Corporate Services	01.05.2022	31.05.2022	Schedule of meetings in place and adhered to.	Approved schedule of meetings and Council resolution					
			Review terms of reference for MPAC to add more oversight responsibilities	In-house	In-house and COGTA	Director: Corporate Services	01.10.2021	28.02.2022	Increased oversight by Council and its committees over the Executive	Approved reviewed terms of reference and Council resolution.					

		administration - Lack of accountability 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 committees - No Go areas - MPAC dysfunctional - Unprotected strikes - Section 106 investigations							and administration. Increased oversight by Council and its committees over the Executive and administration. Effective political and administrative interface Organized and focused TROIKA Disciplined councillors and adherence to legal precepts Effective Consequence management										
		Increase and monitor frequency of meetings for MPAC for 2022/23 financial year	In-house	In-house	Director: Corporate Services	01.1 2.20 21	Quarterly		Approved annual schedule of Council and committee meetings and Council resolution										
		Convene meetings of TROIKA	In-house	In-house and COGT A/SALGA	MM/Director: Corporate Services	01.1 2.20 21	Monthly		Minutes of meetings										
		Maintain annual schedule of TROIKA meetings	In-house	In-house	Director: Corporate Services	01.1 0.20 21	Monthly		Approved schedule of meetings and Council resolution										
		Enforcement and monitoring of the code of conduct for councillors	In-House	In-house	Speaker of Council	01.1 0.20 21	Monthly		Quarterly reports on compliance with code of conduct by Councillors										
		Section 32 investigation and financial misconduct investigation reports to Council	In-house	In-house	Disciplinary Board, Executive Mayo	Quarterly	Quarterly		Council approved section 32 investigation										

						r and MM				n reports				
			Develop schedule and implementation of meetings for Executive management meetings	In-house	In-house	MM	01.05.2022	30.05.2022, Monthly	Effective and efficient coordination of administration and service delivery	Approved schedule of meetings and Council resolution				
			Develop and implement training programme for councillors on governance, financial management and oversight;	In-house	In-house	Director: Corporate Services	01.04.2022	30.04.2022	Empowered Councilors to execute their responsibilities	Council approved training programme and resolution, and attendance register.				
8	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	Implementation of ICT Governance framework more specifically general controls	In-house	In-house	Director: ICT	01.04.2022	Monthly	Effective ICT general controls, assurance on confidentiality and integrity of data.	AG Audit report and internal quarterly audit reports				
			Monitor recruitment processes to maintain conduct cost-benefit analysis outcome and	In-house	In-house	Director: ICT	01.04.2022	31.03.2023	Reduction in operational expenditure and elimination	Annual financial statements and AG audit				

		of access to internet, insufficient maintenance of ICT infrastructure, ineffective ICT security management	implementation						of duplication between technology and available human resources	reports, and quarterly Internal Audit reports on employee related costs					
			Report on Back-office Turnaround times in resolving help desk queries	In house	In house COGT A	All Heads of Directorates	Monthly	Monthly	Satisfied customers Increased revenue. 95% of work orders completed	Customer satisfaction survey and Monthly work order reports					
			Update the website	In house	In house COGT A	ICT Manager	Monthly	Monthly	Updated website	Updated website					
9	Immovable Property Portfolio	Loss of revenue, no approved alienation policy, ineffective management, Ineffective collection of revenue on leased properties, illegal occupation of properties, market related rentals need updating, inadequate institutional	Disposal of strategic land parcels for economic development	In house	In house	MM	28.0 2.20 22	30.0 4.20 23	Facilitate economic development, Increased revenue (rates and taxes, and electricity and water sales)	Deeds of Transfer					
			Collection of market related rentals from tenants	In house	In house	CFO	Monthly	Monthly	Increase in revenue	Financial report					
			Nonpaying tenants be ejected from the properties	In house	In house	MM Executive Director:	Monthly	Monthly	Increase in revenue	Tenant management					

		arrangements				Corporate services				Report					
PILLAR TWO: INSTITUTIONAL AND HUMAN RESOURCES															
1	Change Management	Low Staff Morale Limited buy-in and support for critical processes	Initiating and implementing the change management initiatives	Inhouse	Inhouse	Executive Manager: Corporate Services	01.07.2022	30.06.2023	Buy-in Improved performance & service delivery Eradicated tensions	Reports Attendance registers	Only use mobilized resources.				
2	Skills Audit	A Skills Audit exercise has not been conducted except for the Work Skills Plans (WSP) which is consistently developed and submitted to LGSETA as per the requirements.	Conduct a Skills Audit Implement the recommendations of the competency levels verification report	Outsource	Outsource	Executive Manager: CS	01.10.2021	30.06.2023	Management and staff performance to the standards. Compliance with the prescribed minimum competency levels as prescribed.	Skills Audit report . Status report on staff competency levels.	In line with the approved budget and the funding plan.				
3	Performance Management	PMS is not cascaded to lower levels below S56/57 Managers	Conduct quarterly PMS evaluation	In-House	In-house	MM Senior Managers	01.07.2022	Ongoing	Improved performance management system	PMS Evaluation Reports	Only use the resources mobilized.				
			Cascade PMS from level 2 to 7	In-house, Support from SALG A/Co GTA	In-house	Executive Manager: CS	01.10.2021	30.09.2022	Improved performance management	Adopted Performance management system	Only use the resources mobilized.				

									system	ms aligned to regulation 8 of municipal planning and performance management regulation,							
4	Labour Relations	<p>There are Eight (8) pending disciplinary hearing cases in various departments and three (3) matters in the South African Local Government Bargaining Council and Conciliation Commission for Mediation and Arbitration.</p> <p>There are only two officials trained as presiding officer and prosecutor.</p> <p>(MP) SALGA do assist in handling disciplinary</p>	<p>Senior Managers, Managers, Divisional heads, and supervisors to be trained on initiating and chairing disciplinary hearings in-house.</p> <p>All outstanding disciplinary matters to be prioritized and concluded.</p> <p>Develop and maintain a disciplinary case register.</p>	In-House	In-house	Executive Manager: Corporate Services S56 Managers Supervisors	01.10.21	30.06.22	Sound Labour Relations	Attendance register	Only use mobilized resources.						
									Reduced number of disciplinary cases	Disciplinary Case register.							

		y cases for the Municipality.															
5	HR Development Strategy	Development of the HRDS	Address issues related to organizational culture, structure, effectiveness, resource matching, and performance.	In-house capacity MP COGTA SALGA	In-house capacity MP COGTA SALGA	Executive Managers	01.10.2021	30.06.2022	Eliminated HR limitations Improved compliance environment Eliminated Labour disputes Professionalized the municipality	Labour Peace & Stability	Use only the mobilized resources						
6	HR Policies, Procedures	There are 32 approved HR related policies that need to be reviewed.	Review, approve and implement HR related policies. Review procedure manual to give guidance to management when implementing approved policies. Workshop Senior managers, managers and divisional heads and supervisors on approved policies for effective implementation. Road shows to various departments	In-house	In-house	Executive Manager: Corporate Services S56 Managers	01.07.2022	30.06.2023	Functions properly aligned to strategic objectives and legal mandate.	Approved Policies Council Resolution Agenda, minutes and attendance register for the LLF meetings	Only use mobilized resources.						

			to workshop employees on policies.														
7	Filling of Critical Vacancies	Identification and Filling of other Critical Vacant Posts	Filling of the identified critical vacant positions	In-House	In-house	Executive Manager: CS	01-10-2021	Ongoing	Model in place	Copy of the model for the identification and filling of the vacant critical positions	Only use the resources mobilized.						
8	Organizational Structure	The draft Organizational Structure was approved by council on the 31 March 2021. The approved organizational structure was tabled to the LLF as part of the LLF agenda of the meeting that did not sit in May 2021.	Finalize staff placements and appeal process Implementation of Job Descriptions Evaluation of Job descriptions	In-house	In-house	Executive Manager: CS	01-10-2021	30.06.2022	Functions properly aligned to strategic objectives and legal mandate Achieved affordability	In line with approved Budget and Funding Plan	Only use the resources mobilized.						
9	Develop and approve the Placement Policy	Placement policy developed and implemented during the period of amalgamation of Municipalities.	Implementation of the Placement Policy	In-House	In-house	Executive Manager: CS	01-10-2021	30.06.2022	Functions properly aligned to strategic objectives and legal mandate. Achieved	Approved Placement Policy Council Resolution Agenda, minutes and attendance regist	Only mobilized resources						

									affordability	er for the LLF meetings					
10	Employee Cost	The ratio results are below the norm of 25% - 40%. The (22%) low % could point to a high level of critical 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 organogram that may be proposed in the recovery process.	Implementation of the recommendations of the Employee Cost analysis report.	In-House	In-house	Executive Managers	01.09.2021	30.06.2022	Achieved completeness of employee costs.	Employee Cost analysis report	Only use the mobilized resources.				

1 1	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.	Solicit File Plan approval from Provincial Archives and implement. Implementation of the Records Management Policy	In-house	Provincial Archives	Executive Manager: Corporate Services	01.07.2022	30.06.2023	Improved referencing system and records management Improved Compliance	Approved File Plan						
1 2	Local Labour Forum	LLF functional . No official trained as presiding officers and prosecutors. Staff Workshoped on a disciplinary code of conduct. Attendance registers available, monitored and signed-off by managers /supervisors in each department. Workwear provided to employees annually.	LLF Meetings Implementation of LLF resolutions	In-House	In-house	Executive Managers	01.10.2021	30.06.2022	Sound Labour Relations Reduce number of disciplinary cases	Calendar of meetings, attendance register, minutes of the LLF meetings and Agenda. Records with details of trained officials. Disciplinary register.	Only mobilized resources					
1 3	Employee Validation	Staff head count or validation has not been	Conduct an employee head count and identify any ghost	In-house	In-house	Executive Managers	01.10.2021	30.06.2022	Completeness of employee	Employee Validation	Only use mobilized					

		conducted	employees or employee's surplus to the organization, on the payroll; and						related costs.	Report	resources.						
14	Management of discipline	Non-daily signing of the attendance register	Enforcement of attendance and time management by supervisors & management Procurement of the Electronic clocking system	In-House	In-house	Executive Managers	01.10.2021	30.06.2022	Salaries paid in line with signed attendance registers	Completed and signed-off Attendance Registers.	Use only mobilized resources.						
PILLAR THREE: FINANCIAL MANAGEMENT																	
1	Budget Management (Funding Status, Policies, etc.)	Municipality developed and approved an unrealistic unfunded budget for 2021/2022.	Develop a Budget funding plan with clear activities and goals	In-house	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	1-Jun-21	30-Sep-21	3-Year Budget Funding Plan	Approved 2022/23 MTREF Budget	100% adherence to approved 3-Year Budget Funding Plan						
	A8 Unfunded with R2,2 billion	Compile credible Adjustment Budget 2021/22									Monthly BFP Progress Reports	Approved Budget Funding Plan (BFP)	BFP include MTREF Financial Targets				
	A7 Unfunded with R246 Million										Adopted Funded Adjustment 2021/22 MTREF Budget	BFP Progress Reports	Target cash flow improvement per annum (in line with BFP)				
	Provision for Repairs and maintenance below requirement of 8%										1-Jan-22	28-Feb-22	Cost-reflective tariff strategy				
	Provision for Contracted services 2% above the norm of 5%.												Plan for phasing in of cost-reflective tariffs				
	Insufficient provision for debt																

		impairment and depreciation.																	
		Revenue targets of 99,4% for Property Rates and 94,7% for services not realistic against performance of 45,2% for property rates and 58,8% for services.																	
		No provision for outstanding creditors and outstanding bulk purchases.																	
2	Cost Containment and cash flow management	Cash flow committee not in place	Establish cash flow committee	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	1-Sep-21	Ongoing	Appointment Letters Weekly Minutes	Appointment Letters Weekly Minutes									
	Excessive overtime and standby allowance due to non-filling of critical vacancies	Review Overtime and Standby policy Monitor overtime into policy Identify and fill critical vacancies and finalize O & M plans	Inhouse	1-Jan-22			30-Jun-22	Reviewed Overtime and Standby Policy	Council Resolution	Reduced overtime and standby									
	Municipality budgets for Internally generated funds (R9.8 million)	Revenue enhancement strategy to be developed and implemented	Inhouse	1-Sep-21			31-Dec-22	Approved Revenue Enhancement Strategy	Council Resolution	Improved revenue									

		whereas the budget is unfunded															
		Over – reliance on consultants	Improve capacity of BTO	Inhouse			1-Sep-21	30-Jun-24	Reduction of Consultants Expenditure	Contract register	Reduction of Consultants Expenditure						
3	Revenue Management	Metered Services and Vending: Incorrect billing and Prepaid Electricity not effectively managed	Establish customer base which classify customer category. i.e., Business, Industry, residents, Government etc.	Inhouse, Munsoft	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	1-Sep-21	30-Jun-22	Debtors Reconciliation	Debtors Reconciliation	Accurate Billing						
			Meter reading should be done on a monthly basis and variances be attended promptly	Inhouse, Munsoft			1-Sep-21	30-Jun-22	Debtors Billing Reconciliation	Debtors Billing Reconciliation	Accurate Billing						
			Review the list of vendors and supply codes, perform monthly reconciliation on a weekly basis	Inhouse			1-Sep-21	30-Jun-22	Prepaid Reconciliation	Prepaid Reconciliation	Increase revenue from Prepaid sales						
		Incorrect Property Rates tariffs applied	Reconcile tariffs approved by Council and tariffs captured on the financial Management System (Munsoft) and correct discrepancies	Inhouse, Munsoft	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	1-Sep-21	1-Oct-21	Tariff Reconciliation	Tariff File	Accurate Billing						
Billing Coordination between BTO and Technical Services	Establish weekly formal meeting between Technical and Finance	Inhouse	NT MFIP & PT Oversight	CFO and Director Technical Services	1-Sep-21	1-Oct-21	Weekly Minutes	Weekly Minutes	Improved revenue management								

		No effective customer care management Unit and Policy	Establish a customer care unit and update a policy on customer care	Inhouse	NT MFIP & PT Oversight	CFO and Corporate Manager	1-Feb-22	30-Jun-22	Established Customer Care Unit Approved Customer Care Policy	Appointment Letters Council Resolution	Improved Customer Relations					
		Debtors book not reviewed to identify indigents and write offs of irrecoverable debts	Review the debtor's book and identify long outstanding debts, reconcile with the indigent register and recommend write offs	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	1-Feb-22	30-Jun-22	Debtors Reconciliations	Debtors Reconciliations	Reduce outstanding debtors					
4	Financial Control environment	Utilization of financial resources are not used effectively, efficiently, and economically.	Appointment and training of officials Review of SOP's, training of staff and support with implementation	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	1-Feb-22	30-Jun-22	Reviewed SOP's adopted	SOP's						
		Full and proper records of the financial affairs are not kept in accordance with prescripts	Develop records management procedure in line with regulations, train staff and support with implementation	Inhouse	NT MFIP & PT Oversight	CFO and Director Corporate Management	1-Feb-22	30-Jun-22	Record Management Procedure Manual	Record Management Procedure Manual						
		Financial and risk management not adequately implemented	Train management on risk identification and mitigation	Inhouse	NT MFIP & PT Oversight	CEA	1-Sep-21	30-Jun-22								
		Internal Audit not fully effective	Filling of Chief Audit Executive position	Inhouse	NT MFIP & PT Oversight	Municipal Manager	1-Jan-22	28-Feb-22	CEA Appointed	Appointment Letter						

		Escalate IA findings and recommendations to management level for oversight on implementation	Inhouse	NT MFIP & PT Oversight	CEA	1-Mar-22	30-Jun-22	Number of audit findings resolved towards improved internal controls	Consolidated report and supporting POE on audit findings cleared						
	UIF&W and other losses are not prevented	Develop UIF&W strategy	Inhouse	NT MFIP & PT Oversight	CFO and All Directors	1-Mar-22	30-Jun-22	UIF&W strategy approved	UIF&W Strategy	Reduced UIF&W					
	The failure of the municipality to implement tariff policy	Audit on tariff structures	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	1-Sep-21	31-Dec-21	Tariff Reconciliation	Tariff File	Credible billing					
	Credit control and debt collection not effective	Review revenue management and control environment	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	1-Sep-21	30-Jun-22	Control systems implemented		Credible billing					
	Inadequate reconciliation control.	Training of officials on all reconciliation control requirements	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	1-Sep-21	30-Jun-22	BTO Staff trained	Attendance registers	Improved Financial Management Control					
	Financial Management system not optimal utilized	Ensure full compliance to MSCOA regulations	Inhouse & Munsoft	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	1-Sep-21	30-Jun-22	MSCOA Implemented in full							
	Lack of proper Cash flow management.	Establish Cash Flow Management committee	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	1-Sep-21	30-Jun-22	Cash Flow management committee established	Appointment letters. Minutes	Improve cash flow management					

		System of expenditure control	Review expenditure management SOP's	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	1-Sep-21	31-Dec-21	Expenditure SOP's reviewed	SOP's	Improved Expenditure Management					
			Provide training on implementation of SOP	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	1-Jan-22	31-Mar-22	Completed training on SOP's and implemented	SOP's	Improve Financial Management					
		Control over agency fees and conditional Grants.	Ring fence agency fees and conditional grants	Inhouse	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	1-Sep-21	31-Dec-21	Agency fee ringfenced. Conditional Grants Ringfenced	Registers	Improved Agency fee and conditional grant management					
			Development of project plans	Inhouse	NT MFIP & PT Oversight	CFO and All Directors (Supported by NT MFIP, PT Oversight)	1-Sep-21	31-Dec-21	Project Plans Developed	Project Plan	Improved Project Management					
5	Indigent Management	Lack of awareness and understanding by both councillors and community	Well driven awareness campaign and educating community.	In-house	NT, PT and MFIP	CFO	01.01.2022	30.08.2022	awareness campaign plan and the implementation report detailing the whole process	Approved awareness campaign plan	None					
		None recruitment drive by councillors and official	project based recruitment drive per wards, temporary job creation	In-house	NT, PT and MFIP	CFO	01.01.2022	30.08.2022	item report outlining the whole process of	Approved item on recruitment drive	R300k					

	fueled by unstructured red tape in the indigent registration process	during the recruitment period						ward-based recruitment will clear allocation of responsibilities	by administrator					
	reluctance by SAPS to assist with affidavits	Engagement with SAPS	In-house	Administrator	AMM /CFO	01.0 1.20 22	30.0 8.20 22	Minutes of engagement detailing the agreement on process	Attendance registers and minutes	none				
	undefined process flow, lacking internal control and non-implementation of SOP	Lack of process flow, SOP and internal control	In-house	NT, PT and MFIP	CFO	01.0 1.20 22	30.0 8.20 22	Developed indigent process flow and internal controls	Approved Process flow, SOP and internal controls system of indigent management	none				
	Very low number of approved indigents adversely affecting management planning	Review of the indigent register	In-house	MFIP Resident	CFO	01.0 1.20 22	30.0 8.20 22	reviewed indigent policy and well compiled indigent register	Approved indigent register and policy	none				
	Unrealistic indigent register lacking proper verification process	Status verification through physical inspection and revision and external independent	In-house	PT, MFIP and Internal audit for	VFO	01.0 1.20 22	30.0 8.20 22	Improved indigent register with numb	Approved indigent registers adaptive to	None				

			verification. Acquisition of inducement management system		assurance				ers aligned to socioeconomic status at the municipality	the municipal economic conditions					
6	Credit or Management	Not all Top 10 Creditors paid within 30 Days Creditor Payment Period Ratio = 879 Days	Adhere to approved payment agreements	In-house	In-House	CFO	01.10.2022	30.09.2023	% Payment according to payment agreements	Improved working capital position	100% according to payment agreements				
7	Tariffs for Trading Services	Non cots reflective tariffs/ Inadequacy of tariff design	Embark on cost of supply studies for electricity Review of tariff policies and bylaws	In-house	COGTA	CFO	01.09.2021	31.03.2022	Cost Reflective Tariffs	Revised Cost Containment Policy	Approved/revised policies of supply study report				
8	Asset Management	Asset Management Institutional													
	The Municipality does not have an evaluation criterion to assess official's competencies in order to determine capacity / skills gap for Asset Management Unit	Develop and enforce an evaluation criterion to assess official's competencies in order to determine capacity / skills gap for Asset Management Unit	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers		01.10.2021	30.09.2022	Trained Asset Management staff	Developed and operational evaluation criteria to assess official's competencies in order to determine capacity / skills gap for Asset Management Unit	Not applicable				

Asset Management Policy and Standard Operating Procedures															
The municipality does not have Asset Management SOP (s)	Develop adequate Asset Management SOPs	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.1 0.20 21	30.0 9.20 22	Asset Management SOP (s)	Operational Asset Management SOPs	Not applicable						
Asset Management Accounting															
The municipality has not linked infrastructure asset components to the GIS	Link infrastructure asset components to the GIS	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.1 0.20 21	30.0 9.20 22	Improved Asset Management Accounting	Linked infrastructure asset components to the GIS	Not applicable						
The municipality does not request valuation reports (from experts) regarding landfill sites on at each reporting date	Request valuation reports (from experts) regarding landfill sites on at each reporting date	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.1 0.20 21	30.0 9.20 22	Improved Asset Management Accounting	Valuation reports (from experts) regarding landfill sites on at each reporting date	Not applicable						
Asset Management Internal Controls															
The Asset Register have no restrictive access to officials, managed by password controls	Create the restrictive access to officials, managed by password controls on the Asset Register	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.1 0.20 21	30.0 9.20 22	Improved FAR Access controls	Restrictive access to officials, managed by password controls on the Asset Register	Not applicable						
The Asset Register does not incorporate GIS	Incorporate the GIS spatial data for all key infrastructure	In-house	PT Oversight NT	MM, CFO, S56 Managers	01.1 0.20 21	30.0 9.20 22	GIS data	GIS data							

		spatial data for all key infrastructure asset	e asset in the asset register		MFIP Advisor												
PILLAR FOUR: SERVICE DELIVERY																	
1	Asset Management Master Plans	Lack of skills, Non-compliance with Asset Management Policy and Procedure Manual, Lack of asset replacement strategy.	Development and implementation of Asset Management policy and strategy. Development and implementation of a long-term Asset Management Master Plans that will investigate long term investments, replacement, maintenance and sustainability of the municipality, amongst others Development of Property Plant and Equipment maintenance plan Audit of current infrastructure to determine state, taking into consideration service backlogs and long-term strategy aligned to the operating model IDP, budget and long-term financial plan Update and	In-house	In-house	MM, CFO, Technical Director	1-Oct-22	30-Sep-23	Asset maintenance plans Approved building maintenance plan Update and maintained Asset Register	Target 8% of OPEX							

			<p>maintain Asset Register</p> <p>Maintenance of Property Plant and Equipment through internal capacity and outsourced services</p> <p>Review contracts and tariffs on municipal buildings being leased and hired.</p>												
2	Roads and Storm water	Poor Road condition and Road surface marking visibility	<p>Implement the roads and stormwater master plan</p> <p>Develop and implement the Roads and Stormwater Maintenance plan</p> <p>Maintenance of roads infrastructure through internal capacity and outsourced services</p> <p>Rehabilitate roads as per Maintenance Plan</p> <p>Implement internal</p>	In-house	In-house	MM, Director: Technical Services	1-Oct-22	30-Sep-23	<p>Approved Maintenance Plan</p> <p>Repaired roads</p> <p>Rehabilitated roads</p> <p>Completed roads projects</p>	N/A					

			roads programme													
3	Building Control	Unit incapacity, Poor Feedback /communication with stakeholders, Lack of Resources	<p>Streamline the building plans approval process</p> <p>Set cost reflective building approval tariffs</p> <p>Address building contraventions and enforce the building bylaws. This includes compliance with zoning status.</p> <p>Obtain a functionary from MISA or a shared services option to render land use planning services.</p>	In-house	In-house	MM, Director: Development and Planning	1-Oct-22	30-Sep-23	To continuously ensure uniformity and compliance to building regulations and improve on turnaround times for such approval	N/A						

4	Waste and Refuse Removal	Inappropriate vehicles and equipment for refuse removal. Expired license for operating a landfill,	<p>Develop and implement Refuse Removal Management Maintenance and Refurbishment Plan</p> <p>Operationalize the operation and maintenance plan</p> <p>Review tariffs to cost reflective. Promulgate updated by-laws as required.</p> <p>Enforcement of bylaws. Conduct awareness campaigns on illegal dumping and enforce municipal by-laws.</p> <p>Appointment of service providers for as & when contracted services</p>	In-house	In-house	MM, Director: Community Services	1-Oct-22	30-Sep-23	<p>Approved Maintenance Plan</p> <p>Updated tariffs , policy and by-laws.</p> <p>Safe and clean environment</p> <p>SLA Concluded</p>	N/A						
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5	Portable Water Supply and Bulk Water	Poor drinking water quality, Water Losses, Water Shortages, Lack of accounting, Revenue Collection	Implement the Water Master Plan Development of WSDP Develop a Water Infrastructure Maintenance plans Develop and implement a Water Conservation and Water Demand Management Plan (municipal-wide) Network Maintenance and refurbishment <ul style="list-style-type: none"> Refurbishment of water services infrastructure Replacement of ageing water services infrastructure Reduce unaccounted Water (water losses) <ul style="list-style-type: none"> Install bulk water meters Audit water meters Replace malfunctioning meters (Monthly reporting to Council) Capture non-metered households Tariff Policy Development of Bulk Services contribution policy and set bulk	In-house	In-house, Contracted Services	MM, Director: Technical Services	1-Oct-22	30-Sep-23	Efficient and sustainable water management Reduce water losses Provision of new water infrastructure while upgrading existing infrastructure Improved billing Updated tariffs, policy and by-laws Reduction in illegal connection Increase in revenues and improved cash flows Improved Blue	WSIG and MIG to be fully utilized								
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			<p>contribution fees</p> <p>Enforce Water by-laws</p> <ul style="list-style-type: none"> • Disconnect illegal connections. <p>Awareness Campaign maybe required with the assistance of political office.</p> <p>Enforce relevant fines</p> <p>Water quality management and compliance, with SANS 241</p> <ul style="list-style-type: none"> • Achieve Blue Drop Requirements. <p>Monitor water quality constantly and introduce quick corrective measures</p> <p>Reduce Water shortages</p> <ul style="list-style-type: none"> • RBIG Grant project business plans 						<p>drop status</p> <p>Quality water and an environment not harmful to human health and wellbeing</p> <p>Improve quantity and quality of municipal infrastructure and services</p> <p>Increase capacity of WTWs</p> <p>Sufficient and sustainable water supply by increasing storage facilities</p>							
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6	Sanitation Services	Treatment capacity is below demand requirements, Poor Maintenance	Implement the sanitation master plan Develop a sanitation Infrastructure Maintenance plan Rehabilitate and develop sewer reticulation network in urban areas and peri-urban areas and commence billing Improve management of WWTW <ul style="list-style-type: none"> • Insure the WWTW effluent are compliance with the relevant regulations • Refurbish the plants and network • Upgrading WWTWs to increase capacity • Continuously treat and test effluent quality and introduce quick corrective measures. 	In-house	In-house	MM, Director: Technical Services	1-Oct-22	30-Sep-23	Improve the quantity and quality of municipal infrastructure and services Approved Maintenance Plan Enhanced lifespan of assets through proactive and preventive maintenance Reduction of current blockages Quality waste water and an environment not harmful to human health and wellbeing	MIG to be fully utilized							
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7	Electricity Supply	Outstanding Eskom Account, Distribution Losses.	<p>Timeous payment of Eskom Current Account and Arrear debt payment as per payment plan.</p> <p>Compile and implement Electricity Maintenance and Refurbishment plan</p> <p>Refurbish / upgrade electrical network according to priority implementation programme</p> <p>Review SLA with Eskom to ensure that it adequately address all technical, service delivery and financial matters.</p> <p>Review tariffs and policy. Update. Promulgate updated by-laws as required.</p>	In-house	In-house	MM, Director: Technical Services	1-Oct-22	30-Sep-23	<p>Approved Maintenance and refurbishment Plan</p> <p>Ensure provision of efficient and sustainable electricity supply to the consumers within the municipality's licensed areas of supply</p> <p>Signed amended SLA</p> <p>Reliable bulk electricity agreement</p> <p>Enhance revenue collection and sustainable electricity supply</p>	INEP to be fully utilized							
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8	Recreation al Facilities, Libraries, Parks and Cemeteries	Improved provision of recreational facilities, libraries, parks and cemeteries	<p>Develop and implement Recreational Facilities Maintenance Plan</p> <p>Review the Maintenance and Operation Plan (cost) in order to be effective</p> <p>Refurbish priority facilities</p> <p>Review tariffs and policy. Promulgate updated by-laws as required.</p> <p>Introduce of Cost reflective tariff on all services rendered; Introduction of cost reflective tariffs on (pruning of trees, cleaning of erfs)</p> <p>Review leases for Public Amenities i.e. swimming pool, soccer stadium etc.: Leases of public amenities (swimming pool, soccer stadium, outdoor gym)</p> <p>Cemeteries; Verification of the Indigent</p>	In-house	In-house	MM, Director: Community Services	1-Oct-22	30-Sep-23	<p>Approved Recreational Facilities Maintenance Plan</p> <p>Approved O&M Plan</p> <p>Rehabilitated facilities</p> <p>Reviews policy, facilities use tariffs</p> <p>Cost reflective tariffs</p> <p>Functional and utilized sport facilities managed by PPP</p> <p>Data Cleansing of the indigent register</p> <p>Funding for Library Services</p>	N/A					
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			Register to curb provision of free burial sites to non-indigent residents Library Services; Negotiate with DSRAC with the view of requesting financial funding for library services						100% expenditure of capital budget for the project. Completed Sports field							
9	Public Safety, Traffic and Licensing	Law enforcement activities is affected by Inadequate equipment. Lack of Human resources Outdated By-Laws.	Law enforcement across divisions Fire, Traffic and Security. Renewal of trading permits	In-house	In-house	MM, Director: Community Services	1-Oct-22	30-Sep-23	Intensive Law enforcement activities. Monthly operations. Intensify inspection of trading permits. Compliance	N/A						
10	Spatial Planning and Human Settlements	Lack of housing development, and bulk infrastructure	Implement the spatial development plan Increase revenue by making land available and attractive to private sector developers. Review development and land use tariffs. Such as rezoning	In-house	In-house	MM, Director: Planning and development	1-Oct-22	30-Sep-23	Spatial development Framework Review of municipal investment property and proposed	N/A						

			<p>costs. Update where necessary. Promulgate updated by-laws as required.</p> <p>Enforcement of Land Use Scheme and By-law to curb the high number of Illegal land uses</p> <p>Conduct assessments and the alienation and disposal of some of the Council Owned Properties</p> <p>Tribunal Applications; Submit applications to Tribunal and Processing of applications for approval</p> <p>Develop and Implement the 30% Project Sub-contract Policy for to support local companies</p> <p>Review and implement application Fees for land development application</p> <p>Printing of Maps</p> <p>Issue Zoning certificates</p>						<p>future uses.</p> <p>Reduced land use contravention</p> <p>Reduced land use contravention</p> <p>Review of municipal investment property and proposed future uses.</p> <p>SPLU MA Meeting Minutes</p> <p>Local Economic Development Policy</p> <p>Tariff of Charges</p>						
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1 1	Fleet Management	Inadequate fleet to perform municipal functions optimally.	Develop and implement Fleet Management Strategy and Plan Development and implementation of the vehicle maintenance plan Develop and implement an insurance and fuel management policies Develop and implement vehicle replacement plan	In-house	In-house Provincial Support Package	MM, Director: Technical Services, Director: Community Services, Director: Planning and Development	1-Oct-22	30-Sep-23	Approved Fleet Management Strategy and Plan and implemented Developed planned service schedule, including costs Controlled and planned servicing and maintenance of vehicles Implemented functional Fleet and Fuel Management System Cost saving in fleet and fuel management Reduced	In line with approved Budget and Mobilized Funding								
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									ed theft and abuse Replacement of redundant/obsolete fleet Reduced vehicle downtime and increased utilization/uptime Modernized and reliable fleet								
1 2	Fleet Maintenance	Inadequate maintenance of municipal fleet	Establish and equip workshop with basic tools and equipment and stock for priority, medium term operations Fleet maintenance team to comply to OHS standards All operable vehicles to be checked for roadworthiness repaired and certified as roadworthy. If unsalvageable then use as scrap parts	In-house	In-house	MM, Director: Technical Services, Director: Community Services, Director: Planning and Development	1-Oct-22	30-Sep-23	Functional equipment Workshop operating at minimum OHS standards Valid roadworthy certificates for all operable vehicles	N/A							

			or auction off vehicle in terms of legislation and policy														
13	Project Management Unit (PMU)	Capacity of the unit to achieve 100% expenditure on all capital execution projects	Development and implementation of the procurement plans	In-house	In-house	MM, Director: Technical Services	1-Oct-22	30-Sep-23	Improved forward planning and implementation of projects Improved service delivery	N/A							
14	Landfill Site	Lack of maintenance and operations at landfill sites, Licensing of the existing landfill site, Non-compliance with Environmental Legislation	Approve and Implement Integrated Waste Management Plan Adhere to legislation to become compliant landfill site operator Review tariffs and policy. Promulgate updated by-laws as required. Install weighbridges on landfill sites or use an	In-house	In-house	MM, Director: Technical Services, Director: Community Services, Director: Planning and Development	1-Oct-22	30-Sep-23	Approved and implemented Integrated Waste Management Plan Functional Plant and Equipment Updated tariffs, policy and	N/A							

			alternative waste measurement method. Landfill Site Mediation Agreement						by-laws. Revenue collected in line with usage							
15	Security Services	Municipal property must be protected from vandalism .	Develop Security Policy that covers internal and outsources security services. Review security strategy to incorporate the guarding of municipal property, staff, customers and equipment.	In-house	In-house	MM, Director: Community Services	1-Oct-22	30-Sep-23	Asset Management Policy to include how assets within the municipality are protected. Asset Management Policy to include how assets within the municipality are protected.	N/A						
16	Local Economic Development	Inadequate preparation of enabling environment for economic activities and investments, Lack of land for development	Develop LED strategy and implementation plan Generate revenue by exploiting tourism and other readily available private development opportunities.	In-house	In-house	MM, Director: Planning and development	1-Oct-22	30-Sep-23	LED Strategy Tariff of charges – Tourism Levy	N/A						

Phase 3 Sustainability

NO	FOCUS AREA SUSTAINABILITY	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			
												STEP TAKEN	PROGRESS MADE	FINANCIAL IMPACT	OTHER NOTEWORTHY DEVELOPMENTS
PILLAR ONE: GOVERNANCE															
ACTIVITIES WILL BE INFORMED BY THE OUTPUTS OF THE FIRST 2 PHASES															
PILLAR TWO: INSTITUTIONAL AND HUMAN RESOURCES															
1	Skills Audit and Training	Inadequate skills levels, Inadequate qualifications	All Senior Managers, other relevant managers, BTO and SCM officials to acquire the required Competency Levels Implement training and development plan	In-house capacity MP CO GTA SAL GA Accredited Training Institution	In-house capacity MP CO GTA SAL GA Accredited Training Institution	Executive Managers	01.07.2023	Ongoing	Enhanced performance Empowered employees Improved Service delivery	Training Reports	Use only the mobilized resources				
2	Performance Management	PMS is not cascaded to lower levels	Cascade performance management from post levels 8 to 16	In-house	In-house	MM Executive Manager : CS All Senior Managers	01.10.2022	30.06.2024	Improved performance, service delivery, accountability and reporting	Performance Management Reports	Use only the mobilized resources				
3	HR Development Strategy	Implementation of the HRDS	Address issues related to organizational culture, structure, effectiveness, resource	In-house capacity MP	In-house capacity MP	Executive Managers	01.07.2022	Ongoing	Eliminated HR limitations Impr	Labour Peace & Stability	Use only the mobilized resources				

			matching, and performance.	CO GTA SAL GA	CO GTA SAL GA				oved comp lianc e envir onm ent Elimi nate d Labo ur dispu tes Profe ssion alize d the muni cipali ty						
4	Man agem ent of disci pline	Lack of discipline	Enforcement of attendance and time management by supervisors & management	In- hou se cap acit y	In- hou se cap acit y	MM Exec utiv e Man ager : CS All Seni or Man ager s	01. 07. 202 2	Ong oing	Man agem ent as well as empl oyee s being on their best beha vior.	Signed Attend ance Registe rs	Use only the mobilized resources				
5	Labo ur Relat ions	Delays in concluding disciplinar y matters. Local Labour Forum is functional.	Handle disciplinary matters as an when they arise. Strengthening working relationship between Council, Municipality and organized Labour.	In- hou se	In- hou se	Exec utiv e Man ager s	01. 07. 202 2	Ong oing	Soun d Labo ur Relat ions Redu ces num ber of discip linar cases	Discipli nary case registe r Attend ance registe rs Minute s of the LLF meetin gs and Agenda.	Use only the mobilized resources				
6	Reco rds Man agem ent	Poor record keeping	Implementatio n of the File plan and records management policy.	Inte rnal cap acit y	Inte rnal cap acit y	Exec utiv e Man ager s	01. 07. 202 3	Ong oing	Orga nized Filing Syste m Impr oved reco r	Approv ed File plan	Use only the mobilized resources				

									keeping Enhanced AG-SA process Improved accountability							
7	Employee Cost	Employee cost ratio for 2019/20 is at 25%	Continue with Phase 1 and 2 activities to contain employee cost	In-house MF RS Advisory Support	In-house MF RS Advisory Support	Executive Manager : CS CFO All Senior Managers	01.07.2022	Ongoing	Employee cost < 35% of OPEX	Monthly budget statements (S71& S72 of the MFMA)	Use only the mobilized resources					
8	Implementation of new Organizational Structure	Organizational Structure not implemented	Continue with Phase 1 and 2	In-house	In-house	MM Executive Manager : CS All Senior Managers	01.07.2022	Ongoing	Functions properly aligned to strategic objectives and legal mandate Achieved affordability	In line with approved Budget and Funding Plan	Use only the mobilized resources					
9	Employee Validation	Staff head count or validation has not been conducted	Continue with Phase 1 and 2	In-house	In-house	Executive Managers	01.07.2022	Ongoing	Completeness of employee related costs.	Employee Validation Report	Use only the mobilized resources					

10	HR Policies, Procedures	HR Policies implemented	Continue with Phase 1 and 2 activities to ensure compliance with laws and regulations, give guidance for decision-making, and streamline internal processes.	In-house	In-house	Executive Managers All Senior Managers	01.07.2023	ongoing	Compliance with Laws and regulations Provide guidance for decision-making, and streamline internal processes.	Council Resolutions Approved Policies LLF Minutes & Attendance Registers	Use only the mobilized resources					
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PILLAR THREE: FINANCIAL MANAGEMENT

1	Budget Management (Funding Status, Policies, etc.)	Municipality developed and approved an unrealistic unfunded budget for 2021/2022.	Develop a Budget funding plan with clear activities and goals	In-house	NT MFI P & PT Oversight	CFO (Supported by NT MFI P, PT Oversight)	1-Jun-21	30-Sep-21	3-Year Budget Funding Plan	Approved 2021/22 MTREF Budget	100% adherence to approved 3-Year Budget Funding Plan								
	A8 Unfunded with R2,2 billion	Compile credible Budget 2022/23					1-Jun-21	28-Jun-24	Monthly BFP Progress Reports	Approved Budget Funding Plan (BFP)	BFP include MTREF Financial Targets								
	A7 Unfunded with R246 Million						1-Feb-22	31-Mar-22	Draft 2022/23 MTR EF Budget	BFP Progress Reports	Target cash flow improvement per annum (in line with BFP)								
	Provision for Repairs and maintenance below requirement of 8%						1-Feb-22	31-Mar-22	Adopted 2022/23 MTR EF Budget	Cost-reflective tariff strategy									
	Provision for Contracted services 2% above the norm of 5%.						1-Feb-22	31-Mar-22	Plan for phasi										
	Insufficient provision for debt																		

		impairment and depreciation.						ing in of cost-reflective tariffs								
		Revenue targets of 99,4% for Property Rates and 94,7% for services not realistic against performance of 45,2% for property rates and 58,8% for services.														
		No provision for outstanding creditors and outstanding bulk purchases.														
2	Cost Containment and cash flow management	Cash flow committee not in place	Establish cash flow committee	Inhouse	NT MFI P & PT Oversight	CFO (Supported by NT MFI P, PT Oversight)	1-Sep-21	Ongoing	Appointment Letters Weekly Minutes	Appointment Letters Weekly Minutes						
	Excessive overtime and standby allowance due to non-filling of critical vacancies	Review Overtime and Standby policy Monitor overtime lto policy Identify and fill critical vacancies and finalize O & M plans	Inhouse				1-Jan-22	30-Jun-24	Reviewed Overtime and Standby Policy	Council Resolution	Reduced overtime and standby					
	Municipality budgets for Internally generated funds (R9.8 million) whereas the budget is unfunded	Revenue enhancement strategy to be developed and implemented	Inhouse				1-Sep-21	30-Jun-24	Approved Revenue Enhancement Strategy	Council Resolution	Improved revenue					

		Over – reliance on consultants	Improve capacity of BTO	Inhouse			1-Sep-21	30-Jun-24	Reduction of Consultants Expenditure	Contract register	Reduction of Consultants Expenditure				
3	Revenue Management	Metered Services and Vending: Incorrect billing and Prepaid Electricity not effectively managed	Establish customer base which classify customer category. i.e., Business, Industry, residents, Government etc.	Inhouse, Munsoft	NT MFI P & PT Oversight	CFO (Supported by NT MFI P, PT Oversight)	1-Jul-22	30-Jun-24	Debtors Reconciliations	Debtors Reconciliations	Accurate Billing				
			Meter reading should be done on a monthly basis and variances be attended promptly	Inhouse, Munsoft			1-Sep-21	30-Jun-22	Debtors Billing Reconciliation	Debtors Billing Reconciliation	Accurate Billing				
			Review the list of vendors and supply codes, perform monthly reconciliation on a weekly basis	Inhouse					Prepaid Reconciliation	Prepaid Reconciliation	Increase revenue from Prepaid sales				
	Incorrect Property Rates tariffs applied	Reconcile tariffs approved by Council and tariffs captured on the financial Management System (Munsoft) and correct discrepancies	Inhouse, Munsoft	NT MFI P & PT Oversight	CFO (Supported by NT MFI P, PT Oversight)	1-Sep-21	1-Oct-21	Tariff Reconciliation	Tariff File	Accurate Billing					
	Billing Coordination between BTO and Technical Services	Establish weekly formal meeting between Technical and Finance	Inhouse	NT MFI P & PT Oversight	CFO and Director Technical Services	1-Sep-21	1-Oct-21	Weekly Minutes	Weekly Minutes	Improved revenue management					
No effective customer care management Unit and Policy	Establish a customer care unit and update a policy on customer care	Inhouse	NT MFI P & PT Oversight	CFO and Corporate Manager	1-Feb-22	30-Jun-22	Established Customer Care Unit Appr	Appointment Letters Council Resolution	Improved Customer Relations						

									oved Customer Care Policy								
		Debtors book not reviewed to identify indigents and write offs of irrecoverable debts	Review the debtor's book and identify long outstanding debts, reconcile with the indigent register and recommend write offs	Inhouse	NT MFI P & PT Oversight	CFO (Supported by NT MFI P, PT Oversight)	1-Feb-22	30-Jun-22	Debtors Reconciliations	Debtors Reconciliations	Reduce outstanding debtors						
4	Financial Control environment	Utilization of financial resources are not used effectively, efficiently, and economically.	Appointment and training of officials Review of SOP's, training of staff and support with implementation	Inhouse	NT MFI P & PT Oversight	CFO (Supported by NT MFI P, PT Oversight)	30-Jun-22	30-Jun-24	Reviewed SOP's adopted	SOP's							
		Full and proper records of the financial affairs are not kept in accordance with prescripts	Develop records management procedure in line with regulations, train staff and support with implementation	Inhouse	NT MFI P & PT Oversight	CFO and Director Corporate Management	30-Jun-22	30-Jun-24	Record Management Procedure Manual	Record Management Procedure Manual							
		Financial and risk management not adequately implemented	Train management on risk identification and mitigation	Inhouse	NT MFI P & PT Oversight	CEA	30-Jun-22	30-Jun-24									
		Internal Audit not fully effective	Filling of Chief Audit Executive position	Inhouse	NT MFI P & PT Oversight	Municipal Manager	1-Jan-22	28-Feb-22	CEA Appointed	Appointment Letter							
			Escalate IA findings and recommendations to management level for oversight on	Inhouse	NT MFI P & PT Oversight	CEA	30-Jun-22	30-Jun-24	Findings Escalated	Memo randum to MM							

		implementation													
	UIF&W and other losses are not prevented	Develop UIF&W strategy	Inhouse	NT MFI P & PT Oversight	CFO and All Directors	30-Jun-22	30-Jun-24	UIF&W strategy approved	UIF&W Strategy	Reduced UIF&W					
	The failure of the municipality to implement tariff policy	Audit on tariff structures	Inhouse	NT MFI P & PT Oversight	CFO (Supported by NT MFI P, PT Oversight)	30-Jun-22	30-Jun-24	Tariff Reconciliation	Tariff File	Credible billing					
	Credit control and debt collection not effective	Review revenue management and control environment	Inhouse	NT MFI P & PT Oversight	CFO (Supported by NT MFI P, PT Oversight)	30-Jun-22	30-Jun-24	Control systems implemented		Credible billing					
	Inadequate reconciliation on control.	Training of officials on all reconciliation control requirements	Inhouse	NT MFI P & PT Oversight	CFO (Supported by NT MFI P, PT Oversight)	30-Jun-22	30-Jun-24	BTO Staff trained	Attendance registers	Improved Financial Management Control					
	Financial Management system not optimal utilized	Ensure full compliance to MSCOA regulations	Inhouse & Munsoft	NT MFI P & PT Oversight	CFO (Supported by NT MFI P, PT Oversight)	30-Jun-22	30-Jun-24	MSCOA Implemented in full							

		Lack of proper Cash flow management.	Establish Cash Flow Management committee	Inhouse	NT MFI P & PT Oversight	CFO (Supported by NT MFI P, PT Oversight)	30-Jun-22	30-Jun-24	Cash Flow management committee established	Appointment letters. Minutes	Improve cash flow management				
		System of expenditure control	Review expenditure management SOP's	Inhouse	NT MFI P & PT Oversight	CFO (Supported by NT MFI P, PT Oversight)	30-Jun-22	30-Jun-24	Expenditure SOP's reviewed	SOP's	Improved Expenditure Management				
			Provide training on implementation of SOP	Inhouse	NT MFI P & PT Oversight	CFO (Supported by NT MFI P, PT Oversight)	1-Jan-22	31-Mar-22	Completed training on SOP's and Implemented	SOP's	Improve Financial Manage				
		Control over agency fees and conditional Grants.	Ring fence agency fees and conditional grants	Inhouse	NT MFI P & PT Oversight	CFO (Supported by NT MFI P, PT Oversight)	30-Jun-22	30-Jun-24	Agency fee ringfenced. Conditional Grants Ringfenced	Registers	Improved Agency fee and conditional grant management				
			Development of project plans	Inhouse	NT MFI P & PT Oversight	CFO and All Directors (Supported by NT MFI	30-Jun-22	30-Jun-24	Project Plans Developed	Project Plan	Improved Project Management				

						P, PT Over sight)										
5	Asset Man agem ent	Asset Management Institutional														
		The current Staff within the Asset Management Unit was not trained on GRAP standards as they relate to assets in the previous two years	GRAP Training to Staff within the Asset Management Unit as they relate to assets	In-house	PT Oversight NT MFI P Advisor	MM, CFO, S56 Managers	01.10.2022	30.09.2023	Trained Asset Management staff	Training material and attendance registers for the training	Not applicable					
		The Municipality does not have a long-term strategic plan in place to develop Asset Management Officials with the relevant capacity skills	Develop Long term strategic plan to develop Asset Management Officials with the relevant capacity skills	In-house	PT Oversight NT MFI P Advisor	MM, CFO, S56 Managers	01.10.2022	30.09.2023	Long term strategic plan to develop Asset Management Officials with the relevant capacity skills	Operational Long term strategic plan	Not applicable					
		Asset Management Policy and Standard Operating Procedures														
		The Municipality does not have a planned maintenance schedule (manual or electronic) in place that is aligned to the Condition Assessment of its assets	Have a planned maintenance schedule (manual or electronic) in place that is aligned to the Condition Assessment of its assets	In-house	PT Oversight NT MFI P Advisor	MM, CFO, S56 Managers	01.10.2022	30.09.2023	Asset maintenance schedule (manual or electronic) in place that	Asset maintenance schedule (manual or electronic)	Not applicable					

		Condition Assessment of its assets							is aligned to the Condition Assessment of its assets						
Service Delivery															
		Material electricity losses of R122 300 429 (2018-19: R111 837 480) were incurred, which represents 38% (2018-19: 32%) of the total electricity purchased.													
		Material water losses of R60 316 516 (2018-19: R62 564 444) were incurred, which represents 73% (2018-19: 93%) of the total water purchased.													
PILLAR FOUR: SERVICE DELIVERY															
1	Asset Management	Limited management of assets based on conditional assessments on asset register.	Implementation of Asset Management policy and strategy Implementation of a long-term asset management master plans Update and maintain the Asset Register	In-house	In-house	MM, CFO, Technical Director	1-Oct-23	End of Intervention	Improved maintenance of assets and infrastructure planning	Maintenance SOPs and GRAP Compliant Asset Register					

2	Roads and Stormwater	Poor roads and public infrastructure due to lack of funds for operation and a lack of maintenance	Implement the roads and stormwater maintenance plan	In-house	In-house	MM, Director: Technical Services	1-Oct-23	End of Intervention	Repaired roads Rehabilitated roads Completed roads projects	Road Conditional Assessment Report						
3	Waste and Refuse Removal	Inappropriate vehicles and equipment for refuse removal	Implement Integrated Waste Management Plan Continually implement Refuse Removal Management Maintenance and Refurbishment Plan Annually review all waste and refuse removal tariffs. Design & Construction of new cells at landfill sites	In-house	In-house	MM, Director: Technical Services, Director: Community Services, Director: Planning and Development	1-Oct-23	End of Intervention	Environmental compliance, improved waste and refuse removal service. Improve the quantity and quality of municipal infrastructure and services Safe and clean environment Improved	Increasing trend of recycled waste (waste diversion)						

									Landfill Capacity							
4	Portable Water Supply and Bulk Water	Poor drinking water quality, Water Losses, Water Shortages, Lack of accounting, Revenue Collection	Implement the water master plan and the Water Infrastructure Maintenance plans Monitor Water Losses (municipal-wide) Continuously Replace malfunctioning meters Monitor Water quality management and compliance	In-house	In-house, Contracted Services Approach DBSA for WC WDM Support	MM, Director: Technical Services	1-Oct-23	End of Intervention	Provision of new water infrastructure while upgrading existing infrastructure Improved billing	WSIG and MIG to be fully utilized Reduced Water losses						
5	Sanitation Services	Treatment capacity is below demand requirements, Poor Maintenance	Implement the sanitation master plan Implement the sanitation Infrastructure Maintenance plan Continuously monitor effluent quality at WWTWs	In-house	In-house Approach MIS A for capacity support	MM, Director: Technical Services	1-Oct-23	End of Intervention	Improve the quantity and quality of municipal infrastructure and services Enhanced lifespan of assets through proactive and preventive maintenance Quality	MIG to be fully utilized						

									ty wast ewat er and an envir onm ent not harm ful to huma n healt h and wellb eing							
6	Electr icity Suppl y	Outstandin g Eskom Electricity debt. May be insufficient electrical capacity to support proposed human settlement developme nts.	Implement Electricity Maintenance and Refurbishment plan Annual review of tariffs per policy.	In- hou se	In- hou se App roa ch MIS A for cap acit y sup por t	MM, Dire ctor: Tech nical Serv ices	1- Oct -23	End of Inte rve ntio n	Impr ove the quan tity and quali ty of muni cipal infras truct ure and servi ces Achie ve cost reflec tive tariff s	INEP to be fully utilized						
7	Recre ation al Facili ties, Libra ries, Parks and Ceme teries	Improved provision of recreation al facilities, libraries, parks and cemeteries	Implement Recreational Facilities Maintenance Plan Annually review tariffs of Recreational Facilities, Parks and Cemeteries.	In- hou se	In- hou se	MM, Dire ctor: Com mun ity Serv ices	1- Oct -23	End of Inte rve ntio n	Impr oved Recre ation al Facili ties Main tena nce Plan Cost reflec tive tariff s	N/A						

8	Public Safety, Traffic and Licensing	Law enforcement activities is affected by Inadequate equipment . Lack of Human resources Outdated By-Laws. Non-compliance with the validity period of permits. Non-compliance with the validity period of permits.	Law enforcement across divisions Fire, Traffic and Security. Renewal of trading permits	In-house	In-house	MM, Director: Community Services	1-Oct-23	End of Intervention	Intensive Law enforcement activities. Monthly operations. Intensify inspection of trading permits. Compliance	N/A						
9	Spatial Planning and Human Settlements	Housing Backlog. Limited spatial planning capacity in the municipality.	Implement the spatial development plan Annually review all development and land use tariffs. Spatial Planning; Demarcation of Sites and township establishment	In-house	In-house	MM, Director: Development and Planning	1-Oct-23	End of Intervention	Implemented spatial development plan Cost reflective tariffs Demarcated sites and new township establishment	N/A						

10	Fleet Management	Inadequate fleet to perform municipal functions optimally.	Implement Fleet Management Strategy and Plan Implementation of the vehicle maintenance plan and the fleet and fuel management system Implement vehicle replacement plan	In-house	In-house Provincial Support Package	MM, Director: Technical Services, Director: Community Services, Director: Planning and Development	1-Oct-23	End of Intervention	Improved Fleet Controlled and planned servicing and maintenance of vehicles Implemented functional Fleet and Fuel Management System	In line with approved Budget and Mobilized Funding						
11	Landfill Site	Lack of maintenance and operations at landfill sites, Licensing of the existing landfill site, Non-compliance with Environmental Legislation	Implement Integrated Waste Management Plan	In-house	In-house	MM, Director: Technical Services, Director: Community Services, Director: Planning and Development	1-Oct-23	End of Intervention	Approved and implemented Integrated Waste Management Plan Functional Plant and Equipment Revenue collected in line with	N/A						

									usage							
1 2	Security Services	Municipal property must be protected from vandalism.	Implement the Security Policy that covers internal and outsources security services.	In-house	In-house	MM, Director: Community Services	1-Oct-23	End of Intervention	Secure municipal personnel and infrastructure	N/A						
1 3	Local Economic Development	Inadequate preparation of enabling environment for economic activities and investments, Lack of land for development	Implement the LED strategy and implementation plan Generate revenue by exploiting tourism and other readily available private development opportunities	In-house	In-house	MM, Director: Development and Planning	1-Oct-23	End of Intervention	LED Strategy implementation Improved revenue Implementation of Human Settlements	N/A						
1 4	Integrated Human Settlements	Uncontrolled mushrooming of shacks	Development and implementing of Housing Strategy. Developed Integrated Human Settlement Plan	In-house	In-house	MM, Director: Development and Planning	1-Oct-23	End of Intervention	Implementation of Human Settlements Strategy Improved control over	N/A						

									'shac ks'							
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