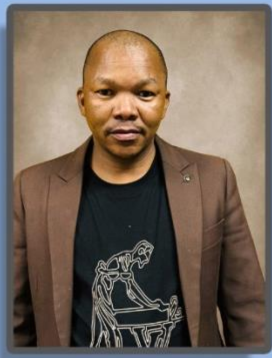
LEKWA- TEEMANE LOCAL MUNICIPALITY
“NW396”

REVIEWED IDP 2024-2025

Cllr. M. Motlhabi
MAYOR

LEKWA-TEEMANE
LOCAL MUNICPALITY



Cllr. M. Pilane
SPEAKER

EXCO MEMBERS

CORPORATE SERVICES, GOOD GOVERNANCE AND FINANCE COMMITTEE

INFRASTRUCTURE DEVELOPMENT & TOWN PLANNING, COMMUNITY SERVICE & LED

Cllr. T Hossain
CHIEF WHIP

SENIOR MANAGERS

Mr. T.C Moseki

CFO

Mr. J.B Sparks

COMMUNITY SERVICES

Mr. K.J Lesaisane

CORPORATE SERVICES

Vacant

PLANNING DEVELOPMENT

Mr. M. Duba

TECHNICAL SERVICE

Vacant

MUNICIPAL MANAGER

Contents

PREFACE

MAYOR’S FOREWORD

The Reviewed Integrated Development Plan 2024/2025 (IDP) represents our collective vision for sustainable growth, inclusive prosperity, and social cohesion. It is a strategic document designed to transform our aspirations into reality, addressing the multifaceted challenges our community faces while harnessing our rich diversity and potential.

As we stand at the threshold of a new financial year, it is imperative to recognize the significance of the IDP in guiding our developmental trajectory. This document is not merely a policy framework but a comprehensive roadmap that aligns national and provincial priorities with local imperatives, ensuring that development is both holistic and grounded in the real needs of our communities.

Our journey towards a more equitable and prosperous Lekwa-Teemane demands concerted effort and unwavering commitment from all stakeholders – government, civil society, the private sector, and our communities. The IDP emphasizes collaboration and partnerships, acknowledging that sustainable development is a shared responsibility. Through this revised plan, we aim to foster an environment where innovation thrives, economic opportunities are accessible to all, and the quality of life for every community member is significantly improved.

In terms of Statistics South Africa Lekwa-Teemane is young and will continue to have an expansive structure for the next few years. This however calls for more attention on programmes which will keep young people in schools and be empowered with relevant skills which will work positively to the advantage of the local socio-economic development.

The reviewed IDP addresses critical areas such as infrastructure development, economic growth, social services, environmental sustainability, and governance. By prioritizing these sectors, we aim to create a resilient and adaptable socio-economic landscape that can withstand domestic challenges. Furthermore, the revised plan underscores the importance of good governance, transparency, and accountability, ensuring that our development initiatives are effective and impactful.

Central to the reviewed IDP is the principle of inclusivity. We are committed to ensuring that no one is left behind in our development agenda. This revised plan for 2024/2025 pays particular attention to marginalized and vulnerable groups, striving to eliminate disparities and promote social justice. By doing so, we seek to build a society where every individual has the opportunity to achieve their full potential.

The path ahead is undoubtedly challenging, but it is also filled with immense possibilities. The reviewed IDP sets forth clear objectives and actionable strategies, providing a solid foundation upon which we can build a better future. It calls for innovation in addressing our socio-economic issues, resilience in the face of adversity, and unwavering dedication to our collective goals.

As we implement this reviewed Integrated Development Plan, let us do so with a sense of purpose and unity. Let us embrace the spirit of ubuntu, recognizing that our progress is intrinsically linked to the well-being of our local communities. Together, we can create a Lekwa-Teemane that is vibrant, equitable, and prosperous for all.

I extend my deepest gratitude to all those who have contributed to this reviewed IDP. Your insights, expertise, and dedication are invaluable. As we move forward, let us continue to work together with determination and optimism, ensuring that the vision encapsulated in this plan is realized for the benefit of present and future generations.

Let us embark on this journey with hope and confidence, committed to building a Lekwa-Teemane that stands as a beacon of progress and unity.

I thank you

Duly Signed

Cllr S.M Motlhabi
Mayor Lekwa-Teemane

MUNICIPAL MANAGER'S MESSAGE

The Lekwa Teemane Local Municipality Council and Municipal Management further commits itself to the delivery of quality basic services to community it serves. Through the IDP process, the municipality will focus on the most important needs of local communities taking into account the resources available and financial affordability. The South African Constitution is underpinned by principles of good governance, also highlighting the importance of public participation as an essential element of successful good local governance. Section 152 of the Constitution of the Republic of South Africa, 1996 confirms a number of citizen rights and more specifically, the rights of communities to be involved in local governance. The principle behind public participation is that all the stakeholders affected by the Council decision or actions have a right to be consulted and contribute to such a decision.

I further wish to confirm that as Council we have consulted all 7 ward-based communities and further engaged with various stakeholders to consolidate and review our IDP. To strengthen and streamline the municipality and its operations to enable the institution to expand service delivery to the residents the following interventions and actions will be prioritized in the year ahead:

- Ensuring that we improve our audit outcome.
- Promoting financial discipline and management.
- Vigorously instilling a culture of performance within the institution.
- Bringing stability to the fiscas of the municipality.
- Supporting SMME.
- Retention of the skilled labour.
- Sourcing available national and international.
- Funding to augment key service delivery projects and replace aging and poor infrastructure.
- Capacitating the communities through partnership with other stakeholders.

I commit that we will advance Service Delivery beyond Expectation

KJ/ LESEISANE
ACTING MUNICIPAL MANAGER

CHAPTER 1

CHAPTER 1

1.1 SECTION: BACKGROUND

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-Teemane Local Municipality (LTLM) has delegated the authority to the Municipal Manager to prepare the IDP.

The aim of the IDP for Lekwa-Teemane 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 LTLM which are aligned with national, provincial and district development plans as well as planning requirements binding on the municipality in terms of legislation.

1.2 LEGISLATIVE FRAMEWORK

The Constitution of the Republic of South Africa outlines the type of local government needed. Sections 152 and 153 of the Constitution prescribe local government being in charge of the development process and municipal planning and describes the following objectives of local government:

- to ensure a sustainable provision of services;
- to provide democratic and accountable government for all communities;
- to promote social and economic development;
- to promote a safe and healthy environment;
- to give priority to the basic needs of communities; and
- to encourage the involvement of communities and community organizations in matters of local government.

The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) as amended further compels municipalities to draw up the IDP's as a singular inclusive and strategic development plan. In terms of this Act, a municipality produces an IDP every five years comprising of the following components:

• A vision of the long-term development of the area.

• An assessment of the existing level of development which must include an identification of the need for basic municipal service.

• Municipality's development priorities and objectives for its elected term.

• Municipality's development strategies which must be aligned with national, provincial sectoral plans and planning requirements.

• Spatial development framework which must include the provision of basic guidelines for a land use management system.

• Municipality's operational strategies. A Disaster Management Plan.

• Financial Plan.

• The key performance indicators and performance targets.

a) The Municipal Planning and Performance Management Regulations of (2001) set out the following further requirements for the IDP:

• An Institutional Framework for implementation of the IDP and to address the Municipality's internal transformation.

• Investment initiatives that should be clarified.

• Development initiatives including infrastructure, physical, social and institutional development.

• All known projects, plans and programmes to be implemented within the Municipality by any organ of state.

b) In addition, the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) provides for closer alignment between the annual budget and the compilation of the IDP.

This can be understood as a response to the critique that IDP's took place in isolation from financial planning and were rarely implemented in full. Specifically, section 21(1) of the Act requires that a municipality co-ordinate the process of preparing the Annual Budget and the IDP to ensure that both the budget and IDP are mutually consistent.

Key to ensuring the co-ordination of the IDP and Annual Budget, is the development of the Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP is a detailed plan approved by the mayor of the municipality for implementing service delivery and the Annual Budget. The SDBIP should include monthly revenue and expenditure projections, quarterly service delivery targets and performance indicators.

1.3 WHAT IS INTEGRATED DEVELOPMENT PLAN (IDP)?

Integrated Development Plan is a central planning tool for government that embodies local government developmental goals and a comprehensive service delivery programme. Integrated planning has been developed as a consolidated municipal wide planning process that provides a framework for planning of future development in a municipality. It ensures horizontal and vertical co-ordination and integration across the national, provincial and local spheres of government. In addition, the IDP requires community participation and stakeholder involvement. The integrated development planning process is therefore critical for the success of every South African municipality's endeavor to bring about responsive, developmental and accountable local government.

The focus of this IDP is within the context of a seamless integrated strategic planning process. The Municipality has developed a set of long-term goals and five-year objectives (to be reviewed annually) that will form the basis of the annual business planning and budgeting carried out on an ongoing basis. The IDP will also further be shaped by inputs from communities and civil society, as well as direction from the political leadership.

A five-year IDP supports a single, integrated planning process, with clear demarcation between long-term, medium term and short-term planning. The five-year IDP should therefore be understood as an interpretation of strategy and political priorities into a detailed Executive Mayoral Plan that is to become the business plan, in this context, it is seen as an implementation tool.

1.4 ALIGNMENT WITH OTHER PLANS

1.4.1 SECTOR PLANS ALIGNMENT & INTEGRATION WITH NATIONAL, PROVINCE AND DISTRICT PLANS

The content below outlines the approach and responses adopted to ensure alignment with national, provincial and district Programmes & plans.

1.4.2 PREAMBLE

The Local Government elections of 1st November 2021 ushered a new political dispensation with a mandate that sets the tone for the development of a five-year IDP (2022 -2027). The Municipality is semi-rural in nature, characterized by high levels of poverty, unemployment and the low levels of education. It is further engulfed, like the rest of the country, with HIV and AIDS pandemic and further by the Covid-19 affecting mostly the economically active people and the youth.

The council started its term on 1st November 2021. In crafting the course of the future, the new council define its overarching strategy towards sustainable service delivery which took into account the national, provincial and the District Development Model.

1.4.3 THE LEGAL CONTEXT OF THE OVERARCHING STRATEGY

The strategy is developed with the following pieces of legislation forming basis of the Lekwa-Teemane Local Municipality IDP 2022-2027;

• Constitution of the Republic of South Africa No. 108, 1996

• Development Facilitation Act, 1995 (Act No 67 of 1995)

• Local Government: Demarcation Act, 1998 (Act No 27 of 1998)

• White Paper on Local Government of 1998

• Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000), as amended

• Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998), as amended

• Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003) and

Regulations

• Intergovernmental Relations Framework Act, 2005 (Act No 13 of 2005)

• Municipal Property Rates Act 6 of 2004

• Lekwa-Teemane Policies and By-Laws

1.4.4 THE NATIONAL CONTEXT

The Lekwa-Teemane strategy is informed by the five national key performance areas namely:

• Municipal transformation and institutional development;

• Basic service delivery and infrastructure development;

• Local economic development;

• Financial viability and management; and

• Good governance and public participation.

Spatial Planning has also become one of the key areas that municipalities must consider as vital. Lekwa-Teemane local Municipality takes into account interventions proposed by the National Planning Commission, outcome 9 and Back to Basics. National Policy Framework includes the following but not limited to

• Reconstruction and Development Programme (RDP);

• National Development Planning (NDP)

• National Development Strategy (NDS); and

• Spatial Development Framework (National Spatial Development Perspective)

1.4.5 PROVINCIAL CONTEXT

The North West Provincial Growth and Development Strategy (PGDS) remains as one of the most important developmental strategies for the province. The PGDS has seven important pillars which the Lekwa-Teemane strategies are aligned to. These pillars are;

1.4.5.1 The Growth and Investment Pillar

Under this pillar, the strategy is to develop mechanisms that will make the population more dynamically productive. The province will identify areas of potential growth and dictate the resource allocation approach to national. It will also identify comparative and competitive advantages of the various parts of the province and establish development hubs accordingly as well as identify competitive advantages globally. It will be necessary to identify skills gaps and match skills development initiatives with opportunities as well as to take care of the enabling environment to improve small business (especially women owned) access to finance.

1.4.5.2 *The Agriculture and Rural Development Pillar*

The province intends to address backlogs in basic needs; to capacitate and empower cooperatives and emerging farmers in terms of facilitating access to markets. The province also intends to finance infrastructure, machinery and agro-processing technology and skills, whilst also promoting efficient land usage and environmentally sustainable agricultural production. It will also strengthen agricultural and rural development institutions, encourage and develop partnerships; and require the relevant authorities to speed up the land reform process in order to address asset poverty and unlock the value of restored land for the benefit of PDI's. Underpinning this approach will be the systematic implementation of the ISRDP.

1.4.5.3 *Mining and Energy Pillar*

The Provincial Government will work closely with the Department of Mining and Energy in an effort to have a coordinated strategy that will assist in identifying and financing beneficiation opportunities in the mining sector whilst encouraging compliance with the Mining Charter and a triple bottom line approach to resource utilization, outsourcing and ensuring that ghost mining towns are self-sustainable beyond mining operations.

The province participates in initiatives such as the South African Mining Preferential Procurement Forum, (SAMPPF) which aims to warehouse a database and accreditation functions for the mining industry. The prime objective is to establish a combined front amongst the mining houses and the province wherein policies relating to BEE/HDSA businesses are used as a vehicle for preferential procurement lobbying in favor of growth and development in the province. The province will also explore opportunities for small-scale mining and intensive job creation.

1.4.5.4 *Tourism Pillar*

Based on the perceived polarized international and domestic flows, the limited geographic spread within the province, the low occupancy and seasonality and infrastructure challenges including the limited tourism air traffic, the province will lead and pursue the transformation of the tourism industry. Through this Pillar, it will also be necessary to reconfirm the four strategic pillars of the tourism management system as encapsulated in the Tourism Master Plan (TMP), namely:

- Tourism Policy and Strategy;
- Tourism Marketing;
- Tourism Development; and
- Tourism Information Management.
- Institutional arrangements

The ultimate objectives of the province are to diversify its tourism industry through cultural tourism and to promote the entertainment and hospitality industries, build human capital amongst tour operators whilst also promoting heritage sites as international tourism destinations.

1.4.5.5 Manufacturing and Trade Pillar

The province should formulate an Industrial Promotion Programme that will attract foreign direct investments, stimulate industrial clustering and negotiate opportunities for research and development. The province is looking at stimulating beneficiation processes, especially jewelry beneficiation in mining and agro-industry in agriculture, within identified nodal and spatial development areas wherein resources will be crowded into fast-track secondary industries. The Brits area was identified as a motor manufacturing hub with tremendous location advantages to benefit from the Maputo railway line and harbor, while Rustenburg was identified as a mining supply and service centre.

Trade promotion is taking place in close collaboration with the Department of Trade and Industry. A continuation to leverage the benefits of the AGOA in textile manufacturing and to provide incentives to increase production of processed food and crafts for the export market towards facilitating SMME development will also be made.

1.4.5.6 Construction and Infrastructure Pillar

The strategy is to identify critical challenges facing the construction and infrastructure sector and to examine how the state resources can be used as an instrument to drive developmental priorities. This can also be achieved by aligning the empowerment portfolio instruments, i.e, public sector procurement process, Broad Based Black Economic Empowerment, Contractor Development Programmes, Semelela Expanded Public Works Programme, Spatial Development Initiatives, development and improvements of access to roads, rail and air networks in the province through influencing the relevant authorities. The need to constantly evaluate the costs and benefits of specific projects in terms of their contribution to social development and leveraging of economic growth will be imperative.

The existence of effective institutional arrangements to implement infrastructure development is a prerequisite towards, amongst others, the coordination and alignment of infrastructure implementation at national, provincial and local government spheres including the mobilization of sufficient resources.

1.4.5.7 SMME Development Pillar

The Provincial Government considers SMME development as an imperative to economic growth and wealth redistribution and observed a tremendous potential for job creation if only the existing informal activities in this sector could be properly harnessed and directed. There is a general lack of awareness of the advantages of small business development through poor information dissemination, as well as a general lack of access to funding mechanisms required to promote BEE. It has also been noted that big business is generally apathetic to small business whilst tertiary institutions are not accessible to assist small entrepreneurs.

1.4.5.8 Training and Skills Development Pillar

The Commission agreed that investment in human capital is the most important contribution that government could make in equipping its residents with the skills and choices to benefit from opportunities in the labor market. The province will increasingly promote research and development initiatives through facilitation of the North West Research Coordinating Forum.

This strategy is to invest increasingly in SMME development and entrepreneurial development, mentoring and the provision of information communication technology skills to the youth, as well as to aggressively invest in learning facilities in rural communities. It is envisaged that skills development should constitute part of a broader, integrated effort at promoting job creation and that the focus should be on growing skills and vocational training in the services and financial sectors for long term sustainability and ability to compete globally.

A focused Adult Basic Education & Training (ABET) strategy was proposed to address high illiteracy levels and to facilitate further education and training. The province will investigate alternatives of fast tracking ABET HIV/AIDS training. Lastly, companies will be encouraged to promote employee development through on-the-job learning and learnerships.

1.5 DISTRICT CONTEXT

The District Development Model (DDM) comes against the backdrop of observed "patterns of operating in silos" and "lack of coherence in planning and implementation and has made monitoring and oversight of government's Programme difficult" noted by the President during SONA, 2019. The consequence of these has been non-optimal delivery of services and diminished impact of government Programmes on development and service delivery needs. The need to develop a coherent state across the three spheres of government in order to harness the energies of role players and maximize development impact led to the President announcing the DDM. The President envisaged the DDM as a process that would see national, provincial and local government spheres working together to plan jointly and implement government Programmes in a coordinated manner.

1.5.1 What is the District Development Model? (DDM)

The DDM is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government to work jointly and to plan and act in unison. The model comprises of a process by which joint and collaborative planning is undertaken at local, district and metropolitan spheres together by all three spheres of government resulting in a single strategically focused Joined-Up plan (One Plan) for each of the 44 districts and 8 metropolitan geographic spaces in the country. The resultant One Plan for each space will be approved and adopted by all three spheres of government on the basis of consultative processes within government and with communities and stakeholders. The Model is aimed at enhancing cooperative governance so that there is greater cohesion and positive development impact. The model introduces ways of planning locally while responding to key national, regional and global priorities. By binding all three spheres of government to commonly agreed set of objectives and deliverables in time and space (impact area), the Model therefore provides a solution to the alignment problem by going beyond the current approach which relies solely on the "discretionary" alignment of planning between and amongst the three spheres of government through joint planning, implementation as well as monitoring and evaluation. The DDM also represents a fundamental shift from alignment to joint planning. That is, instead of different departments and spheres of government planning separately and always hope to 'align' plans of each other at some stage, the DDM forces all departments and spheres operating in particular the district and metropolitan spaces to come together and undertake joint planning to jointly and collaboratively respond to the development and service delivery challenges in those spaces. In addition, the Model is a bottom-up process geared to achieve outcomes based joint planning. This enables customized and localized solutions which are most appropriate and are differentiated to the circumstances of each district and metropolitan area.

1.5.2 The One Plan

The One Plan is an integrated plan that emerges out of an elaborate process of consultation and engagements between the various municipalities, provincial and national departments, civil society and private sector to address the development and service delivery challenges in the given District or metropolitan municipality. The plan alluded to, will ultimately form part of the One Joined-Up Plan of national government. The plan has to take into account the local conditions and be informed by national, provincial and local government plan and thus be a consolidated District plan that reflects the totality of plans and projects for the district. Some of the projects identified in the One Plan is;

Project/ Programme Name	Lekwa Teemane Potato Farming & Agro Processing
Strategic Objective	Regional Economic Development
Local Municipality	Lekwa Teemane Local Municipality
Significance	Municipal
Project/ Programme Name	Bloemhof Dam Resort Development
Strategic Objective	Regional Economic Development
Local Municipality	Lekwa Teemane Local Municipality
Significance	Municipal
Project/ Programme Name	Lekwa Teemane Beef Beneficiation
Strategic Objective	Regional Economic Development
Local Municipality	Lekwa Teemane Local Municipality
Significance	Municipal
Project/ Programme Name	N12 Treasure Corridor Development
Strategic Objective	Regional Economic Development
Local Municipality	Lekwa Teemane Local Municipality
Significance	Municipal
Project/ Programme Name	Christiana Caravan Park
Strategic Objective	Local Economic Development
Local Municipality	Lekwa Teemane Local Municipality

Significance	Municipal
Project/ Programme Name	Rehabilitation/ Redevelopment landfill sites (Christiana (new site); Bloemhof)
Strategic Objective	Regional/Local Economic Development
Local Municipality	Lekwa Teemane Local Municipality
Significance	Municipal
Project/ Programme Name	Lekwa Teemane Clearing of Invasive Alien Plants (Eucalyptus trees)
Strategic Objective	Regional/Local Economic Development
Local Municipality	Lekwa Teemane Local Municipality
Significance	Municipal
Project/ Programme Name	Lekwa Teemane Industrial Hub
Strategic Objective	Regional/Local Economic Development
Local Municipality	Lekwa Teemane Local Municipality
Significance	Municipal

Project/ Programme Name	Bloemhof Hydro-electric Dam
Strategic Objective	Regional/Local Economic Development
Local Municipality	Lekwa Teemane Local Municipality
Significance	Municipal
Project/ Programme Name	TVET College satellite campus
Strategic Objective	Regional Economic Development
Local Municipality	Lekwa Teemane Local Municipality
Significance	Municipal
Project/ Programme Name	Youth Angling Development Programme
Strategic Objective	Regional Economic Development
Local Municipality	Lekwa Teemane Local Municipality
Significance	Municipal

2. POLITICAL VISION FOR LEKWA-TEEMANE

The political vision of the municipality is aligned to National, Provincial and District objectives. The political vision is derived from the promises made by the governing party. These promises can be defined as follows;

- To deliver services promptly and consistently
- To rebuild safer and healthier communities

- To stimulate local economies
- To be available to our people
- To listen to and have open channels of communication
- To remain accountable
- To form and sustain working partnerships with communities; civic, religious and all community organizations; NGOs, and the private sector to benefit our local communities
- To spare no effort in rooting out corruption and all forms of nepotism and malfeasance in the institution.
- To be youth and women based

In achieving the promises made to the communities the Lekwa-Teemane Local Municipality adopted a theme for the next five years namely; "***Re-imagine Lekwa-Teemane"*** Specia*l* focus will be on the following key sectors;

- Agriculture
- Manufacturing
- Construction
- Commercial Trade
- Mining
- Tourism

2.1. The Vision and Mission of the Municipality is;

VISION

"To create a responsive and caring municipality for all who live in it"

MUNICIPAL MISSION

To render Services effectively and efficiently in a sustainable manner to our community

To promote developmental local government through community participation

2.2 POWERS AND FUNCTIONS OF THE MUNICIPALITY

The Municipality is currently performing the following powers and functions:

Air Pollution

Building Regulations

Electricity Reticulation

Local Tourism

Municipal Planning

Storm Water

Trading Regulations
Potable Water
Sanitation
Municipal Health Services
Billboards and Advert in public places
Cemeteries
Cleansing
Control of Public Nuisance
Fencing and Fences
Local amenities
Local Sports Facilities
Municipal Parks and Recreation
Municipal Roads
Public Places
Refuse Removal
Street Lighting
Street Trading
Pontoon and Ferries
Noise pollution
Pounds
Furthermore, the following functions are performed on an agency basis:
Library Services
Traffic and Licensing

3. PROCESS PLAN

The purpose of the process plan is to indicate the various planned activities and strategies on which the municipality will embark to develop its five year (2022-2027) integrated development plan.

The Process plan enhances integration and alignment between the IDP and Budget, thereby ensuring the development of an IDP-based budget. It fulfils the role of a business plan or an operational framework for the IDP process outlining the manner in which the IDP process will be undertaken. In addition, it identifies the activities in the processes around the key statutory annual operational processes of the budget and IDP compilation, performance management implementation and the adoption of the municipality’s annual report.

The IDP and Budget processes are two distinct but integrally linked processes which must be coordinated to ensure that the IDP and budget related policies and the final budget are mutually consistent and credible. Credibility refers to the Municipality's ability and capacity to spend and deliver services in accordance with its approved budget and IDP. The process creates its own dynamics since it encompasses the involvement of external role-players and vested interest groups, therefore it requires accurate logistical planning and arrangements of engagement sessions to ensure that the process is implemented in accordance with the approved schedule. However, experience has taught us that deviation from the approved time schedule may occur due to unforeseen events and circumstances which are beyond the control of the politici and the administration. This would require adjustment to the timeframes to ensure that the execution of the process remains practical and that all legislative requirements are adhered to.

3.1 MEDIUMS / METHODS OF COMMUNICATION

Due to the Covid-19 pandemic, the municipality will make use of different communication methods to communicate with different stakeholders. For this planning cycle the municipality will utilize the following mechanisms;

METHOD	REASON
NEWSPAPER PUBLICATION AND SOCIAL MEDIA	• To invite comments from the public for both draft and final IDP documents. • To ensure the municipality adheres to legislation in terms of published the notices in the local newspapers
LOUD HAILING	• To alert the community on the IDP process as well to ensure the message is carried out within the community to attend the public participation meetings in order to identify needs
WARD COMMITTEE MEETINGS	• Ward committees serves as an official specialized participatory structure within the municipality and a mobilizing agent for community action within the wards.

WEBSITE	• To adhere to legislation in terms of section 21 of the Municipal Systems Act as well to make the IDP and all other related documents public on the municipal website.

3.2 ROLES AND RESPONSIBILITIES

One of the prerequisites of a well-organized IDP process is for all role players to be fully aware of their own as well as other role player's responsibilities. The Table below outlines a brief description thereof.

ROLE PLAYERS	ROLES AND RESPONSIBILITIES
COUNCIL	• Approve and adopt the process and framework plans as well as IDP and budget • Monitor the implementation and approve any amendments of the plan when necessary
MAYOR	• Consider the IDP and Budget timetable and Process Plan and submit to Council for approval. • Overall management, coordination and monitoring of the IDP process. • Assign and delegate responsibilities in this regard to the Municipal Manager. • Submit the draft IDP to Council for approval. • Submit final IDP and Budget to Council for adoption. • Provide political guidance in IDP and Budget (in terms of section 53(a) of the MFMA Act 56 of 2003. • Co-ordinate plans and Timetables for the Budget.
WARD COUNCILLORS / WARD COMMITTEES	• Form a link between the Municipality and residents. • Link the IDP process to their respective Wards. • Assist in the organizing of public consultation and participation. • Monitor the implementation of the IDP with respect to their particular wards • Encourage residents to take part in the IDP process.
MUNICIPAL MANAGER	• Managing and coordinate the entire IDP process as assigned by the Mayor. • Chair the IDP Steering Committee Meetings. • Fulfil the duties of Accounting Officer as set out in Sections 68 and 69 of the MFMA, Act 56 of 2003.

IDP MANAGER	• Prepare IDP process plan and monitor the timeously implementation thereof. • Day to day management and coordination of the IDP process. • Ensure stakeholder engagement in IDP process by organizing and setting up meetings for engagement. • Ensure that the IDP process is participatory and that planning is ward-based oriented. • Respond to public and MEC comments on Draft IDP. • Compilation of comprehensive, neat and presentable IDP document that complies with all legislator requirements.
COMMUNITY LIASION OFFICER	• Assist the Speaker to coordinate the process of establishing ward committees. • Responsible for logistical arrangements pertaining to ward committee meetings. • The responsibility to meet regularly with the ward committees to ensure appropriate communication with the communities through the ward Committee structure. • The responsibility to ensure that representations made through the ward committees and ward councilors are channeled to the appropriate Structures/functionaries for further attention/information. • To provide the administrative support to ward committees.
DIRECTORS AND SECTIONAL MANAGERS	• Provide relevant technical, sector and financial information for analysis for determining priority issues. • Provide technical expertise in consideration and finalization of strategies and identification of projects. • Provide departmental, operational and capital budgetary information.
IDP-STEERING COMMITTEE	• Preparation of project proposals, integration of projects and sector Programmes. • Refinement and Quality check of IDP document to ensure compliance with legislation. • Consist of Municipal Manager, Senior Management, IDP Manager, Mayor/ Speaker. • To provide technical assistance to the mayor in discharging the responsibilities set out in Section 53 of the MFMA.

BUDGET-STEERING COMMITTEE	• Consist of Portfolio Councilor for Financial matters, the Municipal Manager, the Chief Financial Officer, Senior Managers and Sectional to give technical advice if necessary. • Provide an organizational mechanism for discussion, negotiation and decision making between stakeholders.
IDP REPRESENTATIVE FORUM	• Represents the interest of their constituencies in the IDP process. • Comprises of the Mayor, Councilors, Ward Committees, Municipal Manager, Directors, representatives of various sectors, NGO"s, Government Departments and specialized community members. • Monitors the performance of the planning and implementation process.

3.3 DISTRIBUTION OF ROLES AND RESPONSIBILITIES BETWEEN THE MUNICIPALITY AND EXTERNAL ROLE PLAYERS.

It is one of the pre-requisitions of a smooth and well organized IDP process that all role players are fully aware of their own and of other role players" responsibilities. Therefore, it is one of the first preparation requirements for the IDP process to ensure that there is a clear understanding of all required roles, and of the persons or organizations that can assume those roles.

This section deals with:

- The roles which the municipality has to play in the IDP process in relation to the roles which external role players are expected to play.
- The specific roles within the Municipality and the responsibilities related to that role in detail.

ROLE PLAYERS	ROLES AND RESPONSIBILITIES
LEKWA-TEEMANE MUNICIPALITY	• Prepare and adopt the IDP. • Undertake the overall planning, management and coordination of the IDP process. • Consider comments of the MEC on the IDP and adjust the IDP if necessary. • Ensure linkage between the Budget and IDP.
LOCAL RESIDENTS, COMMUNITIES AND STAKEHOLDERS	• Represents interest and contributes knowledge and ideas in the IDP process by participating in and through the ward committees.

	• Keep constituencies informed on IDP activities and outcomes.
DR RSM DISTRICT MUNICIPALITY	• Ensure alignment of the IDP between the municipality and the district municipality (Integrated District and Local Planning). • Preparation of joint strategy workshops between municipality, provincial and national government.
PROVINCIAL GOVERNMENT	• Ensuring vertical and sector alignment between provincial sector departments/ provincial strategic plans and the IDP process at local/district level. • Efficient financial management of Provincial IDP grants. • Monitor the IDP progress. • Assist municipalities in compiling the IDP. • Coordinate and manage the MEC"s assessment of the IDP. • Provincial Treasury must provide views and comments on the draft budget and any budget-related policies and documentation for consideration by council when tabling the budget. • Conduct Medium Term Revenue and Expenditure Framework (MTREF) budget and IDP assessment.
SECTOR DEPARTMENTS AND PRIVATE SECTOR	• Contribute sector expertise and knowledge. • Provide sector plans and programs for inclusion in the IDP.

Municipal Council adopted 2024/25 IDP/Budget & PMS process plan be end August 2023 as regulated in the Municipal Systems Act (2000), in order to ensure certain minimum quality standards of the Integrated Development Plan (IDP), and a proper coordination between and within spheres of government.

KEY TIMELINES

MONTH	ACTIVITY	ACCOUNTABILITY	SUPPORTING LEGISLATION	TIMELINE
	IDP	BUDGET	PMS	RISK MANAGEMENT
New financial year commences on 1 July 2021				
JUNE/JULY	Submission of monthly performance report to Municipal Manager (within 6 working days after the end of the month / CFO within 10 working days after the end of the month	All Senior Management & Acting Programme Manager of Entity. (PMS Manager to coordinate)	LTLM Integrated Performance Management Policy (revised in 2016)	June 2023 (ACTING CFO)

	Submission of the Draft SDBIP and Draft Performance Agreements to the Mayor (within 14 days after the approval of the Budget)	PMS Manager and Municipal Manager	MFMA Circular No.13 Municipal Finance Management Act No. 56 of 2003 Section 69 (3)(a) and (b) of the Municipal Finance Management Act, 2003	June 2023
	Approval of SDBIP (within 28 days after the approval of the Budget)	**Mayor (MM & PMS Manager to coordinate)**	**Section 53 (1)(c)(ii) of the Municipal Finance Management Act, 2003**	**July 2023**
	Finalising and distribution of Risk Management Committee meeting notice and agenda (at least 10 working days before meeting)	**Risk Champion and District Risk Unit**	**LTLM Risk Management Committee Charter**	**July 2023**
	Quarterly Directorate Risk Assessment	**Senior Management (Risk champion to coordinate)**	**LTLM Risk Management Policy**	**July 2023**
	Quarterly Directorate Risk Management Report	**Risk Champion**	**LTLM Risk Management Policy**	**July 2023**
	Submission of monthly performance report to Municipal Manager (within 6 working days after the end of the month / CFO within 10 working days after the end of the month	All Senior Management & Acting Programme Manager of Entity. (PMS Manager to coordinate)	LTLM Integrated Performance Management Policy (revised in 2016)	July 2023
	Submission of approved SDBIP (Submitted to the National Treasury and the Provincial Treasury, in both printed and electronic form, within 10 working days after the Mayor has approved the plan)	PMS Manager and Municipal Manager Manager	Sub-regulation 20(2)(b) of the Local Government: Municipal Finance Management Act (56/2003): Municipal budget and reporting regulations, 2009	July 2023
	Publicising SDBIP (made public no later than 14 days after the approval of the SDBIP)	PMS Manager	Section 53(3)(a) of the Municipal Finance Management Act, 2003 and Sub-regulation 19 of the Local Government: Municipal Finance Management Act (56/2003): Municipal budget and reporting regulations, 2009	July 2023
	Publicising of performance agreements of the Municipal Manager and managers reporting directly to	PMS Manager	Section 53(3)(b) of the Municipal Finance Management Act, 2003	July 2023

	the Municipal Manager (made public no later than 14 days after the Approval of the SDBIP).			
	Preparation of the 2023/2024 IDP and Budget Process Plan/Time Schedule	**IDP Manager and Chief Financial Officer**	A legislative compliant IDP and Budget: Section 21 (1 a& b) of the MFMA, 56 of 2003	**August 2023**
AUGUST	Submission of monthly performance report to Municipal Manager (within 6 working days after the end of the month / CFO within 10 working days after the end of the month.	All Senior Management & Acting Programme Manager of Entity. (PMS Manager to coordinate)	LTLM Integrated Performance Management Policy (revised in 2016)	August 2023
	IDP and Budget Working Group	**IDP Manager**	**To ensure smooth preparations for IDP and Budget public participation processes**	**August 2023**
	Submission of signed performance agreements of the Municipal Manager and managers reporting directly to the Municipal Manager (Submitted to the MEC and national minister responsible for local government within 14 days after concluding the performance agreement)	PMS Manager and Municipal Manager	Section 53(3)(b) of the Municipal Finance Management Act, 2003 and Sub-regulation 4(5) of the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, 2006	August 2023
	Submission of quarterly Risk report to MUNICIPAL MANAGER	**Risk Champion**	**Public Sector Risk Management Framework section 24(5)**	**August 2023**
	Concluding of performance agreements of the Municipal Manager and Section 56 Managers reporting to the Municipal Manager (within 60 days after a person has been appointed and thereafter annually within one month after the beginning of each financial year)	Mayor, Municipal Manager and PMS Manager	Section 57(2)(a)(i) and (ii) of the Municipal Systems Act, 2000	August 2023

	Submission of financial statement and performance information to the Auditor-General (within 2 months after the end of the financial year)	**Acting Chief Financial Officer**	**Section 126(1)(a) of the Municipal Finance Management Act, 2003**	**August 2023**
	Submission of performance agreements of the Municipal Manager and managers reporting directly to the Municipal Manager (Submitted to Council after concluding the performance agreement)	**PMS Manager submits to Municipal Manager and Mayor)**	**Section 53(3)(b) of the Municipal Finance Management Act, 2003**	**Finalised in August for Council meeting of end August 2023**
SEPTEMBER	**Quarterly Directorate Risk Assessment**	**Risk Champion and Senior Management**	**LTLM Risk Management Policy**	**September 2023**
	Quarterly Directorate Risk Management Report	**Risk Champion**	**LTLM Risk Management Policy**	**September 2023**
	IDP Representative Forum	**IDP Manager**	**A legislative compliant IDP and Budget in terms the MSA 32 of 2000**	**September 2023**
	Submission of consolidated AFS to Auditor-General (municipalities and entities)	**Municipal Manager**	**Section 126(1)(b) of the Municipal Finance Management Act**	**September 2023**
OCTOBER	***Review of first quarter performance of the Municipality, MUNICIPAL MANAGER and managers directly accountable to the MUNICIPAL MANAGER*** (in relation to their performance agreements)	Mayor (in respect of the Municipal Manager) Municipal Manager (in respect of Managers directly accountable to the Municipal Manager) (PMS Manager to coordinate)	Sub-regulation 28(1) of the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, 2006	October 2023
	Submission of monthly performance report to Municipal Manager (within 6 working days after the end of the month / CFO within 10 working days after the end of the month	All Senior Management & Acting Programme Manager of Entity. (PMS Manager to coordinate)	LTLM Integrated Performance Management Policy (revised in 2016)	October 2023
	IDP and Budget Public Participation session	**IDP Manager & Chief financial Officer**	**A legislative compliant IDP and Budget in terms of Chapter 4 of the MSA 32 of 2000**	**October 2023**

	Review and adoption of Risk Charter (annual review)	Risk Management Committee	LTLM Risk Management Committee Charter	October 2023
	Quarterly Risk Management Committee meeting	Risk Champion and Municipal Manager	LTLM Risk Management Committee Charter	October 2023
	Quarterly Institutional Risk Management Report	Risk Champion	LTLM Risk Management Policy	October 2023
	Submission of first quarter report on Budget implementation and financial state of affairs of the Municipality (to Council within 30 days after the end of the quarter)	**Mayor (CFO to coordinate)**	**Section 52(d) of the Municipal Finance Management Act, 2003**	**October 2023**
NOVEMBER	**Bilateral with Directorates**	**Municipal Manager**	**Directorates to consider inputs from the public meetings**	**November 2023**
	IDP Steering Committee Meeting	**IDP Manager**	**A legislative compliant IDP and Budget in terms the MSA 32 of 2000**	**November 2023**
	IDP Representative Forum	**IDP Manager**	**A legislative compliant IDP and Budget in terms the MSA 32 of 2000**	**November 2023**
	Submission of quarterly Risks report to MUNICIPAL MANAGER	Risk Champion	Public Sector Risk Management Framework section 24(5)	November 2023
DECEMBER	**2019/20 First Draft IDP in place**	**IDP Manager**	**Availing baseline information for planning both internally and externally**	**December 2023**
	Quarterly Directorate Risk Assessment	Risk Champion and DRSM Risk Unit	LTLM Risk Management Policy	December 2023
	Quarterly Directorate Risk Management Report	Risk Champion and DRSM Risk Unit	LTLM Risk Management Policy	December 2023
	Municipality must address any issues raised by the Auditor-General and prepare action plans to address issues and include these in annual report. Provide copy of report to Audit Committee.	**Municipal Manager. Mayor must ensure compliance by municipality**	**Section 131(1) of the Municipal Finance Management Act**	**On receipt of Audit report**
	Entity submits annual report to Municipal Manager	**Municipal Entity Acting Programme Manger**	**Section 127(1) of the Municipal Finance Management Act**	**December 2023**
JANUARY	***Review of second quarter performance of the Municipality, Municipal Manager and Managers***	Mayor (in respect of the Municipal Manager) Municipal Manager (in	Sub-regulation 28(1) of the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, 2006	January 2024

	directly accountable to the Municipal Manager (in relation to their performance agreements)	respect of Managers directly accountable to the Municipal Manager)		
	Submission of monthly performance report to MUNICIPAL MANAGER (within 6 working days after the end of the month / CFO within 10 working days after the end of the month	All Senior Management & Acting Programme Manager of Entity. (PMS Manager to coordinate)	LTLM Integrated Performance Management Policy (revised in 2016)	January 2024
	Strategic Planning Session for 2022/2027 planning cycle	**Municipal Manager**		
	Submission of Mid-term Performance Report of the Municipal Entity (by 20 January to the board of directors of the entity, the Municipality and be made public)	Acting Programme Manager of Municipal Entity	Section 88(1)(a) and (b), and (2) of the Municipal Finance Management Act, 2003	January 2024
	Submission of Mid-term Performance Report of the Municipality (to the Mayor by 25 January and to the National Treasury and Provincial Treasury, in both printed and electronic form, by 25 January of each year)	PMS Manager	Section 72(1)(a) and (b) of the Municipal Finance Management Act, 2003 and Sub-regulation 35(a) of the of the Local Government: Municipal Finance Management Act (56/2003): Municipal budget and reporting regulations, 2009	January 2024
	Submission of second quarter report on Budget implementation and financial state of affairs of the Municipality (to Council within 30 days after the end of the quarter)	Chief Financial Officer	Section 52(d) of the Municipal Finance Management Act, 2003	January 2024
	Tabling of the Municipality and Municipal Entities' Draft Annual Reports to Council (within seven months after the end of the financial year)	PMS Manager	Section 127(2) of the Municipal Finance Management Act, 2003	January 2024
	Publicising of the Municipality and Municipal Entities' Draft Annual Report (made public immediately after the annual report is tabled in Council)	PMS Manager	Section 127(5)(a)(i) of the Municipal Finance Management Act, 2003	January 2024

	Submission of the Municipality and Municipal Entities' Draft Annual Report (to the Auditor General, the Provincial Treasury and the Provincial Department responsible for local government in the province, immediately after the annual report is tabled in Council)	PMS Manager	Section 127(5)(b) of the Municipal Finance Management Act, 2003	January 2024
FEBRUARY	**Quarterly Institutional Risk Management Report**	**Risk Champion**	**LTLM Risk Management Policy**	**February 2024**
	Submission of monthly performance report to MUNICIPAL MANAGER (within 6 working days after the end of the month / CFO within 10 working days after the end of the month	All Senior Management & Acting Programme Manager of Entity. (PMS Manager to coordinate)	LTLM Integrated Performance Management Policy (revised in 2016)	February 2024
	Joint IDP and Budget Steering Committee and Finance portfolio Committee Meeting.	**IDP Manager, BTO Manger and Acting Programme Manager**	**Consideration of the Draft IDP and Draft budget before it goes to full council**	**February 2024**
	IDP Representative Forum	**Mayor & Municipal Manager / IDP Manager and Acting CFO**	**A legislative compliant IDP and Budget in terms the MSA 32 of 2000**	**February 2024**
	Oversight committee to hold meetings to provide oversight over the Annual Report and develop and Oversight Report for the consideration of Council	**Accounting Officer of municipality and acting Programme Manager**	**Section 129(2)(a) of the Municipal Finance Management Act**	**February 2024**
	Submission of quarterly Risk report to MUNICIPAL MANAGER	**Risk Champion & DRSM Risk unit**	**Public Sector Risk Management Framework section 24(5)**	**February 2024**
	Tabling of Adjustments Budgets (to Council any time after the tabling of the mid-year Budget and performance assessment, by no later than 28 February of the current year)	Chief Financial Officer	Sub-regulation 23(1) of the of the Local Government: Municipal Finance Management Act (56/2003): Municipal budget and reporting regulations, 20	February 2024
MARCH	Submission of monthly performance report to Municipal Manager (within 6 working days after the end of the month / CFO within 10 working days after the end of the month	All Senior Management & Acting Programme Manager of Entity. (PMS Manager to coordinate)	LTLM Integrated Performance Management Policy (revised in 2017)	March 2024
	2nd Draft of the IDP Available	**IDP Manager**	**Refined Draft IDP**	**March 2024**

	Tabling SDBIP Revision Report (on receipt of a report submitted by the accounting officer of the Municipality in terms of Section 72 [Mid-year budget and performance assessment], consider and, if necessary, make any revisions to the Service Delivery and Budget Implementation Plan, provided that revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of the Council following approval of an adjustment budget)"	Mayor (PMS Manager to coordinate)	Section 54(1)(c) and Section 72 of the Local Government: Municipal Finance Management Act 56 of 2003	March 2024
	Publicising revisions of the SDBIP (made public promptly after Council approval of the SDBIP Revision Report)	Mayor (PMS Manager to coordinate)	Section 54(3) of the Local Government: Municipal Finance Management Act 56 of 2003	April 2024
	Publicising revisions of the performance agreements (addendums and erratum made public promptly after Council approval of the SDBIP Revision Report)	Municipal manager & PMS Manager		March 2024
	Submission of revised SDBIP and performance agreement addendums / erratum (promptly to MEC, Provincial and National Treasury after Council approval of the SDBIP Revision Report*)*	Municipal Manager & PMS Manager	Policy	March 2024
	Adoption of the Municipality and Municipal Entities 'Annual Reports (within nine months after the end of the financial year)	Council	Section 121(1) of the Municipal Finance Management Act, 2003	March 2024
	Tabling of IDP and annual Budget: The Mayor must table the annual Budget at a Council	Mayor	Section 16(2) of the Municipal Finance Management Act, 2003	March 2024

	meeting at least 90 days before the start of the Budget year.			
	Tabling and approval of the Draft IDP and Budget by Council	**IDP Manager and Chief Financial Officer**	**A legislative compliant IDP and Budget in terms of Section 16 of the MFMA 56 of 2003**	**March 2024**
	Council to have considered the annual report and adopted an oversight report	**Council**	**Section 129(1) of the Municipal Finance Management Act**	**March 2024**
APRIL	***Review of third quarter performance of the Municipality, MUNICIPAL MANAGER and Managers directly accountable to the MUNICIPAL MANAGER*** (in relation to their performance agreements)	Mayor in respect of Municipal Manager Municipal Manager in respect of managers directly accountable to the Municipal Manager	Sub-regulation 28(1) of the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, 2006	April 2024
	Advertising, publishing and distributing the Draft IDP and Budget in the Newspaper and Municipal Website for public comment	**Chief Financial Officer & IDP Manager**	**A legislative compliant IDP and Budget in terms of Section 22 of the MFMA 56 of 2003 and Section 25(4) of the MSA 32 of 2000**	**April 2024**
	Quarterly Directorate Risk Assessment	**Risk Champion**	**LTLM Risk Management Policy**	**April 2024**
	Submission of oversight and annual reports to the Provincial Legislature (within seven days after adoption of the Annual and Oversight Reports)	Mayor	Section 132(1)(a) and (b) of the Municipal Finance Management Act, 2003	April 2024
	Publicising of Oversight Report on the Annual Report (made public within 7 days of adoption by Council)	Municipal Manager	Section 129(3) of the Municipal Finance Management Act, 2003	April 2024
	Submission of the Municipality and Municipal Entities 'Annual Report (to the Auditor General, the Provincial Treasury and the Provincial Department responsible for local government in the province, immediately	Municipal Manager	Section 127(5)(b) of the Municipal Finance Management Act, 2003	April 2024

	after the annual report is tabled in Council)			
	Quarterly Directorate Risk Management Report	**Risk Champion**	**LTLM Risk Management Policy**	April 2024
	Submit to the provincial legislature, the annual report of municipality and entities and the oversight reports on those annual reports.	**Municipal Manager**	**Section 132(1) and (2) of Municipal Finance Management Act**	**April 2024**
	Submission of monthly performance report to Municipal Manager (within 6 working days after the end of the month / CFO within 10 working days after the end of the month	All Senior Management & Acting Programme Manager of Entity. (PMS Manager to coordinate)	LTLM Integrated Performance Management Policy (revised in 2016)	April 2024
	IDP and Budget Public Participation session	**PMS Manager**	**A legislative compliant IDP and Budget in terms of Section 22(a)(ii) of the MFMA 56 of 2003**	**April 2024**
	Quarterly Institutional Risk Management Report	**Risk Champion**	**LTLM Risk Management Policy**	**April 2024**
	Submission of third quarter report on Budget implementation and financial state of affairs of the Municipality (to Council within 30 days after the end of the quarter)	Mayor	Section 52(d) of the Municipal Finance Management Act, 2003	April 2024
	Receipt of public inputs on the Draft IDP: (The Municipality must afford the local community at least 21 days to comment on the final draft of the IDP before it is submitted to Council for adoption)	Municipal Manager	Sub-regulation 15(3) of the Municipal Planning and Performance Management Regulations, 2001	**May 2024**
MAY	***Annual Performance evaluation of MUNICIPAL MANAGER and Managers directly accountable to the MUNICIPAL MANAGER*** (only after the Annual Report for the financial year under review has been tabled and adopted by Council)	Municipal Manager and PMS Manager	Sub-regulations 8 and 27(4)(a) of the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, 2006	May 2024

	Incorporating comments from the public participation sessions and finalizing sector department inputs into the IDP	**IDP Manager**	**An IDP and Budget that is informed by the needs of the community**	**May 2024**
	Submission of monthly performance report to Municipal Manager (within 6 working days after the end of the month / CFO within 10 working days after the end of the month	All Senior Management & Acting Programme Manager of Entity. (PMS Manager to coordinate)	LTLM Integrated Performance Management Policy (revised in 2016)	May 2024
	Joint IDP and Budget Steering Committee and Mayoral Committee Meeting	**Chief Financial Officer & IDP Manager**	**Consideration of the Draft IDP and Draft budget before it goes to full council**	**May 2024**
	Tabling and approval of 2019/20 IDP and Budget by Council	**IDP Manager and Chief Financial Officer**	**A legislative compliant IDP and Budget in terms of Section 24 of the MFMA 56 of 2003 and Section 25 of MSA 32 of 2000**	**May 2024**
MAY	***Consideration for approval of the IDP and Budget*** (at least 30 days before the start of the new Budget year)	Council	Section 24(1) of the Municipal Finance Management Act, 2003	**May 2024**
	Approval of annual Budget and IDP (before the start of the new Budget year)	Council	Section 24(2)(a) of the Municipal Finance Management Act, 2003	**May 2024**
	Submission of quarterly Risk Co report to Municipal Manager	**Risk Champion Chairperson**	**Public Sector Risk Management Framework section 24(5)**	**May 2023**
JUNE	**Advertising of approved IDP and Budget on the Municipal Website and Newspapers**	**IDP Manager and Chief Financial Officer**	**A legislative compliant IDP and Budget in terms of Section 22 of the MFMA 56 of 2003 and Section 25(4) of the MSA 32 of 2000**	**June 2024**
	Submission of Council adopted IDP (to the MEC for local government in the Province within 10 days of the adoption or amendment of the plan)	**IDP Manager**	**Section 32(1)(a) of the Municipal Systems Act, 2000**	**June 2024**
	Submission of monthly performance report to Municipal Manager (within 6 working days after the end of the month / CFO within 10	All Senior Management & Acting Programme Manager of Entity. (PMS Manager to coordinate)	LTLM Integrated Performance Management Policy (revised in 2016)	June 2024

	working days after the end of the month			
	Submission of Performance Evaluation Results of Municipal Manager (to the MEC and national minister responsible for local government, within fourteen (14) days after the conclusion of the performance evaluation)	Mayor	Sub-regulation 34(3) of the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, 2006	June 2024
JUNE	***Publication of the annual Budget*** (immediately after the tabling of the annual Budget)	Municipal Manager and Chief Financial Officer	Section 22(a)(i) of the Municipal Finance Management Act, 2003	June 2024
	Developing and submission of first Draft SDBIP and draft performance agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager to the Executive Mayor (within 14 days after the approval of the Budget)	Municipal Manager & PMS Manager	MFMA Circular No. 13	June 2024
	Notice on the adoption of IDP: The Municipality must, within 14 days of the adoption of its IDP, give notice to the public of the adoption of the IDP and that copies of the Plan are available for public inspection at specified places	Municipal Manager and PMS	Section 25(4)(a)(i) and (ii) of the Municipal Systems Act, 2000	June 2024
	Submission of final Draft SDBIP and performance agreements of the Municipal Manager and Managers reporting to the Municipal Manager to the Mayor no later than 14 days after the approval of the annual Budget	Municipal Manager and PMS Manager	Section 69(3)(a) and (b) of the Municipal Finance Management Act, 2003 MFMA Circular No. 13 Section 57(1)*(b)* of the Municipal Systems Act, 2000	June 2024
	Quarterly Directorate Risk Assessment	**Risk Champion**	**LTLM Risk Management Policy**	**June 2024**
	Quarterly Directorate Risk Management Report	**Risk Champion**	**LTLM Risk Management Policy**	**June 2024**
END OF FINANCIAL YEAR				

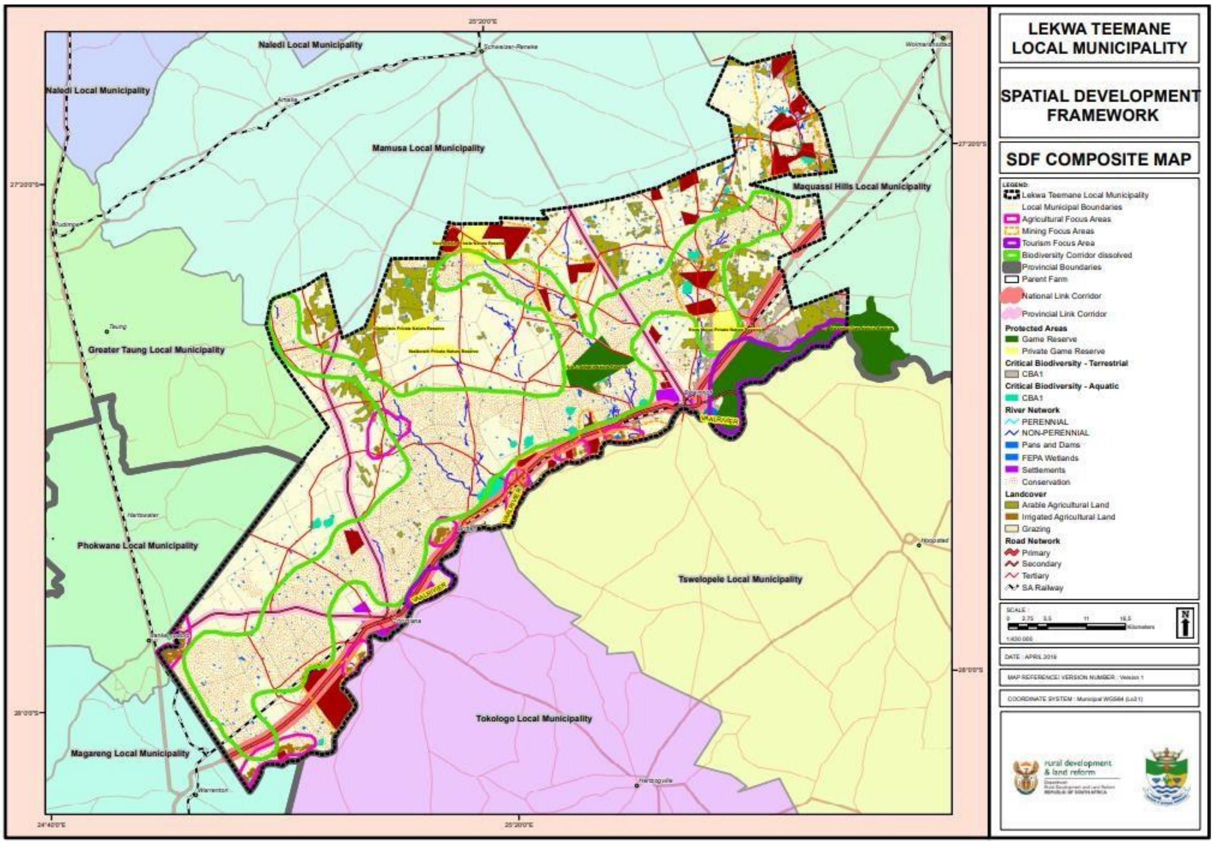
4. SITUATIONAL ANALYSIS

4.1 LEKWA-TEEMANE OVERVIEW & DEMOGRAPHICS

"Demographics", or "population characteristics", includes analysis of the population of a region. Distributions of values within a demographic variable, and across households, as well as trends over time, are of interest.

In this section, an overview is provided of the demography of the Lekwa-Teemane Local Municipality and all its neighbouring regions, Dr Ruth Segomotsi Mompati District Municipality, North-West Province and South Africa as a whole.

The Lekwa-Teemane Local Municipality (NW396) is a Category B municipality as defined in the Municipal Structure Act (Act 117 of 1998). It comprises of seven (7) wards and is one of five (5) local municipalities situated within the Dr Ruth Segomotsi District Municipality. The other four (4) Municipalities in the district being Mamusa Local Municipality, Naledi Local Municipality, Greater Taung Local Municipality and the Kagisano Molopo Local Municipality.



MAP 1: Lekwa-Teemane SDF Composite map Source; LEKWA-TEEMANE SDF

4.2 Spatial Demographics of Lekwa-Teemane

Lekwa-Teemane Local Municipality was established on 6th December 2000 and is made up of the disestablished municipalities of Christiana and Bloemhof. This municipality which is also known as "NW 396 Local Municipality" is neighboring Maquassi Hills Local Municipality, Mamusa Local Municipality, Francis Baard Local Municipality and Magareng Local Municipality. Lekwa-Teemane is approximately 3 681 km² in extent.

This land mass makes up 7, 75% of the total area of the Dr Ruth S Mompati District Municipality area. Lekwa-Teemane (comprising the towns of Bloemhof and Christiana) is situated in the Bophirima District of the North West Province of South Africa. Bophirima underwent a name change to the Dr Ruth Segomotsi Mompati District Municipality recently. The administrative Centre of the municipality is in the rural town area of Christiana. The other offices are located in Bloemhof. Lekwa-Teemane is one of five municipalities in the district. Christiana is an agricultural town situated on the banks of the Vaal River. The town was established in 1870 when diamonds was discovered on the river banks of the Vaal River. Not far from Christiana is the town Bloemhof which is an agricultural town. Bloemhof was founded in 1864 when diamonds were discovered in the area. The town was established on the farm owned by John Barclay, who survived the HMS Birkenhead shipwreck in 1852. Lekwa-Teemane today, consists of Bloemhof (and surrounding farm areas), Boitumelong, Christiana ((and surrounding farm areas), Coverdale, Geluksoord, Salamat and Utlwanang.

The Lekwa-Teemane SDF is implemented through the following pillars;

Development Principle		Definition
1	**Settlement structure and hierarchy**	Bloemhof and Christiana are the two major towns of the municipality and are predominantly farming towns. They are classified as rural to semi-rural towns
2	Protected Areas	One of the proposed development objectives is to conserve and protect the natural environment and the district's biodiversity by: o Ensuring rural development, particularly agriculture, mining and human settlements do not result in any adverse impacts on the natural environment of the municipality o Ensure cross departmental collaboration, including representation of the Environmental unit of READ in all major project decision
3	**Biodiversity Corridors**	A major biodiversity node has been identified between Bloemhof and Christiana which comprises of wetlands, pans, rivers and catchments areas. In terms of sustainable growth and development strategy, the municipal SDF (2010) advises that connections between biodiversity area be retained. and protected areas and wetlands (500m) be included as ecological buffers to minimize threats
4	**Mining Focus Area**	Salt mining has been adopted as one the municipal economic pillars. As per the VSTD Plans for the municipality, multiple opportunities in mining having been identified in Bloemhof. These include salt, alluvial diamond and lime. As per the VSTD Plans for the municipality, an opportunity has been identified in Utlwanang township within Christiana for engagements between the municipality and department of mineral resources to forge partnership between the mining operations and those interested in mining (previously disadvantaged).
5	**Tourism Focus Areas**	Tourism is one of the three anchors of the economic growth within the municipality, especially in rural areas. As such, the provincial development plan positioned Agriculture, Culture and Tourism as sustainable economic drivers. The Bloemhof Dam Nature Reserve has been subsequently identified as an economic pillar in terms of tourism

6	**Agricultural Focus Areas**	Crop, livestock and poultry farming are the various types of agriculture adopted by the municipality as one of its economic pillars. An opportunity exists in Christiana for the municipality to engage the Department of Agriculture to assist and establish food garden cooperatives to fully utilize unused land
7	**Industrial Focus Areas**	Bloemhof and Christiana have been identified as having the opportunity to contribute towards job creation through the resuscitation of the brick-making plant with the need to also resuscitate the industrial site in Salamat within Bloemhof for the creation of youth employment.

Spatial Structures of Lekwa-Teemane	
Areas	***Total number***
Townships	5
Farms	250
Agricultural Holdings and Other Settlements	2
Nature Reserves	3
Conservancies	0

Table1: Spatial properties of Lekwa-Teemane- Source: Lekwa-Teemane SDF

4.3 Socio-Economic Demographics of Lekwa-Teemane

4.3.1 Percentage share to the province (population size)

4.3.2 **Total males and females**

MALE	29 134
FEMALE	30 681
TOTAL	**59 815**

Table 1: ***STATS SA: Census 2022***

The above table shows the total population of Lekwa-Teemane Local Municipality by gender, which shows that females are more than their male counterparts within the municipality.

4.3.2. POPULATION GROWTH RATE OF LEKWA-TEEMANE LOCAL MUNICIPALITY

Local municipality	**Census 2011**			**Census 2022**			**Growth Rate**
	Male	**Female**	**Total**	**Male**	**Female**	**Total**	
Lekwa-Teemane	26 000	26 648	**53 248**	29 134	30 681	**59 815**	1.2

Table 2: ***STATS SA: Census 2022***

The table above indicates the growth rate of Lekwa-Teemane Local Municipality from 2011 to 2022. The population grew from 53 248 to 59 815 which is an addition of 6 567 people. The growth rate for Lekwa Teemane Local Municipality has been estimated to be 1.2% indicating that the population grew by 1.2% between 2011 and 2022.

4.3.3 POPULATION DENSITY

AREA	TOTAL POPULATION	POPULATION DENSITY
3,681	59 815	16.2

Table 3: *STATS SA: Census 2022*

The table above shows the population of Lekwa-Teemane Local Municipality by total population and population density. The total population is estimated to be 59,815 with a population density of 16.2 which indicates that each square kilometre is occupied by 16.2 households, thus densely populated.

4.3.4 POPULATION DISTRIBUTION BY AGE AND SEX

	MALE	FEMALE	TOTAL
0 - 4	3456	3365	6 821
5 - 9	2756	2845	5 601
10 - 14	3032	3046	6 078
15 - 19	2691	2684	5 375
20 - 24	2545	2629	5 174
25 - 29	2564	2519	5 083
30 - 34	2475	2602	5 077
35 - 39	2099	2192	4 291
40 - 44	1910	1927	3 837
45 - 49	1287	1535	2 822
50 - 54	1123	1314	2 437
55 - 59	1072	1237	2 309
60 - 64	839	1005	1 844
65 - 69	575	710	1 285
70 - 74	325	448	773
75 - 79	216	276	492
80 - 84	93	211	304
85 +	70	135	205
TOTAL	**29 134**	**30 681**	**59 815**

Table 4: ***STATS SA: Census 2022***

The table above shows the population of Lekwa-Teemane Local Municipality by sex and age in five-year age cohorts. A greater proportion of the municipality is found in the youngest age group, age (0-4) and is the highest for both males and females. The proportions are inversely related, that is the higher the age the lower the proportion. This implies that the local municipality is young and will continue to have an expansive structure for the next few years. This however calls for more attention on programmes which will keep them in schools and be empowered with relevant skills which will work positively to the advantage of the local municipality's socio-economic development.

4.3.5 POPULATION PYRAMID

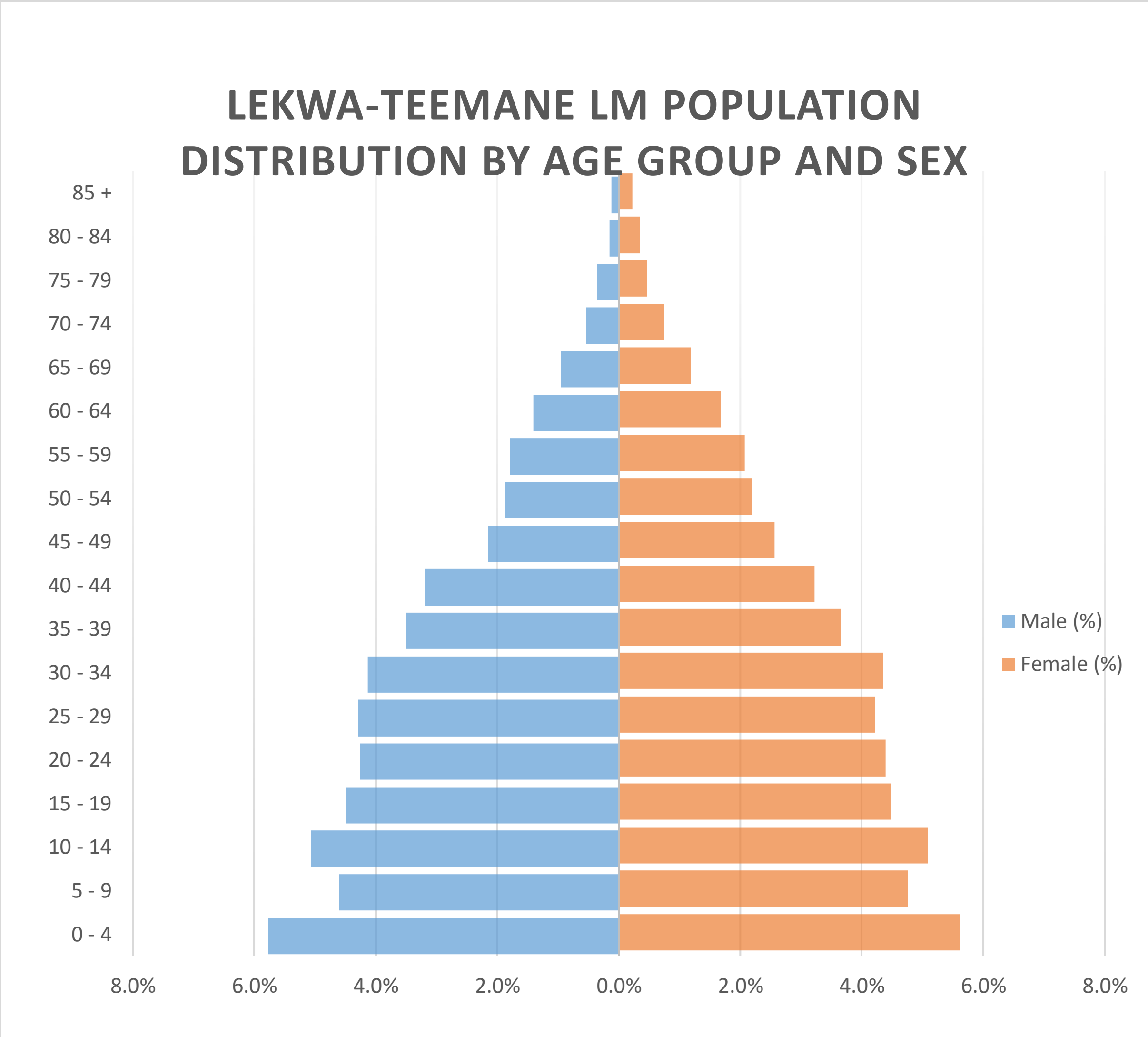


Table 5: ***STATS SA: Census 2022***

The pyramid above shows the population structure of Lekwa-Teemane Local Municipality by sex and age. The population pyramid with a broad base indicates a young population structure. The pyramid further shows that Lekwa-Teemane has a higher fertility rate and females are more than males.

The dominant population in the municipality is youth, ages (15-34). The youth population would affect greatly the labour force demand and supply for employment and also access to education and basic services. The second dominant population is the age cohort (0-14). This is an indication that more children are born and there is a growing number of school-age children, therefore there will be pressure on the education system. The pyramid further shows that there are more females than males in Lekwa-Teemane Local Municipality. This might be because of the migration of males to other districts and provinces in search of employment. There are also fewer elderly males than females, this might be because females live longer than males or males do not go back home from their places of employment.

4.3.6 ETHNIC/RACIAL GROUPS

RACIAL GROUP	MALE	FEMALE	TOTAL
BLACK AFRICAN	25 876	27 539	**53 415**
WHITE	1 699	1 659	**3 358**
COLOURED	1 435	1 438	**2 873**
INDIAN/ASIAN	14	9	**23**

Table 6: ***STATS SA: Census 2022***

The table above indicates the population of Lekwa-Teemane Local Municipality by population groups and sex. It shows that the majority of the population is Black/African at (53 415), followed by White at (3 358) and then by Coloured at (2 873). The table further shows that females are more than males for Black/African and Coloured populations but for White and Indian/Asian populations, the males are more than the females.

Therefore, this indicates that Lekwa-Teemane Local Municipality's population is predominantly Black/African which also suggests that the predominant language is Setswana.

4.3.7 POPULATION BY FUNCTIONAL AGE GROUPS BY SEX AND DEPENDENCY RATIO

	MALE	FEMALE	TOTAL	SEX RATIO (%)
0 – 14 (Children)	9 244	9 256	18 500	99
15-34 (Youth)	10 275	10 434	20 709	98
35-64 (Adults)	8 330	9 210	17 540	90
65+ (Elderly)	1 279	1 780	3 059	71
Total	**29 134**	**30 681**	**59 815**	**94**
Dependency ratio = (0-14) +65+/(15-64)*100 = 56.4%				

Table 7: ***STATS SA: Census 2022***

The above table shows functional age groups by sex for Lekwa-Teemane Local Municipality. The total population of the local municipality is (59 815) of which the majority is the youth (15-34) accounting for (20 709) followed by children (0-14) contributing (18 500), then followed by adults (35-64) at (17 540). The elderly (65+) population contributes only (3 059) which is the lowest of the population groups. There are more females than males in Lekwa-Teemane in all age groups.

The table further presents the sex ratio by functional age groups, the overall sex ratio for Lekwa-Teemane is 94% which is lower than 100 indicating that there are more males than females. The sex ratio is higher for children and decreases as age increases, indicating that females are likely to survive longer than males.

4.3.8 HIGHEST LEVEL EDUCATION BY SEX 20+ YEARS LOCAL MUNICIPALITY

HIGHEST LEVEL OF EDUCATION	FREQUENCY	%
NO SCHOOLING	3 823	11,4
SOME PRIMARY	4 503	13,4
COMPLETED PRIMARY	1 831	5,4
SOME SECONDARY	12 281	36,5
MATRIC/GRADE 12	9 392	27,9
HIGHER EDUCATION	1 680	5,0
OTHER	127	0,4

Table 8: ***STATS SA: Census 2022***

The above table indicates the highest level of education by sex for people aged 20 years and above. This shows that the majority of people in the local municipality have some secondary at (12 281), then followed by matric/ grade 12 at (9 392) followed by those with some primary at (4 503). Those with no schooling are at (3 823) and those with higher education are at (1 680).

4.3.9 ATTENDANCE AT AN ECD INSTITUTION (0 – 4 YEARS)

Creche/Edu-care centre	1850
Pre-school/nursery school/Grade 00/Grade 000/Grade R	378
Day mother/Gogo/Childminder	310
Home/community playgroup	199
Other (Specify)	22
None	3 977

Table 9: ***STATS SA: Census 2022***

The above table illustrates the attendance at an ECD institution for age cohort (0-4) years in Lekwa-Teemane Local Municipality. The table shows that the majority of the above-mentioned age group do not attend any Early Childhood Development Institution, which accounts for (3 377) and they are followed by those who attend crèche/Educare centres which are at (1 850), followed by those who attend pre-school/nursery school/grade 00/grade 000/grade R at (378). This indicates that there is a need for more ECD institutions in the municipality.

4.3.10 TYPE OF MAIN DWELLING

NAME	FREQUENCY	%
Formal dwelling	14 668	95,9
Traditional dwelling	33	0,2
Informal dwelling	582	3,8
Other	20	0,1

Table 10: ***STATS SA: Census 2022***

The above table shows the type of main dwelling in Lekwa-Teemane Local Municipality. The majority of the dwelling types are formal dwellings at (14 668) followed by informal dwellings at (582), then lastly traditional dwellings at (33). This indicates that in Lekwa-Teemane most people are living in formal dwellings but it further indicates that there is still a need for RDP houses for those living in informal dwellings in the municipality. Informal dwellings might sometimes be caused by people migrating from farms and other areas looking to settle near town.

4.3.11 HOUSEHOLD SERVICES – SERVICE DELIVERY

4.3.11.1 **Access to piped water**

NAME	FREQUENCY	%
Piped(tap) water inside the dwelling	7 733	50,5
Piped (tap) water inside the yard	6 762	44,2
Piped (tap) water on the community stand	355	2,3
No access to piped water	453	3,0

Table 11: ***STATS SA: Census 2022***

The above graph shows the access to piped water in Lekwa-Teemane Local Municipality. Piped water is one of the improved sources of drinking water and is even safer on the premises. The majority of the households in the municipality have access to piped (tap) water inside the dwelling at (7 733) households followed by those who have access to piped (tap) water inside the yard at (6 762). Some households have access to piped (tap) water on community stands at (355) which is the lowest number of households.

There is still a considerable number of households that do not have access to piped water at (453) households, even though the number is low, it should be a concern to the municipality. Water is one of the basic needs, it therefore calls for attention to refocus allocation of water for complete coverage of the population.

4.3.11.2 Source of water

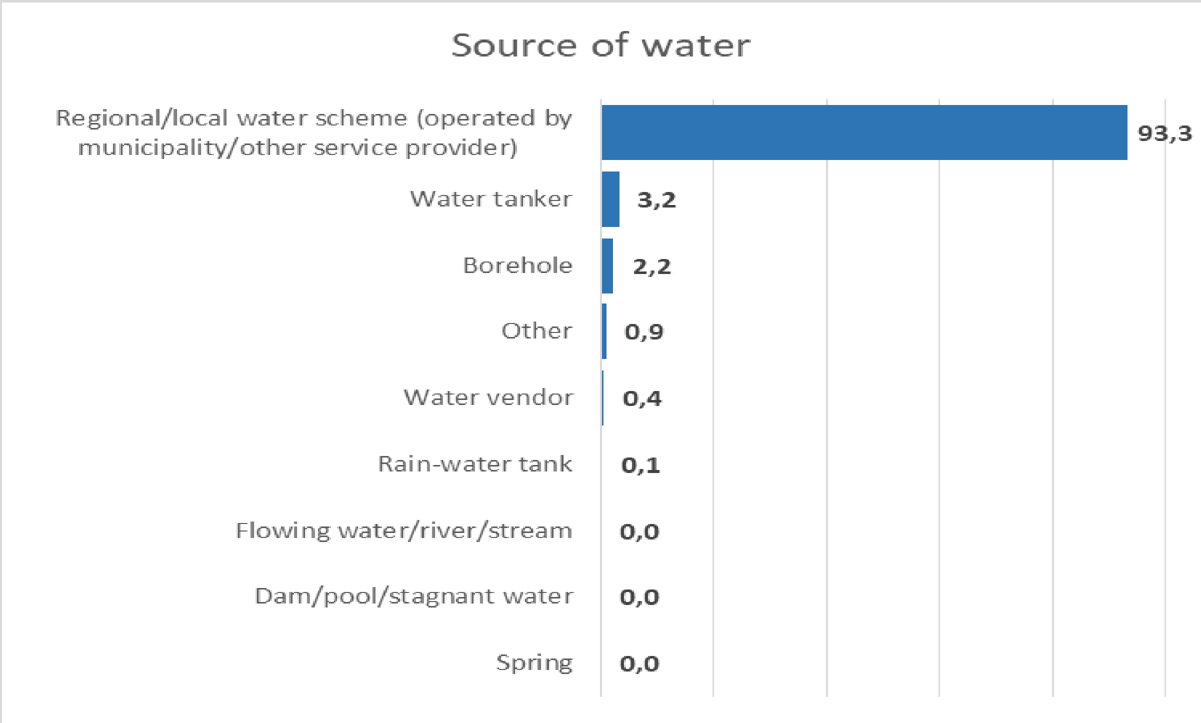


Table 12: ***STATS SA: Census 2022***

The main source of water in Lekwa-Teemane Local Municipality is the regional/local water scheme (operated by municipality/other service providers) which is at (93.3%) followed by those who use water tanker at (3.2%), then those who use boreholes at (2.2%) than those who use other sources of water at (0.9%). The municipality still has people using water from rain-water tanks, flowing water/rivers/streams, dams and springs. This is an indication that there is still a water shortage in the municipality.

4.3.11.3 Energy for Lighting

NAME	FREQUENCY	%
Electricity	14 754	96,4
Gas	9	0,1
Paraffin	53	0,3
Candles	407	2,7
Solar	45	0,3,
Other	16	0,1
None	20	0,1

Table 13: ***STATS SA: Census 2022***

The graph above shows the energy for lighting in Lekwa-Teemane Local Municipality. The majority of households are using electricity at (96,4%), followed by those using candles at (2,7%), then those using paraffin and solar at (0,3%) respectively. There are still households that do not have access to any lighting and are at (0,1%).

4.3.11.4 Energy for Cooking

NAME	FREQUENCY	%
Electricity	12 659	82,7
Gas	2 168	14,2
Paraffin	287	1,9
Wood	137	0,9
Coal	1	0,0
Animal dung	0	0,0
Solar	14	0,1
Other	11	0,1
None	28	0,2

Table 14: ***STATS SA: Census 2022***

The graph above illustrates the energy for cooking in Lekwa-Teemane Local Municipality. This indicates that the majority of households in the municipality are using electricity from mains at (82,7%) households followed by those using Gas at (14,2%) then paraffin at (1,9%), and wood at (0,9%). The least-used source of energy is coal at (01) households followed by solar at (14) households.

4.3.11.5 **Toilet Facilities**

NAME	FREQUENCY	
Flush toilet	14 767	96,5
Chemical toilet	37	0,2
Pit toilet	212	1,4
Bucket toilet	44	0,3
Other	16	0,1
None	227	1,5

Table 15: ***STATS SA: Census 2022***

Sanitation refers to the provision of facilities and services for the safe disposal of human waste. Improper sanitation causes diseases and improved sanitation leads to less environmental degradation and increased sustainability of environmental resources.

Lekwa-Teemane LM has most households using flush toilets at (96,5%) followed by those who say they have none at (1,5%). This is an indication that there is still a need for toilet facilities in the municipality. There are still households that use pit toilets at (1,4%) and those that use the bucket system at (0,3%). The bucket system is considered unhygienic and not healthy, and it violates the human dignity of the users and those responsible for the collection and disposal of human waste from bucket toilets. There is a need for the bucket eradication programme in Lekwa-Teemane Local Municipality.

4.3.11.16 **Refuse Removal**

NAME	FREQUENCY	%
Removed by local authority at least once a week	13 179	86,1
Removed by local authority less often	100	0,7
Communal refuse dump	31	0,2
Communal container/central collection point	1 170	7,6
Own refuse dump	515	3,4
No rubbish disposal	273	1,8
Other	34	0,2

Table 16: ***STATS SA: Census 2022***

Removal of refuse to one common place can reduce environmental pollution and this can be achieved only if the municipality takes total control. Therefore, the municipality should remove dumps from every household. Most households' refuse is removed by the local authority at (86,1%) followed by those households that use communal container/central collection points at (7,6%), then followed by those households that use their own refuse dump at (3,4%). However, there is still (1,8%) which is a total of (273) households that reported to have no rubbish disposal at all. This implies that there is a need for the municipality to start collecting refuse as this will help to reduce environmental pollution and littering and promote healthy soundings in the municipality.

4.4 GENDER-BASED VIOLENCE AND FEMICIDE (GBVF)

The National Strategic Plan (NSP) on Gender-Based Violence and Femicide (GBVF) sets out to provide a cohesive strategic framework to guide the national response to this scourge.

Founded on women constitutionally entrenched right to be free from all forms of violence, also emphasized by the 24 demands delivered by #TheTotalShutdown movement, the Declaration emerging from the 2018 Presidential Summit on GBVF, the NSP builds onto previous work undertaken by government. It also responds to the recommendations from the review of responses to violence against women and children, commissioned by the Department of Planning, Monitoring and Evaluation (DPME); the subsequent review of the National Plan of Action undertaken by the Department of Social Development (DSD), and the work undertaken by civil society through the Stop GBV NSP Campaign. Furthermore, impetus is given to Priority five (5) of Community Safety and Social Cohesion and provides a coherent national framework to support South Africa in meeting Sustainable Development Goals (SDGs) Targets.

Recognizing the significance of preventing GBV, the NSP also draws from the White Paper on Safety and Security (2016) as the overarching policy framework for safety, crime and violence prevention in the country and builds onto the six themes it has identified. Furthermore, the NSP recognizes the strategic relevance of addressing GBV as key to all seven priority areas that South Africa has identified for the next five years viz:

I. economic transformation and job creation;

II. education, skills and health;

III. consolidating the social wage through reliable and quality
basic services

IV. spatial integration, human settlements and local government;

V. social cohesion and safe communities;

VI. building a capable, ethical and developmental state; and

VII. a better Africa and the world.

4.5 Situational Analysis of GBV and Femicide in South Africa

During the course of 2018 and 2019, South Africa has increasingly acknowledged the crisis of GBVF and its profound impact on the lives and well-being of survivors, children, families, communities and society as a whole. There is increasing recognition that this context demands a whole of society approach in understanding, responding, preventing and ultimately eliminating GBVF. Furthermore, it is recognized that the role and duty of the state to fulfil its constitutional obligation is paramount.

4.6 Conceptualization of GBV and Femicide in South Africa

GBV is enabled by the prevalence of gender inequality and is rooted in patriarchal gender norms. It is defined as any act against women that results in, or is likely to result in, physical, sexual, economic or psychological harm or suffering which include threats of such acts as coercion or arbitrary deprivation of liberty, whether occurring in public or in private life. It affects women throughout their life cycle (before birth to elder abuse) and is often exacerbated by cultural, economic, ideological, technological, political, religious, social and environmental factors. GBV includes physical, economic, sexual, and psychological abuse as well as rape, sexual harassment and trafficking of women for sex, and sexual exploitation. Economic abuse, whereby financial resources are controlled and withheld, has a significant impact on the lives of women and children; often leaving them with no choice but to remain in abusive relationships. Furthermore, when women leave abusive relationships, financial abuse often continues through withholding of child maintenance.

4.7 STRATEGIC PILLARS IN DEALING WITH GBVF

4.7.1 Accountability Coordination and Leadership

This pillar sets out to ensure accountability at the highest political levels and across all levels of society through firm individual and collective leadership; building and bolstering an architecture that is responsive to GBVF, coordinated, agile, and adequately resourced. It gives effect to Articles 1 to 10 of the Presidential Summit Declaration Against Gender-Based Violence and Femicide. Accountability and strengthened coordination emerge as a theme throughout the Declaration, with a particular focus on increased and effective resourcing for a range of Programmes and interventions and for the enhancement of institutional, strategic and operational coherence across sectors and spheres of governance. The overarching approach is a focus on strengthening and, where necessary, putting additional accountability mechanisms in place that function effectively; bolstering and facilitating strong leadership, and taking an approach to structure, that focuses less 43 on form, and more on functionality and relationship building, with a simultaneous bottom-up and top-down approach.

4.7.1 Prevention and Rebuilding of Social Cohesion

This pillar sets out to turn the tide of GBV in the country by focusing on eliminating the social acceptance of all forms of violence against women, children and LGBTQIA+ persons through the development and implementation of long-term, comprehensive, adaptable, context specific and holistic approaches to prevention that targets all living in South Africa. It gives effect to Articles 16 to 18 of the Presidential Summit Declaration Against GBVF. Effective prevention means addressing the range of risk factors that drive gender-based violence, femicide and violence and contribute towards the normalization of violence. South Africa responds to the GBVF crisis in a coherent, comprehensive and multisectoral way that transforms harmful social and structural norms that feed gender-based violence while intentionally reshaping the values and norms in ways that build positive social cohesion and restores human dignity. Based on the ecological model, this has to take place at different levels of societal functioning spanning individual through to wider society as reflected in Figure below; it includes preventing violence before it happens, preventing recurring violence and preventing long-term harm from violence.

This pillar sets out to address the systemic challenges that have resulted in an inadequate response to the management of GBVF cases, particularly domestic violence, sexual offences, child homicide, human trafficking, and other related 44 matters. It aims to facilitate access to justice, safety and protection in response to the needs of victims of GBV using domestic legislation, policies, international and regional protocols and addressing the infrastructural and resourcing challenges that have obstructed the optimal delivery of justice to different survivors. It gives effect to Articles 2-4, 6-8, 12 and 15 of the Presidential Summit Declaration Against Gender Based Violence and Femicide. The aim is for the development and implementation of a holistic, coordinated, multisectoral approach using harmonized, impactful and enforceable legislation which provides for the protection of women, children, older persons, persons with disabilities and LGBTQIA+ persons against all forms of violence and its consequences. The approach will rely on the application of effective criminal justice that is cognizant of secondary victimization to deliver victim and survivor cantered access to justice.

4.7.2 Response, Care, Support and Healing

This pillar seeks to ensure that every survivor of GBV has access to appropriate and sensitive response, care and support that facilitate immediate containment, medium to long term healing, and agency towards reclaiming their bodies, mental and physical health, well-being and lives. It recognizes that effective response, care and support is integral to healing and comprehensively working towards eradicating GBV in South Africa. It recognizes that effective response, care and support is integral to healing and comprehensively working towards eradicating GBV in South Africa. It gives meaning to Articles 7-9; and 12-13 in the Declaration arising from the Presidential Summit on GBVF. The overall focus is two-fold: (i) strengthening and overhauling services and systems; improving relationships between stakeholders whilst (ii) building and bolstering resilience through harnessing the capacity of institutions, households and communities to play important roles in responding to and supporting survivors. All survivors should be able to access care and support services to reduce the impact of GBV 24 hours a day and seven days a week. A survivor and child-centred approach to the provision of services, underpinned by feminist principles, must be applied in the provision of: (i) a holistic, comprehensive, consistent, confidential, equal and equitable quality service responsive to the diverse needs of women across ages, sexual and gender diversities, including the need to provide support to their children; (ii) a standardized core package of services by trained, skilled, compassionate and competent staff which includes access to health and mental care, appropriate after-care services and referrals/feedback systems; (iii) the active engagement of communities, including women, children and LGBTQIA+ persons in recognition of women's self-agency and own choices to end GBV and to promote survivors' access to services; (iv) coordinated, intersectoral and integrated service provision specifically, in relation to housing, education, local government and economic development; (v) support, care and debriefing for all service providers, as 45 integral for their own well-being whilst contributing to limiting any forms of secondary victimization; and (vi) adequate valuing and appropriate market related remuneration for all staff working on providing a comprehensive basket of services to survivors.

4.7.3 Economic Power

This pillar sets out to intentionally transform the structural foundation of gender- based violence across local, provincial and national spheres, in ways that re-shape economic and social norms and value systems to facilitate women and LGBTQIA+ persons being able to freely participate in, navigate and change their lives. The transformative aspiration of this pillar means that many of the changes require a long-term lens, with short- term changes that contribute towards more deeply integrating an understanding of the ways in which the economy and other structural drivers shape the nature and experiences of GBV for different women in South Africa. It gives effect to Article 19 of the Presidential Summit Declaration Against GBVF. An effective sustainable response to GBV in South Africa depends on a fundamental shift in economic power dynamics that have an adverse impact on women in particular. Equally important is an understanding of GBV in South Africa and the recognition of the inherent economic abuse, as defined in the Domestic Violence Act 116 of 1998 that is a central component exercised in the control over women's bodies, within intimate relationships, and in broader societal systems such as the economy. The structure and functioning of the economy, currently thrives on devaluing women, undermining their agency and safety as well as through exploiting their labour. At the personal/intimate level, economic abuse often manifests through the financial control of women in relationships, and when they leave these relationships, through withholding financial resources, particularly as it relates to maintenance of children. Therefore, strategically linking efforts to reclaiming economic power to simultaneously changing the social position of women, and their specific vulnerabilities to different forms of GBV, is an approach aligned with a vision of eradicating GBV in South Africa. Furthermore, deliberately harnessing the work place as a platform from which to implement GBV prevention and response interventions is important. The workplace is subsidized by the private sector and provides an important opportunity to ensure the accountability of the business community by leveraging opportunities for transformation of the work place to reduce the economy's violence towards women as well as addressing workplace violence such as sexual harassment. The economic impact of women's social position, as most often primary care givers of children, requires specific supportive actions by employers to address the undue economic hardship and vulnerability that places on them.

4.7.4 Research and Information Management Systems

This pillar sets out to ensure that strategic, multi-disciplinary, research and integrated information systems that are nationally coordinated and decentralized, increasingly shape a strengthened response to GBVF in South Africa. It gives effect to Article 11 and 15 of the Presidential Summit Declaration Against GBVF. The approach focuses on expanding and deepening the existing GBVF knowledge base in South Africa through consolidating and widening a pool of interdisciplinary specialists able to support the country in continuing to shape a response that is rooted in global evidence whilst generating new knowledge that is specific to understanding the impact of current and historical factors shaping the manifestations and mutations of GBV in South Africa. A key element of the strategic approach focuses on optimally sharing research findings that have been generated and strengthening the use of such evidence to inform the piloting and scale up of effective programming; whilst simultaneously supporting the documenting of local good practice at a community level that offers promise for adaptation and meaningful impact. Key principles shaping the approach to the roll out of this pillar are: (i) working in ways that break through historic silos; (ii) facilitating inclusivity, mutual respect and accountabilities for collectively defined outcomes and address any forms of gate keeping; (iii) embracing diversity of experience, social and geographic location and discipline in a spirit that facilitates growth and development of GBV knowledge creation overall, and of the individuals working in the field; (iv) building meaningful partnerships between research institutions, government, academia, NGOs, activists and communities that facilitate and enhance complementarities in their roles and responsibilities within research processes; (v) proactively exploring less developed substantive areas in the GBV response, such as structural drivers using approaches that span different disciplines, and that integrate less explored conceptual approaches to GBV in South Africa such as de-colonization and (vi) a firm commitment to ethical methods and consensual participation that consciously addresses historic inequalities in the field.

5. Environmental Analysis

Environmental challenges are unique in that its effects often cannot be localized. For instance, air pollution is transported in the atmosphere between municipalities and provinces and countries. Moreover, river contamination affects all users in proximity to the Vaalriver downstream. It is often for this reason that most environmental regulations are typically a provincial or national function, instead of a local municipal function.

In the Lekwa-Teemane Local Municipality, the location of the landfill sites is along the Vaal River which creates a risk. One of the risks in the Municipality is the constant sewer leakages which pose a serious risk for the community. These sewer leakages can in the long run contaminate underground water within the Municipal area. Illegal dumping sites within the communities contribute to an unhealthy environment. The Department of Forestry Fisheries and Environment (DFFE) is in the process of assisting the Municipality to license the landfill sites and also to relocate the sites. The Lekwa-Teemane Local municipality has environmental by-laws but cannot enforce iteffectively. The DFFE will support the Municipality to develop its Integrated Waste Management Plan (IWMP) during the 2022/2023 financial.

Municipal Level Summary SWOT (2022)

Municipal Level SWOT analysis	
Strengths • High level of positive public approval • Large youth population	**Weaknesses** • Funding and Finance constraints • Currently at a tipping point in being able to provide service based on current resources • Poor internal efficiencies • Poor internal and external communication • Inequality in socioeconomic conditions within the municipality • Lack of Yellow fleet
Opportunities • Growth in a diversification of sectors, incl. manufacturing, agriculture and tourism • Large portion of undeveloped land	**Threats** • Poor commercial perception • Continued financial stability • Slow economic growth • Internal capacitation

6. DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS

This section provides concrete interventions that the municipality will implement to attain its objectives.

6.1 KEY PERFORMANCE AREA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

KEY DEVELOPMENT THEMES, ISSUES AND PROPOSALS			
DESCRIPTION OF NEED/POTENTIAL/ PROJECT	**CURRENT SITUATION**	**ROLE-PLAYERS AND RELATIONS**	**EVALUATION: IMPLICATIONS AND IMPERATIVE & PROPOSED INTERVENTIONS**
Challenges: Major challenges for water provision include: theft and vandalism of infrastructure, poor revenue collection as current tariffs do not present the actual cost of water, high cost of raw water, high costs to maintain old infrastructure. 76% of the households within the Lekwa-Teemane earn less than R1600/month and few people pay rates and taxes. This has an impact on the water services affordability. Inappropriate and inadequate staffing in many instances. Water for livestock is not funded, but nevertheless urgently required in the second economy for subsistence farming.	RESEVOIRS INFORMATION The municipality experience a high percentage of water losses due to old infrastructure A number of mining companies operate municipal boreholes without any payments. It is of utmost importance that extraction of water should be monitored. Establishing Water Users Associations is an important survival strategy, thus local government should do whatever they can to assist DWAF and to encourage communities to establish these associations in terms of the National Water Act.	DWAF DoA DACE NW Provincial DWAF DM Lekwa-Teemane LM The Dr Ruth S Mompati DM – the Water Services Authority (WSA). The current water service providers include: Sedibeng; Lekwa-Teemane LM. Service level agreements with the water service providers are in place.	What needs to be done? The nature of the WSA area, varying between concentrated urban settlements and dispersed rural settlements require the adoption of specific approaches suited to the particular conditions in the area. The financial viability of individual schemes needs to be assured by facilitating cross subsidization and access to an outside subsidy funding stream. Integrated water resources management must be implemented to ensure sustainability of the existing highly limited water resources. A substantial subsidization would be required from the WSA to ensure sustainable water services. Financial procedures to be improved by the municipality, inclusive of accurate billing in line with agreements (WSDP). Strict policy or by-laws might be necessary to support water user associations in regulating the extraction of water for irrigation purposes. EIAs need to be done for various economic development projects,

Sanitation	Most of the Lekwa-Teemane residents have access to sanitation at RDP standard. The Christiana Town still uses the septic tank services.	In terms of 2009 Turn Around Strategy the backlog was standing at 667 septic tank services.	DWAF DACE District Municipality	What needs to be done? Proper investigation on capacity and operational skills at all sewerage plants, including the required level of funds to ensure maintenance and upgrading. Proper investigation of other options to provide water borne sewer connected to the sanitation network should be explored.
Roads	Roads are very important to the economic development of the municipal area. The Lekwa-Teemane roads are influence by the heavy vehicles which pass through the municipal area. Most of our internal roads are in a very bad condition. Some of the challenges are poor road maintenance, lack of tar roads, no access during rainy season, lack of storm water facilities and lack of traffic signs and road markings.	Some of the building and maintenance work do not last. SANRAL has taken over Prince Street in Bloemhof.	Dept. of Transport NW Provincial Government District Municipality SANRAL EPWP	What needs to be done? There appears to be some confusion about which sphere of government is responsible for the various roads within the municipality. It is important that this is clarified as a matter of urgency, and that sufficient funding is allocated to the responsible parties in order for them to perform their functions. Municipality urgently need new machinery. Roads are a key-concern area for many Programmes. The question is: Which roads should be prioritized? Municipality should get funds to build roads. Money allocated to LED could be used to build roads to promote LED and other commercial investments

				Building of a truck stop outside the towns will help internal roads life span.

NATIONAL GOVERNMENT STRATEGIC OBJECTIVES	Massive Programme to build social and economic infrastructure Sustainable Resource Management and use	
10 POINT PLAN	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management. (Infrastructure Services)	
NATIONAL PRIORITY OUTCOMES	**Outcome 6:** An efficient, competitive and responsive economic infrastructure network	**Role of Local Government:** Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport Maintain and expand water purification works and waste water treatment works in line with growing demand Cities to prepare to receive the devolved public transport function Improve maintenance of municipal road networks Develop and implement water management plans to reduce water losses Ensure effective maintenance and rehabilitation of infrastructure Run water and electricity saving awareness campaigns Ensure proper management of municipal commonage and urban open spaces Ensure development does not take place on wetlands
	Outcome 10: Environmental assets and natural resources that are well-protected and continually enhanced	
LEKWA-TEEMANE OBJECTIVES		To deliver sustainable essential services such as water, sanitation, electricity and roads for the Lekwa-Teemane communities.
STRATEGY(S)		A partnership should be established between the relevant spheres of government, private sector and the respective communities to co-plan and co-fund massive social and economic infrastructure services in the Dr Ruth Segomotsi District.

KEY PERFORMANCE AREA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT							
Objective	**Performance Indicator**	**Baseline** **.**	**Five Year Targets**				
			2022/2023	**2023/2024**	**2024/2025**	**2025/2026**	**2026/2027**
To deliver sustainable essential services such as water, sanitation, electricity and roads for the Lekwa-Teemane communities	Number of illegal dumping sites cleared. **KPI 1**		N/A	N/A	30 illegal dumping sites cleared by June 2025	30 illegal dumping sites cleared by June 2026	30 illegal dumping sites cleared by June 2027
	No of landfill sites maintained **KPI.2 C.S**	2 landfill sites maintained monthly	No of landfill sites maintained by end June 2023	No of landfill sites maintained by end June 2024	Number of landfill sites maintained by end June 2025	Number of landfill sites maintained by the end June 2026	Number of landfill sites maintained by end of June 2027
	Number of sports facilities maintained **KPI.3 CS**	3 sports facilities maintained monthly	3 sports facilities maintained on a monthly basis by end June 2023	3 sports facilities maintained on a monthly basis by end June 2024	3 sports facilities maintained on a monthly basis by end June 2025	3 sports facilities maintained on a monthly basis by end June 2026	3 sports facilities maintained on a monthly basis by end June 2027
	Number of municipal parks and gardens maintained **KPI.4 C S**	Maintenance of municipal park (grass cutting, removal of weeds, watering of	2 municipal parks and gardens maintained monthly by end June 2023	2 municipal parks and gardens maintained monthly by end June 2024	2 municipal parks and gardens maintained monthly by end June 2025	2 municipal parks and gardens maintained monthly by end June 2026	2 municipal parks and gardens maintained monthly by end June 2027

		plants, removal of waste)					
	Rand value collected on Vehicles tested **KPI 5 C.S**		N/A	N/A	Collecting R400 000 On vehicles tested by June 2025	Collecting R600 000 On vehicles tested by June 2026	Collecting R800 000 On vehicles tested by June 2027
	Number of signboards of illegal dumping erected **KPI.6 C. S**	No Illegal dumping signs	10 signboards of illegal dumping erected by the end of June 2023	10 signboards of illegal dumping erected by the end of June 2024	10 signboards of illegal dumping erected by the end of June 2025	10 signboards of illegal dumping erected by the end of June 2026	10 signboards of illegal dumping erected by the end of June 2027
	Number of new cemeteries established **KPI.7 C. S**	Current cemeteries are full.	2 new cemeteries established by the end of June 2023	2 new cemeteries established by the end of June 2024	2 new cemeteries established by the end of June 2025	2 new cemeteries established by the end of June 2026	2 new cemeteries established by the end of June 2027
	Number of roadblocks conducted **KPI.8 C. S**	New KPI	N/A	N/A	To conduct 8 (K78) Road Blocks conducted by the end of June 2025	To conduct 8 (K78) Road Blocks conducted by end of June 2025	To conduct 8 (K78) Road Blocks conducted by end of June 2025
	Number of high mast luminaries to be repaired/maintained in (Bloemhof and Christiana) **KPI.9**	71 High mast luminaries	71 high mast luminaries to be repaired/maintained in (Bloemhof and Christiana) by the end of June 2023	71 high mast luminaries to be repaired/maintained in (Bloemhof and Christiana) by the end of June 2024	71 high mast luminaries to be repaired/maintained in (Bloemhof and Christiana) by the end of June 2025	71 high mast luminaries to be repaired/maintained in (Bloemhof and Christiana) by June 2026	71 high mast luminaries to be repaired/maintained in (Bloemhof and Christiana) by the end of June 2027

	KM of municipal roads maintained **KPI.10** **T.S**	Pothole riddled roads	5 KM of municipal roads maintained by the end of June 2023	5 KM of municipal roads maintained by the end of June 2024	5 KM of municipal roads maintained by the end of June 2025	5 KM of municipal roads maintained by the end of June 2026	2 KM of municipal roads maintained by the end of June 2027
	KMs of stormwater drainage maintained **KPI.11** **T.S**	5km stormwater drainage	10 km of stormwater drainage maintained by the end of June 2023	10 km of stormwater drainage maintained by the end of June 2024	10 km of stormwater drainage maintained by the end of June 2025	10 km of stormwater drainage maintained by the end of June 2026	10 km of stormwater drainage maintained by the end of June 2027
	KMs of municipal internal roads paved **KPI.12** **T.S**	Gravel Road	2 KMs of municipal internal roads paved by the end of June 2023	2 KMs of municipal internal roads paved by the end of June 2024	2 KMs of municipal internal roads paved by the end of June 2025	2 KMs of municipal internal roads paved by the end of June 2026	2 KMs of municipal internal roads paved by the end of June 2027
	Number of Taxi rank constructed **KPI.13** **T.S**	New	2 Taxi rank constructed by the end of June 2023	N/A	N/A	N/A	N/A
	Number of recreational parks constructed **KPI.14** **T.S**	New	2 Recreational parks will be constructed by the end of June 2023	2 Recreational parks will be constructed by the end of June 2024	2 Recreational parks will be constructed by the end of June 2025	2 Recreational parks will be constructed by the end of June 2026	2 Recreational parks will be constructed by the end of June 2027

	Number of substations upgraded **KPI 15 T. S**	New	N/A	N/A	1 Substation upgraded by end of June 2025	N/A	N/A
	Number of households electrified **KPI 16 T.S**	New	N/A	N/A	98 households electrified by end June 2025	N/A	N/A
	Number of infills electrified **KPI 17 T.S**	New	N/A	N/A	39 infills electrified by end June 2025	N/A	N/A
	Number of streetlights retrofitted for energy efficiency **KPI 18 T.S**	New	N/A	N/A	598 streetlights retrofitted by end of June 2025	N/A	N/A

	Number of Departmental risk registers updated **KPI 19 CS**		4 Departmental risk registers updated by end of June 2023	4 Departmental risk registers updated by end of June 2024	4 Departmental risk registers updated by end of June 2025	4 Departmental risk registers updated by end of June 2026	4 Departmental risk registers updated by end of June 2027
	Number of Departmental meetings conducted **KPI 20 CS**		4 Departmental meetings conducted by end June 2023	4 Departmental meetings conducted by end June 2024	4 Departmental meetings conducted by end June 2025	4 Departmental meetings conducted by end June 2026	4 Departmental meetings conducted by end June 2027
	Number of Departmental reports submitted to the MM, 5 days after the end of the quarter **KPI 21 CS**		4 Departmental reports submitted to the MM, 5 days after the end of each quarter	4 Departmental reports submitted to the MM, 5 days after the end of each quarter	4 Departmental reports submitted to the MM, 5 days after the end of each quarter	4 Departmental reports submitted to the MM, 5 days after the end of each quarter	4 Departmental reports submitted to the MM, 5 days after the end of each quarter
	Number of reports on the implementation of Audit Action Plan submitted to the MM **KPI 22 CS**		2 reports detailing progress on the implementation of the Audit Action Plan by end June 2023	2 reports detailing progress on the implementation of the Audit Action Plan by end June 2024	2 reports detailing progress on the implementation of the Audit Action Plan by end June 2025	2 reports detailing progress on the implementation of the Audit Action Plan by end June 2026	2 reports detailing progress on the implementation of the Audit Action Plan by end June 2027

	Rand value income collected from Vehicles registrations and licensing renewals **KPI 23 CS**		N/A	N/A	R 1 6 00 000 collected from Vehicles registrations and licensing renewals by June 2025	R 1 600 000 collected from Vehicles registrations and licensing renewals by June 2025	R 1 6 000 00 collected from Vehicles registrations and licensing renewals by June 2025

6.2 KEY PERFORMANCE AREA 2: LOCAL ECONOMIC DEVELOPMENT

LED ANALYSIS

The municipality still experiences the following challenges;

- Lack of funding for identified projects
- Lack of support from sector departments and the District Municipality.
- Lack of monitoring of LED projects.

In trying to boost the LED unit the municipality has established the Lekwa-Teemane Local Development Agency. LTLDA is a municipal entity wholly owned by Lekwa- Teemane Local Municipality. LTLDA was incorporated in 2010 as a private company limited with Lekwa-Teemane Local Municipality as the sole shareholder. The Agency was established to champion economic development and growth within Lekwa-Teemane Local Municipality, whilst also creating jobs for the inhabitants of Lekwa-Teemane. The Agency is to achieve this pivotal mandate of economic development and growth and job creation through the following activities:

- To attract investments into Lekwa-Teemane municipal area.
- To market and promote the Lekwa-Teemane local economy among potential investors as a good investment destination.
- Economic Growth: Promote investment in jobs, new growth sectors and support for innovation
- Enterprise Development: Broadening ownership by mobilizing support for small enterprise development, Community cooperatives and corporations.

- To foster and strengthen the linkages between local businesses, local government and civil society as well as to attract new external investment.
- To demonstrate the investment opportunities in Lekwa-Teemane among key audiences.
- To kick-start the implementation of strategic and high-value economic projects.
- To implement large scale economic development projects for the Municipality. The municipality is trying to engage potential investors to revive all LED projects.

However, the Development Agency experience problems such as availability of land and the establishment of a board of directors.

KEY DEVELOPMENT THEMES, ISSUES AND PROPOSALS				
	DESCRIPTION OF NEED/ POTENTIAL/PROJECT	**CURRENT SITUATION**	**ROLE-PLAYERS AND RELATIONS**	**EVALUATION: IMPLICATIONS AND IMPERATIVE & PROPOSED INTERVENTIONS**
General	The major economic activities in the Municipality are: Retail Alluvial diamonds Tourism Agriculture Growth occurred in isolated instances in the agricultural, mining, provision of electricity, trade and services sectors. The manufacturing, construction, finance and real estate sectors showed a general decline. Trade and catering pose comparative advantages in Lekwa-Teemane; and Transport and communication compare advantageous in Lekwa-Teemane, due to the	The Priority Investment Areas (PIA) matrix resulted in the following: Lekwa-Teemane have a medium economic potential and low socio-economic need (priority 2 investment area) Recommendations of the strategy include: Bloemhof and Christiana are located on the Treasure Corridor (N12) SDI. Bloemhof and Christiana as tertiary regional service Centre, Lekwa-Teemane fall within the Extensive Agricultural Development Zone (mixed, cattle, game, wheat, maize farming). Investment and economic activity should be focused on the latter.	Department of Agriculture & Rural Development Department of Rural Development & Land Reform Department of Economic Development, Tourism, Conservation & Environment Department of Labour NW Provincial Government Department of Public Works and Roads	What needs to be done? Establish dedicated and qualified LED capacity in LTLM Utilize the Local Development Agency Given the profile of the economy of the area, the focus should fall on promoting education and ensuring accessibility of the community to good education and human development. This should be done to enable the community to be mobile and have (successful) access to better opportunities elsewhere. Ensure that all infrastructure investment and development spending Programmes support the following objectives:

	location and proximity to the N12 respectively (DGDS, LED strategy).		Department of Social Development District Municipality NGO's, CBO's and FBO's State funded institutions, like SEDA	• Economic growth • Employment creation • Sustainable service delivery • Poverty alleviation • Eradication of historic spatial inequities. Ensure that the NSDP-normative principles (as captured and internalized in the LTLM LED STRAT) are adhered to in the most cost-effective, sustainable and equitable way: "Economic growth is a prerequisite for achievement of other policy objectives, key among which would be poverty alleviation.

6.3 In order to drive economic transformation in Lekwa-Teemane Local Municipality the undermentioned pillars were adopted. These pillars are aligned to the District Development Model (ONE PLAN)

1. **Agriculture**
    - Crop Faming
    - Livestock Farming
    - Poultry Farming
2. **Aquaculture**
    - Fish Farming and processing in Bloemhof
3. **Tourism**
    - The Bloemhof Dam Development
4. **Mining**
    - Salt mining at Britten
5. **Transport**
    - Refurbishment of the Rail Stations in Bloemhof and Christiana
    - Resuscitation of landing strips within the Municipal area.
6. **Retail Trading**
    - The Tuck Shop economy identified as being under threat
    - Formalize all informal traders
7. **Manufacturing**
    - Revamp Industrial areas

KEY PERFORMANCE AREA 2: Local Economic Development								
	Objectives	**Performance Indicator**	**Baseline**	**Five Year Targets**				
				2022/2023	**2023/2024**	**2024/2025**	**2025/2026**	**2026/2027**
	Strengthening the enabling environment through more flexible regulations, better access to finance and markets, improved infrastructure facilities and business support,	LED Strategy aligned to the Provincial and National LED Strategy/Framework developed **KPI.24 C. S**	Outdated LED strategy	N/A	N/A	LED Strategy aligned to the Provincial and National LED Strategy/Framework developed by end June 2025	N/A	N/A
		Number of municipal LED intergovernmental platforms convened. **KPI.25 C.S**	4 LED intergovernmental platforms convened	4 LED intergovernmental platforms convened by June 2023	4 LED intergovernmental platforms convened by June 2024	4 LED intergovernmental platforms convened by June 2025	4 LED intergovernmental platforms convened by June 2026	4 LED intergovernmental platforms convened by June 2027

		Number of work opportunities created through CWP. **KPI.26 C.S**	500 work opportunities created through CWP	600 work opportunities created through CWP by June 2023	100 work opportunities created through CWP by June 2024	100 work opportunities created through CWP by June 2025	100 work opportunities created through CWP by June 2026	100 work opportunities created through CWP by June 2027
		Number of jobs created through the municipality's local economic development initiatives including capital projects **KPI.27 C.S**	100 jobs created through the municipality's local economic development initiatives including capital projects	100 jobs created through the municipality's local economic development initiatives including capital projects by end June 2023	100 jobs created through the municipality's local economic development initiatives including capital projects by end June 2024	100 jobs created through the municipality's local economic development initiatives including capital projects by end June 2025	100 jobs created through the municipality's local economic development initiatives including capital projects by end June 2026	100 jobs created through the municipality's local economic development initiatives including capital projects by end June 2027
		Number of work opportunities created through EPWP **KPI. 28 C. S**	120 work opportunities created through EPWP	140 work opportunities created through EPWP by end June 2023	140 work opportunities created through EPWP by end June 2024	140 work opportunities created through EPWP by end June 2025	140 work opportunities created through EPWP by end June 2026	140 work opportunities created through EPWP by end June 2027

6.4 KEY PERFORMANCE AREA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Currently the municipality is undergoing a serious cash flow problem which creates problems of wasteful and irregular expenditures mainly on interests for late payment of creditors such as Eskom. The DDLG&T has assisted by appointing a service provider who will capacitate and collectively with the Municipality develop a revenue enhancement plan. Specific focus will be on debt collection, tariff restructuring and cash flow management. Staff shortage and skilling is a problem as well but it could only be addressed after the above project is completed. Most of the Municipal policies are review on an annual basis as indicated below;

Description	Current Status	Backlogs	Challenges	Plans to address this Challenges
Tariff Policy	Tariff Policy in place	None	None	Policies are reviewed annually
Rates Policy	Rates Policy in place	None	None	Policy will be reviewed annually
SCM Policy	SCM Policy in place	None	None	Policy is reviewed annually
Staffing of Budget & Treasury Office	SCM Office 5 positions are vacant, Revenue,12 positions are vacant Budget and Financial Management, 2 positions are vacant Credit Control, Debt Collection and Indigent Support, 3 positions are vacant Expenditure Management, 1 position is vacant	26 positions to be filled	Appointment process takes time before appointing	The municipality has advertised.
Payment of Creditors	The municipality has Payment agreement plan with creditors e.g. (Eskom, Auditor General SA and SARS)	There is money to pay creditors on time	Cash flow problems	Entered into payment agreement with creditors
Auditor General Findings	Qualified Audit Opinion for 2021/2022 financial year	None	Lack of staff	Filling of vacant positions and Audit Action Plan
Financial Management Systems	Venus and Case Ware System	None	The municipality needs assistance from FEED for upgrading to solar system	Planning to upgrade from Venus to Solar system.

KEY PERFORMANCE AREA	Financial Management and Administrative Capacity	
NATIONAL GOVERNMENT **STRATEGIC OBJECTIVES**	Building a developmental state including improvement of public services and strengthening democratic institutions Restore the institutional integrity of municipality Develop and strengthen a politically and administratively stable system of municipalities Uprooting of corruption, nepotism, maladministration in our system of local government. Build and strengthen the administrative, institutional and financial capabilities of municipality, and all municipalities should have clean audits by 2019.	
10 POINT PLAN		
NATIONAL PRIORITY OUTCOMES	**Outcome 12:** An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship	**Role of Local Government:** Comply with legal financial reporting requirements Review municipal expenditures to eliminate wastage
LEKWA-TEEMANE OBJECTIVES		• Build and strengthen the financial management of the municipality to enhance service delivery and achieve a clean audit by 2019

STRATEGIES	
EFFICIENT AND EFFECTIVE FINANCIAL MANAGEMENT • Review and adoption of finance policies • Financial reporting and in year reporting • MTEF plan • Budget management • Ensure alignment of financial systems to GRAP/ Budget format	**SUPPLY CHAIN MANAGEMENT STRATEGIES** • Review and update of the Supply Chain Management policy. • Capacitate supply chain unit. • Contract management (Compliance) • Maintain updated service provider data base.

• Develop a five-year integrated financial management plan. • MFMA Implementation reform • Development project-based funding model. • Development of the asset registers as prescribed by GRAP. • General Ledger balancing • Annual financial statement compilation. • Section 71 reporting • Section 72 and other legislative reporting. **REVENUE ENHANCEMENT STRATEGIES** • Tariff setting • Billing • Meter reading • Debtors reconciliations • Revenue management • Distribution of accounts • Grant funding management • Development of cost recovery strategic plan • Manage and maintain updated valuation roll	**EXPENDITURE AND BUDGET MANAGEMENT STRATEGIES** • Payments be affected within 30 days • Submission of both expenditure and budgets reports timely. • Timely creditors' reconciliations. • Implement budget reforms as per MFMA. • Capacity building • Safeguards of the supporting documents. • The development of a comprehensive inventory and stores management policy. • Annual budget compilation. • Cash flow management • Investment management. **BUDGET AND TREASURY MANAGEMENT** • Manage revenue section • Manage supply chain management unit • Manage credit control and debt collection unit • Manage expenditure and budget management unit. • Manage financial management, asset management and reporting unit. • Finance Intern Capacitating. **CREDIT CONTROL AND DEBT COLLECTION** • Indigent Management. • Review and maintain credit control and debt collection procedures. • Managing the cut-off, restriction, and disconnection and re connection. Reducing number of collection debts to 30 days.

FINANCIAL VIABILITY AND MANAGEMENT							
Objective	**Performance Indicator**	**Baseline**	**Five Year Targets**				
			2022/2023	**2023/2024**	**2024/2025**	**2025/2026**	**2026/2027**
Build and strengthen the financial management of the municipality to enhance service delivery and achieve clean audit by 2019	Number of financial policies reviewed adopted by the council **KPI 29 BTO**	Finance policies 1. Credit Control debts collection, 2. Asset management policy, 3. Indigent policy, 4. Property Rates policy , 5. Supply Chain Management Policy, 6. Tariff policy, 7. Cash Management policy, 8. Budget Policy 9. Borrowing policy. - Review 3 policies per quarter and if changes adopted by council. 10. Cost Containment Policy	10 reviewed and approved financial policies by end June 2023	10 reviewed and approved financial policies by end June 2024	10 reviewed and approved financial policies by end June 2025	10 reviewed and approved financial policies by end June 2026	10 reviewed and approved financial policies by end June 2027

	Number of reports on effective revenue management submitted **KPI 30 BTO**	Reports on Revenue Management	12 reports on effective revenue management submitted by end June 2023	12 reports on effective revenue management submitted by end June 2024	12 reports on effective revenue management submitted by end June 2025	12 reports on effective revenue management submitted by end June 2026	12 reports on effective revenue management submitted by end June 2027
	Number of reports on expenditure management submitted **KPI 31 BTO**	Reports on Expenditure Management	N/A	N/A12 reports on expenditure management submitted by end June 2024	N/A12 reports on expenditure management submitted by end June 2025	N/A12 reports on expenditure management submitted by end June 2026	12 reports on expenditure management submitted by end June 2027
	Number of reports on the Conditional Grants spending in accordance with DoRA and Grant Frameworks **KPI 32 BTO**	Conditional Grants	12 reports on the Conditional Grants spending in accordance with DoRA and Grant frameworks by end June 2023	12 reports on the Conditional Grants spending in accordance with DoRA and Grant frameworks by end June 2024	12 reports on the Conditional Grants spending in accordance with DoRA and Grant frameworks by end June 2025	12 reports on the Conditional Grants spending in accordance with DoRA and Grant frameworks by end June 2026	12 reports on the Conditional Grants spending in accordance with DoRA and Grant frameworks by end June 2027
	Number of SCM compliance reports submitted **KPI 33 BTO**	4 SCM compliance reports to be submitted	4 SCM compliance reports submitted by end June 2023	4 SCM compliance reports submitted by end June 2024	4 SCM compliance reports submitted by end June 2025	4 SCM compliance reports submitted by end June 2026	4 SCM compliance reports submitted by end June 2027

	Financial viability as expressed by the ratios (debt coverage ratio, outstanding service debtors to revenue, Cost coverage ratio) **KPI 34 BTO**	12 Financial Viability Reports Expressed in Ratios	4 Financial viability ratios reports by end of June 2023	4 Financial viability ratios reports by end of June 2024	4 Financial viability ratios report by end of June 2025	4 Financial viability ratios reports by end of June 2026	4 Financial viability ratios reports by end of June 2027
	Number of Indigents households receiving Free Basic Services **KPI 35 BTO**	7116 indigents currently receiving free basic services	10 000 Indigents households receiving Free Basic Services by end June 2023	10 000 Indigents households receiving Free Basic Services by end June 2024	10 000 Indigents households receiving Free Basic Services by end June 2025	10 000 Indigents households receiving Free Basic Services by end June 2026	10 000 Indigents households receiving Free Basic Services by end June 2027
	Percentage (%) collection of revenue achieved **KPI 36 BTO**	59% Collection rate	80% collection of revenue achieved by the end June 2023	80% collection of revenue achieved by the end June 2024	80% collection of revenue achieved by the end June 2025	80% collection of revenue achieved by the end June 2026	80% collection of revenue achieved by the end June 2027
	Percentage of municipality's budget spent on implementing its workplace skills plan **KPI 37 BTO**	WSP	100% of municipality's budget actually spent on implementing its workplace skills plan by end June 2023	100% of municipality's budget actually spent on implementing its workplace skills plan by end June 2024	100% of municipality's budget actually spent on implementing its workplace skills plan by end June 2025	100% of municipality's budget actually spent on implementing its workplace skills plan by end June 2026	100% of municipality's budget actually spent on implementing its workplace skills plan by end June 2027
	Percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	2021/2022 Expenditure	100% of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	100% of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated developmentplan	100% of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	100% of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	100% of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan

	KPI 38 BTO		submitted by end June 2023	submitted by end June 2024	submitted by end June 2025	submitted by end June 2026	submitted by end June 2027
	Timeous submission of Annual Financial Statements to Auditor General by end August **KPI 39 BTO**	Timeous submission of Draft consolidated 2017/18 Annual Report to Internal Audit Committee & Auditor General by 31 August 2019	Timeous submission of 2021/2022 Annual Financial Statements to Auditor General by end August 2022	Timeous submission of 2022/2023 Annual Financial Statements to Auditor General by end August 2023	Timeous submission of 2023/2024 Annual Financial Statements to Auditor General by end August 2024	Timeous submission of 2024/2025 Annual Financial Statements to Auditor General by end August 2025	Timeous submission of 2025/2026 Annual Financial Statements to Auditor General by end August 2026
	Percentage of audit findings addressed **KPI 40 BTO**	Post Audit Action Plan	100% of audit findings addressed by end June 2023	100% of audit findings addressed by end June 2024	100% of audit findings addressed by end June 2025	100% of audit findings addressed by end June 2026	100% of audit findings addressed by end June 2027

6.5 KEY PERFORMANCE AREA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Analysis:

- The municipality has an adopted SDBIP for 2021/2022 financial year
- There is an adopted organizational Structure with staff complement;
- The municipality has Employment Equity Plan (EEP) and Workplace Skills Plan (WSP) in place;
- There is an established Occupational Health and Safety Committee;
- This committee (Occupational Health and Safety Committee) has been trained.
- Council and its Sub-committees are stable and meeting regularly.

Labour Matters:

Analysis:

- At present there is a sound relationship with the Unions. Labour matters are addressed in consultation with Unions.
- In the past year there have been disputes which soured the relationship.
- There is an established structure, the local Labour Forum (LLF) which is constituted by both the Unions and the Management. This structure is a bargaining forum at the workplace.
- There are sub-committees of LLF which deals with a variety of issues, namely, The Training committee; Occupational Health and Safety;

Challenges:

- Lack of cascading PMS system down to individual employees within the municipality;
- There is no plan or system of ensuring cascading of performance management system to all employees in the municipality;
- Non-payment or late payment of skills development levies;
- Inappropriate use of Mandatory Grants (LGSETA);
- Training not done regularly and in terms of the WSP;
- The municipality does not have the OHS Plan and the committee is not meeting regularly;
- The LLF and its sub-committees are not meeting regularly. This poses a challenge to the good relations between the Unions and Management as issues are not dealt with in time.
- The LLF itself is not meeting as per the approved schedule of meetings.

KEY DEVELOPMENT THEMES, ISSUES AND PROPOSALS				
	DESCRIPTION OF NEED/ POTENTIAL/PROJECT	**CURRENT SITUATION**	**ROLE-PLAYERS AND RELATIONS**	**EVALUATION: IMPLICATIONS AND IMPERATIVE & PROPOSED INTERVENTIONS**
Education, Adult education, Skills levels and training	Challenges: • The big drop-out in tertiary education • New buildings, renovations, sanitation, fencing of schools for the safety and security, extension of schools due to migration patterns and electrification. .		DoE DPW NW Provincial government DM LMs	What needs to be done? • DoE should inform the municipality regarding its plans in area. Currently no set IGR process is in place; Child Labour needs to be prevented in projects such as the Beef Beneficiation Project and in local Projects. • More strategic planning and less reactionary planning. • Access to schools is critical

NATIONAL GOVERNMENT **STRATEGIC OBJECTIVES**	Building a developmental state including improvement of public services and strengthening democratic institutions Strengthen the skills and human resource base.	
10 POINT PLAN	Restore the institutional integrity of the municipality Develop and strengthen a politically and administratively stable system of municipalities. Uprooting of corruption, nepotism, maladministration in our system of local government.	
NATIONAL PRIORITY OUTCOMES	**Outcome 5:** A skilled and capable workforce to support an inclusive growth path	**Role of Local Government:** • Ensure councils behave in ways to restore community trust in local government Continue to develop performance monitoring and management systems
	Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	

LEKWA-TEEMANE OBJECTIVES	To provide the necessary strategic support for the implementation of the To build an enhance the human resource capacity of the municipality; To ensure that there is a good, sound industrial relationship between the and the employee; To create a safe working environment for all employees; To enhance corporate image;
Strategies:	Develop and implement SDBIP Provision of accessible basic skills, basic formal education, including adu education, to municipal employees; Ensure a functional and effective Local Labour Forum (LLF); Develop and implement occupational Health and Safety Plan; Develop a marketing plan for the municipality; To encourage career growth and personal development of employees

INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
Objective	**Performance Indicator**	**Baseline**	**Five Year Targets**				
			2022/2023	**2023/2024**	**2024/2025**	**2025/2026**	**2026/2027**
To provide the necessary strategic support for the implementation of the SDBIP To build an enhance the human resource capacity of the municipality; To ensure that there is a good, sound industrial relationship between the employer and the employee; To create a safe working environment for all employees; To enhance corporate image	Number of posts filled as per the approved funded structure **KPI 41 CP. S**	3 Posts filled	15 posts filled as per the approved funded structure by end June 2023	10 posts filled as per the approved funded structure by end June 2024	10 posts filled as per the approved funded structure by end June 2025	10 posts filled as per the approved funded structure by end June 2026	10 posts filled as per the approved funded structure by end June 2027
	Number of employees employed in accordance with the Employment Equity Plan **KPI 42 CP.S**	8 Employees employed according to EEP.	8 employees employed in accordance with the Employment Equity Plan by end June 2023	8 employees employed in accordance with the Employment Equity Plan by end June 2024	8 employees employed in accordance with the Employment Equity Plan by end June 2025	8 employees employed in accordance with the Employment Equity Plan by end June 2026	8 employees employed in accordance with the Employment Equity Plan by end June 2027
	Number of officials capacitated in terms of the workplace Skills Plan **KPI 43 CP. S**	50 officials trained during 2017/18 Financial year.	10 Officials capacitated in terms of the WSP by end June 2023	10 Officials capacitated in terms of the WSP by end June 2024	10 Officials capacitated in terms of the WSP by end June 2025	10 Officials capacitated in terms of the WSP by end June 2026	10 officials capacitated in terms of the workplace Skills Plan by end June 2027
	Number of councilors trained **KPI 44 CP. S**	14 Councilors Trained in 17/18	7 Councilors trained by end June 2023	7 Councilors trained by end June 2024	7 Councilors trained by end June 2025	7 Councilors trained by end June 2026	7 Councilors trained by end June 2027

	Number of learnership opportunities created **KPI 45 CP. S**	113 learners enrolled on Learner ship opportunities created in 2017/18	20 learnership opportunities created by end June 2023	20 learnership opportunities created by end June 2024	20 learnership opportunities created by end June 2025	20 learnership opportunities created by end June 2026	20 learnership opportunities created by end June 2027
	Number of reports on the workplace skills plan submitted to LGSETA **KPI 46 CP. S**	WSP approved and submitted to LGSETA before end of April 2021	1 report on the workplace skills plan submitted to LGSETA by October 2023	1 report on the workplace skills plan submitted to LGSETA by October 2024	1 report on the workplace skills plan submitted to LGSETA by October 2025	1 report on the workplace skills plan submitted to LGSETA by October 2026	1 report on the workplace skills plan submitted to LGSETA by October 2027
	Number of Local Labour Forum meetings held **KPI 47 CP. S**	4 Local Labour Forum meetings held.	4 reports on Local Labour Forum submitted to council by end June 2023	4 reports on Local Labour Forum submitted to council by end June 2024	4 reports on Local Labour Forum submitted to council by end June 2025	4 reports on Local Labour Forum submitted to council by end June 2026	4 reports on Local Labour Forum submitted to council by end June 2027
	Number of reports on the implementation of Occupational Health Safety policy **KPI.48 CP.S**	2 reports submitted on implementation of OHS.	4 reports on the implementation of Occupational Health Safety policy by end June 2023	4 reports on the implementation of Occupational Health Safety policy by end June 2024	4 reports on the implementation of Occupational Health Safety policy by end June 2025	4 reports on the implementation of Occupational Health Safety policy by end June 2026	4 reports on the implementation of Occupational Health Safety policy by end June 2027
	Number of reports submitted to council on disciplinary cases **KPI 49 CP. S**	4 Reports Submitted to Council on Labour cases referred to Bargaining	4 Reports submitted to council on disciplinary cases by end June 2023	4 Reports submitted to council on disciplinary cases by end June 2024	4 Reports submitted to council on disciplinary cases by end June 2025	4 Reports submitted to council on disciplinary cases by end June 2026	4 Reports submitted to council on disciplinary cases by end June 2027

	Number of SDBIP quarterly performance reports generated **KPI 50 MM**	4 SDBIP quarterly performance report submitted	4 SDBIP quarterly performance reports generated by end June 2023	4 SDBIP quarterly performance reports generated by end June 2024	4 SDBIP quarterly performance reports generated by end June 2025	4 SDBIP quarterly performance reports generated by end June 2026	4 SDBIP quarterly performance reports generated by end June 2027
	Number of annual municipal performance reports developed in compliance with section 46 **KPI 51 MM**	Annual Report submitted.	1 annual municipal performance report developed in compliance with section 46 by end August 2023	1 annual municipal performance report developed in compliance with section 46 by end August 2024	1 annual municipal performance report developed in compliance with section 46 by end August 2025	1 annual municipal performance report developed in compliance with section 46 by end August 2026	1 annual municipal performance report developed in compliance with section 46 by end August 2027
	Municipal Council oversight report submitted to Council **KPI 52 MM**	Municipal Council Oversight report submitted	1 Municipal Council oversight report submitted to Council by end March 2023	1 Municipal Council oversight report submitted to Council by end March 2024	1 Municipal Council oversight report submitted to Council by end March 2025	1 Municipal Council oversight report submitted to Council by end March 2026	1 Municipal Council oversight report submitted to Council by end March 2027
	Number of signed performance agreements by MM and Section 56 employees **KPI 53 MM**	3 Performance Agreements signed.	5 signed performance agreements by MM and Section 56 employees by July 2023	5 signed performance agreements by MM and Section 56 employees by July 2024	5 signed performance agreements by MM and Section 56 employees by July 2025	5 signed performance agreements by MM and Section 56 employees by July 2026	5 signed performance agreements by MM and Section 56 employees by July 2027
	Mid-Term performance assessment conducted **KPI 54 MM**	2021/22 Mid-Term report	1 Mid-Term performance assessment conducted by 25 January 2022	1 Mid-Term performance assessment conducted by 25 January 2023	1 Mid-Term performance assessment conducted by 25 January 2024	1 Mid-Term performance assessment conducted by 25 January 2025	1 Mid-Term performance assessment conducted by 25 January 2026

	Approved SDBIP **KPI 55 MM**	SDBIP for Corporate Services submitted.	1 Approved SDBIP by end June 2023	1 Approved SDBIP by end June 2024	1 Approved SDBIP by end June 2025	1 Approved SDBIP by end June 2026	1 Approved SDBIP by end June 2027
	Number of employee wellness Programmes conducted **KPI 56**	3 Employee Wellness Programme conducted (sport & welcoming for new Senior Managers)	N/A	2 employee wellness Programme conducted by end June 2022	2 employee wellness Programme conducted by end June 2025	2 employee wellness Programme conducted by end June 2026	2 employee wellness Programmes conducted by end June 2027
	Number of IDP Representative meetings held **KPI 57**	1 IDP REP FORUM MEETINGS HELD	2 IDP Representative meetings Held by end June 2023	2 IDP Representative meetings Held by end June 2024	2 IDP Representative meetings Held by end June 2025	2 IDP Representative meetings Held by end June 2026	2 IDP Representative meetings Held by end June 2027

6.5 KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

ANALYSIS:

- Council has been meeting regularly
- Ward committees are still to be trained on local government legislation

Challenges:

- Though meeting regularly it has not been in terms of the adopted schedule of meetings.
- Ward committees needs office space
- Some ward committees need to be established

Intergovernmental Relations:

- There is an existing IGR Forum constituted by sector departments.

Challenges:

- The IGR does not meet regularly

KEY PERFORMANCE AREA	Governance, Public Participation & Intergovernmental Relations	
NATIONAL GOVERNMENT	Municipalities that have reliable and credible Integrated Development Plans (IDP's) that are used as a guide for every development, programs and projects within that municipality.	
STRATEGIC OBJECTIVES	Municipalities that have reliable and credible Integrated Development Plans (IDP's) that are used as a guide for every development, programs and projects within that municipality. Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system. Build and strengthen the administrative, institutional and financial capabilities of municipality, and all municipalities should have clean audits by 2025. The creation of a single window of co-ordination, support, monitoring and intervention as to deal with uncoordinated interaction by other spheres of government with municipalities including unfunded mandate.	
10 POINT PLAN		
NATIONAL PRIORITY OUTCOMES	Outcome 9: Responsive, accountable, effective and efficient local government system	Role of Local Government: • Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality • Implement the community work programme • Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues • Continue to develop performance monitoring and management systems
	Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	**Role of Local Government:** Ensure councils behave in ways to restore community trust in local government Continue to develop performance monitoring and management systems

LEKWA-TEEMANE OBJECTIVES	To ensure good governance; To project Lekwa-Teemane Municipality as a preferred area to invest, live and work; To inform the community about services rendered and have an effective communication system; To provide the necessary strategic support for the implementation of the SDBIP. To encourage and ensure public participation through ward committees, ensure participation of sector departments and other stakeholders on integrated planning.
Strategies:	Organize effective public participation and stakeholder meetings; Enhance Corporate image; Development and production of information brochures, articles, news-letters and stakeholder meetings in both electronic print media information; Develop and implement SDBIP

GOVERNANCE, PUBLIC PARTICIPATION & INTERGOVERNMENTAL RELATIONS							
Objective	**Performance Indicator**	**Baseline**	**Five Year Targets**				
			2022/2023	**2023/2024**	**2024/2025**	**2025/2026**	**2026/2027**
To ensure good governance.	% council resolutions implemented **KPI 53 CP. S**	4 matrix Resolution Register Developed	100% implementation of Council resolutions by end June 2023	100% implementation of Council resolutions by end June 2024	100% implementation of Council resolutions by end June 2025	100% implementation of Council resolutions by end June 2026	100% implementation of Council resolutions by end June 2027
	Number of section 79 and 80 committee meetings held. **KPI 54 CP. S**	Schedule of Portfolio Committee sittings developed	4 Section 79 and 80 committee meetings held by end June 2023	4 Section 79 and 80 committee meetings held by end June 2024	4 Section 79 and 80 committee meetings held by end June 2025	4 Section 79 and 80 committee meetings held by end June 2026	4 Section 79 and 80 committee meetings held by end June 2027
	Information and Communication Technology Governance policy developed **KPI 55 CP. S M. O**	No ICT Governance Policy developed	Implementation of ITC Governance policy by end June 2023	Implementation of ITC Governance policy by end June 2024	Implementation of ITC Governance policy by end June 2025	Implementation of ITC Governance policy by end June 2026	Implementation of ITC Governance policy by end June 2027
	Number of Newsletters produced **KPI.56 CP.S**	New	2 Newsletters produced by end June 2023	2 Newsletters produced by end June 2024	2 Newsletters produced by end June 2025	2 Newsletters produced by end June 2026	2 Newsletters produced by end June 2027

	Number of By-laws reviewed **KPI.57 CP.S**	1 By law reviewed.	5 By-laws reviewed by end March 2023	5 By-laws reviewed by end March 2024	5 By-laws reviewed by end March 2025	5 By-laws reviewed by end March 2026	5 By-laws reviewed by end March 2027
	Number of Municipal Annual Report submitted to Council KPI. 58 MM	2020/21 Annual Report	1 Annual Report submitted to Council by end June 2023	1 Annual Report submitted to Council by end June 2023	1 Annual Report submitted to Council by end June 2023	1 Annual Report submitted to Council by end June 2023	1 Annual Report submitted to Council by end June 2023
	Number of risk registers updated **KPI.59 MM**	Risk Registers	1 Risk registers updated by end June 2023	1 Risk registers updated by end June 2024	1 Risk registers updated by end June 2025	1 Risk registers updated by end June 2026	1 Risk registers updated by end June 2027
	Number of Ward committee meetings held **KPI.60 CP.S M.O**	84 Committee meetings held.	84 Ward committee meetings held by end June 2023	84 Ward committee meetings held by end June 2024	84 Ward committee meetings held by end June 2025	84 Ward committee meetings held by end June 2026	84 Ward committee meetings held by end June 2027
	Number of wards that have held at least one councilor-convened community meeting	12 councilor-convened community meeting by end June 2023	12 councilor-convened community meeting by end June 2023	12 councilor-convened community meeting by end June 2023	12 councilor-convened community meeting by end June 2023	12 councilor-convened community meeting by end June 2023	12 councilor-convened community meeting by end June 2023
	Number of Public Ward committee meetings held **KPI.62 CP. S M. O**	84 Committee meetings held.	84 Public Ward committee meetings held by end June 2023	84 Public Ward committee meetings held by end June 2024	84 Public Ward committee meetings held by end June 2025	84 Public Ward committee meetings held by end June 2026	84 Public Ward committee meetings held by end June 2027

6.6 KEY PERFORMANCE AREA: SPATIAL RATIONALE

Objective	Performance Indicator	Baseline	Five Year Targets				
			2022/2023	**2023/2024**	**2024/2025**	**2025/2026**	**2026/2027**
	Number of IDP adopted by council **KPI.63 MM**	2019/20 IDP	N/A	1 IDP adopted by council by end May 2023	1 IDP adopted by council by end May 2024	1 IDP adopted by council by end May 2025	1 IDP adopted by council by end May 2026

7. LEKWA-TEEMANE MIG PROJECTS 2022-2027

LEKWA-TEEMANE PLANNED PROJECTS

Project Description	Project Value	MIG Value	Expenditure as at 30 June 2024	Balance as at 30 June 2024	Total Allocation for 2024/25 FY
PMU: Lekwa Teemane	832,900	832,900	-	-	832,900
Bloemhof: Construction of paved roads and stormwater in Ext 5 & 10 (Bloemhof)	11 008 957,20	11 008 957,20	447 729,10	10 561 228,00	10,561,228.00
Christiana: Construction of Utlwanang sports facility	8 000 000,00	8 000 000,00	-	-	8 000 000,00
Christiana: Construction of paved roads and stormwater in Utlwanang Ext 5 - Christiana	13 036 922,98	13 036 922,98	10,710,026.98	2,326,896.00	2,326,896.00
Bloemhof: Construction of Multi-Purpose Hall in Boitumelong	13,035,267.00	13,035,267.00	10,098,804	2,936,463.00	2,936,463.00
Total					**24 658 000,00**

Project Description	**Project Value**	**INEP Value**	**Expenditure as at 30 June 2024**	**Balance as at 30 June 2024**	**Total Allocation for 2024/25 FY**
Households’ connections in Geluksoord Ext 4.	1 960 000,00	1 960 000,00	-	1 960 000,00	1 960 000,00
Households’ connections in Geluksoord Ext 2,3 &4 Infill.	351 000,00	351 000,00	-	351 000,00	351 000,00
Geluksoord Ext 5 Pre-Engineering 1500.	1 770 000,00	1 770 000,00	-	-	1 770 000,00
Upgrade of Intake Substation.	6 447 000,00	6 447 000,00	-	6 447 000,00	6 447 000,00
Total			0,00	10 528 000,00	10 528 000,00

7.1 PROGRAMMES AND PROJECTS OF OTHER SPHERES

Programmes and projects from the other spheres of government for Lekwa-Teemane Local Municipality.

EDUCATION AND SPORTS DEVELOPMENT- REFURBISHMENT AND REHABILITATION							
Project / Programme Name	**Municipality**	**Nature of investment**	**Total Project Cost**	**Total Expenditure to date from previous years**	**Main appropriation (22/23)**	**Main Appropriation (23/24)**	**Main appropriation (24/25)**
VAALOEWER COMBINED SCHOOL	Lekwa-Teemane	New or Replaced Infrastructure	R 35,000,000	R	R14,400,000	R 20,000,000	R20,800,000
Corporate	Province Wide	Maintenance and Repairs	R70,000,000	R32,666,232	R20,000,000	R20,000,000	R20,000,000
Bloemhof Primary	Lekwa-Teemane	New or Replaced Infrastructure	R 4,719,000	R 2,110,254	R 14,400,000	R 20,000,000	R20,800,000
ADDITIONS PROGRAMME 001	Province Wide	Upgrading and Additions	R115,000,000	R-	R-	R-	R40,000,000

ARTS CULTURE SPORTS AND RECREATION -LIBRARIES SERVICES							
Project / Programme Name	Municipality	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (22/23)	Main appropriation (23/24)	Main appropriation (24/25)
Coverdale / Boitumelong Community Library	Dr Ruth Segomotsi Mompati	New or Replaced Infrastructure	19,000,000	R -	R1,000,000	R 10,000,000	R 8,000,000

HEALTH - REFURBISHMENT AND REHABILITATION							
Project / Programme Name	Municipality	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (22/23)	Main appropriation (22/23)	Main appropriation (23/24)
Christiana Hospital Temporary Structure	Lekwa-Teemane	Upgrading and Additions	-	R -	R 12,000,000	R -	R -

DEPARTMENT FORESTRY FISHERIES & THE ENVIRONMENT							
Project / Programme Name	Municipality	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (22/23)	Main appropriation (23/24)	Main appropriation (24/25)
Fire Control and Prevention	Lekwa-Teemane	Environmental Programmes	R3 000 000		R3 000 000		
Fire Control and Prevention	Lekwa-Teemane	Environmental Programmes	R2 558 024		R2 558 024		
Bloemhof Dam Green Thorn	Lekwa-Teemane	Natural Resource Rehabilitation Waterweeds				R819,492	

Lekwa-Teemane War on Waste	Lekwa-Teemane	War on Waste				R2,299,654	
DEPARTMENT OF PUBLIC WORKS AND ROADS							
Project / Programme Name	**Municipality**	**Nature of investment**	**Total Project Cost**	**Total Expenditure to date from previous years**	**Main appropriation (22/23)**	**Main appropriation (23/24)**	**Main appropriation (24/25)**
Day to Day Maintenance: Lekwa-Teemane	Dr Ruth Segomotsi Mompati	Maintenance and Repairs	R 3,940,000	R 248,258	R 1,000,000	R 920,000	R 1,000,000
Household roads routine maintenance (Itirele)Dr Ruth Segomotsi Mompati district	Dr Ruth Segomotsi Mompati	Maintenance and Repairs	R 45,000,000	R 84,656,104	R 15,000,000	R 15,000,000	R 15,000,000
Special maintenance of road P34/6(R708) from Jan kempdorp to Christiana	Dr Ruth Segomotsi Mompati	Maintenance and Repairs	R 14,885,512	R 14,489,194	R 759,000	R -	R -
Rehabilitation of Road P34/5 (R506) from Schweizer-Reneke to Christiana	Dr Ruth Segomotsi Mompati	Rehabilitation, Renovations & Refurbishment	R 383,701,000	R 102,053,551	R 15,000,000	R -	R -

Rehabilitation of road P34/5 (R506) from Schweizer-Reneke to Christiana (89km), Phase II, 30km	Dr Ruth Segomotsi Mompati	Rehabilitation, Renovations & Refurbishment	R 159,300,000	R -	R 46,529,000	R 46,350,000	R 60,650,000

DEPARTMENT OF LOCAL GOVERNMENT AND HUMAN SETTLEMENTS

Project / Programme Name	Municipality	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (22/23)	Main appropriation (23/24	Main appropriation (24/25)
Lekwa-Teemane Boitumelong/Coverdale ext. 12 -1537 units	1 & 4	Boitumelong & Coverdale	Lekwa-Teemane	Housing			110 m
Lekwa-Teemane: Bloemhof Boitumelong Ext 12	1 & 4	Boitumelong & Coverdale	Lekwa-Teemane	Water and Sanitation			28 m
Installation of internal services for 1334 sites in Geluksoord Ext.5	5	Geluksoord	Lekwa-Teemane	Water and Sanitation			82m

DEPARTMENT OF SOCIAL DEVELOPMENT

HIV & AIDS	Lekwa-Teemane	Utlwanang Council of Churches	R 900 200.00				R 900 200.00
Disability	Lekwa-Teemane	Jappie kritzinger	R 176 400. 00				R 176 400. 00
Older Persons	Lekwa-Teemane	Phaphamang Service clb	R 208 400.00				R 208 400.00
Older Persons	Lekwa-Teemane	Boitumelong Service club	R 196 400.00				R 196 400.00
Older Persons	Lekwa-Teemane	Remmogo Service club	R 176 000.00				R 176 000.00
Older Persons	Lekwa-Teemane	Jappie kritzinger home for the aged	R 1 441 134. 76				R 1 441 134. 76
Older Persons	Lekwa-Teemane	SAVF Edith Smith	R 999 534.76				R 999 534.76
Sustainable Livelihood	Lekwa-Teemane	Are Kopaneng Basadi Community Center	R 870 255.58				R 870 255.58
None							

8. DRRSM CAPITAL PROJECT ALLOCATION FOR LEKWA-TEEMANE 2022-2027

DR RSM PLANNED PROJECTS 2023-2024			
PROJECT NAME	**BUDGET**		
	2022/2023	**2024/2025**	**2025/2026**
Installation of a standby generator at Christiana WTW		R950 000	
Resealing of roads and potholes patching Bloemhof & Christiana			
Replacing faulty electricity pre-paid meters			
Regravelling of 5km of roads (Utlwanang and Boitumelong Townships)			
Bloemhof bulk water reticulation upgrade		R 47 208 000,00	
Bloemhof Outfall Sewer Upgrade		R 20 000 000,00	R 99 729 362,59
Refurbishment & Upgrade of Christiana Water Purification Works & Asbestos Reticulation Replacement		R 10 000 000,00	R 105 000 000,00
Free Basic Subsidy on Water & Sanitation - Lekwa Teemane LM		R 5 000 000,00	R 5 000 000,00
Refurbishment of Bloemhof WWTW		R 18 100 344,36	
O & M of Bloemhof WWTW		R 9 835 740,00	R 10 327 527,00
O & M of Christiana WWTW		R 9 835 740,00	R 10 327 527,00

9. ANNEXURES

The following documents forms part of this IDP, thus this IDP must be read together with these documents

(a) ANNEXURE A: COMMUNITY NEEDS

(b) ANNEXURE B: MUNICIPAL PRIORITIES 2022-2027

(c) ANNEXURE C: Spatial Development Framework 2019-2024

(d) ANNEXURE D: Disaster Management Plan

(a) ANNEXURE E: Organizational Structure (2022-2027)

(b) ANNEXURE F: Draft Waste Management Plan

(c) ANNEXURE G: LED Strategy

(d) ANNEXURE H: Budget 2022-2025 financial years

8. APPENDICES

Although the Municipality undertook an exercise of integrating the various projects, strategies and objectives throughout the planning process of this IDP, it has however been a challenge for the municipality to review the already existing and to develop the outstanding policies/programmes. The identified integrated policies/programmes and their status of development and/or review are presented hereunder.

Critical Components	Available/Not Available	Reviewed (Yes/No)	When to be reviewed	Comments	Responsible person
Spatial Development Framework	Available	Yes	2018/2019	The document is available and in use.	Community Services &Technical Services
Comprehensive Infrastructure Plan (EPWP)	Available	–	–		Technical Services
LED Strategy	Available	No		The document is developed and needs to be reviewed.	Community Services
Waste Management Plan	Available	No	–		
Land Use Management	Available	No	-	The document is available and in use.	Community Services
Land Reform Strategy	Not available				Community Services
Transport Plan	Available	–	–	The plan is complete and needs to be implemented	Community Services
Disaster Management Plan	Available	Yes	-	Developed by the District Municipality	District Municipality
Environmental Management Plan	Available	–	–	Developed by the District Municipality	District Municipality
Water Service Development Plan	Not Available	–	–	Technical assistance will be requested from the Department of Water and Sanitation	Technical Services

Energy Master Plan	Not available	–	–		Technical Services
Electricity Master Plan	Not available	–	–		Technical Services
Housing Sector Plan	Available	–	–		Community Services
Health Sector Plan (HIV/AIDS Plan)	Not Available	–	–		Corporate Support Services
Organizational PMS	Available	Yes	–	The approved Framework is available	MM's Office
MTREF	Available	–	–	Available	Chief Financial Officer