



# **LEKWA-TEEMANE LOCAL MUNICIPALITY**

**"NW 396"**



## **AMENDED INTERGRATED DEVELOPMENT PLAN 2023-2024**



**"RE-IMAGINE LEKWA-TEEMANE"**



**LEKWA -TEEMANE  
LOCAL MUNICIPALITY  
- NW 396"**

**Cllr S.M Motlhabi  
MAYOR**



**Cllr M. Pilane  
SPEAKER**

**EXCO MEMBERS**



**Cllr J. DABAMPE  
CHAIRPERSON**



**Cllr L. LEGABE  
CHAIRPERSON**

**CORPORATE SERVICES, GOOD  
GOVERNANCE AND FINANCE  
COMMITTEE**

**INFRASTRUCTURE  
DEVELOPMENT & TOWN  
PLANNING, COMMUNITY  
SERVICES & LED**



**Cllr T. Hossain  
CHIEF WHIP**

**SENIOR MANAGERS**

Vacant	Vacant	Vacant	Vacant	Vacant	Vacant
CFO	Community services	Corporate Services	Planning and Development	Technical Services	Municipal Manager

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## PREFACE

## MAYOR'S FOREWORD



**Cllr S.M Motlhabi**

It is a privilege to present the amendments to the 2022/2027 IDP to the community of Lekwa-Teemane Local Municipality.

These amendments are informed by section 25(2) of the Municipal Systems Act (as amended) which stipulates that an integrated development plan adopted by a municipal council may be amended in terms of section 34 of the same act.

This year marks the second year of our term in office, I will first like to appreciate the partnership between the municipality and various stakeholders who have been part of our IDP since our term commenced and their contribution thereof. Inputs from the community was indeed valuable and the Municipality will try to address these inputs with the available resources. The Municipality will manage its resources in a manner to mitigate risks; make improvements in basic infrastructure; improve municipal financial management and strive to improve our audit opinion. Public participation will remain an important priority for the Municipality

The implementation of the Integrated Development Plan (IDP) has encountered numerous challenges such as unfunded mandates, low revenue collection and not executing our projects properly.

Government has declared 2023 as the year of implementation. Lekwa-Teemane Local Municipality has a responsibility to respond to this clarion call and drive fundamental social changes in both Bloemhof and Christiana. This will only improve service delivery for our communities.

The high vacancy rate needs to be address as matter of urgency. This high vacancy rate has a negative impact on service delivery.

The Municipality is keenly aware of the fact that we have to redouble our efforts to ensure economic growth and job creation in our area. This will require a collaborative effort between the municipality, government, business, labour and civil society. The basis of our vision for the Local economy is the National Development Plan (NDP), which expects that 90% of jobs would have to be created by small and expanding firms by 2030. In pursuit of the objective of the NDP, Lekwa-

Teemane Local Municipality must therefore formulate plans on how coherent and integrated support services for SMMEs can be rolled out to communities across the municipal area. In all these plans, the youth of Lekwa-Teemane will play a central role. The Municipality will for the first time provide free wi-fi in all wards. This service will assist our people and in particular the youth to access much needed services.

The current loadshedding impacted negatively on our water supply and economic growth. We will engage the Dr Ruth Segomotsi District Municipality as the water service authority regarding the water supply in our Municipality. Municipality is not the Water Service Authority in terms of the Water Service Act. The equitable shares meant to support the Indigents for water and sanitation is received and utilized by the District Municipality without benefiting our Local Communities. The Municipality roughly spends R 12 000 000 per annum for the two services. Our Municipality does not have a water quality problem but we have put systems in place for any event of water contamination.

In conclusion I would like to thank Councilors, Managers, Municipal staff, sector Departments and Community Development Workers who participated during the public engagements.

I thank you

Cllr S.M Motlhabi  
Mayor Lekwa-Teemane Local Municipality

## MUNICIPAL MANAGER'S MESSAGE

The message will be included in the final document

# 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 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 1<sup>st</sup> 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 1<sup>st</sup> 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**” Special 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 Advertisements 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  
Ponds

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
<i>NEWSPAPER PUBLICATION AND SOCIAL MEDIA</i>	<ul style="list-style-type: none"> <li>• To invite comments from the public for both draft and final IDP documents.</li> <li>• To ensure the municipality adheres to legislation in terms of published the notices in the local newspapers</li> </ul>
<i>LOUD HAILING</i>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<i>WARD COMMITTEE MEETINGS</i>	<ul style="list-style-type: none"> <li>• Ward committees serves as an official specialized participatory structure within the municipality and a mobilizing agent for community action within the wards.</li> </ul>

<i>WEBSITE</i>	<ul style="list-style-type: none"> <li>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.</li> </ul>
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### 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
<i>COUNCIL</i>	<ul style="list-style-type: none"> <li>Approve and adopt the process and framework plans as well as IDP and budget</li> <li>Monitor the implementation and approve any amendments of the plan when necessary</li> </ul>
<i>MAYOR</i>	<ul style="list-style-type: none"> <li>Consider the IDP and Budget timetable and Process Plan and submit to Council for approval.</li> <li>Overall management, coordination and monitoring of the IDP process.</li> <li>Assign and delegate responsibilities in this regard to the Municipal Manager.</li> <li>Submit the draft IDP to Council for approval.</li> <li>Submit final IDP and Budget to Council for adoption.</li> <li>Provide political guidance in IDP and Budget (in terms of section 53(a) of the MFMA Act 56 of 2003.</li> <li>Co-ordinate plans and Timetables for the Budget.</li> </ul>
<i>WARD COUNCILLORS / WARD COMMITTEES</i>	<ul style="list-style-type: none"> <li>Form a link between the Municipality and residents.</li> <li>Link the IDP process to their respective Wards.</li> <li>Assist in the organizing of public consultation and participation.</li> <li>Monitor the implementation of the IDP with respect to their particular wards</li> <li>Encourage residents to take part in the IDP process.</li> </ul>
<i>MUNICIPAL MANAGER</i>	<ul style="list-style-type: none"> <li>Managing and coordinate the entire IDP process as assigned by the Mayor.</li> <li>Chair the IDP Steering Committee Meetings.</li> <li>Fulfil the duties of Accounting Officer as set out in Sections 68 and 69 of the MFMA, Act 56 of 2003.</li> </ul>

<p><i>IDP MANAGER</i></p>	<ul style="list-style-type: none"> <li>• Prepare IDP process plan and monitor the timeously implementation thereof.</li> <li>• Day to day management and coordination of the IDP process.</li> <li>• Ensure stakeholder engagement in IDP process by organizing and setting up meetings for engagement.</li> <li>• Ensure that the IDP process is participatory and that planning is ward-based oriented.</li> <li>• Respond to public and MEC comments on Draft IDP.</li> <li>• Compilation of comprehensive, neat and presentable IDP document that complies with all legislator requirements.</li> </ul>
<p><i>COMMUNITY LIASION OFFICER</i></p>	<ul style="list-style-type: none"> <li>• Assist the Speaker to coordinate the process of establishing ward committees.</li> <li>• Responsible for logistical arrangements pertaining to ward committee meetings.</li> <li>• The responsibility to meet regularly with the ward committees to ensure appropriate communication with the communities through the ward Committee structure.</li> <li>• 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.</li> <li>• To provide the administrative support to ward committees.</li> </ul>
<p><i>DIRECTORS AND SECTIONAL MANAGERS</i></p>	<ul style="list-style-type: none"> <li>• Provide relevant technical, sector and financial information for analysis for determining priority issues.</li> <li>• Provide technical expertise in consideration and finalization of strategies and identification of projects.</li> <li>• Provide departmental, operational and capital budgetary information.</li> </ul>
<p><i>IDP-STEERING COMMITTEE</i></p>	<ul style="list-style-type: none"> <li>• Preparation of project proposals, integration of projects and sector Programmes.</li> <li>• Refinement and Quality check of IDP document to ensure compliance with legislation.</li> <li>• Consist of Municipal Manager, Senior Management, IDP Manager, Mayor/ Speaker.</li> <li>• To provide technical assistance to the mayor in discharging the responsibilities set out in Section 53 of the MFMA.</li> </ul>

<i>BUDGET-STEERING COMMITTEE</i>	<ul style="list-style-type: none"> <li>• Consist of Portfolio Councilor for Financial matters, the Municipal Manager, the Chief Financial Officer, Senior Managers and Sectional to give technical advice if necessary.</li> <li>• Provide an organizational mechanism for discussion, negotiation and decision making between stakeholders.</li> </ul>
<i>IDP REPRESENTATIVE FORUM</i>	<ul style="list-style-type: none"> <li>• Represents the interest of their constituencies in the IDP process.</li> <li>• Comprises of the Mayor, Councilors, Ward Committees, Municipal Manager, Directors, representatives of various sectors, NGO's, Government Departments and specialized community members.</li> <li>• Monitors the performance of the planning and implementation process.</li> </ul>

### **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.

<b>ROLE PLAYERS</b>	<b>ROLES AND RESPONSIBILITIES</b>
<i>LEKWA-TEEMANE MUNICIPALITY</i>	<ul style="list-style-type: none"> <li>• Prepare and adopt the IDP.</li> <li>• Undertake the overall planning, management and coordination of the IDP process.</li> <li>• Consider comments of the MEC on the IDP and adjust the IDP if necessary.</li> <li>• Ensure linkage between the Budget and IDP.</li> </ul>
<i>LOCAL RESIDENTS, COMMUNITIES AND STAKEHOLDERS</i>	<ul style="list-style-type: none"> <li>• Represents interest and contributes knowledge and ideas in the IDP process by participating in and through the ward committees.</li> </ul>

	<ul style="list-style-type: none"> <li>Keep constituencies informed on IDP activities and outcomes.</li> </ul>
<i>DR RSM DISTRICT MUNICIPALITY</i>	<ul style="list-style-type: none"> <li>Ensure alignment of the IDP between the municipality and the district municipality (Integrated District and Local Planning).</li> <li>Preparation of joint strategy workshops between municipality, provincial and national government.</li> </ul>
<i>PROVINCIAL GOVERNMENT</i>	<ul style="list-style-type: none"> <li>Ensuring vertical and sector alignment between provincial sector departments/ provincial strategic plans and the IDP process at local/district level.</li> <li>Efficient financial management of Provincial IDP grants.</li> <li>Monitor the IDP progress.</li> <li>Assist municipalities in compiling the IDP.</li> <li>Coordinate and manage the MEC's assessment of the IDP.</li> <li>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.</li> <li>Conduct Medium Term Revenue and Expenditure Framework (MTREF) budget and IDP assessment.</li> </ul>
<i>SECTOR DEPARTMENTS AND PRIVATE SECTOR</i>	<ul style="list-style-type: none"> <li>Contribute sector expertise and knowledge.</li> <li>Provide sector plans and programmes for inclusion in the IDP.</li> </ul>

Municipal Council adopted 2022/23 IDP/Budget & PMS process plan on the 30<sup>th</sup> August 2021 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
	<b>IDP</b>	<b>BUDGET</b>	<b>PMS</b>	<b>RISK MANAGEMENT</b>
<b>New financial year commences on 1 July 2021</b>				
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 2022 (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	June 2022
		Section 69 (3)(a) and (b) of the Municipal Finance Management Act, 2003	
<b>Approval of SDBIP (within 28 days after the approval of the Budget)</b>	<b>Mayor (MM &amp; PMS Manager to coordinate)</b>	<b>Section 53 (1)(c)(ii) of the Municipal Finance Management Act, 2003</b>	<b>July 2022</b>
<b>Finalising and distribution of Risk Management Committee meeting notice and agenda (at least 10 working days before meeting)</b>	<b>Risk Champion and District Risk Unit</b>	<b>LTLM Risk Management Committee Charter</b>	<b>July 2022</b>
<b>Quarterly Directorate Risk Assessment</b>	<b>Senior Management (Risk champion to coordinate)</b>	<b>LTLM Risk Management Policy</b>	<b>July 2022</b>
<b>Quarterly Directorate Risk Management Report</b>	<b>Risk Champion</b>	<b>LTLM Risk Management Policy</b>	<b>July 2022</b>
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 2022
<b>Preparation of the 2022/2027 IDP and Budget Process Plan/Time Schedule</b>	<b>IDP Manager and Chief Financial Officer</b>	A legislative compliant IDP and Budget: Section 21 (1 a& b) of the MFMA, 56 of 2003	<b>August 2022</b>
<b>Submission of approved SDBIP</b> (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	Sub-regulation 20(2)(b) of the Local Government: Municipal Finance Management Act (56/2003): Municipal budget and reporting regulations, 2009	July 2022
<b>Publicising SDBIP</b> (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 2022
<b>Publicising of performance</b>	PMS Manager	Section 53(3)(b) of the Municipal Finance	July 2022

	<b>agreements of the Municipal Manager and managers reporting directly to the Municipal Manager</b> (made public no later than 14 days after the Approval of the SDBIP).		Management Act, 2003	
<b>AUGUST</b>	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 2022
	<b>IDP and Budget Working Group</b>	<b>IDP Manager</b>	<b>To ensure smooth preparations for IDP and Budget public participation processes</b>	<b>August 2022</b>
	<b>Submission of signed performance agreements of the Municipal Manager and managers reporting directly to the Municipal Manager</b> (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 2022
	<b>Submission of quarterly Risk report to MUNICIPAL MANAGER</b>	<b>Risk Champion</b>	<b>Public Sector Risk Management Framework section 24(5)</b>	<b>August 2022</b>
	<b>Concluding of performance agreements of the Municipal Manager and Section 56 Managers reporting to the Municipal Manager</b> (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 2022

	<b>Submission of financial statement and performance information to the Auditor-General</b> (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 2022
	<b>Submission of performance agreements of the Municipal Manager and managers reporting directly to the Municipal Manager</b> (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 2022
<b>SEPTEMBER</b>	<b>Quarterly Directorate Risk Assessment</b>	<b>Risk Champion and Senior Management</b>	<b>LTLM Risk Management Policy</b>	<b>September 2022</b>
	<b>Quarterly Directorate Risk Management Report</b>	<b>Risk Champion</b>	<b>LTLM Risk Management Policy</b>	<b>September 2022</b>
	<b>IDP Representative Forum</b>	<b>IDP Manager</b>	<b>A legislative compliant IDP and Budget in terms the MSA 32 of 2000</b>	<b>September 2022</b>
	<b>Submission of consolidated AFS to Auditor-General (municipalities and entities)</b>	<b>Municipal Manager</b>	<b>Section 126(1)(b) of the Municipal Finance Management Act</b>	<b>September 2022</b>
<b>OCTOBER</b>	<b>Review of first quarter performance of the Municipality, MUNICIPAL MANAGER and managers directly accountable to the MUNICIPAL MANAGER</b> (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 2022
	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 2022
	<b>IDP and Budget Public Participation session</b>	<b>IDP Manager &amp; Chief financial Officer</b>	<b>A legislative compliant IDP and Budget in terms of Chapter 4 of the MSA 32 of 2000</b>	<b>October 2022</b>

	Review and adoption of Risk Charter (annual review)	Risk Management Committee	LTLM Risk Management Committee Charter	October 2022
	Quarterly Risk Management Committee meeting	Risk Champion and Municipal Manager	LTLM Risk Management Committee Charter	October 2021
	Quarterly Institutional Risk Management Report	Risk Champion	LTLM Risk Management Policy	October 2022
	<i>Submission of first quarter report on Budget implementation and financial state of affairs of the Municipality</i> (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 2022
<b>NOVEMBER</b>	<b>Bilateral with Directorates</b>	<b>Municipal Manager</b>	<b>Directorates to consider inputs from the public meetings</b>	<b>November 2022</b>
	<b>IDP Steering Committee Meeting</b>	<b>IDP Manager</b>	<b>A legislative compliant IDP and Budget in terms the MSA 32 of 2000</b>	<b>November 2022</b>
	<b>IDP Representative Forum</b>	<b>IDP Manager</b>	<b>A legislative compliant IDP and Budget in terms the MSA 32 of 2000</b>	<b>November 2022</b>
	Submission of quarterly Risks report to MUNICIPAL MANAGER	Risk Champion	Public Sector Risk Management Framework section 24(5)	November 2022
<b>DECEMBER</b>	<b>2019/20 First Draft IDP in place</b>	<b>IDP Manager</b>	<b>Availing baseline information for planning both internally and externally</b>	<b>December 2022</b>
	Quarterly Directorate Risk Assessment	Risk Champion and DRSM Risk Unit	LTLM Risk Management Policy	December 2022
	Quarterly Directorate Risk Management Report	Risk Champion and DRSM Risk Unit	LTLM Risk Management Policy	December 2022
	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 2022
<b>JANUARY</b>	<b>Review of second quarter performance of the Municipality, Municipal Manager and Managers</b>	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 2023

	<b>directly accountable to the Municipal Manager</b> (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)	LTM Integrated Performance Management Policy (revised in 2016)	January 2023
	Strategic Planning Session for 2022/2027 planning cycle	<b>Municipal Manager</b>		
	<b>Submission of Mid-term Performance Report of the Municipal Entity</b> (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 2023
	<b>Submission of Mid-term Performance Report of the Municipality</b> (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 2023
	<b>Submission of second quarter report on Budget implementation and financial state of affairs of the Municipality</b> (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 2023
	<b>Tabling of the Municipality and Municipal Entities' Draft Annual Reports to Council</b> (within seven months after the end of the financial year)	PMS Manager	Section 127(2) of the Municipal Finance Management Act, 2003	January 2023
	<b>Publicising of the Municipality and Municipal Entities' Draft Annual Report</b> (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 2023

	<b>Submission of the Municipality and Municipal Entities' Draft Annual Report</b> (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 2023
<b>FEBRUARY</b>	<b>Quarterly Institutional Risk Management Report</b>	<b>Risk Champion</b>	<b>LTLM Risk Management Policy</b>	<b>February 2023</b>
	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 2023
	<b>Joint IDP and Budget Steering Committee and Finance portfolio Committee Meeting.</b>	<b>IDP Manager, BTO Manger and Acting Programme Manager</b>	<b>Consideration of the Draft IDP and Draft budget before it goes to full council</b>	<b>February 2023</b>
	<b>IDP Representative Forum</b>	<b>Mayor &amp; Municipal Manager / IDP Manager and Acting CFO</b>	<b>A legislative compliant IDP and Budget in terms the MSA 32 of 2000</b>	<b>February 2023</b>
	<b>Oversight committee to hold meetings to provide oversight over the Annual Report and develop and Oversight Report for the consideration of Council</b>	<b>Accounting Officer of municipality and acting Programme Manager</b>	<b>Section 129(2)(a) of the Municipal Finance Management Act</b>	<b>February 2023</b>
	<b>Submission of quarterly Risk report to MUNICIPAL MANAGER</b>	<b>Risk Champion &amp; DRSM Risk unit</b>	<b>Public Sector Risk Management Framework section 24(5)</b>	<b>February 2023</b>
	<b>Tabling of Adjustments Budgets</b> (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 2023
<b>MARCH</b>	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 2023
	<b>2<sup>nd</sup> Draft of the IDP Available</b>	<b>IDP Manager</b>	<b>Refined Draft IDP</b>	<b>March 2023</b>

	<p><b>Tabling SDBIP Revision Report</b> (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”</p>	<p>Mayor (PMS Manager to coordinate)</p>	<p>Section 54(1)(c) and Section 72 of the Local Government: Municipal Finance Management Act 56 of 2003</p>	<p>March 2023</p>
	<p><b>Publicising revisions of the SDBIP</b> (made public promptly after Council approval of the SDBIP Revision Report)</p>	<p>Mayor (PMS Manager to coordinate)</p>	<p>Section 54(3) of the Local Government: Municipal Finance Management Act 56 of 2003</p>	<p>April 2023</p>
	<p><b>Publicising revisions of the performance agreements</b> (addendums and erratum made public promptly after Council approval of the SDBIP Revision Report)</p>	<p>Municipal manager &amp; PMS Manager</p>		<p>March 2023</p>
	<p><b>Submission of revised SDBIP and performance agreement addendums / erratum</b> (promptly to MEC, Provincial and National Treasury after Council approval of the SDBIP Revision Report)</p>	<p>Municipal Manager &amp; PMS Manager</p>	<p>Policy</p>	<p>March 2023</p>
	<p><b>Adoption of the Municipality and Municipal Entities ‘Annual Reports</b> (within nine months after the end of the financial year)</p>	<p>Council</p>	<p>Section 121(1) of the Municipal Finance Management Act, 2003</p>	<p>March 2023</p>
	<p><b>Tabling of IDP and annual Budget:</b> The Mayor must table the annual Budget at a Council</p>	<p>Mayor</p>	<p>Section 16(2) of the Municipal Finance Management Act, 2003</p>	<p>March 2023</p>

	meeting at least 90 days before the start of the Budget year.			
	<b>Tabling and approval of the Draft IDP and Budget by Council</b>	<b>IDP Manager and Chief Financial Officer</b>	<b>A legislative compliant IDP and Budget in terms of Section 16 of the MFMA 56 of 2003</b>	<b>March 2023</b>
	<b>Council to have considered the annual report and adopted an oversight report</b>	<b>Council</b>	<b>Section 129(1) of the Municipal Finance Management Act</b>	<b>March 2023</b>
<b>APRIL</b>	<b>Review of third quarter performance of the Municipality, MUNICIPAL MANAGER and Managers directly accountable to the MUNICIPAL MANAGER</b> (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 2023
	<b>Advertising, publishing and distributing the Draft IDP and Budget in the Newspaper and Municipal Website for public comment</b>	<b>Chief Financial Officer &amp; IDP Manager</b>	<b>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</b>	<b>April 2023</b>
	<b>Quarterly Directorate Risk Assessment</b>	<b>Risk Champion</b>	<b>LTLM Risk Management Policy</b>	<b>April 2023</b>
	<b>Submission of oversight and annual reports to the Provincial Legislature</b> (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 2023
	<b>Publicising of Oversight Report on the Annual Report</b> (made public within 7 days of adoption by Council)	Municipal Manager	Section 129(3) of the Municipal Finance Management Act, 2003	April 2023
	<b>Submission of the Municipality and Municipal Entities 'Annual Report'</b> (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 2023

	after the annual report is tabled in Council)			
	<b>Quarterly Directorate Risk Management Report</b>	<b>Risk Champion</b>	<b>LTLM Risk Management Policy</b>	April 2023
	<b>Submit to the provincial legislature, the annual report of municipality and entities and the oversight reports on those annual reports.</b>	<b>Municipal Manager</b>	<b>Section 132(1) and (2) of Municipal Finance Management Act</b>	<b>April 2023</b>
	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 2023
	<b>IDP and Budget Public Participation session</b>	<b>PMS Manager</b>	<b>A legislative compliant IDP and Budget in terms of Section 22(a)(ii) of the MFMA 56 of 2003</b>	<b>April 2023</b>
	<b>Quarterly Institutional Risk Management Report</b>	<b>Risk Champion</b>	<b>LTLM Risk Management Policy</b>	<b>April 2023</b>
	<b>Submission of third quarter report on Budget implementation and financial state of affairs of the Municipality</b> (to Council within 30 days after the end of the quarter)	Mayor	Section 52(d) of the Municipal Finance Management Act, 2003	April 2023
	<b>Receipt of public inputs on the Draft IDP:</b> (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	<b>May 2023</b>
<b>MAY</b>	<b>Annual Performance evaluation of MUNICIPAL MANAGER and Managers directly accountable to the MUNICIPAL MANAGER</b> (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 2023

	<b>Incorporating comments from the public participation sessions and finalizing sector department inputs into the IDP</b>	<b>IDP Manager</b>	<b>An IDP and Budget that is informed by the needs of the community</b>	<b>May 2023</b>
	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 2023
	<b>Joint IDP and Budget Steering Committee and Mayoral Committee Meeting</b>	<b>Chief Financial Officer &amp; IDP Manager</b>	<b>Consideration of the Draft IDP and Draft budget before it goes to full council</b>	<b>May 2023</b>
	<b>Tabling and approval of 2019/20 IDP and Budget by Council</b>	<b>IDP Manager and Chief Financial Officer</b>	<b>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</b>	<b>May 2023</b>
<b>MAY</b>	<b>Consideration for approval of the IDP and Budget</b> (at least 30 days before the start of the new Budget year)	Council	Section 24(1) of the Municipal Finance Management Act, 2003	<b>May 2023</b>
	<b>Approval of annual Budget and IDP</b> (before the start of the new Budget year)	Council	Section 24(2)(a) of the Municipal Finance Management Act, 2003	<b>May 2023</b>
	<b>Submission of quarterly Risk Co report to Municipal Manager</b>	<b>Risk Champion Chairperson</b>	<b>Public Sector Risk Management Framework section 24(5)</b>	<b>May 2023</b>
<b>JUNE</b>	<b>Advertising of approved IDP and Budget on the Municipal Website and Newspapers</b>	<b>IDP Manager and Chief Financial Officer</b>	<b>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</b>	<b>June 2023</b>
	<b>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)</b>	<b>IDP Manager</b>	<b>Section 32(1)(a) of the Municipal Systems Act, 2000</b>	<b>June 2023</b>
	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 2023

	working days after the end of the month			
	<b>Submission of Performance Evaluation Results of Municipal Manager</b> (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 2023
<b>JUNE</b>	<b>Publication of the annual Budget</b> (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 2023
	<b>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</b> (within 14 days after the approval of the Budget)	Municipal Manager & PMS Manager	MFMA Circular No. 13	June 2023
	<b>Notice on the adoption of IDP:</b> 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 2023
	<b>Submission of final Draft SDBIP</b> 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 2023
	<b>Quarterly Directorate Risk Assessment</b>	<b>Risk Champion</b>	<b>LTLM Risk Management Policy</b>	<b>June 2023</b>
	<b>Quarterly Directorate Risk Management Report</b>	<b>Risk Champion</b>	<b>LTLM Risk Management Policy</b>	<b>June 2023</b>
<b>END OF FINANCIAL YEAR</b>				

## **4. LEKWA-TEEMANE PERFORMANCE POLICY FRAMEWORK**

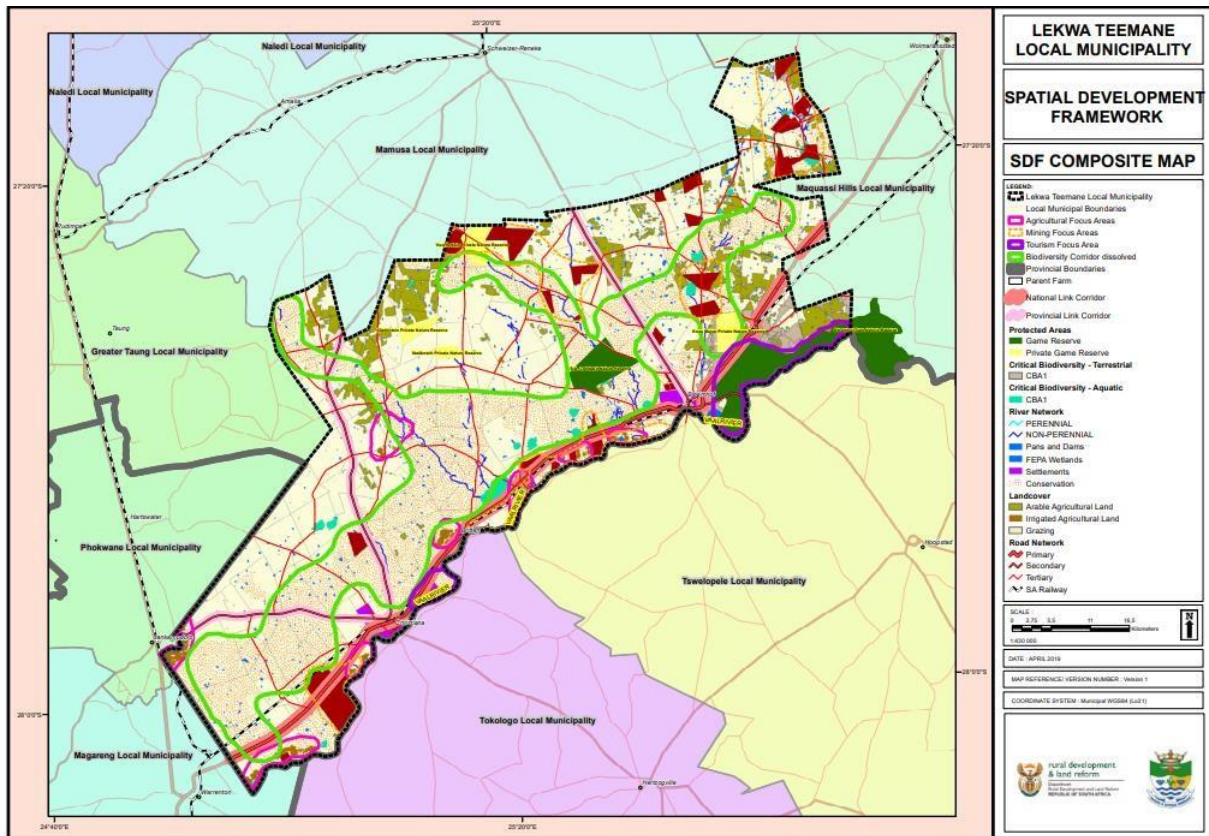
### **5. SITUATIONAL ANALYSIS**

#### *5.1 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 neighboring 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

## 5.2 Spatial Demographics of Lekwa-Teemane

Lekwa-Teemane Local Municipality was established on 6 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 km<sup>2</sup> in extent. This land mass makes up 7, 75% of the total area of the Dr Ruth S Mompoti 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 Mompoti 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	<b>Settlement structure and hierarchy</b>	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: <ul style="list-style-type: none"> <li>o Ensuring rural development, particularly agriculture, mining and human settlements do not result in any adverse impacts on the natural environment of the municipality</li> <li>o Ensure cross departmental collaboration, including representation of the Environmental unit of READ in all major project decision</li> </ul>
3	<b>Biodiversity Corridors</b>	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	<b>Mining Focus Area</b>	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	<b>Tourism Focus Areas</b>	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	<b>Agricultural Focus Areas</b>	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 in order to assist and establish food garden cooperatives to fully utilize unused land
7	<b>Industrial Focus Areas</b>	Bloemhof and Christiana have been identified as having the opportunity to contribute towards job creations 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.

<b>Spatial Structures of Lekwa-Teemane</b>	
<b>Areas</b>	<b>Total number</b>
Townships	5
Farms	250
Agricultural Holdings and other Settlements	2
Nature Reserves	3
Conservancies	0

Table 1: Spatial properties of Lekwa-Teemane- Source: Lekwa-Teemane SDF

### 5.3 Socio-Economic Demographics of Lekwa-Teemane

The socio-economic demographics section will provide the status of:

- Population & Household Profile
- Racial Profile
- Age Profile
- Gender Profile
- Educational Profile
- Household Income Profile
- Dwelling Profile
- HIV+ and AIDS estimates
- Basic Service Delivery Profile within the Lekwa-Teemane area.

TABLE 2: TOTAL POPULATION - LEKWA-TEEMANE, DR RUTH SEGOMOTSI MOMPATI AND NORTH-WEST, 2010-2020 [NUMBERS PERCENTAGE]

	<b>Lekwa-Teemane</b>	<b>Dr Ruth Segomotsi Mompoti</b>	<b>North-West</b>	<b>Lekwa-Teemane as % of district municipality</b>	<b>Lekwa-Teemane as % of province</b>
2018	61,800	505,000	3,970,000	12.3%	1.56%
2019	62,900	511,000	4,040,000	12.3%	1.56%
2020	64,000	518,000	4,100,000	12.4%	1.56%

Source: IHS Markit Regional explorer version 2201

With 64 000 people, the Lekwa-Teemane Local Municipality housed 0.1% of South Africa's total population in 2020. Between 2010 and 2020 the population growth averaged 1.97% per annum which is slightly higher than the growth rate of South Africa as a whole (1.55%). Compared to Dr Ruth Segomotsi Mompoti's average annual growth rate (1.08%), the growth rate in Lekwa-Teemane's population at 1.97% was close to double than that of the district municipality.

When compared to other Municipalities, the Lekwa-Teemane Local Municipality accounts for a total population of 64,000, or 12.4% of the total population in the Dr Ruth Segomotsi Mompoti District Municipality, with the Greater Taung being the most populous region in the Dr Ruth Segomotsi Mompoti District Municipality for 2020. The ranking in terms of the size of Lekwa-Teemane compared to the other Municipalities remained the same between 2010 and 2020. In terms of its share the Lekwa-Teemane Local Municipality was significantly larger in 2020 (12.4%) compared to what it was in 2010 (11.3%). When looking at the average annual growth rate, it is noted that Lekwa-Teemane ranked second (relative to its peers in terms of growth) with an average annual growth rate of 2.0% between 2010 and 2020.

### *Population projections*

Based on the present age-gender structure and the present fertility, mortality and migration rates, Lekwa-Teemane's population is projected to grow at an average annual rate of 1.4% from 64 000 in 2020 to 68 500 in 2025.

**TABLE 3: POPULATION PROJECTIONS - LEKWA-TEEMANE, DR RUTH SEGOMOTSI MOMPATI AND NORTH-WEST, TOTAL 2020-2025 [NUMBERS PERCENTAGE]**

	Lekwa-Teemane	Dr Ruth Segomotsi Mompoti	North-West	Lekwa-Teemane as % of district municipality	Lekwa-Teemane as % of province
2020	64,000	518,000	4,100,000	12.4%	1.56%
2021	64,800	523,000	4,140,000	12.4%	1.56%
2022	65,800	529,000	4,200,000	12.4%	1.57%
2023	66,700	536,000	4,250,000	12.4%	1.57%
2024	67,600	543,000	4,310,000	12.5%	1.57%
2025	68,500	549,000	4,360,000	12.5%	1.57%
2020-2025	<b>1.38%</b>	<b>1.20%</b>	<b>1.28%</b>		

Source: IHS Markit Regional eXplorer version 2201

The population projection of Lekwa-Teemane Local Municipality shows an estimated average annual growth rate of 1.4% between 2020 and 2025. The average annual growth rate in the population over the projection period for Dr Ruth Segomotsi Mompoti District Municipality, North-West Province and South Africa is 1.2%, 1.3%

and 1.3% respectively and is lower than that the average annual growth in the Lekwa-Teemane Local Municipality.

*POPULATION BY POPULATION GROUP, GENDER AND AGE*

The total population of an area is the total number of people within that area measured in the middle of the year. Total population can be categorized according to the population group, as well as the sub-categories of age and gender. The population groups include African, White, Coloured and Asian, where the Asian group includes all people originating from Asia, India and China.

**TABLE 4: POPULATION BY GENDER - LEKWA-TEEMANE AND DR RUTH SEGOMOTSI MOMPATI DISTRICT MUNICIPALITY, 2020 [NUMBER].**

Municipality	Male	Female	Total
Lekwa-Teemane	31,100	32,857	63,958
<b>Dr Ruth Segomotsi Mompoti</b>	<b>246,052</b>	<b>271,511</b>	<b>517,562</b>

*Source: IHS Markit Regional eXplorer version 2201*

Lekwa-Teemane Local Municipality's male/female split in population was 94.7 males per 100 females in 2020. The Lekwa-Teemane Local Municipality appears to be a fairly stable population with the share of female population (51.37%) being very similar to the national average of (51.12%). In total there were 32 900 (51.37%) females and 31 100 (48.63%) males. This is different from the Dr Ruth Segomotsi Mompoti District Municipality as a whole where the female population counted 272 000 which constitutes 52.46% of the total population of 518 000.

**TABLE 5: POPULATION BY POPULATION GROUP, GENDER AND AGE - LEKWA-TEEMANE LOCAL MUNICIPALITY, 2020 [NUMBER].**

	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	2,980	2,940	128	125	288	202	33	21
05-09	3,410	3,440	153	176	293	267	17	24
10-14	3,220	2,930	142	169	236	207	5	19
15-19	2,210	2,180	117	123	201	241	10	7
20-24	1,820	1,830	92	77	170	213	9	24
25-29	2,020	1,660	130	164	131	213	21	51
30-34	2,460	2,140	123	167	178	213	10	77
35-39	1,970	1,930	235	156	121	191	17	78
40-44	1,540	1,500	167	263	138	144	9	38
45-49	1,350	1,250	143	140	160	151	24	24
50-54	847	827	191	157	124	131	0	6
55-59	1,030	860	284	237	62	75	0	0
60-64	851	678	270	285	83	51	0	0
65-69	648	548	267	211	55	61	2	1
70-74	465	359	216	197	73	39	15	0
75+	451	283	412	302	32	33	5	1
<b>Total</b>	<b>27,300</b>	<b>25,400</b>	<b>3,070</b>	<b>2,950</b>	<b>2,350</b>	<b>2,430</b>	<b>176</b>	<b>369</b>

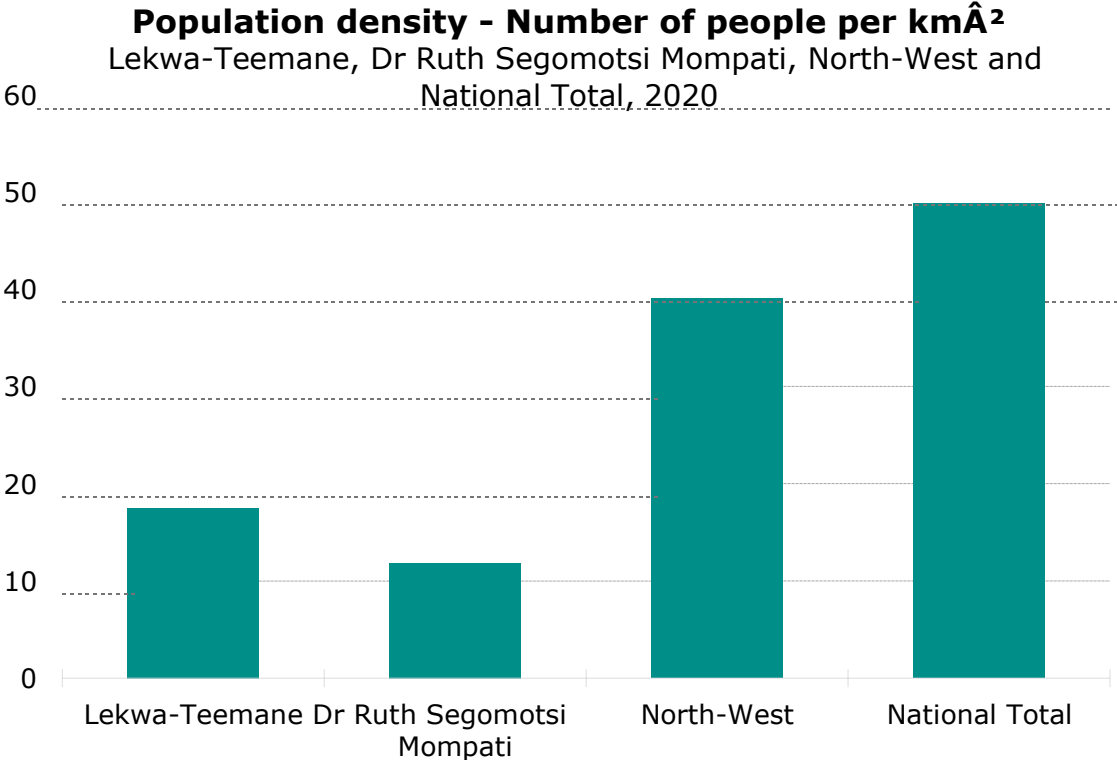
*Source: IHS Markit Regional eXplorer version 2201*

In 2020, the Lekwa-Teemane Local Municipality's population consisted of 82.26% African (52 600), 9.41% White (6 020), 7.47% Coloured (4 780) and 0.85% Asian (545) people.

The largest share of population is within the babies and kids (0-14 years) age category with a total number of 21 400 or 33.5% of the total population. The age category with the second largest number of people is the young working age (25-44 years) age category with a total share of 28.5%, followed by the older working age (45-64 years) age category with 10 300 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 4 680 people, as reflected in the population pyramids below.

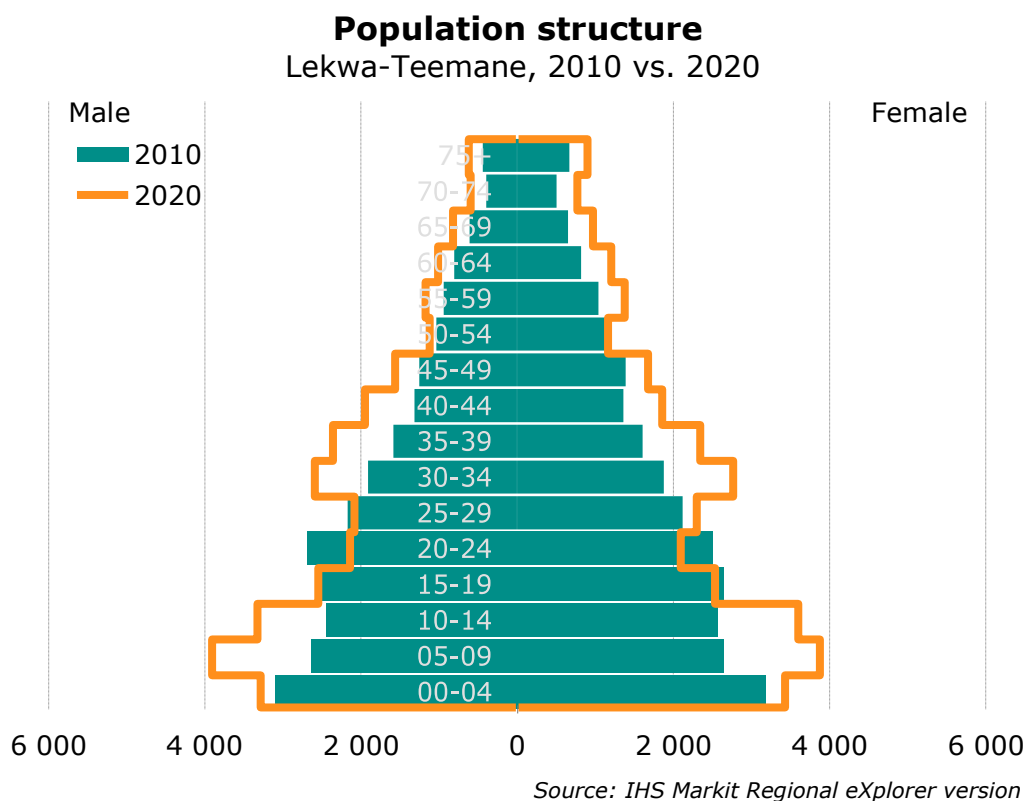
In 2020, with an average of 17.5 people per square kilometers, Lekwa-Teemane Local Municipality had a higher population density than Dr Ruth Segomotsi Mompoti (11.8 people per square kilometers). Compared to North-West Province (39.1 per square kilometers) it can be seen that there are less people living per square kilometers in Lekwa-Teemane Local Municipality than in North-West Province. This is illustrated in the chart below.

**CHART 1. POPULATION DENSITY - LEKWA-TEEMANE, DR RUTH SEGOMOTSI MOMPATI, NORTH-WEST AND NATIONAL TOTAL, 2020 [NUMBER OF PEOPLE PER KM]**



Source: IHS Markit Regional explorer version 2201

CHART 2. POPULATION PYRAMID - LEKWA-TEEMANE LOCAL MUNICIPALITY, 2010 VS. 2020 [PERCENTAGE]



When comparing the 2010 population pyramid with the 2020 pyramid for the Lekwa-Teemane Local Municipality, some interesting differences are visible:

- In 2010, there were a significantly larger share of young working age people - aged 20 to 34 (25.2%) - compared to 2020 (21.9%).
- Fertility in 2010 was slightly higher compared to that of 2020.
- The share of children between the ages of 0 to 14 years is significant smaller in 2010 (31.5%) compared to 2020 (33.5%).
- Life expectancy is increasing.

In 2020, the female population for the 20 to 34 years age group amounted to 12.4% of the total female population while the male population group for the same age amounted to 12.9% of the total male population. In 2010 the male working age population at 10.7% did not exceeds that of the female population working age population at 11.2%.

### 5.4 Number of Households by Population Group

In 2020, the Lekwa-Teemane Local Municipality comprised of 17 200 households.

This equates to an average annual growth rate of 1.67% in the number of households from 2010 to 2020. With an average annual growth rate of 1.97% in the total population, the average household size in the Lekwa-Teemane Local Municipality is by implication increasing. This is confirmed by the data where the average household size in 2010 increased from approximately 3.6 individuals per household to 3.7 persons per household in 2020.

**TABLE 6: NUMBER OF HOUSEHOLDS - LEKWA-TEEMANE, DR RUTH SEGOMOTSI MOMPATI AND NORTH-WEST TOTAL, 2010-2020 [NUMBER PERCENTAGE]**

	Lekwa-Teemane	Dr Ruth Segomotsi Mompoti	North-West	Lekwa-Teemane as % of district municipality	Lekwa-Teemane as % of province
2010	14,600	125,000	1,020,000	11.7%	1.43%
2011	14,900	127,000	1,050,000	11.8%	1.42%
2012	15,300	128,000	1,070,000	11.9%	1.42%
2013	15,600	130,000	1,090,000	12.0%	1.43%
2014	15,800	131,000	1,110,000	12.1%	1.43%
2015	16,300	134,000	1,140,000	12.2%	1.43%
2016	16,800	136,000	1,160,000	12.3%	1.44%
2017	16,900	137,000	1,170,000	12.3%	1.44%
2018	17,000	138,000	1,180,000	12.3%	1.44%
2019	17,200	139,000	1,190,000	12.4%	1.44%
2020	17,200	139,000	1,200,000	12.4%	1.44%
2010-2020	<b>1.67%</b>	<b>1.13%</b>	<b>1.61%</b>		

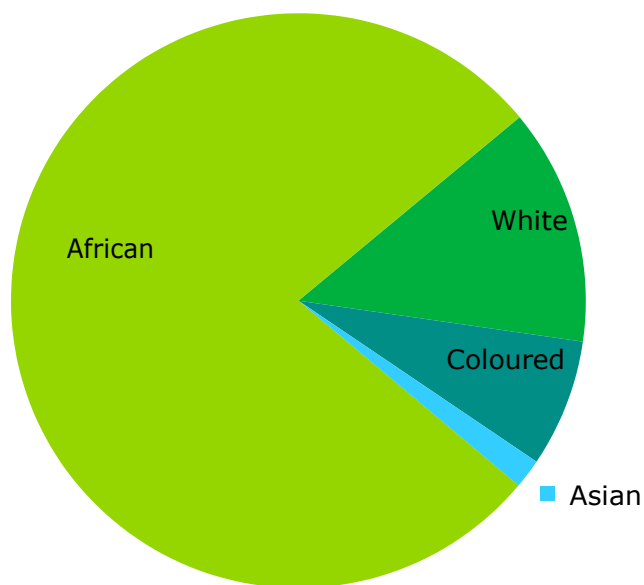
Source: IHS Markit Regional eXplorer version 2201

Relative to the district municipality, the Lekwa-Teemane Local Municipality had a higher average annual growth rate of 1.67% from 2010 to 2020. In contrast, the province had an average annual growth rate of 1.61% from 2010.

The composition of the households by population group consists of 77.9% which is ascribed to the African population group with the largest number of households by population group. The White population group had a total composition of 13.3% (ranking second). The Coloured population group had a total composition of 7.2% of the total households. The smallest population group by households is the Asian population group with only 1.6% in 2020.

CHART 3. NUMBER OF HOUSEHOLDS BY POPULATION GROUP - LEKWA-TEEMANE LOCAL MUNICIPALITY, 2020 [PERCENTAGE]

### Number of Households by Population group Lekwa-Teemane, 2020



Source: IHS Markit Regional eXplorer version 2201

The growth in the number of African headed households was on average 1.59% per annum between 2010 and 2020, which translates in the number of households increasing by 1 960 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2010 and 2020 at 10.69%. The average annual growth rate in the number of households for all the other population groups has increased with 1.58%.

#### 5.5 HIV+ and AIDS estimates

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

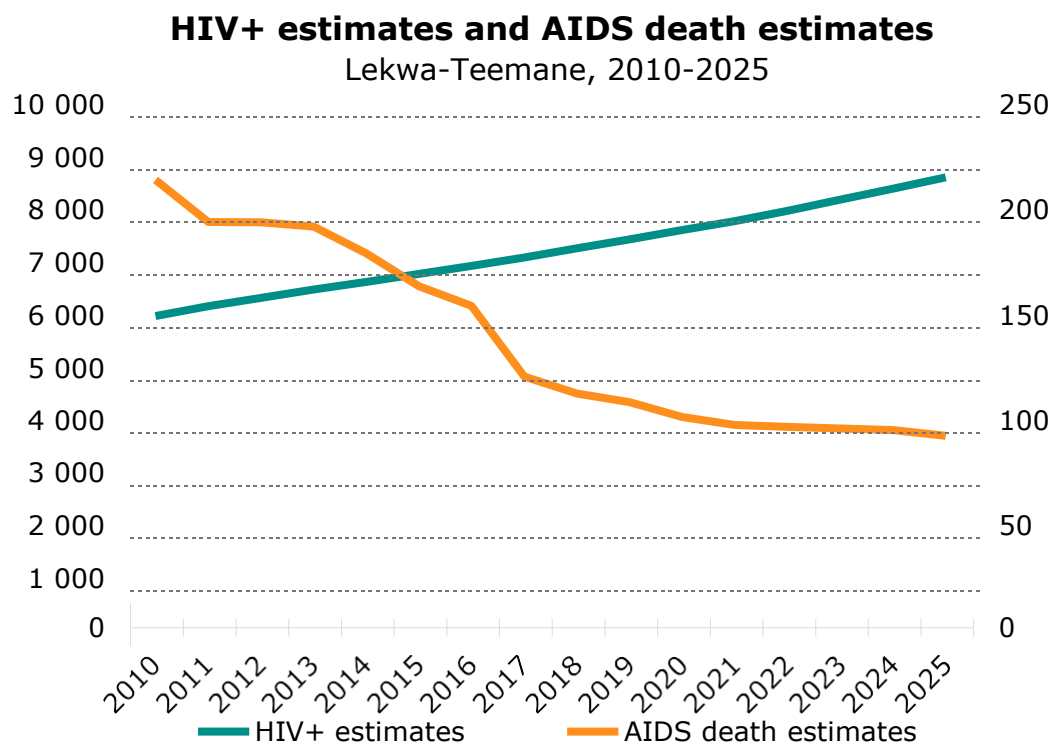
TABLE 7: NUMBER OF HIV+ PEOPLE - LEKWA-TEEMANE, DR RUTH SEGOMOTSI MOMPATI, NORTH-WEST TOTAL, 2010-2020 [NUMBER AND PERCENTAGE]

	Lekwa-Teemane	Dr Ruth Segomotsi Mompoti	North-West	Lekwa-Teemane as % of district municipality	Lekwa-Teemane as % of province
2010	5,990	54,500	452,000	11.0%	1.32%
2011	6,170	55,600	465,000	11.1%	1.33%
2012	6,330	56,600	475,000	11.2%	1.33%
2013	6,490	57,500	485,000	11.3%	1.34%
2014	6,640	58,500	495,000	11.4%	1.34%
2015	6,790	59,500	504,000	11.4%	1.35%
2016	6,940	60,500	514,000	11.5%	1.35%
2017	7,100	61,700	525,000	11.5%	1.35%
2018	7,270	63,000	536,000	11.5%	1.36%
2019	7,440	64,400	548,000	11.6%	1.36%
2020	7,620	65,900	560,000	11.6%	1.36%
2010-2020	<b>2.44%</b>	<b>1.92%</b>	<b>2.16%</b>		

Source: IHS Markit Regional eXplorer version 2201

In 2020, 7 620 people in the Lekwa-Teemane Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 2.44% since 2010, and in 2020 represented 11.91% of the local municipality's total population. The Dr Ruth Segomotsi Mompoti District Municipality had an average annual growth rate of 1.92% from 2010 to 2020 in the number of people infected with HIV, which is lower than that of the Lekwa-Teemane Local Municipality. The number of infections in the North-West Province increased from 452,000 in 2010 to 560,000 in 2020.

CHART 4. AIDS PROFILE AND FORECAST - LEKWA-TEEMANE LOCAL MUNICIPALITY, 2010-2025 [NUMBERS]



Source: IHS Markit Regional eXplorer version 2201

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 214 in 2010 and 102 for 2020. This number denotes a decrease from 2010 to 2020 with a high average annual rate of -7.18% (or -113 people). For the year 2020, they represented 0.16% of the total population of the entire local municipality.

#### *5.6 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.

### *5.7 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.

### *5.8 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.

## **5.9 STRATEGIC PILLARS IN DEALING WITH GBVF**

### *5.9.1 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.

#### *5.9.2 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 centered access to justice.

### *5.9.3 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.

#### *5.9.4 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.

### *5.9.5 Research and Information Management Systems*

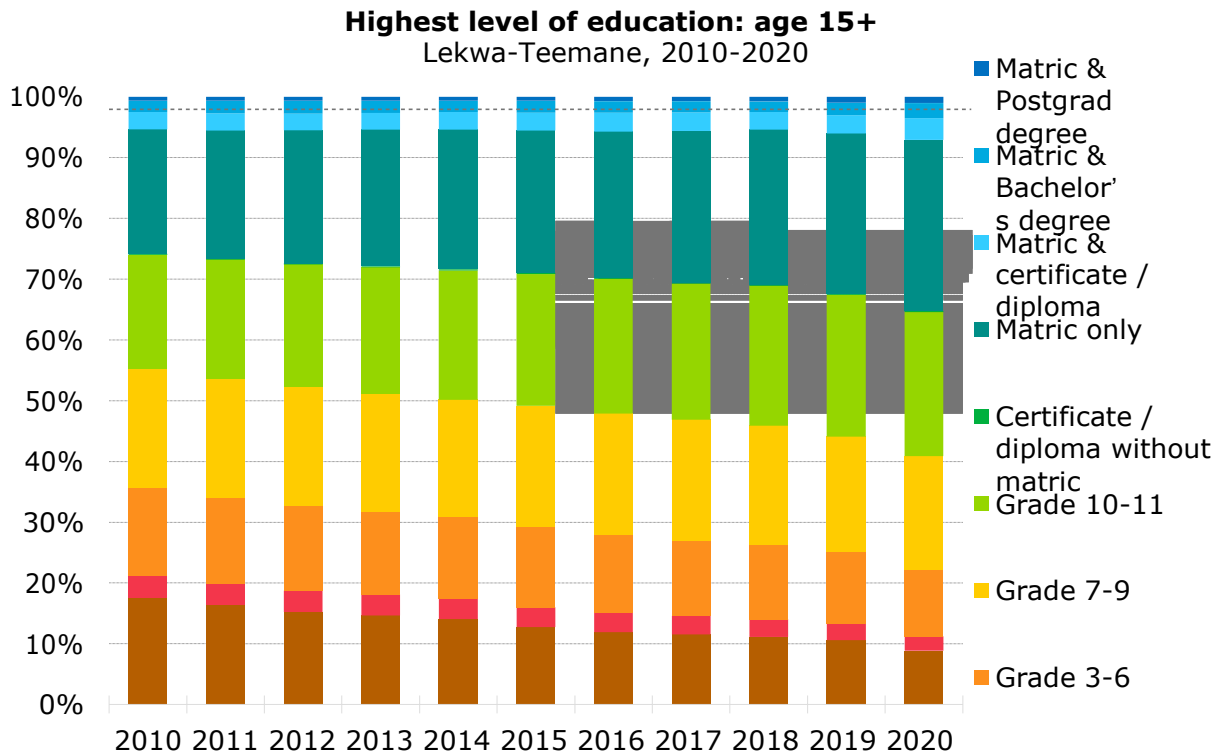
This pillar sets out to ensure that strategic, multi-disciplinary, research and integrated information systems that are nationally coordinated and decentralized, increasingly shape a strengthened response to GBVF in South Africa. It gives effect to Article 11 and 15 of the Presidential Summit Declaration 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.

### 5.10 EDUCATIONAL PROFILE

Education is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required.

The education measure represents the highest level of education of an individual, using the 15 years and older age category. (According to the United Nations definition of education, one is an adult when 15 years or older.

CHART 5. HIGHEST LEVEL OF EDUCATION: AGE 15+ - LEKWA-TEEMANE LOCAL MUNICIPALITY, 2010-2020 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 2201

Within Lekwa-Teemane Local Municipality, the number of people without any schooling decreased from 2010 to 2020 with an average annual rate of -4.75%, while the number of people within the 'matric only' category, increased from 6,310 to 10,600. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 4.27%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 4.79%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

**TABLE 8: HIGHEST LEVEL OF EDUCATION: AGE 15+ - LEKWA-TEEMANE, DR RUTH SEGOMOTSI MOMPATI, NORTH-WEST TOTAL, 2020 [NUMBERS]**

	Lekwa-Teemane	Dr Ruth Segomotsi Mompoti	North-West	Lekwa-Teemane as % of district municipality	Lekwa-Teemane as % of province
No schooling	3,320	36,600	168,000	9.1%	1.98%
Grade 0-2	884	7,950	46,000	11.1%	1.92%
Grade 3-6	4,160	39,800	257,000	10.4%	1.62%
Grade 7-9	6,990	55,200	454,000	12.7%	1.54%
Grade 10-11	8,900	60,000	582,000	14.8%	1.53%
Certificate / diploma without matric	67	644	8,050	10.4%	0.83%
Matric only	10,600	68,000	779,000	15.6%	1.36%
Matric certificate / diploma	1,330	11,900	137,000	11.2%	0.97%
Matric Bachelors degree	923	6,240	83,800	14.8%	1.10%
Matric Postgrad degree	392	2,880	44,800	13.6%	0.88%

Source: IHS Markit Regional eXplorer version 2201

The number of people without any schooling in Lekwa-Teemane Local Municipality accounts for 9.07% of the number of people without schooling in the district municipality, 1.98% of the province and 0.20% of the national. In 2020, the number of people in Lekwa-Teemane Local Municipality with a matric only was 10,600 which is a share of 15.55% of the district municipality's total number of people that has obtained a matric. The number of people with a matric and a Postgrad degree constitutes 14.78% of the district municipality, 1.10% of the province and 0.06% of the national.

Functional literacy describes the reading and writing skills that are adequate for an individual to cope with the demands of everyday life - including the demands posed in the workplace. This is contrasted with illiteracy in the strictest sense, meaning the inability to read or write. Functional literacy enables individuals to enter the labour market and contribute towards economic growth thereby reducing poverty.

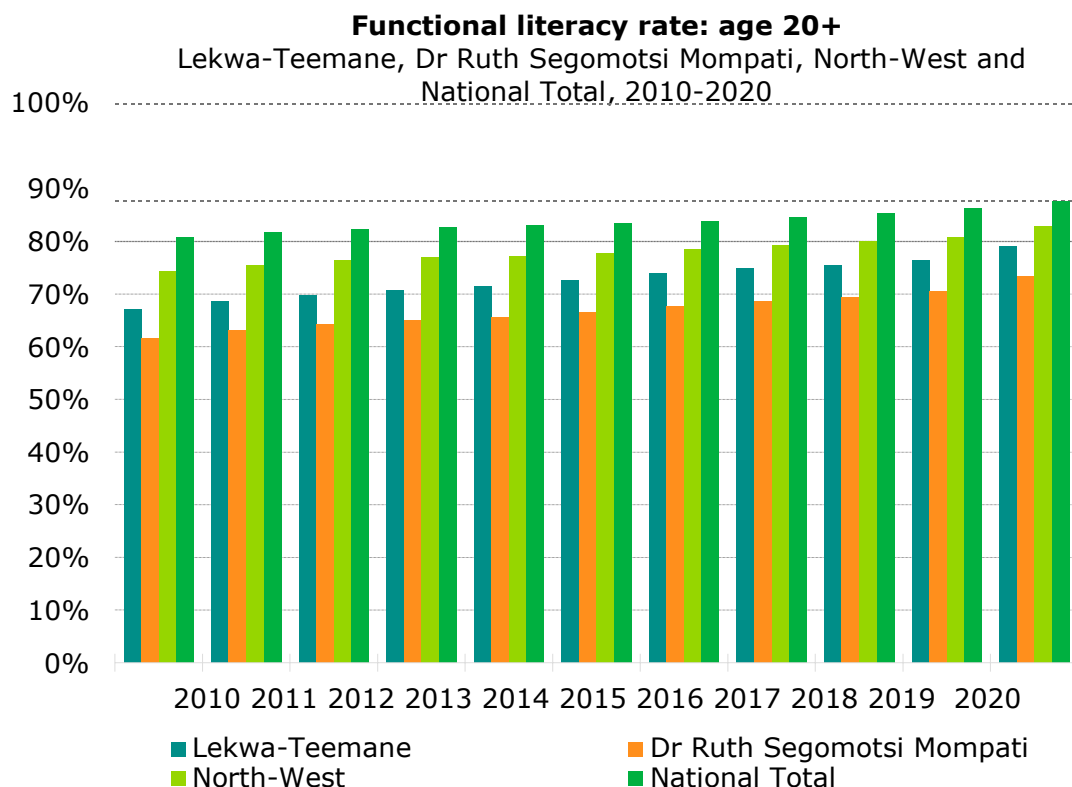
**TABLE 9: FUNCTIONAL LITERACY: AGE 20+, COMPLETED GRADE 7 OR HIGHER - LEKWA-TEEMANE LOCAL MUNICIPALITY, 2010-2020 [NUMBER PERCENTAGE]**

	Illiterate	Literate	%
2010	11,852	24,192	67.1%
2011	11,554	25,162	68.5%
2012	11,298	26,086	69.8%
2013	11,154	26,837	70.6%
2014	11,047	27,576	71.4%
2015	10,727	28,515	72.7%
2016	10,374	29,457	74.0%
2017	10,146	30,277	74.9%
2018	10,076	30,992	75.5%
2019	9,841	31,968	76.5%
2020	8,916	33,726	79.1%
<b>Average Annual growth 2010-2020</b>	<b>-2.81%</b>	<b>3.38%</b>	<b>1.65%</b>

Source: IHS Markit Regional eXplorer version 2201

A total of 33 700 individuals in Lekwa-Teemane Local Municipality were considered functionally literate in 2020, while 8 920 people were considered to be illiterate. Expressed as a rate, this amounts to 79.09% of the population, which is an increase of 0.12 percentage points since 2010 (67.12%). The number of illiterate individuals decreased on average by -2.81% annually from 2010 to 2020, with the number of functional literate people increasing at 3.38% annually.

CHART 6. FUNCTIONAL LITERACY: AGE 20+, COMPLETED GRADE 7 OR HIGHER - LEKWA-TEEMANE, DR RUTH SEGOMOTSI MOMPATI, NORTH-WEST AND NATIONAL TOTAL, 2010-2020 [PERCENTAGE]



Source: IHS Markit Regional Explorer version 2201

Lekwa-Teemane Local Municipality's functional literacy rate of 79.09% in 2020 is higher than that of Dr Ruth Segomotsi Mompoti at 73.36%, and is higher than the province rate of 82.83%. When comparing to National Total as a whole, which has a functional literacy rate of 87.58%, it can be seen that the functional literacy rate is higher than that of the Lekwa-Teemane Local Municipality.

### 5.11 Household Income Profile

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep:

over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

The table below illustrates that in 2020 11.95% of all the households in the Lekwa-Teemane Local Municipality, were living on R30,000 or less per annum. In comparison with 2010's 25.18%, the number is about half. The 54000-72000 income category has the highest number of households with a total number of 2 080, followed by the 192000-360000 income category with 1 910 households. Only 1.2 households fall within the 0-2400 income category.

**TABLE 9: HOUSEHOLDS BY INCOME CATEGORY - LEKWA-TEEMANE, DR RUTH SEGOMOTSI MOMPATI, NORTH-WEST AND NATIONAL TOTAL, 2020 [NUMBER PERCENTAGE]**

	Lekwa-Teemane	Dr Ruth Segomotsi Mompoti	North-West	Lekwa-Teemane as % of district municipality	Lekwa-Teemane as % of province
0-2400	1	13	105	9.4%	1.15%
2400-6000	23	239	1,890	9.8%	1.23%
6000-12000	200	2,180	17,400	9.2%	1.15%
12000-18000	404	4,280	33,600	9.4%	1.20%
18000-30000	1,440	14,600	109,000	9.8%	1.32%
30000-42000	1,710	16,200	118,000	10.6%	1.45%
42000-54000	1,710	15,500	117,000	11.0%	1.46%
54000-72000	2,080	17,700	140,000	11.7%	1.48%
72000-96000	1,910	14,900	126,000	12.8%	1.52%
96000-132000	1,900	14,000	130,000	13.6%	1.46%
132000-192000	1,600	11,300	109,000	14.2%	1.47%
192000-360000	1,910	12,200	128,000	15.6%	1.49%
360000-600000	1,120	6,750	79,800	16.6%	1.41%
600000-1200000	851	4,500	59,200	18.9%	1.44%
1200000-2400000	376	1,950	25,900	19.3%	1.45%
2400000+	68	319	4,190	21.2%	1.61%
<b>Total</b>	<b>17,300</b>	<b>137,000</b>	<b>1,200,000</b>	<b>12.7%</b>	<b>1.44%</b>

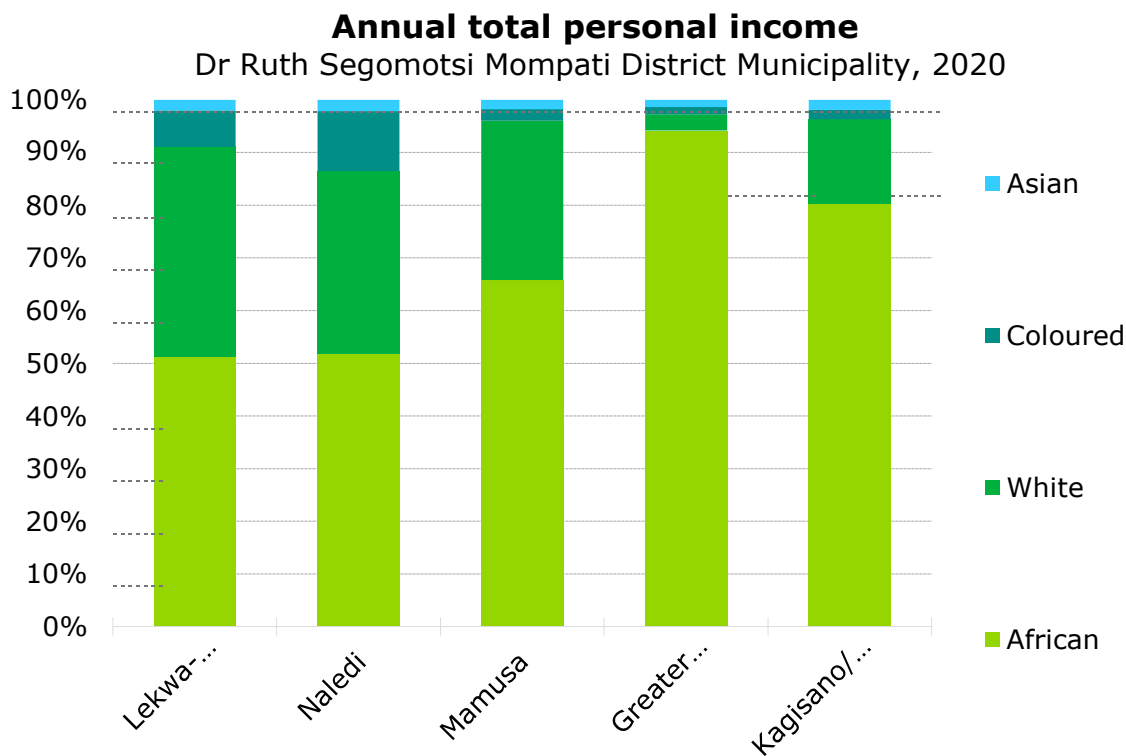
Source: IHS Markit Regional eXplorer version 2201

### 5.11.1 Annual total Personal Income

Personal income is an even broader concept than labour remuneration. Personal income includes profits, income from property, net current transfers and net social benefits.

The table below indicates that the total personal income of Lekwa-Teemane Local Municipality amounted to approximately R 3.65 billion in 2020. The African population group earned R 1.87 billion, or 51.17% of total personal income, while the White population group earned R 1.45 billion, or 39.87% of the total personal income. The Coloured and the Asian population groups only had a share of 6.96% and 2.00% of total personal income respectively.

CHART 7. ANNUAL TOTAL PERSONAL INCOME BY POPULATION GROUP - LEKWA-TEEMANE AND THE REST OF DR RUTH SEGOMOTSI MOMPATI [CURRENT PRICES, R BILLIONS]



Source: IHS Markit Regional eXplorer version 2201

### 5.12 INDEX OF BUYING POWER

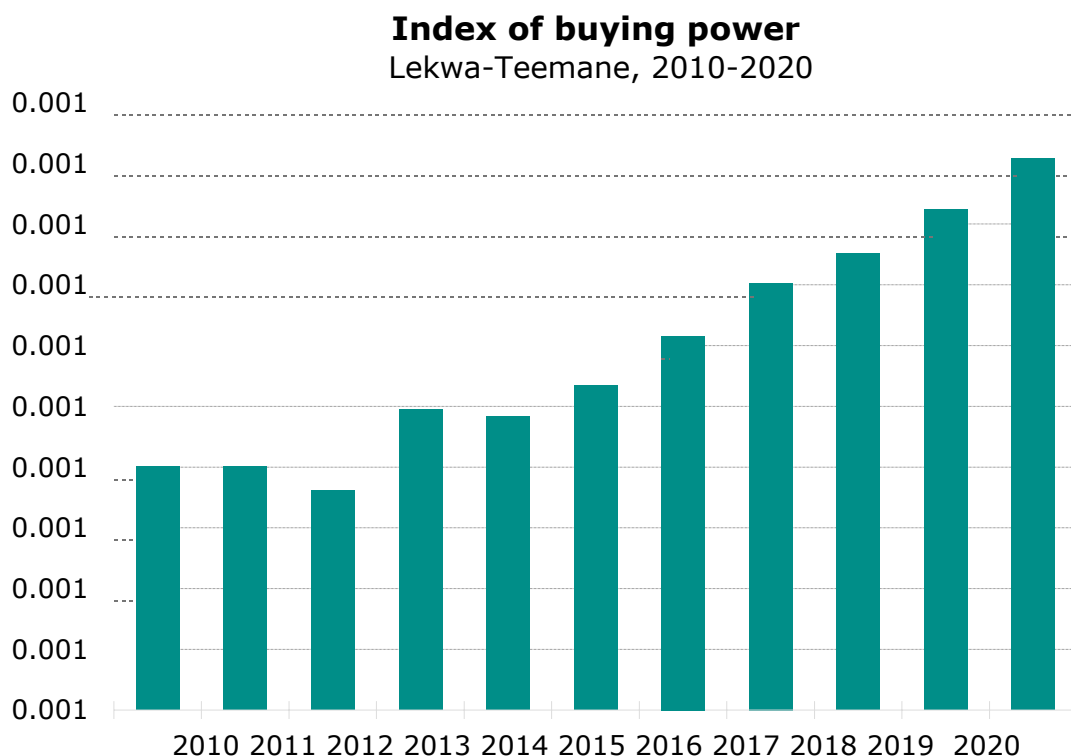
The Index of Buying Power (IBP) is a measure of a Municipal area’s overall capacity to absorb products and/or services. The index is useful when comparing two areas in terms of their capacity to buy products. Values range from 0 to 1 (where the national index equals 1), and can be interpreted as the percentage of national buying power attributable to the specific area. Areas' buying power usually depends on three factors: the size of the population; the ability of the population to spend (measured by total income); and the willingness of the population to spend (measured by total retail sales).

The below table depicts that between 2010 and 2020, the index of buying power within Lekwa-Teemane Local Municipality increased to its highest level in 2020 (0.0008416) from its lowest in 2012 (0.0007324). Although the buying power within Lekwa-Teemane Local Municipality is relatively small compared to other regions, the IBP increased at an average annual growth rate of 1.29%.

The considerable low index of buying power of the Lekwa-Teemane Local Municipality suggests that the local municipality has access to only a small percentage of the goods and services available in all of the Dr Ruth Segomotsi Mompoti District

Municipality. Its residents are most likely spending some of their income in neighboring areas.

CHART 8. INDEX OF BUYING POWER LEKWA-TEEMANE LOCAL MUNICIPALITY, 2010-2020  
[INDEX VALUE]



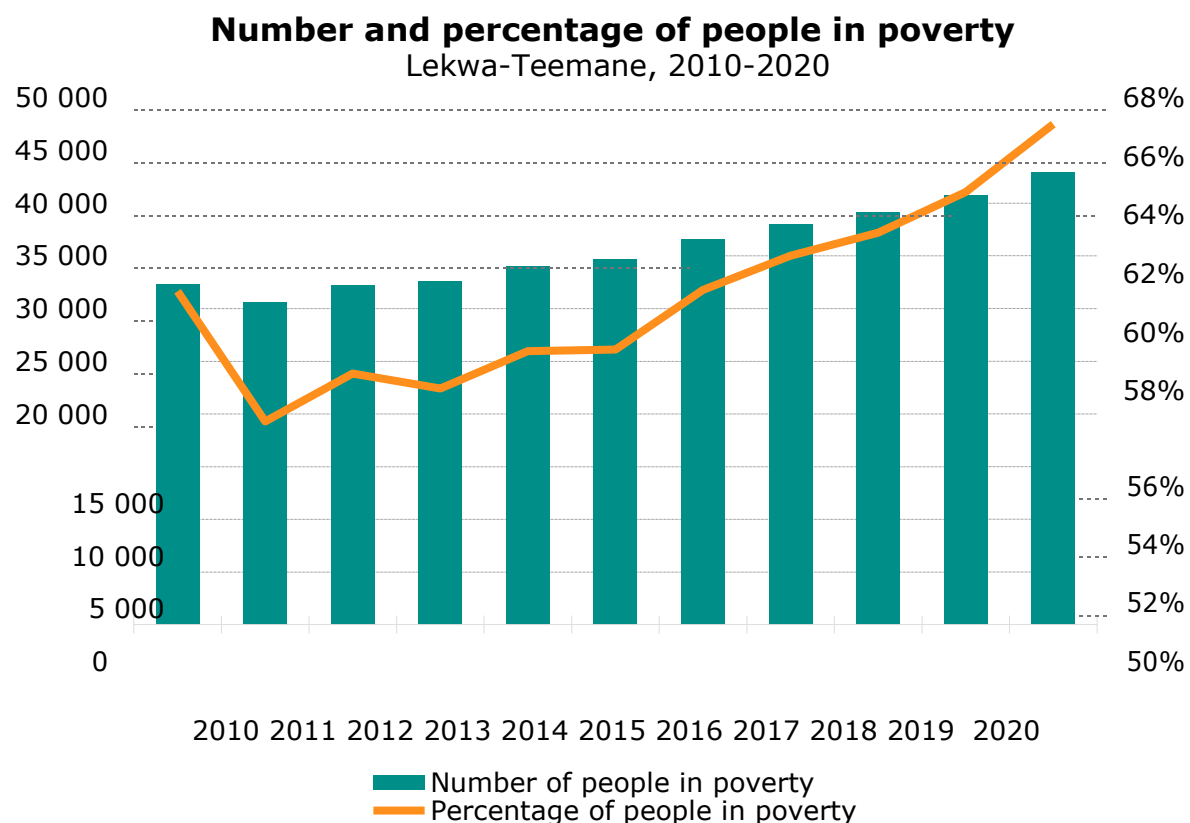
Source: IHS Markit Regional eXplorer version 2201

### 5.13 POVERTY

The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. These variable measures the number of individuals living below that particular level of consumption for the given area, and is balanced directly to the official upper poverty rate as measured by StatsSA.

In 2020, there were 42 900 people living in poverty, using the upper poverty line definition, across Lekwa-Teemane Local Municipality - this is 32.89% higher than the 32 300 in 2010. The percentage of people living in poverty has increased from 61.39% in 2010 to 67.10% in 2020, which indicates an increase of - 5.71 percentage points.

CHART 9. NUMBER AND PERCENTAGE OF PEOPLE LIVING IN POVERTY - LEKWA-TEEMANE LOCAL MUNICIPALITY, 2010-2020 [NUMBER PERCENTAGE]



Source: IHS Markit Regional Explorer version 2201

### 5.14 ECONOMIC PROFILE

The economic state of Lekwa-Teemane Local Municipality is put in perspective by comparing it on a spatial level with its neighboring locals, Dr Ruth Segomotsi Mompoti District Municipality, North-West Province and South Africa.

The Lekwa-Teemane Local Municipality does not function in isolation from Dr Ruth Segomotsi Mompoti, North-West Province, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

#### 5.14.1 GROSS DOMESTIC PRODUCT BY REGION (GDP-R)

The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

GDP-R can be measured using either current or constant prices, where the current prices measure the economy in actual Rand, and constant prices measures the

economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

**TABLE 10: GROSS DOMESTIC PRODUCT (GDP) - LEKWA-TEEMANE, DR RUTH SEGOMOTSI MOMPATI, NORTH-WEST AND NATIONAL TOTAL, 2010-2020 [R BILLIONS, CURRENT PRICES]**

	Lekwa-Teemane	Dr Ruth Segomotsi Mompoti	North-West	National Total	Lekwa-Teemane as % of district municipality	Lekwa-Teemane as % of province	Lekwa-Teemane as % of national
2010	1.7	11.8	169.3	3,055.6	14.3%	1.00%	0.06%
2011	1.9	13.1	188.8	3,327.0	14.4%	1.00%	0.06%
2012	2.0	13.9	196.6	3,566.4	14.4%	1.02%	0.06%
2013	2.2	15.9	226.1	3,868.6	14.1%	0.99%	0.06%
2014	2.4	16.7	231.0	4,133.9	14.1%	1.02%	0.06%
2015	2.6	18.4	247.9	4,420.8	14.0%	1.04%	0.06%
2016	2.8	20.1	264.8	4,759.6	14.0%	1.07%	0.06%
2017	3.0	21.7	281.9	5,078.2	14.0%	1.07%	0.06%
2018	3.2	23.2	298.1	5,357.6	13.9%	1.08%	0.06%
2019	3.4	24.6	315.8	5,605.0	13.8%	1.07%	0.06%
2020	3.4	25.0	321.5	5,521.1	13.8%	1.07%	0.06%

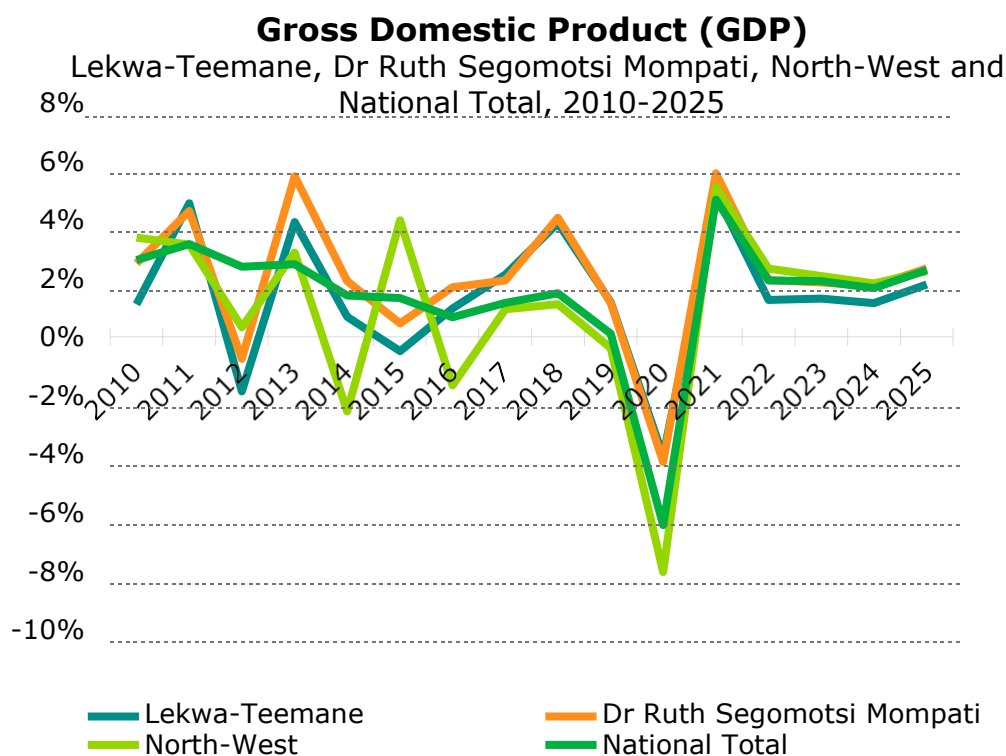
Source: IHS Markit Regional eXplorer version 2201

With a GDP of R 3.45 billion in 2020 (up from R 1.69 billion in 2010), the Lekwa-Teemane Local Municipality contributed 13.80% to the Dr Ruth Segomotsi Mompoti District Municipality GDP of R 25 billion in 2020 increasing in the share of the Dr Ruth Segomotsi Mompoti from 14.33% in 2010. The Lekwa-Teemane Local Municipality contributes 1.07% to the GDP of North-West Province and 0.06% the GDP of South Africa which had a total GDP of R 5.52 trillion in 2020 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2010 when it contributed 0.06% to South Africa.

#### 5.14.2 ECONOMIC GROWTH FORECAST

It is expected that Lekwa-Teemane Local Municipality will grow at an average annual rate of 2.07% from 2020 to 2025. The average annual growth rate in the GDP of Dr Ruth Segomotsi Mompoti District Municipality and North-West Province is expected to be 2.68% and 2.72% respectively. South Africa is forecasted to grow at an average annual growth rate of 2.49%, which is higher than that of the Lekwa-Teemane Local Municipality.

**TABLE 11: GROSS DOMESTIC PRODUCT (GDP) - LEKWA-TEEMANE, DR RUTH SEGOMOTSI MOMPATI, NORTH-WEST AND NATIONAL TOTAL, 2010-2025 [AVERAGE ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]**



In 2025, Lekwa-Teemane's forecasted GDP will be an estimated R 2.82 billion (constant 2010 prices) or 13.6% of the total GDP of Dr Ruth Segomotsi Mompoti District Municipality. The ranking in terms of size of the Lekwa-Teemane Local Municipality will remain the same between 2020 and 2025, with a contribution to the Dr Ruth Segomotsi Mompoti District Municipality GDP of 13.6% in 2025 compared to the 14.0% in 2020. At a 2.07% average annual GDP growth rate between 2020 and 2025, Lekwa-Teemane ranked the lowest compared to the other regional economies.

### 5.14.3 GROSS VALUE ADDED BY REGION (GVA-R)

The Lekwa-Teemane Local Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy.

The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Lekwa-Teemane Local Municipality.

**TABLE 11: GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - LEKWA-TEEMANE LOCAL MUNICIPALITY, 2020 [R BILLIONS, CURRENT PRICES]**

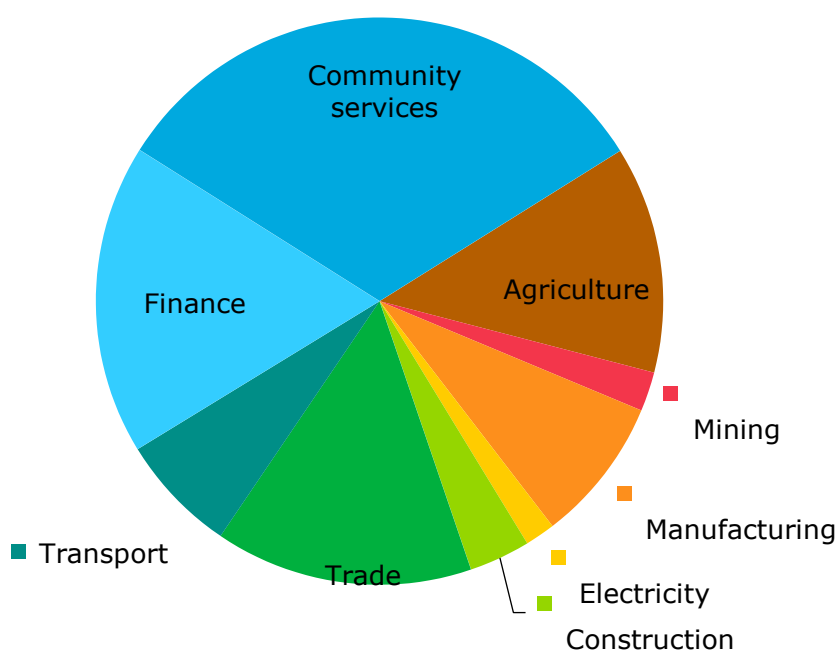
	Lekwa-Teemane	Dr Ruth Segomotsi Mompoti	North-West	National Total	Lekwa-Teemane as % of district municipality	Lekwa-Teemane as % of province	Lekwa-Teemane as % of national
Agriculture	0.4	2.1	9.5	139.5	19.0%	4.1%	0.28%
Mining	0.1	1.2	87.6	353.2	5.5%	0.1%	0.02%
Manufacturing	0.2	0.7	15.2	648.4	33.6%	1.6%	0.04%
Electricity	0.1	0.8	9.4	157.3	6.7%	0.6%	0.03%
Construction	0.1	0.6	5.2	134.3	18.3%	2.0%	0.08%
Trade	0.4	3.0	29.7	659.5	14.9%	1.5%	0.07%
Transport	0.2	1.5	13.6	368.8	14.0%	1.5%	0.06%
Finance	0.5	4.9	46.2	1,216.0	10.8%	1.2%	0.04%
Community services	1.0	7.5	73.7	1,320.8	12.9%	1.3%	0.07%
<b>Total Industries</b>	<b>3.0</b>	<b>22.2</b>	<b>290.2</b>	<b>4,997.9</b>	<b>13.5%</b>	<b>1.0%</b>	<b>0.06%</b>

Source: IHS Markit Regional Explorer version 2201

In 2020, the community services sector was the largest within Lekwa-Teemane Local Municipality accounting for R 968 million or 32.2% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Lekwa-Teemane Local Municipality is the finance sector at 17.7%, followed by the trade sector with 14.7%. The sector that contributes the least to the economy of Lekwa-Teemane Local Municipality is the electricity sector with a contribution of R 51.7 million or 1.72% of the total GVA.

**CHART 10. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - LEKWA-TEEMANE LOCAL MUNICIPALITY, 2020 [PERCENTAGE COMPOSITION]**

**Gross Value Added (GVA) by broad economic sector**  
Lekwa-Teemane Local Municipality, 2020



Source: IHS Markit Regional Explorer version 2201

The community sector, which includes the government services, is generally a large contributor towards GVA. When looking at all the regions within the Dr Ruth Segomotsi Mompoti District Municipality, it is clear that the Greater Taung contributes the most community services towards its own GVA, with 32.38%, relative to the other regions within Dr Ruth Segomotsi Mompoti District Municipality. The Greater Taung contributed R 6.16 billion or 27.73% to the GVA of Dr Ruth Segomotsi Mompoti District Municipality. The region within Dr Ruth Segomotsi Mompoti District Municipality that contributes the most to the GVA of the Dr Ruth Segomotsi Mompoti District Municipality was the Kagisano/Molopo with a total of R 3.68 billion or 16.58%.

## 5.15 LABOUR

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

TABLE 12: WORKING AGE POPULATION IN LEKWA-TEEMANE, DR RUTH SEGOMOTSI MOMPATI, NORTH-WEST AND NATIONAL TOTAL, 2010 AND 2020 [NUMBER]

	Lekwa-Teemane		Dr Ruth Segomotsi Mompoti		North-West		National Total	
	2010	2020	2010	2020	2010	2020	2010	2020
15-19	5,210	5,080	52,100	45,400	342,000	311,000	5,220,000	4,700,000
20-24	5,190	4,240	42,000	31,600	361,000	307,000	5,360,000	4,760,000
25-29	4,290	4,380	33,800	33,400	319,000	343,000	4,800,000	5,460,000
30-34	3,780	5,360	27,700	37,200	262,000	368,000	3,890,000	5,570,000
35-39	3,190	4,700	25,200	35,600	228,000	325,000	3,390,000	4,790,000
40-44	2,670	3,800	21,100	28,100	189,000	257,000	2,790,000	3,710,000
45-49	2,640	3,240	21,000	24,300	178,000	213,000	2,510,000	3,130,000
50-54	2,180	2,280	19,300	20,200	156,000	174,000	2,150,000	2,540,000
55-59	1,980	2,550	16,300	20,000	123,000	163,000	1,740,000	2,250,000
60-64	1,620	2,220	13,800	19,200	97,800	141,000	1,400,000	1,890,000
<b>Total</b>	<b>32,800</b>	<b>37,900</b>	<b>272,000</b>	<b>295,000</b>	<b>2,260,000</b>	<b>2,600,000</b>	<b>33,300,000</b>	<b>38,800,000</b>

Source: IHS Markit Regional eXplorer version 2201

The working age population in Lekwa-Teemane in 2020 was 37 900, increasing at an average annual rate of 1.46% since 2010. For the same period the working age population for Dr Ruth Segomotsi Mompoti District Municipality increased at 0.80% annually, while that of North-West Province increased at 1.44% annually. South Africa's working age population has increased annually by 1.56% from 33.3 million in 2010 to 38.8 million in 2020.

### 5.15.1 ECONOMICALLY ACTIVE POPULATION (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labour market of an area. If a person is economically active, he or she forms part of the labour force.

**TABLE 13; ECONOMICALLY ACTIVE POPULATION (EAP) - LEKWA-TEEMANE, DR RUTH SEGOMOTSI MOMPATI AND NORTH-WEST TOTAL, 2010-2020 [NUMBER, PERCENTAGE]**

	Lekwa-Teemane	Dr Ruth Segomotsi Mompoti	North-West	Lekwa-Teemane as % of district municipality	Lekwa-Teemane as % of province
2010	14,700	96,200	1,080,000	15.3%	1.36%
2011	14,100	93,400	1,070,000	15.1%	1.32%
2012	14,000	93,500	1,080,000	15.0%	1.29%
2013	15,200	101,000	1,130,000	15.1%	1.35%
2014	16,400	109,000	1,190,000	15.1%	1.38%
2015	17,200	114,000	1,240,000	15.1%	1.39%
2016	18,100	120,000	1,270,000	15.1%	1.42%
2017	18,600	123,000	1,300,000	15.1%	1.43%
2018	19,000	125,000	1,310,000	15.2%	1.45%
2019	19,700	129,000	1,340,000	15.2%	1.47%
2020	19,400	127,000	1,320,000	15.3%	1.47%
2010-2020	<b>2.85%</b>	<b>2.83%</b>	<b>2.03%</b>		

Source: IHS Markit Regional eXplorer version 2201

Lekwa-Teemane Local Municipality's EAP was 19 400 in 2020, which is 30.41% of its total population of 64 000, and roughly 15.29% of the total EAP of the Dr Ruth Segomotsi Mompoti District Municipality. From 2010 to 2020, the average annual increase in the EAP in the Lekwa-Teemane Local Municipality was 2.85%, which is 0.0156 percentage points higher than the growth in the EAP of Dr Ruth Segomotsi Mompoti's for the same period.

### 5.15.2 FORMAL AND INFORMAL EMPLOYMENT

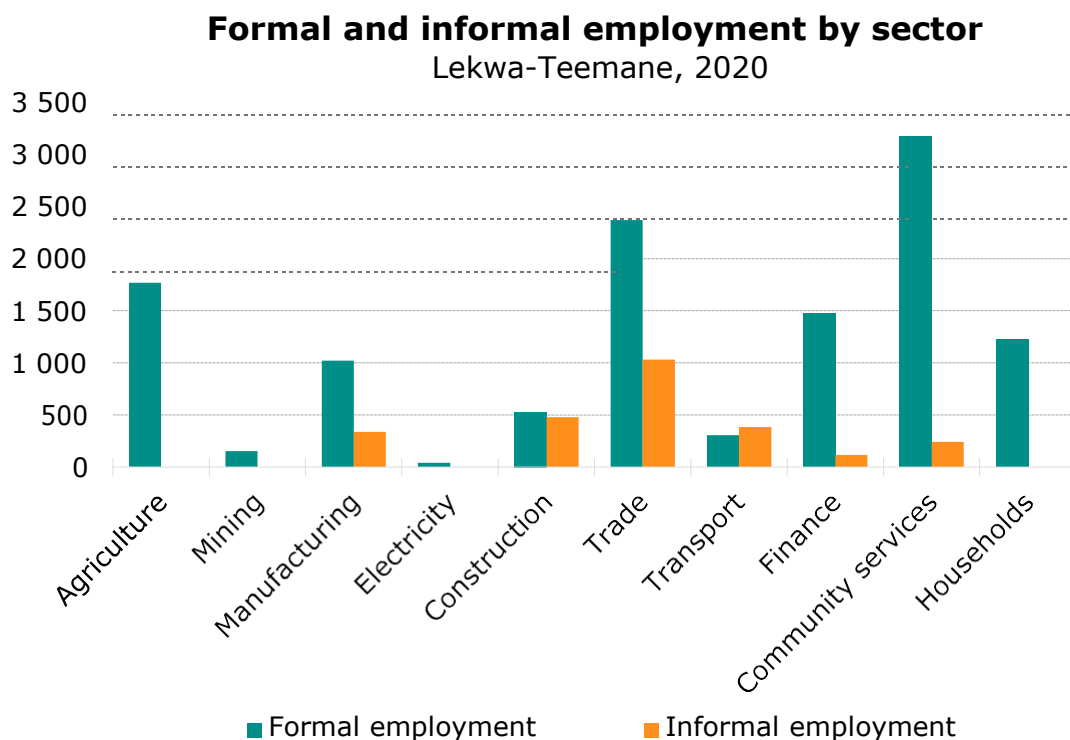
Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Lekwa-Teemane Local Municipality counted 12 100 in 2020, which is about 82.37% of total employment, while the number of people employed in the informal sector counted 2 580 or 17.63% of the total

employment. Informal employment in Lekwa-Teemane increased from 1 760 in 2010 to an estimated 2 580 in 2020.

CHART 11. FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - LEKWA-TEEMANE LOCAL MUNICIPALITY, 2020 [NUMBERS]



Source: IHS Markit Regional eXplorer version 2201

### 5.16 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 at 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 and 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 long run contaminate underground water within the Municipal area. Illegal dumping sites within the communities contributes to the unhealthy environment. The department of Forestry Fisheries and Environment (DFFE) is in the process to assist the Municipality to license the land fill sites and also to re-locate the sites. The Lekwa-Teemane Local

Municipality has environmental by-laws but lacks the capacity to enforce it effectively. The DFFE will support the Municipality to developed its Integrated Waste Management Plan (IWMP) during the 2022/2023 financial.

## Municipal Level Summary SWOT (2022)

Municipal Level SWOT analysis	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• High level of positive public approval</li> <li>• Large youth population</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Funding and Finance constraints</li> <li>• Currently at a tipping point in being able to provide service based on current resources</li> <li>• Poor internal efficiencies</li> <li>• Poor internal and external communication</li> <li>• Inequality in socioeconomic conditions within the municipality</li> <li>• Lack of Yellow fleet</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Growth in a diversification of sectors, incl. manufacturing, agriculture and tourism</li> <li>• Large portion of undeveloped land</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Poor commercial perception</li> <li>• Continued financial stability</li> <li>• Slow economic growth</li> <li>• Internal capacitation</li> </ul>

## **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
<p>Challenges:</p> <p>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.</p> <p>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.</p> <p>Inappropriate and inadequate staffing in many instances.</p> <p>Water for livestock is not funded, but nevertheless urgently required in the second economy for subsistence farming.</p>	<p>RESEVOIRS INFORMATION</p> <p>The municipality experience a high percentage of water losses due to old infrastructure</p> <p>A number of mining companies operate municipal boreholes without any payments. It is of utmost importance that extraction of water should be monitored.</p> <p>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.</p>	<p>DWAF</p> <p>DoA DACE</p> <p>NW Provincial DWAF DM</p> <p>Lekwa-Teemane LM</p> <p>The Dr Ruth S Mompoti DM – the Water Services Authority (WSA).</p> <p>The current water service providers include: Sedibeng; Lekwa-Teemane LM.</p> <p>Service level agreements with the water service providers are in place.</p>	<p>What needs to be done?</p> <p>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.</p> <p>The financial viability of individual schemes needs to be assured by facilitating cross subsidization and access to an outside subsidy funding stream.</p> <p>Integrated water resources management must be implemented to ensure sustainability of the existing highly limited water resources.</p> <p>A substantial subsidization would be required from the WSA to ensure sustainable water services.</p> <p>Financial procedures to be improved by the municipality, inclusive of accurate billing in line with agreements (WSDP).</p> <p>Strict policy or by-laws might be necessary to support water user associations in regulating the extraction of water for irrigation purposes.</p> <p>EIAs need to be done for various economic development projects,</p>

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.
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<b>NATIONAL GOVERNMENT STRATEGIC OBJECTIVES</b>	Massive Programme to build social and economic infrastructure Sustainable Resource Management and use	
<b>10 POINT PLAN</b>	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)	
<b>NATIONAL PRIORITY OUTCOMES</b>	<b>Outcome 6:</b> An efficient, competitive and responsive economic infrastructure network	<b>Role of Local Government:</b> 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
	<b>Outcome 10:</b> Environmental assets and natural resources that are well protected and continually enhanced	
<b>LEKWA-TEEMANE OBJECTIVES</b>		To deliver sustainable essential services such as water, sanitation, electricity and roads for the Lekwa-Teemane communities.
<b>STRATEGY(S)</b>		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 High Mast lights to be repaired/maintained in (Bloemhof and Christiana) <b>KPI 1 TS</b>	71 High mast lights	Number of High Mast lights to be repaired/maintained in (Bloemhof and Christiana) by end June 2023	Number of High Mast lights to be repaired/maintained in (Bloemhof and Christiana) by end June 2024	Number of High Mast lights to be repaired/maintained in (Bloemhof and Christiana) by end June 2025	Number of High Mast lights to be repaired/maintained in (Bloemhof and Christiana) by end June 2026	Number of High Mast lights to be repaired/maintained in (Bloemhof and Christiana) by end June 2027
	Number of households with basic solid waste collection <b>(KPI 2 C. S</b>	18 524 households to receive weekly solid waste collection	18 524 households to receive weekly solid waste collection	18 524 households to receive weekly solid waste collection by June 2024	18 524 households to receive weekly solid waste collection by June 2025	18 524 households to receive weekly solid waste collection by June 2026	18 524 households to receive weekly solid waste collection by June 2027
	No of landfill sites maintained <b>KPI.3 C. S</b>	2 landfill sites maintained monthly	No of landfill sites maintained by end June 2023	No of landfill sites maintained by end June 2024	No of landfill sites maintained by end June 2025	No of landfill sites maintained by end June 2026	No of landfill sites maintained by end June 2027
	Number of sports facilities maintained <b>KPI.4 CS</b>	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  <b>KPI.5 C S</b>	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
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		plants, removal of waste)					
	Number of community hall renovated <b>KPI.6 C. S</b>	3 Halls Renovated	N/A	1 Hall Renovated by end June 2024	N/A	N/A	N/A
	Number of illegal dumping sites cleared <b>KPI.7 C. S</b>	New KPI	10 signboards of illegal dumping erected by end June 2023	20 illegal dumping sites cleared by June 2024	20 illegal dumping sites cleared by June 2025	20 illegal dumping sites cleared by June 2026	20 illegal dumping sites cleared by June 2027
	Number of new cemeteries established <b>KPI.8 C. S</b>	Current cemeteries full.	2 new cemeteries established by end June 2023	2 new cemeteries established by end June 2024	2 new cemeteries established by end June 2025	2 new cemeteries established by end June 2026	2 new cemeteries established by end June 2027
	Number of roadblocks conducted <b>KPI.9 C. S</b>	4 Road blocks conducted	8 Road Blocks conducted by end June 2023	8 Road Blocks conducted by end June 2024	8 Road Blocks conducted by end June 2025	8 Road Blocks conducted by end June 2026	8 Road Blocks conducted by end June 2027

	KM of municipal roads maintained <b>KPI.10</b> <b>T.S</b>	7 KM of municipal roads maintained	5 KM of municipal roads maintained by end June 2023	5 KM of municipal roads maintained by end June 2024	5 KM of municipal roads maintained by end June 2025	5 KM of municipal roads maintained by end June 2026	2 KM of municipal roads maintained by end June 2027
	KMs of storm water drainage maintained <b>KPI.11</b> <b>T.S</b>	5km stormwater drainage maintained	10 km of storm water drainage maintained by end June 2023	10 km of storm water drainage maintained by end June 2024	10 km of storm water drainage maintained by end June 2025	10 km of storm water drainage maintained by end June 2026	10 km of storm water drainage maintained by end June 2027
	KMs of municipal internal roads paved <b>KPI.12</b> <b>T.S</b>	1 Km of internal roads paved	2 KMs of municipal internal roads paved by end June 2023	2 KMs of municipal internal roads paved by the end June 2024	2 KMs of municipal internal roads paved by end June 2025	2 KMs of municipal internal roads paved by end June 2026	2 KMs of municipal internal roads paved by the end of June 2027
	Number of Taxi rank constructed <b>KPI.13</b> <b>T.S</b>	New	N/A	2 Taxi rank constructed by the end of June 2023	N/A	N/A	N/A
	Number of recreational parks constructed <b>KPI.14</b> <b>T.S</b>	New	N/A	2 Recreational parks constructed by the end June 2024	2 Recreational parks constructed by the end June 2025	2 Recreational parks constructed by the end June 2026	2 Recreational parks constructed by the end June 2027

	Number of Departmental risk registers updated <b>KPI 15 CS</b>	No updated risk registers	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 <b>KPI 16 CS</b>	No departmental meetings held	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 <b>KPI 17 CS</b>	No reports submitted	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 progress reports on the implementation of Audit Action Plan submitted to the MM <b>KPI 18 CS</b>	No progress on implementation of PAAP.	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 outstanding traffic fines <b>KPI 19 CS</b>	Poor collection on traffic fines	N/A	R400 000 collected from traffic fines by end June 2024	R400 000 collected from traffic fines by end June 2025	R400 000 collected from traffic fines by end June 2026	R400 000 collected from traffic fines by end June 2027
	Number of Multi-purpose centres constructed. <b>KPI 20 C.S</b>	New KPI	N/A	Construction of Multi-purpose centre by end June 2024	N/A	N/A	N/A
	KMs of sewer pipelines maintained <b>KPI.21 T.S</b>	5km of sewer pipelines maintained	5km of sewer pipelines maintained	10km of sewer pipelines maintained by end June 2024	10km of sewer pipelines maintained by end June 2025	10km of sewer pipelines maintained by end June 2025	10km of sewer pipelines maintained by end June 2026

## 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.

<b>KEY DEVELOPMENT THEMES, ISSUES AND PROPOSALS</b>				
	<b>DESCRIPTION OF NEED/ POTENTIAL/PROJECT</b>	<b>CURRENT SITUATION</b>	<b>ROLE-PLAYERS AND RELATIONS</b>	<b>EVALUATION: IMPLICATIONS AND IMPERATIVE &amp; PROPOSED INTERVENTIONS</b>
General	<p>The major economic activities in the Municipality are:</p> <p>Retail</p> <p>Alluvial diamonds</p> <p>Tourism</p> <p>Agriculture</p> <p>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.</p> <p>Trade and catering pose comparative advantages in Lekwa-Teemane; and</p> <p>Transport and communication compare advantageous in Lekwa-Teemane, due to the</p>	<p>The Priority Investment Areas (PIA) matrix resulted in the following:</p> <p>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.</p>	<p>Department of Agriculture &amp; Rural Development</p> <p>Department of Rural Development &amp; Land Reform</p> <p>Department of Economic Development, Tourism, Conservation &amp; Environment</p> <p>Department of Labour</p> <p>NW Provincial Government Department of Public Works and Roads</p>	<p>What needs to be done?</p> <p>Establish dedicated and qualified LED capacity in LTLM</p> <p>Utilize the Local Development Agency</p> <p>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.</p> <p>Ensure that all infrastructure investment and development spending Programmes support the following objectives:</p>

	<p>location and proximity to the N12 respectively (DGDS, LED strategy).</p>		<p>Department of Social Development</p> <p>District Municipality NGO's, CBO's and FBO's</p> <p>State funded institutions, like SEDA</p>	<ul style="list-style-type: none"> <li>• Economic growth</li> <li>• Employment creation</li> <li>• Sustainable service delivery</li> <li>• Poverty alleviation</li> <li>• Eradication of historic spatial inequities.</li> </ul> <p>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:</p> <p>“Economic growth is a prerequisite for achievement of other policy objectives, key among which would be poverty alleviation.</p>
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**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 Farming
- 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,	No reviewed and adopted LED Strategy aligned to the Provincial and National LED Strategy/Framework developed  <b>KPI.22 C.S</b>	Outdated LED strategy	N/A	1 LED Strategy aligned to the Provincial and National LED Strategy/Framework reviewed and adopted by end June 2024	1 LED Strategy aligned to the Provincial and National LED Strategy/Framework reviewed and adopted by end June 2025	1 LED Strategy aligned to the Provincial and National LED Strategy/Framework reviewed and adopted by end June 2026	1 LED Strategy aligned to the Provincial and National LED Strategy/Framework reviewed and adopted by end June 2027
		Number of municipal LED intergovernmental platforms convened.  <b>KPI.23 C.S</b>	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. <b>KPI.24 C.S</b>	500 work opportunities created through CWP	600 work opportunities created through CWP by June 2023	400 work opportunities created through CWP by June 2024	400 work opportunities created through CWP by June 2025	400 work opportunities created through CWP by June 2026	400 work opportunities created through CWP by June 2027
	Number of jobs created through the municipality's local economic development initiatives including capital projects <b>KPI.25 C.S</b>	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 <b>KPI. 26 C. S</b>	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.

<b>KEY PERFORMANCE AREA</b>	Financial Management and Administrative Capacity	
<b>NATIONAL GOVERNMENT STRATEGIC OBJECTIVES</b>	<p>Building a developmental state including improvement of public services and strengthening democratic institutions</p> <p>Restore the institutional integrity of municipality</p> <p>Develop and strengthen a politically and administratively stable system of municipalities</p> <p>Uprooting of corruption, nepotism, maladministration in our system of local government.</p> <p>Build and strengthen the administrative, institutional and financial capabilities of municipality, and all municipalities should have clean audits by 2019.</p>	
<b>10 POINT PLAN</b>		
<b>NATIONAL PRIORITY OUTCOMES</b>	<p><b>Outcome 12:</b></p> <p>An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</p>	<p><b>Role of Local Government:</b></p> <p>Comply with legal financial reporting requirements</p> <p>Review municipal expenditures to eliminate wastage</p>
		•
<b>LEKWA-TEEMANE OBJECTIVES</b>		• Build and strengthen the financial management of the municipality to enhance service delivery and achieve clean audit by 2019
<b>STRATEGIES</b>		
<b>EFFICIENT AND EFFECTIVE FINANCIAL MANAGEMENT</b>	<b>SUPPLY CHAIN MANAGEMENT STRATEGIES</b>	
<ul style="list-style-type: none"> <li>• Review and adoption of finance policies</li> <li>• Financial reporting and in year reporting</li> <li>• MTEF plan</li> <li>• Budget management</li> <li>• Ensure alignment of financial systems to GRAP/ Budget format</li> </ul>	<ul style="list-style-type: none"> <li>• Review and update of the Supply Chain Management policy.</li> <li>• Capacitate supply chain unit.</li> <li>• Contract management (Compliance)</li> <li>• Maintain updated service provider data base.</li> </ul>	

- 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 council  <b>KPI 27 BTO</b>	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.	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

		<p>- Review 3 policies per quarter and if changes adopted by council. 10. Cost Containment Policy</p>					
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	Number of reports on effective revenue management submitted <b>KPI 28 BTO</b>	12 reports on effective revenue management submitted	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 <b>KPI 29 BTO</b>	12 reports on expenditure management submitted	N/A	12 reports on expenditure management submitted by June 2024	12 reports on expenditure management submitted by June 2025	12 reports on expenditure management submitted by June 2026	12 reports on expenditure management submitted by end June 2027
	Number of reports on the Conditional Grants spending in accordance with Financial Management Grant as per DoRA. <b>KPI 30 BTO</b>	12 reports on the Conditional Grants spending in accordance with Financial Management Grant (FMG) as per DoRA	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 Financial Management Grant (FMG) as per DoRA by end June 2024	12 reports on the Conditional Grants spending in accordance with Financial Management Grant (FMG) as per DoRA by end June 2025	12 reports on the Conditional Grants spending in accordance with Financial Management Grant (FMG) as per DoRA by end June 2025	12 reports on the Conditional Grants spending in accordance with Financial Management Grant (FMG) as per DoRA by end June 2026
	Number of SCM compliance reports submitted <b>KPI 31 BTO</b>	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) <b>KPI 32 BTO</b>	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 reports 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 on the register receiving Free Basic Services <b>KPI 33 BTO</b>	7116 indigents currently receiving free basic services	N/A	9 000 Indigents households on the register receiving Free Basic Services by end June 2024	9 000 Indigents households on the register receiving Free Basic Services by end June 2025	9 000 Indigents households on the register receiving Free Basic Services by end June 2026	9 000 Indigents households on the register receiving Free Basic Services by end June 2027
	Percentage (%) achieved on revenue collection <b>KPI 34 BTO</b>	59% Collection rate	80% collection of revenue achieved by the end June 2023	60% collection rate per quarter achieved on revenue collected by the end June 2024	60% collection rate per quarter achieved on revenue collected by the end June 2025	60% collection rate per quarter achieved on revenue collected by the end June 2026	60% collection rate per quarter achieved on revenue collected by the 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 <b>KPI 35 BTO</b>	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 submitted by end June 2023	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 submitted by end June 2024	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 submitted by end June 2025	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 submitted by end June 2026	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 submitted by end June 2027

	Timeous submission of Annual Financial Statements to Auditor General by end August <b>KPI 36 BTO</b>	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 <b>KPI 37 BTO</b>	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.

<b>KEY DEVELOPMENT THEMES, ISSUES AND PROPOSALS</b>				
	<b>DESCRIPTION OF NEED/ POTENTIAL/PROJECT</b>	<b>CURRENT SITUATION</b>	<b>ROLE-PLAYERS AND RELATIONS</b>	<b>EVALUATION: IMPLICATIONS AND IMPERATIVE &amp; PROPOSED INTERVENTIONS</b>
Education, Adult education, Skills levels and training	<p>Challenges:</p> <ul style="list-style-type: none"> <li>• The big drop-out in tertiary education</li> <li>• New buildings, renovations, sanitation, fencing of schools for the safety and security, extension of schools due to migration patterns and electrification.</li> </ul>		DoE DPW NW Provincial government DM LMs	<p>What needs to be done?</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• More strategic planning and less reactionary planning.</li> <li>• Access to schools is critical</li> </ul>

<b>NATIONAL GOVERNMENT STRATEGIC OBJECTIVES</b>	Building a developmental state including improvement of public services and strengthening democratic institutions  Strengthen the skills and human resource base.	
<b>10 POINT PLAN</b>	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.	
<b>NATIONAL PRIORITY OUTCOMES</b>	<b>Outcome 5:</b>  A skilled and capable workforce to support an inclusive growth path	<b>Role of Local Government:</b>  • Ensure councils behave in ways to restore community trust in local government  Continue to develop performance monitoring and management systems
	<b>Outcome 12:</b> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	

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

## INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Objective	Performance Indicator	Baseline	Five Year Targets				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<p>To provide the necessary strategic support for the implementation of the SDBIP</p> <p>To build an enhance the human resource capacity of the municipality;</p> <p>To ensure that there is a good, sound industrial relationship between the employer and the employee;</p> <p>To create a safe working environment for all employees;</p> <p>To enhance corporate image</p>	<p>Number of posts filled as per the approved funded structure</p> <p><b>KPI 38 CP. S</b></p>	15 Posts filled	15 posts filled as per the approved funded structure by end June 2023	15 posts filled as per the approved funded structure by end June 2024	15 posts filled as per the approved funded structure by end June 2025	15 posts filled as per the approved funded structure by end June 2026	15 posts filled as per the approved funded structure by end June 2027
	<p>Number of employees employed in accordance with the Employment Equity Plan</p> <p><b>KPI 39 CP.S</b></p>	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
	<p>Number of officials capacitated in terms of the workplace Skills Plan</p> <p><b>KPI 40 CP. S</b></p>	50 officials capacitated in terms of the workplace Skills plan.	10 Officials capacitated in terms of the WSP by end June 2023	40 Officials capacitated in terms of the WSP by end June 2024	40 Officials capacitated in terms of the WSP by end June 2025	40 Officials capacitated in terms of the WSP by end June 2026	40 officials capacitated in terms of the workplace Skills Plan by end June 2027
	<p>Number of councillors trained</p> <p><b>KPI 41 CP. S</b></p>	14 Councillors Trained in 17/18	7 Councillors trained by end June 2023	7 Councillors trained by end June 2024	7 Councillors trained by end June 2025	7 Councillors trained by end June 2026	7 Councillors trained by end June 2027

	Number of learnership opportunities created <b>KPI 42 CP.S</b>	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 <b>KPI 43 CP. S</b>	WSP approved and submitted to LGSETA before end of April 2022	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 <b>KPI 44 CP. S</b>	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 <b>KPI.45 CP.S</b>	4 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 <b>KPI 46 CP. S</b>	4 reports submitted to council on disciplinary cases		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

	Percentage of municipality's budget actually spent on implementing its workplace skills plan <b>KPI 47 BTO</b>	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
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	Number of SDBIP quarterly performance reports generated <b>KPI 48 MM</b>	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 Reports submitted to Auditor General <b>KPI 49 MM</b>	1 Annual Report submitted to Auditor General	1 annual municipal performance report developed in compliance with section 46 by end August 2023	1 Annual Report submitted to Auditor General by end August 2024	1 Annual Report submitted to Auditor General by end August 2025	1 Annual Report submitted to Auditor General by end August 2026	1 Annual Report submitted to Auditor General by end August 2027
	Municipal Council oversight report submitted to Council <b>KPI 50 MM</b>	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 <b>KPI 51 MM</b>	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
	Number of Mid-Term performance assessment conducted <b>KPI 52 MM</b>	1 Mid-Term performance assessment conducted by 25 January	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 <b>KPI 53 MM</b>	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 <b>KPI 54</b>	3 Employee Wellness Programme conducted (sport & welcoming for new Senior Managers)	N/A	3 employee wellness Programmes conducted by end June 2024	3 employee wellness Programmes conducted by end June 2025	3 employee wellness Programmes conducted by end June 2026	3 employee wellness Programmes conducted by end June 2027
	Number of IDP Representative meetings held <b>KPI 55</b>	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

<b>KEY PERFORMANCE AREA</b>	Governance, Public Participation & Intergovernmental Relations	
<b>NATIONAL GOVERNMENT</b>	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.	
<b>STRATEGIC OBJECTIVES</b>	<p>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.</p> <p>Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system.</p> <p>Build and strengthen the administrative, institutional and financial capabilities of municipality, and all municipalities should have clean audits by 2025.</p> <p>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.</p>	
<b>10 POINT PLAN</b>		
<b>NATIONAL PRIORITY OUTCOMES</b>	<p><b>Outcome 9:</b> Responsive, accountable, effective and efficient local government system</p>	<p><b>Role of Local Government:</b></p> <ul style="list-style-type: none"> <li>• Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality</li> <li>• Implement the community work programme</li> <li>• Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues</li> <li>• Continue to develop performance monitoring and management systems</li> </ul>
	<p><b>Outcome 12:</b> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</p>	<p><b>Role of Local Government:</b> Ensure councils behave in ways to restore community trust in local government Continue to develop performance monitoring and management systems</p>

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

**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  <b>KPI 56 CP. S</b>	100% council resolutions implemented	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.  <b>KPI 57 CP. S</b>	4 section 79 and 80 committee meetings held.	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 reviewed and adopted	Information and Communication Technology Governance policy reviewed and adopted	Implementation of ITC Governance policy by end June 2023	Information and Communication Technology Governance policy reviewed and adopted by	Information and Communication Technology Governance policy reviewed and adopted by	Information and Communication Technology Governance policy reviewed and adopted by	Information and Communication Technology Governance policy reviewed

			end June 2024	end June 2025	end June 2026	and adopted by end June 2027
<b>KPI 58 CP. S M. O</b>						
Number of electronic Newsletters produced <b>KPI.59 CP.S</b>	New KPI	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 <b>KPI.60 CP.S</b>	5 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 risk registers developed and updated <b>KPI.61 MM</b>	1 Risk Register developed and updated	1 Risk registers updated by end June 2023	1 Risk register developed and updated by end June 2024	1 Risk register developed and updated by end June 2025	1 Risk register developed and updated by end June 2026	1 Risk register developed and updated by end June 2027
	Number of Ward committee meetings held <b>KPI.62 CP. S O. S</b>	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 Public Ward committee meetings held <b>KPI.63 CP. S O. S</b>	84 Public ward 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.64 MM	2022/23 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**

Project Description	Project Value	MIG Value	Total Allocation for 2023/24 FY	Planned MIG Expenditure for 2024/2025	Planned MIG Expenditure for 2025/2026
PMU: Lekwa Teemane	842 000,00	842 000,00	842 000,00	870 700,00	900 600,00
<b>Bloemhof:</b> Construction of a multi-purpose centre in Boitumelong	11 741 050,00	6 900 805,00	4 840 245,00		
<b>Bloemhof:</b> Construction of paved roads and stormwater in Ext 5 & 10 (Bloemhof)	11 008 957,20	11 008 957,20	3 577 755,00	7 431 202,20	-
<b>Christiana:</b> Construction of paved roads and stormwater in Geluksoord Ext & 3 - Christiana	16 368 581,10	16 368 581,10	3 790 000,00	4 556 048,90	4 950 000,00
<b>Christiana:</b> Construction of paved roads and stormwater in Utlwang Ext 5 - Christiana	13 036 922,98	13 036 922,98	3 790 000,00	4 556 048,90	3 461 228,46
<b>Bloemhof:</b> Construction of a recreational park in Boitumelong	2 846 807,75	2 846 807,75			2 846 807,75
<b>Christiana:</b> Construction of a recreational park in Utlwanang	3 039 530,50	3 039 530,50			3 039 530,50
<b>Christiana:</b> Upgrading of the Utlwanang sports facility	15 544 932,34	15 544 932,34			2 813 833,29
113 <b>Total</b>			<b>16 840 000,00</b>	<b>17 414 000,00</b>	<b>18 012 000,00</b>

## 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 (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
Day to Day Maintenance: Lekwa-Teemane	Dr Ruth Segomotsi Mompoti	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 Mompoti district	Dr Ruth Segomotsi Mompoti	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 Mompoti	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 Mompoti	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 Mompoti	Rehabilitation, Renovations & Refurbishment	R 159,300,000	R -	R 46,529,000	R 46,350,000	R 60,650,000
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**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 (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
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
CHRISTIANA SEWER RETICULATION	Dr Ruth Segomotsi Mompoti	Infrastructure Transfers - Current	R 39,000,000	R 3,902,732	R 14,000,000	R -	R -

**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	Lekwa-	Are Kopaneng	R 870 255.58				R 870 255.58

Livelihood	Teemane	Basadi Community Center					
<b>DEPARTMENT OF ENERGY</b>							
	None						
<b>DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM.</b>							

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

**DR RSM PLANNED PROJECTS 2023-2024**

PROJECT NAME	BUDGET		
	2022/2023	2023/2024	2024/2025
Utlwanang Bulk Water Reticulation		R13,898,000.00	
Procurement of Generators		R3,496,875.79	
Rural Sanitation Programme (All Municipalities)		R 50 000 000,00	
Phase 4: Rising Main 2– Olievenfontein Pump Station (25 km) to Vaalpoort Reservoir		R 10 000 000,00	
Mamusa/Bloemhof Bulk Water Supply: Mechanical Works		R 35 000 000,00	
Water Tankering00 (In sourcing) (7 water trucks, 4 honey sucker, 3 sewer jet cleaner)		R 21 000 000,00	
Refurbishment of Boreholes (All Municipalities)		R 25 000 000,00	
O & M of Bloemhof WWTW		R 7 462 500,00	
O & M of Christiana WWTW		R 6 570 000,00	

## **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 (2013)	Yes	-	The approved Framework is available	MM's Office
Financial Plan	Not available	-	-	To be developed as an integral part of 2018/2019 Five-year IDP	Chief Financial Officer