

**FINAL IDP  
2019/2020**

**LEKWA LOCAL  
MUNICIPALITY  
IDP 2019/2020**

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**PLANNING & ECONOMIC DEVELOPMENT  
DIRECTORATE**

# **1. EXECUTIVE SUMMARY BY THE EXECUTIVE MAYOR**

# 11. MUNICIPAL OVERVIEW BY MUNICIPAL MANAGER

"As you are aware we have had to recently welcome the intervention by our Premier in accordance with section 139 of the Municipal Finance Management Act" since the beginning of this year.

"A task team led by provincial treasury and encompassing specialists in every element of the financial management ecosystem has been dispatched to the municipality and is currently working tirelessly to develop and implement a financial recovery plan".

These is "in order to ensure that we centrally coordinate the programmes of our government in an effort to ensure that the programmes of the government are concomitant with priority areas aimed at tackling the triple challenges of poverty unemployment and inequality whilst ensuring that our people continue to have access to the most basic of services".

"The objective of this intervention is two-fold. The first being that we must ensure that we continue to align intergovernmental relations with the priority areas outlined above. Secondly it is important to take cognizance of the fact that we must outline and collate our achievements as Government as we approach the end of this 5th democratically elected administration"

We are also expected to take the cue from the 2016-2017 State of the Province Address in which we commit the administration to undertaking critical programmes that would "ensure that today is better than yesterday and that tomorrow is better than today" in line with vision 2030.

I therefore hope justice will prevail in terms of delivering basic services to the needy communities.

Municipal Manager

GPN Mhlongo -NTshangase

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# **1. CHAPTER ONE: EXECUTIVE SUMMARY**

## **1.1. INTRODUCTION AND BACKGROUND**

Since the first democratic elections in South Africa in 1994, the nature and functions of municipalities changed drastically, with more emphasis being placed on the developmental role of local authorities. Developmental local government means a commitment to working with citizens to find sustainable ways to meet their social, economic and material needs to improve the quality of their lives. A duty is also placed on local authorities to ensure that development policies and legislation are implemented. Preference must therefore be given to this duty when managing the administrative and budgetary processes of the municipality.

The Constitution of the Republic of South Africa (1996) commits government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security. The current goal of municipalities is to establish a planning process which is aimed at the redress of the imbalances created by the apartheid era. Developmental local government can only be realised through integrated development planning and specifically the compilation of an Integrated Development Plan (IDP).

It must be known that Lekwa is a B4 municipality: Local municipalities which are mainly rural with communal tenure and with, at most, one or two small towns in their area.

Of the 283 municipalities, 70 have been categorized as B4. It is generally assumed that most of the B4 municipalities are smaller municipalities and are very vulnerable both from a revenue generation and from institutional development perspective.

They are generally located in economically depressed areas and have difficulty in attracting and retaining skilled managers, professionals, and technicians.

The 2009 State of Local Government report noted that a number of municipalities were under distress, with Lekwa local municipality included; these municipalities primarily had difficulties delivering expected services to communities. The report thus recommended that urgent and focused interventions had to be provided to enable municipalities to deliver services effectively and efficiently.

Output 1 of the Delivery Agreement Mandates Department of Cooperative Government (DCoG) to develop and implement a differentiated approach to municipal, financial, planning and support. As part of this approach DCoG is required to design a focused intervention for smaller municipalities. This intervention relates to smaller municipalities producing IDPs that focus on planning for the delivery of a set of 10 critical services.

The Municipalities identified in the 2009 state of Local Government Report in South Africa will need assistance to prepare IDP's that focus on an implementable plan to deliver on priority services as defined in the Municipal Demarcation Board definition. In addition, clear revenue plans and critical capacity needs to be address as first steps to improved quality of local services.

This thus informs why Lekwa local municipality had to formulate its IDP in the manner prescribed for municipalities classified as B4 municipalities as explained earlier.

In order to play this critical role, the municipalities are mandated to undertake a process of integrated development planning. The main objective of integrated development planning is to forge greater and better coordination and integration of development initiatives by the various development agencies within each local space.

The principal legislation in so far as the development of IDPs is concerned is the Municipal Systems Act 32 of 2000. Section 25 of the act supra mandates each municipal council to adopt a single, inclusive and strategic plan for the development of the municipality. As a strategic plan of the municipality, the IDP should therefore provide a clear road map for the municipality that would take it from the current situation to its desired state in five years. To this effect, the IDP must:

- Link, integrate and coordinate plans and take into account proposals for the development of the municipality.
- Align the resources and capacity of the municipality with the implementation of the plan.
- Form the policy framework and general basis on which annual budgets must be based.
- Be compatible with national and provincial development plans and planning requirements that are binding on the municipality in terms of legislation.

Taking into account the above provisions, as well as the provisions of the Municipal Structures Act in so far as powers & functions of a local municipalities are concerned a credible IDP plan should be clear on what goods and services the municipality will render to its community using the capacity and resources at its disposal. The plan should further be aligned to the national and provincial plans, and also integrate various plans within the municipality.

The Municipal Systems Act is prescriptive on the minimum components that the IDP should contain as follows:

- Vision: emphasis should be on the most critical development and internal transformation needs. of the municipality.
- Status Quo assessment: Existing level of development, with an explicit indication on communities without access to basic services.
- Development priorities and objectives (which should include its local development aims and internal transformation needs).
- Development strategies (this must be aligned to national and provincial sectoral plans and requirements binding to municipalities in terms of legislation).
- Spatial Development Framework (SDF)
- Operational strategies
- Applicable Disaster Management plans
- Financial Plan
- Performance targets and Key Performance Indicators

The above components as required by the MSA have the following implications for the development of IDPs:

- Municipalities must understand the developmental needs in their communities (status quo). Such needs would be satisfied by providing basic services and other developmental services, with a biasness towards communities that do not have services at all.

- Institutional Transformation: To be able to implement the plan, the municipality must structure and manage its administration in a way that there is necessary capacity Equipment and
- Funds to implement the strategic plan.

The SDF, Disaster Management Plan and Financial Plan are critical and mandatory plans that promote integrated development planning and ensure sustainable and viable municipalities and should therefore serve the following purpose:

- SDF: As the spatial plan of the municipality, it should indicate the growth trends and patterns in the municipality and should inform infrastructure planning and resource allocation (Capital investment). The SDF should form the pillar of other service delivery sector plans.
- Financial Plan: Indicates how the IDP will be funded, revenue will be collected, etc.
- Disaster Management plan: Indicates how the municipality will manage disaster, including indications for prevention and reactive measures.

## 1.2. IDP STRUCTURE

**CHAPTER 1** Provides some background information pertaining to the concept of Integrated Development Planning, the legal context thereof, and the participation processes and methodology followed in the development of the Integrated Development Plan.

**CHAPTER 2** Represents a multi-sectoral situational analysis highlighting some of the most salient features and key challenges of the municipality and progress made in addressing the key challenges. It also provides a brief summary of the priority issues reported by communities in the various Wards of the municipality. It also includes the Municipal Spatial Development Framework

**CHAPTER 3** Reflects on the alignment of National, provincial, Regional and Local development paradigm in development planning such as National Development Plan Vision 2030 (NDP), New Growth Path 2010, Mpumalanga Economic Growth Development Path (MEGDP, Ruling Party Manifesto/ Mpumalanga Vision 2030, Medium Term Strategic Framework 2014-2019 (MTSF) and Five (5) Strategic Goals

**CHAPTER 4** reflects a synopsis of Strategic Development, strategy include both the negatives and the positives that can be used moving forward. These issues are categorized in terms of the national key performance areas and focus areas, which will simplify their inclusion in the strategy.

**CHAPTER 5** of the document gives a detail account of all sector plans as espoused in the Spatial Development Framework in they demonstrate How they relate to the status quo analysis, how they contribute to the achievement of strategic objectives and Demonstrate the relationship between the sector plan and programmes and projects of the municipality.

**CHAPTER 6** contains an executive summary of the annual operational plan or a detailed operational plan that is reviewed annually and speaks directly to the SDF.

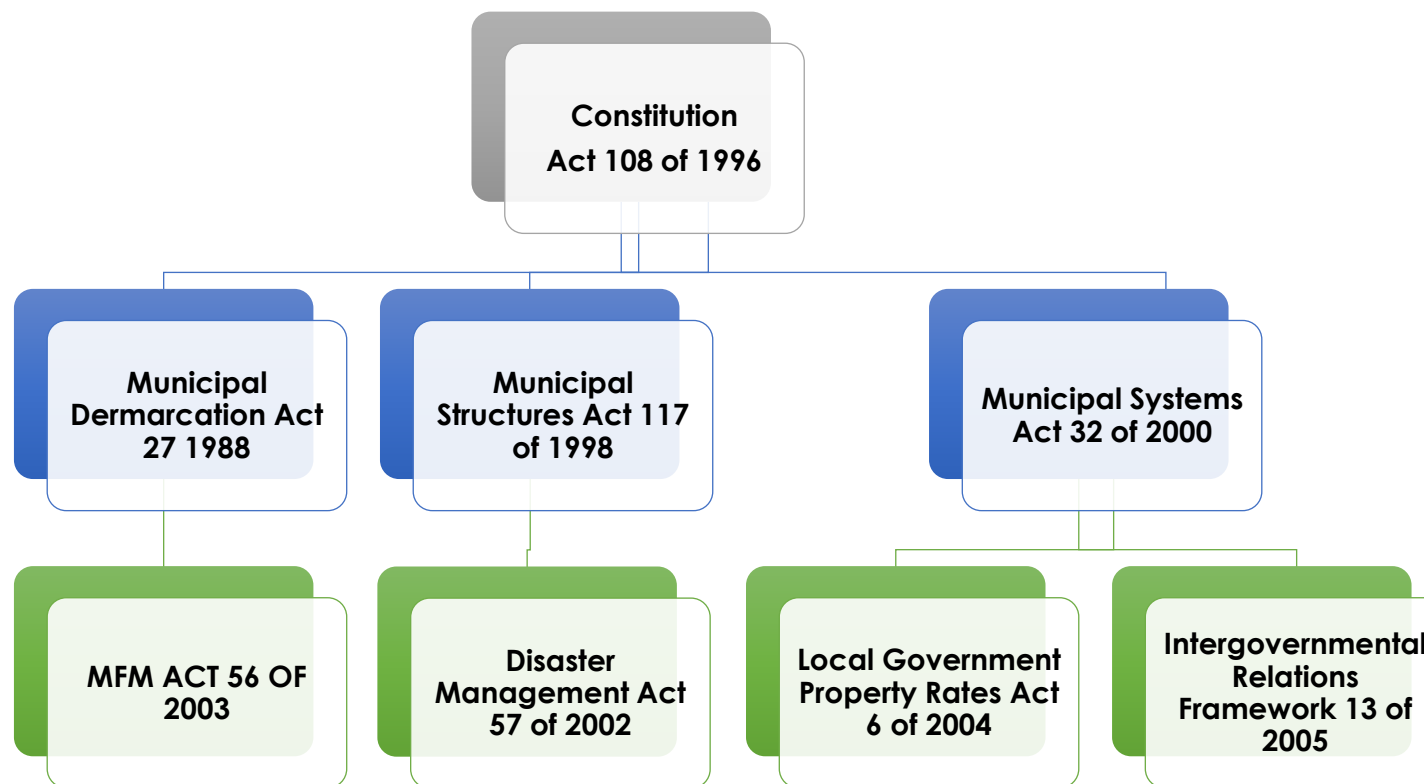
**CHAPTER 7** Clearly shows the municipal financial plan which seeks to Develop Revenue Strategy Plan (develop collection strategy and identifying collection agencies), Moderate cash flow restrictions and Development of a Performance Appraisal System.

**CHAPTER 8:** Give a good account of the municipal approved Organizational structure.

### **1.3. LEGISLATIVE CONTEXT**

The planning context and policy context, within which the integrated development planning is undertaken, is established through national, provincial and local policy and legislation. The major planning instruments that have a critical impact on the IDP are: National

Government, Provincial Government (Mpumalanga), District Municipal level and Local Municipal Level. **Figure 1: Local Government t Legislations**



### 1.3.1. CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA

The Constitution of the Republic of South Africa, 1996 stipulates that the local sphere of government consists of municipalities which were established for the whole of the territory of South Africa – the so-called wall-to-wall municipalities. The objects of local government are set out in Section 152 of the Constitution. Accordingly, the objects are –

- a) to provide democratic and accountable government for local communities;
- b) to ensure the provision of services to communities in a sustainable manner;



- c) to promote social and economic development;
- d) to promote a safe and healthy environment; and
- e) to encourage the involvement of communities and community organisations in the matters of local government.

The Constitution commits government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security.

### **1.3.2. MUNICIPAL SYSTEMS ACT (ACT 32 OF 2000)**

The compilation of Integrated Development Plans by municipalities is regulated in terms of the Municipal Systems Act (Act 32 of 2000). Section 25 of the Municipal Systems Act (Act 32 of 2000) stipulates that:

*"Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which –*

- a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;*
- b) aligns the resources and capacity of the municipality with the implementation of the plan;*
- c) forms the policy framework and general basis on which annual budgets must be based;*
- d) complies with the provisions of this Chapter; and*
- e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation".*

As far as the status of an Integrated Development Plan is concerned, Section 35 states that an Integrated Development Plan adopted by the Council of a Municipality –

- a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;*
- b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and*
- c) binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law".*

Section 36 furthermore stipulates that – *"A municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its Integrated Development Plan".*

However, in terms of section 34 of the Municipal Systems Act, a municipal council "must review its Integrated Development Plan annually ...", and based on the outcome of the review process it "may amend its Integrated Development Plan in accordance with a prescribed process".

The MSA thus places a legislative duty on municipalities to adopt a single, inclusive and strategic plan (Integrated Development) for the development of the municipality which links; integrates a co-ordinate plans and takes into account proposals for the development of the municipality; aligns the resources and capacity of the municipality with the implementation of the plan; and forms the policy framework and general basis on which annual budgets must be based.

### **1.3.3. INTER-GOVERNMENTAL PLANNING**

Section 41(1) of the Constitution contains the principles of co-operative government and inter-governmental relations.

Accordingly, Section 41(1) determines that: 1. all spheres of government and all organs of state within each sphere must -

- I. preserve the peace, national unity and the indivisibility of the Republic;
- II. secure the well-being of the people of the Republic;
- III. provide effective, transparent, accountable and coherent government for the Republic as a whole;
- IV. be loyal to the Constitution, the Republic and its people;
- V. respect the constitutional status, institutions, powers and functions of government in the other spheres;
- VI. not assume any power or function except those conferred on them in terms of the Constitution;
- VII. exercise their powers and perform their functions in a manner that does not encroach on the geographical, functional or institutional integrity of government in another sphere; and
- VIII. co-operate with one another in mutual trust and good faith by –
  - IX. fostering friendly relations;
  - X. assisting and supporting one another;
  - XI. informing one another of, and consulting one another on, matters of common interest;
  - XII. coordinating their actions and legislation with one another;
- XIII. adhering to agreed procedures; and
- XIV. Avoiding legal proceedings against one another „Inter-governmental relations“ means the relationships between national, provincial and local government. The Constitution states that the three spheres of government are distinctive, inter-dependent and inter-related co-operative governance means that national, provincial and local government should work together to provide citizens with a comprehensive package of services.

### **1.4. INTEGRATED DEVELOPMENT PLAN (IDP)**

The draft five-year Integrated Development Plan (IDP) for Lekwa is drafted and will be approved in terms of Chapter 5 of the local government: Municipal Systems Act,2000 (Act, No. 32 of 2000). It sets out what the Lekwa Municipality aims to accomplish within the period of 2017 - 2022 post local governments elections.

The IDP is the most strategic plan of the municipality and supersedes all other plans that guide development in our municipality. As such, it is a valuable tool for strategic decision-making in partnership with the community, business, labour and community-based organisations living in the Lekwa municipal area.

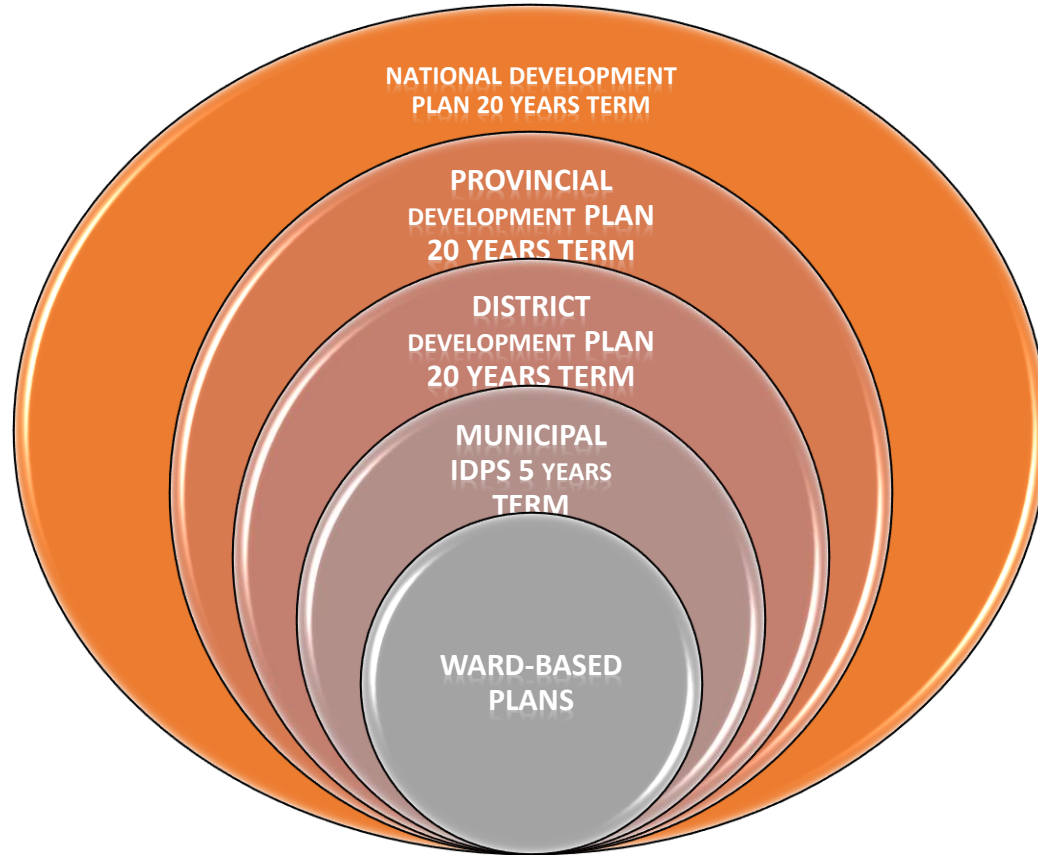
We endeavour to constantly improve the quality of our long-term planning, the data on which we formulate our plan, the connectedness with our community in owning this plan, to consistently measure our performance, and to seek development partners (including the other spheres of government) to deliver on our vision for Lekwa. The five year IDP strategic plan reaffirms our long term vision of a prosperous Lekwa, to recognise our development potential and challenges, to reaffirm the critical strategic roadmaps of our development strategy for the future, to reflect on our performance, and to review the resourcing of our key delivery programmes.

The success of implementing our plan is measured locally, but impacts on the broader GSDM region, the Mpumalanga Province, and the National Development Plan, with clear delivery targets by 2022. The IDP is seen as the plan that reflects the whole of government's intervention in our municipal area, within which the municipality takes primary responsibility for the investment in basic services and the creation of the appropriate environment for radical economic transformation and economic growth.

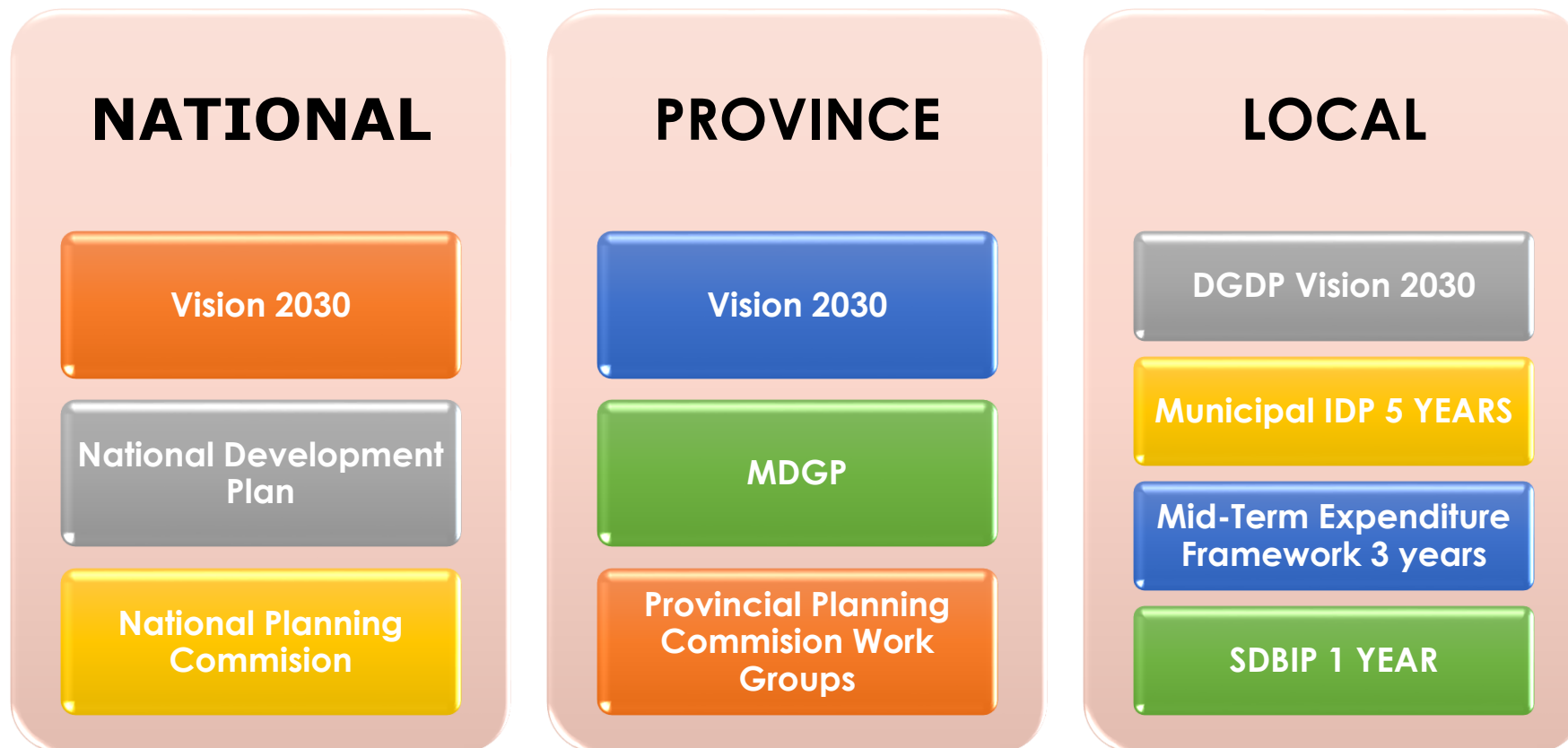
## **1.5. SOUTH AFRICAN PLANNING SYSTEMS**

There is a considerable array of Planning systems that guide and control municipal planning within the geographic boundaries of the Republic of South Africa. Some of the most important are as follows: Peruse through the following figure on the flow of these Plans

Figure 2 : National Development Plan, Provincial Development Plan, District Development Plan, Municipal IDPs and Ward-Based Plans



**Figure 3: Planning Systems in South Africa**



### 1.1. Annual IDP Review Process

In order to ensure certain minimum quality standards of the IDP drafting and review process, and proper coordination between and within spheres of government, the preparation of the Framework/Process Plan regulated in the MSA. The preparation of a Framework/Process Plan, which is in essence the IDP Review Process set in writing, requires adoption by Council. This plan has to include the following aspects:

- An indication of the **organizational arrangements** for the IDP process;
- **Appropriate mechanisms, processes and procedures for consultation and participation** of local communities, organs of

- state, traditional authorities, and other role players in the IDP drafting process;
- **Binding plans and Planning requirements**, i.e. policy and legislation; and
- **Mechanisms and procedures for vertical and horizontal alignment.**
- **A programme** specifying time frames for the different Planning steps;

It is necessary to summarise the process followed for the 2019/2020 IDP process as prescribed in the IDP Process Plan. The components of the Process Plan are as follows:

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

IDP is formulated in terms of the Municipal Systems Act, 2000 (Act 32 of 2000) and need to be revised on an annual basis. It is of critical importance that the IDP process informs the Budget and therefore the IDP needs to advance in the first quarter of 2019-2020 financial year in order to align the two processes. (Refer to following table A for more details)

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



## 2. CHAPTER TWO: SITUATIONAL ANALYSIS

### 2.1. DEMOGRAPHIC PROFILE OF LEKWA

According to StatsSA (2016 Community Survey - CS), Lekwa's population increased from 115 662 in 2011 to 123 419 people in 2016 – 6th smallest population in the province and 10.9% of total population of Gert Sibande in 2016.

Between 2011 & 2016, population grew by 7 757 in the relevant period and recorded a population growth rate of 1.5% per annum – economic growth rate lower than the population growth rate which is negative for the area.

The population number for 2018 and 2030 is estimated respectively at 129 057 and 152 022 people given the historic population growth per annum – will put pressure on the infrastructure, service delivery and economic/employment opportunities.

The number of households in Lekwa increased from 31 071 in 2011 to 37 334 households (almost 6 263 households increase) in 2016 - represents 11.2% of the total Gert Sibande household figure - household size declining from 3.7 to 3.3 in the same period.

Youth population (15-34 years) forms 37.8% of the total population.

The share of the female population in 2016 according to the CS was 49.9% and males 51.1%.

Local Municipal Area	Population		Average annual population growth 2011-2016	Projected 2019 number	Projected 2030 number
	2011 (Census)	2016 (CS)			
Lekwa	115 662	123 419	1.5%	129 057	152 022



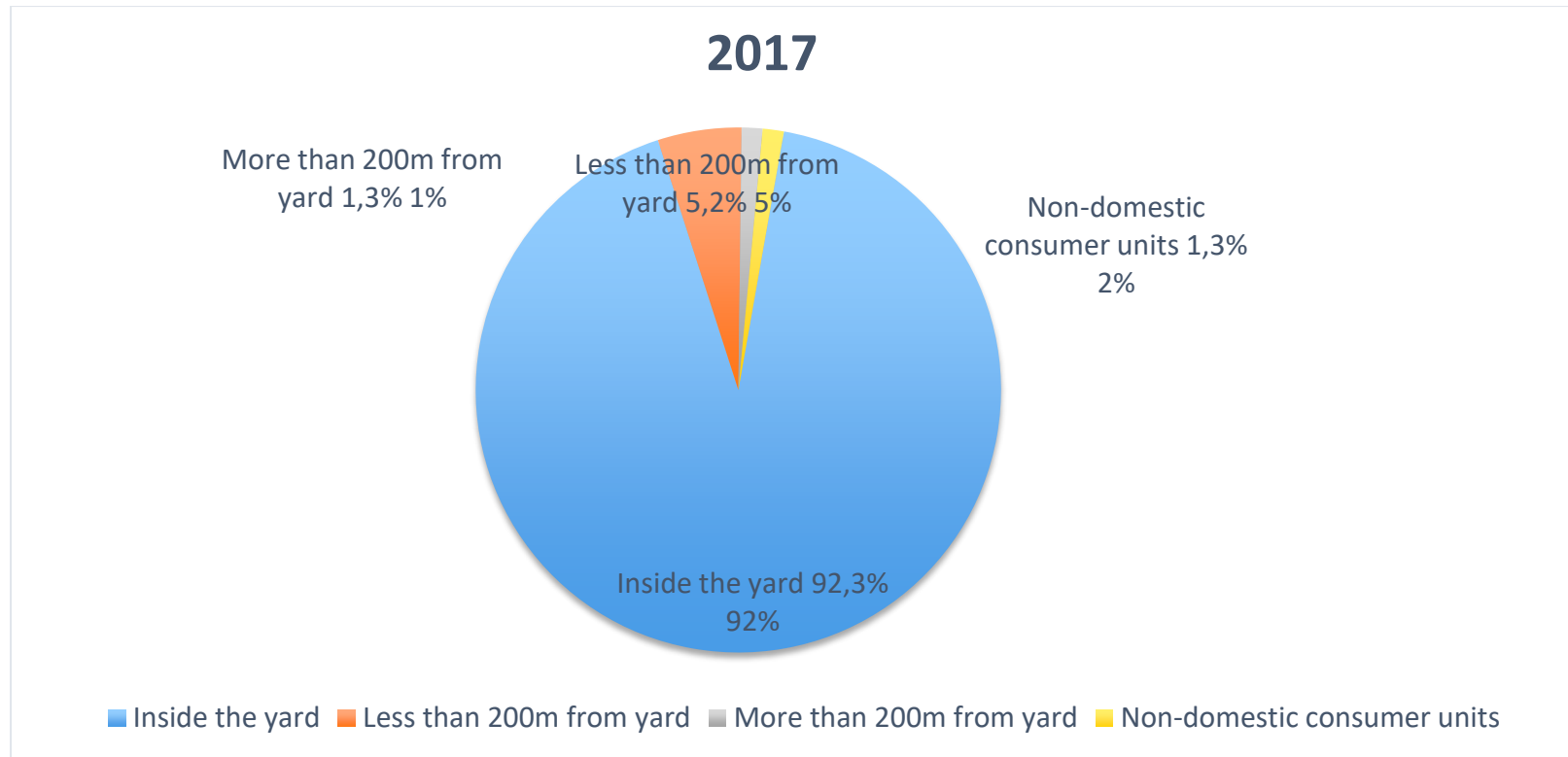
### 2.1.1. Demographics & basic service delivery

Key indicators	Census 2011	Community Survey 2016	Growth rate 2011-2016	Projected 2019	Projected 2030
Population number	115 662	123 419	1.5% p.a.	129 057	152 022
Household number	31 071	37 334	3.7% p.a.	41 483	62 431
	Census 2011	Community Survey 2016	Share 2011	Share 2016	Trend (based on share)
Informal dwellings	7 414	7 129	23.9%	19.1%	(4 <sup>th</sup> worst)
Piped water backlog	731	2 347	2.4%	6.3%	(4 <sup>th</sup> best but deteriorating)
Toilet backlog	1 280	1 114	4.1%	3.0%	(8 <sup>th</sup> best)
Flush/chemical toilet backlog	4 171	5 016	13.4%	13.4%	(2 <sup>nd</sup> best but number increase)
Electricity backlog	3 480	3 190	11.2%	8.5%	(9 <sup>th</sup> best)

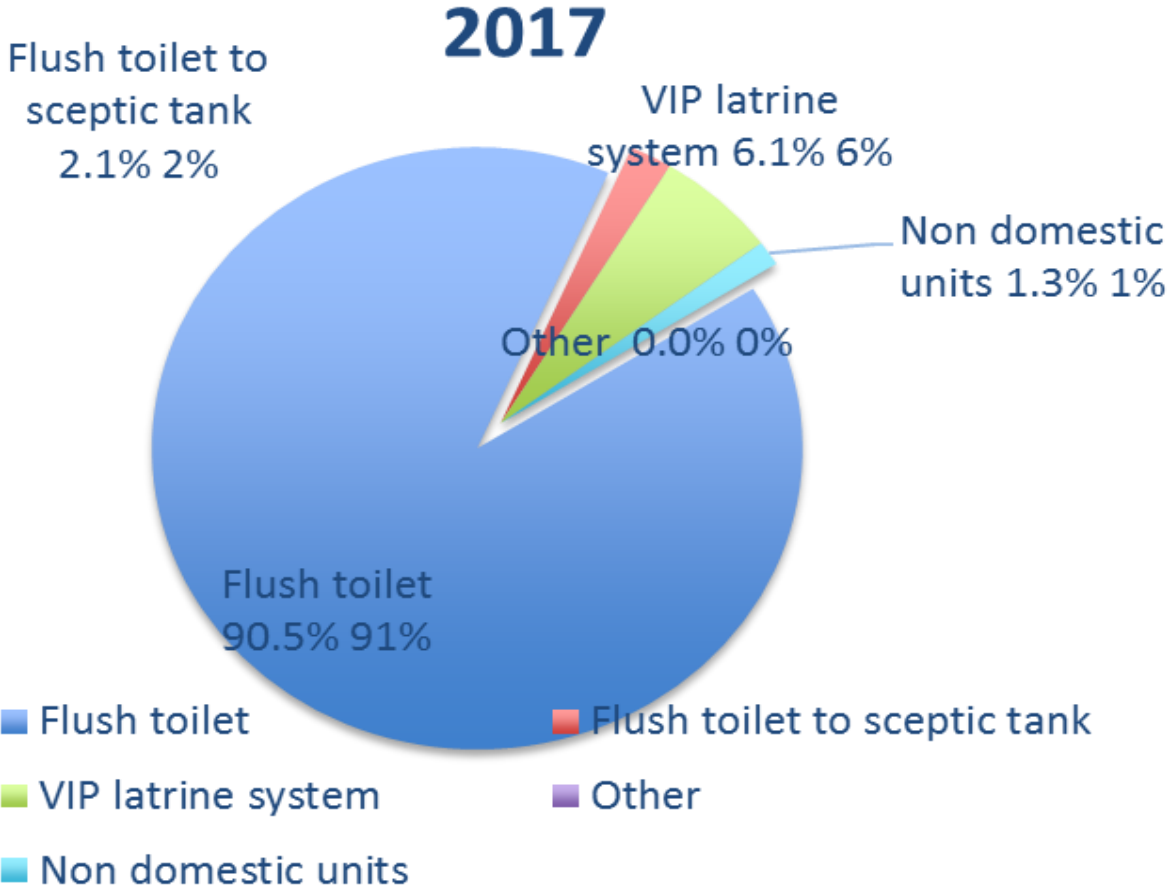
### **2.1.2. Number of domestic and non-domestic consumer units in Lekwa, 2017**

- The information is sourced from the Non-Financial Census data for Municipalities in 2017 from StatsSA:
- Number of consumer units (domestic and non-domestic units) receiving selected services in water, 33 741 units.
- Number of consumer units (domestic and non-domestic units) receiving selected services in electricity, 32 922 units.
- Number of consumer units (domestic and non-domestic units) receiving selected services in sewerage and sanitation, 32 318 units.
- Number of consumer units (domestic and non-domestic units) receiving selected services in solid waste management, 25 946 units.

### 2.1.3. Number of consumer units in Lekwa – water supply Delivery point, 2017



**2.1.4. Consumer units connected to different toilet facilities, 2017**



## 2.1.5. Unemployment, poverty and inequality

Key indicators	2014	2017	Trend	Comparative ranking (1=best, 17=worst)	Share of the Mpumalanga figure
Unemployment rate	22.9%	24.0%		5	2.5%
Employment number	40 932	42 431 (only 500 new jobs pa)		9	3.7%
Poverty rate (LBPL)	37.1%	39.7%		6	
Income inequality (share of poorest 40%)	8.4%	8.1%		11	
	Indigent households, 2017 (StatsSA)	LBPL people in 2017	LBPL households in 2017	Poor/indigent households (NT, equitable share)	Def of poor/indigent household (NT)
Poor and indigent household figures	3 849	47 199	14 303	20 318	<ul style="list-style-type: none"> <li>Monthly household income less than 2 old age pensions</li> </ul>

- The economic growth rate for Lekwa low at 1.2% per annum on average over the period 1996 to 2017 – basically no growth the last couple of years.

- Forecasted average annual GDP growth for Lekwa for 2017-2022 1.2% per annum.
- Contribution to the Mpumalanga economy only 3.0% – 9th largest economy in the province and contributed only 10.8% to the district economy & 3rd largest in Gert Sibande – not performing according to its potential.
- Most contributing sectors in the Lekwa economy-mining, trade, community/government services and manufacturing.
- The size of the economy in 2017 was estimated at more or less R11 billion in current prices.
- Comparative advantage in economic industries/sectors such as agriculture and mining.
- Tourism expenditure in the area as a % of the local GDP relatively low at approximately 2.3% of the local GDP, which is the 3rd lowest percentage in the Province. Tourism spend in 2017 low at only R263 million – importance of tourism development.

## 2.1.6. District comparative advantages

Ehlanzeni	Gert Sibande	Nkangala
Agriculture: sub-tropical fruit and sugar cane	Manufacturing: Petro-chemical industry	Coal mining & electricity generation
Gold & chrome mining	Agriculture: crop- and livestock farming	Manufacturing: Metals fabrication
Tourism: Scenic views and KNP	Coal mining & electricity generation	Tourism: trout-triangle
Forestry	Forestry	Agriculture: crop- and livestock farming

## 2.1.7. Economic opportunities

Take note of the development of a Provincial LED strategy framework at the moment by DEDT – meetings soon per District. Lekwa's status into LED Unit & Forum and LED strategy?

### Linking with economic interventions in Gert Sibande:

- Enhancing the manufacturing industry - planned Petro-Chemical Industrial Technology Park in Secunda as part of the MIDP.
- Agriculture & agro-processing – crop & livestock.
- Forestry & furniture manufacturing.
- Coal mining and electricity generation.

### Economic opportunities in Lekwa:



- Opportunities in the tourism industry as well as agriculture and agro-processing & manufacturing.
- Faster roll-out of basic services and municipal infrastructure necessary to create jobs and stimulate economic growth.
- Importance of an active and functional LED Unit and Forum and also a new LED strategy to address the economic challenges of Lekwa.
- Support to SMMEs and Cooperatives where the Social Enterprise Model/Programme and Government Nutrition Programme will contribute to job creation and economic development.
- Rejuvenation of township businesses with initiatives to transform townships and villages from labour and consumption reserves into thriving productive investment hubs.

### **2.1.8. Informal economy in MP and Lekwa**

- From research project/study in 2018, we have determined that the informal economy in Mpumalanga contributes 6.8% to GDP in the Province.
- The informal sector contributes about 25% of the total workforce – active in especially the trade industry.
- The potential for job creation in the informal sector is significant as it is very labour intensive.
- With dedicated policy interventions in the informal sector, Government (including Municipalities such as Lekwa) will be able to unlock growth and employment opportunities.
- The informal sector should form part of the provincial and local governments' policies and strategies.
- In some cases, the informal sector should be seen as a stepping stone to formal business.



### 2.1.9. Lekwa Green and Red Flags

	
<ol style="list-style-type: none"><li>1. unemployment rate (5th lowest Relatively good location)</li><li>2. Potential in developing key industries such as agriculture and agro-processing &amp; manufacturing</li><li>3. Some improvement in basic service delivery the last couple of years</li><li>4. Good education base and relatively high grade 12 pass rate (no 4) and admission rate to university</li><li>5. Relatively low</li></ol>	<ol style="list-style-type: none"><li>1. Negative perception of the Municipality by the public and business</li><li>2. High informal dwellings backlog</li><li>3. Lack of reliable electricity supply &amp; high cost thereof and inadequate roads according to residents</li><li>4. LT &amp; strategic planning and SDF challenges</li><li>5. Inadequate youth development strategies to respond to the high youth unemployment</li></ol>

## **2.2. Lekwa education indicators**

- Lekwa's grade 12 pass rate deteriorated from 84.7% in 2014 to 83.1% in 2018, which was the fourth highest of the municipal areas of the Province.
- Improvement in the pass rate by 1.2 percentage points between 2017 and 2018.
- The area achieved an admission rate to university/degree studies of 28.8% in 2018.
- Negative impact on youth unemployment – employability of the youth?
- The challenge is to accommodate the educated young people in the area - inadequate economic opportunities.
- Provision of adequate educational, recreational infrastructure and skills development activities to meet the needs of the community.

### 2.3. Basic education data & performance per municipal area

Local municipal area	Grade 12 Pass Rate			Trend	Admission to B degree studies
	2014	2017	2018	2017-2018	2018
Dipaleseng	81.4%	68.6%	86.9%	😊	33.2%
Nkomazi	86.0%	78.9%	86.8%	😊	35.3%
Steve Tshwete	85.6%	77.9%	84.3%	😊	40.7%
Lekwa	<b>84.7%</b>	<b>81.9%</b>	<b>83.1%</b>	😊	<b>28.8%</b>
Thaba Chweu	81.1%	87.5%	82.9%	😞	37.1%
Emakhazeni	85.7%	81.6%	82.2%	😊	28.1%
Victor Khanye	74.6%	82.5%	81.5%	😞	32.8%
Msukaligwa	80.6%	82.3%	80.0%	😊	37.0%
City of Mbombela	80.5%	75.3%	79.2%	😞	33.6%
Emalahleni	81.9%	80.9%	79.1%	😞	31.5%
Dr Pixley Ka Isaka Seme	68.1%	65.1%	78.2%	😊	26.8%
Chief Albert Luthuli	80.1%	79.0%	77.7%	😞	31.3%
Dr JS Moroka	73.8%	67.1%	77.1%	😊	24.7%
Govan Mbeki	76.3%	73.0%	76.4%	😊	28.7%
Bushbuckridge	76.4%	71.2%	76.4%	😊	22.9%
Thembisile Hani	77.1%	67.5%	74.9%	😊	23.0%
Mkhondo	70.9%	76.7%	71.2%	😞	28.0%

## 2.4. Unemployment per municipal area

Local Municipal Area	Unemployment rate 2014	Unemployment rate 2017	Trend	Share of Mpumalanga's unemployed
Chief Albert Luthuli	31,2%	31,3%	☹️	3,3%
Msukaligwa	23,1%	24,1%	☹️	3,2%
Mkhondo	31.5%	31.4%	😊	3.7%
Dr Pixley Ka Isaka Seme	33.2%	33.7%	☹️	1.7%
Lekwa	<b>22.9%</b>	<b>24.0%</b>	☹️	<b>2.5%</b>
Dipaleseng	33.3%	34.9%	☹️	1.3%
Govan Mbeki	22.4%	23.3%	☹️	7.3%
Victor Khanye	24.8%	25.9%	☹️	1.9%
Emalahleni	24.6%	27.2%	☹️	12.2%
Steve Tshwete	16.8%	17.6%	☹️	4.6%
Emakhazeni	22.5%	22.5%	😊	0.9%
Thembisile Hani	36.1%	39.7%	☹️	9.2%
Dr JS Moroka	45.2%	48.7%	☹️	7.1%
Thaba Chweu	20.3%	19.9%	😊	2.0%
Nkomazi	30.7%	32.4%	☹️	8.7%
Bushbuckridge	48.3%	49.1%	☹️	15.0%
City of Mbombela	24.0%	24.8%	☹️	15.3%

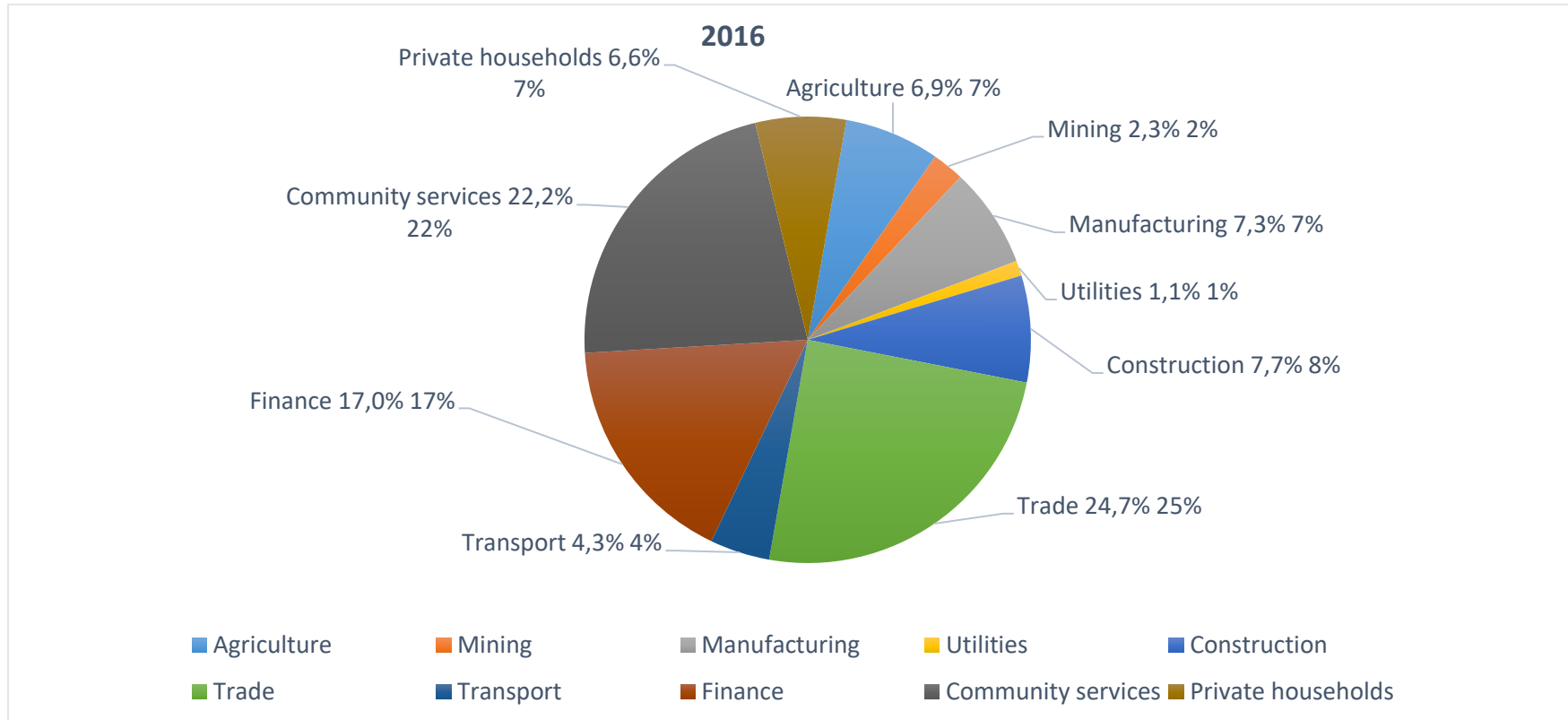
## **2.5. Unemployment in Lekwa**

- The unemployment rate of Lekwa increased from 22.9% in 2014 to 24.0% in 2017.
- In 2017, Lekwa's unemployment rate was the 5th lowest among all the municipal areas of Mpumalanga.
- In 2017, unemployment rate for females 28.8% and that of males 24.0%.
- Youth unemployment rate according to the Census figures 35.2% - challenge with especially very high youth unemployment rate of females.
- In 2017, the largest employing industries in Lekwa are trade, community services and finance.
- High labour intensity in industries such as agriculture, trade and construction.
- Concern about the high unemployed youth & especially females – relatively low level of education and inadequate skills impact negatively on their employability.
- Importance of quality and relevant education and training in line with the economic needs of the province – important role of the University of Mpumalanga & TVETs.
- Employment increase more or less 500 jobs per annum between 2014 and 2019 – too low for an area such as Lekwa with economic potential.

## 2.6. Employment per municipal area

Local Municipal Area	Number of employed 2014	Number of employed 2017	Trend	Share of Mpumalanga's employed
Chief Albert Luthuli	27 312	29 156	😊	2.6%
Msukaligwa	51 692	54 570	😊	4.8%
Mkhondo	37 946	41 045	😊	3.6%
Dr Pixley Ka Isaka Seme	15 241	16 172	😊	1.4%
Lekwa	<b>40 932</b>	<b>42 431</b>	😊	<b>3.7%</b>
Dipaleseng	10 575	10 922	😊	1.0%
Govan Mbeki	118 528	124 063	😊	10.9%
Victor Khanye	24 451	25 829	😊	2.3%
Emalahleni	162 960	169 268	😊	14.9%
Steve Tshwete	104 281	112 008	😊	9.9%
Emakhazeni	15 639	16 600	😊	1.5%
Thembisile Hani	23 466	23 994	😊	2.1%
Dr JS Moroka	13 800	14 027	😊	1.2%
Thaba Chweu	58 604	63 825	😊	5.6%
Nkomazi	65 835	69 326	😊	6.1%
Bushbuckridge	56 226	60 366	😊	5.3%
City of Mbombela	245 098	259 595	😊	22.9%

## 2.7. Employment by industry



## 2.8. Human Development Index – Lekwa

Local Municipal Area	Human Development Index		Trend
	2014	2017	
Steve Tshwete	0.66	0.69	😊
Emalahleni	0.66	0.67	😊
Govan Mbeki	0.65	0.67	😊
Thaba Chweu	0.63	0.66	😊
Emakhazeni	0.60	0.64	😊
City of Mbombela (incl Umjindi)	0.62	0.64	😊
<b>Lekwa</b>	<b>0.59</b>	<b>0.63</b>	😊
Msukaligwa	0.60	0.62	😊
Victor Khanye	0.59	0.60	😊
Dipaleseng	0.59	0.60	😊
Chief Albert Luthuli	0.55	0.59	😊
Thembisile Hani	0.53	0.57	😊
Dr Pixley Ka Isaka Seme	0.54	0.57	😊
Dr JS Moroka	0.53	0.57	😊
Mkhondo	0.52	0.55	😊
Nkomazi	0.51	0.55	😊
Bushbuckridge	0.52	0.54	😊



## **2.9. Poverty aspects in Lekwa**

- Improved Human Development Index (HDI) from 0.59 in 2014 to 0.63 in 2017.
- The share of population in Lekwa below the so-called lower-bound poverty line (of Stats SA) deteriorated from 37.1% in 2014 to 39.7% in 2017.
- In 2017, Lekwa's share of population below the lower-bound poverty line was the 6th lowest (favourable) among the municipal areas.
- The number of people below the lower bound poverty line increased to 47 199 in 2017.
- In 2017, Lekwa poorest 40% of households shared 8.1%% of total income, which was marginally lower/worse than the 8.4% share recorded in 2014.
- Lekwa share of income of the poorest 40% of households of 8.1% was ranked 7th unequal of the 17 municipal areas in the province.

## 2.10. Poverty rate per municipal area

Local Municipal Area	Poverty rate LBPL 2014	Poverty rate LBPL 2017	Trend	Poverty numbers LBPL 2017
Steve Tshwete	24.8%	28.5%		76 459
Thaba Chweu	26.8%	30.3%		31 603
Emalahleni	26.0%	32.4%		145 255
Govan Mbeki	30.2%	34.6%		111 815
Emakhazeni	33.1%	35.8%		17 338
Lekwa	<b>37.1%</b>	<b>39.7%</b>		<b>47 199</b>
City of Mbombela (incl Umjindi)	36.9%	41.1%		295 186
Dipaleseng	33.9%	42.4%		18 663
Msukaligwa	37.6%	42.9%		68 491
Victor Khanye	38.5%	46.6%		39 105
Chief Albert Luthuli	48.3%	50.0%		92 627
Thembisile Hani	48.6%	52.7%		180 961
Dr JS Moroka	51.0%	53.8%		137 249
Dr Pixley Ka Isaka Seme	50.5%	56.1%		46 756
Nkomazi	55.0%	58.4%		249 794
Mkhondo	54.1%	59.5%		111 369
Bushbuckridge	56.8%	63.5%		360 949

## 2.11. Income inequality per municipal area

Local Municipal Area	Share of income by poorest 40% 2014	Share of income by poorest 40% 2017	Trend
Bushbuckridge	10.8%	10.5%	
Dr JS Moroka	10.7%	9.6%	
Thembisile Hani	10.6%	9.5%	
Nkomazi	10.1%	9.4%	
Dipaleseng	8.4%	9.1%	
Mkhondo	9.1%	8.9%	
Victor Khanye	8.4%	8.7%	
Dr Pixley Ka Isaka Seme	8.1%	8.3%	
Msukaligwa	8.1%	8.2%	
Chief Albert Luthuli	9.4%	8.1%	
Lekwa	<b>8.4%</b>	<b>8.1%</b>	
Thaba Chweu	8.1%	8.0%	
Emakhazeni	8.6%	7.8%	
Emalahleni	7.0%	7.6%	
City of Mbombela	7.2%	7.3%	
Steve Tshwete	6.9%	7.3%	
Govan Mbeki	6.3%	6.6%	

## 2.12. Lekwa health indicators and performance

Indicator	Baseline – 2014/15	2017/18	Trend 2014/15 to 2017/18
<b>HIV 1<sup>st</sup> test positive (as proportion of 15-49 yrs population)</b>	19.6%	8.1%	
<b>Total clients remain on ART</b>	8 203	12 094	
<b>Infant PCR test positive around 10 weeks</b>	-	0.93	N/A
<b>Immunisation coverage &lt;1 yr rate</b>	73.4	82	
<b>Neonatal mortality in facility rate per 1 000 live births</b>	9.9	11	
<b>Maternal mortality rate per 100 000 live births</b>	48.8	47.6	
<b>Death in facility under 5 years</b>	4	4.8	

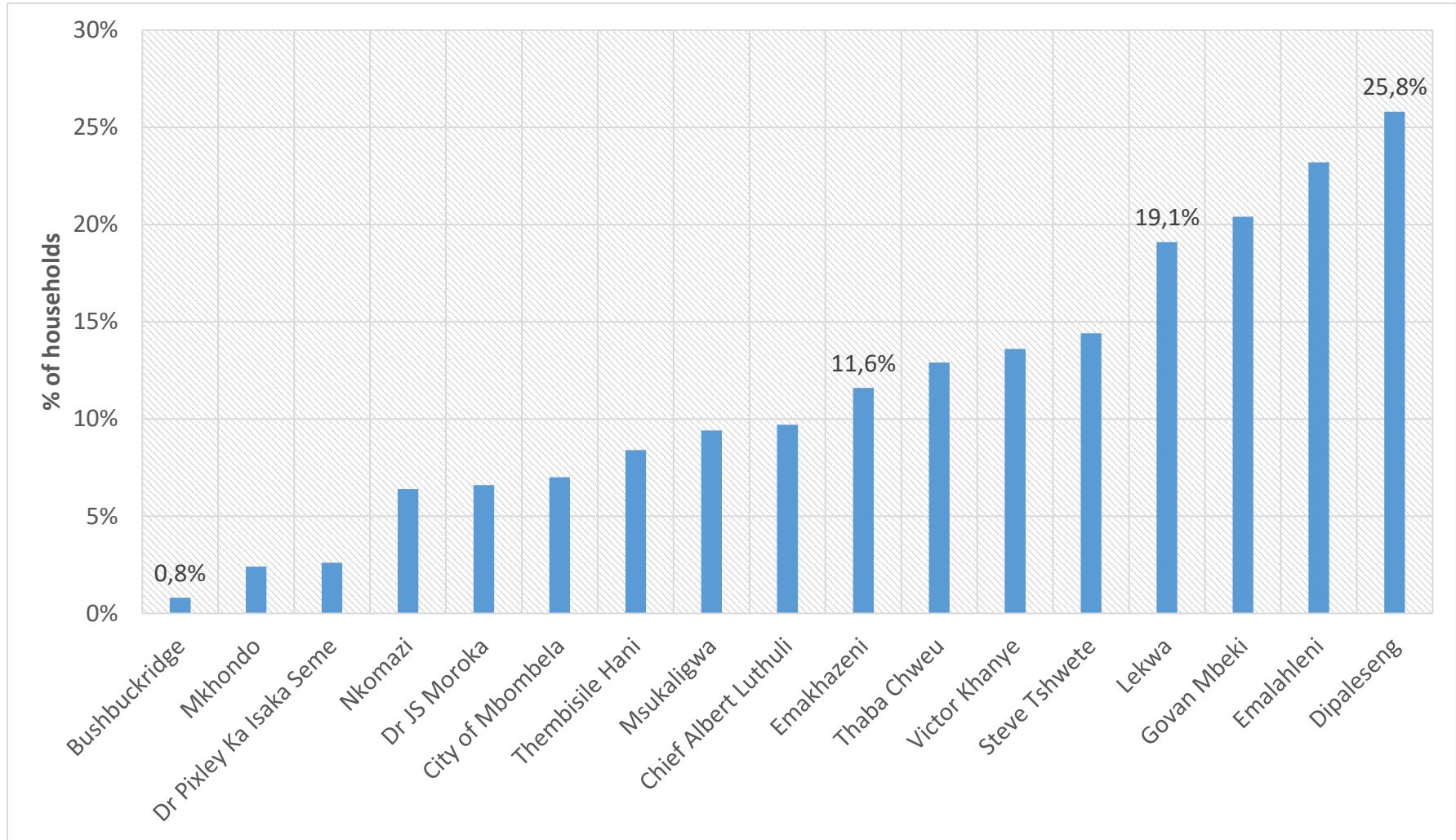
### **2.13. Household services in Lekwa**

- In general, some improvement with household services in Lekwa between 2011 and 2016 according to the CS of StatsSA.
- Number of informal dwellings decreased from 7 414 in 2011 to 7 129 in 2016 – 19.1% of the households living in informal dwellings.
- The number of households with access to piped water 34 987 households with a share of 93.7% of households having access to water. But, 2 347 or 6.3% of households still without access to piped water in 2016.
- Number of households with access to flush/chemical toilets didn't improve in the relevant period – access of 32 318 households or 86.6 % of households – 1 114 households without any toilet facilities (no toilets).
- Households with connection to electricity 33 991 in 2016 – 3 190 households not connected to electricity at all (none). The share of households connected to electricity improved to a level of more than 91% in 2016

## 2.14. Informal dwelling numbers and shares

Local Municipal area	Number of households in informal dwellings		Share of total households	
	2011	2016	2011	2016
Chief Albert Luthuli	2 857	5 206	6.0%	9.7%
Msukaligwa	5 715	4 819	14.0%	9.4%
Mkhondo	1 150	1 086	3.1%	2.4%
Dr Pixley Ka Isaka Seme	1 448	578	7.3%	2.6%
Lekwa	<b>7 414</b>	<b>7 129</b>	<b>23.9%</b>	<b>19.1%</b>
Dipaleseng	3 985	3 832	31.5%	25.8%
Govan Mbeki	23 365	22 212	27.9%	20.4%
Victor Khanye	3 158	3 290	15.4%	13.6%
Emalaheni	23 138	34 845	19.3%	23.2%
Steve Tshwete	9 190	12 480	14.1%	14.4%
Emakhazeni	1 537	1 694	11.2%	11.6%
Thembisile Hani	7 678	6 915	10.2%	8.4%
Dr JS Moroka	4 813	4 093	7.7%	6.6%
Thaba Chweu	6 790	4 791	20.4%	12.9%
City of Mbombela	10 173	14 826	5.6%	7.0%
Mbombela	7 816	12 077	4.8%	6.6%
Umjindi	2 357	2 209	12.0%	9.3%
Nkomazi	2 797	6 684	2.9%	6.4%
Bushbuckridge	1 597	1 099	1.2%	0.8%

### 2.15. Share of households in informal dwellings, 2016

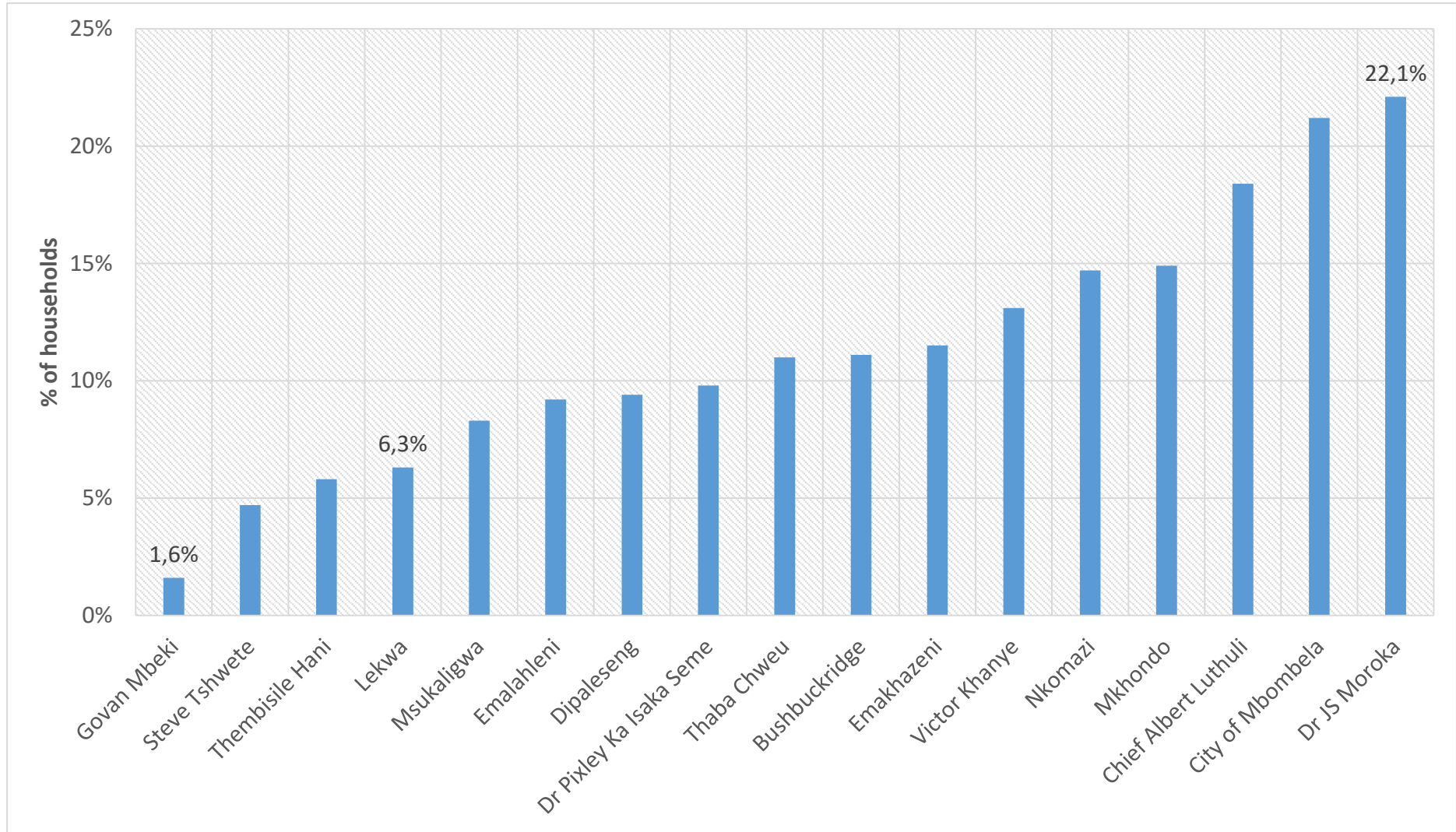


## 2.16. Piped water backlog numbers and shares

Local Municipal area	Number of households without access*		Share of total households	
	2011	2016	2011	2016
Chief Albert Luthuli	8 690	9 824	18.2%	18.4%
Msukaligwa	3 841	4 243	9.4%	8.3%
Mkhondo	8 039	6 805	21.5%	14.9%
Dr Pixley Ka Isaka Seme	1 410	2 212	7.1%	9.8%
Lekwa	<b>731</b>	<b>2 347</b>	<b>2.4%</b>	<b>6.3%</b>
Dipaleseng	688	1 397	5.4%	9.4%
Govan Mbeki	885	1 704	1.1%	1.6%
Victor Khanye	882	3 177	4.3%	13.1%
Emalaheni	6 273	13 792	5.2%	9.2%
Steve Tshwete	1 194	4 082	1.8%	4.7%
Emakhazeni	642	1 686	4.7%	11.5%
Thembisile Hani	3 459	4 768	4.6%	5.8%
Dr JS Moroka	13 750	13 769	22.1%	22.1%
Thaba Chweu	1 730	4 082	5.2%	11.0%
City of Mbombela	36 819	43 573	20.3%	21.2%
Mbombela	35 723	41 012	22.1%	22.6%
Umjindi	1 096	2 561	5.6%	10.8%
Nkomazi	18 042	15 290	18.8%	14.7%
Bushbuckridge	28 124	15 217	21.0%	11.1%



### 2.17. Share of households without piped water, 2016



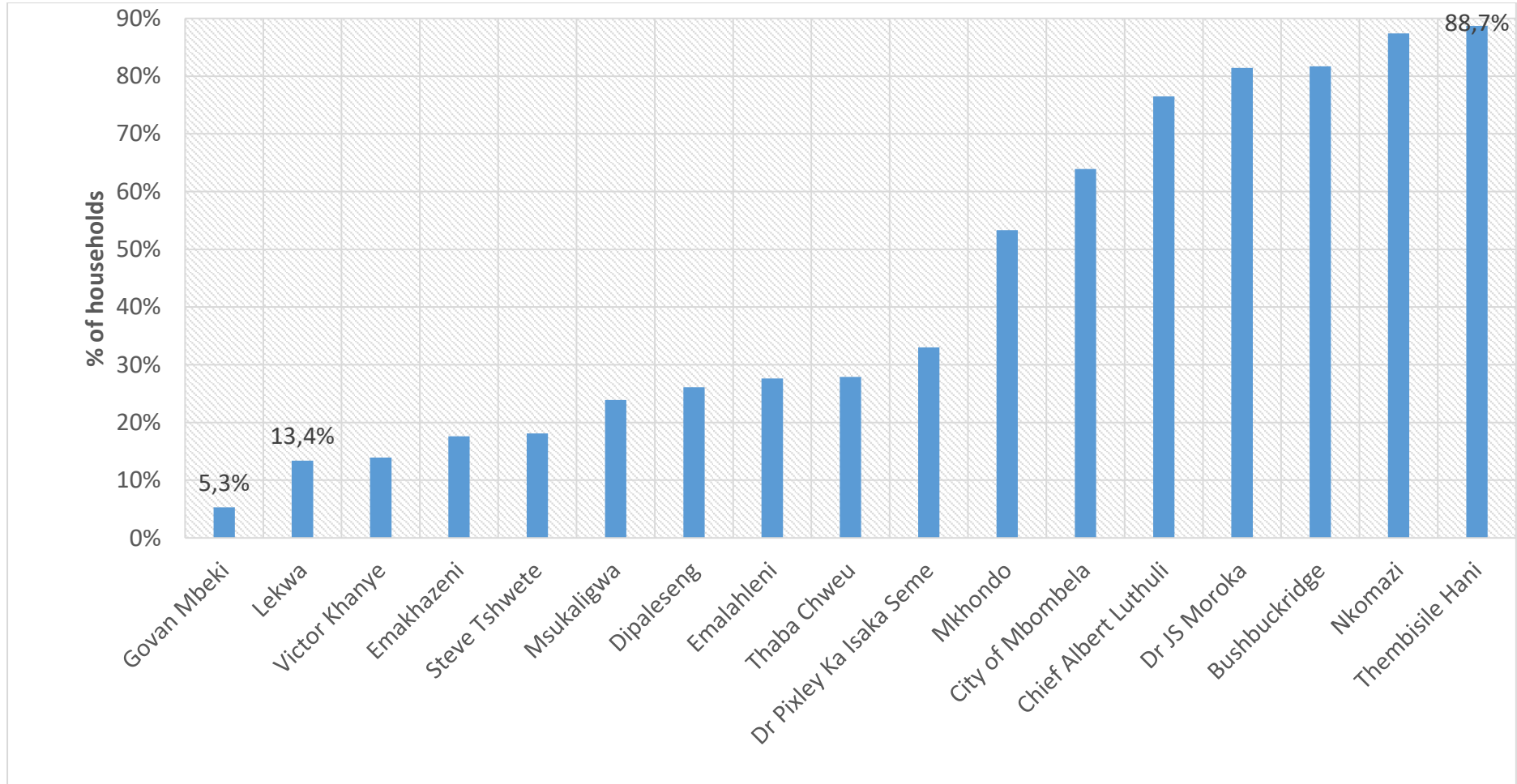
## 2.18. Numbers and shares in toilet backlogs

Local Municipal Area	Number of households without toilets		Share of total households	
	2011	2016	2011	2016
<b>Chief Albert Luthuli</b>	2 476	1 801	5.2%	3.4%
<b>Msukaligwa</b>	1 987	1 295	4.9%	2.5%
<b>Mkhondo</b>	4 823	1 965	12.9%	4.3%
<b>Dr Pixley Ka Isaka Seme</b>	907	958	4.6%	4.2%
<b>Lekwa</b>	<b>1 280</b>	<b>1 114</b>	<b>4.1%</b>	<b>3.0%</b>
<b>Dipaleseng</b>	766	901	6.1%	6.1%
Govan Mbeki	1 519	726	1.8%	0.7%
<b>Victor Khanye</b>	465	318	2.3%	1.3%
<b>Emalaheni</b>	2 987	2 186	2.5%	1.5%
<b>Steve Tshwete</b>	1 381	1 042	2.1%	1.2%
<b>Emakhazeni</b>	894	756	6.5%	5.2%
<b>Thembisile Hani</b>	1 963	2 117	2.6%	2.6%
<b>Dr JS Moroka</b>	1 215	768	2.0%	1.2%
<b>Thaba Chweu</b>	980	326	2.9%	0.9%
<b>City of Mbombela</b>	12 468	8 261	6.9%	4.0%
<b>Mbombela</b>	11 623	7 079	7.2%	3.9%
<b>Umjindi</b>	845	1 182	4.3%	5.0%
<b>Nkomazi</b>	14 873	6 461	15.5%	6.2%
<b>Bushbuckridge</b>	16 966	7 178	12.6%	5.2%

## 2.19. Numbers and shares – flush/chemical toilets backlog

Local Municipal area	Number of households without flush/chemical toilets		Share of total households	
	2011	2016	2011	2016
<b>Chief Albert Luthuli</b>	36 959	40 921	77.5%	76.5%
<b>Msukaligwa</b>	10 788	12 194	26.4%	23.9%
<b>Mkhondo</b>	20 812	24 283	55.6%	53.3%
<b>Dr Pixley Ka Isaka Seme</b>	6 789	7 443	34.2%	33.0%
<b>Lekwa</b>	<b>4 171</b>	<b>5 016</b>	<b>13.4%</b>	<b>13.4%</b>
<b>Dipaleseng</b>	2 846	3 881	22.5%	26.1%
<b>Govan Mbeki</b>	7 604	5 808	9.1%	5.3%
<b>Victor Khanye</b>	3 742	3 373	18.2%	13.9%
<b>Emalahleni</b>	34 160	41 552	28.5%	27.6%
<b>Steve Tshwete</b>	9 780	15 713	15.1%	18.1%
<b>Emakhazeni</b>	2 941	2 573	21.4%	17.6%
<b>Thembisile Hani</b>	68 022	73 411	89.9%	88.7%
<b>Dr JS Moroka</b>	52 450	50 738	84.4%	81.4%
<b>Thaba Chweu</b>	10 408	10 332	31.2%	27.9%
<b>Nkomazi</b>	82 278	90 897	85.5%	87.4%
<b>Bushbuckridge</b>	121 994	112 304	90.9%	81.7%
<b>City of Mbombela</b>	113 955	131 337	62.9 %	63.9%
- Mbombela	107 124	122 871	66.2%	67.6%
- Umjindi	6 831	8 466	34.9%	35.7%

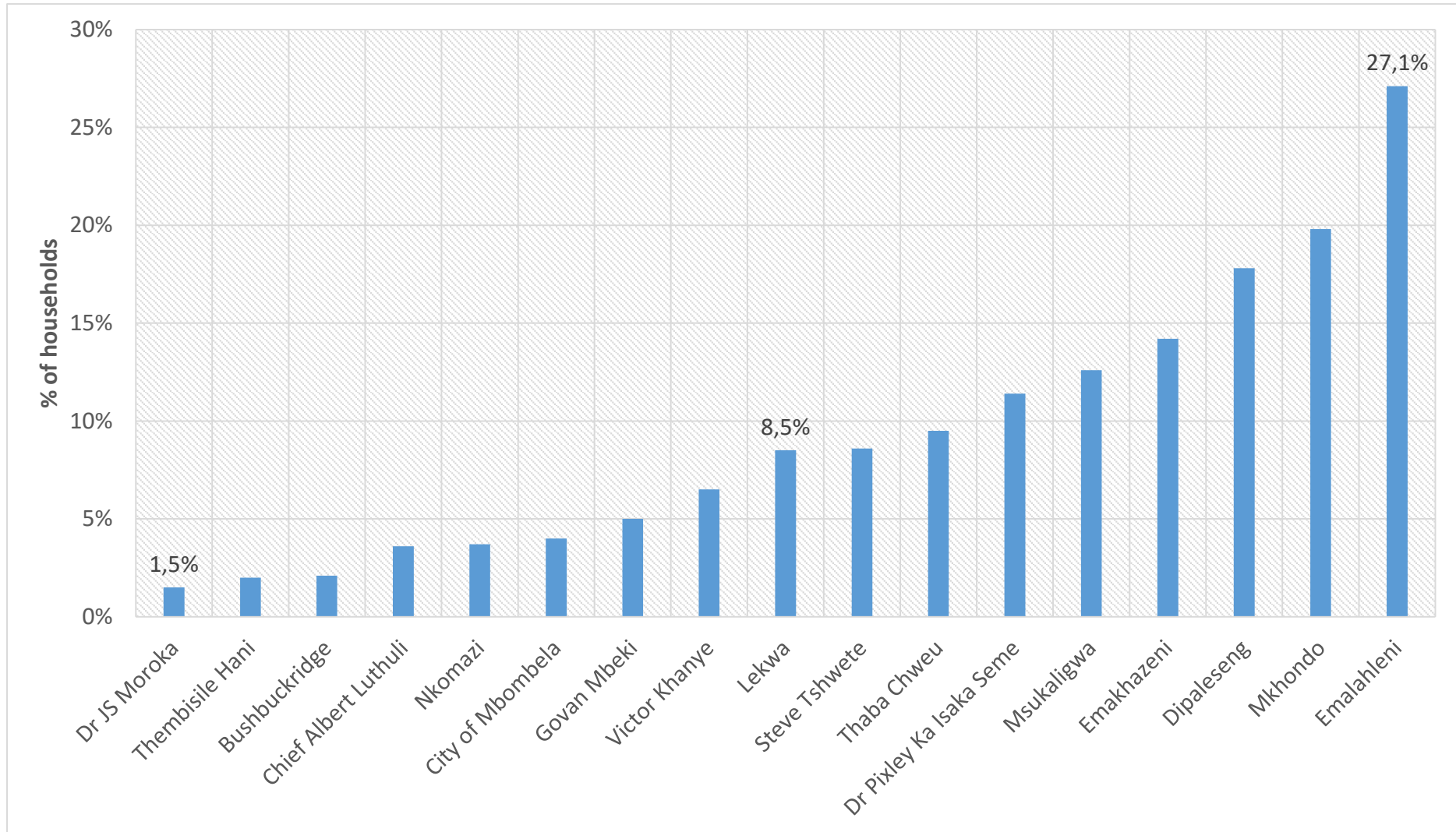
## 2.20. Share of households without flush/chemical toilets, 2016



## 2.21. No electricity numbers and share

Local Municipal area	Number of households not connected*		Share of total households	
	2011	2016	2011	2016
<b>Chief Albert Luthuli</b>	5 868	1 902	12.3%	3.6%
<b>Msukaligwa</b>	10 315	6 415	25.2%	12.6%
<b>Mkhondo</b>	12 315	9 018	32.9%	19.8%
<b>Dr Pixley Ka Isaka Seme</b>	2 877	2 561	14.5%	11.4%
<b>Lekwa</b>	<b>3 480</b>	<b>3 190</b>	<b>11.2%</b>	<b>8.5%</b>
<b>Dipaleseng</b>	2 098	2 655	16.6%	17.8%
Govan Mbeki	7 884	5 487	9.4%	5.0%
<b>Victor Khanye</b>	3 062	1 585	14.9%	6.5%
<b>Emalaheni</b>	31 527	40 721	26.3%	27.1%
<b>Steve Tshwete</b>	5 782	7 458	8.9%	8.6%
<b>Emakhazeni</b>	2 209	2 074	16.1%	14.2%
<b>Thembisile Hani</b>	5 673	1 636	7.5%	2.0%
<b>Dr JS Moroka</b>	1 927	912	3.1%	1.5%
<b>Thaba Chweu</b>	5 103	3 535	15.3%	9.5%
<b>City of Mbombela</b>	18 970	8 026	10.5%	4.0%
<b>Mbombela</b>	15 368	5 443	9.5%	3.0%
<b>Umjindi</b>	3 602	2 583	21.2%	10.9%
<b>Nkomazi</b>	16 356	3 839	16.4%	3.7%
<b>Bushbuckridge</b>	7 783	2 921	5.8%	2.1%

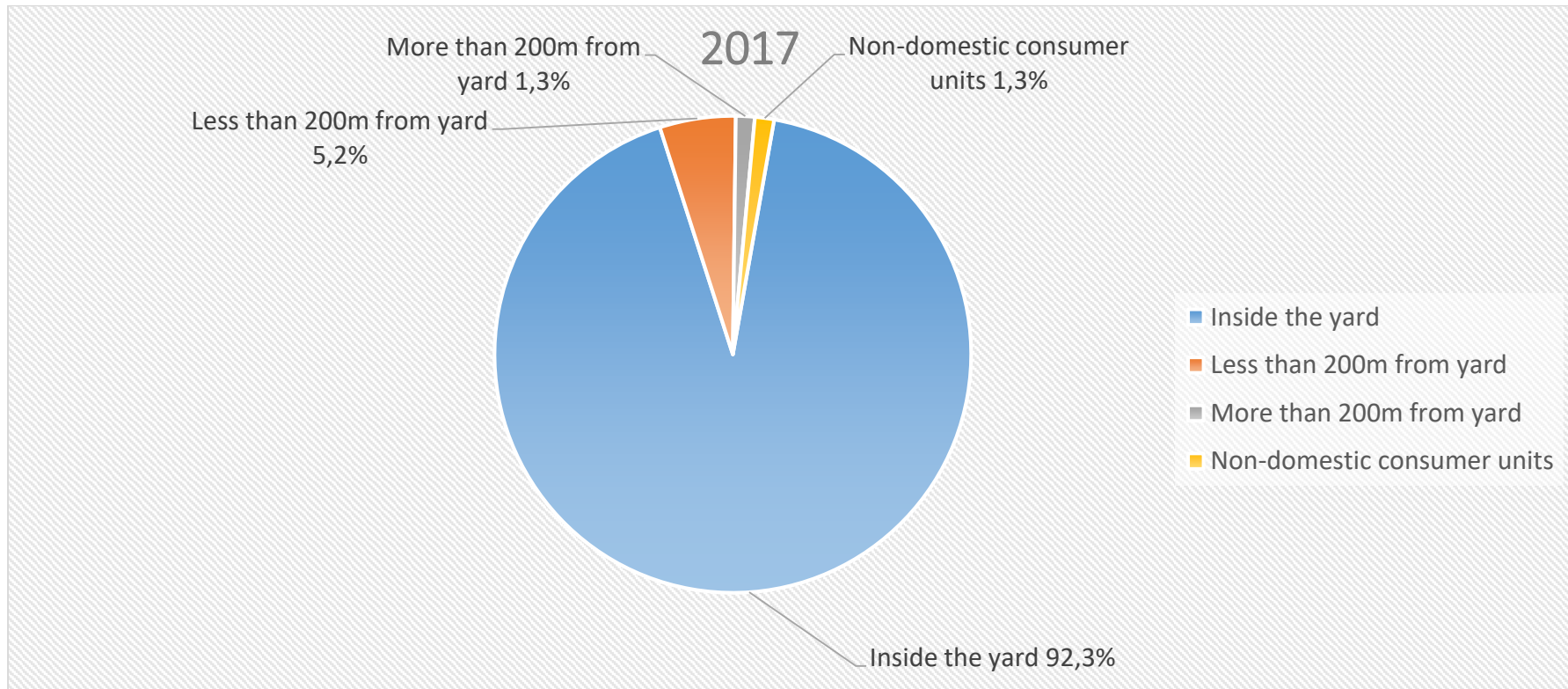
## 2.22. Share of households without electricity connections, 2016



## **2.23. Number of domestic and non-domestic consumer units in Lekwa, 2017**

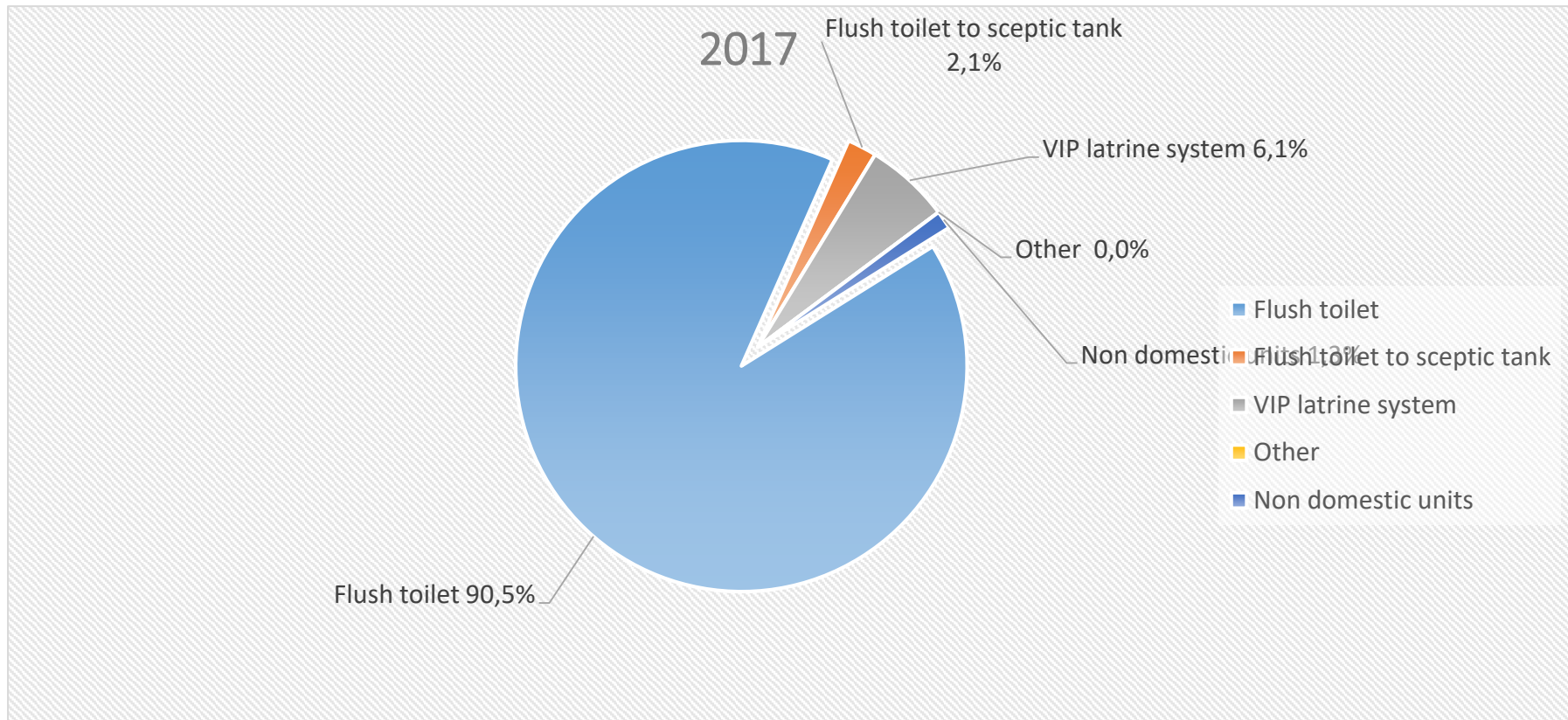
- Number of consumer units (domestic and non-domestic units) receiving selected services in water, 33 741 units.
- Number of consumer units (domestic and non-domestic units) receiving selected services in electricity, 32 922 units.
- Number of consumer units (domestic and non-domestic units) receiving selected services in sewerage and sanitation, 32 318 units.
- Number of consumer units (domestic and non-domestic units) receiving selected services in solid waste management, 25 946 units.

## 2.24. Consumer units – water supply delivery points, 2017





### 2.25. Consumer units connected to different toilet facilities, 2017



## 2.26. Number and share of indigent households, 2017

Local Municipal Area	Number of Indigent households	Share of Indigent households
<b>Gert Sibande</b>		
<b>Chief Albert Luthuli</b>	2 314	2.1%
<b>Msukaligwa</b>	10 891	10.0%
<b>Mkhondo</b>	1 558	1.4%
<b>Dr Pixley Ka Isaka Seme</b>	1 718	1.6%
<b>Lekwa</b>	<b>3 849</b>	<b>3.5%</b>
<b>Dipaleseng</b>	954	0.9%
<b>Govan Mbeki</b>	11 674	10.7%
<b>Nkangala</b>		
<b>Victor Khanye</b>	1 812	1.7%
<b>Emalahleni</b>	12 429	11.4%
<b>Steve Tshwete</b>	17 738	16.3%
<b>Emakhazeni</b>	1 473	1.4%
<b>Thembisile Hani</b>	5 590	5.1%
<b>Dr JS Moroka</b>	4 394	4.0%
<b>Ehlanzeni</b>		
<b>Thaba Chweu</b>	4 107	3.8%
<b>Nkomazi</b>	12 952	11.9%
<b>Bushbuckridge</b>	5 917	5.4%
<b>City of Mbombela (incl Umjindi)</b>	9 734	8.9%
<b>Total (Mpumalanga)</b>	<b>109 104</b>	<b>100.0%</b>

## 2.27. CAPEX - Under/(Over) – National Treasury (NT) figures

Local Municipal Area	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Chief Albert Luthuli	(81692.1%)	8.5%	(15.7%)	17.4%	31.3%	18.3%
Msukaligwa	-	78.0%	(6258.9%)	74.5%	50.6%	50.7%
Mkhondo	68.3%	94.4%	22.6%	(1.4%)	12.2%	16.2%
Dr Pixley Ka Isaka Seme	-	7.3%	17.9%	22.7%	5.1%	12.9%
<b>Lekwa</b>	<b>44.0%</b>	<b>37.7%</b>	<b>17.8%</b>	<b>(41.2%)</b>	<b>35.7%</b>	<b>14.1%</b>
Dipaleseng	100.0%	78.6%	78.4%	60.4%	61.7%	(39.7%)
Govan Mbeki	55.6%	63.3%	42.1%	16.9%	46.6%	27.7%
Victor Khanye	7.0%	-	7.1%	96.7%	98.8%	95.9%
Emalahleni	-	64.8%	71.1%	20.6%	50.0%	69.8%
Steve Tshwete	46.8%	37.0%	25.5%	36.5%	36.3%	30.1%
Emakhazeni	86.6%	8.4%	27.5%	3.9%	56.2%	75.3%
Thembisile Hani	35.5%	3.4%	45.7%	37.2%	(29.4%)	22.6%
Dr J.S. Moroka	45.7%	46.6%	41.8%	(9.1%)	10.1%	23.1%
Thaba Chweu	41.0%	87.8%	18.4%	(37.2%)	(28.0%)	(26.0%)
Nkomazi	-	33.0%	32.8%	20.6%	49.8%	38.0%
Bushbuckridge	74.2%	81.1%	0.5%	32.0%	27.7%	8.9%
City of Mbombela	51.7%	49.7%	58.6%	35.5%	35.7%	24.4%

## 2.28. Conditional grant expenditure - Under/(Over) – NT figure

Local Municipal Area	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Chief Albert Luthuli	(36.6%)	(4.5%)	41.6%	(13.8%)	14.7%	33.5%
Msukaligwa	27.5%	34.1%	28.1%	43.9%	3.4%	9.1%
Mkhondo	52.5%	32.1%	(23.1%)	4.1%	1.2%	2.7%
Dr Pixley Ka Isaka Seme	65.9%	13.9%	(9.0%)	(9.0%)	27.1%	16.7%
Lekwa	<b>11.4%</b>	<b>54.1%</b>	<b>(33.6%)</b>	<b>(19.3%)</b>	<b>36.2%</b>	-
Dipaleseng	52.4%	44.0%	39.1%	2.7%	22.6%	12.5%
Govan Mbeki	<b>17.0%</b>	<b>(21.7%)</b>	<b>(8.8%)</b>	<b>15.0%</b>	<b>(8.4%)</b>	<b>(2.6%)</b>
Victor Khanye	(0.1%)	0.3%	1.8%	3.2%	(1.3%)	(4.3%)
Emalahleni	71.3%	20.5%	(12.7%)	7.6%	25.4%	16.4%
Steve Tshwete	12.0%	(7.6%)	9.1%	12.7%	21.7%	10.8%
Emakhazeni	5.0%	30.2%	(0.6%)	6.9%	4.8%	0.0%
Thembisile Hani	98.7%	(90.7%)	60.9%	87.9%	35.4%	0.3%
Dr J.S. Moroka	31.5%	38.6%	1.2%	12.4%	6.5%	24.2%
Thaba Chweu	23.3%	48.7%	3.5%	19.4%	(1.4%)	6.6%
Nkomazi	(11.0%)	9.9%	9.2%	8.2%	10.6%	26.2%
Bushbuckridge	0.6%	69.5%	(19.4%)	22.5%	26.4%	(6.7%)
City of Mbombela	4.1%	11.1%	40.5%	6.2%	29.1%	22.9%

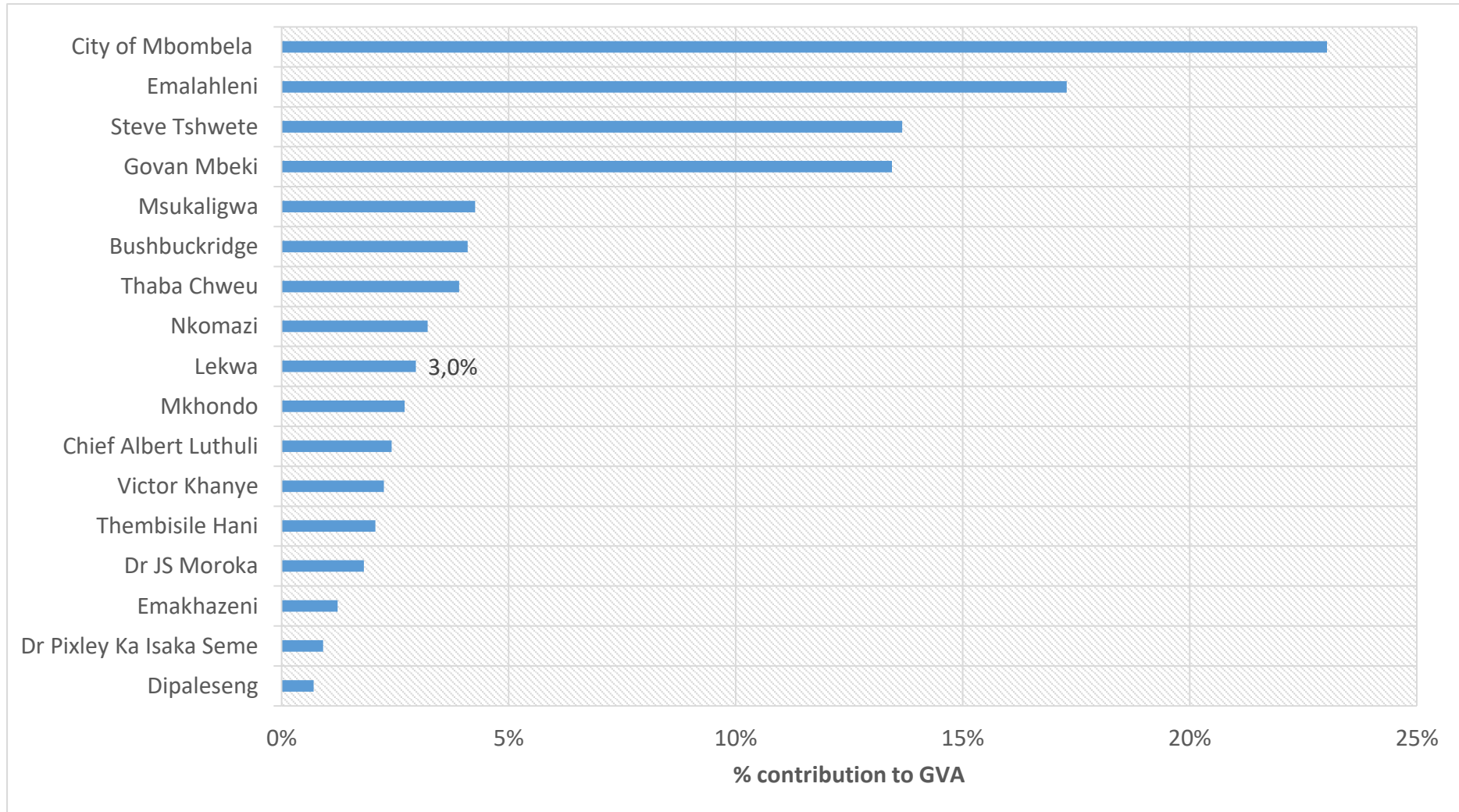
## **2.29. Lekwa economy**

- The economic growth rate for Lekwa low at 1.2% per annum on average over the period 1996 to 2017.
- Forecasted average annual GDP growth for Lekwa for 2017-2022 just more than 1.2% per annum.
- Contribution to the Mpumalanga economy less than 3.0% – 9th largest economy in the province and contributed 10.8% to the district economy & 3rd largest in Gert Sibande.
- Most contributing sectors in the Lekwa economy - mining, trade, community services and manufacturing.
- The size of the economy in 2017 was estimated at more or less R11 billion in current prices.
- Comparative advantage in economic industries/sectors such as agriculture and mining.
- Tourism expenditure in the area as a % of the local GDP relatively low at approximately 2.3% of the GDP, which is the 3rd lowest in the Province. Tourism spend in 2017 low at R263 million.

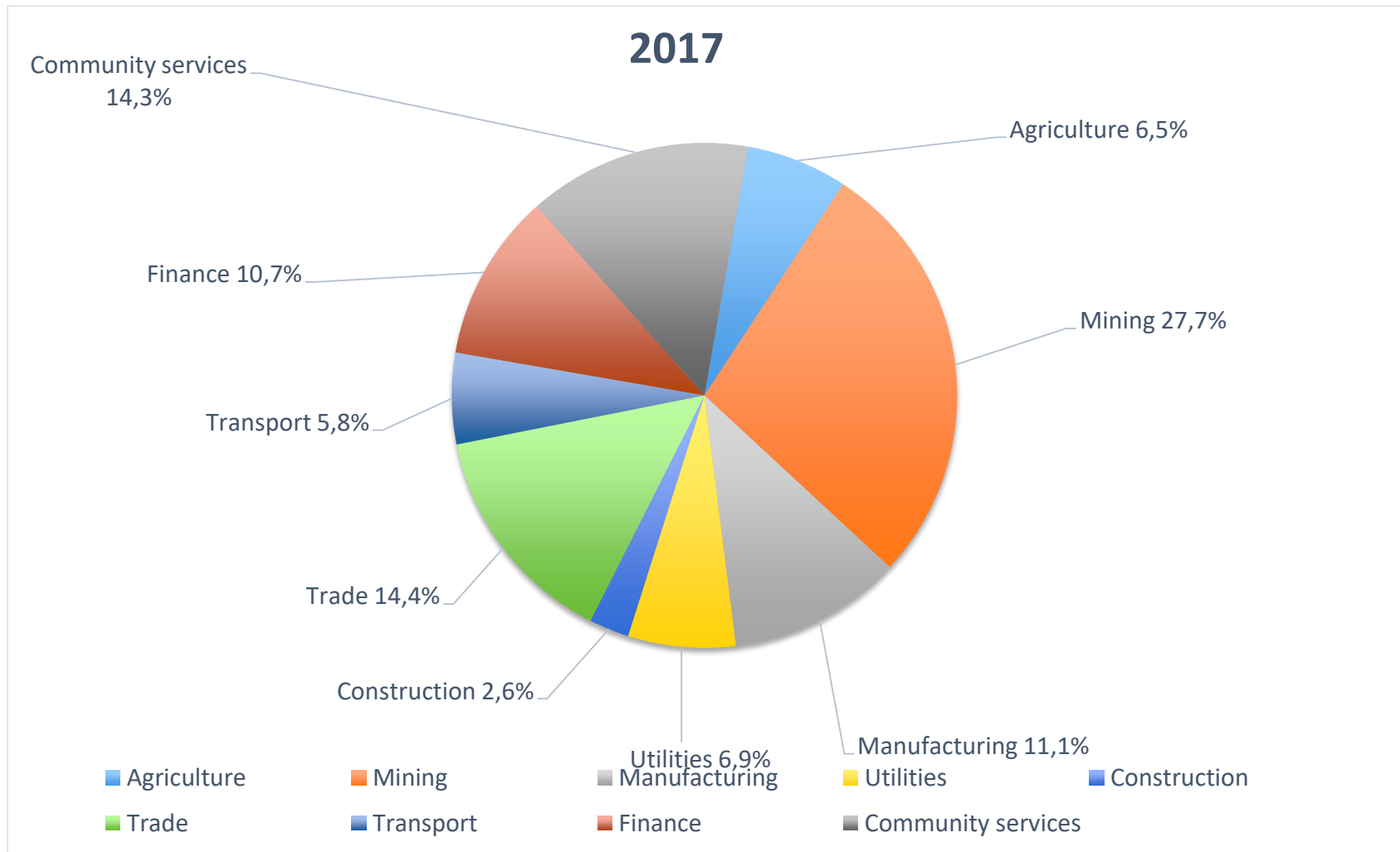
## 2.30. Economic contribution & growth per municipal area

Local municipal area	% contribution to Mpumalanga economy 2017	Average annual economic growth 1996-2017	Average annual economic growth 2014-2017	Average annual economic growth 2017-2022
City of Mbombela	23.0%	4.9%	1.5%	1.7%
Emalahleni	17.3%	1.4%	-0.8%	0.8%
Steve Tshwete	13.7%	2.7%	0.2%	1.1%
Govan Mbeki	13.4%	1.2%	0.2%	2.1%
Msukaligwa	4.3%	3.0%	0.5%	1.3%
Bushbuckridge	4.1%	1.6%	1.3%	1.3%
Thaba Chweu	3.9%	3.9%	3.9%	1.3%
Nkomazi	3.2%	3.0%	1.3%	1.6%
Lekwa	<b>3.0%</b>	<b>1.2%</b>	<b>-0.3%</b>	<b>1.2%</b>
Mkhondo	2.7%	4.0%	2.4%	1.7%
Chief Albert Luthuli	2.4%	3.3%	3.1%	1.1%
Victor Khanye	2.3%	3.5%	2.0%	1.6%
Thembisile Hani	2.1%	2.6%	2.1%	1.5%
Dr JS Moroka	1.8%	1.0%	0.8%	1.3%
Emakhazeni	1.2%	3.0%	3.3%	1.1%
Dr Pixley Ka Isaka Seme	0.9%	2.5%	0.2%	1.3%
Dipaleseng	0.7%	3.0%	-0.3%	1.0%

### 2.31. Contribution to the provincial economy per municipal area, 2017



### 2.32. Contribution by industry in Lekwa





### 2.33. Contribution to the District per industry & region

Industry	Chief Albert Luthuli	Msuka-ligwa	Mkhondo	Dr Pixley Ka Isaka Seme	Lekwa	Dipaleseng	Govan Mbeki	Gert Sibande District
<b>Agriculture</b>	<b>16.2%</b>	<b>19.9%</b>	<b>25.1%</b>	<b>7.2%</b>	<b>14.8%</b>	<b>6.6%</b>	<b>10.1%</b>	<b>100.0%</b>
<b>Mining</b>	<b>8.1%</b>	<b>11.8%</b>	<b>4.5%</b>	<b>0.7%</b>	<b>11.1%</b>	<b>0.6%</b>	<b>63.3%</b>	<b>100.0%</b>
<b>Manufacturing</b>	<b>1.7%</b>	<b>4.2%</b>	<b>6.3%</b>	<b>1.0%</b>	<b>6.4%</b>	<b>1.2%</b>	<b>79.3%</b>	<b>100.0%</b>
<b>Utilities</b>	<b>9.1%</b>	13.3%	<b>10.8%</b>	<b>7.8%</b>	<b>16.6%</b>	<b>5.6%</b>	<b>36.8%</b>	<b>100.0%</b>
<b>Construction</b>	<b>9.2%</b>	<b>15.4%</b>	<b>10.9%</b>	<b>11.2%</b>	<b>10.3%</b>	<b>3.6%</b>	<b>39.4%</b>	<b>100.0%</b>
<b>Trade</b>	<b>9.3%</b>	<b>21.2%</b>	<b>14.9%</b>	<b>4.5%</b>	<b>11.6%</b>	<b>4.7%</b>	<b>33.9%</b>	<b>100.0%</b>
<b>Transport</b>	<b>10.5%</b>	<b>28.5%</b>	<b>13.7%</b>	<b>4.7%</b>	<b>10.2%</b>	<b>3.2%</b>	<b>29.2%</b>	<b>100.0%</b>
<b>Finance</b>	<b>7.3%</b>	<b>23.7%</b>	<b>11.4%</b>	<b>4.3%</b>	<b>12.4%</b>	<b>2.7%</b>	<b>38.1%</b>	<b>100.0%</b>
<b>Community services</b>	<b>17.5%</b>	<b>20.9%</b>	<b>12.0%</b>	<b>5.0%</b>	<b>11.3%</b>	<b>3.4%</b>	<b>29.9%</b>	<b>100.0%</b>
<b>Total</b>	<b>8.8%</b>	<b>15.5%</b>	<b>9.9%</b>	<b>3.3%</b>	<b>10.8%</b>	<b>2.6%</b>	<b>49.0%</b>	<b>100.0%</b>

## 2.34. Tourism by local municipal areas

Local Municipal Area	Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
	2014	2017	2014	2017
<i>Gert Sibande</i>	3 151	3 600	3.9%	3.7%
<b>Chief Albert Luthuli</b>	495	589	7.7%	7.3%
<b>Msukaligwa</b>	553	627	4.5%	4.3%
<b>Mkhondo</b>	279	320	3.8%	3.4%
<b>Dr Pixley Ka Isaka Seme</b>	225	276	7.7%	8.1%
<b>Lekwa</b>	<b>221</b>	<b>263</b>	<b>2.3%</b>	<b>2.3%</b>
<b>Dipaleseng</b>	314	329	13.6%	12.3%
<b>Govan Mbeki</b>	1 065	1 196	2.7%	2.5%
<i>Nkangala</i>	3 864	4 455	3.5%	3.5%
<b>Victor Khanye</b>	145	156	2.3%	2.1%
<b>Emalaheni</b>	1 153	1 327	2.2%	2.3%
<b>Steve Tshwete</b>	1 320	1 498	3.4%	3.3%
<b>Emakhazeni</b>	802	1 031	25.2%	26.3%
<b>Thembisile Hani</b>	316	326	5.3%	4.3%
<b>Dr JS Moroka</b>	127	117	2.3%	1.8%
<i>Ehlanzeni</i>	13 273	16 867	13.6%	13.9%
<b>Thaba Chweu</b>	1 729	2 209	18.4%	19.1%
<b>Nkomazi</b>	2 597	3 328	26.0%	26.7%
<b>Bushbuckridge</b>	2 395	3 329	19.3%	21.3%
<i>City of Mbombela*</i>	6 552	8 002	10.0%	9.8%
<b>Mpumalanga</b>	20 288	24 923	7.0%	7.2%

### **2.34.1. Key economic interventions/initiatives in Gert Sibande**

- Enhancing the manufacturing sector in the Gert Sibande area through the Petro-chemical Technology Park.
- Agriculture & agro-processing – crop & livestock.
- Forestry & furniture manufacturing.
- Coal mining and electricity generation.

### **2.34.2. Lekwa – relevant economic plans & opportunities**

- Opportunities in the tourism industry as well as agriculture and agro-processing.
- Faster roll-out of basic services and municipal infrastructure necessary.
- Importance of an active and functional LED (Strategy implementation & Forum) to address the economic challenges.
- Support to SMMEs and Cooperatives where the Social Enterprise Model/Programme and Government Nutrition Programme will contribute to job creation and economic development.
- Rejuvenation of township businesses with initiatives to transform townships and villages from labour and consumption reserves into thriving productive investment hubs.

### **3. STAUS QUO ASSESSMENT OF THE EXISTING LEVEL OF INFRASTRUCTURAL SERVICES IN LEKWA**

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

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

- Inadequate maintenance of the systems
- Slow renewal of aged infrastructure.
- Critical skills shortage

It is of utmost importance to note that profitable local economic activities require efficient and functioning systems of water, sanitation, electricity and roads management infrastructural services.

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

### 3.1. Service delivery backlog statistics

Municipality	Services	Total No of HH	No of HH with access	%	No of HH without access	%
<b>2016 Status quo (As per community Survey by Stats SA)</b>						
<b>LEKWA</b>	Water	37,334	33,735 (With piped water)	90	3,599 (No access to piped water)	10
<b>LEKWA</b>	Sanitation	37,334	32,318 (Flush/chemical toilet)	87	5,016(Other)	13
<b>LEKWA</b>	Electricity	37,334	34,004 (Connected to electricity)	91	3,330 (Other sources)	9

### 3.2. Water Demand Versus Design Capacity

AREA	STANDERTON AND SAKHILE	MORGENZON AND SIVUKILE
<b>WATER DEMAND</b>	30.5 ML/day	2.7 ML/day
<b>PREVIOUS DESIGN CAPACITY</b>	27 ML/day	2.2ML/day
<b>CURRENT DESIGN CAPACITY</b>	37 ML/day	2.2 ML/day
<b>EXCESS/DEFICIT</b>	Excess of 6.5 Ml/day	Deficit of 0.5 ML/day

### 3.3. Challenges and Remedial Actions Summary

#### 3.3.1. SOUTHERN SIDE- SAKHILE SUPPLY AREA

CHALLENGE/S	PROJECT /INTERVENTION	ESTIMATEDCOST/ BUDGET	SOURCE OF FUNDING	PROGRESS/ ACTION PLAN	TIME FRAMES
<b>SHORT TERM</b>					
There is an inconsistent supply of water to the high lying areas of Sakhile, Standerton Extension 6, 7 and 8.	Commissioning of Rising Main Line	R4.0 million	DHS	Refurbishment and commissioning of pipeline. Pipeline commissioning is still outstanding due to coordination challenges in testing and commissioning of pipeline.	Dec 2018
	Commissioning of 10 Megalitre Reservoir	R0.18 million	DHS	Water tightness testing of reservoir. Municipality is having challenges in filling new reservoir due to low water levels in the Square reservoir and Round reservoirs in order to ensure proper water tightness is conducted.	TBA. Consultant has taken Municipality to court.
	Installation of gravity main from square reservoir to Standerton extension 8	R4 million	DHS	Pipeline installation complete. Pressure testing to be conducted before handover to the Municipality. Coordination delays between DHS, Service Provider and Municipality.	June 2019
	Refurbishment of filters at Standerton WTW	R8.3 million	MIG	Six out of eight filters commissioned. Challenges of concrete cracking were experienced on two out of the eight filters completed. One of the filters has since been repaired with one outstanding. The Service Provider has	June 2019

				submitted a report on the causal factors, which has financial implications to the Municipality to ensure the completion of the outstanding filter and commissioning of the two filters.	
<b>MEDIUM TO LONG TERM</b>					
	Refurbishment of Standerton Water Treatment Works (Store dam, recycling backwash water, raw water pumping units) and raw water pipeline at treatment plant)	R12 million	MIG	Construction of combined spent filter backwash and coagulant sludge recovery tank (In progress) Construction of Upvc pumping main to connect to the existing pumping main Refurbishment and upgrade of the existing sludge dams. One dam completed and another one outstanding (in progress) Supply and installation of the electric hoist on the existing chlorine building.	June 2019
	Construction of dedicated 450 mm diameter pumping main line from WTW to Round Reservoirs	R23 million	MIG/DWS/ GSDM	To source funding to ensure intervention is implemented.	June 2021
	Replacement and upgrade of the storage dam at the Standerton Water Treatment Plant	R15 million	MIG/DWS/GSDM	The design for the new storage tank are concluded	June 2021
	Construction of the gravity pipe line from the Groot Draai dam to the Standerton Water Treatment Plant	R30 million	MIG/DWS/GSDM	To source funding to ensure intervention is implemented	June 2021

### 3.3.2. WATER NOTHERN SIDE- CONCOR SUPPLY AREA

CHALLENGE/S	PROJECT /INTERVENTION	ESTIMATEDCOST/ BUDGET	SOURCE OF FUNDING	PROGRESS/ ACTION PLAN	TIME FRAMES
	<b>SHORT TERM</b>				
There is an inconsistent supply of water to the high lying areas of ward 8 (Kosmos Park, Stanfield Hill and Correctional Services)	Installation of dedicated electricity line to Standerton Water Treatment	R2 million	GSDM	Complete.	January 2019
	<b>MEDIUM TERM</b>				
	Installation of air & scour valves on the pumping main line to Concor Reservoir	R3 million	MIG/DWS/ GSDM	To source funding to ensure intervention is implemented.	June 2021
	Replacement and upgrade of clear water pumping units for Concor Reservoir.	R4 million	MIG/DWS/ GSDM	To source funding to ensure intervention is implemented.	June 2021
	Install dedicated 250mm diameter pipe line to Early Bird from Concor Reservoir	R4.5 million	MIG/DWS/ GSDM/GOLDI	To source funding to ensure intervention is implemented.	June 2021
	Connection of new 315 mm diameter pipe from Extension 8 to Correctional Services	Correctional Services/ DPWR&T	Correctional Services/ DPWR&T	To source funding to ensure intervention is implemented.	June 2021
	<b>LONG TERM</b>				
	Replacement and Upgrade of AC pumping main line from 300mm to 450mm diameter pipe.	R20 million	MIG/DWS/ GSDM	To source funding to ensure intervention is implemented.	June 2021



### 3.3.3. WATER RURAL, MORGENZON AND INFORMAL SETTLEMENTS

CHALLENGE/S	PROJECT /INTERVENTION	ESTIMATEDCOST/ BUDGET	SOURCE OF FUNDING	PROGRESS/ ACTION PLAN	TIME FRAMES
<b>SHORT TERM</b>					
Backlogs in rural/farm areas and informal settlements and pressure challenges in Sivukile extensions 2 & 3.	Installation of boreholes	R2,0 million	MIG	The scope of work has not yet been finalised as discussions are still taking between the Councillors, the Engineer and the Client. Detail design report is still in progress. Physical construction of project proposed to be delayed to the 2018/19 FY due to loss of R10 million.	June 2019
	Installation of in line booster to assist with pressure challenges in Sivukile extensions 2 & 3.	R2,8 million	MIG	Construction of 2 008 m, 75 mm diameter uPVC pumping main. (Complete) Installation of booster pumping units. Installation of pressure reducing valve (PRV) (In progress)	June 2019
	Installation of water services in informal settlements.	R1 million	MIG	Complete	March 2019
<b>MEDIUM TERM</b>					
	Installation of elevated tank for Sivukile extension 2 & 3.	R2 million	MIG	Consultant in place. On tender for Contractor appointment.	June 2019

### 3.3.4. BLUE DROP

Item	Blue_Drop Criteria	Progress	Challenges
1	Classification and Capacity of the works	The_Morgenzon and Standerton Water Treatment Plant are classified.	The operational budget for the treatment is not separated per the Water Supply Systems.
2	Process Control and skills	All the Process Controllers are classified on the Blue Drop System (BDS).  The Supervisor of the Plants complies with the minimum requirements.  The Electrical maintenance staff complies with the requirements	The Process Controllers' classifications does not comply with the registrations of the Plants e.g. if the plant is registered as a class iii at least three process controllers should have classified as class iii. Most of the Process Controllers are classified as class 0.  The civil and mechanical staff does not comply with the requirements  Training of staff is not done as per the regulation.
3	Water quality	The Municipality complies with the SANS 241 minimum requirements	The uploading of data into the BDS due to the shortage of staff.
4	Comments related to the implementation Water Safety Planning Process	The Municipality is in the process of developing the Water Safety Plan	The Municipality did not score on the implementation of the Water Safety Plan is the plan is still a draft.

### 3.3.5. WATER LOSSES

- The losses that municipality incurs is from water leaks, illegal connections and ageing infrastructure. The Water network is not zoned and metered in order to measure usage and monitor losses within the infrastructure.
- The Department of Technical Services is unable to accurately confirm the water losses as such a determination also considers the billing information in terms of sales of water compared with the actual revenue generated.
- In order to ensure that water losses measurements improve, an investment is required to be made to zone the water network and install required check meters within the infrastructure combined with an improvement in the coordination of billing information in order to also determine a better estimate of the losses on water.

### 3.3.6. SANITATION

CHALLENGE/S	SHORT TERM				
<p>Sewer spillages which impact on the environment and water sources</p> <p>Backlogs in rural areas and informal settlements.</p>	<p>Installation of sanitation infrastructure for Standerton extension 8</p>	<p>DHS</p>	<p>DHS</p>	<p>Construction of two sewer pump stations and an outfall sewer line. Outfall sewer line complete whilst the construction of sewer pump stations is 90% complete. DHS has been requested to intervene to ensure that the pumpstations are completed.</p> <p>DHS has appointed Abaziyo Consulting for the following: to conduct a full analysis and detailed study for the provision of improving civil infrastructure (water and sewer), provision of access roads and provision of elevation tank to boost pressures for existing housing development and future planned housing developments including the high-rise community residential units in Standerton Extension 8 under Lekwa Local Municipality, Gert Sibande District in the Mpumalanga Province.</p>	<p>December 2019</p>

	Upgrade of Rooikoppen sewer network	R30 million	WSIG	Project 90% complete	June 2019
	Repair of Muller and Johan Sewer Pump station	Internal	Internal	Muller Pump station and Johan street pump stations repaired.	Dec 2018
	Standerton Waste Water Treatment Plant	Internal	Internal	Replacement of diffusers. Activity dependent in the availability of budget.	December 2019
		4.2 million	MIG	Replacement of stolen cables. Activity dependent in the availability of budget.	December 2019
<b>MEDIUM TERM</b>					
	Standerton Waste Water Treatment Plant	R5 million	MIG/WSIG/GSDM	Replacement of aeration pipe and replacement of media filter for drying beds	June 2020
	Refurbishment of the Bio Filter at the Standerton Waste Water Treatment Works	R10 million	MIG/WSIG	Decommissioning the Bio Filter at the Standerton Waste Water Treatment Works. Dependent on the availability of funding.	June 2019
	Desludging of Morgenzon Oxidation Ponds	R5 million	WSIG/ACIP/MIG	Desludging of Morgenzon Oxidation Ponds.	June 2021
	Upgrade of Rooikoppen sewer network	R20 million	WSIG	Funding availed as part of MTEF.	June 2019
	Upgrade, Refurbishment and Replacement of the parts of the problematic sewer network in Sakhile and Standerton Town	R 20 million	MIG/WSIG/GSDM	To source funding to ensure intervention is implemented.	June 2021
<b>LONG TERM</b>					
	Upgrade of Rooikoppen sewer network	R30 million	WSIG	Funding to be availed as part of MTEF	June 2020

	Upgrading of the Standerton Waste Water Treatment Works	R120 million	MIG/DWS	To source funding to ensure intervention is implemented.	June 2021
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### **3.3.7. SEWER SPILLAGES WITHIN LEKWA LM ROOIKOPPEN SEWER SYSTEM- CHALLENGES**

The following challenges affect the Rooikoppen Sewer System

- Overflowing manholes.
- Persistent pipe blockages.
- Pump stations not operating.
- Sewage flows in the streets posing a health risk to the community of Sakhile Extension 4.
- The overflowing sewage flows into the nearby Vaal River where it is an active pollutant.

### **ROOIKOPPEN SEWER SYSTEM- INTERVENTION (2013/14 FY)**

- Lekwa LM is constantly rodding with intention to unblock the sewer pipes.
- Lekwa Local Municipality appointed a Consultant in December 2013 to carry out an assessment of the Rooikopen sewer challenges.

### **ROOIKOPPEN SEWER SYSTEM- FINDINGS (2013/14FY)**

- The pipe sizes were not adequate to accommodate the volumes of sewer.
- There was backflow of sewer due to incorrect hydraulic gradient of some pipes in the network.
- The pump stations were constantly vandalized and not operating optimally.
- The sewer assessment revealed that there were high volumes of plastic bags, plastic bottles, clothing materials, rubber-ware, stones and other materials harmful to the free flow of sewer that are present in the sewerage system.

<b>Component</b>	<b>Description</b>	<b>Comments</b>
<b>110mm diameter pipes</b>	Estimated total length is about ±37000m Pipe type is predominantly uPVC Pipe class is unknown	Assessment showed that the pipe diameter is inadequate to handle the incident effluent loading in 90% of the sewer network.
<b>160mm diameter pipes</b>	Estimated length of ±2500m pipeline. Pipe type is predominantly uPVC Pipe class is unknown	Pipe size is inadequate and length is insufficient to be the rising main in the network.
<b>Pump Station 1</b>	Two pumps available	Pumps not utilized Pump sizes to be increased to suit the current requirements
<b>Pump Station 2</b>	No pump found in pump house	Pump house unsecured Vandalism to electrical panels rampant

#### **ROOIKOPPEN SEWER SYSTEM- INTERVENTION BY THE DEPARTMENT OF HUMAN SETTLEMENTS(DHS)(2014/15FY)**

DHS allocated an amount of R20 million within the 2014/2015 financial year. Rand Water was appointed as implementing agent for the intervention which entailed scope of;

- Pipe laying of 160mm diameter pipes.
- House Connections
- Unblocking of sewer lines.
- Installation of manholes.
- Supply of movable toilets during project implementation.
- Reinstating existing services.

#### **ROOIKOPPEN SEWER SYSTEM- INTERVENTION BY THE DEPARTMENT OF WATER AND SANITATION(DWS)(2015/2016FY)**

- DWS allocated an amount of R70 million within the 2015/2016 financial year to address the sewer spillages into the Vaal river system.
- Rehabilitation of eight sewer pump stations in and around Standerton and Sakhile and an estimated 8km of sewer pipes installed. DWS indicated that the intervention could not be completed due to budgetary constraints which resulted in the non-addressing of sewer spillages in the Rooikoppen sewer network.

- The signed off design report for Rooikoppen and the close out report has not been received from DWS for the intervention carried out.
- Lekwa Local Municipality participation in the project implementation was limited due to the non-availability of the designs and other contract related information.

### **ROOIKOPPEN SEWER SYSTEM-ACTION PLAN (2017/2018 to 2018/2019 FYs)**

The estimated budget required to resolve the challenges is R90 million.

Department of water and Sanitation has allocated R30 million from the WSIG for the 2017/2018 FY and R20 million for the 2018/2019 FY).

The following scope of work has been identified to address the Rooikoppen sewer challenges;

- Reconstruction of the rising main from Pump Station 2 to collector manhole that gravitates sewer to new booster pump station.
- Refurbishment of Pump Station 1, Structural Reconstruction of Pump Station 2, Construction of a new booster pump station and rising main towards pump station 1 and Reconstruction of sewer reticulation network(42km) in Sakhile Extension 4 (Rooikoppen)

The Municipality appointed a Consultant to carry out a new design for the Rooikoppen sewer system and has appointed two Contractors in the 2017/2018 FY for the following:

- Refurbishment of Pump Station 1.
- Structural Reconstruction of Pump Station 2
- Construction of a new booster pump station and rising main towards pump station 1

<b>Project Name</b>	<b>Construction Amount</b>		<b>Progress</b>
<b>Re-construction of the Rooikoppen pump station 2</b>	R9,935,679.12		90% complete
<b>Refurbishment of the Rooikoppen pump station 1 and construction of booster pump station with a pumping main</b>	R19,750,108.34		90% complete.
	R13,133,433.84	17/18FY	
	R6,616,674.50	18/19FY	

### 3.3.8. STANDERTON WASTEWATER TREATMENT WORKS STATUS, CHALLENGES AND ACTION PLAN

Status	Challenges	Action Plan
<p><b>Non-functional : Only chlorination system is operational. Part of lighting system restored.</b></p>	<ul style="list-style-type: none"> <li>• Inadequate funding for Upgrade and refurbishment.</li> <li>• Leaking aeration pipe</li> <li>• Some diffusers not functional</li> <li>• Contact tank requires desludging</li> <li>• Filter media in drying beds needs to be replaced.</li> <li>• No waste water flow meters</li> <li>• Primary settling tanks not functional</li> <li>• digesters need refurbishment</li> <li>• Mechanical breakdown.</li> <li>• Filter media in drying beds needs replacement</li> <li>• Cable theft and vandalism</li> <li>• Staff not classified accordingly and inadequate.</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrading of Standerton Waste Water Treatment Works. (Budget required R145 million, (2019/2020 FY to 2021/2022 FY)</li> <li>• Refurbishment of activated sludge system Estimated budget required R18.5 million in 2018/2019 FY to 2019/2020 FY)</li> <li>• Decommissioning of the Biological Trickling filter systems. Estimated budget required R1.5 million, 2020/2021FY)</li> <li>• Recruitment of five (5) qualified process Controllers (2020/2021 FY)</li> </ul>

### 3.3.9. MORGENZON WASTEWATER TREATMENT WORKS STATUS, CHALLENGES AND ACTION PLAN

Status (Condition)	Challenges	Action Plan
<p><b>Functional, but not operating optimally.</b></p>	<ul style="list-style-type: none"> <li>• Oxidation ponds require to be desludged</li> <li>• No disinfection system in place</li> <li>• No waste water flow meters.</li> <li>• Staff not classified accordingly and inadequate.</li> </ul>	<ul style="list-style-type: none"> <li>• desludging of oxidation ponds</li> <li>• Installation of disinfection system and flow meters. (Budget required R 10 million, 2020/2021FY to 2020/2021 FY)</li> <li>• recruitment of four (4) qualified process Controllers. (2019/2020 FY)</li> </ul>



## ORDER FROM THE DEPARTMENT OF WATER AND SANITATION

Lekwa Local Municipality has received a Court order dated 18 September 2018, wherein the Department of Water and Sanitation has taken the Municipality to Court over sewer spillages occurring within the Municipality. Kindly find attached the order attached as **annexure A**.

The order requires that Lekwa LM to;

- Immediately unblock all sewer manholes in Rooikoppen (**Sakhile Ext 4**)
- Cease spillage of raw waste sewage and material in the streets of Rooikoppen.
- Immediately fix and return to full and return to full operation of the following pump stations: Rooikoppen 1 and 2 pump stations, Stein Pump station, Johan Pump station, Standerton Waste Water Treatment Works, Taljaard and Muller pump station.

### 3.3.10. SEWER PUMP STATIONS, STATUS, CHALLENGES AND ACTION PLAN

<b>Name of Sewer Pump Station</b>	<b>Status</b>	<b>Challenges</b>	<b>Action Plan</b>
<b>Johan Street Pump station</b>	Functional	None	Installation of electric fence and alarm system <b>(2019/2020 FY)</b>
<b>Muller Pump Station</b>	Functional	None	Installation of electric fence and alarm system <b>(2019/2020 FY)</b>
<b>Talijaard</b>	Partially Functional	Operates manually Standby pumping unit not functioning	Refurbishment and rehabilitation of pump station. Cleaning of sump Installation of electric fence and alarm system <b>(2019/2020 FY)</b>
<b>TLC</b>	Partially Functional	One pumping unit operating at one given time instead of two due to faulty electric panel.	Repair of electric panel. Installation of electric fence and alarm system <b>(2018/2019FY)</b>

<b>Steyn Street</b>	Functional	None	Installation of electric fence and alarm system <b>(2019/2020 FY)</b>
<b>Vaal</b>	Functional	None	Installation of electric fence and alarm system <b>(2019/2020 FY)</b>
<b>Rooikoppen 1</b>	Functional	None	Refurbishment and rehabilitation of pump station. Municipality utilising Insurance for repairs. <b>(2018/2019 FY)</b> Installation of electric fence and alarm system <b>(2019/2020 FY)</b>
<b>Morgenzon 1</b>	Functional	None	Installation of electric fence and alarm system <b>(2019/2020 FY)</b>
<b>Morgenzon 2</b>	Functional	None	Installation of electric fence and alarm system <b>(2019/2020 FY)</b>

### 3.3.11. STANDERTON EXT 8, STATUS, CHALLENGES AND ACTION PLAN

- A desktop study to establish the status quo of existing infrastructure was undertaken by Abaziyo Consulting Engineers (appointed by DHS)
- Short term projects were identified that must be carried out to enable adequate service delivery to existing and planned housing units.
- At Standerton Extension 8 township development there is need to design and construct two new pump stations to serve the current development. Major problems affecting bulk sewer and internal sewage reticulation conveyance were observed and there is urgent need for engineering intervention.

### RECOMMENDATIONS TO ADDRESS SEWER SPILLAGES (Short Term)

- Lekwa Local Municipality (LLM) is to restore power supply to the Standerton Waste Water Treatment Works and ensure functionality of the chlorination system to minimise raw effluent into the Vaal River system. - **Short term**
- LLM is to install alarm systems and electric fences to curb vandalism occurring at the Waste Water Treatment Works, as well as the sewer pump stations. - **Short term**
- LLM will be carrying out repairs and refurbishment works on the Johan Street, Muller, TLC and Taljaard sewer pump stations. - **Short term**

- Bulk Sewer Infrastructure for Standerton Extension 8 Development – Estimated required **R18,183,392.00**. Confirmed funding - **R10million**) (DHS Funding)

### **RECOMMENDATIONS TO ADDRESS SEWER SPILLAGES (Medium to long term)**

- LLM requires intervention from Provincial Government for funding to address the Refurbishment (R20 million) and upgrade (R145 million) of the Standerton Water Treatment Works.
- Development of a sewer master plan for the Municipality(R1.5million)

### **Summary - Action Plan**

<b>Activity Number</b>	<b>Activity</b>	<b>Estimated Cost</b>	<b>Time Frame</b>
<b>1</b>	Reviewal of Technical Services Organogram to respond to challenges on sewer spillages	Operational	June 2019
<b>2</b>	Refurbishment and upgrade of Rooikoppen 1 & Rooikoppen 2 sewer pump stations)	R10,000,000	June 2019
<b>3</b>	Recruitment of qualified Process Controllers.	Operational	July 2019
<b>4</b>	Construction of sewer pump stations for Standerton extension 8 development. (Designs complete)	R18,183,392	June 2020
<b>5</b>	Decommissioning of existing 2 ML Bio- filter system. (Dependent on the availability of funding)	R1,518,000	June 2020
<b>6</b>	Development of sewer master plan. (Dependent on the availability of funding)	R1,500,000	June 2020
<b>7</b>	Refurbishment of the Standerton Waste Water Treatment Works (9ML per day activated sludge system). (Dependent on the availability of funding)	R18,546,000	June 2019
<b>8</b>	Upgrade of Standerton Waste Water Treatment Works from 11 ML/day to 30 ML/day. (Dependent on the availability of funding)	R200,000,000	June 2022

**3.3.12. GREEN DROP**

<b>Item</b>	<b>Green Drop Criteria</b>	<b>Progress</b>	<b>Challenges</b>
<b>1</b>	Confirmed Plant Classification	The Morgenzon and Standerton Waste Water Treatment Plant are classified	The operational budget for the treatment is not separated per the Water Supply Systems  The effluent discharged into the water sources does not meet the required standard.
<b>2</b>	Design Capacity	The inlet works is upgraded	The Standerton Waste Water Treatment Plant is non-functional it needs to be refurbished and upgraded.
<b>3</b>	Operational capacity	None	There are no meters at the plants to confirm the inflow and outflow of the effluent.
<b>4</b>	Process Control skills	None	The Process Control skills does not comply with draft regulation 813
<b>5</b>	Waste water quality compliance	None	The waste water effluent does not comply with three categories: Physical, Chemical and Microbiological.
<b>6</b>	Waste Water Risk Abatement Plan (W2RAP)	The Municipality has developed the W2RAP through the assistance of MISA. The W2RAP is now going to be tabled to Council.	

### 3.3.13. ELECTRICITY

STATUS (CONDITION)	CHALLENGES	ACTION PLAN
<p><b>Functional, but not operating optimally. Municipality won't be able to sustain the providing electricity in the long run.</b></p>	<ul style="list-style-type: none"> <li>• Bulk Supply comprises 2 x 40MVA 132/33kV Transformers from Eskom. Feeding three local substations with 2 x 20MVA 33/11kV Transformers each (Substation A, B and Substation C)</li> <li>• NMD currently at 55MVA is exceeded by the actual demand, peaking at 75MVA in June 2017</li> <li>• Bulk Supply comprises 2 x 20MVA 33/11kV Transformers situated in (substation A, B &amp; C)</li> <li>• NMD currently at 55MVA is exceeded by the actual demand, peaking at 75MVA in June 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Refurbishment of the network: an estimated R200m is required to restore the integrity of the network.</li> <li>• The Network needs to be upgraded and NMD increased to avoid penalties. This has to be preceded by the Electricity Master Plan and an application for upgrade to Eskom:</li> <li>• Eskom Application: A quote of R200m received 2yrs ago</li> <li>• Upgrade work for the bulk infrastructure: Estimated R200m required</li> <li>• An estimated +/-R260m needs to raise to solve the Electricity Network challenges.</li> <li>• Funding strategy to be established.</li> </ul>

	<ul style="list-style-type: none"> <li>• Request for funding for network upgrade, replacement of burned/faulty 11kv switchgears, refurbishment, electrifications, Energy serving, equipment and tools.</li> <li>• Removal of the community that resides underneath 11kv line to Ext-8, it delays the handover of Bulk line and the 500 RDP houses to be completed in ext-8 INEP project.</li> <li>• Lack of resources: the stores do not have materials. No cartridges, and other resources for the office and administration to function. Technical are improvising and that jeopardize the integrity of the network. Pre-paid meters to replace the faulty, bridged, and new installation is not ordered</li> <li>• Illegal connections, bridge and faulty meters</li> </ul>	<ul style="list-style-type: none"> <li>• Application for INEP, network upgrade, refurbishment of burned/faulty switchgears has been submitted to DOE. The application for funding of equipment, tools will be done within the second quarter.</li> <li>• The process of removing people has failed and new strategy is required and this delay may cause reduction of funding or stop funding since the projects are not completed within the prescribed financial year.</li> <li>• Procurement plans has been submitted, request has been made to procure the required resources and materials.</li> <li>• Inspection schedule that requires detail planning and consultation</li> </ul>
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<b>CHALLENGE/S</b>	<b>PROJECT /INTERVENTION</b>	<b>ESTIMATED COST/ BUDGET</b>	<b>SOURCE OF FUNDING</b>	<b>PROGRESS/ ACTION PLAN</b>	<b>TIME FRAMES</b>
<b>SHORT TERM TO MEDIUM TERM</b>					
Electricity power trips which mainly affect Sakhile Extension 4 (Rooikoppen) during the winter period.	Installation of bulk electricity for Standerton extension 8 development.	R30 million	CoGTA	10 MVA transformer installed, bulk line constructed. Installation and breakers and control cables is done. Project practically complete. Outstanding relocation of shacks before energizing the line as well as submission of design information by Consultant to CoGTA and the Municipality.	January 2019
	Generator for main building	R3 million	GSDM	Request for funding from GSDM submitted in October 2017.	June 2019
	Electrification of 150 RDP houses in Extension 8.	R1.7 million	INEP	Project not yet handed over to the Municipality. Challenges with cables previously installed	June 2019
	Electrification of 350 RDP houses in Extension 8	R5.075 million	INEP	Project not yet handed over to the Municipality. Kiosks not full installed and internal wiring of houses.	June 2019
	Electrification of 500 RDP houses in Standerton Extension 8	R8 million	INEP	Medium voltage (MV) line and low voltage (LV) line constructed. Transformers installed. Outstanding installation of connections and ready boards.	June 2019
	EEDSM funding for street lights and high mast	R6Million	DOE	Retrofitting and replacement for normal fittings and globes with Energy saving lights (LED)	June 2019
<b>LONG TERM</b>					

	Upgrade of Notified Maximum Demand to 80MVA	Awaiting quotation from Eskom.	CoGTA	Application submitted to Eskom and awaiting quotation.	June 2022
	Refurbishment and Upgrade of Electricity Infrastructure	R200 million	SASOL/DOE	Project Implementation	June 2021

### SASOL SLP (2018/2019 to 2019/2020 Financial Year)

#### METAHUMA HOLDINGS PROGRESS

ITEM	QUANTITY	COMPLETED	PERCENTAGE COMPLETE
Installation of cable	3900m	3900m	100%
Installation of one mini-substation	1	1	100%
Fencing of substation D	32m	32m	100%%
Installation of LV circuit breakers	40	40	100%
Installation of ring main unit	1	1	100%

#### MAVUTHA CONTRACTORS PROGRESS

ITEM	QUANTITY	COMPLETED	PERCENTAGE COMPLETE
Installation of cable	3600m	3600m	100%
Fencing of substation, A	60m	60m	100%
Fencing of substation B	60m	60m	100%
Fencing of substation C	40m	40m	100%
Fencing of substation K	30m	30m	100%
Installation of palmer ring main unit	1	1	100%



## **ELECTRICITY LOSSES**

The losses that municipality incurs is from electricity theft, illegal connections, bridging and ageing infrastructure. The infrastructure does not have adequate meters within the electricity network to measure usage and monitor losses within the infrastructure.

The Department of Technical Services is unable to accurately confirm the electricity losses as such a determination also considers the billing information in terms of sales of electricity compared with the actual revenue generated.

In order to ensure that electricity losses measurements improve, an investment is required to be made to procure and install required check meters within the electrical infrastructure combined with an improvement in the coordination of billing information in order to also determine a better estimate of the losses on electricity.

## **HIGH MAST LIGHTS AND STREET LIGHTS PROGRAM**

Lekwa Municipality has been allocated R6million for the street lighting for the 2018/19 financial year from the Department of Energy. Procurement process will unfold for the appointment of a Consultant and Contractor.

Currently the stores have no adequate materials to repair the street lights and high mast last lights. Fifty (50) high mast lights have been repaired Sakhile and Stan west and fifty (50) street lights have been repaired in Kosmospark, and Flora park

## **INSTALLATION OF SMART METERS**

<b>Type of meter</b>	<b>Quantity Installed</b>
<b>Commercial and Industrial (C &amp; I)</b>	348
<b>Residential</b>	1583
<b>Large Power Users (LPU)</b>	86
<b>Total</b>	<b>1931</b>

### 3.3.14. ROADS

CHALLENGE/S	PROJECT /INTERVENTION	ESTIMATED COST/ BUDGET	SOURCE OF FUNDING	PROGRESS/ ACTION PLAN	TIME FRAMES
	<b>SHORT TERM</b>				
<b>Dilapidated Road Infrastructure</b>	Patching of Potholes	2.4m	Seriti	Awaiting for funding	June 2019
	Patching of potholes	R1,000,000	EPWP/ DPWR&T	In progress	June 2019
	Gravelling of 100 km of Roads	R850,000	DPWR&T, District and Lekwa LM	100 Km bladed	December 2018
	<b>LONG TERM</b>				
<b>Backlogs(252km)</b>	Upgrade of gravel roads to paved finish	R800 million	MIG	Project registered with MIG	June 2030

## Progress made on pothole pitching program

Item	Quantity	Area	Wards	By Whom
1	3000 square metres	Sibiloane Street, Hlongwane Drive, Beyer's Naude, Nelson Mandela Drive, Kruger Street and Mbonani Mayisela	1,5 & 10	Lekwa LM, GSDM and Department of Public Works Roads and Transport

Item	Issue/Challenges	Cause	Proposed Intervention	When
1.	Dilapidated internal road Infrastructure	Lack of Capital budget for adequate road maintenance which includes reconstruction and re-sealing	Source Funding from External Stakeholders, Initiate maintenance Projects from MIG	Ongoing
2.	Lack of PMS (Pavement Management System)	Budget Constraints from the Municipality	Source Funding from External Stakeholders, Initiate	Ongoing
3.	Insufficient O & M Budget which results to the Department not having <ul style="list-style-type: none"> <li>• Road Maintenance material</li> <li>• Daily transport to and from site for Employees</li> <li>• Dilapidated yellow fleet always idling at the Workshop for repairs</li> <li>• 68% vacancy rates in the Department</li> </ul>	Lack of Cash-Backed budget	Seek assistance from External Stakeholders for road maintenance, CWP to be allocated to Technical Service to assist with daily operations	Ongoing

### **3.3.15. WASTE REMOVAL**

The municipality has an updated Integrated Waste Management Plan (IWMP), of which is a shared service with the GSDM.

- 25813 Households out of 31071 households within Lekwa has access to waste collection services (70%)
- 315 Businesses out of 315 have access to waste collection services (100%)

### **WASTE MANAGEMENT CHALLENGES**

- Standerton landfill site is not adhering to permit requirements
- No covering and compaction of waste at the landfill site on a daily basis due to budget constraints
- MORGENZON LANDFILL SITE HAS BEEN CLOSED BY THE DEPARTMENT OF ENVIRONMENTAL AFFAIRS FOR DECOMMISSIONING.
- MORGENZON HAS CURRENTLY NO LANDFILL FACILITY AND ALL WASTE MUST BE TRANSPORTED TO THE STANDERTON LANDFILL SITE ON A DAILY BASIS.
- INSUFFICIENT WASTE COLLECTION VEHICLES TO EXTEND SERVICES TO RURAL AREAS.
- 5086 HOUSEHOLDS IN THE RURAL AREAS DO NOT HAVE ACCESS TO WASTE COLLECTION SERVICES DUE TO INSUFFICIENT WASTE COLLECTION EQUIPMENT.
- 1171 INFORMAL HOUSEHOLDS DO NOT HAVE ACCESS TO WASTE COLLECTION SERVICES DUE TO INACCESSIBILITY OF THE AREAS.
- ONLY ONE WASTE COLLECTION VEHICLE TO SERVICE 315 BUSINESSES EQUILY ON A WEEKLY BASIS
- WASTE COLLECTION EQUIPMENT AND BUDGET REQUIRED
- 4 X 19m<sup>3</sup> WASTE COLLECTION COMPACTOR VEHICLES TO INTRODUCE WASTE COLLECTION SERVICES TO RURAL AREAS = R 10, 4m.
- LANDFILL COMPACTOR UNIT TO ENHANCE THE LIFESPAN OF THE STANDERTON LANDFILL SITE = R7, 8 m.
- COVERING MATERIAL TO COVER WASTE ON A DAILY BASIS = R 2, 4 m PER ANNUM.
- 2 X WASTE COLLECTION VEHICLES TO IMPROVE WASTE COLLECTION SERVICES TO BUSINESS WASTE COLLECTION= R 4, 7 m.
- WASTE TRANSFER STATION FOR MORGENZON= R 8.9m.
- REHABILITATION OF OLD LANDFILL SITE IN MORGENZON = R 6, 6 m.

The majority of the communities within the municipality have refuse removed by the local authority/private company at least once a week. Informal refuse removal takes place in more rural areas by disposing of refuse by dumping in yards or burning in the bush (Own refuse dump). Overall the Lekwa Local Municipality has a good service delivery record in all of its urban towns. Some backlogs to services still exist within the rural areas of the municipality.

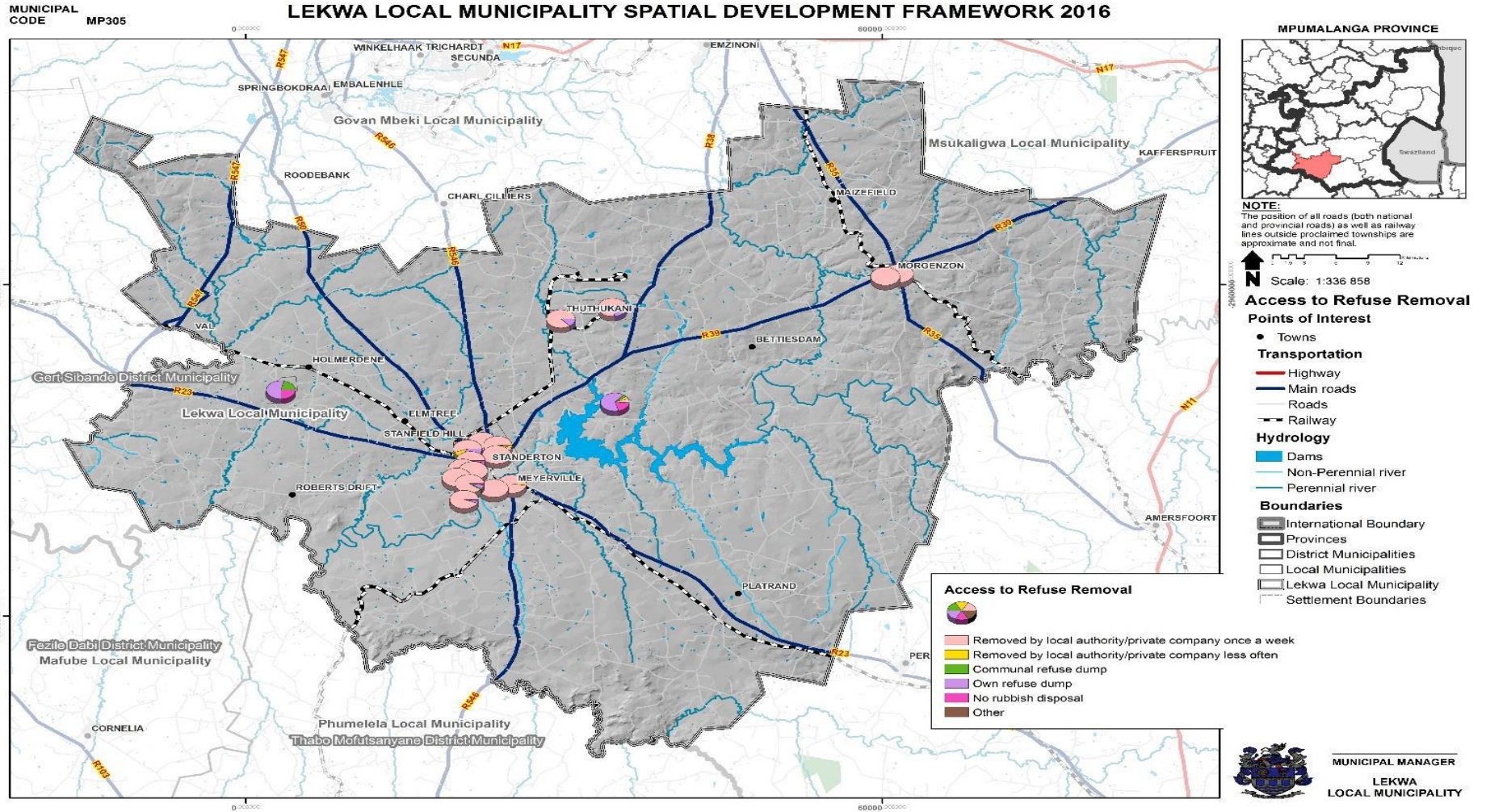
- Landfill sites: The Municipality has two Landfill sites- Standerton and Morgenzon Landfill site that has reached its capacity.
- Air Quality Management Plan: As a local government /Lekwa LM has no authority to issue licenses. Air Quality is there for a function of the District Municipality,
- Status as licencing authority: GSDM is the Licencing Authority regarding Air Quality Licencing. Lekwa does not have an air Quality Management Plan, but is currently busy drafting one in collaboration with Dept. of Environment

According to 2011 Census 82,25% of households have refuse removed by the local authority/private company at least once a week and about 11,46% make use of their own refuse dump. The level of services in terms of refuse removal is on standard since only about 3.94% of households have no refuse removal at all.

<b>Refuse Disposal</b>	<b>Number of Households</b>	<b>% Households</b>
Removed by local authority/private company at least once a week	<b>25542</b>	<b>82.25%</b>
Removed by local authority/private company less often	<b>261</b>	<b>0.84%</b>
Communal refuse dump	<b>390</b>	<b>1.26%</b>
Own refuse dump	<b>3558</b>	<b>11.46%</b>
No rubbish disposal	<b>1224</b>	<b>3.94%</b>
Other	<b>78</b>	<b>0.25%</b>

The majority of the communities within the municipal have refuse removed by the local authority/private company at least once a week. Informal refuse removal takes place in more rural areas by disposing of refuse by dumping in yards or burning in the bush (Own refuse dump). Overall the Lekwa Local Municipality has a good service delivery record in all of its urban towns. Some backlogs to services still exist within the rural areas of the municipality.

# Refuse removal



### **3.3.16. INTEGRATED HUMAN SETTLEMENT CHAPTER IN LEKWA LM HOUSING DELIVERY IN LEKWA LOCAL MUNICIPALITY**

Lekwa Local Municipality plays a facilitation role in the delivery of housing in its jurisdictional area. This means that the municipality is responsible for availing serviced land for the construction of government subsidised houses and beneficiaries for whom the houses are to be built. The overall function of housing delivery lies with the Mpumalanga Department of Human Settlements.

In 2014 the Municipal Council approve the submission of an application by the municipality to the Mpumalanga Department of Human Settlements for Level 1 Accreditation. The granting of this accreditation would have meant that the municipality could do project planning and project management of its own housing projects. Regrettably no response was ever received from the department pertaining to the said application.

The housing needs in Lekwa falls within the following broad categories:

- Those that are in occupation of serviced stands in a formalised township but live in informal dwellings;
- Landless people: these are people who are residing in informal settlements, backyard dwellers and farm dwellers;
- Middle income earners: these are people who are earning between R3501.00 to R15.000 and above per month. They do not qualify to receive RDP houses and often find it difficult to get housing finance from financial institutions;
- Affordable rental accommodation: there are also people who may opt to access affordable rental accommodation whilst saving to buy a property of their own. Also people who are in Lekwa for employment reasons and are not permanent residents.

The response by the municipality to the housing needs referred to above has in the form of the following housing programmes:

- **Upgrading of Informal Settlements Programme (UISP)**

The municipality has been allocated 200 housing units to be built under this programme. These are meant for beneficiaries who are in occupation of serviced stands in a formalised township but are still staying in informal dwellings like shacks;

- **Integrated Residential Development Programme (IRDP)**

This project is being carried out in township of Standerton Ext.8. It is mainly targeted at landless people. It is a Greenfield project and 1650 RDP houses have been built.

- **Community Residential Units Programme (CRU)**

This programme seeks to provide affordable rental accommodation to people who are in need of same. 34 units were built at Sakhile Hostels 4 years. 60 units are currently under construction in Standerton Ext. 8. Eventually a total number of 250 units will be in the same township.

➤ **Upgrading of Informal Settlements in Lekwa Local Municipality**

Lekwa municipality is one of 45 municipalities selected by the National Department of Human Settlements to participate in the National Upgrade Support Programme (NUSP). The thrust of this programme is to facilitate structured *in situ* upgrading of informal settlements as opposed to relocation. It also seeks to recognise and formalise tenure rights of residents within informal settlements.

The study conducted in Lekwa under NUSP indicates that of the 15 informal settlements that exist only 13 informal settlements are capable of being upgraded. Pursuant to this the municipality with the assistance of the Mpumalanga Department of Human Settlements is soliciting funds from the National Department of Human Settlements to carry out detailed geotech study and also develop detailed upgrading plans accompanied by a financial model. A financial model will enable the Mpumalanga Department of Human Settlements to budget accordingly for the actual upgrading of the informal settlements.



**LEKWA LOCAL MUNICIPALITY The population has increased by 1.5 % from 115 62 (2011) to 123 419 (2016). The SERO report indicates a decrease of Informal Settlements Dwelling from 23.9 % (7 414 in 2011) to 19.1% (7 129 in 2016).**

Location	5 Year Target	2016/17 Target	Progress to date	Response Water	Response Electricity	Response Sanitation	Response Waste removal	2017/18 Target	2018-2021 Target
Standerton Ext 8.(Ward 8)	Development of Integrated Human Settlement at Standerton extension 8 and occupation by December 2016.	Provide water and sanitation, Handover and occupation of 500 housing units.	Turn Key Service Provider appointed, and scoping completed.	Rehabilitation of Standerton WTW and additional storage capacity (replacement of filters ,clear water sump, raw pump stations and connection of Bulk line)	Electrification of 500 RDP units	Construction of two sewer pump stations and an outfall sewer line	Waste removal not provided	Servicing and connection of all 500 sites	Construction of 1000 sites
	<b>Budget</b>			R15.9m	R5m	R 5m	MIG Budget	MIG Budget	R112m
<b>OTHER SOCIAL AMENITIES AVAILABLE:</b>				<b>Community Centre / Hall</b>			<b>YES</b>	<b>NO</b>	COMMENT
							Yes		
				<b>Sports Fields</b>			Yes		
				<b>Clinics</b>			Yes		
				<b>Schools</b>			Yes		
				<b>Recreational Facilities</b>			Yes		
				<b>Other</b>					

**LEKWA LOCAL MUNICIPALITY** The population has increased by 1.5 % from 115 62 (2011) to 123 419 (2016). The SERO report indicates a decrease of Informal Settlements Dwelling from 23.9 % (7 414 in 2011) to 19.1% (7 129 to date).

Location	5 Year Target	2016/17 Target	Progress to date	Response Water	Response Electricity	Response Sanitation	Response Waste removal	2017/18 Target	2018-2021 Target
Ward 6 in Sakhile	Demolish the 248 hostels units for phase 2 CRU and relocate households to Standerton extension 8	Convert the 248 dilapidated hostel units to 300 CRUs.	List of the 248 households compiled, and applications for RDP houses underway.	Bulk connection project already underway Project to be completed by December 2016	Bulk Electricity available Water reticulation connected by DHS	Construction of bulk sewer infrastructure Construction of sanitation reticulation	Waste removal services available	Construction of 100 CRUs	Construction of 100 CRUs
		Budget: R 1m		Budget: R5,5m	DHS Budget	DHS Budget	Municipal OPEX	DHS Budget	DHS Budget
<b>OTHER SOCIAL AMENITIES AVAILABLE:</b>				<b>Community Centre / Hall</b>			<b>YES</b>	<b>NO</b>	COMMENT
							Yes		
				<b>Sports Fields</b>			Yes		
				<b>Clinics</b>			Yes		
				<b>Schools</b>			Yes		
				<b>Recreational Facilities</b>			Yes		
				<b>Other</b>					

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Location	5 Year Target	2016/17 Target	Progress to date	Response Water	Response Electricity	Response Sanitation	Response Waste removal	2017/18 Target	2018-2021 Target
Standerton & Morgenzon	New abstraction works and gravity pipeline from Grootdraai dam to the Standerton Water Treatment Works	Replacement of AC pipes with plastic pipes (35 000m) Reconfiguration of water network	4 PRV's installed 3 level controls 20 Bulk meters installed 5 km PVC pipes installed	Installation of Pressure Reducing Valves.	Electricity already available	Refurbishment of 2 Pump Stations. Upgrading of 33km sewer pipes Rebuilding and Relocation of manholes.	Construction of a new Landfill site. Building a new site:	Installation of 8 additional Filters (Multi-year)	Installation of 8 additional Filters (Multi-year)
	Standerton/Sakhile Ext 8	Connection of substation and bulk Electricity line for 500 households in Standerton/Sakhile Ext 8	The project is under procurement process by COGTA						
	<b>Budget:</b>	0	0						
<b>OTHER SOCIAL AMENITIES AVAILABLE:</b>				<b>Community Centre / Hall</b>			<b>YES</b>	<b>NO</b>	COMMENT
							Yes		
				<b>Sports Fields</b>			Yes		
				<b>Clinics</b>			Yes		
				<b>Schools</b>			Yes		
				<b>Recreational Facilities</b>			Yes		

Other									
LEKWA LOCAL MUNICIPALITY The population has increased by 1.5 % from 115 62 (2011) to 123 419 (2016). The SERO report indicates a decrease of Informal Settlements Dwelling from 23.9 % (7 414 in 2011) to 19.1% (7 129 to date).									
Location	5 Year Target	2016/17 Target	Progress to date	Response Water	Response Electricity	Response Sanitation	Response Waste removal	2017/18 Target	2018-2021 Target
Rural / farm areas(Wards 9,12 & 13)	Installation of 45 boreholes (35 wind mills R170 000) (10 hand-pumps R75 000)	Eradication of water backlog in rural/farm areas	Areas identified Tenders out.	Installation of 12 boreholes	Electrification of 23 households	1989 sanitation backlog in rural/farm areas.	Waste removal services available	Installation of Toilets	Installation of Toilets
		<b>Budget:</b>		R1.0m	R1.4m	0		R5m	R23m
<b>OTHER SOCIAL AMENITIES AVAILABLE:</b>				<b>Community Centre / Hall</b>			<b>YES</b>	<b>NO</b>	COMMENT
							<b>Yes</b>		
				<b>Sports Fields</b>			<b>Yes</b>		
				<b>Clinics</b>			<b>Yes</b>		
				<b>Schools</b>			<b>Yes</b>		
				<b>Recreational Facilities</b>			<b>Yes</b>		
				<b>Other</b>					

**LEKWA LOCAL MUNICIPALITY The population has increased by 1.5 % from 115 62 (2011) to 123 419 (2016). The SERO report indicates a decrease of Informal Settlements Dwelling from 23.9 % (7 414 in 2011) to 19.1% (7 129 to date).**

Location	5 Year Target	2016/17 Target	Progress to date	Response Water	Response Electricity	Response Sanitation	Response Waste removal	2017/18 Target	2018- 2021 Target
Sakhile Extension 4 (Ward 11)	Rectification of sewer network	Fixing of the two pump stations. Install 160mm sewer pipes. (42km) Rebuild and relocate manholes	2 Pump stations refurbished 9km of 42 pipework done.	Refurbishment of 2 Pump Stations Upgrading of 33km sewer pipes Rebuilding and Relocation of manholes	Bulk Electricity services made available	Bulk Sanitation services are available	Waste removal services are available	Township Establishment (Multiyear process)	Township Establishment
		Budget		R20 m					
Standerton	Extension of Standerton Waste Water Treatment Works	Commission the inlet Construct additional 2 plant reactors, Pump station, Blower room and Chlorination	Service provider being appointed.	Water services made available	Electricity services made available	Commission the WWTW inlet and expansion	Procure 8 additional waste compactor trucks.	Maintenance of the project	Maintenance activities
		Budget		R7m	OPEX Budget	R48m	OPEX Budget	OPEX Budget	OPEX Budget
<b>OTHER SOCIAL AMENITIES AVAILABLE:</b>				<b>Community Centre / Hall</b>			<b>YES</b>	<b>NO</b>	<b>COMMENT</b>
							Yes		
				<b>Sports Fields</b>			Yes		

	<b>Clinics</b>	Yes		
	<b>Schools</b>	Yes		
	<b>Recreational Facilities</b>	Yes		
	<b>Other</b>			

**LEKWA LOCAL MUNICIPALITY** The population growth has increased by 1.5 % from 115 62 (2011) to 123 419 (2016). The SERO report indicates a decrease of Informal Settlements Dwelling from 23.9 % (7 414 in 2011) to 19.1% (7 129 to date).

<b>Location</b>	<b>Intervention / Five Year Target</b>	<b>Key milestones</b>	<b>Impact</b>	<b>Short-Term 2016/17 Target</b>	<b>2017/18 Target</b>	<b>2018- 2021 Target</b>
Standerton & Morgenzon	Improvement of access	Patch 200 potholes through Labour intensive programe.	Improved access	None	Patch 200 potholes through Labour intensive programe. <b>Budget required: R2 million</b> <b>Shortfall: R 00, 500</b>	Multi-year projects rolled out
Sakhile	Improvement of access	Gravel 20 km of roads. Labour intensive programe.	To improve access	None	Gravel 20 km of roads. Labour intensive programe. <b>Budget required: R20 million</b>	Multi-year projects rolled out
Standerton	Improvement of access	Pave 20 km of roads. Labour intensive programe.	To improve access	None	Pave 20 km of roads. Labour intensive programe. <b>Budget required: R100 million</b> <b>Shortfall: R20 million</b>	Multi-year projects rolled out

**LEKWA LOCAL MUNICIPALITY** The population growth has increased by 1.5 % from 115 62 (2011) to 123 419 (2016). The SERO report indicates a decrease of Informal Settlements Dwelling from 23.9 % (7 414 in 2011) to 19.1% (7 129 to date).

<b>Location</b>	<b>Intervention / Five Year Target</b>	<b>Key milestones</b>	<b>Impact</b>	<b>Short-Term 2016/17 Target</b>	<b>Progress as at 31 October 2016</b>	<b>2017/18 Target</b>	<b>2018- 2021 Target</b>
Sakhile	Refurbishment and upgrade of Sport Infrastructure	Refurbish the Sakhile Stadium and the swimming pool.	Promotion of healthy living, and nation building.	Refurbish the Sakhile Stadium and the swimming pool. <b>Budget available R11 million</b> <b>Shortfall: R000</b>	Procurement of service provider in progress.	Renovation of Stadiums and swimming pool	Implementation of further projects identified
Standerton	Establishment of a new cemetery.	Establish new Regional Cemetery. (10 ha) Geotech / Fencing & Water / Roads 1,5 km <b>Budget required:</b>	Access to burial sites	Conduct a study on Regional Cemetery	Earmarked for the 3 <sup>rd</sup> Quarter of 2016/17	Establishment of fully fledged Cemeteries Develop a grave yards master plan	implementation of further projects identified
						<b>Budget required: R4 million</b>	



## **4. SWOT ANALYSIS**

It is vital to perform a SWOT analysis of the municipality in order to underline the key challenges that the municipality faces in terms of economic growth, development and service delivery. A SWOT analysis identifies the strengths, weaknesses, opportunities and threats of the institution with a basic analytical framework that assesses what the municipality can or cannot do while being able to identify potential opportunities and threats.

## The SWOT Analysis

### Strengths:

- ✓ **The municipality does have the spatial development framework and spatial land-use management plan.**
- ✓ **The municipality has a vast agriculturally valuable land.**
- ✓ **The municipality does have a first order node/ service Centre's that serves a wide spectrum of the population.**
- ✓ **The municipality is a gateway to the Free state province**
- ✓ **The municipality is not too far from the N3 connecting cities of Johannesburg and Durban making it a corridor to Gauteng from KZN.**
- ✓ **The municipality is not too far from the TEKS area, which is the region's economic hub.**
- ✓ **The municipality is not densely populated.**
- ✓ **In its movement network the municipality has economic corridors.**
- ✓ **The municipality does have the disaster management plan**
- ✓ **The municipality has a draft Water Services Development Plan.**
- ✓ **The number of households with access to piped water is increasing.**
- ✓ **The number of households with access to flush toilets has increased.**
- ✓ **The municipality does provide free basic services.**

### Weaknesses:

- ✓ The municipality does not have an agricultural development plan to assist in the sustainable utilization of available agricultural land.
- ✓ A vast area of the municipality is rural which hampers the provision of services.
- ✓ The municipality has a dysfunctional and incomplete settlement hierarchy as it lacks second order nodes.
- ✓ Most of the land is either privately or state owned.
- ✓ 16.5% of dwelling is informal.
- ✓ The municipality does not have a formal Infrastructure Delivery Plan.
- ✓ Water provision backlogs still exist.
- ✓ There is insufficient supply of safe and reliable water in the municipality.
- ✓ Sanitation backlogs still exist
- ✓ Poor municipal performance on the blue and green drop scores.
- ✓ Ageing municipal infrastructure
- ✓ The municipality does not have the infrastructure maintenance plan.
- ✓ The municipality does not have an energy plan.
- ✓ Electricity backlogs still exist.
- ✓ The municipality has an unlicensed landfill site.
- ✓ The municipality has insufficient waste collection vehicles for both the households and business establishments.
- ✓ Waste collection backlogs still exist in the rural areas of the municipality

- ✓ **The number of households with electricity connections is increasing**
- ✓ **The municipality does have an Integrated waste management plan**
- ✓ **70% of the households do have a waste collection service, which include 3 rural wards.**
- ✓ **100% of businesses have a waste collection service.**
- ✓ **The municipality does have a community participation plan and is implemented**
- ✓ **The municipality has a functional ward committee system**
- ✓ **The municipality has a functional council and its subcommittees**
- ✓ **The municipality has prioritized gender equality issues, older person's development issues, youth development issues, early childhood development and childcare issues.**
- ✓ **The municipality does have the sports and culture development plan.**
- ✓ **The municipality does have the human resource management plan.**
- ✓ **The municipality does have an employment equity plan**
- ✓ **The municipality has human resources policies including recruitment and selection, training and capacity development, staff retention, performance management, occupational health and safety and the employment equity policies.**
- ✓ **The municipality has a strong base of human resources and skills.**
- ✓ **The municipality fills its critical vacant positions**
- ✓ **The municipality develops and adopts the annual budget.**
- ✓ **The municipality does have an indigent policy**
- ✓ **The municipality does have an LED strategy**
- ✓ **Lekwa has a comparative advantage in the sectors of and agriculture, mining and utilities.**

- ✓ Waste collection backlogs still exist in the informal households within the municipality.
- ✓ The municipality does not have a comprehensive Transportation Plan.
- ✓ The municipality does not have a Road Master Plan
- ✓ Inadequate roads
- ✓ The municipality does not have a Storm water master plan
- ✓ Inadequate road and storm water maintenance
- ✓ The municipality does not have a formal woman development programme, Men development plan, Youth development strategy, Elderly persons' development programme and children development programme.
- ✓ The municipality's recreation, moral regeneration and arts development programmes are outdated.
- ✓ High unemployment rate amongst the youth
- ✓ The municipal workforce profile indicates an underrepresentation of women within the municipality.
- ✓ The municipal workforce profile also indicates an underrepresentation of people with disabilities.
- ✓ The municipality does not have an updated financial plan
- ✓ The municipality is seating at the unqualified audit findings from the auditor general.
- ✓ Inefficient and ineffective revenue collection
- ✓ Poor implementation of internal control measures and systems
- ✓ Poor billing systems
- ✓ Increasing debts
- ✓ Poor contract management
- ✓ Low levels of education and skills amongst the youth which hinders their employability.
- ✓ Inadequate employment opportunities
- ✓ The LED strategy is not implemented
- ✓ Due to limited employment opportunities local people leave the municipality for greener pastures elsewhere.
- ✓ Poor living standards for the local communities as determined against the lower bound poverty line.

- ✓ **Lekwa Municipality is able to partner with other spheres of government to implement economic development projects including the hospitality youth training programme, Vlakfontein refurbishment project and the CWP.**
- ✓ **The municipality does have the LED forum.**
- ✓ **The municipality does have SMME development programmes**

- ✓ Slow rate of economic growth
- ✓ The municipality does not have a social services infrastructure audit report.
- ✓ Social infrastructure backlogs still exist
- ✓ Inadequate social infrastructure maintenance

### **Opportunities:**

- ✓ **The municipality has an opportunity to create opportunities and alleviate poverty through agricultural activities.**
- ✓ **The municipality has an opportunity to establish a functional hierarchy of nodes.**
- ✓ **The municipality has an opportunity to recognize and regularize informal settlements.**
- ✓ **Extending service delivery to the rural areas of the municipality.**
- ✓ **Building PPP strategic partnerships**
- ✓ **implementation of high labour absorption municipal projects**
- ✓ **Prioritization of tourism development utilizing the available the municipal natural features and tourist attractions.**
- ✓ **Prioritization of investment opportunities to attract investors into the municipality.**
- ✓ **Township economic development**
- ✓ **Job creation through the proposed Standerton Mall.**

### **Threats:**

- ✓ The agricultural land is threatened by expanding mining activities
- ✓ Informal settlements are threatening the natural open spaces of the towns.
- ✓ Informal settlement threatens unending housing backlogs.
- ✓ Informal settlements are a threat to environmentally sensitive areas and direct ecological networks.
- ✓ Location of informal settlements makes them prone to natural disasters as they are not too far from the flood lines.
- ✓ The municipality has a number of possible disasters to plan for.
- ✓ Air pollution resulting from the Early-bird abattoir located in ward 8.
- ✓ The current supply of water may be unable to meet future water demands.
- ✓ Water meter theft which hampers proper billing
- ✓ Pipe bursting due to ageing infrastructure.
- ✓ Cable theft as a shortcoming to electricity supply
- ✓ Illegal connections and electricity bridging also a shortcoming to electricity supply.
- ✓ Unlicensed waste disposal sites to pollute ground and surface water.
- ✓ Service delivery protests are a constant threat.

#### 4.1. COMMUNITY ISSUES RAISED DURING CONSULTATION WARD MEETINGS

<p><b>2018/2019 IDP CONSULTATIONS</b></p> <p><b>DATE: 28 May 2018</b></p> <p><b>VENUE: Youth Centre</b></p> <p><b>WARD: 01</b></p> <p><b>TIME: 17H15</b></p>	<p>The meeting was opened with a prayer, there after Councillor MS Mngomezulu welcomed Councillors, Officials and Community and declared the meeting opened.</p>	<ol style="list-style-type: none"> <li>1. Sewer spillages at Sebilane street be attended urgently as its has bad impact on the Tar-road of that street</li> <li>2. Gravelling roads at Sphingo</li> <li>3. Install a separate electricity sub-station at Sphingo</li> <li>4. All exit and entrance roads to Schools be paved</li> <li>5. Storm water drainage at Mchashi, Sgegede and Basil read</li> <li>6. Paving at Bekezela street</li> <li>7. Gravelling be done to all street as a short term solution</li> <li>8. High mast light be maintained</li> </ol>
<p><b>2018/2019 IDP CONSULTATIONS</b></p> <p><b>DATE: 29 May 2018</b></p> <p><b>VENUE: YOUTH CENTRE HALL</b></p> <p><b>WARD: 02</b></p> <p><b>TIME: 17H20</b></p>	<p>The meeting was opened with a prayer, there after Councillor L P Selepe welcomed Councillors, Officials and Community and declared the meeting opened.</p>	<ol style="list-style-type: none"> <li>1. Paving to be installed in Moleme, Mollo, Mngomezulu, Lindilanga</li> <li>2. Primary School Street and fix the corner of Tsotetsi and Sivunjathe street</li> <li>3. Upgrade the substation in Tsotetsi and Sivunjathe street and close all opened danger boxes</li> <li>4. Establish and promote cooperatives to deal with the water leaks in the ward.</li> <li>5. Prioritise Water and Electricity.</li> <li>6. The municipality is requested to intervene on the poor service they receive from the clinics.</li> <li>7. Provision of Grazing fields</li> <li>8. Recreational facilities (Swimming pool) Job creation for the youth be made available</li> </ol>
<p><b>2018/2019 IDP CONSULTATIONS</b></p> <p><b>DATE: 15 May 2018</b></p> <p><b>VENUE: STANWEST HALL</b></p> <p><b>WARD: 03</b></p>	<p>The meeting was opened with a prayer, there after Councillor ML. Molaba welcomed Councillors, Officials and</p>	<ol style="list-style-type: none"> <li>1. RDP houses be built in the whole ward 3</li> <li>2. Prioritise electricity and sanitation the whole ward 3</li> </ol>

<b>TIME: 17H15</b>	Community and declared the meeting opened.	<ol style="list-style-type: none"><li>3. All Streets must be paved and gravelled</li><li>4. Construction of Storm -water drainages around Shivovo, Hlongwane Drive and Mahala Park.</li><li>5. Street lights should be installed in Shivovo and Park town.</li><li>6. Renovations to be done in Stan-west Hall and Azalea Hal</li><li>7. Recreational facilities</li><li>8. Mahala Park sports ground be upgraded.</li><li>9. Request to establish a resort at the Serato landform.</li><li>10. Land sale be consulted with the Councillor or the community.</li><li>11. Railway Station community be looked after with regards to community basic needs.</li></ol>
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<p><b>2018/2019 IDP CONSULTATIONS</b>  <b>DATE: 16 May 2018</b>  <b>VENUE: STANWEST HALL</b>  <b>WARD: 04</b>  <b>TIME: 17H20</b></p>	<p>The meeting was opened with a prayer, there after councillor L. Jansen van Ransburg welcomed councillors, Officials and Community and declared the meeting opened.</p>	<ol style="list-style-type: none"> <li>1. The community requested all the projects to be completed</li> <li>2. Overflowing main sewer be fixed</li> <li>3. Graveling of roads</li> <li>4. Storm-water drainage in Azalea, Kosmos Street</li> <li>5. Streetlights to be converted into High mast lights</li> <li>6. Graveling and paving of roads in the new established area (Stan-west next to Osman Raydan);</li> <li>7. Construction of sidewalks</li> <li>8. Building of RDP houses</li> </ol>
<p><b>2018/2019 IDP CONSULTATIONS</b>  <b>DATE: 17 May 2018</b>  <b>VENUE: YOUTH CENTRE HALL</b>  <b>WARD: 05</b>  <b>TIME: 17H06</b></p>	<p>The meeting was opened with a prayer, there after Councillor F E Nhlapo welcomed councillors, Officials and Community and declared the meeting opened</p>	<ol style="list-style-type: none"> <li>1. Paving to be installed in Phalama section, Mfuphi and Selepe Street and gravel roads in Slovo and Mandela camp</li> <li>2. Build RDP houses in Crossroad and formalise the 72 sites in Mandela camp and issue out house numbers in Slovo section.</li> <li>3. Job creation for the youth be made available</li> <li>4. Electricity and Toilets in Mandela Camp</li> <li>5. Formalization of Phalama and Mandela Camp informal nature</li> <li>6. Paving of Mfuphi Ngubeni and Selepe street</li> <li>7. Prioritise Water and Electricity in Mandela and Crossroad.</li> <li>8. Make bursaries available for the youth</li> <li>9. Establish and promote cooperatives to deal with the water leaks in the ward.</li> </ol>
<p><b>2018/2019 IDP CONSULTATIONS</b>  <b>DATE: 18 May 2018</b>  <b>VENUE: STANWEST HALL</b>  <b>WARD: 06</b>  <b>TIME: 17H20</b></p>	<p>The meeting was opened with a prayer, there after councillor ENK Shabangu welcomed councillors, Officials and Community and declared the meeting opened.</p>	<ol style="list-style-type: none"> <li>1. Paving ring road Ext 1</li> <li>2. Waste Management Project</li> <li>3. Available land for live stock</li> <li>4. Paving off all roads that goes through churches and schools</li> <li>5. Storm water drainage at Killarney</li> <li>6. Fencing for Madi School</li> <li>7. The community requested all the projects be completed</li> <li>8. Paving of sidewalks at Palmer, Mncube, and Hlongwane Street</li> </ol>

**2018/2019 IDP  
CONSULTATIONS  
DATE: 25 May 2018  
VENUE: COJ  
WARD: 07  
TIME: 17H20**

The meeting was opened with a prayer, there after councillor B Mosikidi, welcomed councillors, Officials and Community and declared the meeting opened.

1. Request that all issues raised on previous IDP to remain as it is
2. Paving at Ext.7 and gravelling of roads
3. Maintenance of high-mast light at azalea;
4. Combat land invasion;
5. Avail site for School;
6. More effort be put in resolving the water crisis
7. Establishment of Youth centre;
8. Land for grazing and to combat the vulnerability of stray animals.
9. Paving of all main roads, entrance and exit roads.
10. Confirms that the previous priorities to remain the priority of the ward including the additions made;
11. Applaud the behaviour of the Councillor and the Community for providing leadership



<p><b>2018/2019 IDP CONSULTATIONS</b>  <b>DATE: 24 May 2018</b>  <b>VENUE: SWIMMING POOL SITE WARD: 08</b>  <b>TIME: 17H40</b></p>	<p>The meeting was opened with a prayer, there after councillor TJ Kambule welcomed councillors, Officials and Community and declared the meeting opened</p>	<ol style="list-style-type: none"> <li>1. The community requested all the projects be completed with the following addition:</li> <li>2. Grass cutting on the park</li> <li>3. Cleaning of parks</li> <li>4. Fixing of Swimming Pool</li> <li>5. Fixing of street lights</li> <li>6. Installation of high mast lights on the parks</li> <li>7. Fixing of potholes</li> <li>8. Creation of sports facilities</li> <li>9. Closing of escape routes (especially Secunda road)</li> <li>10. Security on playground (installation of Palisades);</li> </ol>
<p><b>2018/2019 IDP CONSULTATIONS</b>  <b>DATE: 19 May 2018</b>  <b>VENUE: HOLMDENE SECONDARY SCHOOL WARD: 09</b>  <b>TIME: 10H35</b></p>	<p>The meeting was opened with a prayer, there after councillor B Ndebe welcomed councillors, Officials and Community and declared the meeting opened</p>	<ol style="list-style-type: none"> <li>1. The community requested that all the projects that were not achieved be completed with the following additions:</li> <li>2. Installation of high mast light</li> <li>3. Sport field (Ground)</li> <li>4. Electricity</li> <li>5. Water tanks</li> <li>6. Mobile Clinics to adhere to visiting schedule</li> <li>7. Grazing land</li> <li>8. Land for RDP Houses in Rural ward</li> <li>9. Gravelling of Roads in Rural Areas</li> <li>10. Toilets</li> <li>11. Employment Opportunities: Bokoro Bricks project</li> <li>12. Permanent Clinic in Ward 9</li> </ol>
<p><b>2018/2019 IDP CONSULTATIONS</b>  <b>DATE: 24 May 2018</b>  <b>VENUE: YOUTH CENTRE HALL WARD: 10</b>  <b>TIME: 17H20</b></p>	<p>The meeting was opened by councillor H M Khota welcomed councillors, Officials present</p>	<p>NB: The meeting did not sit due to non-attendance by the members of the public.</p>

<p><b>2018/2019 IDP CONSULTATIONS DATE: 23 May 2018 VENUE: Rooikoppen Hall WARD: 11 TIME: 17H20</b></p>	<p>The meeting was opened with a prayer, there after Councilor MM Sibanyoni welcomed Councilors, Officials and Community and declared the meeting opened.</p>	<ol style="list-style-type: none"><li>1. Request that all issues raised on previous IDP to remain as it is</li><li>2. Storm water drainage</li><li>3. Speed humps on all main roads</li><li>4. Establishment of Youth Development centre;</li><li>5. Paving of all roads.</li><li>6. Site/stand be developed at the current informal areas within the ward</li><li>7. Street light be installed and maintained</li><li>8. Establishment of Secondary school</li><li>9. Shopping centre</li><li>10. Sewer network maintenance</li><li>11. RDP Houses</li><li>12. Gravelling and sealing of roads</li><li>13. Land for grazing and to combat the vulnerability of stray animals</li></ol>
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<p><b>2018/2019 IDP CONSULTATIONS</b>  <b>DATE: 20 May 1019</b>  <b>VENUE: Ulwazi Primary school</b>  <b>WARD: 12</b>  <b>TIME: 17H20</b></p>	<p>The meeting was opened with a prayer, there after Councilor PJ Dhlamini welcomed Councilors, Officials and Community and declared the meeting opened.</p>	<ol style="list-style-type: none"> <li>1. Water leakages and sewer spillage be attended to</li> <li>2. RDP Houses in rural areas and completion of ThuthukanI Ext.1</li> <li>3. Storm water drainage at Thuthukani ext.1</li> <li>4. Tittle deeds at RDP ext.1</li> <li>5. Open process of disposing residential sites</li> <li>6. Paving of all roads at RDP Ext.1</li> <li>7. Unemployment</li> <li>8. High mast light be installed and maintained Ext.1</li> <li>9. Maintenance of VIP toilets in all rural areas</li> <li>10. Establishment of graveyard at Thuthukani</li> <li>11. Establishment of Agri-village</li> <li>12. Establishment of a Clinic and a Police station</li> <li>13. Gravelling and sealing of roads at Thuthukani and all rural areas</li> <li>14. Gravelling and sealing of roads at Thuthukani and all rural areas</li> <li>15. LED projects</li> <li>16. Installation of borehole and proper sanitation to rural areas</li> <li>17. RDP houses at Phezukwentaba (rural area)</li> <li>18. Request that all issues raised on previous IDP to remain as it is especial those that have not been attended to</li> </ol>
<p><b>2016/2017 IDP CONSULTATIONS</b>  <b>DATE: 27 May 2018</b>  <b>VENUE: Qondulwazi School</b>  <b>WARD: 13</b>  <b>TIME: 11H25</b></p>	<p>The meeting was opened with a prayer, there after Councilor X M Tshabalala welcomed Councilors, Officials and Community and declared the meeting opened.</p>	<ol style="list-style-type: none"> <li>1. Farm owner donated land and municipality failed to build houses (Kroomdraai)</li> <li>2. Farm purchased by Government and unknown person allocated by Department of Land Affairs (Welmoed farm)</li> <li>3. Transnet Houses to be re-allocated to members of community</li> <li>4. Scarcity of a Mobile clinic</li> <li>5. Road access (road to be gravelled)</li> <li>6. Provision of resources for Crèche</li> <li>7. Legalization of security of ownership, Erzak</li> <li>8. Municipal Satellite Office</li> <li>9. Stands for early-bird people, farms</li> <li>10. Upgrading of Electricity sub-station in early-bird farm</li> <li>11. High mast light (kwa-Ben and Tonker Farm)</li> </ol>

<p><b>2018/2019 IDP CONSULTATIONS</b>  <b>DATE: 24 May 2018</b>  <b>VENUE: Sivukile Community Hall</b>  <b>WARD: 14</b>  <b>TIME: 11H25</b></p>	<p>The meeting was opened with a prayer, there after councillor JQ Radebe-Khumalo welcomed councillors, Officials and Community and declared the meeting opened.</p>	<ol style="list-style-type: none"> <li>1. Establishment of Extension 5 on the available land of the municipality next to Stadium;</li> <li>2. Land next to cemeteries be bought for residential site</li> <li>3. Formation Co-operatives to create job opportunities;</li> <li>4. Building of new Community Hall Paving ring road at Ext.1;</li> <li>5. Avail site for Churches;</li> <li>6. Avail site for Primary school;</li> <li>7. Erect a cross bridge at R39</li> <li>8. Expand water treatment works to combat water shortage</li> <li>9. Expand waste water treatment plant to combat sewer spillages.</li> <li>10. Request for RDP houses and establishment of new township Fencing (palisade) of cemeteries to prevent vandalism of tombstones by stray animals;</li> <li>11. Temporary dustbin at informal settlement;</li> <li>12. Eskom to have its own office within Morgenzon for the community to easily access them for complaints and other matters</li> <li>13. 24-hour Clinic with full time Doctor</li> <li>14. Erecting toilets at cemeteries</li> <li>15. Completion of multi-purpose stadium as it was left unfinished at phase 1</li> <li>16. Storm water drainage at Town and location;</li> <li>17. Measurement of site size – most families are fighting amongst themselves as they accuse one another of stealing each other’s pieces of land.</li> <li>18. Major maintenance of Nqobangolwazi School as it possesses danger to learners and teachers;</li> <li>19. Public works houses and site be made available to members of community as most of them are vandalised and not used;</li> <li>20. Government departments are forces to permanently use the Thusong centre at least five days a week.</li> <li>21. Continuous maintenance of high-mast light to prevent criminal activities at night.</li> <li>22. Her RDP house was built in a wet place, she request to be moved</li> </ol>
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**2016/2017 IDP  
CONSULTATIONS  
DATE: 17 NOVEMBER  
2016  
VENUE: EXTENSION  
HAL  
WARD: 15  
TIME: 17H15**

The meeting was opened with a prayer, there after councillor M Mahlangu welcomed councillors, Officials and Community and declared the meeting opened.

The community requested that all the project that were not achieved be completed with the following additions:

1. Job creation for the youth be available
2. Abed to have level 5
3. Sfiso-Sethu Primary to have the Scholar patrollers
4. High mast light be installed
5. Grazing land be made available for ward 15
6. Communard dust bin be made available at Sifiso-Sethu
7. Pot holes be fix
8. Roads must be gravelled
9. Building of Library at Extension hall
- 10.**Sport facilities be made available
- 11.**Paving at Vodacom Street
- 12.**Building of a youth Centre with library
- 13.**Incorrect billing systems for rates and taxes accounts
- 14.**Paving of the main road from Judy's place up to the end.
- 15.**Leakages of water meters
16. Sport Facilities (Soccer-field)

## 4.2. Ward Priorities

The municipality is incomplete without the views, aspirations and inputs from the communities it serves hence it is also important that at this stage of the strategy community priorities, in terms of the wards they reside in, are also considered. This will assist in ensuring that the municipality produces outputs that are in line with the community needs and wants. The following is therefore a tabular presentation of what the community thinks should be delivered and is categorized in terms of the national key performance areas in order to ensure that their wishes take the form and shape that makes them useful in the compilation of the strategy.

<b>Ward priorities</b>			
	<b>Focus area</b>	<b>Project /activity</b>	<b>Area</b>
	Water and sanitation	Sanitation maintenance	Ward 1 Sebilwane street Ward 4 Ward 11 Ward 12 Ward 12 VIP toilets maintenance in rural areas Ward 14 waste water treatment plant
		Water leaks	Ward 2 (through ward cooperatives) Ward 5 Ward 12 Ward 15 water meter leakages
		Water provision	Ward 2 Ward 5 Mandela camp and crossroads Ward 7 Ward 9 water tankers Ward 12 borehole Ward 14 expansion of the water treatment plant
		Sanitation provision	Ward 3 Ward 5 Mandela camp Ward 9
	Electricity	Sub-station provision and upgrade	Ward 1 Sphingo Ward 2 Tsotetsi and Sivunjathe street. Ward 13 Early-bird farm
		High mast light provision	Ward 4 Ward 8 Ward 9 Ward 12 ext.1 Ward 13 kwa Ben and Tonker Farm Ward 14

			Ward 15
		High mast maintenance	Ward 1 All areas Ward 7 Azalea Ward 12 Ext. 1
		Electricity provision	Ward 2 Ward 3 Ward 5 Mandela camp and crossroads Ward 9
		Street lights provision	Ward 3 Shivovo and Park Town Ward 11
		Street lights maintenance	Ward 8 Ward 11
	Roads	Graveling	Ward 1 Sphingo and all other roads Ward 3 all streets Ward 4 Stan-west Ward 7 ext.7 Ward 5 Slovo and Mandela camp Ward 9 rural area Ward 11 Ward 13 Ward 15
		Road maintenance	Ward 8 potholes Ward 15 potholes
		Paving	Ward 1 Schools entrances and exits Ward 2 Moleme, Mollo, Mngomezulu, Lindilanga, primary school street and corner of Totetsi and Sivunjathe street. Ward 3 street paving Ward 5 Phalama section, Mfuphi and Selepe Street Ward 6 ext 1 ring road, schools and churches roads. Ward 7 ext. 7 Ward 7 all main roads Ward 11 all roads Ward 12 Ext. 1 roads Ward 14 Ring road Ext 1 Ward 15 Vodacom street Ward 15 Judy's place
		Storm water drainage	Ward 1 Mchashi, Sgegede and Basil read Ward 3 Shivovo, Hlongwane drive and Mahala park Ward 4 Azalea and Kosmos street Ward 6 Killarney

			Ward 11 Ward 12 Thuthukani ext.1 Ward 14 in town
		Provision of sidewalks	Ward 4 Ward 6 Palmer, Mncube and Hlongwane street
		Provision of speed humps	Ward 11 main roads
		Provision of bridges	Ward 14 cross bridge for R39
	Housing	Provision of low cost houses	Ward 3 Ward 4 Ward 5 Crossroads Ward 9 rural area Ward 11 Ward 12 Ward 12 Phezukwentaba Ward 13 Transnet houses allocation to local communities Ward 14 Ward 14 public works houses allocated to local people
		Settlement formalisation	Ward 5 Mandela camp and Phalama Ward 11
	Waste management	Waste collection	Ward 14 temporary dustbin Ward 15 communal dustbin
		Waste management project	Ward 6
	Municipality services	Access to the municipality	Ward 13 municipal satellite office
	Contract management	Improved contract management for project completion	Ward 4 Ward 6 Ward 8 Ward 9 Ward 12 Thuthukani ext.1 housing project Ward 14 multi-purpose stadium completion
	Billing	Incorrect billing system	Ward 15
	Economic development	Establishment of cooperatives	Ward 2 to deal with water leaks Ward 5 to deal water leaks Ward 14



		Job creation	Ward 2 Ward 5 Ward 9 Bokoro bricks project Ward 11 shopping centre Ward 12 Ward 12 LED projects Ward 15
		Tourism infrastructure provision	Ward 3 Resort at Serato land reform
	Social Development	Poor clinic services	Ward 2
		Recreation facilities provision	Ward 2 swimming pool Ward 3 Ward 8 sports facilities Ward 9 sports field Ward 15 sports facilities
		Recreation facilities maintenance	Ward 8 Parks and swimming pool maintenance Ward 8 security fence for the playgrounds
		Social service infrastructure provision	Ward 7 Youth centre Ward 9 mobile clinics Ward 9 permanent clinic Ward 11 youth development centre Ward 11 Secondary school Ward 12 graveyard at Thuthukani Ward 12 clinic Ward 13 Mobile clinic Ward 13 creche Ward 14 community hall Ward 14 clinic Ward 15 library Ward 15 Youth centre
		Social services infrastructure maintenance	Ward 3 Stan-west Hall and Azalea Hall Ward 3 Mahala park sports ground upgrade Ward 6 Fencing of the Madi school Ward 14 fencing for cemeteries Ward 14 ablution facilities at the cemeteries Ward 14 Ngobangolwazi School renovations
		Provision of educational support	Ward 5 bursaries Ward 15 ABET up to level 5 provision Ward 15 scholar patrols for Sfiso sethu primary school
			Social security

			Ward 12 police station
	Land Use	Provision of grazing fields	Ward 2 Ward 6 Ward 7 Ward 9 Ward 11 Ward 15
		Land sale regulation	Ward 3 Ward 12
		Combat land invasion	Ward 7
		Land use management	Ward 7 a site for the school Ward 12 Agri-village Ward 13 stands for Early-bird people Ward 14 sites for churches Ward 14 site for a primary school
		Provision of title deeds	Ward 12 ext. 1
		Township establishment	Ward 14 Extension 5 establishment
		Site regulations	Ward 14 site size confirmations

### **4.3. Priority issues facing Lekwa Municipality**

1. Inadequate roads.
2. Lack of safe and reliable water supply.
3. Lack of/inadequate employment opportunities (correlate with poverty driver information of the CS).
4. Inadequate housing.
5. Lack of reliable electricity supply.
6. Important information for decision making purposes on especially municipal level and for especially IDP & LED purposes.
7. Lack of/inadequate technical capacity and skills.
8. Sewer spillages in almost all wards of Lekwa.
9. Heavy sewer flowing from residential areas into the Vaal River eventually.
10. Standerton Waste Water Treatment Works, infrastructure challenges - refurbishment and upgrading of critical importance.
11. Some pumps not functional due to vandalism.
12. Importance of the planning and implementation of the overhaul infrastructure planning, designing and restoration of Lekwa.

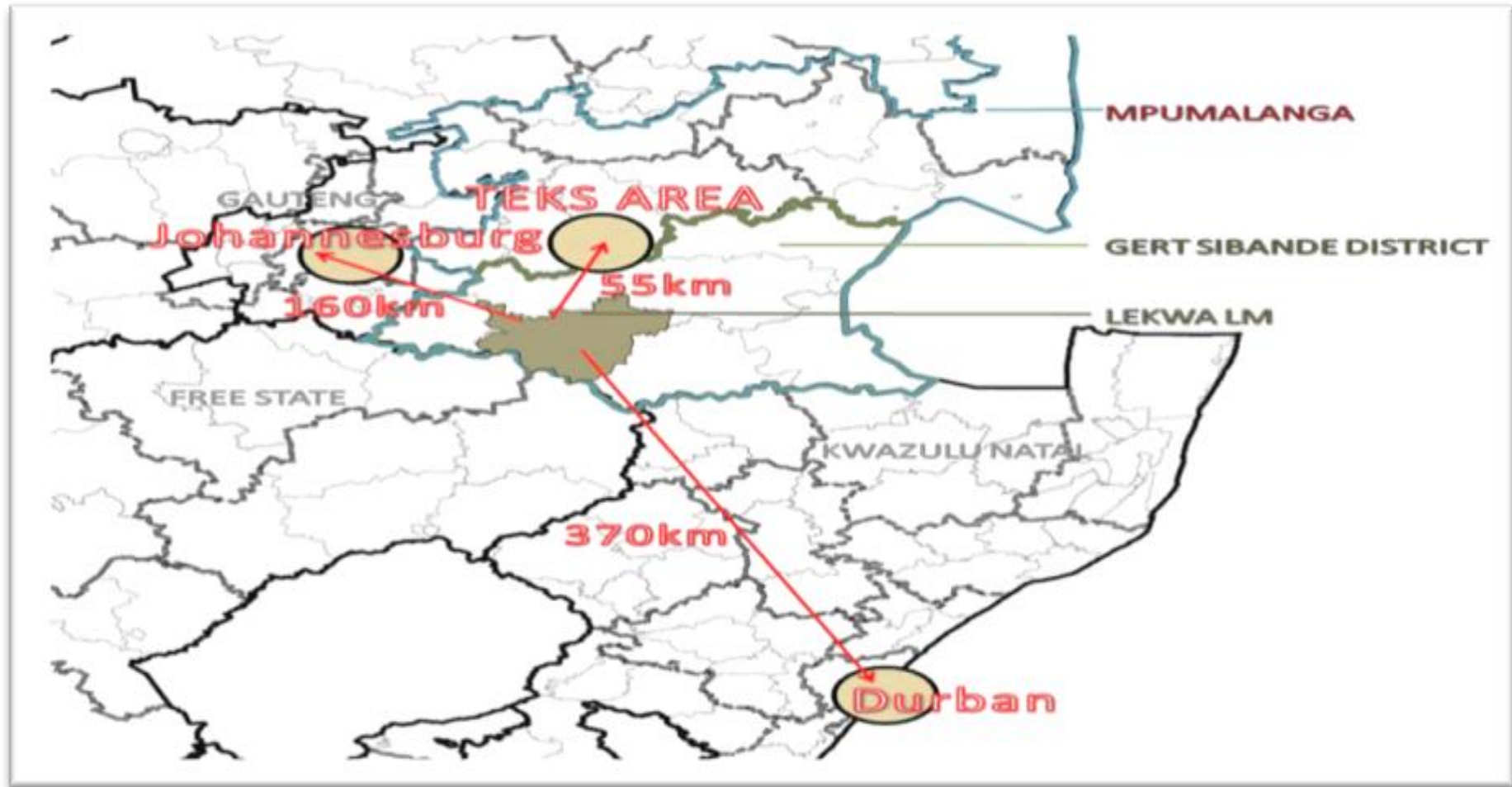
## 5. SPATIAL RATIONALE

The study area included the entire Lekwa Municipal Area (LMA). LMA is located in Mpumalanga Province on the border of the Free State province. It forms part of the Gert Sibande District Municipality (GSDM). The Lekwa Municipal Area is 4 586km<sup>2</sup> in extent and is mostly rural in character. Standerton is the most important urban settlement in the municipality.



#### Figure 4: LOCALITY

Lekwa Local Municipality is located in the Gert Sibande District Municipality, which is one of three District municipalities in Mpumalanga Province. It is in the south of Mpumalanga on the Free State border and is indirectly connected to Gauteng and Durban via the N3. It is located to the south of the TEKS area (Trichardt, Evander, Kinross, Secunda), which is the economic hub in the region.



Lekwa LM is one of seven Local Municipalities that make up the Gert Sibande District. It is located in the south-west of the Gert Sibande District and is bordered by Pixley ka Seme and Msukaligwa LM on the east, Dipaliseng LM to the west and Govan Mbeki LM in the north. In the south the municipality shares a boundary with Phumelela LM in the northern part of the Free State Province.

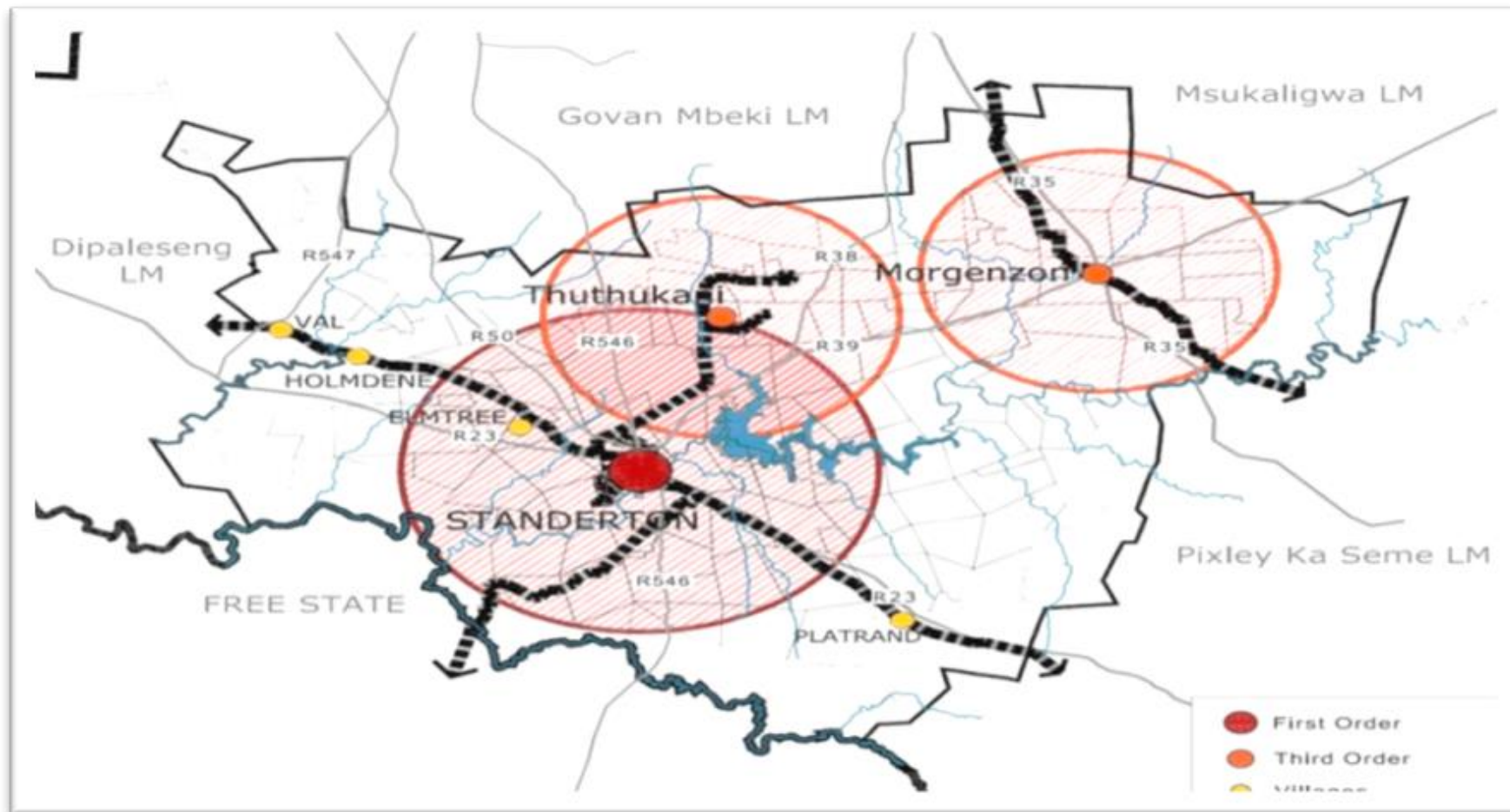
Lekwa LM covers an area of 4 586km<sup>2</sup> (14% of the total area of the District Municipal Area) and accommodates approximately 115 611 people (10% of the total population) which makes it one of the smaller Local Municipalities in the district. According to the Gert Sibande Spatial Development Framework, 2009, Standerton is one of four first order service centres within the district, together with Secunda, Ermelo and Piet Retief. These towns have the largest populations of all towns in the District, and also offer the widest spectrum of activities and services, including business, retail, industrial uses, social services and residential uses. The municipal area consists mostly of agriculture, and urban settlements make up only a small portion of the total municipal area, but play a critical role in the provision of services as it contains the bulk of trade, finance, construction, transport, manufacturing and community sectors making up 53% of total GVA and 79% of total employment.

A hierarchy of settlements is needed in order to ensure efficient and equitable access to services and opportunities as well as economies of scale. The Gert Sibande SDF identified Standerton as a first order node and Morgenzon and Thuthukani as third order nodes. No second order nodes were identified. Standerton is centrally located within the LLM and being the main urban settlement dominates industrial and manufacturing activities within the local municipal area. In terms of business activities, Standerton makes the largest contribution to both private sector services and retail activities, and public services and administration activities. It is also the focus of most of the main roads as well as the railway network, thus reinforcing its importance.

Morgenzon is located approximately 42km east of Standerton. This is historically a local service centre that provides in the basic needs of the surrounding commercial farms. It is located at the junction of the R35 and R39. Thuthukani is located approximately 16km north-east of Standerton. It developed essentially as a workers' village for the Tutuka Power Station which is situated about 3km east of the village. There are several small hamlets / villages distributed through the area. Most consist of single facilities or uses. The most important are Holmdene, Platrand, Elmtree and Val, which are located in the vicinity of the R23.

The LLM thus has a dysfunctional and incomplete settlement hierarchy because of the lack of second order nodes and the large areas that are outside of the catchment of any node. Furthermore, Thuthukani as a settlement is completely reliant on the Tutuka Power Station and does not have a Natural growth potential

Figure 5: HIERACHY OF SETTLEMENT



The population density for the entire LLM is 26people/km<sup>2</sup>. The population density for the rural areas is markedly lower at 9people/km<sup>2</sup> and varies from 7people/km<sup>2</sup> for Ward 13, to 9people/km<sup>2</sup> for Ward 12 and 13people/km<sup>2</sup> for Ward 9. The density is thus the highest in the western portions and lowest in the eastern and southern portions of the LLM.<sup>1</sup>

It does not identify any second order nodes for LLM and only two third order nodes: Morgenzon and Thuthukani. The highest concentration of service centres is located around Secunda, in Govan Mbeki LM to the north of Lekwa LM. This area is commonly known as the TEKS area (Trichardt, Evander, Kinross, and Secunda) and dominates the industrial / manufacturing activities in the district. In contrast, there is only one first order centre within the Lekwa LM (Standerton), no second order service centres and only two third order service centres (Morgenzon and Thuthukani).

The district is traversed by three national roads:

- ❖ **The N17/N2 Corridor** which is effectively the link between the Gauteng Province and the TEKS industrial node. To the north it links up with Swaziland and to the south it links to the KwaZulu Natal coast.
- ❖ **The N11 National Corridor** which is the main road link between the Limpopo Province through Mpumalanga and into KwaZulu-Natal.
- ❖ **The N3 Highway** which links Gauteng with the Durban area passes through the western edge of Gert Sibande District municipality.

## **5.1. REVIEWED SPATIAL DEVELOPMENT FRAMEWORK**

The new framework seeks to guide the overall spatial distribution of current and desirable land uses within a municipality. This guides the goals, vision and objectives of the municipal IDP. The Aim: To promote sustainable functional and integrated human settlements, maximise resource efficiency and enhance the regional identity and unique character of a place.

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**What does SPLUMA require for Spatial Development Frameworks?**

<b>Who?</b>	<b>When?</b>	<b>Where?</b>	<b>Implementation?</b>
<ul style="list-style-type: none"> <li>❖ <b>Population growth estimates.</b></li> <li>❖ <b>Demand for housing units.</b></li> <li>❖ <b>Estimates of economic activity and employment trends.</b></li> <li>❖ <b>Environmental pressures and opportunities</b></li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>Spatial representation of a 5-year spatial development pattern.</b></li> <li>❖ <b>10 to 20 years desired spatial growth pattern.</b></li> <li>❖ <b>current and future significant structuring and restructuring elements</b></li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>Spatial form – nodes, corridors, spines etc.</b></li> <li>❖ <b>provide location requirements of engineering infrastructure</b></li> <li>❖ <b>capital expenditure framework, depicted spatially</b></li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>Sectoral requirements, including budgets and resources for implementation</b></li> <li>❖ <b>Institutional arrangements</b></li> <li>❖ <b>Implementation targets, including dates and monitoring indicators</b></li> </ul>

**5.2. LEGISLATIVE & POLICY CONTEXT**

In developing a municipal spatial development framework, the Spatial Planning and Land Use Management Act, 2013, (Act No. 16 of 2013), requires a new holistic approach to the redevelopment and alignment with municipal sector plans and further impetus on the direct influence that an SDF will have on the development of municipal land use schemes. Section 21 of SPLUMA identifies the contents of a municipal SDF, thus requiring that the amendment of municipal SDFs must adhere to the development guidelines of the Act. The Lekwa Local Municipality developed its SDF in 2010. This was before the enactment of SPLUMA which sets the standard for the development of SDFs and contents contained herein. The municipality’s SDF was informed by the following legislation and policies:

## Biophysical Environment



Figure 6: Land Cover

## HYDROLOGY

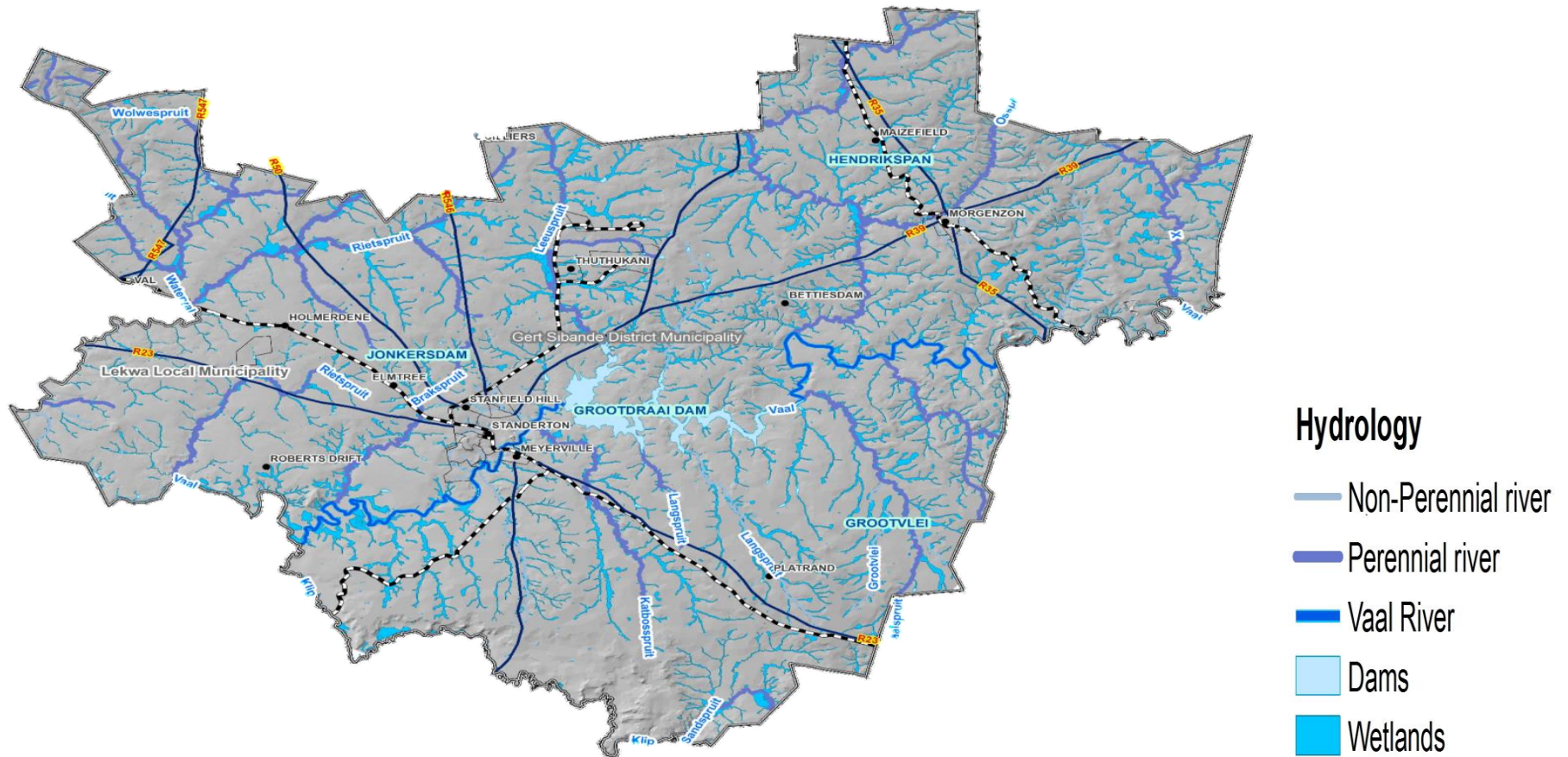


Figure 7: HYDROLOGY

## AGRICULTURAL POTENTIAL



## AGRICULTURAL POTENTIAL

- ❖ Area of **Moderate potential** for Agriculture:
- ❖ In the area of Grootdraai Dam towards the North
- ❖ Area of **High Potential** for Agriculture:
- ❖ Northern west corner of Lekwa LM

Figure 8: AGRICULTURAL POTENTIAL

# GEO-TYPE

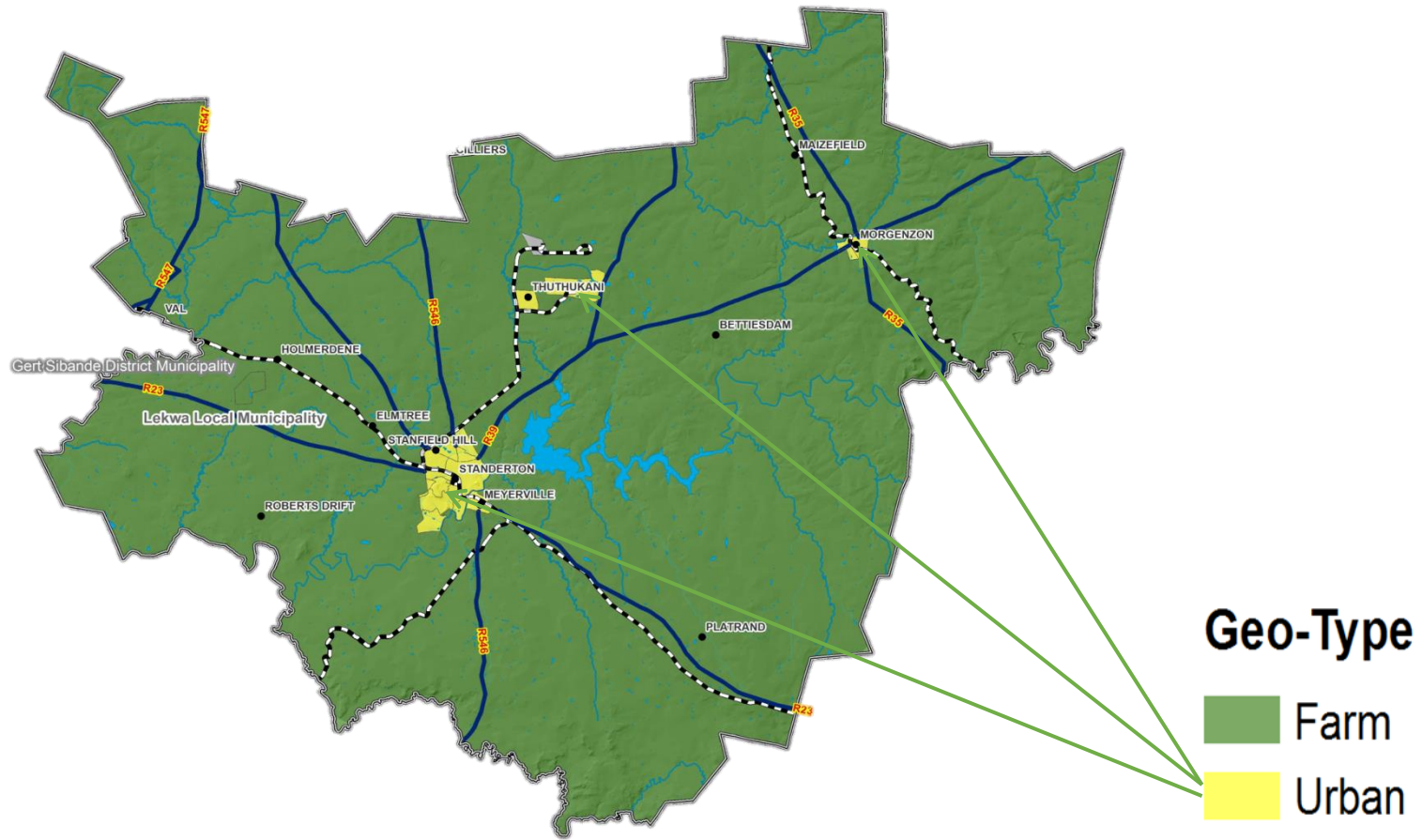


Figure 9: GEO-TYPE

## SOCIO-ECONOMIC CONSIDERATIONS

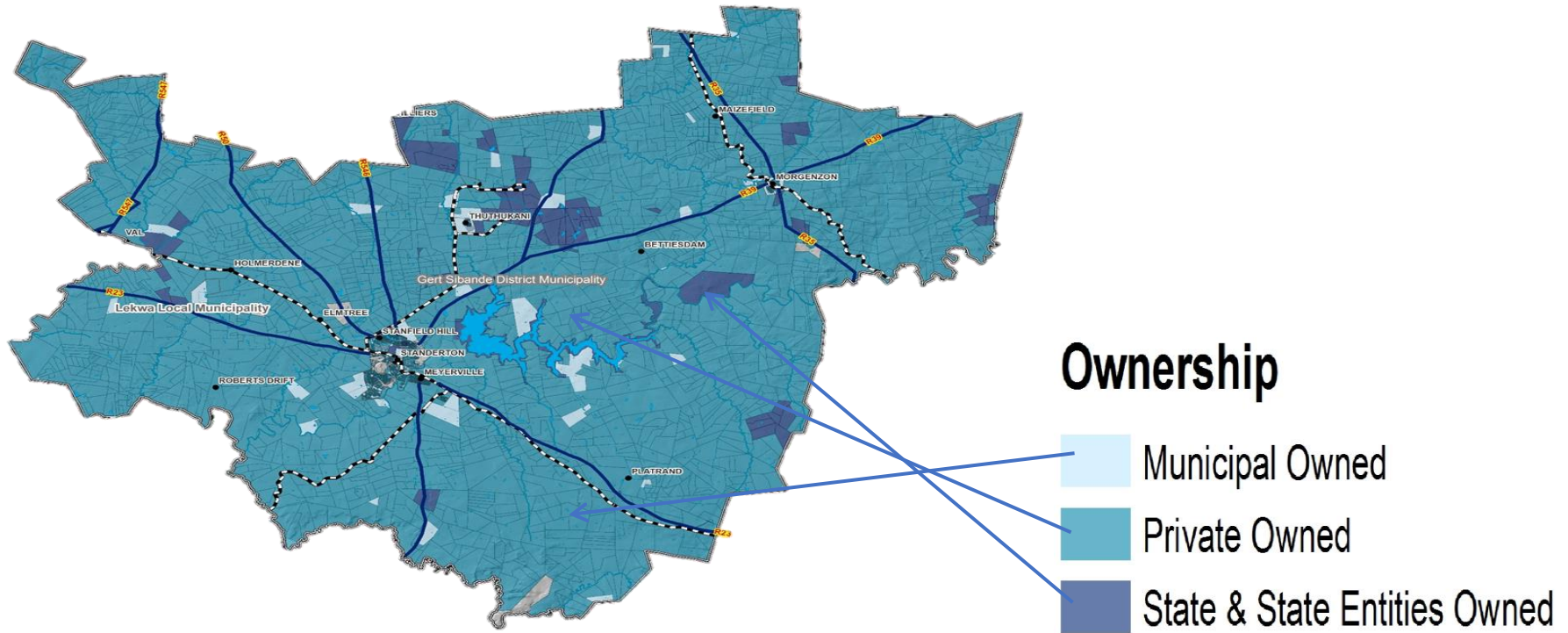


Figure 10: OWNERSHIP

# Population Density

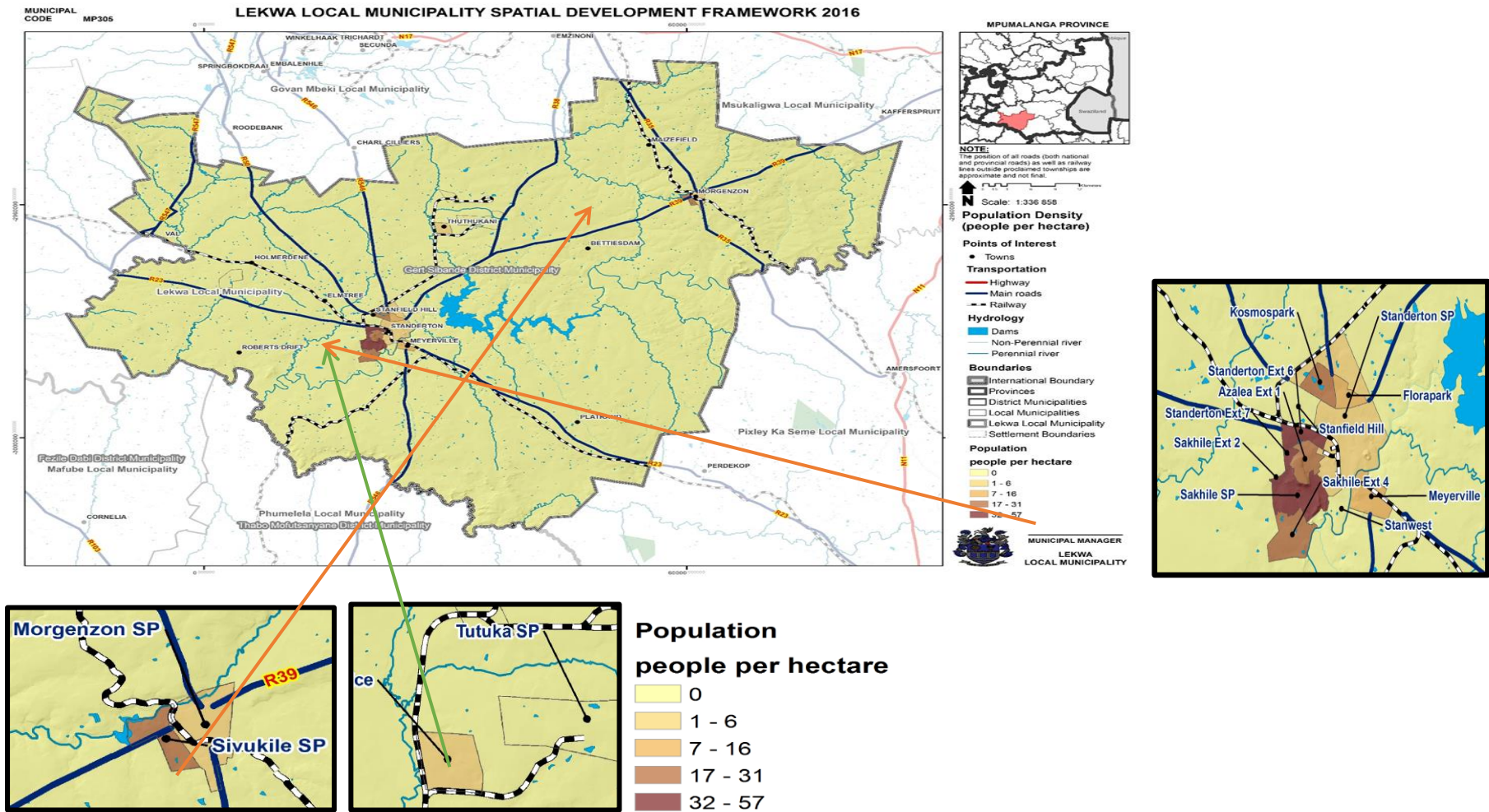


Figure 11: POPULATION DENSITY

## Dwelling Types

Dwelling Type	% of Total Dwellings
<b>House or brick/concrete block structure on a separate stand or yard or on a farm</b>	<b>67.02%</b>
Flat or apartment in a block of flats	1.82%
Cluster house in complex	0.12%
Townhouse (semi-detached house in a complex)	0.72%
Semi-detached house	2.00%
House/flat/room in backyard	1.35%
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	0.61%
Traditional dwelling/hut/structure made of traditional materials	1.83%
Informal dwelling (shack, in backyard)	7.34%
<b>Informal dwelling (shack, not in backyard, e.g. in an informal/squatter settlement or on a farm)</b>	<b>16.50%</b>
Caravan/tent	0.05%
Other	0.62%
<b>Total</b>	<b>100.00%</b>

Figure 12: DWELLING TYPE



## THE NEW SDF PROPOSED DEVELOPMENT PROPOSALS IN TERMS OF PRINCIPLES

### Development Principle 1 Protection of environmentally sensitive areas and areas with high soil potential for agriculture

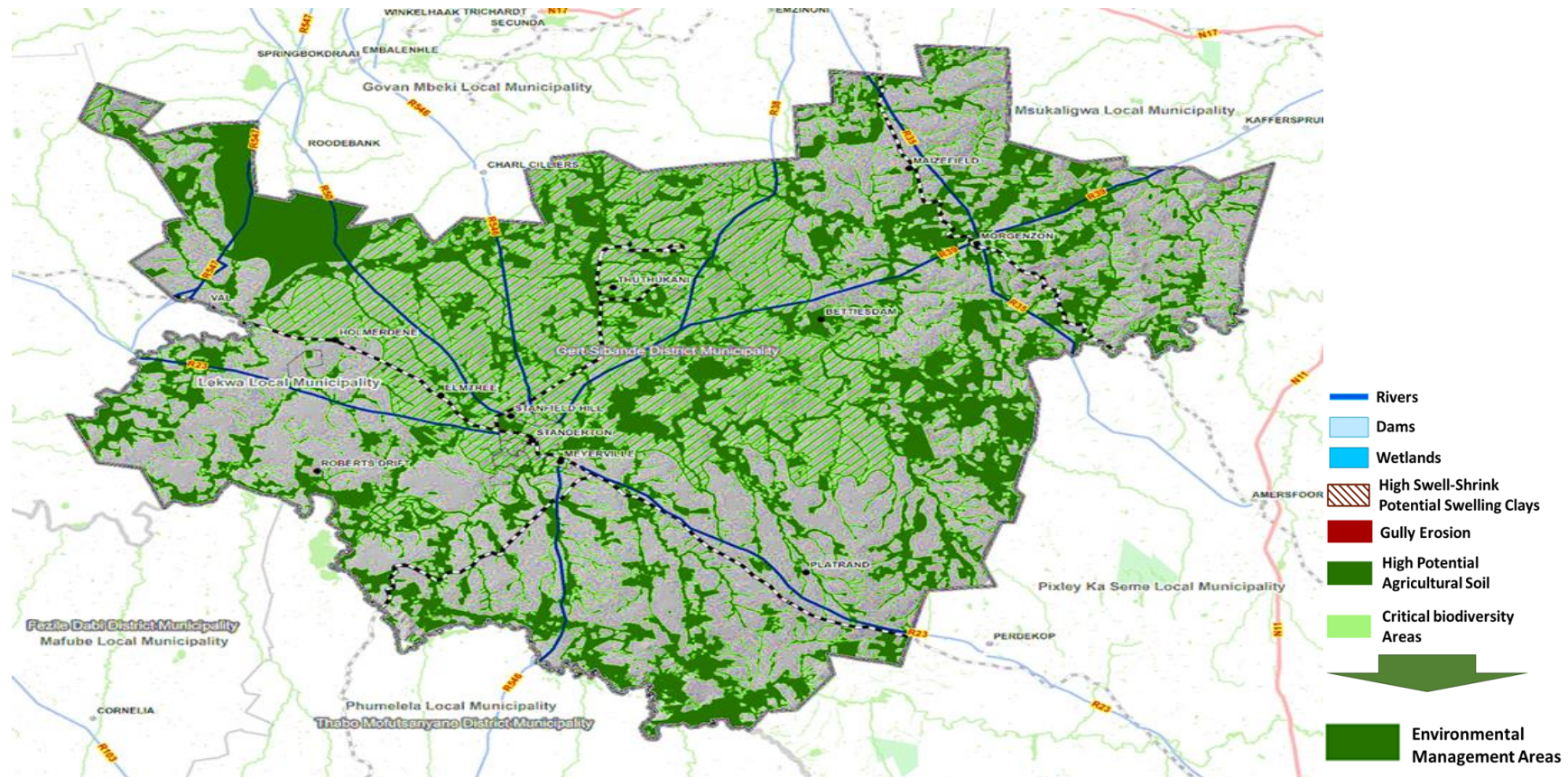
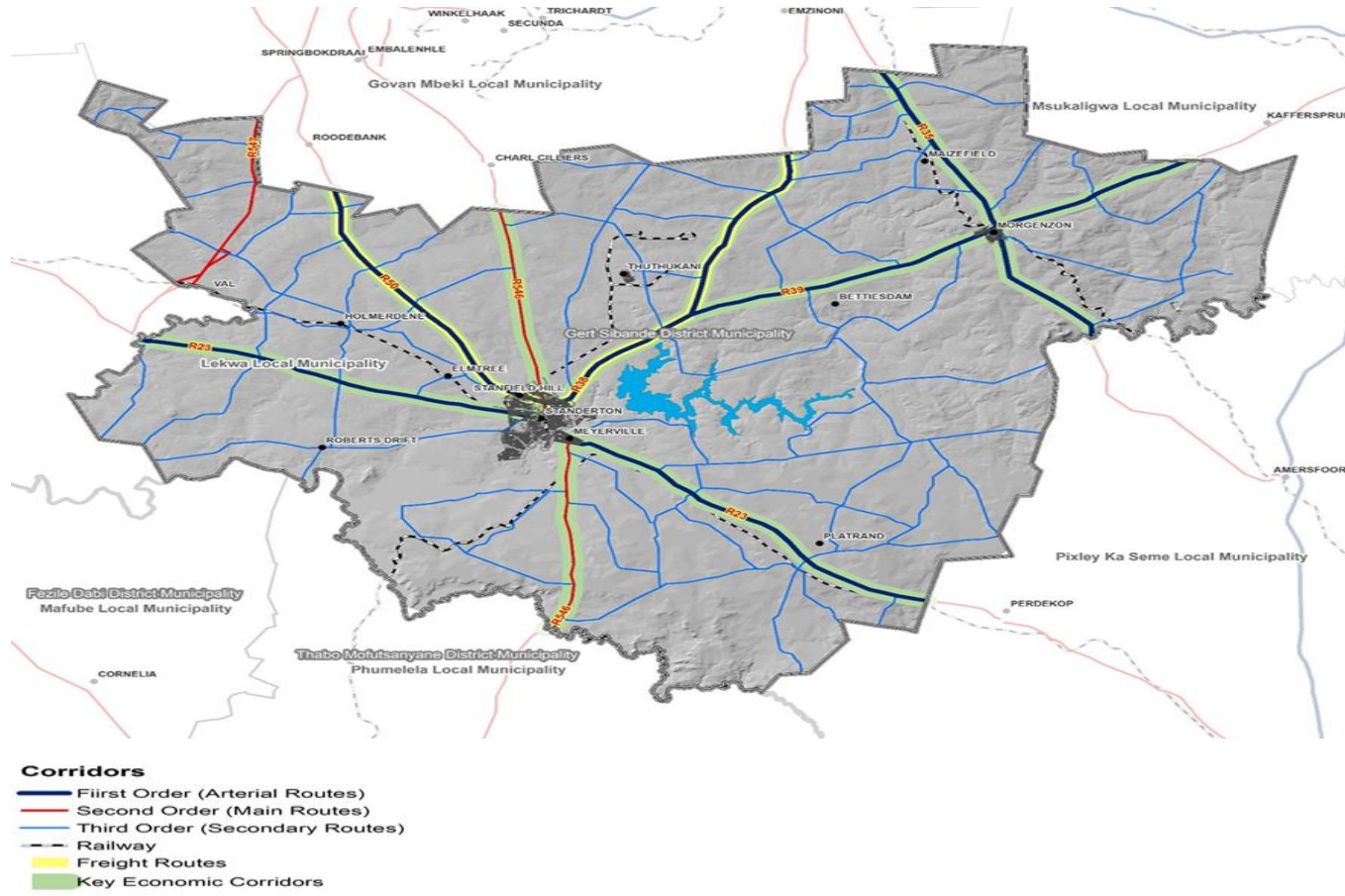


Figure 13: ENVIRONMENTAL SENSITIVE AREAS

**Development Principle 2: Establishment of an effective and integrated movement network**



**First Order Roads (Arterials)**

- R39 (Economic Corridor)**  
Upgrade of R39 (Standerton–Ermelo)  
Concluded
- R35 (Economic Corridor)**  
Good Condition
- R38 (Economic Corridor & Freight Route)**  
Good Condition
- R23 (Economic Corridor)**  
Upgrade of R23 (Standerton–JHB)  
Concluded
- R50 (Economic Corridor & Freight Route)**  
Poor to Very Poor Condition

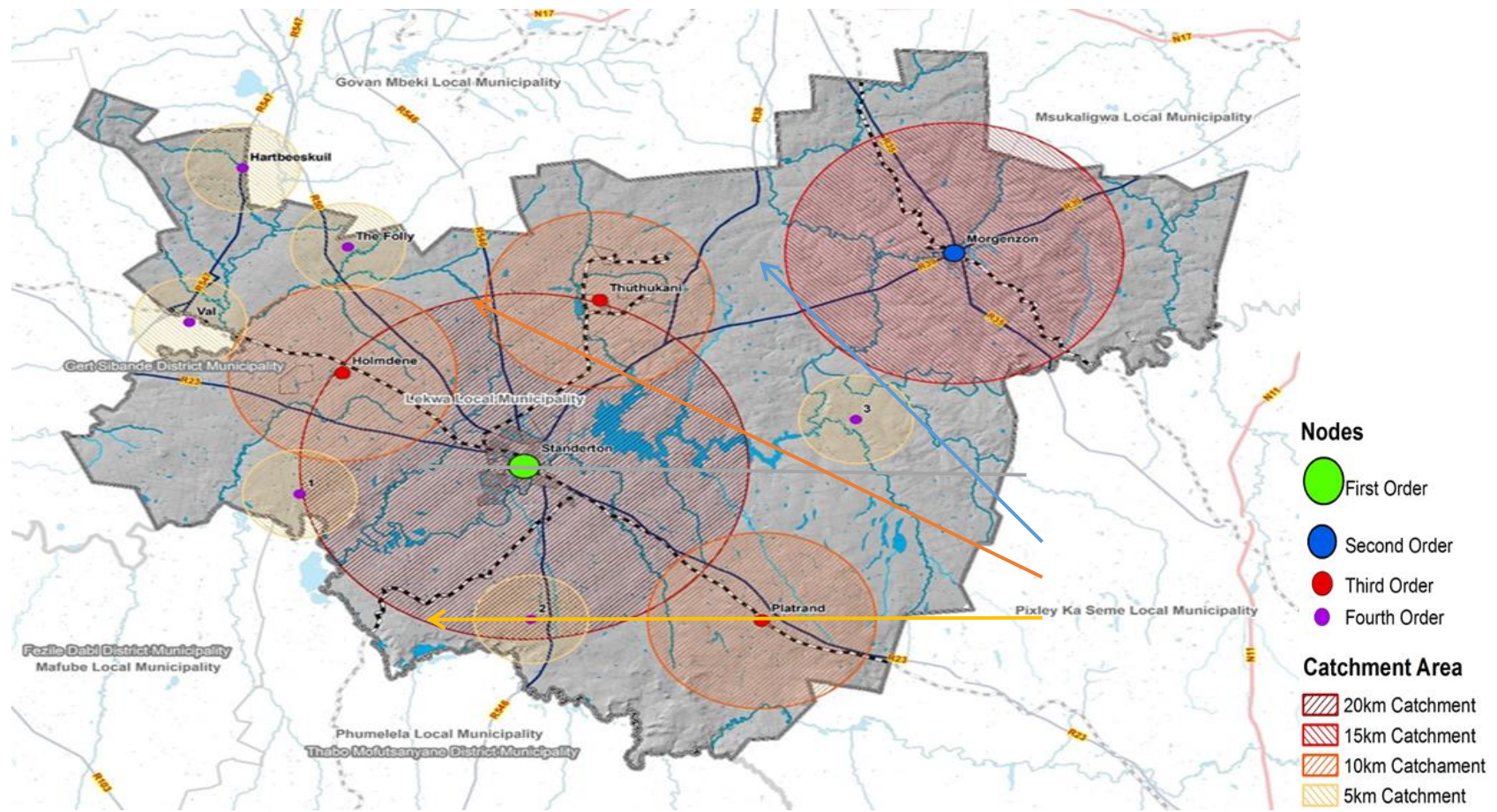
**Second Order Roads**

- R546 (Economic Corridor)**  
Poor to very poor condition  
(North of Standerton)
- R547 (Not an Economic Corridor)**  
Poor Condition (Entire road in  
Lekwa LM)

- Corridors**
- First Order (Arterial Routes)
  - Second Order (Main Routes)
  - Third Order (Secondary Routes)
  - - - Railway
  - Freight Routes
  - Key Economic Corridors

**Figure 14: MOVEMENT NETWORK**

**Development Principle 3: Establishment of a functional hierarchy of nodes.**



**Figure 15: HIERACHY OF NODES**

## Spatial Proposals: Farmer Production Support Units

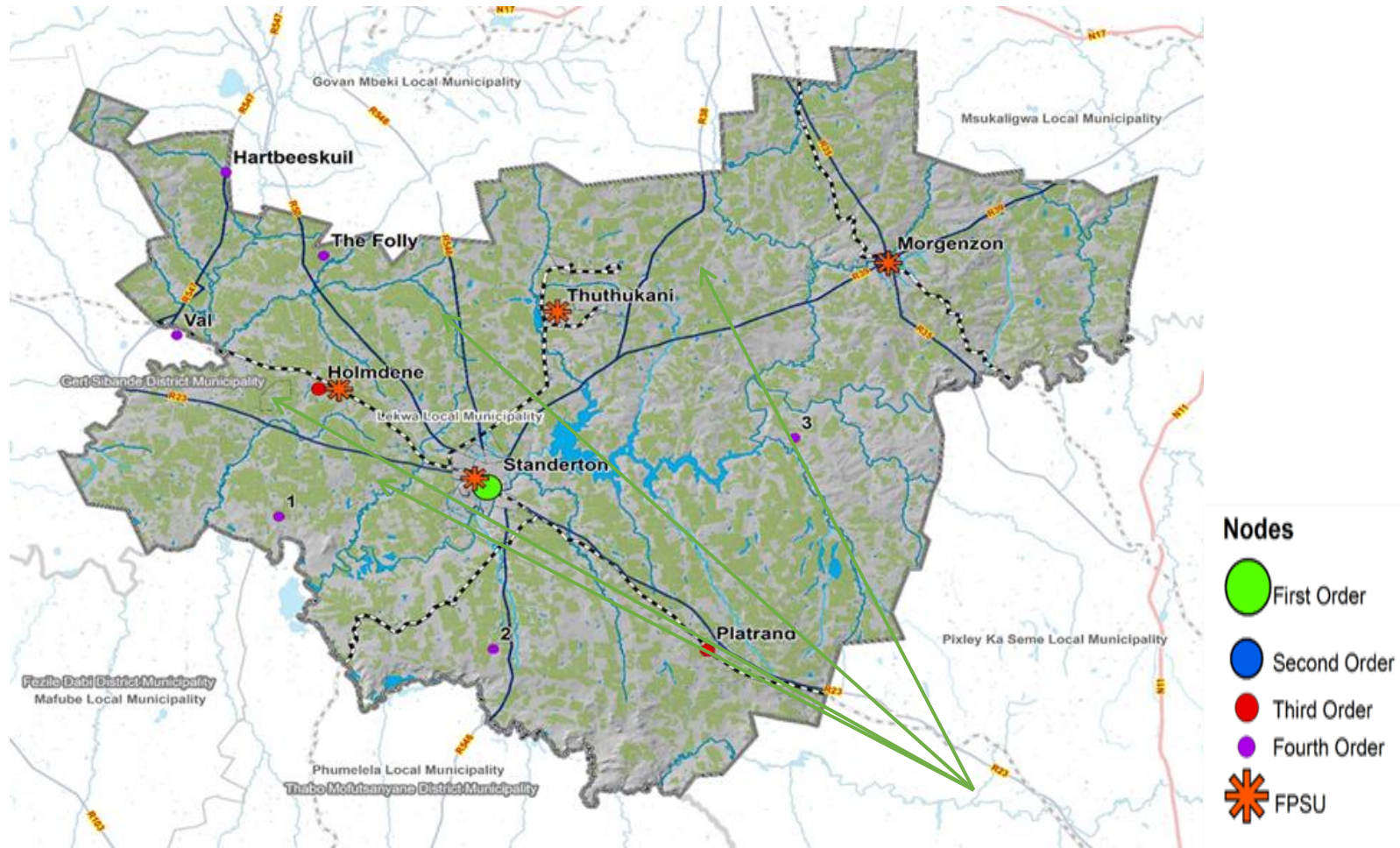
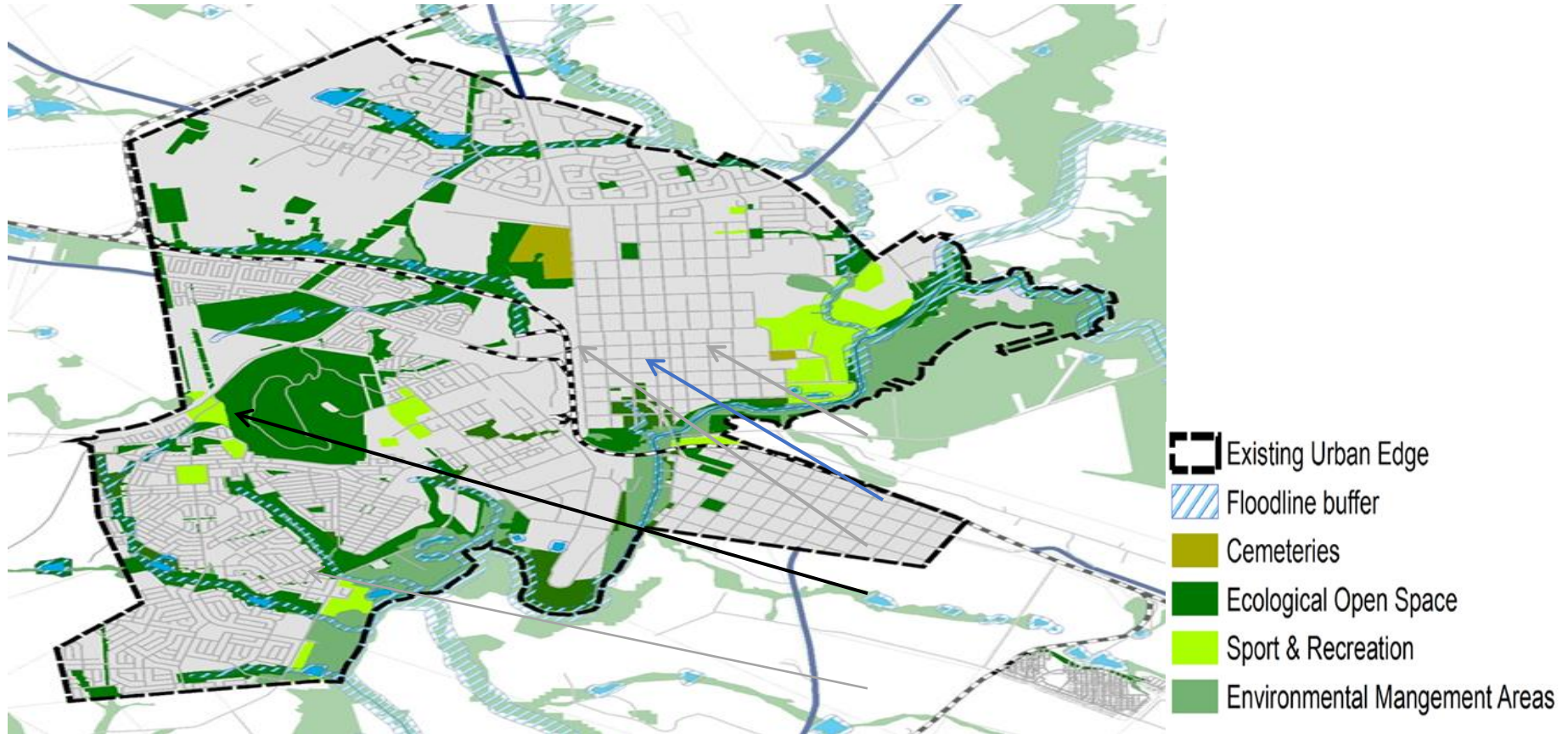


Figure 16: NODES

**Spatial Proposals: Micro: Development Principle 1: Protection of environmentally sensitive areas, areas with high soil potential for agriculture, ecological open spaces, parks and sports fields**



**Figure 17: agriculture, ecological open spaces, parks and sports fields**

Spatial Proposals: Micro: Development Principle 2: An effective and integrated movement network

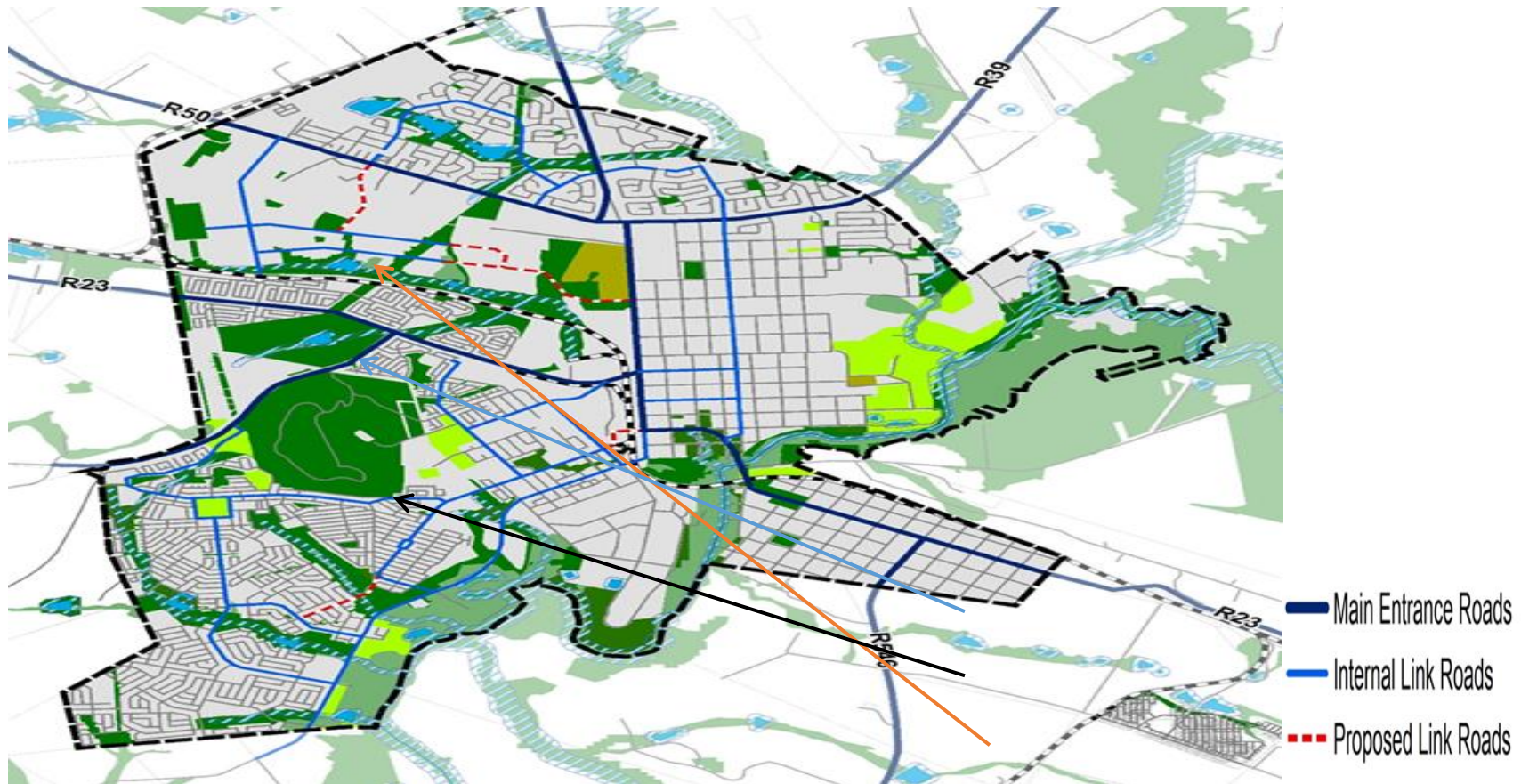
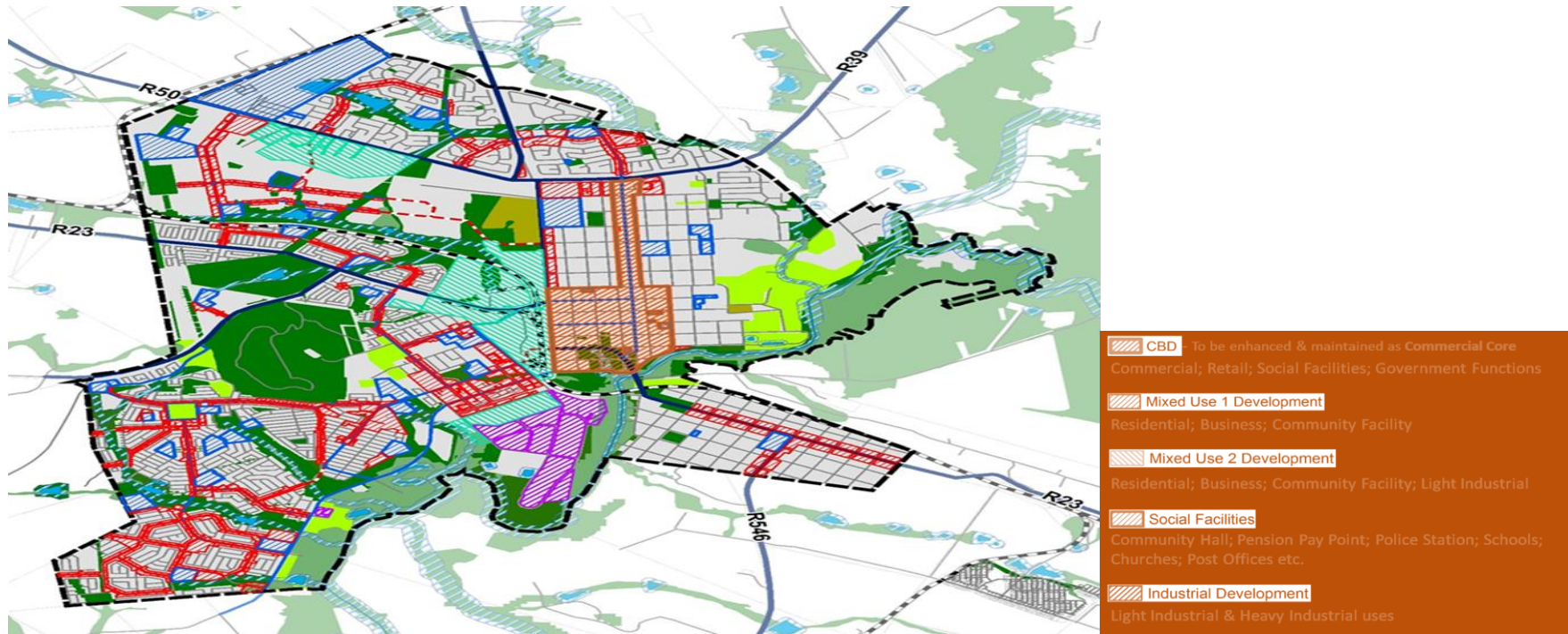


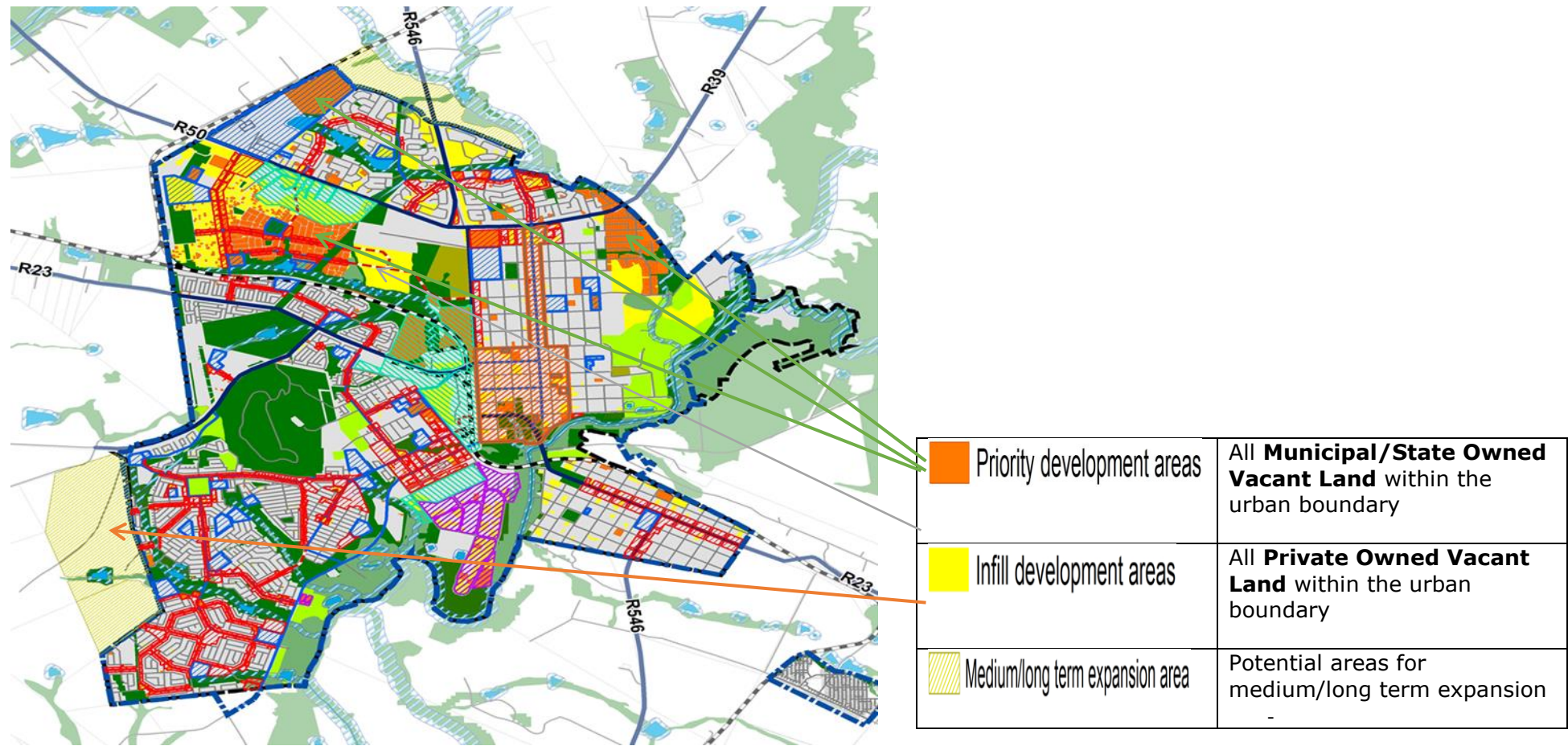
Figure 18: LINK ROADS

**Spatial Proposals: Micro: Development Principle 3: Establishment of functional areas for certain types of land uses within the study area**



**Figure 19: LANDUSES**

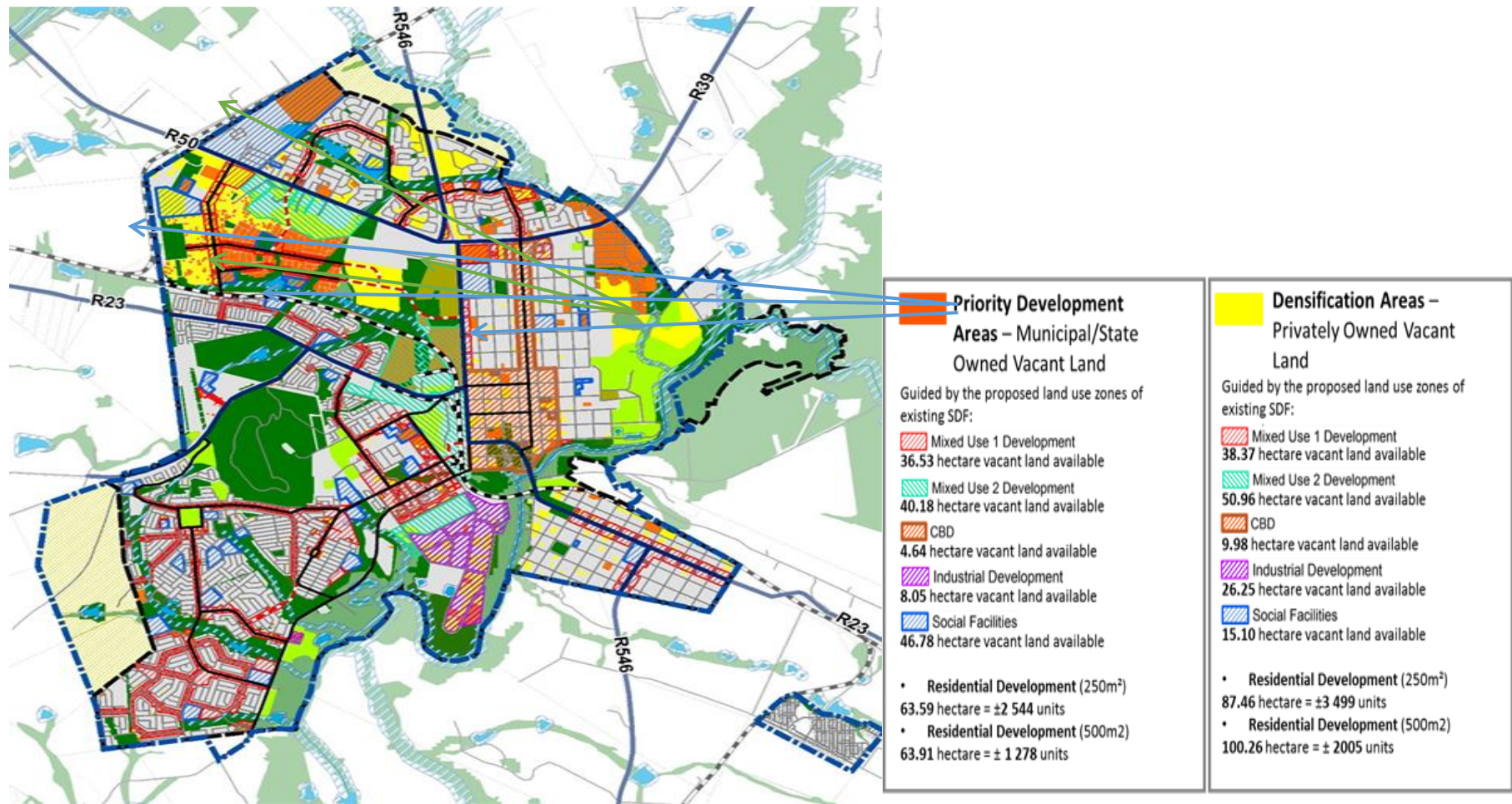
**Spatial Proposals: Micro: Development Principle 4: Identification of greatest potential development areas within the proposed urban boundary**



**Figure 20: DEVELOPMENT AREAS**

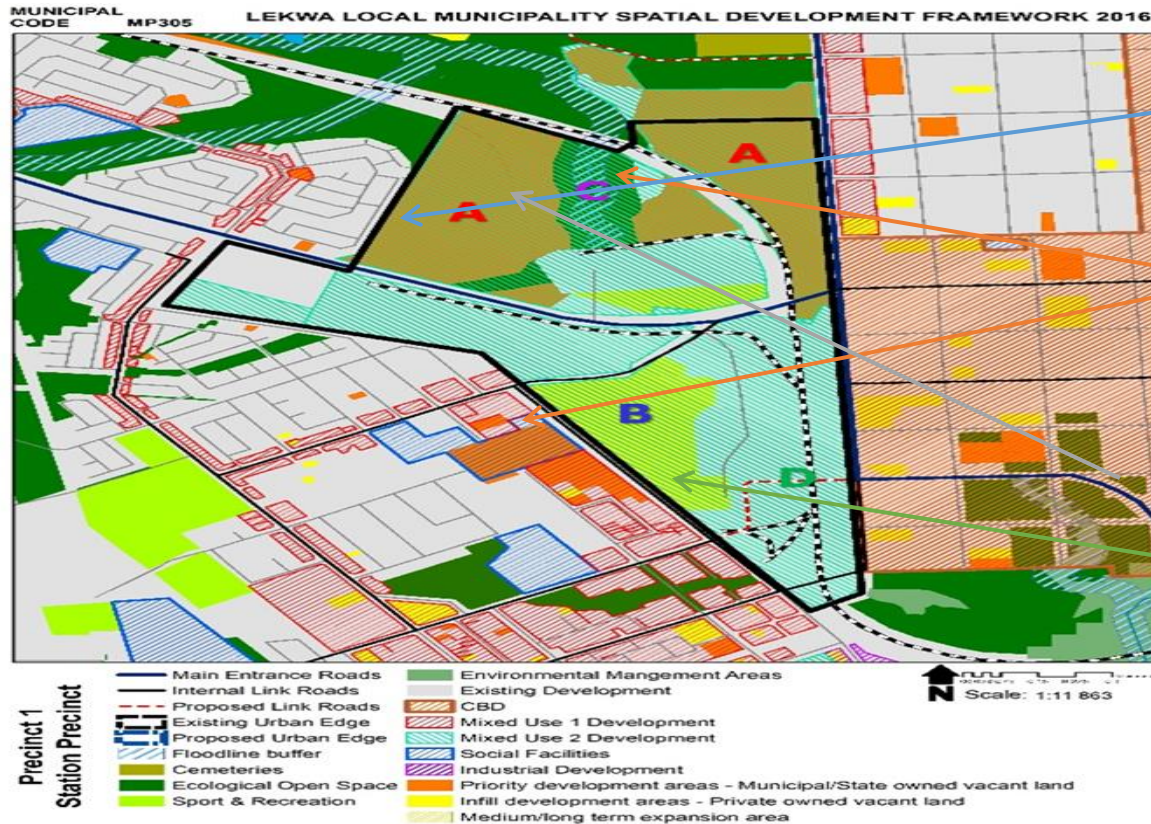


**Spatial Proposal: Standerton: Matching Functional Areas with Greatest Potential Development Areas**



**Figure 21: MATCHING AREAS WITH POTENTIAL**

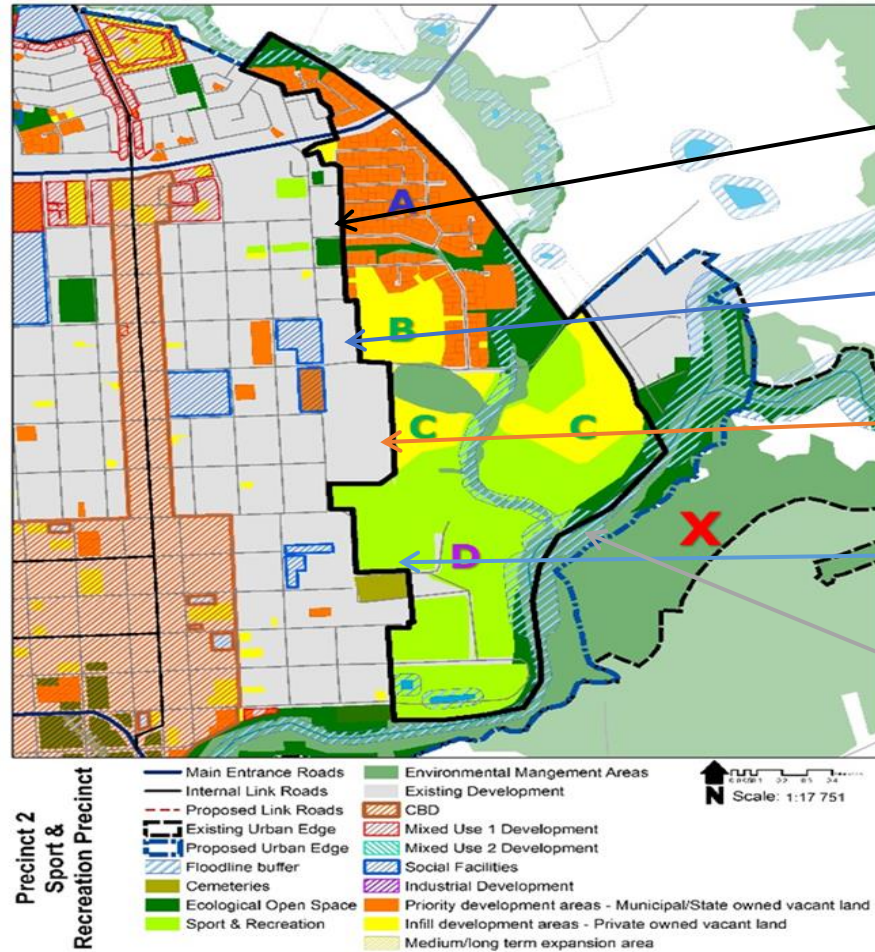
## Priority Precincts Standerton: Precinct 1: Station Precinct



The following revisions were made regarding the precinct:

- Areas marked **A** are both **municipal/State owned and vacant** which makes it first priority to develop. These areas are earmarked for **Mixed Use 2** development which includes the uses **residential, business, social facilities and light industrial**.
- The area marked **B** according to the existing precinct plan should be developed as medium to high density residential and mixed use. However the **area has slopes of up to 14.2%** and it is recommended that **medium to low density residential** uses should rather be implemented here.
- Area **C** should be **protected** and could be **enhanced** as a **public open space** to align with the existing precinct proposal.
- A **link road** is proposed at **D** to form the east west linkage between in Standerton. A pedestrian bridge can also be implemented at this point to accommodate pedestrians.
- The rest of the existing proposals area still applicable

Figure 22: STATION PRENCIPT

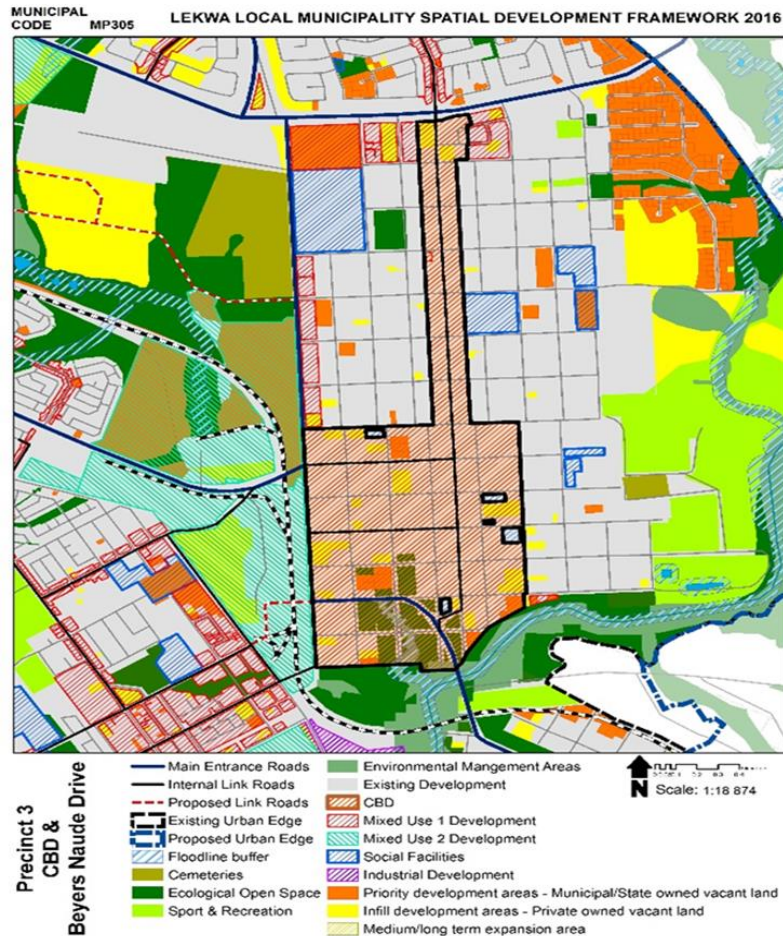


The following revisions were made regarding the precinct:

- The area marked **A** are both **Municipal/State owned and vacant** which makes it first priority to develop. In line with the existing proposal this area should be developed as a **medium density residential area**.
- The area marked **B** is **privately owned vacant land**. This area accounts for infill development and should also be developed as **medium density residential**.
- The area marked **C** (**privately owned vacant land**) should be developed as a low density **Golf Estate** in line with the existing proposal.
- The area marked **D** being the **golf course** as well as **ecological open space** along the Vaal River should be **protected**. This area should also be **enhanced by Mountain Bike and running trails** along the **Vaal River** in line with enhancing the area as a **sports and recreation precinct** and offering more recreation to the community of Standerton.
- At the area marked **X** some form of layout exists for development. The area is covered by **environmental sensitive areas** and the **development** of this area is totally

Figure 23: SPORT AND RECREATION PRENCIPT

## Precinct 3 : CBD & Beyer's Naude Drive



The following revisions were made regarding the precinct:

- In line with existing proposals prioritise the **enhancement** of the CBD as a **commercial core**, starting with developing **municipal/State owned land** and private owned vacant land (highlighted with **light blue** boundaries) within the **CBD** with **commercial, business and social facility** uses.
- Where possible **cluster** such facilities together in the form of a **Thusong Centre** within the CBD of Standerton.
- A **truck stop** is proposed on **Bf 1028** Standerton at **B** as opposed to the location previously identified.

Bf 1028 is situated at the entry points of the **R39** and **R50** into the CBD which are both identified as freight corridors in the municipality.

- The following is proposed for the truck stop:
  - ✓ Bf 1028 (**A**) to become a **node for truck transport** related activities which could include parking, repair workshops, tyre sales. Limited overnight facilities could also be included.
  - ✓ This is also an **initiative to keep heavy traffic from the town centre** to relieve traffic congestion problems.
  - ✓ The site can **host a bus stop for public transport towards the CBD and back** to and from the **taxi rank** within the CBD at **B** which need to be upgraded.

The rest of the existing proposals area still applicable

Figure 24: CBD & BEYERS NAUDE

## Precinct 4: CBD & Beyer's Naude Drive: Proposed Truck Stop: Erf 1028 Standerton



### Erf 1028 Standerton

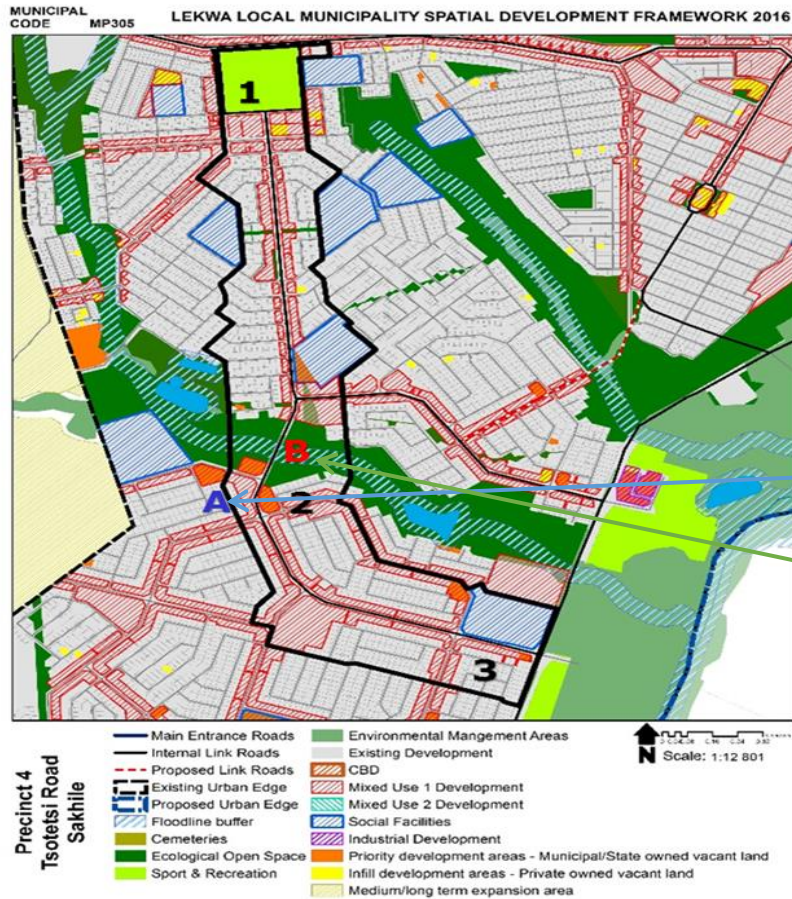
- Area: 23.83 hectare
- Municipal/State owned
- Vacant
- Proposed for Mixed Use 1 uses
- On intersection of R39 & R50 Freight Routes
- +- 2km from CBD Core

### Proposed used can include:

- Parking
- repair workshops
- tyre sales
- limited overnight facilities could also be included.
- Bus stop

Figure 25: CBD & BEYERS NAUDE

## Precinct 5: Tsotetsi Road, Sakhile

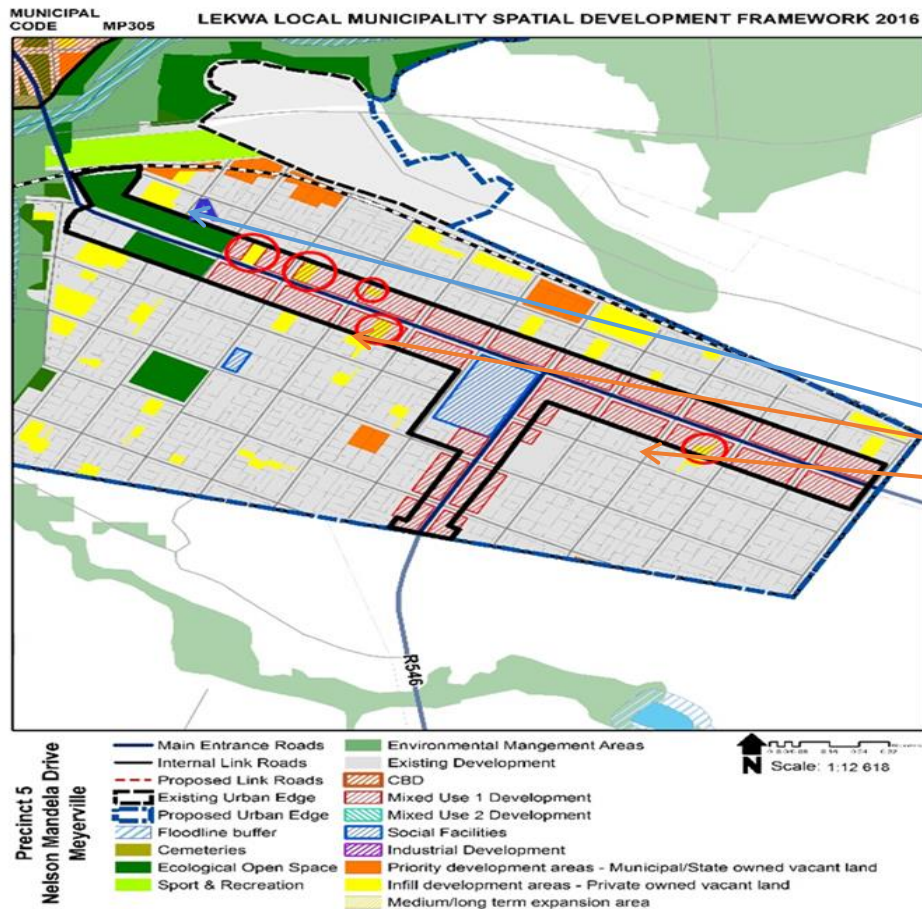


The following revisions were made regarding the precinct:

- Three **municipal/State owned vacant** even exist at **A** this falls within the **mixed use 1** functional area and should be **developed with social facility** uses to form a **small** second/third order **node**.
- When **A** is developed the **activity spine** on **Tsotetsi Road** will be focused on three nodal points (**1,2,3**) always keeping the other in line of sight.
- The **natural open space** at **B** should be **protected** as it forms part of the ecological corridor allowing ecosystem migration.
- The rest of the existing proposals are still applicable

Figure 26: TSOTETSI ROAD SAKHILE

## Precinct 6: Nelson Mandela Drive Meyerville



The following revisions were made regarding the precinct:

- Prioritise the **strengthening** of the **corridor/activity spine** starting with the **vacant private owned land** at areas marked with a **red circle**.
- **Enhance** the **public open spaces** at **A** to account as a visual **entrance towards the CBD of Standerton**.

The rest of the existing proposals are still applicable

Figure 27: NELSO MANDELA DRIVE

## Precinct 6: Sakhile Hostels





The following revisions were made regarding the precinct:

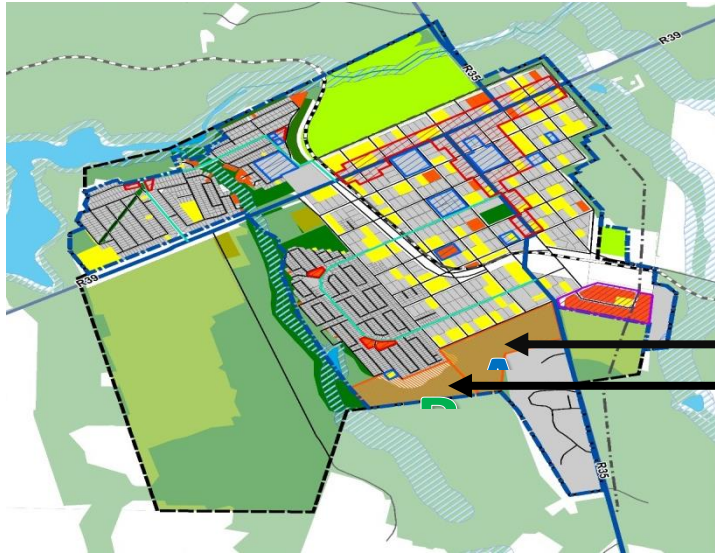
- Prioritise strengthening business and social facility land uses to grow the node starting with developing such land uses on private owned vacant land at **A** and Municipal/State owned vacant land at **B**.
- Investigate better utilisation of the space Sakhile Hostels are located on at **C** as large areas of land is currently unused.
- The rest of the existing proposals are still applicable

Figure 28: SAKHILE HOSTEL



## SPATIAL PROPOSAL MORGENZON

 Existing Urban Edge  
 Proposed Urban Edge




	<b>Medium/Long Term Expansion Areas (Discuss with DEA)</b>	<b>A - Residential Development (500m<sup>2</sup>)</b> 15.16 hectare = 303 units
		<b>B - Residential Development (250m<sup>2</sup>)</b> 10.52 hectare = 421 units

Figure 29: MORGENZON

# SPATIAL PROPOSAL THUTHUKANI



Figure 30: THUTHUKANI

### **5.3. PROPOSED INFORMAL SETTLEMENTS (RELOCATION AND IN-SITU UPGRADE)**

Informal settlements are often seen as something to be tolerated, and in a sense ignored, “until such time as they can be formalised”. The following points are some learning around informal settlements from various case studies.

#### **1) Recognise Informal Settlements**

- ❖ Upgrading projects
- ❖ Relocation projects
- ❖ Regularisation projects
- ❖ Programme linked settlements
- ❖ Settlements not linked to programmes or projects

#### **2) Regularise Informal Settlements**

- ❖ Capture some form of Cadastre (Blocks/stands etc.)
- ❖ Ensure inclusion in city administration Systems. In the case of Johannesburg each registered shelter with a physical address could be incorporated into the City’s billing system. Not necessarily to bill the occupants, but to issue them with a rates account that is proof of their existence as a City citizen with a recognised address.
- ❖ Improvement of infrastructure services
- ❖ Recording of occupants

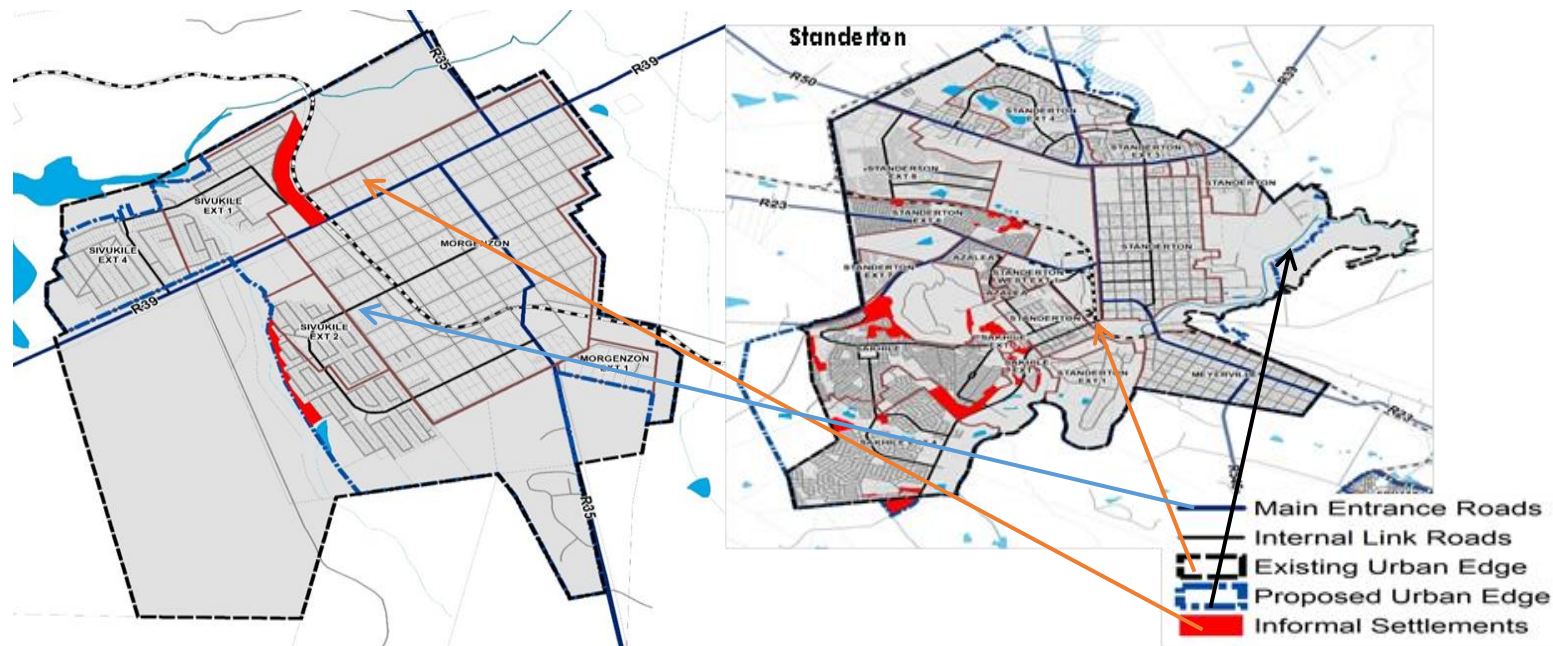
Within the town of Standerton and mainly around the areas of Sakhile and Extensions thereof, as well as in Morgenzon, informal settlements are threatening the natural open spaces of the towns. Statistics from 2011 Census data have shown that almost 16.5% of all dwellings within the municipality are informal settlements and an additional 7.34% consist of informal structures in the backyard of formal structures (Quantec Research (Pty) Ltd, 2013). The high percentage of informal dwellings normally indicate a housing backlog and although some of the housing backlog has been alleviated since 2011 informal settlements still poses as an issue to housing and a threat to the open space network within town.

The National Upgrading Support Programme (NUSP, 2016) prepared a participatory based planning support for informal settlement upgrading within Lekwa Local Municipality. The main aims of the NUSP were the improvement and in-situ upgrading of the identified informal settlements. In terms of the NUSP relocation must only be considered as a last resort and when it is unavoidable it must be based on minimal disruption to both the affected and the surrounding community.

The NUSP were used to inform the locations of all informal settlements within the municipality, furthermore the latest environmental data from the Mpumalanga Tourism and Parks Agency (MTPA, 2014) were used to inform the location of environmental sensitive areas including wetlands, critical biodiversity areas and flood lines etc. The principles followed for each informal settlement or camp were to support the in-situ upgrading of informal settlements, but to relocate those settlement dwellings that is threatened by its location near flood lines or those threatening the direct ecological network and within town as well as those located on public parks. The importance of relocating the

settlements located near flood lines were once again pointed out by the recent flash floods of 10 November 2016 in Johannesburg which flooded the settlement of Alexandra next to the Jukskei River ultimately destroying about 40 homes estimated by locals and claiming the life of a 3-year old girl (News24, 2016).

**Informal Settlements (Informed by the National Upgrading Support Programme [NUSP])**



**Figure 31: INFORMAL SETTLEMENTS**

**EXISTING INFORMAL SETTLEMENTS IN LEKWA**

**C-Camp Settlement (Sakhile Extension 4)**

The C-Camp Informal Settlement in Sakhile Extension 4 is located in an area where In-Situ upgrading can be utilised. Some dwellings are located within the environmental management area and should be accommodated on the site earmarked for in-situ upgrading.

**POSSIBLE IN-SITU OR RELOCATION**



**Enkanini - Rooikoppen Informal Settlement (Sakhile Extension 4) Proposal of Enkanini Camp:**

- Informal dwellings within environmental areas, parks, ecological open space and floodline to be relocated. – In line with Development Principle 1 of the SDF.
- Relocate to Standerton Ext 8 proposed development on municipal/state owned vacant stands.
- In-Situ upgrading should take place in those informal settlements not proposed to relocate.



Enkanini - Rooikoppen

### Mandela Camp (Sakhile)

Informal dwellings within environmental areas, parks, ecological open space and flood line to be **relocated**. – In line with **Development Principle 1** of the SDF.

As no land in the vicinity is available for relocation, it is proposed that the informal dwellings of the Mandela Camp be **relocated and accommodated** on the **vacant municipal/state owned** properties in **Standerton Extension 8**.



### Shivovo Camp (Sakhile Ext 1)

The Shivovo Camp Informal Settlement in Sakhile Extension 1 is located in an area where In-Situ upgrading can be utilised.

- The settlements located on public open space and threatening ecological open space should be relocated.
- A vacant erf with a general mixed use zoning is available east of the existing cemetery in Sakhile Ext 1. It should be investigated if the

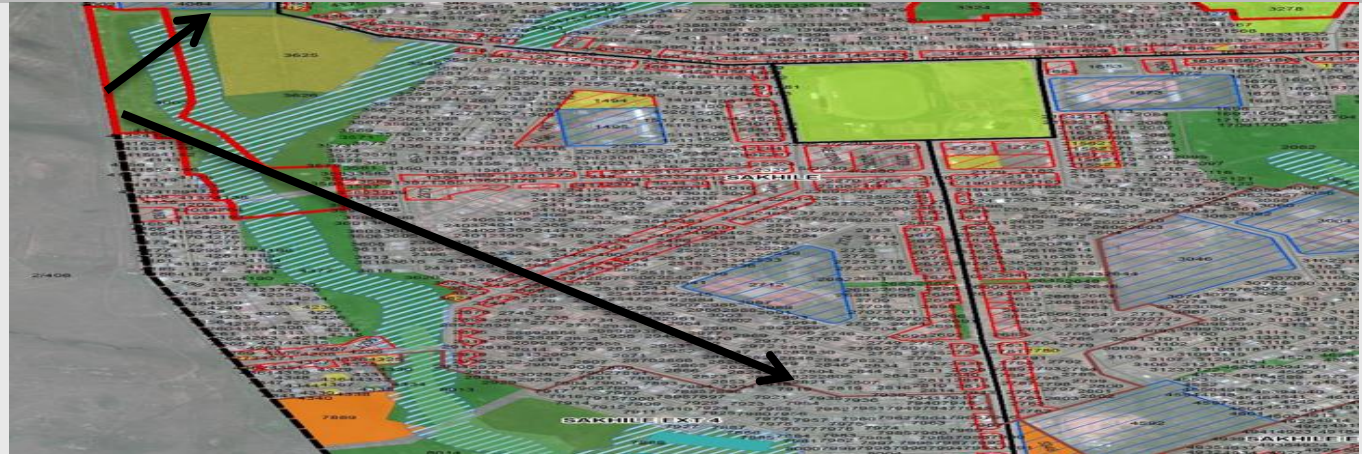


settlements to be relocated  
can be accommodated here.

### Sisulu Camp (Sakhile)

The whole of Sisulu Camp is situated within a flood line or an area prone to flood and should be priority to relocate. Relocate those who can be accommodated on nearby vacant municipal/state owned land. One of these properties is "zoned" for social facilities, but there is ample social facilities in the immediate area it is proposed that this property should accommodate some of these dwellings.

- Those who cannot be accommodated on the abovementioned properties should be accommodated for on vacant municipal/sate owned land in Standerton Extension 8.



### Slovo Camp (Sakhile & Sakhile Ext 4)

- Slovo Camp is situated within a flood line and is threatening ecological open space; the settlement should be priority to relocate.
- As no land in the vicinity is available for relocation, it is proposed that the informal dwellings of the Slovo Camp be relocated and accommodated on the vacant municipal/state owned properties in Standerton Extension 8.
- In-Situ upgrading should take place in the area of Slovo Camp not proposed to relocate.





### Stand 3995 & 3996 Standerton Extension 6

In the case of stand 3995 & 3996 the camp is situated on land that is suitable for development. The In-Situ upgrade is suitable for the site.



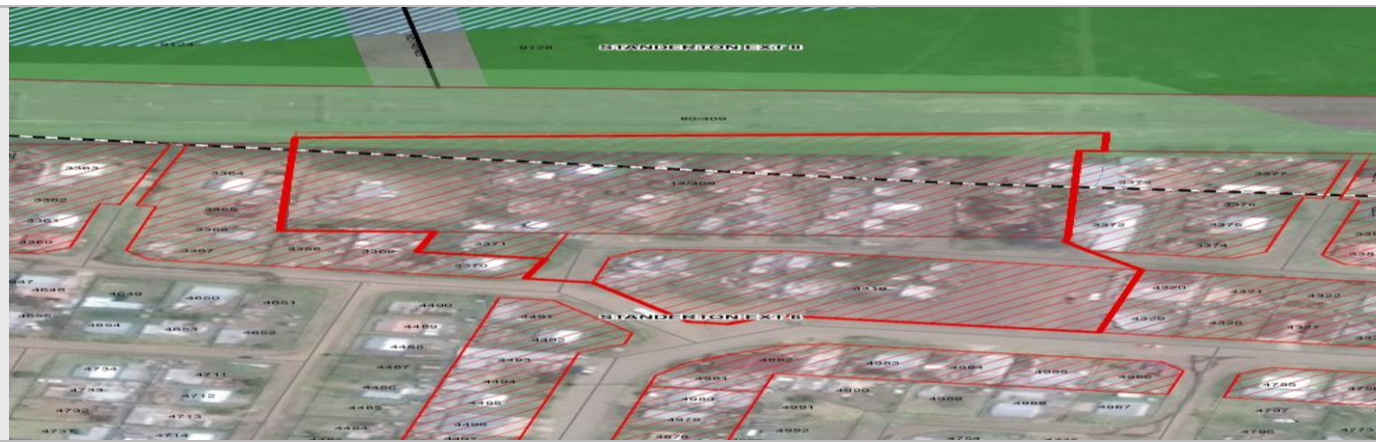
### Taxi Rank Camp (Azalea)

Two areas of informal settlements area applicable for in-situ upgrading. The existing +/- 5 informal settlements within the ecological open space area should be relocated to one of the municipal/State owned vacant land parcels in the vicinity.



### Taxi Rank Camp 2 (Standerton Extension 6)

The Taxi Rank 2 Camp is that is suitable for development. The In-Situ upgrade is suitable for the site.



### TLC Camp (Sakhile Extension 6)

The whole TLC Camp is situated within a flood line and is threatening ecological open space; the settlement should be priority to relocate.

As no land in the vicinity is appropriate for relocation, it is proposed that the informal dwellings of the Mandela Camp be **relocated and accommodated** on the **vacant municipal/state owned** properties in **Standerton Extension 8**.



### Welamlambo Camp (Sakhile Ext 4)

The Welamlambo Camp is that is suitable for development. The In-Situ upgrade is suitable for the site. Settlements sprawling to the flood line should be relocated on municipal/state owned land adjacent the site.



### Sivukile Camp (Morgenzon)

The settlements are located within ecological and environmental sensitive areas. These settlements should be relocated, firstly to available municipal/state owned vacant land and after which the vacant private owned land should be looked to.



### Informality

1. **Informal settlements** are often seen as something to be tolerated (ignored?) in the short term "until such a time as they can be formalised". The following are some of the learnings from various case studies.

### 2. Regularise Informal Settlements

- Capture some form of cadastre (blocks/stands etc.)
- Ensure inclusion into City Administration Systems (JHB): Each registered shelter with a physical address could be incorporated into the City's billing system. Not necessarily to bill the occupants but to issue them with a rates account that is proof of their existence as a City Citizen with a recognised address.
- Improvement of infrastructure services
- Recording of occupants

2. **Recognise Informal Settlements**

- 3. Upgrading projects
- 4. Relocation projects
- 5. Regularisation projects
- 6. Programme linked settlements
- 7. Settlements not linked to programmes or projects

. **Re-blocking of settlements**

- Re-blocking is a process based primarily on the spatial reconfiguration of shacks in informal settlements
- Shacks are rearranged and reconstructed to maximise open space in the settlement.
- Shacks are also often built on raised platforms and the settlements graded to prevent flooding.
- Re-blocking is considered an in-situ process due to its minimal disruption of resident's lives throughout the duration of the project.
- Re-blocking is only made possible by the commitment and collaboration of the community members and multi-stakeholder partnerships.

**Before re-blocking**



**After re-blocking**



#### 4. Zoning for informality

##### Single Residential Zone 2: Incremental Housing (SR2)

Purpose:

- The SR2 zone facilitates upgrading and incremental housing from an informal settlement to a formal settlement.
- SR2 may apply to individual land units or to blocks containing an informal settlement.
- In recognition of the realities of poor and marginalised communities, development rules are not very restrictive and local employment generation is encouraged within this zone.
- Once upgrading of an area has reached an appropriate stage, as determined by Council, it is contemplated that the area may be rezoned to SR1 or another appropriate zone.
- All properties zoned as Informal Residential Zone in former zoning schemes are converted to SR2 in this scheme.

#### 5.4. CAPITAL EXPENDITURE FRAMEWORK (CEF)

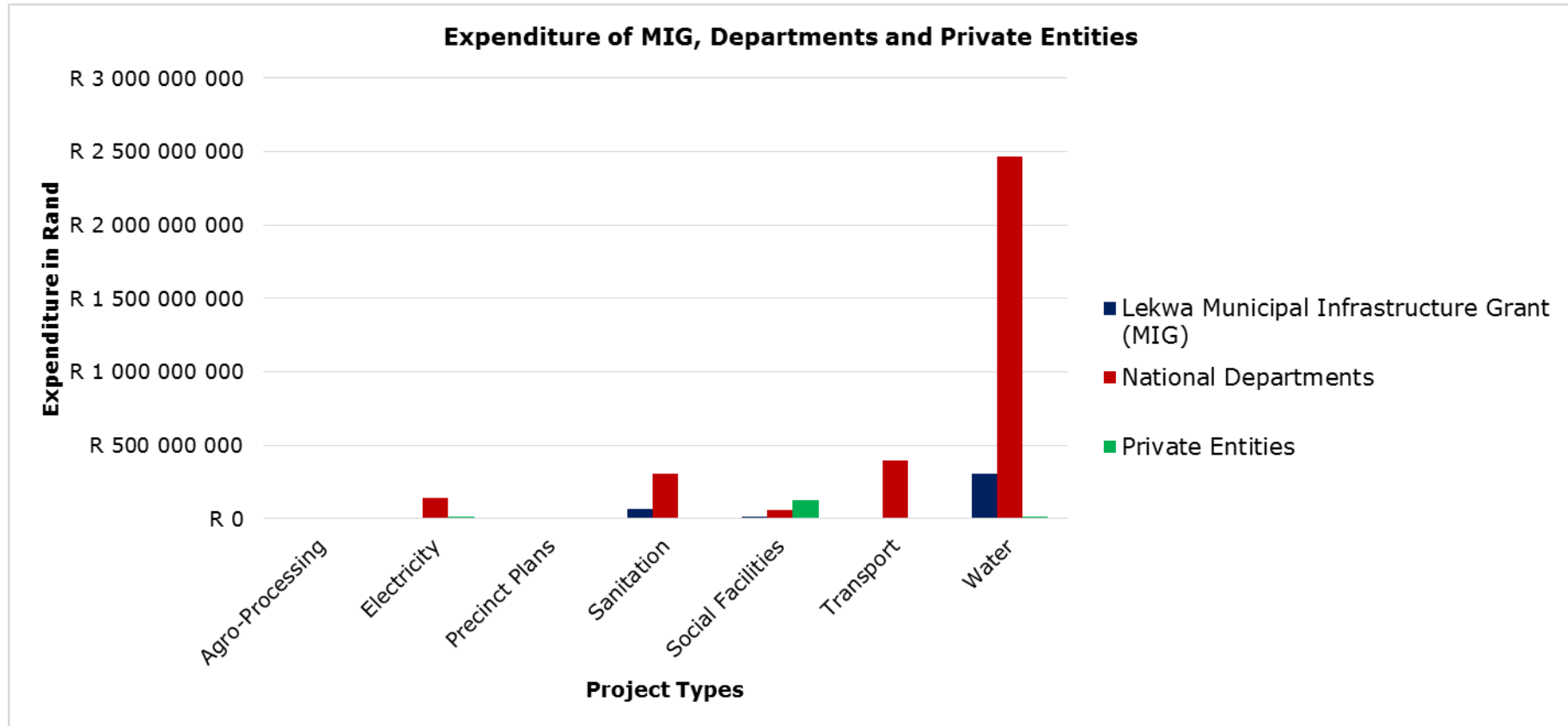
Section 21 (n) of the SPLUMA requires for the development of a Capital Expenditure Framework (CEF) as part of the SDF. The CEF is critical to prioritise capital projects for a limited municipal budget. Key objectives of the CEF are to:

- ❖ Contribute towards **eradication of backlogs** (Water, Sanitation, Electricity, Housing, Social Facilities)
- ❖ Prioritisation of projects to **spatial locations in need of intervention** (limited capital budget)
- ❖ Improvement of **existing infrastructure**
- ❖ Improved **service delivery** (Planned, managed and delivered in an objective structured manner)
- ❖ Direct future **public and private investment**

SPLUMA clause on CEP is as follows:

SPLUMA clause	Capital Expenditure Framework (CEF)
21 (d)	CEF must <b>identify key spatial priority areas</b> for capital spending.
21 (n)	The CEF must <b>support the spatial proposals</b> as set out in the <b>SDF</b> and <b>spatially depict the budgeting priorities</b> , requirement and programmes for the municipality.
21 (p)	The <b>CEF should</b> identify the required institutional arrangements (private, public and intergovernmental) and set out the specifics around future partnerships required to <b>ensure the implementation of the spatial proposals</b> .

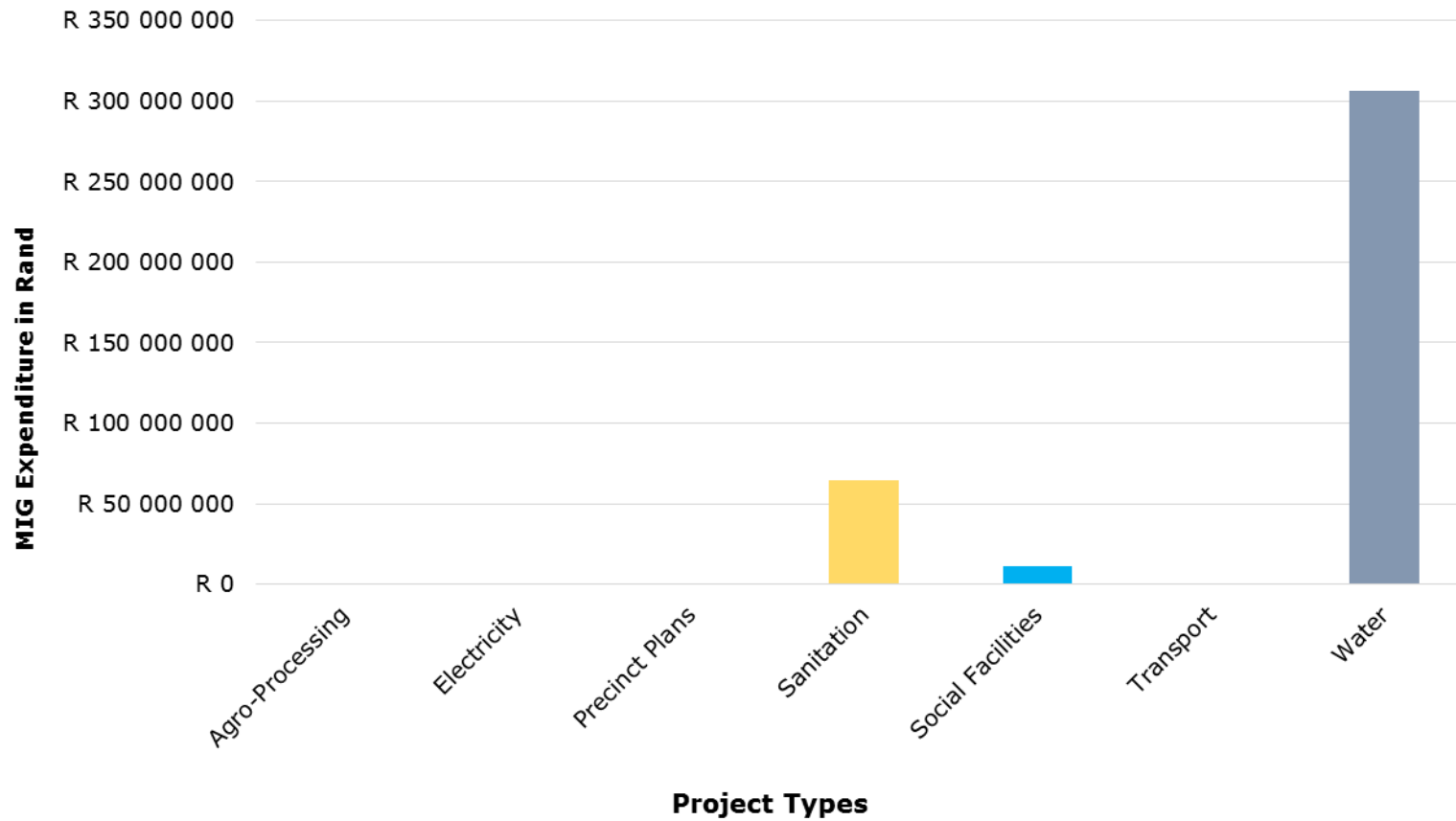
## Analysing current capital prioritisation within the municipality



**Figure 32: EXPENDITURE**

**PROJECT EXPENDITURES - MINICIPAL INFRASTRUCTURE GRANT (MIG) 2016-2019**

**Lekwa LM MIG 2016-2019**



**Figure 33: MIG EXPENDITURE**

# CAPITAL EXPENDITURE PER WARD

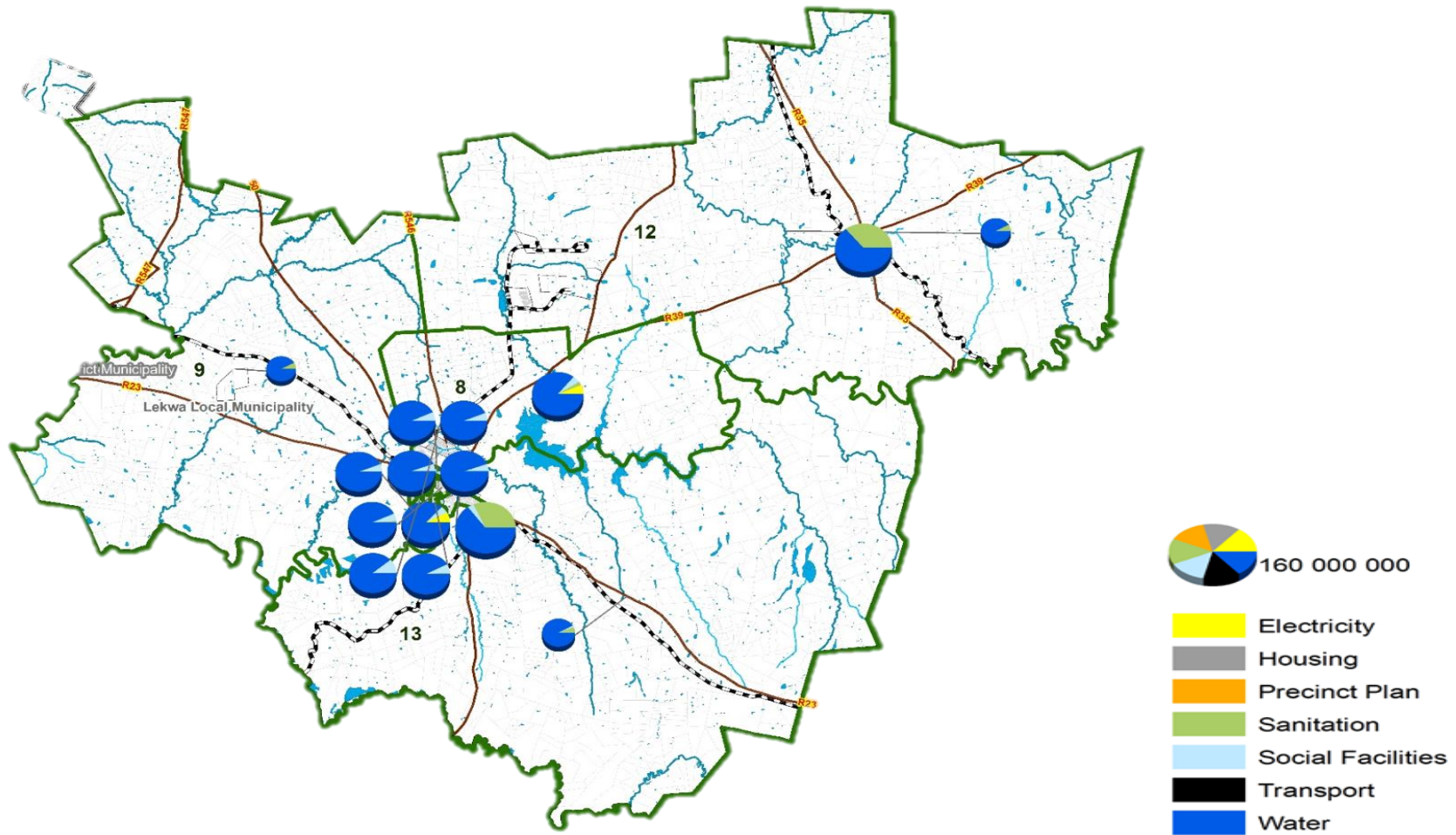
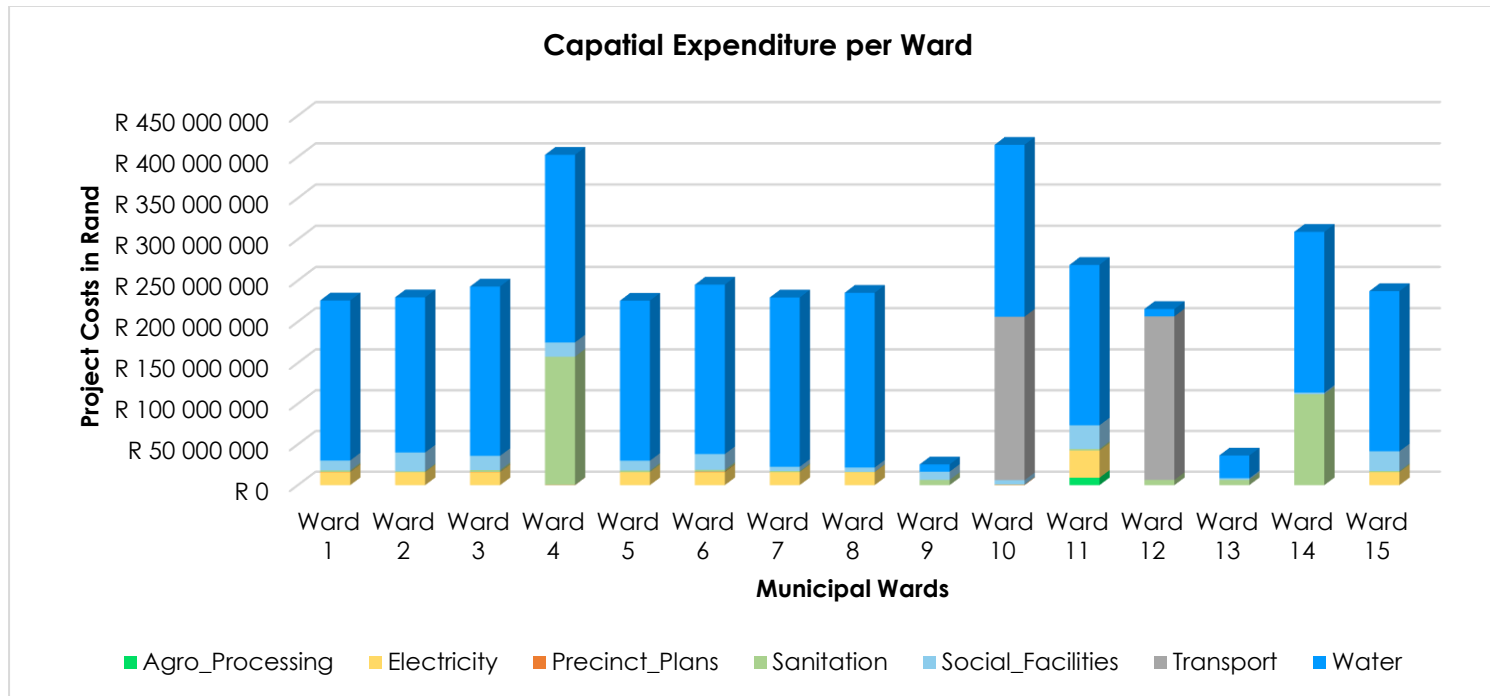


Figure 34: CAPITAL EXPENDITURE PER WARD



## Top 5 wards in terms of expenditure on planned projects

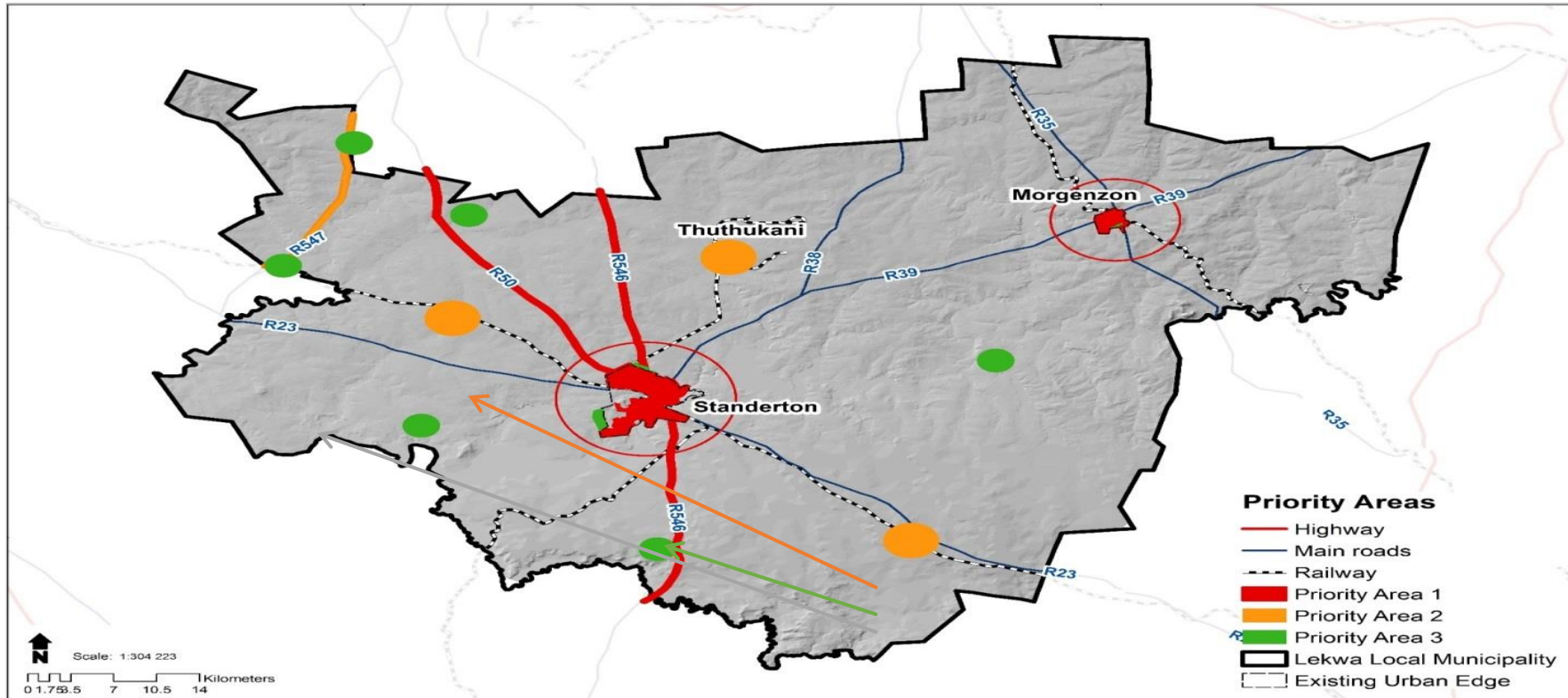
- ❖ **Ward 10** – Standerton (CBD area & Ext 6)
- ❖ **Ward 4** – Standerton Ext 1, Meyerville & Sakhile Ext 6
- ❖ **Ward 14** – Morgenzon & Sivukile
- ❖ **Ward 11** – Sakhile Ext 4
- ❖ **Ward 6** – Sakhile Proper



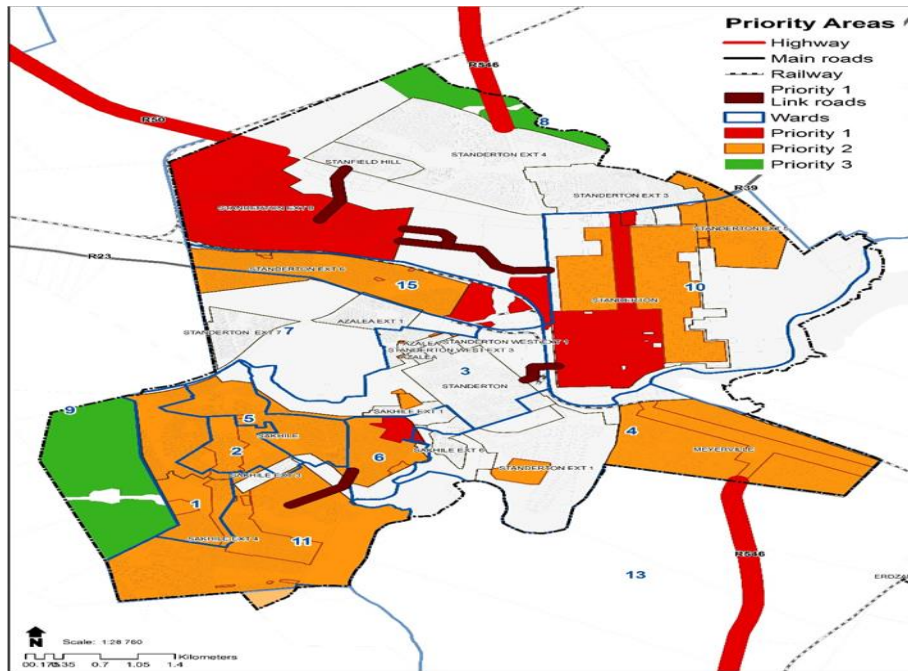
**Figure 35: CAPITAL EXPENDITURE PER TOP FIVE WARDS**

## GEOGRAPHICAL PRIORITY AREAS (GPA's)

Provision for future infrastructure demands as well as demands for social facilities, business, industrial and residential stands should be adequately planned for. **The following hierarchy were set up in terms of geographical priority areas:**



**Figure 36: PRIORITY AREAS**



**Figure 37: PRIORITY AREAS PER WARD**

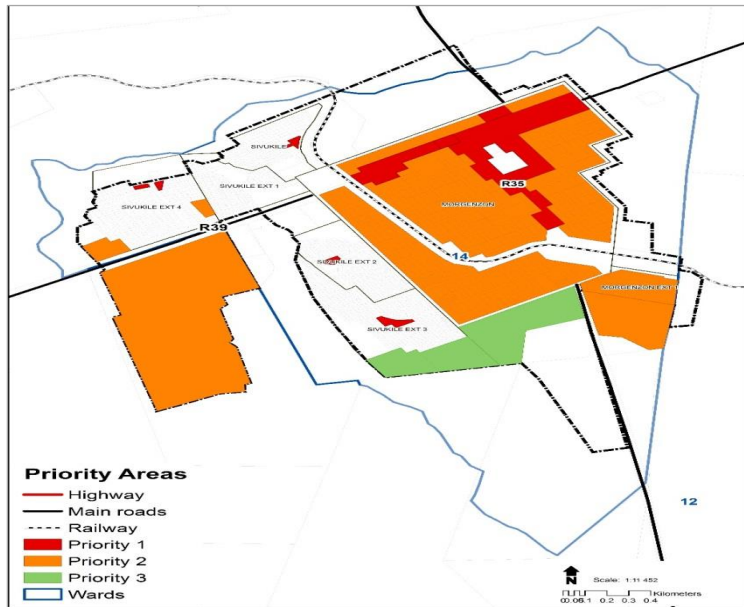
**Priority 1:**

- Ward 8 (Standerton Ext. 8)
  - Future low cost housing
  - Relocation of identified informal settlements
  - (housing & Public Service Infrastructure (PSI))
- Ward 15 & 8 (Station Precinct)
  - Mixed use 2 (Residential, business, social facilities & light industrial)
  - Strengthen East-West link (CBD & Standerton Ext. 6 & proper)
  - Proposed shopping centre (infrastructure)
- Ward 10 (CBD & Beyers Naude Drive)
  - Enhancement of commercial core
  - Development of vacant land within CBD
  - Civic precinct and clustering of facilities
- Ward 6 (Sakhile Proper – Sakhile Hostels)
  - Strengthening business and social facility uses
- Transport Investment:
  - Link road Standerton Ext.8 to Stanfield Hill
  - Link road Standerton Ext. 8 to Standerton Proper CBD area
  - Link road CBD to Standerton Proper west
  - Link road Sakhile Ext.4 to Sakhile Proper

**Priority 2:**

- Ward 10 (Standerton Ext.5)
  - Medium to high income housing (PSI)
- Ward 10 (Standerton Proper)
  - Residential densification around CBD (PSI)
- Ward 4 (Meyerville)
  - Residential densification & commercial & social uses along Nelson Mandela Drive
- Wards 2,1 & 11 (Sakhile – Tsotetsi Road)
  - Commercial & social uses along Tsotetsi road
- Wards 1,2,5,6,11 and 15 (Sakhile/Standerton)
  - Eradicate backlogs in basic PSI
  - Backlogs in sanitation, water & electricity

## CAPITAL PRIORITY AREAS (CPA) – MORGENZON AREA (WARD 14)



### Priority 1:

- Morgenzon Proper (Along R39 & R35)
  - Mixed use areas along R39 & R35
  - Intensify commercial and social land uses
- Sivukhile Proper, Ext. 2-4
  - Identified mixed use areas
  - Clustering of social and community facilities

### Priority 2:

Morgenzon Proper (East and West of Railway) identified areas in Sivukhile Ext. 4 Proposed Residential densification (PSI) Morgenzon Ext. 1 Industrial uses confined to Ext. 1 Industrial infrastructure needs Agro-Processing Farmer Production Support Unit & Agri-Village Initiatives Development of FPSU Development of

### Priority 3:

- Future Expansion Areas
  - PSI and housing initiatives
  - (Only if all development areas within Morgenzon are utilised)

**Figure 38: PRIORITY AREA MORGENZON**

## CAPITAL PRIORITY AREAS (CPA) – THUTHUKANI AREA (WARD 12)



**Figure 39: PRIORITY AREA THUTHUKANI**

## **6. DISASTER MANAGEMENT PLAN**

The Disaster Management Act (No 57 of 2002) requires of local government to develop a disaster management policy and establish a disaster management Centre in accordance to the national and provincial frameworks. The main responsibility for disaster management is assigned to District Municipalities in consultation with the local municipality to determine the level of the establishment of the Disaster Management Centre and its Disaster Management Plan. However, the Municipal Systems Act, No 32 of 2000 requires the compilation of a Disaster Management Plan as part of the IDP. In order to comply with the requirements of the Municipal Systems Act, a disaster management statement is prepared

### **6.1. Role and Purpose of Disaster Management**

The purpose of a Disaster Management Plan is to enhance the capacity of the municipality to prevent and to deal with disasters and to avoid developments, which are subject to high risk of disasters.

Disaster Management Framework, Plan and Centre are interrelated. The scope of disaster management as required by the Act, broadly entails three domains as outlined hereunder: -

#### **Disaster Planning**

- Hazard identification
- Risk and Vulnerability assessment
- Prevention, mitigation, preparedness strategies
- Contingency planning
- The monitoring and evaluation of disaster planning Key Performance Indicators.

#### **Disaster Preparedness and Response**

- Monitoring of threats
- Activating contingency plans
- Informing National & Provincial Centre
- Deploying response resources to the scene of incident
- Managing the resources
- Monitoring of disaster intervention activities
- Declaring of a "State of Disaster"

#### **Disaster Recovery**

- Planning for the recovery
- Disaster recovery activities
- Monitoring of disaster recovery activities
- Documentation of disaster occurrences and actions taken
- Post-mortem analysis to improve systems, plans and methodologies

Because the local municipality is not the responsible agency for disaster management, but form an integral part of disaster management within the district, a disaster management plan is produced. This plan addresses only the local municipal area of jurisdiction and will be aligned with the Disaster Management Plan of the Gert Sibande District and Mpumalanga Provincial Centre, once it is published.

**Objectives identified for Disaster Management Plan**

- Prevent or mitigate a disaster
- Maintain resources for rescue operations
- Maintain a 24 hours’ day communication at all levels
- Support provincial, national and municipality when disaster overcome available resources
- Provide cooperation and mutual aid to neighboring countries and the world.
- Conduct a research on issues relative to disaster and identify all communities at risk.
- Develop a risk profile and maintain a database for communication links, risk assessment and atlas.

**Key Service a Disaster Management Plan must deliver**

- The prevention of disaster and the mitigation of softening the impact of those disasters that cannot be prevented.
- Preparedness for disaster in terms of contingency planning, exercise and planning, public education and readiness.
- Ensuring swift and efficient emergency services and related response to disasters linked with action to provide relief to affected communities.
- Coordinating assistance to communities in recovery and rehabilitation in order to return to the pre-disaster state.
- Facilitating reconstruction and development that ensures a reduction in vulnerability of the community against disaster.

**6.2. The Purpose of Disaster Management Plan**

The purpose of a Disaster Management Plan is to enhance the capacity of the municipality to prevent and to deal with disasters and to avoid developments, which are subject to high risk of disasters. Disaster Management Framework, Plan and Centre are interrelated. The scope of disaster management as required by the Act broadly entails three domains as outlined hereunder: -

Disaster Planning	Disaster Preparedness and Response	Disaster Recovery
<b>Hazard identification Risk and Vulnerability assessment</b>	Monitoring of threats Activating contingency plans Informing National & Provincial Centre Deploying response resources to the scene of incident Managing the resources	Planning for the recovery Disaster recovery activities Monitoring of disaster recovery activities Documentation of disaster occurrences and actions taken

	Monitoring of disaster intervention activities Declaring of a "State of Disaster"	Post-mortem analysis to improve systems, plans and methodologies
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Because the local municipality is not the responsible agency for disaster management, but form an integral part of disaster management within the district, a disaster management plan is produced. This plan addresses only the local municipal area of jurisdiction and will be aligned with the Disaster Management Plan of the Gert Sibande District and Mpumalanga Provincial Centre, once it is published.

### **Possible types of disaster, communities at risk and effects**

The following table indicates likely types of disasters, the communities at risk and the effects associated with these disasters:

<b>TYPE OF DISASTER</b>	<b>COMMUNITY AT RISK</b>	<b>EFFECTS</b>
Floods	Low laying areas in Lekwa Municipality.	Loss of life
		Loss of property and livestock
		Damage to infrastructure
		Leaking of hazardous substances, sewage, etc.
		Disruption of economic and social activities
		Lack of potable water
Heavy snowfalls	High lying areas, particularly along the borders and also along the R23 and other areas within Lekwa municipality	Spreading of diseases
		Loss of life
		Loss of property and livestock
		Damage to infrastructure
		Disruption of economic and social activities
		Lack of food and warm clothing
Veld fires	Farming areas and informal settlements	Loss of life
		Loss of property and livestock
		Damage to infrastructure
		Spreading of diseases
		Disruption of economic and social activities
Drought	Lekwa local but in particular farming areas	Loss of life
		Loss of property and livestock
		Damage to infrastructure
		Spreading of diseases
		Lack of food, Lack of potable water
Fires in built-up areas		Loss of life



	Lekwa, particularly densely populated settlements and CBD	Loss of property and livestock Damage to infrastructure Spreading of diseases
Transportation Accidents:	Lekwa along major transportation networks	Loss of life
- Rail		Loss of property and livestock
- Air		Damage to infrastructure
- Road		Spillage of hazardous substances
- Pipeline		
Spillage of hazardous and toxic substances	Lekwa along major transportation networks.	Pollution Health risks Loss of biodiversity, Loss of life
Diseases	Lekwa and the neighbouring community	Health risks, Loss of life Loss of livestock
Unrest	Lekwa	Loss of life
Mass Events		Loss of property and livestock Damage to infrastructure

### Possible prevention and mitigation measures

The following table indicates likely types of disasters, the communities at risk and the possible mitigation measures to prevent disasters from happening:

TYPE OF DISASTER	COMMUNITY AT RISK	PREVENTION AND MITIGATION MEASURES
Floods	Low laying areas, Standerton, Sakhile, Rooikoppen, TLC and Sivukile.	Prevent illegal occupation of land in low laying areas
		Ensure that townships are established outside 1:50 year flood line
		Plan open spaces along rivers and water courses
Heavy snowfalls	High lying areas, particularly along the border	Ensure that buildings are properly constructed to cope with weight of snow on roof structures
		Traffic accommodation
		Salt placement (National Road Agency)
		Early detection system

		Effective communication lines between service delivery agencies Information distribution Emergency shelter and meals Emergency patient treatment Emergency communication system Emergency rescue and extrication Emergency administration functions Emergency financial assistance
Veld fires	Farming areas and informal settlements	Awareness campaigns Pre-emptive burning Firebreaks
Drought	Lekwa but in particular farming areas	Improved farming practices Storage of potable water source Irrigation scheme
Fires in built-up areas	Lekwa particularly densely populated settlements and CBD area	Fire hydrants Density control measures Fire walls between buildings
Transportation Accidents:	Lekwa along major transportation networks	Improved road conditions
- Rail		Regular maintenance of transportation infrastructure
- Air		
- Road		
- Pipeline		
Spillage of hazardous and toxic substances	Along major transportation networks and workstations such as Engine and Spoor net	Lower driving speed of hazardous substances Emergency response plan
Diseases	Lekwa and its neighbouring community	Awareness campaigns Emergency response plan
Unrest	Lekwa	Emergency response plan
Mass Events	Lekwa, auditorium, stadiums and public halls	Emergency response plan

### **6.3. Preparedness and institutional capacity**

The municipality has fire brigade and traffic control service based in Standerton and a satellite centre based in Sivukile which can be deployed as first responders to assist with disaster management. The institutional capacity is therefore limited and outside assistance will be required in cases of a disaster. It is also of utmost importance that the staff will attend further training in various aspects.

#### **Appointment of Disaster Management Advisory Forum**

The Disaster Management Advisory Forum as outlined in the table below will constitute the Disaster Management Team in terms of the regulations of the Disaster Management Act.

#### **Members need to comply with the following:**

- Apply on the official form
- Authorization in terms of Section 8 of the Act.
- Residing within the area of jurisdiction of the local authority.
- The Chief Disaster Management declared him to be a member and fit, physically as well as mentally.
- Be 14 years of age and above.
- Commit him/her on the official application form to render services and to be trained.

**DISASTER MANAGEMENT ADVISORY FORUM**

**DISASTER MANAGEMENT ROLE-PLAYERS CONTACT LIST**

<b>FUNCTIONARY</b>	<b>INITIALS &amp; SURNAME</b>	<b>Cell No.</b>	<b>Tel. No.</b>	<b>Fax. No.</b>	<b>Postal Address</b>	<b>Email Address</b>
<b>OFFICE OF THE MAYOR</b>	Clr. LBR DLAMINI	072 6013436	017-712-9635	017 712-6808	Lekwa municipality P.O. Box 66 Standerton 2430	
<b>MUNICIPAL MANAGER</b>	GPN Mhlongo- Ntshangase	0828996833	0177129628	017 712 9628	Lekwa municipality P.O. Box 66 Standerton 2430	
<b>DISASTER MANAGEMENT CENTRE</b>	MR. N.J.A. KOCK	082 855 3497	0177 129 661 0177 125 551	177 129 661	Lekwa municipality P.O. Box 66 Standerton 2430	
<b>COMMUNITY SERVICES AND SAFETY</b>	MS. M RADEBE	072 340 9434	017-7123- 549 0177 129 678	177 125 670 177 123 422	Lekwa municipality P.O. box 66 Standerton 2430	
<b>TECHNICAL &amp; ENGINEERING</b>	MR Bayanda Gamede		0177 129 815	017712 9814	Lekwa municipality P.O. Box 66 Standerton 2430	
<b>DEVELOPMENT &amp; PLANNING</b>	MR S Khumalo	0716758673	0177 129 826	017 712 9814	Lekwa municipality P.O. Box 66 Standerton 2430	
<b>FINANCE</b>	MR K Duba	0829585186		177 129 814	Lekwa municipality P.O. Box 66 Standerton 2430	

<b>CORPORATE SERVICES</b>	MR V Nenzhelele	0834156556	177 129 632		Lekwa municipality P.O. Box 66 Standerton 2430	
<b>OFFICE OF THE MAYOR</b>	MRS B MKHONTO	071 6888333			Lekwa municipality P.O. Box 66 Standerton 2430	
<b>WASTE MANAGEMENT</b>	MS. M.MADISHA				Lekwa municipality P.O. Box 66 Standerton 2430	
<b>TRAFFIC MANAGEMENT</b>	Mr. G MOFOKENG			017 712 8802	Lekwa municipality P.O. Box 66 Standerton 2430	
<b>LEGAL SERVICES</b>	MR V Nenzthelele	0834156556			Lekwa municipality P.O. Box 66 Standerton 2430	
<b>IT</b>	MS. P. NCOKWANE	082 855 3538			Lekwa municipality P.O. Box 66 Standerton 2430	
<b>HOUSING</b>	MR. D. RADEBE	0732363272			Lekwa municipality P.O. Box 66 Standerton 2430	
<b>FIRE &amp; RESCUE</b>	Mr. N.J.A.KOCK	082 855 3497	017 712 5551 017 712 5458	017 712 129 661	Lekwa municipality P.O. Box 66 Standerton 2430	
<b>OCCUPATIONAL HEALTH &amp; SAFETY</b>			177 129 645		Lekwa municipality P.O. Box 66 Standerton 2430	

**STATUTORY FUNCTIONARIES**

<b>SOCIAL SERVICES</b>	T. Madingaone	0720562153	0177122178	0177191458		
<b>SAPS STANDERTON</b>	Col.Mubane	0825565652	0177191250	0177124039		
<b>SAPS SAKHILE CPF</b>	Lt Col Mbatha	0798915004	0177147149	0177146040		
<b>SANDF</b>						
<b>EMS</b>	Sam Dhlamini	0829093879	0177125369	0177191112		
<b>P/HOSPITAL</b>	C Opperman	0795111288	0177122343	0177191112		
<b>PUBLIC WORKS</b>	P. Ndlovo	0723476338	0178014000	0178117688		

<b>AGRICULTURE</b>	Magolego		0177122243 0177121384			
<b>WATER &amp; FORESTRY/ DWAF</b>	D Sansom A. Sayed	0828084162 0823284614	0177129424 0177129400	0177122087		
<b>EDUCATION</b>	D. Ngwenya	0735715330	0177146113	0177146115		
<b>GSDMC</b>	Mr Selepe	0829040731		0176311607		
<b>MPDMC</b>	S. Dhludhlu P. Dhlamini	082 447 6001 083 566 1440	013 766 6575	013 766 8471	Dpt of LG&H P/Pag X22304 Nelspruit 1200	<a href="mailto:sdhludhlu@nel.mpu.gov.za">sdhludhlu@nel.mpu.gov.za</a> <a href="mailto:pdhlamini@nel.mpu.gov.za">pdhlamini@nel.mpu.gov.za</a>
<b>NDMC</b>	Buys P. Motia		012 334 0600			<a href="mailto:Palesa.motia@ndmc.pwv.gov.za">Palesa.motia@ndmc.pwv.gov.za</a>
<b>ESCOM</b>	<b>PP De Wet</b>		<b>0177490000</b>	<b>0177490162</b>		

**NON-GOVERNMENTAL ORGANIZATION**

<b>NON-GOVERNMENTAL ORGANIZATION</b>						
<b>COUNCIL OF CHURCHES</b>	Pastor V Mashinini	0728319478				
<b>YOUTH COMMISSION</b>	Skhumbuso		0177129627	0177126808	PO Box 66 Standerton 2430	
<b>TAXI ASSOCIATION</b>	Mr Tshabalala Mr Morajane		0177121912		Cnr Coligny and Mbonani Mayisela Streets Standerton 2430	
<b>BUS COMPANY</b>	Mr Piet Nkosi	0827855490	0177191001		Industrial area	



<b>FPA's</b>	L.Kotze	0825645698			38 Coligny Street Standerton 2430	
<b>ANIMAL CARE</b>	Kharikha	073 220 2920	0177127116		SPCA Industrial Area Standerton 2430	
<b>SAMWU</b>	A.V. Dlamini	0734350561	0177129713	0177126808	PO Box 66 Standerton 2430	
<b>IMATU</b>	I Mtsali		0177129620	0177126808	PO Box 66 Standerton 2430	
<b>ANGLO COAL</b>	<b>Mr M Yoli</b>	<b>0793534054</b>	<b>01774900155</b> <b>0177125923</b>	<b>0177490155</b>		

#### 6.4. Roles and Responsibility Team

Designation	Roles and Responsibilities:
<b>Chief Disaster Management</b>	<ul style="list-style-type: none"><li>▪ The Chief Disaster Management shall be responsible for all decisions taken and he/she will be the only person to give instructions.</li><li>▪ Where possible, all decisions taken by the Head shall be in consensus with the Chief Disaster Management.</li><li>▪ The Chief Disaster Management or the Head of Centre shall conduct all enquiries and requests made to organization outside the area of jurisdiction.</li><li>▪ Members of Local Government Disaster Management or their authorized delegates shall man the Communication Center.</li><li>▪ The Chief Disaster Management/Head shall submit a report regarding all disasters and situations to the Provincial Administration and District Council.</li><li>▪ The Head in collaboration with the JOC control everything in his section and will be in constant contact with other role-players.</li><li>▪ Communication shall be conducted via the Communication Officer in consultation with the JOC.</li></ul>

	<ul style="list-style-type: none"> <li>Information shall be disseminated to the community through Councilors and the Communication Officer.</li> </ul>
<b>Head: Disaster Management</b>	<ul style="list-style-type: none"> <li>Coordination of all information</li> <li>Interrelation to all other sections</li> <li>Communication with the media</li> <li>Promote an integrated and coordinated approach to disaster management with special emphasis to prevention and mitigation.</li> <li>Act as a repository of and conduit for information concerning disasters.</li> <li>Make recommendations regarding the funding of a disaster management.</li> <li>Promote and recruit training and participation of volunteers.</li> <li>Ensure that all departments are taking part on issues relating to disasters.</li> </ul>
<b>Communication Convener:</b>	<ul style="list-style-type: none"> <li>Communicating with JOC, Province and other sections. Release of information after consultation with JOC, communication to councillors.</li> <li>In collaboration with Section evacuation, feeding and clothing, safety and security, health services, traffic control, fire services, evacuation, animal care, emergency services, administration, fire protection associations, social services, agriculture and public works.</li> </ul>
<b>Accommodation Convener:</b> Housing Department	Supplying of accommodation for victims In collaboration with Section communication, evacuation, safety and security, feeding and clothing, spiritual care, health services, traffic control, fire fighting, emergency services, administration, finance, essential services.
<b>Financial Convener:</b>	<ul style="list-style-type: none"> <li>Receipt of all collected monies, issuing of requisitions for purchases, keeping track of all income and expenditure, compiling statements.</li> </ul> <p>In collaboration with: Sectional communication, evacuation, safety and security, feeding and clothing, health services, traffic control, fire fighting, animal care, emergency services, administration, essential services.</p>
<b>Corporate Services:</b>	<ul style="list-style-type: none"> <li>The handling of all correspondence, writing of press release, collection of all reports from other sections, filling of all information/reports.</li> <li>Section evacuation, feeding and clothing, safety and security, health services, traffic control, fire services, evacuation, animal care, emergency services, communication, essential services.</li> </ul>
<b>Community &amp; Health Services</b>	<ul style="list-style-type: none"> <li>Make provision of on-site, immediate post-disaster first aid. The provision of medical treatment for minor injuries and secondary illnesses. The treatment of more serious injuries and illnesses at district hospital. Co-ordinate among the health services, feeding, spiritual care, education in order to ensure effective recovery and rehabilitation services.</li> </ul>

	<ul style="list-style-type: none"> <li>Provide counselling to the affected persons and establish medical post. Identify and record injured persons &amp; arrange for immediate treatment. Introduce environmental health protocol. Mobilize clinic personnel and establish mobile clinic.</li> </ul> <p>In collaboration with:  Section evacuation, feeding and clothing, safety and security, health services, traffic control, fire services, evacuation, animal care, emergency services, communication, essential services</p>
<b>Technical &amp; Engineering</b>	<ul style="list-style-type: none"> <li>Cancel leaves for all electrical service personnel in the areas likely to be affected.</li> <li>Review with staff precautions for protecting equipment and post-disaster procedures to be followed.</li> <li>Check emergency tool kits, assembling any other public service offices to make sure that they work properly.</li> </ul>
<b>Water &amp; Sewer</b>	<ul style="list-style-type: none"> <li>Fill department vehicles with fuel and park them in a protected area. Secure all electrical board buildings</li> <li>Cancel of leave for staff.</li> <li>Encourage people to store an emergency supply of drinking water.</li> <li>Establish temporary means of distributing water on an emergency basis.</li> <li>Cover pumps and rotors with timber to prevent damage from falling debris.</li> <li>Ensure that auxiliary generator and standby engines are in good working order.</li> <li>Acquire a buffer stock of fuel for motors and store in a protected place.</li> <li>Establish emergency work gangs for immediate post-disaster repairs.</li> <li>Supply water, sanitation, electricity or any other form of lighting and heating, cleaning, storm water drainage, cemetery and rubbish removal.</li> </ul>
<b>Traffic Management:</b>	<ul style="list-style-type: none"> <li>Road closure, traffic control &amp; Assistance and transportation of victims in dangerous zones.</li> </ul> <p>In collaboration with: Section feeding and clothing, safety and security, accommodation, health services, essential services, education spiritual care, feeding and clothing, emergency services, finance.</p>
<b>Transport Regulator</b>	
<b>Social Services:</b>	<ul style="list-style-type: none"> <li>Feeding and clothing, food parcelling and distribution and education of children.</li> </ul> <p>In collaboration with: Section communication, evacuation, safety and security, communication, spiritual care, health services, traffic control, firefighting, education, emergency services, administration, finances, essential services.</p>
<b>Department of Education:</b>	<p>Assemble students &amp; teachers and explain the disaster threat, likely effects, and precautionary measures.  Close school and ensure that all children are safely returned to their families.  Consider boarding students, send boarding students to their parents if at all possible. If not feasible, find a building that is not prone to damage in the disaster; ensure that adequate adult supervision is provided.  Acquire stocks of emergency foods.</p>

	<p>Wrap all books, valuable documents, records and paper supplies.  Place all science equipment, teaching aids and other valuable equipment in wall cupboard or any safe compartment.  Move all furniture on the first floor to the ground floor, where it is less likely to be damaged.  Stalk all desks, chairs and other furniture to one end of the building to minimise exposure.  Secure any loose items on the school grounds to prevent them from being blown about by the wind.  Secure water containers and cover well.</p>
<b>Council of Churches:</b>	<ul style="list-style-type: none"> <li>▪ Taking care of Church services and spiritual condition of all affected people.</li> </ul> <p>In collaboration with: Sectional communication, evacuation, safety and security, feeding and clothing, health services, traffic control, firefighting, other ministries, emergency services, administration, finance, essential services.</p>
<b>Fire and Rescue / Emergency Convenor:</b>	<ul style="list-style-type: none"> <li>▪ Evacuation and relocation, search and rescue, contingency measures</li> <li>▪ Utilization of material and personnel</li> <li>▪ Tackle situation(s)</li> <li>▪ Prevent and mitigate disaster</li> <li>▪ Maintain resources for rescue operations</li> <li>▪ Support provincial, National and District Council</li> <li>▪ Provide cooperation.</li> </ul>
<b>Health Service:</b>	<ul style="list-style-type: none"> <li>▪ Treatment, care, nursing and accommodation of injured victims, primary health care services, identification of suitable building in this area.</li> <li>▪ Transportation of the sick and injured.</li> <li>▪ Provide temporary first aid posts.</li> </ul>
<b>Emergency Medical Services:</b>	
<b>Animal Care Convenor:</b>	<p>Ensure safety of animals in stalls and safety environment.  Give medical treatment</p>
<b>SAPS:</b>	<ul style="list-style-type: none"> <li>▪ Mobilize all resources to notify the public of the impending danger and provide information on recommended precautionary procedures. Supervise evacuation of communities in potentially dangerous areas, such as those areas prone to flooding or storm surge. Work in close collaboration with the Local Disaster management Centre. Mobilize police reserves and volunteers for immediate needs and in preparation for the post disaster situation. Recommend deploying of auxiliary military services of the disaster prone areas for assistance in search and rescue, road clearing and emergency communications. Keep the government agencies informed of all relevant developments. Ensure that staff families are prepared for disaster and are in safe place. Protect records by wrapping them in polyethylene to protect them from rainwater damage. Protect all valuable equipment (such as radios, typewriters, furnishings, arms and ammunitions) against possible damage. Close and cover all windows, check catches and bolts on all windows and</li> </ul>

	<p>doors. Check auxiliary generator, ensure that extra fuel is on hand, and protected. See to the safety of all victims.</p> <p>Protection of property</p> <p>In collaboration with: Section communication, evacuation, feeding and clothing, health services, traffic control, traffic control, essential services.</p>
<b>SANDF:</b>	<p>Protection of the community and property.</p> <p>Assist with evacuation and transportation to transit areas.</p> <p>Identify safety relocation area</p>
<b>Department of Home Affairs</b>	<p>Issue of documents that has been destroyed in disaster.</p>
<b>National Disaster Management Office:</b>	<p>Give support and establish funding to assist the disaster stricken area.</p> <p>Give advice and mutual assistance.</p> <p>Facilitate reporting system in conjunction with the National Framework</p> <p>Assist provincial disaster management centre to ensure that all process of rehabilitation and recovery are arrived at.</p>
<b>Provincial Disaster Management Office:</b>	<p>Coordinate and establish communication links via the district council.</p> <p>Ensure that National Centre is aware of the current state of affairs.</p> <p>Assist in funding and sheltering of the affected communities.</p> <p>Liaise with the local municipality and source possible assistance.</p>

### Accommodation available during Disaster

Accommodation	Contact number
Community Halls	0177129600
Township B&B	0177192543

<b>Sakhile</b>	
Youth centre	0177129600
Community Halls	0177129600
Schools	0177122233
Church buildings	0728319478
<b>Farming Area</b>	
Lekwa Fire Protection	0825645698

### 6.5. Handling of Disaster

The Disaster Management Team will be responsible for the handling of any disaster that may occur in the municipal area. The following gives a summary of the most critical response team that needs to attend to a particular disaster:

Type of Disaster	Critical Response team	Contact Number
<b>Floods</b>	Disaster Office	0177125551 / 0177125458 / 0177121070
	Fire and Rescue Division	0177125551 / 0177125458 / 0177121070
	SAPS	0177121250
	SANDF	0177121250
	Technical & Engineering	0177129600

	Environmental Health & Community Services Emergency Medical Services Public Works	0177129600 0177122323 0177122323 / 10177 0177121271
<b>Heavy snowfalls</b>	Disaster management Provincial Inspector Traffic Division SAPS SANDF National Road Agency Public Works and Roads Technical & Engineering EMS	0177125551 / 0177125458 / 0177121070 0177122262 0177122262 0177121250 0177121250 0124266000 0177121271 0177129600 0177122323 / 10177
<b>Veld fires</b>	Fire and Rescue Division Traffic Division FPA's Water & forestry Disaster management EMS	0177125551 / 0177125458 / 0177121070 0177121184 0825645698 0828084162 0177125551 / 0177125458 / 0177121070 10177 / 0177122323
<b>Drought</b>	Water & Forestry Department of Health Social Services FPA's Disaster Management	0177125551 / 0177125458 / 0177121070 0177122323 0177122323 0825645698 0177125551 / 0177125458 / 0177121070
<b>Fires in built-up areas</b>	Fire and Rescue Division SAPS Disaster Management EMS	0177125551 / 0177125458 / 0177121070 0177121250 0177125551 / 0177125458 / 0177121070 0177122323/ 10177
<b>Transportation Accidents:</b> - Rail - Air - Road	Department of Public Works Roads and Transport EMS Traffic Officers South African Civil Aviation Authority SAPS Towing Services Outside Competent Agencies Disaster Management	0177125551 / 0177125458 / 0177121070 0177122323 / 10177 0177121184 0115451017 0177121250 0732315678 0606421115 0177125551 / 0177125458 / 0177121070



<b>Spillage of hazardous and toxic substances</b>	Fire and Rescue Division Hazmat Technicians SAPS Traffic Towing Services Disaster Management EMS	0177125551 / 0177125458 / 0177121070 0177125551 / 0177125458 / 0177121070 0177121250 0177121184 0836171594 0177125551 / 0177125458 / 0177121070 10177 / 0177122323
<b>Diseases</b>	Department of Health Social Service Disaster Management EMS	0177122323 0177122323 0177125551 / 0177125458 / 0177121070 10177 / 0177122323
<b>Unrest</b>	SAPS Traffic Fire and Rescue EMS Disaster Management	0177121250 0177121184 0177125551 / 0177125458 / 0177121070 0177122323 / 10177 0177125551 / 0177125458 / 0177121070

## 6.6. Conclusion

Each agency or state organ will be responsible for its own disaster management contingency plan which will be submitted to the Disaster Management Centre for inclusion in the Municipal IDP.

These should focus mainly on the following aspects: -

- Planning and framework – the way in which the concept of disaster management is to be applied in its functional area, e.g. roles and responsibilities.
- Risk and vulnerability Assessment leading to needs analysis
- Evaluation and description of infrastructure
- Prevention through risk elimination – remove hazards/alternative processes.
- Mitigation through risk reduction – engineering solutions/legislative compliance/safety culture

- Preparedness planning for risks that cannot be eliminated (Risk Management) (a) contingency planning based on risk and vulnerability (b) emergency Organization, (c) response planning, (d) notification and activation, (e) recovery plans for business continuity.
- Contingency strategies and emergency procedures in the event of a disaster.
- Line of communication (Protocols) and liaison
- Awareness and education – (Before) prevention and mitigation: (During) notification and advisories: (After) Advisory, public information and education.
- Evaluation and maintenance

## **7. PUBLIC PARTICIPATION AND GOOD GOVERNANCE**

### **7.1. COMMUNITY CONSULTATIONS, PARTICIPATION AND EMPOWERMENT**

Chapter 7 of the Constitution of South Africa highlight the objectives and show the importance of Local Government. Article 152 (e) emphasize the importance of the community involvement in this sphere of government. In the strife for good governance the Municipality must budget for community consultations, participation and empowerment.

## **Budget for good governance**

In the budget for 2016/2017 financial year, the Municipality budget for potential advancement of adequate skills development of Ward Based Councillors a lesser amount was budgeted. The Municipality strive to develop the Councillors so that they can have a better understanding of their Ward in the different Wards with all their challenges.

## **Community Participation Plan**

The Municipality have a community participation plan in place. Every year the council embark on a programme called, **Council meets the people**. This programme covers the whole Municipal area. It gives the communities an opportunity to interact with the Councillors in the different Wards. The Chief Financial Officer and the Finance Team went out with the members of the Exco in the preparation of the budget. The IDP process involves also the communities in different Wards. Ward base meetings happens on a monthly basis in the Wards and it give the Councillors an opportunity to interact with the people in their Wards.

## **Traditional Leaders**

In our Municipality there is no traditional authority that observes a system of customary law that may function subject to any applicable legislation and customs.

## **7.2. WARD COMMITTEES**

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

Municipalities are obliged to develop lasting and successful models by ensuring that participation takes place through these established structures and as are institutionalised. They are a creation of legislation, the Municipal Structures Act, giving effect to the Constitution of the South Africa

Its role is to facilitate participatory democracy, disseminate information; help rebuild partnership for better service delivery, and assist with problems experienced by the people at Ward level. To let participatory democracy work, Lekwa Municipality allocated for the budget year 2016/17.

Ward Committees are appointed but their induction will be start during January 2017. There are 10 members in each Ward Committee in Lekwa with 150 Ward Committee members.

- They consult via the Executive Mayoral outreach programme.
- They link the Integrated planning process to their wards
- Assist in the organizing of public consultation and participation

Ensure that the annual municipal budget and business plans are linked to and based on the IDP

## **Recommendations towards the IDP**

To make the IDP work towards good governance it is important to look into the budget and extent the list of priorities. These priorities will be the guidelines which will inform the challenges towards the IDP. The challenges in the Municipality are that some of the Wards are in rural areas. The challenge now is to increase the budget amount from R172, 000.00 to R250, 000.00 to address the challenges facing community participation.

### **Social Cohesion Plan**

To address the Social Cohesion Plan within the IDP there must be a policy. The Social Cohesion Plan address the culture, identify and social cohesion is a thematic area that is framed in terms of its intersectionality with respect to gender, race, class and sexuality.

There is a growing understanding that there is an urgent need to revitalize a humanity-driven research theme, to build our understanding or closed identities in relation to understanding our past, our heritage and our future in a transforming and develop state.

The movement is towards a knowledge-based economy, investment in development and greater emphasis on building human capital. This will be realized by promoting the value in the human meaning of public policy in evidence-based research.

### **7.3. COUNCIL AND SUB-COMMITTEES**

The Council established an Executive Committee comprising of 3 Members. All excess meetings are held in terms of the administration calendar. Special meetings may be convened as necessary. It is composed of the following councillors: ANC- 20 seats, DA-5 and Civic-3 and EFF-2 seat each. During the year of overview Local Elections took place and as from the 3rd of August 2016 new Councillors were elected. The Council has five Section 79 committees in place. Namely; Finance Committee, Technical Committee, Corporate Services Committee and Community services and Safety Committee

### **7.4. AUDIT COMMITTEE AND INTERNAL AUDIT UNIT**

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

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

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

The Internal Audit Unit operates in terms of a three-year risk-based rolling audit plan as well as an annual operational plan. These plans are based on the risk exposure of the municipality. Part of the function of Internal Audit is to evaluate whether the audit recovery plan

based on the management report of the Auditor General, are implemented by management. The findings of Internal Audit as well as the comments from management are tabled to the Audit Committee on a quarterly basis.

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

To ensure a better audit outcome:

- The financial statements to be provided to the Audit Committee in advance for the review.
- No leave to be taken by officials in management positions.
- Better communication channels between the office of the AG and the municipal officials.
- Efficient monitoring of the audit recovery plan by Council, Audit Committee and management.
- Implementation of the recommendations by Internal Audit as the AG made the same findings.
- The data logger be purchased for updating of the asset register.
- The municipality must purchase a software program for compilation of financial statements.
- To ensure implementation of the findings and recommendations of Internal Audit, management must:
- Audit reports to be a KPI for performance measurements of Section 56 employees.
- Ensure that Internal Audit and Risk Management is a standing item on all meetings in the directorates.
- Implement disciplinary actions against managers who refuse to respond to audit queries or fail to address audit findings.
- Attend Audit Committee meetings when audit reports are discussed.
  - The findings of Internal Audit regarding performance information are addressed by management.
  - That the contractual stipulations of Section 56 be in line with the Performance regulations.
  - That the expenditure regarding the music festival and the findings by Internal Audit are a great concern and that a legal process unfolds.
  - All Section 71 reports must be submitted to the Audit Committee members.

**Predetermine Objectives**

Predetermined objectives in terms of the IDP and SDBIP are audited on a quarterly basis by Internal Audit. Part of the audit procedures are to:

- test the linkages between the IDP, SDBIP and the budget;
- determine if objectives in terms of service delivery are met;
- evaluates if the key performance indicators are in line with legislative

Audit reports are tabled before the Audit Committee who makes recommendations on the findings to Council. The audit reports consist out of the findings and recommendations are tabled to the Audit Committee. The committee resolved that all performance evaluation of the Section 56 employees must be tabled to the committee before it will be reviewed by the panel as required by legislation.

## 7.5. FRAUD AND CORRUPTION PREVENTION STRATEGY

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

- Assess the probable level of complicity in the fraud within the Council in order to protect information and evaluate the credibility of information provided.
  - Determine the knowledge, skills and disciplines needed to effectively carry out the investigation.
  - Co-ordinate the investigation with management, legal counsel, and other specialists as may be appropriate.
- Be aware of the rights of alleged perpetrators and personnel involved in the investigation.

On conclusion of the investigation the internal auditors should determine whether controls need to be implemented or improved in order to reduce future vulnerability.

Furthermore, audit tests should be designed in such a way as to disclose similar frauds and corruption in the future.

The reporting responsibility of the internal auditors entails oral or written interim and final communications to management, the Audit Committee and Council regarding the status and results of fraud investigations undertaken by them. The lines of communication will depend on what level the suspected fraud or act of dishonesty is prevalent.

The Manager: Internal Audit must ensure that quality standards within the Division: Internal Audit is maintained in order to ensure that audits are carried out with "due professional care".

**The role of internal audit** is to conduct examinations and verifications to a reasonable extent, but does not require detailed audits of all transactions.

The auditor must however display due care when conducting examinations and verifications.

According to the standards for the Professional Practice of Internal auditing (Institute of Internal Auditors) "Due care implies reasonable care and competence, not infallibility or extraordinary performance." Therefore, internal auditors cannot give absolute assurance that fraud and corruption does not exist. The internal auditor is responsible for the following when conducting an internal assignment:

- Have sufficient knowledge in order to identify fraud indicators.
- Be alert to opportunities like weak internal controls that could allow fraud and corruption.
- Evaluate indicators in order to decide if further investigation is necessary.
- Notify the relevant management structures and authorities if an investigation is to take place.

It must be remembered that fraud auditing and forensic accounting is a specialised discipline on its own. Audit procedures carried out with due professional care alone cannot guarantee that fraud will be detected. Furthermore, a mere rumour of fraud is not enough to

justify a fraud investigation. Preliminary fieldwork must be done in order to gather relevant information so as to ascertain whether the necessary fraud indicators exist. In order to detect fraud and carry out investigations effectively and efficiently the Division: Internal Audit will have access to all information pertaining to investigations

## **7.6. RISK MANAGEMENT COMMITTEE AND RISK UNIT**

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

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

### **Terms of Reference:**

The Municipal Manager is responsible for the total process of risk management, including ensuring that operating units under her/his controls have effective, efficient and transparent systems of financial management, risk management and internal control.

### **Risk Management Plan**

In undertaking this project, our objectives were to:

- Facilitate a process to enable management to identify the risks to which the Lekwa Local Municipality is exposed.
- Facilitate a process to enable management to assess each identified risk at an inherent and residual level by determining its likelihood and impact.
- Facilitate a process to enable management to express their perception of the adequacy and effectiveness of the control system in place to mitigate each identified risk.
- Produce appropriate reports to enable management to use the information contained therein to develop risk mitigation strategies.

- Produce appropriate reports to enable the Internal Audit activity to use the information contained therein to develop a risk based internal audit strategy and audit plans.

Note: of all the risks identified in all Sections of Lekwa Local Municipality, it was discovered that the risks were classified as Maximum risks at **67%**, High areas at **25 %** and Medium at **8%** and other risk areas **0%**. Management need to prioritize all of these risks as they fall within an unacceptable risk appetite of Lekwa Local Municipality. **This range is unacceptable and the total percentage of the risks is at 100% and this level is not to be tolerated.**

The other risks at **0% and 0%** were classified as **Low and Minimum** respectively, are not priority risk areas. Management need not to channel more resources in trying to address low and minimum risks at this stage as they fall within the acceptable risk appetite of the Lekwa Local Municipality. **They must however be monitored closely.**

However, Internal Audit Unit needs to use professional judgment when evaluating the system of internal controls for identified risks.

## **7.7. IGR MATTERS**

The Communications and IGR Units coordinate the Local Government Communications Forum (LGCF) meetings on a monthly basis but the municipality does not have one.

- The LGCF should be launched and be chaired by the Speaker of municipality.
- All government departments, parastatals (Eskom, Telkom and SA Post Office) and Non-governmental organisations to attend this monthly meeting. The meetings serve as a platform for NGO's and government to develop common programmes that are aimed of improving service delivery at all levels of government.
- The Manager: Communications and IGR to attend all District Communications Forum (DCF) quarterly meetings.
- The Communications and Units to do all the marketing for the public participation processes for the IDP, Budget, Imbizo's and all municipal events. Marketing tools that are used are the municipality's internal and external

## **7.8. GENDER DEVELOPMENT**

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

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



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

### **7.9. OLDER PERSONS**

The municipality is in support of programmes aimed at older persons such as:

- Promote active ageing -programmes in collaboration with DCSR
- Promote care and protection of older persons
- Conduct community and Intergenerational dialogues

### **7.10. PERSONS WITH DISABILITIES**

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

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

### **7.11. YOUTH DEVELOPMENT**

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

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

### **7.12. SUSTAINABLE LIVELIHOOD**

The municipality is in support of programmes aimed sustainable livelihood;

- Household Profiling, referral and monitoring of interventions
- Development of community profiles
- Facilitate food security initiatives in collaboration with DARDLA, SASSA and NDA

### **7.13. EARLY CHILDHOOD DEVELOPMENT (ECD)**

The municipality is in support of programmes aimed at ECD;

- Special allocation to increase subsidy from R12.00 per child per day to R15.00
- Implementation of non-centre based ECD programme
- Training of parents and child minders on parenting programme
- Provision of infrastructure to ECDs which is a joint venture of DSD and NDA, DHS and some municipalities.

#### **7.14. CHILD CARE AND PROTECTION**

The municipality is in support of programmes aimed at Child care and Protection;

- Provision of Life Skills and Parenting Programmes to teenagers (with specific focus to 9 – 18 years old) – SASSA Information indicates high number of children on CSG in some municipalities
- Develop plans for children in foster care before they reach 18 years of age (exit plan informed by individual development plans)
- Group work for foster parents and foster children
- Implementation of ISIBINDI model (focus on child headed households)

#### **7.15. OVERSIGHT COMMITTEES**

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

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

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

#### **7.16. MUNICIPAL PUBLIC ACCOUNTS COMMITTEE**

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

##### **Functions;**

- The MPAC performs an oversight function on behalf of Council and is not a duplication of, and should not be confused with the Audit Committee or the finance portfolio committee.

- The Audit Committee is an independent advisory body that advises Council and the executive on financial and risk matters and can act as an advisory body to the MPAC.
- The finance portfolio committee deals with financial management issues such as budgetary, revenue and expenditure management and supply chain management.

The primary function of the MPAC is to assist Council to hold the executive and the municipal administration to account and to ensure the effective and efficient use of municipal resources. It will execute this function by reviewing public accounts and exercising oversight on behalf of the Council

It is however important that good working relationships are developed between the MPAC and the other committees. Whilst guarding its independence, the MPAC should have the right to refer or receive matters from the other committees.

It is recommended that the committee examines the following:

- Financial statements of all executive organs of Council
- Any audit reports issued on those statements
- Any reports issued by the Auditor General on the affairs of any municipal entity
- Any other financial statements referred to the committee by Council
- The annual report on behalf of Council and make recommendations to Council thereafter

The committee may also:

- Report on any financial statements or reports to Council
- Initiate and develop the annual oversight report based on the annual report
- Initiate any investigation in its area of competence
- Perform any other function assigned to it by resolution of Council

When examining financial statements and audit reports, the committee must consider improvements from previous statements and must monitor the extent to which the committee's and the Auditor General's recommendations are implemented. The outcomes and the resolutions taken by this committee must be reported to Council and made public.

Structure and Membership

- A MPAC, similar to other Council committees, should comprise solely of Councillors appointed by a full Council meeting. It is imperative that members represent a wide range of experience and expertise available in Council and political representative should also be taken into consideration.
- The size should be determined according to the size of Council. It should range between a minimum of 5 to a maximum of 12 members.

- The Mayor and members of the Executive Committee are not allowed to be members of the MPAC.
- The committee may invite members of the public or experts in relevant fields to assist and advise in its deliberations when the need arises.

#### Chairing the Committee

This framework recommends that the appointment of the chairperson of the Municipal SCOPA must take into account the requirements of transparency, ethics and general good governance prescripts as well as local government legislature.

In keeping with the general tradition of oversight, the Council may consider whether a member of an opposition party may chair the committee. However ultimately this is a policy decision to be made by Council

## **8. MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT**

### **8.1. Organizational Review**

An analysis of the workforce profile of the Lekwa Local Municipality as at 2016-06-30 (last reporting cycle for the Employment Equity Report) reveals the following:

**Gender representation/composition in the total workforce:** Black Males account for 70.59% against Black Females of only 24.71% whilst the Economically Active Population figures indicate 50.40% and 41.30% respectively. Black Males indicate an over-representation of 20.19% and an under-representation in Black Females almost double i.e. 24.71% against 41.30% Economically Active Population in 2016 figures. Accordingly, one of the priorities must therefore be to increase Black Female representation across all occupational categories and levels from the current 24.71% to 41.30%.

**People with disabilities in the total workforce:** People with disabilities account for only 1.00% of the total workforce as against the 2 % of the government undertaking to reach as target by 2010.

People with disabilities generally still continue to hover below the 1% mark. Government initially made an undertaking that the representation of people with disabilities should have constituted 2% of the Public Service by the end of 2005. However, this was not reached and government moved the achievement of the 2% target to 2010. We are now in 2012 and the representation of people with disabilities both in government and in the private sector is still well below the 1% mark.

One of the main objectives of the Municipality is to achieve equity in the workplace through the promotion of equal opportunities and fair treatment for all its employees, as well as applicants for employment by:

- Eliminating unfair discrimination that may exist in policies, practices, procedures and the work environment.
- Implementing affirmative action measures to redress the disadvantages experienced by designated groups in the past.
- Promoting diversity and respect for all employees.
- Achieving equitable representation of all demographic groups at all levels and in all categories of the workforce as ultimate tangible objective.

To this end the following key human resources policies will be put place in order to guide all human resources related activities of the institution:

## **8.2. Recruitment and Selection Policy**

This policy is intended to create a framework for decision-making in respect of employment practice/s in the Lekwa Local Municipality. As such it attempts to establish a set of rules for the consistent interpretation and application of collective agreements and legislation governing the acquisition of staff by the Lekwa Local Municipality.

### **8.3. Training and Development Policy**

The Lekwa Local Municipality believes that its employees form the cornerstone of service delivery to the communities within the Municipality. It therefore adopts a policy of giving priority to the training and development of its staff, within the parameters at what is feasible and sensible in the context of the municipality's resource deployment requirements. It will identify and assess the training needs and potential of staff, match it with the requirements of the Municipality and afford all employees the opportunity to develop their potential, improve their performance and advance their career prospects within the municipality. Special attention will be paid to training and development opportunities for employees belonging to designated groups.

### **8.4. Staff Retention Policy**

Staff retention is a process of ensuring that employees with valued or needed skills or experience in a scarce/critical field where recruitment is difficult are kept within the service of the Municipality by using various techniques. The Municipality recognizes that its most valuable asset is its human resources. A great deal of time and money is invested in the recruitment, training and development of employees and, as such, every effort should be made to retain those employees who have scarce or critical skills.

### **8.5. Performance Management Policy**

The objectives of implementing a performance management system include:

- Facilitates strategy (IDP) deployment throughout the municipality and align the organization in executing its strategic objectives;
- Facilitate increased accountability;
- Continues and sustainable service delivery improvement;
- Create an organizational performance culture;
- Provide early warning signals;
- Develop open and constructive relationship between customers, leadership and employees;
- Encourage reward for good performance;
- Manage and improve poor performance;
- Link performance to skills development and career planning, therefore encourage learning and growth; and
- Comply with legislative framework.

### **8.6. Occupational Health and Safety Policy**

The Lekwa Local Municipality and its staff believe that the prevention of injuries and exposure to disease of all the employees is of paramount importance to the organisation in its quest to be a leader in health and safety. Furthermore, management acknowledges its responsibility and moral obligation to provide a safe and healthy workplace. We will strive to be proactive in the recognition of risks with the objective of reducing exposure to injury and disease. Involvement will be at all levels and the responsibility will be shared by everyone, in order to

reach the objectives.

### 8.7. Employment Equity Policy

The purpose of this policy is to state the broad principles of employment equity to which the Lekwa Municipality is committed and to describe in general how the Municipality seeks to realise these principles. This policy document does not constitute the Employment Equity Plan of the Lekwa Local Municipality, but simply sets out the framework and guiding philosophy that will govern an Employment Equity Plan.

### 8.8. HUMAN RESOURCE PLAN

The Human Resource Plan focuses mainly on three levels: entry level, internal environment management level and exit level.

<b>ENTRY OF PEOPLE</b> <b>(Recruitment, selection, induction and orientation, remuneration and benefits )</b>				
	<b>PRIORITY PROJECTS</b>	<b>OUTPUT</b>	<b>DUE DATE</b>	<b>BUDGET</b>
<b>ENTRY LEVEL</b>	Review the organizational structure	Revised organizational structure	Dec 2019	R0
	Introduce and publicize all new and review human resource policies annually	Human Resource Policies and Employee Handbook	Jun 2019, 2020, 2021 and 2022	R5 000
	Ensure qualitative implementation of the Employment Equity Plan	Realization of set employment equity targets with regard to gender and people with disabilities for each year of the plan	Jun 2020, Jun 2021 and Jun 2022	R10 000 per annum
	Ensure minimum leave (24 or 27 days) is taken by each employee annually	Leave Report	Jun 2020, Jun 2021 and Jun 2022	R0
	Reduce and manage excess leave to within 48 days per employee and current only	Excess leave to be within provisions of the collective agreement and current only	Jun 2019 and Jun 2020, Jun 2021 and Jun 2022	R0
	Provide Employee Wellness services	Appointment of Employee Wellness Officer	Dec 2019	R309 537.84
<b>DEVELOPMENT OF PEOPLE</b> <b>(Training, Promotion and Progression, Performance and Talent Management, Culture, Leadership etc)</b>				
	<b>PRIORITY PROJECTS</b>	<b>OUTPUT</b>	<b>DUE DATE</b>	<b>BUDGET</b>
<b>INTERNAL ENVIRONMENT MANAGEMENT LEVEL</b>	Develop Comprehensive Human Resource Development Strategy	Human Resource Development Strategy	Jun 2019	R50 000
	Ensure all Job Descriptions are updated in line with the provisions of the policy	Job Descriptions	Every two years from August 2016	R0
	Ensure implementation of the Workplace Skills Plan to at least 80% of planned training	Workplace Skills Plan and Training Report	Jun 2018, June 2019 and June 2019	R0
	Communicate reviewed and newly adopted Human Resource Policies	Register of inducted employees	Dec 2017, 2018, 2019 and 2020	R0

	Adopt and implement Human Resource Service Standards	Human Resource Service Standards	Jun 2020	R0
	Introduce Human Resource Information System (HRIS) to manage all human resources related activities e.g. organogram, employee records, employment equity report, skills development, injuries on duty reports	Progressive introduction of Electronic Human Resource Information System	Jun 2020	R10 000 per annum for skilling personnel

**EXIT OF PEOPLE  
(Death, Injury on Duty, Terminal illness, Retirement Resignation and Dismissal)**

	<b>PRIORITY PROJECTS</b>	<b>OUTPUT</b>	<b>DUE DATE</b>	<b>BUDGET</b>
<b>EXIT LEVEL</b>	Determination of future (three years) human resource requirements - Human Resource Planning	Human Resource Requirements (three years)	Jun 2018	R0
	Introduce and maintain medical surveillance programmes	Medical surveillance report	Report quarterly	R100 000
	Conduct Health Risk Assessment every two years	Risk Assessment Report	2018	R0

**HRM OPERATIONAL PLAN (in order of priority)**

<b>STRATEGIC GOAL</b>	<b>NAME OF HR PROJECT</b>	<b>KEY MILESTONE</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>YEAR 5</b>	<b>CURRENT STATUS</b>
Ensure alignment of organogram to the Integrated Development Plan (IDP).	Review the organizational structure	Organizational structure aligned to IDP	Necessary approval obtained and new organizational structure Implemented					Current structure and job titles not properly aligned to IDP
Recruitment of competent staff	Ensure all Job Descriptions are updated in line with the provisions of the policy	Up to date Job Descriptions		Ensure all Job Descriptions are up to date				New Job Descriptions in place
Introduce new and review human	Introduce and publicize all new and review human	All employees inducted on the newly developed	Induct all employees on the	Introduce new and review human	Introduce new and review human			Not all employees inducted on all reviewed and new human resource policies



resource policies annually	resource policies annually	Human Resources Policies	newly developed HR Policies	resource policies annually	resource policies annually			
Training and development to ensure responsiveness.	Develop Comprehensive Human Resource Development Strategy	Human Resource Development Strategy	Strategy approved by Council	Publicize strategy				No comprehensive Human Resource Development Strategy in place
Redress gender imbalances.	Ensure qualitative implementation of the Employment Equity Plan	Employment Equity Plan	Seventy five percent (75%) of employment equity targets for 2017/2018 with regard to gender and disability realized	Eighty percent (80%) of employment equity targets for 2018/2019 with regard to gender and disability realized	Ninety percent (90%) Employment equity targets for 2019/2010 with regard to gender and disability realized			Employment Equity targets currently not sitting at around 20 percent of planned
Introduction and or improvement of systems	Introduce Human Resource Information System (HRIS) to manage all human resources related activities e.g. organogram, employee records, employment equity report, skills	Electronic Human Resource Information System	Set-up and populate the system and different modules e.g. organogram, employee records, employment equity report,	Implement Electronic Human Resource Information System	Implement Electronic Human Resource Information System			No comprehensive Human Resource Information System in place

**HRM OPERATIONAL PLAN (in order of priority)**

<b>STRATEGIC GOAL</b>	<b>NAME OF HR PROJECT</b>	<b>KEY MILESTONE</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>YEAR 5</b>	<b>CURRENT STATUS</b>
	development, injuries on duty reports		skills development, injuries on duty reports					
Ensure safety and healthy environment	Provide Employee Wellness services	Develop Employees Wellness Policy	Appointment of Employee Wellness Officer	Implementation of employee wellness programmes	Implementation of employee wellness programmes			No designated officer and policy in place
Training and development to ensure responsiveness.	Ensure implementation of Workplace Skills Plan to at least 80% of planned training	Eighty percent (80%) implementation of the Workplace Skills Plan	Seventy percent (70%) implementation of the Workplace Skills Plan	Eighty percent (80%) implementation of the Workplace Skills Plan				Workplace Skills Plan implemented at 50% of planned

Introduce new and review human resource policies annually	Communicate reviewed and newly adopted Human Resource Policies	Inducted all current and new employees	Inducted all current and new employees	Inducted all current and new employees	Inducted all current and new employees			Old employees not inducted
Ensure safety and healthy environment	Conduct and Medical Surveillance maintain medical surveillance programmes in line with the Occupational Health and Safety Policy	Medical surveillance for high risk areas conducted	Conduct medical surveillance for high risk areas and all newly appointees	Conduct medical surveillance for high risk areas and all newly appointees				No medical surveillance report for old employees
Ensure safety and healthy environment	Conduct Health Risk Assessment every two years	Health Risk Assessment Report		Health Risk Assessment Report				First Health Risk Assessment
Ensure safety and healthy environment	Ensure minimum leave (24 or 27 days) is taken by each employee annually	Leave Report	Minimum leave (24 or 27 days) is taken by each employee annually	Minimum leave (24 or 27 days) is taken by each employee annually	Minimum leave (24 or 27 days) is taken by each employee annually			Challenges with excess leave in some instances
Promote culture of performance in the municipality.	Management of all leave types	Leave managed to in line with the conditions of service (SALGBC agreements)	Re-introduce the leave Schedule in all departments and improve monitoring and reporting on the different leave types	Monitor and control absenteeism				Some adverse findings by Auditor General

**HRM OPERATIONAL PLAN (in order of priority)**

STRATEGIC GOAL	NAME OF HR PROJECT	KEY MILESTONE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	CURRENT STATUS
Promote culture of performance in the municipality.	Adopt and implement Human Resource Service Standards	Human Resource Service Standards	Introduce, monitor and implement Human Resources Service Standards					No standards in place
Promote culture of performance in the municipality.	Determination of future (three years) human resource requirements – Human Resource Planning	Human Resource Projections and or Plan	Investigate, plan and deliver plan					No human resource projections in place

## **9. LOCAL ECONOMIC DEVELOPMENT**

### **LED & TOURISM STRATEGY**

The municipality do have a new recently updated LED Strategy but not yet implemented. The old one expired in 2015/2016 financial year with the end of term of last council. LED & Tourism Strategy was adopted by Council in November 2010. The LED strategy forms the link between sustainable livelihoods and economic activities.

Development objectives in the LED strategy seek to address poverty and unemployment, and economic development through e.g. an enabling environment for the advancement of LED activities; addressing youth related social-economic issues; accelerate the roll out and effective implementation of High Impact Projects and Investment; and Identification and upgrading of new tourism projects and facilities.

This LED strategy is aligned with the National, Provincial and District policies and legislation. The SDF and the LED Strategy aims at broadening the economic base: An important development principle underlying economic development is to contribute towards the achievement of sustainable development. The LED strategy therefore addresses the challenge to balance the 'triple bottom line' imperatives of economic efficiency, human well-being and environmental integrity.

This strategy is also supported by the Spatial Development Framework to give effect to the following SDF principle i.e. to investigate and exploit the opportunities of the municipal resources such as agriculture, tourism, mining and power generations.

## **LOCAL ECONOMIC DEVELOPMENT STRATEGY PILLARS**

Seven (7) Key Strategic Pillars were identified as those that require specific attention and programmes of the municipality in order to realize the above objectives and meet the municipal targets. These Strategic pillars are;

- 1. To become the tourism and recreational hub of Mpumalanga through the development and promotion of water sport related activities to attract both local and foreign tourists to the area thereby stimulating the development of SMMEs**
- 2. Promote and support Community Economic Development**
- 3. Attract inward investment in Lekwa**
- 4. Encouragement of Local Business Growth and development**
- 5. Promote and support Investment in Soft Infrastructure**
- 6. Promote and Support Agricultural development**
- 7. Sector (Business cluster) Development**

These strategic pillars represent the building blocks on which the new economy of the local area will be based. It is evident that the pillars are grouped into specific sectoral and cross cutting categories. The approach that was followed to develop details regarding each of the strategic pillars is that of economic reconstruction within the parameters and resource opportunities within the local area. Practical consideration in terms of local economic development would, however, differ for each specific area according its characteristics and elements, which can include elements such as population densities, income potential, existing and future LED opportunities, social needs, etc. The framework consists of Seven (7) strategic pillars, where each pillar is divided into programmes that are further divided into projects or action plans.

### **9.1. STATISTICAL EVIDENCE SUPPORTING MAIN DEVELOPMENT TRUSTS**

Section 152 (c) of the Constitution of Republic of South Africa mandates Local Government to promote Social and Economic Development, The Intergovernmental Relation Framework Act 13 of 2005 facilitates the coordination in the implementation of policy and legislation between National, Provincial and Local Government in order to realise the National priorities. In this instance promoting Social and Economic Development remains the important task of all these three Spheres of Government

In order to improve the quality life of all persons living in Lekwa Municipality, the three spheres of Government had to jointly employ various interventions to address Poverty, Unemployment and Inequality. Local Economic Development (LED) is one component of the Integrated Development Plan (IDP) for Lekwa Local Municipality; this section seeks to highlight successful programmes that were implemented by other spheres of government working with the Local economic development (LED) unit of the Municipality.

#### **1. Hospitality Youth Training Programme in Lekwa Municipality (LED Initiative)**

The National Department of Tourism in partnership with Mpumalanga Tourism Park Agency (MTPA), Lekwa Local Municipality and Progressive Local Businesses had implemented the Hospitality Youth Training Program (Tourism Buddies). The Programme aimed at helping unemployed youth to find meaningful employment in the Tourism industry. The programme targeted Youth between the ages of 18 and 35 who have a matric (Grade 12) qualification.

The programme provided one-month theory training which covered Communications, Life Skills, and Customer Care etc. On completion of the first phase trainees were placed in tourism establishments where they received on job training. Fifteen (15) young people were recruited and enrolled in the training programme, ten (10) out of the fifteen were able to complete the training and got competency certificates at NQF LEVEL 2. The hosting employer Maxis Standerton absorbed some of the trained Young people.

Again in 2016/2017 the National Department afforded training opportunity for Fifty (50) unemployed youth of Lekwa, the fifty learners will be in the programme for one year. The training for is divided in two categories **twenty-five (25)** are training in Food and Beverages (NQF LEVEL 4), the other twenty (25) are training in Accommodation Services (NQF: LEVEL 2).

It is worth mentioning that the partnership has also grown from one local restaurant who was able to host all the fifteen learners now host employers includes Accommodation Facilities (Guest houses). The National Department of Tourism sponsored this programme in line with its mandate of skilling unemployed youth in order to access work opportunities in the Tourism industry.

## **2. Community Works Programme (CWP) Implementation in Lekwa Local Municipality (LED Initiative)**

Community Works Programme is a Government Programme aimed at addressing, Poverty, Inequality and high rate of Unemployment in South Africa. The programme is a safety net; it supplements existing livelihoods by offering a basic level of income security. It is an ongoing programme that complements rather than replacing existing Government social grants

During 2014/2015 The department of Cooperative Governance and Traditional Affairs (COGTA) working with its Mpumalanga Provincial Government Had identified Lekwa Local Municipality to be a CWP Site to implement the programme; the site was allocated Forty (40) participants (Unemployed People) to work in the CWP.

To date the Municipality is hosting 1048 CWP Participants, with a total budget of **R12 263 957** and budget wages of **R9 401 094** distributed to the HH ratio. It is evident that this programme has changed many lives of the people in all the wards of Lekwa, participants who are working in the programme had also acquired skills in the following programmes, namely

- Bricks manufacturing (40 participants)
- Brick layer (40 participants)
- First Aid training and SHE Rep (50 participants)

Apart from the fact that the programme has equipped the participants, It also important to point out the following achievements linked to the programme. The achievements include the following:

- The programme has increased house hold income,
- CWP is regarded as an effective programme in poverty reduction in the Municipality
- Local ECDs and old age homes benefited a lot with vegetables produced in various community gardens that are linked to Community Works Programme.
- Other community are being look after by CWP Participants

### 3. Vlakfontein Refurbishment Project (LED Initiative)

The department of Water Affairs mandate includes among other things to protect the environment, water resources and to take every precaution to ensure that the possible effect of frocking on water resources is carefully managed. In July 2013 the Minister of Water and Environment Affairs released a second National Water strategy (NWRS2) which sets out the vision and strategic actions for effective water management.

The strategy seeks to propel towards the achievement and attainment of an inclusive equitable economy. It also seeks to ensure that the management of National Water Resources contributes towards achieving South Africa's Growth, Development and Socio-Economic priorities in a sustainable manner. The strategy is centred on the **three key objectives:**

- That water supports development and elimination of poverty and equality
- That water contributes to the economy and job creation
- That water is protected, used, developed, conserved, managed and controlled in a sustainable and equitable manner

It is against the above background that the Department had identified the Vlaksfontein refurbishment project to be implemented in Lekwa Local Municipality. The project was funded by the National Department of Water Affairs and Environmental Affairs as one of the infrastructure Maintenance; Usutu Vaal (Groot Draaidam) working with the Municipality had established a joint Project Steering committee to ensure smooth implementation of the project.

- The project has created **288 (Two Hundred and eighty-eight)** job opportunities since from its inception to date.
- The project is implemented in Ward 12 which is one of the rural wards, it means this project responded well on job creation for rural community, although the project was implemented in one ward but other wards of Lekwa also benefited.

It must be noted that the project has changed many lives in Lekwa Local Municipality and households' income for the municipality have changed because of the implementation of the Vlakfontein Project.

## 9.2. GENERAL EFFORTS AND DEVELOPMENT TRUSTS

- The Municipality had relaunched the Local Economic Development Forum on the 29<sup>th</sup> March 2017

- Lekwa Municipality in partnership with Gert Sibande District Municipality hosted SMME Fair on the 31 March to show case the SMME Products
- The construction of Standerton Mall project was launched on the 25<sup>th</sup> April 2017
- Lekwa Municipality in Partnership with the National Department Tourism and Mpumalanga Tourism Parks Agency is currently implementing Youth Hospitality Training Programme for unemployed youth, the number of participants from 15 during 2016 to 50 Learners in 2017 (25 Food and beverage) (25 accommodation services)
- Local businesses (Guest Houses and Restaurants had partnered with Government as host employers of the Learners for the Experiential training of the Youth Hospitality Training
- Lekwa Municipality in Partnership with Gert Sibande District Municipality hosted SMME Fair on the 31 March to show case the SMME talents and Products.
- 40 employment opportunities were created through Phezukomkhono Project
- 1061 work employment opportunities were created through Community Works Programme

## **10. RURAL AGRICULTURAL DEVELOPMENT IN LEKWA**

### **10.1. Capability and potential of land for agricultural use**

Agricultural potential is overall a combination of many factors. It gives an indication of the type of activity that is most suited in a particular area and the capability of the land. Land capability is determined mainly by the collective effects of soil and terrain features and climate. However, there may be circumstances in which the planner would first attempt to rate soil capability as such before considering the influence of climate on the use of the land.

The capability classification system was applied to rain fed agriculture and excludes any form of irrigation. Economic considerations such as proximity to markets and capital resources of the farmer are not criteria for land capability. The land suitability is presented in a hierarchy ranging from land with few limitations on its use starting with crop production through a range of other less intensive uses such as pasture, natural grazing, forestry and wildlife. Land suitability is linked to good farm management practices.

### **10.2. Land suited to cultivation**

#### **Class I: Land very suitable for intensive and well adapted cultivation**

There is a few limitations to land in this class that restrict its use and it may be used safely and profitably for cultivated crops. The soils are nearly level and deep, they hold water well, and they are generally well drained. The land is very responsive to fertilization although it might be well provided with natural nutrients. The climate is favourable for growing many of the common field crops.

**Class II: Land suitable for intensive cultivation**

Land in Class II has some limitations that reduce the choice of plants or require moderate conservation practices. The land may be used for cultivated crops, but with less latitude in the choice of crops or management practices than Class I. However, limitations are few and show the effects of gentle slopes, moderate susceptibility to wind and water erosion. There are slight climatic limitations on soil use and management.

**Class III: Land for moderate well adapted cultivation**

Land in this class has severe limitations that reduce the choice of plants or require special conservation practices, or both. When used for cultivated crops, the conservation practices are usually more difficult to apply and to maintain. The number of practical alternatives for average farmers is less than that for soils in Class II. Limitations may result from a range of factors ranging from steep slopes, susceptibility to erosion, problems with the water holding capacity and climatic conditions.

**Class IV: Poorly adapted cultivation**

Land in Class IV has very severe limitations that restrict the choice of plants and normally require very careful management. It may be used for cultivated crops, and conservation practices are more difficult to apply and maintain. It may be well suited to only two or three of the common crops or the harvest produced may be low in relation to inputs over a long period of time. Its limitations are the result of the effects of one or more permanent features such as steep slopes, severe susceptibility to water or wind erosion or severe effects of past erosion, shallow soils and a moderately adverse climate.

**10.3. Land with limited use – generally not suited to cultivation****Class V: Intensive grazing**

Land in this class has little or no erosion hazard but has other limitations impractical to remove. That limits its use largely to pasture, range, woodland or wildlife food and cover. These limitations restrict the kind of plants that can be grown and

prevent normal tillage of cultivated crops. Pastures can be improved and benefits from proper management can be expected. It is nearly level and some occurrences are wet or frequently flooded while others are stony, have climatic limitations, or have some combination of these limitations.

**Class VI: Moderate grazing**

Land in Class VI has severe limitations that make it generally unsuited to cultivation and limits its use largely to pasture and range, woodland or wildlife food and cover. Land in this class has continuing limitations that cannot be corrected, amongst others, steep slopes, severe erosion hazard, effects of past erosion, stoniness and severe climate.

**Class VII: Light grazing**

Land in this class has very severe limitations that make it unsuited to cultivation and that restrict its use largely to grazing, woodland or wildlife. Restrictions are more severe than those for Class VI because of one or more continuing limitations that cannot be corrected. Physical conditions are such that it is impractical to apply such pasture or range improvements as seeding, liming and fertilizing. Depending on soil characteristics and climate, land in Class VII may be well or poorly suited to woodland.

**Class VIII: Wildlife**

Land in Class VIII has limitations that preclude its use for commercial plant production and restrict its use to recreation, wildlife, water supply or aesthetic purposes. Limitations that cannot be corrected land in Class VIII cannot be expected to return significant on-site



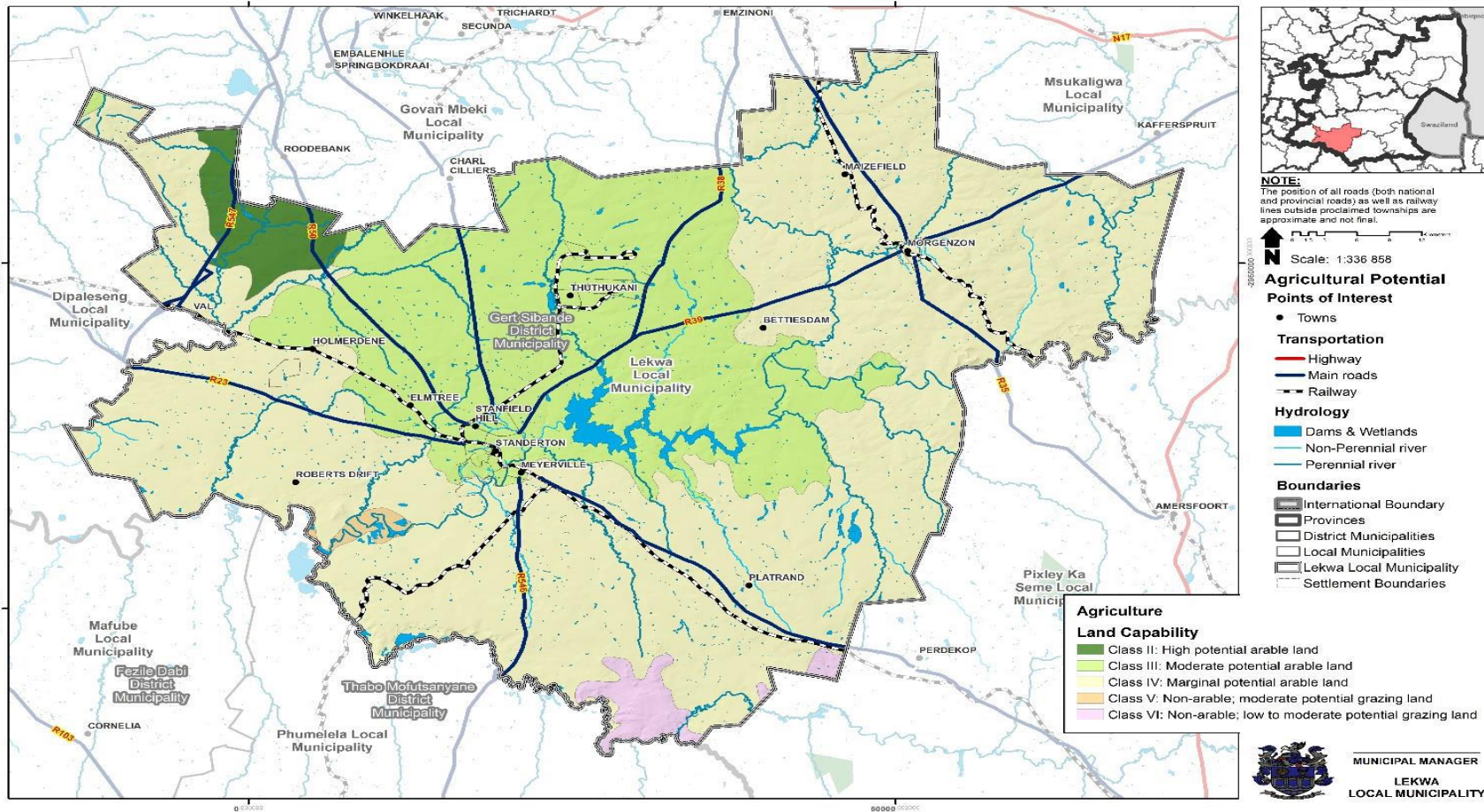
benefits from management for crops, grasses or trees, although benefits from wildlife use, watershed protection or recreation may be possible. Badlands, rocky outcrop, sandy beaches, river wash, mine tailings and other nearly barren lands are included in Class VIII. Land Capability classes are interpretive groupings of land units according to their potentials and continuing limitations or hazards. South Africa (Class III –VIII) has severe limitations with respect to climate (rainfall), terrain or soils. Arable land is represented by Class I-III and it covers 12.4% of the country. Another 11% is covered by marginal land (Class IV). The following table illustrates the capability of land areas for Agricultural use.

In terms of the land capability of the municipality the majority of the municipal area falls within the Class III moderate or class IV marginal potential arable land group, where at the north western corner of the municipality an area of class II high potential arable land is present.

## **Agricultural potential**

MUNICIPAL CODE MP305

## LEKWA LOCAL MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK 2016



Most agricultural potential in the municipality occurs in the area of the Grootdraai Dam towards the north. In the northwest corner an area with high potential agricultural values exist. This area should be protected from development and be utilised for strictly agricultural use. The rest of the municipal area consists of marginal potential arable land and only small areas to the south and south west is non-arable.

## **10.4. Implications for land use management**

### *Areas with High Agricultural Potential*

- No further development other than commercial agriculture.
- Department of Agriculture and Environmental Affairs must commit their support to land reform projects within High Agricultural Potential land in order to ensure commercial and environmental sustainability.
- Development subject to development application.

### *Areas with Good Agricultural Potential*

- Agricultural theme to be continued, possibly in the form of Agri-tourism.
- Very Limited development in line with the SCAP and DAP.
- Development subject to development application.

### *Areas with Relatively Good Potential*

- Limited development in line with the SCAP and DAP.
- Development subject to development application

# 4. CHAPTER THREE: NATIONAL, PROVINCIAL AND REGIONAL DEVELOPMENT PARADIGMS

## 4.1. Legislative and Policy Context Alignment

Our development strategy through the vision 2030 strategy responds directly to our socio-economic analysis, the importance of Lekwa as service centre for the surrounding area, its location on the periphery of an important national growth node to the south, and the need to target those areas in greatest need as key to realising our future development vision. The crux of our development strategy is to place people at the heart of development and to ultimately eradicate poverty as the collective aim of our interventions.

Notwithstanding this close alignment, the challenge remains to mobilise the collective resources of all 3 spheres of government, and social partners of business, labour and civil society for the delivery of the strategic objectives.

### Alignment of the National, Provincial and Regional Paradigms

NATIONAL CONTEXT		PROVINCIAL CONTEXT			LOCAL CONTEXT
National Development Plan Vision 2030 (NDP)	New Growth Path 2010	Mpumalanga Economic Growth Development Path (MEGDP)	Ruling Party Manifesto/ Mpumalanga Vision 2030	Medium Term Strategic Framework 2014-2019 (MTSF)	Five (5) Strategic Goals
1. Economy & Employment	Interventions in the nuclear, advanced materials, aerospace and ICT industries.	Foster economic growth that creates jobs, reduce poverty and inequality in the Province.	Creation of more jobs, decent work & sustainable livelihoods for inclusive growth	P1: Improved Economic Growth & Employment	<b>Promoting and facilitating human development for effective economic participation</b>

2. Inclusive rural development	Interventions in a range of sector such as agro processing, bio-fuels, forestry, cultural industries, aquaculture and tourism	Sector development	Rural development, land reform and food security		<b>Promoting spatial and environmental management</b>
3. Economic infrastructure	Systematic promotion of green and energy-efficient goods and services			P4: Adequate Infrastructure to Facilitate Achievement of Prioritised Outcomes	<b>Equal access to a customer focused sustainable basic infrastructure and service</b>
4. Improve education, innovation & training	Skills development plans and commercialisation of publicly funded innovation.	Sustainable human development	Education and Training	P2: Improved Quality of Education & Training	<b>Provision of transparent, accountable, effective and efficient leadership.</b>
5. Human Settlements	Strengthened linkages between tourism and cultural industries	Regional spatial distribution integration, and environmental sustainability	Human Settlements and basic services		<b>Promoting spatial and environmental management</b>
6. Building safer communities 7.	Downstream beneficiation	Inclusive & shared growth	Health	P3: Health System Effectiveness: A Robust Foundation for the Implementation of the NHI	<b>Facilitating access to health, safety and welfare facilities and services</b>
8. Building a capable state		Inclusive & shared growth		P5: Improved Quality of Public	<b>Facilitating access to health, safety and</b>

				Services at the Locus of Delivery	<b>welfare facilities and services</b>
9. Accountability and fight corruption			Fighting crime and corruption	P6: Fighting Crime & Corruption	<b>Provision of transparent, accountable, effective and efficient leadership.</b>

## 4.2. NATIONAL CONTEXT

### 4.2.1. National Development Plan, 2030

The National Development Plan, 2030, is a vital policy framework that informs all of government's development initiatives and economic growth. It is a plan set to reverse the challenges experienced in the country and further enhance the livelihoods of the citizens of South Africa. The NDP has focused on the following key principles that directly affect Lekwa Local Municipality;

<b>Economy and Employment</b>
<ul style="list-style-type: none"><li>❑ To eliminate poverty and reduce inequality, South Africa has to raise levels of employment and, through productivity and growth, the earnings of working people. South Africa needs faster growth and more inclusive growth. This should be achieved by Raising exports, improving skills development, lowering the cost of living for the poor, investing in competitive infrastructure, reducing the regulatory burden on small businesses, facilitating private investment and improving the performance of the labour market to reduce tension and ease access to young, unskilled work seekers</li></ul>
<b>Economic Infrastructure</b>
<ul style="list-style-type: none"><li>❑ Improve access to the electrical grid. This should be done by ensuring adequate supply of coal for power stations (specific emphasis on the Waterberg Area) as well as Gas Supply, renewable energy sources and liquid fuels.</li><li>❑ Ensure that all people have access to clean, potable water whilst ensuring that there is enough water for agriculture and industry. This should be done through an investment programme for water resource development and wastewater management. The plan also mentions programmes for the improvement of water use and efficiency.</li><li>❑ Consolidate and expand transport and logistics sector – specific emphasis on capacity for coal transport as well as better public transport.</li><li>❑ Enhance ICT infrastructure – improve access to broadband whilst reducing the cost thereof.</li></ul>
<b>Environmental Sustainability and Resilience</b>
<ul style="list-style-type: none"><li>❑</li><li>❑ Enhance land and oceans under protection</li><li>❑ Target reduction in greenhouse gas emissions</li><li>❑ Reduce waste disposed to landfill sites.</li><li>❑ Focus on renewable energy.</li><li>❑ Invest in new agricultural technologies research and development of strategies to protect rural livelihoods.</li></ul>
<b>Inclusive Rural Economy</b>

- ❑ Create additional direct and indirect jobs in the agriculture agro-processing and related sectors. This should be done through improved infrastructure and service delivery, land tenure review and assistance to small and micro farmers. Possibly review and linking industry commitments to social and tourism investment.

### **Transforming Human Settlements**

- ❑ Establish a strong and efficient spatial planning system.
- ❑ Upgrade informal settlements
- ❑ Ensure more people living closer to their places of work through densification and better located housing and settlements.
- ❑ Better quality public transport
- ❑ More jobs in or close to dense, urban townships.

### **Improving Education Training And Innovation**

- ❑ The South African education system needs urgent action. Building national capabilities requires quality early childhood development, basic education, further and higher education. Early childhood development should be broadly defined, taking into account all the development needs of a child, and provided to all children. The priorities in basic education are human capability, school management, district support, infrastructure and results-oriented mutual accountability between schools and communities. Further Education and Training colleges, public adult learning centres, sector education and training authorities, professional colleges and Community Education and Training Centres are important elements of the post-school system that provide diverse learning opportunities.

### **Building A Capable And Developmental State**

- ❑ A state that is capable of playing a developmental and transformative role, whilst at the same time insulated from political interference. Staff should be capacitated and be able to perform their responsibilities.

### **Health Care For All**

- ❑ Although not directly stated, the spatial implication of this theme would be to ensure access to health facilities to all communities.

### **Safer Communities**

- ❑ Although not directly stated, the spatial implication of this theme would be to ensure access to police stations to all communities.



#### **4.2.2. New Growth Path 2010**

In order to provide for sustainable economic growth and eradicate poverty, the national New Growth Path supports the deepening of the domestic and regional market by growing employment, increasing incomes and undertaking other measures to improve equity and income distribution, and widening of the market for South African goods and services through a stronger focus on exports to the region and other rapidly growing economies.

The New Growth Path focuses on areas that have the potential for creating employment on a large scale (job drivers), mostly by the private sector and on securing strong and sustainable growth in the next decade. The job drivers identified are:

- I. Substantial public investment in infrastructure both to create employment directly in construction, operation and maintenance as well as the production of inputs and indirectly by improving efficiency across the economy;
- II. Targeting more labour-absorbing activities across the main economic sectors i.e. the agricultural and mining value chains, manufacturing and services;
- III. Leveraging social capital in the social economy and the public services; and
- IV. Fostering rural development and regional integration

In each of these areas, a special effort needs to be made to generate opportunities for young people who face the highest unemployment rate.

The Industrial Policy Action Plan advances the work of the Economic Sectors and Employment Cluster. It contributes to:

- I. Rural development through interventions in a range of sectors such as agro processing, bio-fuels, forestry, cultural industries, aquaculture and tourism
- II. Advanced technological capabilities through interventions in the nuclear, advanced materials, aerospace and ICT industries.
- III. A serious first step towards the systematic promotion of green and energy-efficient goods and services
- IV. Downstream mineral beneficiation
- V. Strengthened linkages between tourism and cultural industries
- VI. Stronger integration between sector strategies, skills development plans and commercialisation of publicly funded innovation.

The Mpumalanga Spatial Development Framework needs to spatially accommodate the Job Drivers of the New Growth Path and the Industrial Policy Action Plan within Mpumalanga, which include;

Infrastructure development for employment and development which includes: Industrial areas and Infrastructure

- The Comprehensive Rural Development Programme (CRDP) attending to a large rural population
- Tourism, agriculture, mining and agro-processing strategic interventions
- Manufacturing, particularly in the steel industry with a strong base in the western parts of Mpumalanga Province
- The petrochemical industry strongly represented in the south western parts of the province, and
- Green economics to ensure the conservation of the environment which provides employment opportunities in the mining, agricultural and tourism sector.

## **4.3. PROVINCIAL CONTEXT**

### **4.3.1. Mpumalanga Economic Growth Development Path**

The Mpumalanga Economic Growth and Development Path (MEGDP) underpins the Mpumalanga Growth and Development Strategy with the objective “to foster economic growth that creates jobs and reduce poverty and inequality in the Province” (Mpumalanga Human Settlements Master Plan, 2015). Mpumalanga has taken an innovative approach to the development of its Economic and Development Growth Path. Although, the MEGDP is closely aligned to the National Strategy, it however takes into consideration Mpumalanga’s province-specific comparative and competitive advantages and the linkages to key provincial strategic objectives. The primary objective of the MEGDP is to foster economic growth that creates jobs, reduce poverty and inequality in the Province. The growth path is anchored on a number of parameters including sector development, Inclusive & shared growth, spatial distribution, regional integration, sustainable human development and environmental sustainability with clearly defined strategic targets over the medium to long term.

#### **Strategic Interventions to unlock and support the MEGDP**

The last section of the MEGDP focuses on specific strategic interventions which, unlock and support the realisation of the initiatives noted in Mpumalanga’s economic growth and Development Path. Some of the key interventions include:

- Effective and efficient BBBEEE which empowers previously disadvantaged to positively contribute to the economy;
- Skills development and capacity which is linked to the identified growth trajectories;
- Reducing the cost of doing business in MP and barriers to entry;
- Increasing MP’s competitive advantages and creating appropriate investment incentives;
- Support to Cooperatives and SMMEs to ensure sustained development;
- Project financing; and
- Provision of conducive Infrastructure for economic growth and development (land claims, water licences, communications, etc.) (Mpumalanga Economic Growth and Development Path, 2011)

### 4.3.2. Information Communication Technology (ICT)

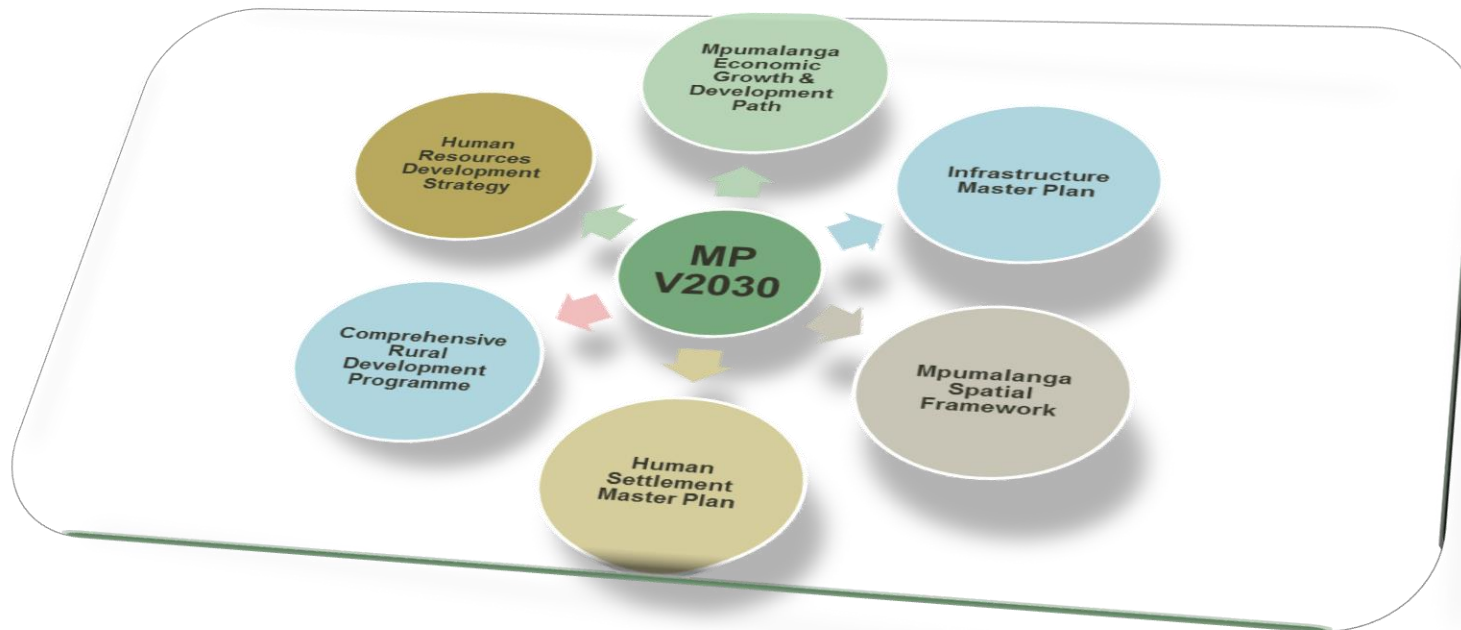
The Department of Economic Development Environment and Tourism conducted a research on the Mpumalanga ICT infrastructure and the disparity of ICT access within the province. The ICT sector shows that Mpumalanga and South Africa have limited access to ICT infrastructure. Only 9% of households in Mpumalanga have access to fixed telephone lines, and South Africa allegedly is one of the few countries in the world that has a negative growth rate in terms of fixed lines. The decline in Telkom’s fixed-line network has hindered internet growth and therefore has implications for the development of widespread affordable access to a full information infrastructure. In terms of all the local municipalities in the district Lekwa Local Municipality has the highest average (46.6%) of households with access to ICT, although only 7% of households have internet access and 16% a telephone fixed line network with about 26 685 households in the Municipality. According to this table, LLM has some form of access to ICT and communication development which brings about more opportunities for people. Information and knowledge empower people to become more self-sufficient and exposed to the fast growing world of ICT.

<b>Table 5: % Households with ICT access GSDM Local Municipality</b>	<b>Radio</b>	<b>Cell phone</b>	<b>Television</b>	<b>Telephone</b>	<b>Internet</b>	<b>Average</b>	<b>Total Households</b>
Albert Luthuli LM	78%	72%	58%	3%	2%	35,9%	46,036
Msukaligwa LM	88%	84%	70%	12%	5%	45,6%	31,751
Mkhondo LM	80%	76%	60%	6%	3%	38,8%	29,926
Pixley ka Seme LM	80%	64%	67%	15%	4%	39,8%	21,605
Lekwa LM	86%	81%	76%	16%	7%	46,6%	26,685
Dipaleseng LM	80%	68%	69%	14%	6%	41,1%	12,322
Govan Mbeki LM	77%	77%	64%	15%	7%	43,1%	79,191

### 4.3.3. Mpumalanga Vision 2030

A Provincial **implementation** response to the National Development Plan, Mpumalanga Vision 2030 provides a provincial expression of the key priorities, objectives and targets enumerated in the NDP and expressed within the manifesto

- It is a **focused** and strategic implementation framework that provides a direct **implementation response** to the National Development Plan.
- The framework describes the Province's approach to realizing the objectives of the NDP in the **provincial context**
- It **builds on and informs** past & existing sectoral and related planning interventions in MP **Provincial Planning Landscape & Linkages**



## Mpumalanga V2030 Overall Objectives

V2030 provides a **strategic overview** in order to:

- Set high level **provincial targets**
- Facilitate **decision making** and **prioritisation**
- **Inform choices** and trade offs
- Locate strategies, programmes and projects within a focused **spatial representation** of the content and intention

## Organizing Structure of the Framework

SOCIO -ECONOMIC OUTCOMES	MECHANISMS	CONDITIONS
<ul style="list-style-type: none"> <li>• Economy &amp; employment</li> <li>• Improving education, training &amp; innovation</li> <li>• Healthcare for all</li> <li>• Social Protection</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Infrastructure</li> <li>• Transforming human settlements</li> <li>• Environmental sustainability &amp; resilience</li> <li>• Inclusive rural economy</li> </ul>	<ul style="list-style-type: none"> <li>• Building a capable &amp; developmental state</li> <li>• Fighting corruption</li> <li>• Building supportive, safe &amp; cohesive communities</li> </ul>

In line with the principles of the NDP, V2030 highlights the following **socio economic outcomes** as priorities:

- Employment & Economic Growth
- Education and Training
- Health care for all
- Social Protection

These priorities do not imply that the “normal business of government” should be deferred, but rather aim to **focus the activities and decisions** of the Province on key areas leveraging high impact for improved and sustainable long term socio-economic development in Mpumalanga.

The achievement of these outcomes is further dependent on the critical success factors described as “**mechanisms**” and “**conditions**” below

### Critical Success Factors: Mechanisms and Conditions

In order for the **socio-economic outcomes** to be achieved, key **mechanisms** must be in place to facilitate the achievement of objectives. In turn, these mechanisms require the **strong foundations** of a capable developmental state and a safe and cohesive society

### Vision 2030 Targets

Mpumalanga Vision 2030 includes **key targets** for the Province that are in line with those expressed in the NDP. These targets have been developed with due consideration given to the **specific** demographic, institutional, **spatial** and socio economic advantages and challenges of the Province.

V2030 Targets: Economy & Unemployment			
Indicator	NDP Target	Mpumalanga V2030 Target	
<b>Unemployment Rate</b>	6%	6%	
<b>Number of Employed</b>	11 million additional jobs	1.2 million additional jobs Total employment to 2.1 million to achieve 6% unemployment rate	
<b>GDP Growth Rate</b>	Average annual GDP growth above 5%	Average annual GDP growth above 5%	
<b>GDP per capita</b>	Raise per capita GDP to R110 000 in constant prices	Raise per capita GDP to R110 000 in constant prices	
<b>Lower bound poverty line – R416 per person (2009 prices)</b>	Reduce the proportion of households with a monthly income below lower bound poverty line to 0%	Reduce the proportion of households with a monthly income below lower bound poverty line to 0%	
<b>Gini Co-efficient (Income inequality)</b>	0.6. The proportion of income earned by the bottom 40% in SA should rise to 10% by 2030	0.6. The proportion of income earned by the bottom 40% in SA should rise to 10% by 2030	

<b>Indicator</b>	<b>NDP Target</b>	<b>Mpumalanga V2030 Target</b>	
<b>Life Expectancy</b>	Improve average male & female life expectancy at birth to 70 years	Improve average male & female life expectancy at birth to 70 years	
<b>Universal access</b>	Universal access to an equal standard of care regardless of income	Universal access to an equal standard of care regardless of income	

In addition to these targets, the NDP includes the following objectives that should be considered by the Province:

- Progressively improve TB prevention & cure
- Significantly reduce the prevalence of non-communicable chronic diseases.
- Reduce maternal, infant & child mortality
- Reduce injury, accidents & violence by 50% from 2010 levels



<b>Indicator</b>	<b>NDP Target</b>	<b>Mpumalanga V2030 Target</b>	
<b>Pre -school education</b>	All children should have at least 2 years of pre-school education	All children should have at least 2 years of pre-school education	
<b>ANA average mark</b>	90% of learners in grades 3, 6 &9 must achieve 50% or more in ANA	90% of learners in grades 3, 6 &9 must achieve 50% or more in ANA	
<b>Throughput rate</b>	Between 80% & 90% of learners should complete 12 years of schooling or vocational training	Improve throughput rate of learners to at least 80%	
<b>Matric pass rate</b>	80% of abovementioned learners should pass exit exams	80% of abovementioned learners should pass exit exams	
<b>Innovation</b>	Expand science, technology & innovation outputs by increasing R&D spending by government & by encouraging industry to do so	Gross expenditure of research & development (GERD) in MP as a percentage of provincial GDP to increase to at least 2%	

In addition to these targets, the NDP includes the following objectives that should be considered by the Province:

- Eradicate **infrastructure backlogs** & ensure that all schools meet the minimum standards by 2016
- Develop programmes and partnerships that produce **sufficient artisans** to meet the economies needs
- Increase the number of students eligible to study towards **maths & science** based degrees.

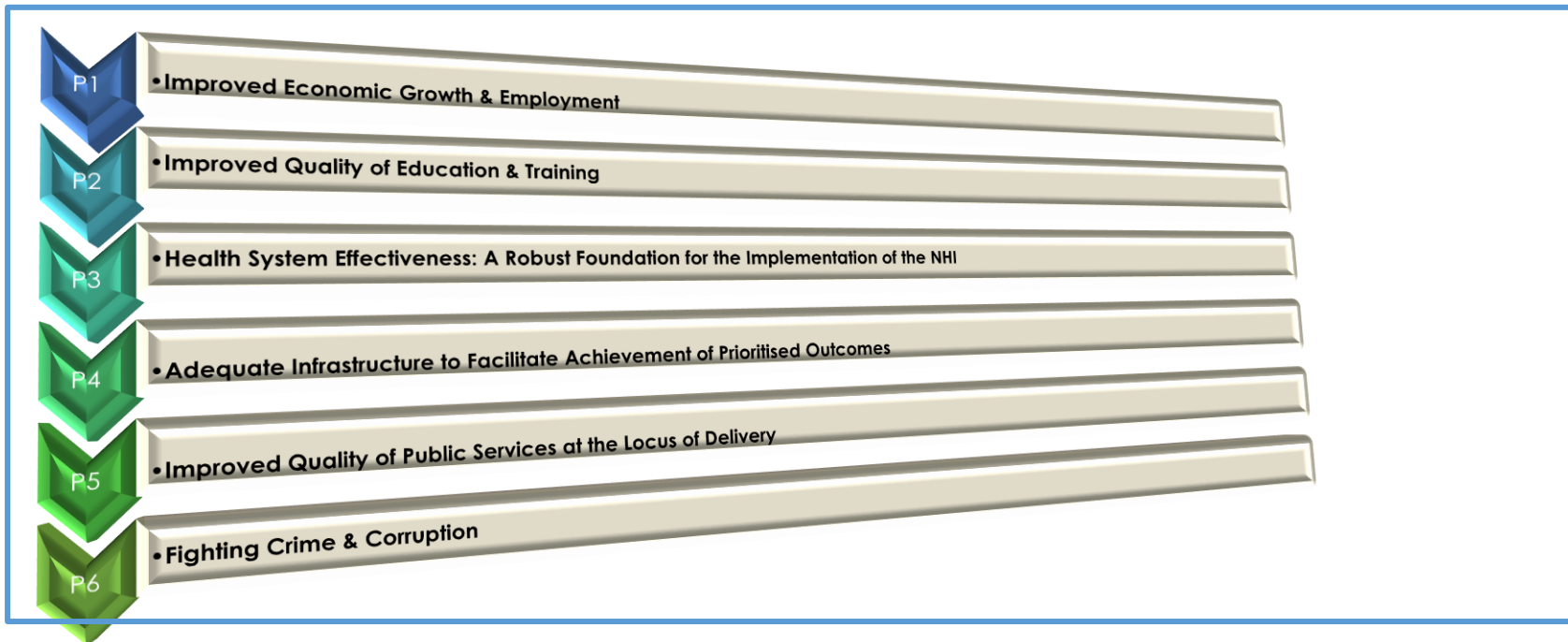
#### 4.3.4. Medium Term Strategic Framework 2014-2019

Developmental & **collaborative long term planning** perspective improves delivery and impact and eliminates duplication.

MTSF 5 year targets are precise and presented in the context of **progress towards the 2030** objectives detailed in the Mpumalanga Vision 2030 Strategic Implementation Framework – foundation, consolidation and expansion

The principle of utilizing “**linkages and leverage**” should be applied in this MTSF period to lay a foundation for 2030 i.e. it may be necessary to prioritize seemingly “insignificant” programmes in the medium term (e.g. technical expertise / infrastructure maintenance programmes) in order to unlock significant development impact in the long term.

#### MTSF (2014-2019) Priorities



P1: Improved Employment & Economic Growth			
IMPACT INDICATORS	BASELINE	MPUMALANGA V2030 TARGET	2014-2019 TARGET
<b>Unemployment Rate</b>	26.6% in 3rd Quarter 2013	6% Unemployment Rate	16.4% Unemployment Rate
<b>Number of Employed</b>	156 000 jobs gained from Q4: 2009 to Q3:2013	2.1 million additional jobs	<b>390 000 additional, sustainable jobs (78 000 pa)</b>
<b>GDP Growth Rate</b>	1.4% in 2012	Average annual GDP growth above 5%	Average annual GDP growth above 5%
<b>GDP per capita</b>	GDP per capita of R48 000 (2012)	Raise per capita GDP to R110 000 in constant prices	Raise per capita GDP in constant prices to R79 000
<b>Lower bound poverty line – R416 per person (2009 prices)</b>	41. 6% in 2011	Reduce the proportion of households with a monthly income below lower bound poverty line to 5%	The poverty rate should be 26%

The province is required to create **78 000 jobs per annum** until 2030 in order to meet the NDP target of a **6% unemployment** rate.

There will be sufficient new entrants and enough in the unemployed & discouraged pools to achieve the above - the question is whether the **provincial economy** can create the required number of jobs year after year.

In addition, will the new entrants be able to offer prospective employers the **specific skills** they require?

P2: Improved Quality of Education & TrainingT

<b>Indicator</b>	<b>Baseline</b>	<b>Mpumalanga V2030 Target</b>	<b>2014-19 MTSF targets</b>
<b>Pre -school education</b>	90% (2013 ECD enrolment)	100% ECD enrolment. (All children should have at least 2 years of pre-school education)	100% (2013 ECD enrolment)
	22% ECD practitioners trained (2013)	100% ECD practitioners trained	78% ECD practitioners trained
<b>ANA average mark</b>	32-35% average in grades 3, 6 &9 (2012)	90% of learners in grades 3, 6 &9 must achieve 50% or more in ANA	70% of learners in grades 3, 6 & 9 must achieve 50% or more
<b>Throughput rate</b>	New	Improve throughput rate of learners to at least 80%	Improve throughput rate of learners to 50%
<b>Matric pass rate</b>	76% Matric pass rate (2013)	80% Matric pass rate	90% Matric pass rate

P3: Health System Effectiveness: A Robust Foundation for the Implementation of the NHI

<b>IMPACT INDICATORS</b>	<b>MPUMALANGA V2030 TARGET</b>	<b>BASELINE</b>	<b>2014-2019 TARGET</b>
<b>Life Expectancy</b>	Improve average male & female life expectancy at birth to 70 years	Life expectancy 50,2 years for males 53 years for females (2011)	Life expectancy increase to: 55 years for males and 60 years for females
		Maternal mortality 166,1/100 000 (2011)	Reduce maternal mortality to: 50 or less per 100 000
		Infant mortality 93,3/1 000 (2011)	Reduce infant mortality to <5 /1 000
		child mortality 5,5 / 1 000 (2011)	Reduce child mortality to <5/1 000
		TB Cure Rate 76,5% (2011)	TB Cure Rate increased from 76,5% to 85%
		No baseline	100 % of eligible citizens living with HIV/AIDS must have access to ARVs
		incidence of malaria 0,39 / 1 000 (2009)	Decrease the incidence of malaria per 1000 population at risk to 0 (zero)
<b>Universal access</b>	Universal access to an equal standard of care regardless of income	NHI pilot currently being implemented in Gert Sibande	Implementation of NHI in all districts by 2019

		None of provincial facilities comply with national core standards	All provincial health facilities meet national core standards
<b>P4: Adequate Infrastructure to Facilitate Achievement of Priority Outcomes</b>			
<b>IMPACT INDICATORS</b>	<b>MPUMALANGA V2030 TARGET</b>	<b>BASELINE</b>	<b>2014-2019 TARGET</b>
<b>Percentage of GDP spent on infrastructure</b>	Public infrastructure investment must be equal to 10% of GDP by 2030	New	Public infrastructure investment must be equal to 5.1% of GDP by 2019

P5: Improved Quality of Public Services at the Locus of Delivery

<b>IMPACT INDICATORS</b>	<b>BASELINE</b>	<b>2014-2019 TARGET</b>
<b>Increased access to basic services</b>	Water: 94.9%	Water: 100%
	Sanitation: 95.6%	Sanitation: 100%
	Electricity: 89.8%	Electricity: 100%
	Refuse Removal: 54%	Refuse Removal: 75%
<b>Filling of all top 6 positions (critical posts) in all 21 municipalities.</b>	77.23% vacant posts filled	100% vacant posts filled
<b>Clean Audit Outcomes</b>	2 municipalities	All municipalities achieve and sustain clean audit outcomes

# 5. CHAPTER FOUR: STRATEGY DEVELOPMENT

## 5.1. Key issues for strategic consideration

This section highlights all issues that should be considered when the strategic direction of the municipality is designed. These issues include both the negatives and the positives that can be used moving forward. These issues are categorized in terms of the national key performance areas and focus areas, which will simplify their inclusion in the strategy. In addition to this, in preparation for the 2019/20 financial year, a financial recovery plan was developed in conjunction with National and Provincial Treasury, noting the current financial situation that the Municipality finds itself in. The process culminated in the making public of the financial recovery plan after it was adopted by Council on 30 April 2019. The said strategies have also now been incorporated into the IDP for implementation and monitoring and will form the basis for SDBIP implementation.

National KPA	Focus area	Description	Issues for consideration
Infrastructure and services	Water and sanitation	Sanitation maintenance	The municipality should <b>maintain</b> the following: <ul style="list-style-type: none"> <li>- Existence of the WSDP</li> <li>- Provision of waters services to targeted households</li> <li>- Provision of sanitation services to targeted households</li> <li>- Provision of free basic services to its indigent communities</li> </ul> The municipality should however <b>improve</b> on the following: <ul style="list-style-type: none"> <li>- Water and sanitation backlogs</li> <li>-Performance on blue and green drop scores</li> <li>-Ageing water and sanitation infrastructure</li> <li>-Development of the infrastructure maintenance plan</li> <li>- Plans on meeting future water demands</li> </ul>
		Water leaks	
		Water provision	
		Sanitation provision	
	Electricity	Sub-station provision and upgrade	The municipality should <b>maintain</b> the following: <ul style="list-style-type: none"> <li>- The increase in the number of households with electricity connections</li> </ul> The municipality should <b>improve</b> on:
		High mast light provision	
		High mast maintenance	
Electricity provision			



		Street lights provision	-Developing the energy plan	
		Street lights maintenance	-Reduction of electricity provision backlogs -Electricity infrastructure maintenance	
	Roads	Graveling	The municipality needs to improve on the:	<ul style="list-style-type: none"> <li>-Development of a transport plan</li> <li>-Development of the Roads master plan</li> <li>-Development of the Road maintenance plan</li> <li>-Provision of tarred and graveled roads</li> <li>-Provision of sidewalks</li> <li>-Provision of bridges</li> <li>-Provision of speed humps</li> <li>-Provision of storm water drainages</li> <li>-Provision of paving where needed</li> </ul>
		Road maintenance		
		Paving		
		Storm water drainage		
		Provision of sidewalks		
		Provision of speed humps		
		Provision of bridges		
	Housing	Provision of low cost houses	The municipality must deal with the informal settlements and facilitate the provision of low cost housing. The municipality must also develop/review the housing sector plan.	
		Settlement formalization		
	Waste management	Waste collection	The municipality must <b>maintain</b> the following: - Collection of waste from households and businesses - Existence and review of the integrated waste management plan	<p>The municipality should however <b>improve</b> on:</p> <ul style="list-style-type: none"> <li>- Waste collection vehicles</li> <li>- Licensing of a landfill site</li> <li>-The number of households receiving the waste collection service in the rural areas and informal settlements.</li> </ul>
Waste management project				
<b>Municipal transformation and institutional development</b>	Municipality services	Access to the municipality	The municipality should ensure that:  <ul style="list-style-type: none"> <li>-Municipal services are accessible to all.</li> <li>-Critical posts must be filled and equity targets be met.</li> <li>-The working environment should be safe and</li> <li>-All employees and non-employees should have access to skills development opportunities.</li> </ul>	
	Human resource management	Filling of critical post Employment equity Human resources development Occupational safety		
	Financial planning	Annual budgeting	The municipality must ensure,	

<b>Financial viability and financial management</b>	Finance management	Revenue enhancement and billing Expenditure management	<ul style="list-style-type: none"> <li>-The development of a financial plan</li> <li>- IDP aligned budgeting</li> <li>- Efficient financial management and reporting</li> <li>- Revenue enhancement</li> <li>- Properly acquire goods and services and manage contracts thereof.</li> <li>- Provision of free basic services to the indigent household</li> <li>- Improved audit opinion</li> <li>- Reduction of debt</li> <li>- Proper implementation of internal control systems</li> </ul>
	Supply chain management	Contract management	
<b>Good governance, community participation and ward committee system</b>	Governance	Council and its sub-committees	<p>The municipality should maintain functional council and its subcommittees.</p> <p>The municipality should also ensure the development and implementation of the communication plan and the public participation strategy. Ward committees should also be kept functional and clear programs on the development of the special groups.</p>
	Public participation	Communication plan Public participation strategy Ward committees Special groups development	
<b>Social and local economic development</b>	Economic development	Establishment of cooperatives	<ul style="list-style-type: none"> <li>-The municipality should ensure the availability of sports, recreation and arts infrastructure and programs.</li> <li>-The municipality must create job opportunities through the implementation of the LED strategy.</li> <li>-The municipality must also assist in the development of SMME's to enable community participation in formal and informal economies of the area.</li> <li>-The municipality should have a clear poverty alleviation programme</li> <li>-The municipality must also attempt to develop youth skills to improve their employability.</li> <li>-The municipality must also facilitate the provision of social development infrastructure and services that fall outside the municipal mandate.</li> <li>-The municipality must have clear programmes aimed at ensuring social security.</li> </ul>
		Job creation	
		Tourism infrastructure provision	
	Social Development	Poor clinic services	
		Recreation facilities provision	
		Recreation facilities maintenance	
		Social service infrastructure provision	
		Social services infrastructure maintenance	
Provision of educational support			
Social security			
<b>Spatial rationale</b>	Land Use	Provision of grazing fields	
		Land sale regulation	

		Combat land invasion	<p>The municipality should ensure the implementation of SPLUMA with a view to cater for land use requirements and needs.</p> <p>The municipality should also facilitate the environment protection programmes.</p> <p>The municipality must also at all-time be ready to respond to disasters whilst reducing and mitigating them where possible.</p>
		Land use management	
		Provision of title deeds	
		Township establishment	
		Site regulations	

## 5.2. THE STRATEGIC DIRECTION

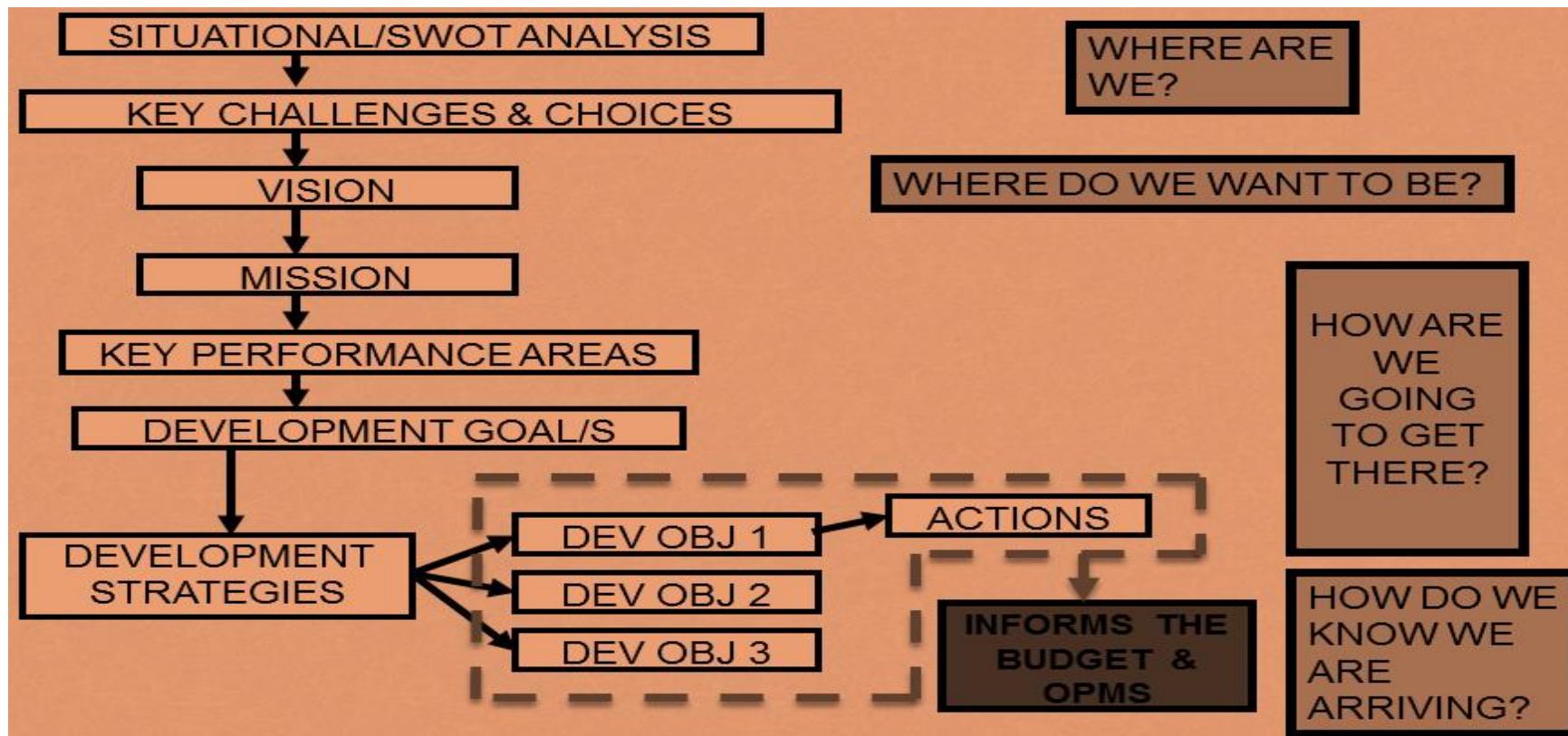
It is imperative at this stage to highlight the approach employed in developing the municipal strategy document. In the main the outcome based thinking was adopted. This thinking presents the reality as made up of a number of interdependent parts that are in a constant state of change and development, a change on one leads to a change in another.

In order to plan successfully employing the outcome based thinking, one has to firstly define the purpose, then define the process that will deliver the purpose and only after that one will be able to identify the parts that are involved in the process. One important aspect of the thinking is emphasizing on the relationships amongst the parts bearing in mind that the whole is more than the sum of its parts.

The outcome based thinking is then underpinned by the concepts including outcome, result, output and activities. Activities are the things you do to produce outputs and outputs are the tangible things, products, services that arise from activities. On the other hand, results refer to whether the people take action on the produced outputs whilst the outcome is the desired end after the action is taken.

Further to the underlying thinking it is also imperative to highlight the planning methodology used in developing this strategy for the municipality. The following is the schematic presentation of the strategic planning structure for this strategy. The structure is basically categorized into four phases namely,

1. Determining where we are
2. Determining where do we want to be
3. Determining how we are going to get there
4. Determining how we are going to get there and determining how do we know if we are arriving.



Each of these phases have activities that to be undertaken to achieve the fulfillment of the strategy elements. In determining where we are, the SWOT analysis and key challenges are identified. In order to determine where we want to be, the Vision is designed. For the municipality to know how to get to the desired state of development, the mission, key performance areas, goals, strategies, objectives and actions are developed. Finally, to know if the municipality is arriving or not the performance management tools are developed.

The foregoing section of this document dealt with determining where we are and this section seeks to determine where we want to be, how do we get there and how do we know if we are arriving.

### **5.2.1. The statement of intent (development vision)**

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

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

### **5.2.2. The mission statement**

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

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

### **5.2.3. Our values**

- Innovation
- Excellence
- Trustworthiness
- Timeous responsiveness
- Transparency
- Batho-pele principles

### **5.2.4. Our Key performance areas**

1. Service delivery and infrastructure development
2. Municipal and institutional development and transformation
3. Financial viability and management
4. Good governance and public participation
5. Local economic development
6. Spatial rationale

### **5.2.5. Our strategic goals**

1. Equal access to a customer focused sustainable basic infrastructure and services.
2. Facilitating access to health, safety and welfare facilities and services
3. Provision of transparent, accountable, effective and efficient leadership.
4. Promoting and facilitating human development for effective economic participation
5. Promoting spatial and environmental management

### **5.2.6. Strategic objectives**

- 1.1 Improved provision of all basic infrastructure and services
- 2.1 Improved provision of all social services and infrastructure
- 3.1 Ensure a sustainable working environment
- 3.2 Ensure a financially viable and sustainable municipality
- 3.3 Ensure participative, transparent and accountable governance
- 4.1 Achieve a holistic human development and capacitation for the realization of skilled and employable workforce
- 4.2 Create employment opportunities
- 5.1 Realize a complete environmental protection
- 5.2 Facilitate a creation of a disaster ready community
- 5.3 Ensure an integrated and aligned development planning

## 7.17. 2019/20 KPA's, Strategic objectives, strategies and measurable objectives

### 6.3.1. Infrastructure and service delivery

KPA	Infrastructure and service delivery	Measurable objectives
<b>Strategic Goal</b>	1.Equal access to a customer focused sustainable basic infrastructure and services. 2. Facilitating access to health, safety and welfare facilities and services	
<b>Outcome 9</b>	Sustainable and reliable access to basic services	
<b>Back to Basics</b>	Delivering basic services to create conditions for decent living	
<b>Financial Recovery Plan Strategy</b>	Infrastructure and service delivery improvements	
<b>Strategic Objective</b>	1.1 Improved provision of all basic infrastructure and services 2.1 Improved provision of all social services and infrastructure	
<b>Strategies</b>	1.1.1 Reduce water and sanitation infrastructure and service backlogs.	1.1.1.1 Provide water infrastructure to all targeted households.
		1.1.1.2 Provide water service to all targeted households.
		1.1.1.3 Maintain water service infrastructure and service for all the targeted households.
		1.1.1.4 Provide sanitation infrastructure to all targeted households.
		1.1.1.5 Provide sanitation service to all the targeted households.
		1.1.1.6 Maintain the sanitation infrastructure for all the targeted households.
		1.1.1.7 Ensure the existence of the water and sanitation provision guiding document
	1.1.2 Provide and facilitate access to electricity for all targeted households	1.1.2.1 Provide the electricity infrastructure to all targeted households.
		1.1.2.2 Provide the bulk electricity service in terms of the municipal license on electricity provision.

		1.1.2.3 Facilitate the provision of alternative energy
		1.1.2.4 Facilitate and provide free basic electricity to all deserving households of Lekwa.
	1.1.3 Reduce the road infrastructure backlog and maintain the existing infrastructure	1.1.3.1 Ensure the existence of a road infrastructure provision framework
		1.1.3.2 Construct new roads
		1.1.3.3 Maintain the existing roads
		1.1.3.4 Complete the designs and appointments for new roads
	1.1.4 Facilitate the reduction of the housing backlog	1.1.4.1 Ensure the existence of an updated Housing sector plan
		1.1.4.2 Housing backlog reduction reports submitted to council on a quarterly basis
	1.1.5 Provide efficient waste collection and management service to all targeted household	1.1.5.1 Collect waste from all targeted households
		1.1.5.2 Manage waste efficiently
	2.1.1 Provide the library services	2.1.1.1 Ensure the provision of the library services to the minimum standards.
	2.1.2 Facilitate the provision of community facilities	2.1.2.1 Construct the community facilities
		2.1.2.2 Maintain the existing community facilities
	2.1.3 Ensure the municipal contribution to HIV/AIDS	2.1.3.1 Implement the HIV/AIDS plan
		2.1.3.2 Submit quarterly reports to council on HIV/AIDS
		2.1.3.3 Maintain the functionality of the Local AIDS council
	2.1.4 Improve on road safety	2.1.4.1 Exercise the traffic law enforcement
	2.1.5 Ensure the municipal contribution to community safety	2.1.5.1 Implement a crime prevention infrastructure framework.
		2.1.5.2 Submit quarterly reports to council on community safety
	2.1.6 Facilitate the provision of sports and recreations facilities	2.1.6.1 Facilitate the construction of sports and recreation facilities
		2.1.6.2 Maintain the sports and recreation facilities



	2.1.7 Design and implement sports, arts and heritage celebration programs	2.1.7.1 Implement the municipal sports, arts and heritage celebration programme
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### 6.3.2. Municipal and institutional development and transformation,

<b>KPA</b>	<b>Municipal and institutional development and transformation</b>	<b>Measurable Objectives</b>
<b>Strategic Goal</b>	3. Provision of transparent, accountable, effective and efficient leadership.	
<b>Outcome 9</b>	Sound financial and administrative management capabilities	
<b>Back to Basics</b>	Building capable institutions and administrations	
<b>Financial Recovery Plan Strategy</b>	Organizational restructuring Human resource management	
<b>Strategic Objective</b>	3.1 Ensure a sustainable working environment	
<b>Strategies</b>	3.1.1 Maintain and improve the municipal policies 3.1.2 Ensure effective and efficient human resource management	
		2.1.2.1 Strategically plan for the human resources
		3.1.2.2 Foster an IDP aligned municipal structure
		3.1.2.3 Fill the budgeted vacant posts
		3.1.2.4 Implement the employment equity plan
		3.1.2.5 Report labor relations matters to council on a quarterly basis.
	3.1.3 Ensure effective and efficient human resource development	3.1.3.1 Ensure the existence of an updated WSP
		3.1.3.2 Implement the WSP
	3.1.4 Improve performance	3.1.4.1 Develop and adopt the performance management system
		3.1.4.2 Set the municipal performance targets
		3.1.4.3 Set the departmental performance targets
		3.1.4.4 Align the service delivery targets with the budget

		3.1.4.5 Achieve the individual commitment to set departmental targets
		3.1.4.6 Monitor the achievement of the set targets
		3.1.4.7 Report performance to council
		3.1.4.8 Address areas of underperformance
	3.1.5 Improve information technology and document management systems	3.1.5.1 maintain the municipal document management system
		3.1.5.2 Upgrade the municipal IT infrastructure
	3.1.6 Improve on customer care	3.1.6.1 Record and attend to customer complaints

### 6.3.3. Financial viability and management

<b>KPA</b>	<b>Financial viability and management</b>	<b>Measurable objectives</b>
<b>Strategic Goal</b>	3. Provision of transparent, accountable, effective and efficient leadership.	
<b>Outcome 9</b>	Sound financial and administrative management capabilities	
<b>Back to Basics</b>	Sound financial management	
<b>Financial Recovery Plan Strategy</b>	Improve financial sustainability, administration and controls	
	Restructuring of the budget	
	Improve cash-flow management	
<b>Strategic objective</b>	3.2 Ensure a financially viable and sustainable municipality	
<b>Strategies</b>	3.2.1 Improve the audit opinion	3.2.1.1 Implement the Auditor general's report intervention plan
	3.2.2 Ensure the IDP aligned financial planning	3.2.2.1 Adopt the municipal IDP aligned annual budget
		3.2.2.2 Adopt the municipal IDP aligned adjustment budget

	3.2.3 Effectively and efficiently manage the expenditure of the municipality	3.2.3.1 Monitor the expenditure of the municipality's budget
		3.2.3.2 Pay all suppliers within a legislated period
		3.2.3.3 Conduct all expenditure reconciliations
		3.2.3.4 Manage the municipal assets
	3.2.4 Manage and increase the municipal revenue base	3.2.4.1 Improve the collection rate
		3.2.4.2 Conduct all revenue reconciliations
	3.2.5 Reduce the municipal debt	
	3.2.6 Ensure that the municipality acquires goods and services in terms of supply chain regulations.	3.2.6.1 Manage the supply chain processes in accordance with the municipal regulations on supply chain management.
	3.2.7 Ensure a constant and accurate financial reporting.	3.2.7.1 Perform monthly financial reporting.
		3.2.7.2 Perform quarterly financial reporting.
		3.2.7.3 Perform annual financial reporting.
	3.2.8 Ensure the existence of updated finance management strategies	3.2.8.1 Adopt an updated SCM framework.
		3.2.8.2 Adopt an updated fraud prevention plan.
		3.2.8.3 Ensure the existence of the risk management guideline

#### 6.3.4. Good governance and public participation

<b>KPA</b>	<b>Good governance and public participation</b>	<b>Measurable objectives</b>
<b>Strategic Goal</b>	3. Provision of transparent, accountable, effective and efficient leadership.	
<b>Outcome 9</b>	Functional strengthened system of cooperative governance and participatory democracy through a refined ward committee model	
<b>Back to Basics</b>	Good governance Putting people first	
<b>Financial Recovery Plan Strategy</b>	Strengthening governance	
<b>Strategic objective</b>	3.3 Ensure participative, transparent and accountable governance	

<b>Strategies</b>	3.3.1 Improve the public participation and communication processes	3.3.1.1 Implement the municipal public participation strategy
		3.3.1.2 Ensure the existence of the municipal communications functioning
	3.3.2 Ensure the existence and functionality of the public participation structures	3.3.2.1 Ensure the IDPRF functionality.
		3.3.2.2 Ensure the functionality of ward committees.
		3.3.2.3 Ensure the functionality of the youth council.
		3.3.2.4 Ensure the functionality of the gender and disability forums.
	3.3.3 Ensure functional municipal structures	3.3.3.1 Ensure that all legislated council structures meetings seat.
		3.3.3.2 Ensure internal audit reporting.
		3.3.3.3 Ensure oversight reporting.

### 6.3.5. Local economic development

<b>KPA</b>	<b>Local Economic development</b>	<b>Measurable objectives</b>
<b>Strategic Goal</b>	4. Promoting and facilitating human development for effective economic participation	
<b>Outcome 9</b>	Local public employment programmed expanded through implementation of Community Works programmes	
<b>Back to Basics</b>	Delivering basic services to create conditions for decent living	
<b>Financial Recovery Plan Strategy</b>	Infrastructure and Service Delivery Improvements	
<b>Strategic Objective</b>	4.1 Achieve a holistic human development and capacitation for the realization of skilled and employable workforce	
	4.2 Create employment opportunities	
<b>Strategies</b>	4.1.1 Improve the community skills base	
		4.1.2.1 Implement the youth development plan

	4.1.2 Ensure the empowerment of youth, women and people living with disabilities	4.1.2.2 Implement the women empowerment plan
		4.1.2.3 Implement the PLD empowerment plan
	4.2.1 Implement the EPWP programme	4.2.1.1 Create EPWP jobs.
	4.2.2 Strategically plan for the local economic development	4.2.2.1 Ensure the existence of an updated Local Economic Development strategy.
	4.2.3 facilitate the implementation of the CWP	4.2.3.1 Submit quarterly CWP reports to council.
	4.2.4 Coordinate the fight against poverty	4.2.4.1 Implement the poverty alleviation plan
	4.2.5 Unlock the agricultural potential	4.2.5.1 Ensure the existence of an updated agricultural plan.
	4.2.6 Promote the mining activities	4.2.6.1 Submit quarterly mining applications reports to council.
	4.2.7 Facilitate SMME development	4.2.7.1 Ensure the existence of the SMME development framework.
4.2.8 Promote Lekwa to be a tourist destination.	4.2.8.1 Ensure the existence of a tourism sector plan.	

### 6.3.6. Spatial rationale

<b>KPA</b>	<b>Spatial Rationale</b>	<b>Measurable objectives</b>	
<b>Strategic Goal</b>	5. Promoting spatial and environmental management		
<b>Outcome 9</b>	Promote actions supportive of human settlement		
<b>Back to Basics</b>	Delivering basic services to create conditions for decent living		
<b>Financial Recovery Plan Strategy</b>	Infrastructure and Service Delivery Improvements		
<b>Strategic Objective</b>	5.1 Realize a complete environmental protection		
	5.2 Facilitate a creation of a disaster ready community		
	5.3 Ensure an integrated and aligned development planning		
<b>Strategies</b>	5.1.1 Improve community awareness on environmental protection		5.1.1.1 Design and implement the community awareness programme on environmental protection
	5.2.1 Reduce community vulnerability to disasters		5.2.1.1 Implement the municipal disaster management plan
	5.3.1. Ensure the existence of the municipal development spatial reference		5.3.1.1 Adopt an updated SDF
	5.3.2 Ensure the existence of the municipal land use guideline	5.3.2.1 Review and Implement the municipality's Town Planning Scheme	
		5.3.2.2 Initiate the implementation of SPLUMA	
	5.3.3 Promote the municipal integrated planning	5.3.3.1 Review and adopt the IDP	
	5.3.4 Facilitate the provision of integrated housing	5.3.4.1 Implement the informal settlement clearance plan	
		5.3.4.2 Implement the housing sector plan	
5.3.5 Enable access to land and land tenure	5.3.5.1 Improve the land ownership levels		



## 6. CHAPTER FIVE: HIGH LEVEL SECTOR PLANS ESPOUSED IN THE SPATIAL DEVELOPMENT FRAMEWORK (SDF)

Overview of the legislated and service delivery sector plans. In this section, the high-level sector plans demonstrate the following:

- How they relate to the status quo analysis
- How they contribute to the achievement of strategic objectives
- Demonstrate the relationship between the sector plan and programmes and projects of the municipality

The legislated Plans and service – oriented plans indicated in the table below;

KPA	MUNICIPAL DEPARTMENTS	INSTITUTIONAL STRATEGIES	STATUS QUO	STRATEGIC INTERVENTION
Municipal Transformation and Organisational Development	Corporate Services	<p><b>Human Resource Development Strategy</b></p> <p><b>Overview</b>-The Comprehensive Human Resources policy contains the human resources policies and procedures of the Municipality. The purpose of this Human Resources Policy is to ensure that service delivery enhanced within an environment characterized by employment justice, cultural diversity and transparency. It further provides a set of processes, procedures, rules and regulations for the consistent interpretation and application of collective agreements and legislation governing human resources management</p>	Available	Review annually
		<p><b>Performance Management Framework</b></p> <p><b>Overview</b> -The PMS framework reviewed in 2017 for performance alignment on IDP, SDBIP and balanced scorecards. The implementation and institutionalization of an Integrated PMS within Lekwa LM requires that performance management and assessment occurs at all levels. It requires that performance be managed both at an institutional level and at an individual level. The Municipal Manager, Directors should all sign performance agreements. PMS Steering Committee established and seats on</p>	Available	Review annually



		quarterly basis for assessment of, performance information; quarterly reports mid-year and annual reports.		
		<p><b>Employment Equity Plan</b></p> <p><b>Overview</b> - the purpose of this policy is to state the broad principles of employment equity to which the Lekwa Municipality is committed and to describe in general how the Municipality seeks to realise these principles. This policy document does not constitute the Employment Equity Plan of the Lekwa Local Municipality, but simply sets out the framework and guiding philosophy that will govern an Employment Equity Plan.</p>	Available	Review annually
		<p><b>HIV/Aids Management Plan</b></p> <p><b>Overview</b> – The municipal goal is the creation of a community that is well educated and aware of HIV and AIDS that strives for reduction of the infection rate by 50; have access to educational, prevention programmes and is mobilised against the stigma and discrimination of the infected and affected</p>	Available	Review annually
		<p><b>Public Participation Strategy</b></p> <p><b>Overview</b> -The Strategy encourages and create conditions for the local community to participate in the affairs of the Municipality:</p> <ul style="list-style-type: none"> <li>• amongst others the preparation, implementation and review of the Municipality’s Integrated Development Plan (IDP),</li> <li>• the establishment, implementation, and review of the Municipality’s Performance Management System,</li> <li>• the monitoring and review of the Municipality’s performance, including the outcome and impact of such performance, consideration of draft by – laws,</li> <li>• The preparation of the Municipality’s budget and consideration of Tariffs and Debt Collection policies.</li> </ul>	Available	Review annually

		<p><b>Risk Management Plan</b></p> <p>A Risk plan developed awaiting Council resolution. Council has approved a comprehensive risk register within Lekwa LM</p>	Available	
		<p><b>Fraud and Corruption Prevention Strategy</b></p> <p><b>Overview</b> – Policy developed and approved by Council in 2010. Awareness workshops are still to be conducted &amp; the procedure manual for the policy is yet to be finalized</p>	Available	Need to be review
		<p><b>Communication Strategy</b></p> <p><b>Overview</b> - The purpose of the Communications Strategy is to ensure that all communications initiatives in the Lekwa Local Municipality are well coordinated, integrated and focused. The strategy designed at the end of the Financial Year. It is going through all the Council processes adopted. The intention is to budget for a Communications Unit as the communities’ base one of the mere existences of Council on the mandate. They informed about the activities of the municipality.</p>	Available	
		<p><b>Policies</b></p> <p><b>Overview</b>-The Comprehensive Human Resources policy contains the human resources policies and procedures of the Municipality. The purpose of this Human Resources Policy is to ensure that service delivery enhanced within an environment characterized by employment justice, cultural diversity and transparency. It further provides a set of processes, procedures, rules and regulations for the consistent interpretation and application of collective agreements and legislation governing human resources management</p>	Available	Review annually
Service Delivery and	<b>Technical Services</b>	<p><b>Storm Water Master Plan</b></p> <p><b>Overview:</b> To identify, analyse and quantify identified storm water problems in the areas of Municipality, give preliminary</p>	Unavailable	Funds for development and implementation

<p>Infrastructure Development and</p>		<p>remedial measures and cost calculations for identified problems and give guidelines regarding storm water drainage through developing areas within the identified areas.</p> <p>The Lekwa Municipality appointed Africon Engineering to compile a hydrological model for the Lekwa area with specific mention of Morgenzon, Sakhile Ext:4 and Standerton Ext: 6 &amp; 7 to provide storm water infrastructure where flooding may occur. All cadastral information received from the Municipality in AutoCAD format in dwg format. No as-built information provided by LLM. As-built information obtained by on-site verification of Morgenzon, Sakhile Ext: 4 and Standerton Ext: 6 &amp; 7 existing system. No information is available for Sakhile as the area considered as developed with no infrastructure in place.</p> <p>Development of new infrastructure should be according to the standards set out in this report. It suggested that the proposed storm water layouts, as proposed in this study followed. All drainage structures, including streets, designed to accommodate the run-off for 2-year and 20-year storm events as used in these models.</p> <ul style="list-style-type: none"> <li>• Dilapidated Road Infrastructure</li> </ul>		<p>Patching of potholes for R0.85 million</p> <p>Gravelling of 3km of Roads in Rooikoppen and Patching of potholes</p>
		<p><b>Infrastructure Asset Plans in support of the SDF</b></p>		

		<p><b>Overview:</b> Sets a programme whereby municipalities can plan, programme and budget for meeting infrastructure service needs (Asset Solve™)</p>		
		<p><b>Integrated Transport Plan (ITP)</b></p> <p><b>Overview:</b> Currently no ITP, in terms of the National Land Transport Act, No.5 of 2009 an ITP is required</p>	Shared with GSDM	
		<p><b>Electricity Master Plan</b></p> <p><b>Overview:</b> Sasol Mining has conducted an electricity study, which will be our master plan; The municipality has been experiencing problems;</p> <ul style="list-style-type: none"> <li>• Electricity power trips that mainly affect Sakhile Extension 4 (Rooikoppen) during the winter period.</li> </ul>	Review by Sasol Mining	<p>Upgrading of the Electricity Infrastructure in Lekwa Local Municipality for R17.3 million</p> <p>Upgrading of Sakhile Receiving Substation For R4.8 million</p> <p>Installation of bulk electricity for Standerton extension 8 development for R30 million</p>

				<p>Generator for main building for R3 million</p> <p>Electrification of 150 RDP houses in Extension 8 for R1.7 million</p> <p>Electrification of 350 RDP houses in Standerton Extension 8 for R5.075 million</p> <p>Electrification of 500 RDP houses in Standerton Extension 8 for R8 million</p> <p>Upgrade of Notified Maximum Demand to 80MVA by Eskom</p> <p>Refurbishment and Upgrade of Electricity Infrastructure for R200 million</p>
		<b>Water Service Development Plan</b>	Available	

		<p><b>Overview:</b> This is a business plan, which sets out the way in which the water services authority plans and delivers water services to individuals and businesses in its area of jurisdiction. This is a business plan which sets out the way in which the water services authority plans and delivers water services to individuals and businesses in its area of jurisdiction</p> <p>It must also describe the current and future consumer profile, the type of services that provide the infrastructure requirements, a water balance, organizational and financial arrangements use, an assessment of the viability of the approach, and an overview of environmental issues. However, Lekwa is still experiencing problems as follows</p> <ul style="list-style-type: none"> <li>• Inconsistent supply of water to the high lying areas of Sakhile, which has affected Sakhile Extension 2 &amp; 6 and Standerton Extension 7.</li> </ul>		<p>Commissioning of Rising Main Line for R4 Million.</p> <p>Commissioning of 10 Megalitre Reservoir for R18 million</p> <p>Installation of gravity main from square reservoir to Standerton extension 8 for R4 million</p> <p>Refurbishment of filters at Standerton WTW for R8.3 million</p> <p>Refurbishment of Standerton Water Treatment Works (Store dam, recycling backwash water, raw water pumping units) and raw water</p>
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		<ul style="list-style-type: none"> <li>• There is an inconsistent supply of water to the high lying areas of ward 8 (Cosmos Park, Stanfield Hill and Correctional Services)</li> <li>• Backlogs in rural/farm areas and informal settlements and pressure challenges in Sivukile extensions 2 &amp; 3.</li> </ul>		<p>pipeline at treatment plant) for R12 million</p> <p>Construction of dedicated 450 mm diameter pumping main line from WTW to Round Reservoirs for R23 million</p> <p>Installation of dedicated electricity line to Standerton Water Treatment for R2 Million.</p> <p>Installation of air &amp; scour valves on the pumping main line to Concor Reservoir for R3 million</p> <p>Replacement and upgrade of clear water pumping units for Concor Reservoir for R4 million</p> <p>Install dedicated 250mm diameter pipe line to Early Bird from Concor</p>
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		<ul style="list-style-type: none"> <li>• Sewer spillages which impact on the environment and water sources</li>   <li>• Backlogs in rural areas and informal settlements</li> </ul>		<p>Reservoir for R4,5 million</p> <p>Replacement and Upgrade of AC pumping main line from 300mm to 450mm diameter pipe for R20 million</p> <p>Installation of 12 boreholes for R2 million</p> <p>Installation of in line booster to assist with pressure challenges in Sivukile extensions 2 &amp; 3 for R2,8 million</p> <p>Installation of water services in informal settlements for R1 million</p>
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				<p>Installation of sanitation infrastructure for Standerton extension 8</p> <p>Upgrade of Rooikoppen sewer network for R20 million</p> <p>Repair of Muller Sewer Pump station</p> <p>Standerton Waste Water Treatment Plant</p> <p>Standerton Waste Water Treatment Plant for R5 million</p> <p>Refurbishment of the Bio Filter at the Standerton Waste Water Treatment Works for R10 million</p> <p>Desludging of Morgenzon Oxidation Ponds for R5 million</p>
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				<p>Upgrade of Rooikoppen sewer network for R20 million</p> <p>Upgrade of Rooikoppen sewer network for R30 million</p> <p>Upgrading of the Standerton Waste Water Treatment Works for R120 million</p>
		<p><b>Pavement Management System</b></p> <p><b>Overview:</b> Pavement Management System is a subset of the Road Infrastructure Management System. The use of a Pavement Management System generally accepted as being essential for determining the maintenance needs of road networks in a scientific manner. Implemented in a sequence of phases, it first identifies maintenance projects from a visual assessment of the pavement condition within the road network. It then determines the most economical alternative maintenance treatment. A Pavement Management System enables road authorities to establish their budget requirements objectively, as well as maintaining control over the pavement performance.</p>	Unavailable	<p>Development of (PMS)Pavement Management System for R 0.4 million</p>
		<p><b>Integrated Waste Management Plan</b></p> <p><b>Overview:</b> An EMP is a document created by Gert Sibande District Municipality to provide a framework for dealing with the pollution risks associated with the local municipal activities. In many cases, it simply formalizes practices already undertaken on projects sites by municipalities.</p>	Available/ Shared with GSDM	

		Integrated Environmental Management (IEM) designed to ensure that the environmental consequences of development proposals understood and adequately considered in the planning process. The term environmental used in its broad sense, encompassing biophysical and socio-economic components.		
Local Economic Development	<b>Planning &amp; Economic Development</b>	<p><b>Integrated Human Settlement Chapter</b></p> <p><b>Overview:</b> The Housing Sector Plan/ Housing Chapter are a summary of the housing planning undertaken by a municipality and is use together with the IDP. The Housing Chapter is a 5-year plan, which reviewed annually. It is review as part of the IDP process and the summary of the housing planning undertaken becomes a chapter in the IDP. Therefore, it is not a comprehensive, stand-alone plan resulting from a separate planning process. The Housing Sector Plan/ Housing Chapter, and its contents, in the context of sustainable human settlements.</p> <p>The township of Standerton Extension 8 established with a view to bring into being an integrated residential development that responds to the national housing policy. This development has seen the construction of 500 government subsidised housing units, which populated by beneficiaries.</p> <p>The construction of another 500 housing units has also commenced and 140 houses built. The servicing of 1000 stands commenced. The purpose is to address the dire need for residential stands by the community of Lekwa.</p>	Reviewed annually	Compliance matter by DHS
		<p><b>Land use Management System</b></p> <p><b>Overview:</b> The objective of this plan is to formulate, develop and implement appropriate planning instruments to effectively guide and control land use and development, which will protect and enhance property ownership and value, and which will establish a balanced living environment.</p> <p>The LUMS is a single and flexible system used to manage land within a municipal area. Land Use Management is a combination</p>		

		<p>of all the tools and mechanisms used by a municipality to manage the way land use developed. These tools include inter alia: land use schemes; by-laws; licensing; rates and general property information. Municipalities are required to undertake land use planning in terms of the Municipal Systems Act No. 32 of 2000. A Land Use Management System is aimed at co-ordinating all land uses and their relationship to each other - ensuring certainty, order and compatibility of land uses.</p>		
		<p><b>Electronic Land Use Management System in support of the Land Use Scheme</b></p> <p><b>Overview:</b> For easy, sufficient and time saving electronic Wizards in terms of land use applications, Zoning Plans, Property identification etc.</p>		
		<p><b>Design and implementation of vacant land tariff policy</b></p> <p><b>Overview:</b> To motivate the development of vacant land within the existing urban boundary, preventing urban sprawl infill development.</p>		
		<p><b>Mining Indaba</b></p> <p><b>Overview:</b> Workshops with mines and role-players to discuss funding opportunities</p>		
		<p><b>Introduce Incentive System to Land Use Scheme (LUS)</b></p> <p>Overview: SPLUMA requires a LUS include land use and development incentives to promote effective implementation of the SDF and other development policies. Incentives may include:</p> <ul style="list-style-type: none"> <li>• Time taken to approve development application</li> <li>• Tax incentives and rates arrangements etc.</li> <li>• Infill development incentives (Municipal planning financial tools for economic</li> </ul>		

		development) etc. – reuse/revitalisation of properties		
		<p><b>Densification Strategy (Around Standerton CBD, Meyerville, Morgenzon)</b></p> <p><b>Overview:</b> Proposed areas to be densified within the municipality guided by a strategy in terms of infrastructure needs etc.</p>	Available	Approved SDF
		<p><b>Infrastructure Asset Plans in support of the SDF</b></p> <p><b>Overview:</b> Sets a programme whereby municipality can plan, programme and budget for meeting infrastructure service needs</p>	Available	Approved SDF
		<p><b>Implementation and Design Framework for Farmer Production Support Units (FPSU's)</b></p> <p><b>Overview:</b> For the realisation of Agri-Park initiatives by the DRDLR.</p>	Available	Approved SDF
		<p><b>Local economic development and Tourism Strategy</b></p> <p><b>Overview</b> - The LLM LED Plan developed and approved by council in November 2016. The National LED Framework, seeks to achieve the following;</p> <ul style="list-style-type: none"> <li>• provide direction to the LED unit;</li> <li>• emphasize the role of the entire municipality and other stakeholders in terms of LED;</li> <li>• set LED targets that are aligned to national and provincial priorities;</li> <li>• coordinate efforts of private and public sector stakeholders in LED;</li> <li>• inform the municipal IDP (as the LED Plan is a sector plan of the IDP)</li> </ul> <p>The objective of the LED Plan is therefore to identify economic potential in the Lekwa Local Municipality and develop a plan of action to exploit these opportunities.</p>	Available	Funds & technical support from GSDM & Department of Land Affairs & Department of Agriculture, DEDEA, etc. for implementation of LED Strategy

		<p><b>Flood line Assessment of the Vaal river (Standerton/Sakhile area)</b></p> <p><b>Overview</b> -Households within Standerton and Sakhile near the Vaal river probable to be affected by flash floods</p>	Available	Approved SDF
		<p><b>Geographical Information System GIS Software (ArcGIS) &amp; Electronic Land Use Management Systems (City Solve)</b></p> <p><b>Overview</b> -Updated electronic software to guide important spatial decision-making, utilise electronic spatial information received from consultants and increase productivity. To simplify development application processes and keep an electronic database.</p>	Unavailable	R 500 000 required for purchase of the system
		<p><b>Development of Revised Precinct Plans:</b></p> <ul style="list-style-type: none"> <li>• CBD and Beyer’s Naudé Drive</li> <li>• Sport and Recreation Precinct</li> <li>• Station Precinct</li> <li>• Nelson Mandela Drive in Meyerville</li> <li>• Sakhile Hostels</li> <li>• Tsotetsi Road in Sakhile</li> </ul> <p><b>Overview</b> -More detailed spatial plan to guide the spatial development of nodal areas within Standerton as a Primary node within the municipality.</p>		R250 000 per Precinct Plan required
		<p><b>Disaster Management Plan</b></p> <p>The Disaster Management Act (No 57 of 2002) requires of local government to develop a disaster management policy and establish a disaster management Centre in accordance to the national and provincial frameworks. The main responsibility for disaster management assigned to District Municipalities in consultation with the local municipality to determine the level of</p>	Available but shared with GSDM	

		the establishment of the Disaster Management Centre and its Disaster Management Plan. However, the Municipal Systems Act, No 32 of 2000 requires the compilation of a Disaster Management Plan as part of the IDP. In order to comply with the requirements of the Municipal Systems Act, a disaster management statement is prepared		
Good Governance and Public Participation	Corporate Services	<p><b>Transversal or IGR</b></p> <p><b>Overview:</b> The Communications and IGR Units coordinate the Local Government Communications Forum (LGCF) meetings on a monthly basis but the municipality does not have one.</p> <ul style="list-style-type: none"> <li>• The LGCF launched and be chaired by the Speaker of municipality.</li> <li>• All government departments, parastatals (Eskom, Telkom and SA Post Office) and Non-governmental organisations to attend this monthly meeting. The meetings serve as a platform for NGO's and government to develop common programmes that aimed of improving service delivery at all levels of government.</li> <li>• The Manager: Communications and IGR to attend all District Communications Forum (DCF) quarterly meetings.</li> <li>• The Communications and Units to do all the marketing for the public participation processes for the IDP, Budget, Imbizo's and all municipal events. Marketing tools that are used are the municipality's internal and external</li> </ul>	Available	
		<p><b>HIV/AIDS Strategy</b></p> <p><b>Overview:</b> Condoms every Friday in High Transmission Areas E.g. Taverns), HIV/TB Summit in Commemoration for World Aids Day 2016 and World Health Organisation has adopted 90-90-90 Strategy Plan</p> <p><b>90-90-90 Strategy</b></p>	Available	Review annually

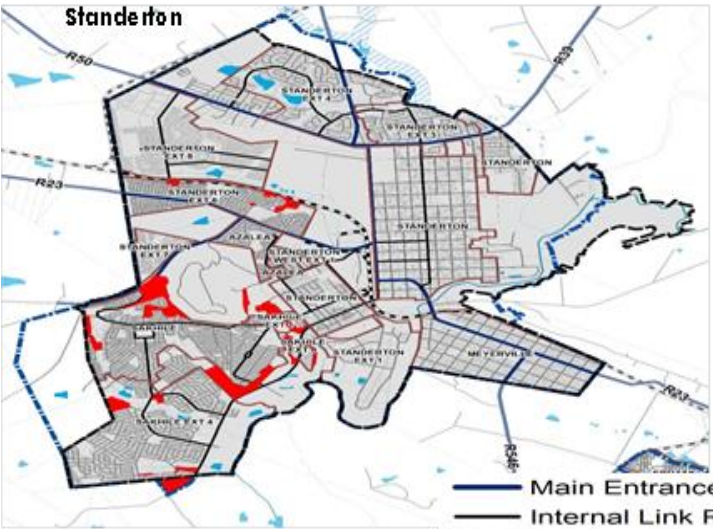
		<ul style="list-style-type: none"> <li>• 90% of the population should know their HIV/TB status.</li> <li>• 90% of HIV/TB positive people must be on Treatment.</li> <li>• 90% of people on treatment must viral suppressed.</li> </ul>		
		<p><b>Special Programmes (Youth, Women, People with disability)</b></p> <p>People with disabilities account for only 1.00% of the total workforce as against the 2 % of the government undertaking to reach as target by 2017. People with disabilities generally still continue to hover below the 1% mark. Government initially made an undertaking that the representation of people with disabilities should have constituted 2% of the Public Service by the end of 2005. However, this not reached and government moved the achievement of the 2% target to 2017. We are now in 2012 and the representation of people with disabilities both in government and in the private sector is still well below the 1% mark.</p> <p>One of the main objectives of the Municipality is to achieve equity in the workplace through the promotion of equal opportunities and fair treatment for all its employees, as well as applicants for employment by:</p> <ul style="list-style-type: none"> <li>▪ Eliminating unfair discrimination that may exist in policies, practices, procedures and the work environment.</li> <li>▪ Implementing affirmative action measures to redress the disadvantages experienced by designated groups in the past.</li> <li>▪ Promoting diversity and respect for all employees.</li> <li>▪ Achieving equitable representation of all demographic groups at all levels and in all categories of the workforce as ultimate tangible objective.</li> </ul>	Available	Review annually



Municipal Financial Viability and development management	<b>Budget and Treasury</b>	<b>Revenue Enhancement Strategy</b>	Available	Review annually
		<b>Credit Control and Debt Collection Policy</b> <b>Overview:</b> The purpose of this policy is to use innovative, cost effective, efficient and appropriate methods to manage credit control and debt collection of the municipality	Available	Review annually
		<b>Supply Chain Management Policy</b> <b>Overview:</b> The policy ensures that all employees of Lekwa Local Municipality has proper guidelines to follow when involved in procurement processes.	Available	Review annually
		<b>Bad Debt and Write&amp; Cash Management</b> <b>Overview:</b> The key purpose of this policy is to provide criteria for the provision of working capital a result of non-payment and for the write-off of debt under certain circumstances. Council acknowledges that in order to deliver services in a sustainable manner, that revenue collection be managed in terms of Councils Debt Collection and Credit Control Policy having due regard of its limited financial resources and the need to manage cash flows. Council therefore accepts its duty to prepare financial statements that truly reflects the financial position of the Municipality.	Available	Review annually
		<b>Asset Management Policy</b> <b>Overview:</b> The purpose of the policy should promote efficient and effective monitoring and control of assets according to the MFMA. The changes have been made in term of Generally Recognised Accounting Practice (GRAP)	Available	Review annually

		<p><b>Property Rates Policy</b>  <b>Overview:</b> This policy guides the annual setting (or revision) of property rates. Details pertaining to the applications of the various property rates published in the Provincial Gazette and the municipality's schedule of tariffs, which read in conjunction with this policy.</p> <p>In imposing the rate in the rand for each annual operating budget component, the municipality shall grant exemptions, rebates and reductions to the respective categories of properties and owners as allowed for in this policy.</p> <p>The policy also guides the valuation of properties within the jurisdiction of the Municipality.</p>	Available	Review annually
		<p><b>Indigent Policy</b>  <b>Overview:</b> The key purpose of an indigent subsidy policy is to ensure that households with no or lower income not denied a reasonable service, and on the contrary, the Municipality not financially burdened with non-payment of services. If grants received and funds are available, the indigent subsidy policy should remain intact. To achieve the purpose, it is important to set a fair threshold level, and then to provide a fair subsidy of tariffs. The consumer, in order to qualify as an indigent, needs to complete the necessary documentation as required and agree to regulations and restrictions stipulated by Lekwa Local Municipality</p>	Available	Review annually
		<p><b>Budget Policy (Virement Policy)</b>  <b>Overview:</b> The main importance of budget policy is to address allocation of resources, and how to efficiency use resources and attaining economic stability and growth, and redistribution of income. It includes the Virement Policy that designed to provide a framework whereby transfers between line items within votes of</p>	Available	Review annually

		the operating budget performed with the approval of certain officials.		
		<b>Tariff Policy</b> <b>Overview:</b> This policy cover, among other things, the levying of fees for municipal services provided by the municipality itself or by way of service delivery agreements.	Available	Review annually
		<b>Banking &amp; Cash Policy</b> <b>Overview:</b> he policy established to ensure that the management of banking and cash of a municipality is controlled, secure in an effective and controlled manner.	Available	Review annually
		<b>S &amp; T Policy</b> <b>Overview:</b> The purpose of this policy is to lay down general rules for the payment of subsistence and traveling allowances or costs for the attendance of approved events outside the municipal area of Lekwa Local Municipality.	Available	Review annually
		<b>Petty Cash Policy</b> <b>Overview:</b> The policy established to ensure that the management of expenditure of a municipality is effective and controlled manner.	Available	Review annually
		National Upgrading Support Programme ( <b>NUSP</b> )		

<p>Spatial rationale</p>	<p>Planning &amp; Economic Development</p>	 <p>The map of Standerton illustrates the urban structure with various road types and settlement patterns. A legend in the bottom right corner identifies the following features:</p> <ul style="list-style-type: none"> <li><b>Main Entrance Roads:</b> Represented by thick blue lines.</li> <li><b>Internal Link Roads:</b> Represented by thin black lines.</li> <li><b>Existing Urban Edge:</b> Represented by a solid black line.</li> <li><b>Proposed Urban Edge:</b> Represented by a dashed blue line.</li> <li><b>Informal Settlements:</b> Represented by red shaded areas.</li> </ul> <p>Key locations labeled on the map include STANDERTON EXT 1 through 4, AZALEA, SAKHILE, and METBURG. Major roads R50 and R29 are also indicated.</p>	
		<p>National Upgrading Support Programme (<b>NUSP</b>)</p> <p><b>Overview:</b> The NUSP on <b>informal settlements</b> to formalise and Upgrade Informal Settlements as follows;</p> <p><b>C-Camp Settlement (Sakhile Extension4)</b>  The C-Camp Informal Settlement in Sakhile Extension 4 is located in an area where In-Situ upgrading can be utilised. Some dwellings are located within the environmental management area accommodated on the site earmarked for in-situ upgrading.</p> <p><b>Enkanini -Rooikoppen Informal Settlement (Sakhile Extension4) Proposal of Enkanini Camp:</b></p>	

		<ul style="list-style-type: none"> <li>▪ Informal dwellings within environmental areas, parks, ecological open space and flood line relocated. – In line with Development Principle 1 of the SDF.</li> <li>▪ Relocate to Standerton Ext 8 proposed development on municipal/state owned vacant stands.</li> <li>▪ In-Situ upgrading should take place in those informal settlements not proposed to relocate.</li> </ul> <p><b>Mandela Camp (Sakhile)</b>  Informal dwellings within environmental areas, parks, ecological open space and flood line <b>relocated</b>. – In line with <b>Development Principle 1</b> of the SDF.  As no land in the vicinity is available for relocation, the informal dwellings of the Mandela Camp <b>relocated and accommodated</b> on the <b>vacant municipal/state owned</b> properties in <b>Standerton Extension 8</b>.</p> <p><b>Shivovo Camp (Sakhile Ext 1)</b></p> <p>The Shivovo Camp Informal Settlement in Sakhile Extension 1 is located in an area where In-Situ upgrading can be utilised.</p> <ul style="list-style-type: none"> <li>▪ The settlements located on public open space and threatening ecological open space relocated.</li> <li>▪ A vacant erf with a general mixed-use zoning is available east of the existing cemetery in Sakhile Ext 1. Investigate if the settlements relocated accommodated here.</li> </ul> <p><b>Sisulu Camp (Sakhile)</b></p> <p>The whole of Sisulu Camp situated within a flood line or an area prone to flood and should be priority to relocate. Relocate those who accommodated on nearby vacant municipal/state owned land. One of these properties is “zoned” for social facilities, but</p>		
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		<p>there is ample social facilities in the immediate area, this property should accommodate some of these dwellings.</p> <p>If not accommodated on the abovementioned properties accommodated for on vacant municipal/sate owned land in Standerton Extension 8.</p> <p><b>Slovo Camp (Sakhile &amp; Sakhile Ext 4)</b></p> <ul style="list-style-type: none"> <li>▪ Slovo Camp situated within a flood line and is threatening ecological open space; the settlement should be priority to relocate.</li> <li>▪ As no land in the vicinity is available for relocation, that the informal dwellings of the Slovo Camp relocated and accommodated on the vacant municipal/state owned properties in Standerton Extension 8.</li> <li>▪ In-Situ upgrading should take place in the area of Slovo Camp not proposed to relocate.</li> </ul> <p><b>Stand 3995 &amp; 3996 Standerton Extension 6</b> In the case of stand 3995 &amp; 3996, the camp situated on land that is suitable for development. The In-Situ upgrade is suitable for the site.</p> <p><b>Taxi Rank Camp (Azalea)</b> Two areas of informal settlements area applicable for in-situ upgrading. The existing +- 5 informal settlements within the ecological open space area relocated to one of the municipal/State owned vacant land parcels in the vicinity.</p> <p><b>Taxi Rank Camp 2 (Standerton Extension 6)</b> The Taxi Rank 2 Camp is that is suitable for development. The In-Situ upgrade is suitable for the site.</p> <p><b>TLC Camp (Sakhile Extension 6)</b></p>		
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		<p>The whole FLC Camp situated within a flood line and is threatening ecological open space; the settlement should be priority to relocate.</p> <p>As no land in the vicinity is appropriate for relocation, that the informal dwellings of the Mandela Camp <b>relocated and accommodated</b> on the <b>vacant municipal/state owned</b> properties in <b>Standerton Extension 8</b>.</p> <p><b>Welamlambo Camp (Sakhile Ext 4)</b> The Welamlambo Camp is that is suitable for development. The In-Situ upgrade is suitable for the site. Settlements sprawling to the flood line should be relocated on municipal/state owned land adjacent the site.</p> <p><b>Sivukile Camp (Morgenzon)</b> The settlements are located within ecological and environmental sensitive areas. These settlements relocated, firstly to available municipal/state owned vacant land and after which the vacant private owned land looked into.</p> <p><b>Informality</b></p> <ol style="list-style-type: none"> <li>8. <b>Informal settlements</b> seen as something to be tolerated (ignored.) in the short term "until such a time as they can be formalised". The following are some of the learnings from various case studies.</li> <li>9. <b>Recognise Informal Settlements</b></li> <li>10. Upgrading projects</li> <li>11. Relocation projects</li> <li>12. Regularisation projects</li> <li>13. Programme linked settlements</li> <li>14. Settlements not linked to programmes or projects</li> </ol> <p><b>Re-blocking of settlements</b></p> <ul style="list-style-type: none"> <li>• Re-blocking is a process based primarily on the spatial reconfiguration of shacks in informal settlements</li> </ul>		
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		<ul style="list-style-type: none"> <li>• Shacks rearranged and reconstructed to maximise open space in the settlement.</li> <li>• Shacks built on raised platforms and the settlements graded to prevent flooding.</li> <li>• Re-blocking considered an in-situ process due to its minimal disruption of resident’s lives throughout the duration of the project.</li> <li>• Re-blocking made possible by the commitment and collaboration of the community members and multi-stakeholder partnerships.</li> </ul> <p><b>Zoning for informality</b>  <b>Single Residential Zone 2: Incremental Housing (SR2)</b>  Purpose:</p> <ul style="list-style-type: none"> <li>• The SR2 zone facilitates upgrading and incremental housing from an informal settlement to a formal settlement.</li> <li>• SR2 may apply to individual land units or to blocks containing an informal settlement.</li> <li>• In recognition of the realities of poor and marginalised communities, development rules are not very restrictive and local employment generation is encouraged within this zone.</li> <li>• Once upgrading of an area has reached an appropriate stage, as determined by Council, contemplated that the area rezoned to SR1 or another appropriate zone.</li> <li>• All properties zoned as Informal Residential Zone in former zoning schemes converted to SR2 in this scheme.</li> </ul>		
		<p><b>Provision of Integrated Housing</b></p> <p><b>Overview:</b> To ensure a strong intergovernmental relation between the Municipality and the Provincial Department of Human Settlement to ensure the delivery of sustainable integrated housing developments, which promote an opportunity society for all. Municipality’s strategic directives:</p>		



		<p>Provide adequate and quality sustainable housing to all;</p> <ul style="list-style-type: none"> <li>• Contribute to job creation and poverty alleviation through the provision of housing;</li> <li>• Integrated mixed housing development must be driven by consolidated government investment in carefully and intellectually selected areas or precincts that will contribute positively to the growth of an effective and strong economy;</li> <li>• Promote good governance principles in the housing delivery process.</li> <li>• Pursue projects as identified in the IDP:</li> </ul>	
<p>LEKWA LOCAL MUNICIPALITY: DRAFT BY-LAWS</p>	<p>Corporate <b>Services</b></p>	<p><b>. Advertising signs and the disfigurement of the front or frontages of streets</b></p> <p><b>2. Air pollution control</b></p> <p><b>3. Building control</b></p> <p><b>4. Businesses and street trading</b></p> <p><b>5. Cemeteries</b></p> <p><b>6. Child care facilities</b></p> <p><b>7. Commonage 8. Community fire safety</b></p> <p><b>9. Dumping and littering</b></p> <p><b>10. Electricity supply</b></p> <p><b>11. Fencing and fences</b></p> <p><b>12. Keeping of dogs</b></p> <p><b>13. Local amenities</b></p>	

		<ul style="list-style-type: none"><li><b>14. Municipal abattoirs</b></li><li><b>15. Municipal property rates</b></li><li><b>16. Municipal airports</b></li><li><b>17. Prevention of nuisances</b></li><li><b>18. Refuse removal, refuse dumps and solid waste disposal</b></li><li><b>19. Waste management</b></li><li><b>20. Roads and traffic</b></li><li><b>21. Storm water management in built-up areas</b></li><li><b>22. Impoundment of animals</b></li><li><b>23. Animals birds and domestic pets</b></li><li><b>24. Advertising signs and displacement of the frontages of streets</b></li><li><b>25. Prevention of nuisances</b></li><li><b>26. Street trading</b></li><li><b>27. Keeping of animals</b></li><li><b>28. Keeping of dogs</b></li></ul>	
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# 7. CHAPTER SIX: 2019/2020 PROJECTS AND PROGRAMMES

## MIG

IDP No	Project name	2019/2020 FY	2020/2021 FY	2020/2021 FY	Scope for 2019/2020 FY	HH to bene	Planned job opportunities for 2019/2020 FY	Ward Location	Ward/s Benefitting
MIG 01	Refurbishment and/or upgrade of the Standerton Waste Water Treatment Works	15,000,000	15,000,000	15,000,000	R5 million is to cover budgetary shortfalls for the Refubishment of the 9ML activated sludge system from the 201819 financial year. This to address the sewer spillages into the Vaal river as well as the court order instituted by DWS against the Municipality and R10 million is to be	19 827	15	4	1,2,3,4,5,6,7,8,10,11 7 15
MIG 02	Refurbishment and/or upgrade of the Standerton Water Treatment Works	4,075,800	5,226,400	5,883,200	To cover for budgetary shortfalls for completion and commissioning of sand filters. Installation of raw water turbine pumping	19 827	10	10	1,2,3,4,5,6,7,8,10,11 7 15
MIG 03	Refurbishment and upgrade of Morgenzon Water Supply	4,000,000	4,000,000	5,000,000	Raw water intake works, dam lining refurbishment, WTW refurbishment, repair	2097	10	14	14
MIG 04	Upgrading of Sports Facilities in Lekwa LM	4,326,000	4,542,450	4,853,100	Morgenzon Stadium rehabilitation and upgrade and to cover budgetary shortfalls from projects	2097	15	3,14	3,14
MIG 05	PMU	1,442,200	1,514,150	1,617,700					
	<b>TOTAL</b>	<b>28,844,000</b>	<b>30,283,000</b>	<b>32,354,000</b>			<b>50</b>		
		<b>28,844,000</b>	<b>30,283,000</b>	<b>32,354,000</b>					
	<b>Operation and maintenace</b>	<b>4,326,600</b>	<b>4,542,450</b>	<b>4,853,100</b>					

# WSIG

IDP No	Project name	Proposed Budget			Scope for 2019/2020 FY	Project category	HH to benefit	Planned job opportunities for 2019/2020 FY	Ward Location	Ward/s Benefiting
		2019/2020 FY	2020/2021 FY	2020/2021 FY						
WSIG 01	Upgrade of Rooikoppen Sewer	20,000,000	50,650,000	60,000,000	Upgrade of sewer reticulation phase 1	Sanitation	3807	25	11	11
	<b>TOTAL</b>	<b>20,000,000</b>	<b>50,650,000</b>	<b>60,000,000</b>				<b>25</b>		
	<b>Operation and maintenance from VAT</b>	<b>3,000,000</b>	<b>7,597,500</b>	<b>9,000,000</b>						

# EEDSM

IDP No	Project name	Proposed Budget			Scope for 2019/2020 FY	Project category	Planned job opportunities for 2019/2020 FY	Ward Location	Ward/s Benefitting
		2019/2020 FY	2020/2021 FY	2020/2021 FY					
EEDSM 01	Retrofitting of High Mast Lights, Street Lights and Traffic lights with LED lights	6,000,000	6,000,000	7,000,000	Retrofitting of High Mast Lights, Street Lights and Traffic lights with LED lights	Electricity	20	Sakhile, Standerton and Morgenzon	Sakhile, Standerton and Morgenzon
	<b>TOTAL</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>7,000,000</b>			<b>20</b>		
	<b>Operation and maintenance from VAT</b>	900,000	900,000	1,050,000					

# INEP

IDP No	Project name	Proposed Budget			Scope for 2019/2020 FY	Project category	HH to benefit	Planned job opportunities for 2019/2020 FY	Ward Location	Ward/s Benefitting
		2019/2020 FY	2020/2021 FY	2020/2021 FY						
INEP 01	Electrification of 500 RDPs in Standerton Extension 8	4,050,000	5,000,000	5,000,000	Electrification of 500 RDPs in Standerton Extension 8	Electricity	250	10	8	8
	<b>TOTAL</b>	<b>4,050,000</b>	<b>5,000,000</b>	<b>5,000,000</b>				<b>10</b>		
	<b>Operation and maintenance from VAT</b>	607,500	750,000	750,000						

## INTERNAL FUNDING

IDP No	Project name	2019/2020 FY	2020/2021 FY	2020/2021 FY	Scope for 2019/2020 FY	Project category	Planned job opportunities for 2019/2020 FY	Ward Location	Ward/s Benefitting
LLM 01	Installation of security systems for vulnerable Water, Sanitation and Electricity Infrastructure	2,000,000	1,000,000	1,000,000	Electric fencing, installation of alarms linked to armed response unit for Waste Water Treatment Works, Water Treatment Works, Sewer Pump Stations and electricity substations.	Water, Sanitation & electricity	0	Various	1,2,3,4,5,6,7,8,10,11,14 & 15
LLM 02	Fencing of reservoirs	2,000,000	1,000,000	1,000,000	Fencing of two by 10 Mega litre round reservoirs, the new 10 ML reservoir and the 9ML square reservoir.	Water	10	5,7	1,2,3,4,5,6,7,11 & 15
LLM 03	Installation of telemetry system to monitor reservoir water levels	1,000,000			Installation of telemetry system to monitor reservoir water levels	Water	0	5,7,8,10,14	1,2,3,4,5,6,7,8,10,11,12,14 & 15
LLM 04	Standby generator for Water and Waste Water Treatment Works	5,000,000	5,000,000		Standby generator for Standerton Water Treatment Works	Water and Sanitation	0	4,10	1,2,3,4,5,6,7,8,10,11,12,14 & 15

LLM 05	Fencing of cemeteries	2,000,000	2,000,000	2,000,000	Fencing of Walter Sisulu Cemetery	Community	10	Various	
	<b>TOTAL</b>	<b>12,000,000</b>	<b>9,000,000</b>	<b>4,000,000</b>			<b>20</b>		



## MIG PROJECTS ROLLED OVER TO 2019/2020 FY

PROJECT CODE	IDP PRIORITY	LOCATION	WARD	MUNICIPAL INFRASTRUCTURE GRANT (MIG)		2018/2019	2019/2020	2020/2021	2021/2022
				PROJECT DESCRIPTION	FUNDING				
MIG/001	Water & Sanitation	Standerton	10	Refurbishment and Upgrade of the Standerton Water Treatment works(Bio-filter section)	MIG	10 000	10,000		
MIG/002	Water & Sanitation	Standerton	10	Refurbishment and Upgrade of the Standerton Water Treatment plant	MIG	8,000	10,000		
MIG/003	Water & Sanitation	Morgenzon	14	Refurbishment and Upgrade of the Morgenzon Water Treatment plant	MIG	2,000	2,000		
MIG/004	Water & Sanitation	Lekwa	09,12 & 13	Installation of boreholes in rural/farm areas	MIG	5,000	4,769		
MIG/005	Water & Sanitation	Lekwa	1,2,6,5, 11,14, 15,3	Installation of water services in informal settlements	MIG	2,259	2,000		
MIG/006		Institutional	Institutional	Project management unit	MIG	2,000	2,000		

<b>MIG/007</b>	<b>Water &amp; Sanitation</b>	<b>Rooikoppen Ext 4</b>	<b>11</b>	Rehabilitation of portion of Rooikoppen sewer networks and related bulk sewer reticulation infrastructure	WSIG	20,000	30,000		
<b>MIG/008</b>	<b>Electricity</b>	<b>Standerton Ext 8</b>	<b>8</b>	Electrification of 500 RDP houses in Standerton Ext 8	INEP	10 000	8 000 000		
<b>MIG/009</b>	<b>Roads</b>	<b>Lekwa</b>	<b>All Wards</b>	Gravelling of portion of roads in Sakhile Rooikoppen	EPWP				
<b>MIG/009</b>	<b>Roads</b>	<b>Lekwa</b>	<b>All Wards</b>	<b>Patching of potholes</b>		<b>R0.85 million</b>			
<b>MIG/010</b>	<b>Electricity</b>	<b>Lekwa</b>	<b>Ward 11</b>	Upgrading of Sakhile Receiving Substation		<b>R4.8 million</b>			
<b>MIG/011</b>	<b>Electricity</b>	<b>Lekwa</b>	<b>Ward 9</b>	Installation of bulk electricity for Standerton extension 8 development		<b>R30 million</b>			
<b>MIG/012</b>	<b>Electricity</b>	<b>Lekwa</b>	<b>Ward 10</b>	Generator for main building		<b>R3 million</b>			
<b>MIG/013</b>	<b>Electricity</b>	<b>Lekwa</b>	<b>Ward 11</b>	Electrification of 150 RDP houses in Extension 8		<b>R1.7 million</b>			
<b>MIG/014</b>	<b>Electricity</b>	<b>Lekwa</b>	<b>Ward 11</b>	Electrification of 350 RDP houses		<b>R5.075 million</b>			

				in Standerton Extension 8					
<b>MIG/015</b>	<b>Electricity</b>	<b>Lekwa</b>	<b>Ward 11</b>	Refurbishment and Upgrade of Electricity Infrastructure		<b>R200 million</b>			
<b>MIG/016</b>	<b>Water</b>	<b>Lekwa</b>	<b>Ward 10</b>	Commissioning of Rising Main Line.		<b>R4 Million.</b>			
<b>MIG/017</b>	<b>Water</b>	<b>Lekwa</b>	<b>Ward 1,2 &amp; 7</b>	Commissioning of 10 Megalitre Reservoir		<b>R18 million</b>			
<b>MIG/018</b>	<b>Water</b>	<b>Lekwa</b>	<b>Ward 9</b>	Installation of gravity main from square reservoir to Standerton extension 8		<b>R4 million</b>			
<b>MIG/019</b>	<b>Water</b>	<b>Lekwa</b>	<b>Ward 8</b>	Installation of air & scour valves on the pumping main line to Concor Reservoir		<b>R3 million</b>			
<b>MIG/020</b>	<b>Electricity</b>	<b>Lekwa</b>	<b>Ward 10</b>	Installation of dedicated electricity line to Standerton Water Treatment		<b>R2 Million.</b>			
<b>MIG/021</b>	<b>Water</b>	<b>Lekwa</b>	<b>Ward 8</b>	Replacement and upgrade of clear water pumping units for Concor Reservoir		<b>R4 million</b>			
<b>MIG/022</b>	<b>Water</b>	<b>Lekwa</b>	<b>Ward 8</b>	Install dedicated 250mm diameter		<b>R4,5 million</b>			

				pipe line to Early Bird from Concor Reservoir					
<b>MIG/023</b>	<b>Water</b>	<b>Lekwa</b>	<b>Ward 14</b>	Replacement and Upgrade of AC pumping main line from 300mm to 450mm diameter pipe		<b>R20 million</b>			
<b>MIG/024</b>	<b>Water</b>	<b>Lekwa</b>	<b>Ward 14</b>	Installation of 12 boreholes		<b>R2 million</b>			
<b>MIG/025</b>	<b>Water</b>	<b>Lekwa</b>	<b>Ward 14</b>	Installation of in line booster to assist with pressure challenges in Sivukile extensions 2 & 3		<b>R2,8 million</b>			
<b>MIG/026</b>	<b>Water</b>	<b>Lekwa</b>	<b>All Wards</b>	Installation of water services in informal settlements		<b>R1 million</b>			
<b>MIG/027</b>	<b>Sanitation</b>	<b>Lekwa</b>	<b>Ward 11</b>	Upgrade of Rooikoppen sewer network		<b>R20 million</b>			
<b>MIG/028</b>	<b>Sanitation</b>	<b>Lekwa</b>	<b>Ward 14</b>	Desludging of Morgenzon Oxidation Ponds		<b>R5 million</b>			
<b>MIG/029</b>	<b>Sanitation</b>	<b>Lekwa</b>	<b>Ward 10</b>	Upgrading of the Standerton Waste Water Treatment Works		<b>R120 million</b>			

<b>MIG/030</b>	<b>Sector plan</b>	<b>Lekwa</b>	<b>Institutional</b>	Development of (PMS)Pavement Management System		<b>R 0.4 million</b>			
<b>MIG/031</b>	<b>Sector plan</b>	<b>Lekwa</b>	<b>Institutional</b>	Purchase of the Geographical Information System GIS Software (ArcGIS) & Electronic Land Use Management Systems (City Solve)		<b>R 500 000</b>			
<b>MIG/032</b>	<b>Sector plan</b>	<b>Lekwa</b>	<b>Institutional</b>	Formulation and Development of Revised Precinct Plans:  CBD and Beyer's Naudé Drive  Sport and Recreation Precinct  Station Precinct  Nelson Mandela Drive in Meyerville  Sakhile Hostels  Tsetetsi Road in Sakhile		<b>R250 000 per Precinct Plan required</b>			

**GERT SIBANDE DISTRICT MUNICIPALITY (GSDM)**

PROJECT CODE	IDP PRIORITY	LOCATION	WARD	GERT SIBANDE DISTRICT MUNICIPALITY (GSDM)		2018/2019	2019/2020	2020/2021	2021/2022
				PROJECT DESCRIPTION	FUNDING				
<b>GSDM/001</b>	<b>Water &amp; Sanitation</b>	<b>Lekwa</b>	<b>All wards</b>	Water quality Testing	GSDM	400 000	400 000		
<b>GSDM/002</b>	<b>Water &amp; Sanitation</b>	<b>Lekwa</b>	<b>Rural wards</b>	Sanitation (VIP'S)	GSDM	140 000	140 000		
<b>GSDM/003</b>	<b>Water &amp; Sanitation</b>	<b>Lekwa</b>	<b>Rural wards</b>	Borehole Maintenance	GSDM	170 000	170 000		

## SOCIAL LABOUR PLAN PROJECTS-SERITI (NEW DENMARK)

PROJECT CODE	IDP PRIORITY	LOCATION	WARD	MUNICIPAL INFRASTRUCTURE GRANT (MIG)		2018/2019	2019/2020	2020/2021	2021/2022
				PROJECT DESCRIPTION	FUNDING				
Anglo/001	Waste	Standerton	4	Integrated Waste Management	Anglo-American	R3 000 000			
Anglo/002	Education	Lekwa	All Schools	Learner Teacher Development Program-Maths	Anglo-American				
Anglo/003	Education	Lekwa	All Schools	Community Scholarship Scheme	Anglo-American	R500 000			
Anglo/004	LED	Lekwa	All Wards	Agro-Processing	Anglo-American	R2 000 000	R5 000 000		
Anglo/005	Water & Sanitation	Standerton	4	Upgrade of Waste Water Treatment Plant	Anglo-American				
Sasol/001	Water & Sanitation	Rural Wards	9,12 & 13	Rural Water provision project in rural wards	Sasol Mining	R0.1 m			
Sasol/001	Electricity	Sakhile	11 & 2	Electricity Transformer	Sasol Mining	R17.3 m			
Sasol/001	Disaster			Fire Station and Vehicles	Sasol Mining	R6,000 000	R6,000 000	R0.1 M	

<b>Sasol/001</b>	<b>Community Service</b>	<b>Sakhile</b>	<b>11 &amp; 15</b>	Multi-purpose Centre Ward 11 & 15	Sasol Mining			R6,000 000	
<b>LLM/000</b>	<b>LED &amp; Tourism</b>	<b>Lekwa</b>	<b>Institutional</b>	Contribution to Tourism bureau	LLM	R500 000	R500 000	R500 000	
<b>GSDM/004</b>	<b>LED &amp; Tourism</b>	<b>Lekwa</b>	<b>Institutional</b>	Cultural Festival (Grootdraai Dam)	GSDM	R500 000	R500 000	R500 000	
<b>SKV/000</b>	<b>LED &amp; Tourism</b>	<b>Lekwa</b>	<b>Ward 8</b>	New Shopping Mall along Walter Sisulu drive	Sky Village Properties	R2 b			



## DEPARTMENTAL PROJECTS/PROGRAMMES FOR INTEGRATION IN 2019-2020 REVIEWED MUNICIPAL IDP

### DRDLR PROJECTS

Project/Programme Name	Ward/ Location	2018/19 Target	2019/20 Budget R'000	Total project cost R'000	Progress to date	Challenges	Remedial Action
Ptn 0 (R/E) and Ptn 11 (R/E) of farm Kareebosch 413 IS-Lad Acquisition	Standerton	-	R 48 000 000	R 48 000 000	OVG	Waiting for offer from the OVG	Follow-up
Portion 2 of the farm Tweefontein 467 IS- Walanga CPA Recap	Ward 5 (Lekwa)		R 5 888 221.57	R 5 888 221.57	Implementation stage- Infrastructure, mechanization and production inputs	None	
Remaining Ptn 7 & 12 of the farm Morgenzon 466 IS	Ward 14		R 20 486 870,00 (Seller's asking price)		Planning Stage- Project on SCM process for the appointment of valuer		

## DEDET PROJECTS

Project/Programme Name	Ward/ Location	2018/19 Target	2018/19 Budget R'000	Total project cost R'000	Progress to date	Challenges	Remedial Action
SMME Strategy	All	Finalize SMME Strategy	900	900	Draft SMME strategy developed	None	None
Forestry strategy	All	Development of Forestry strategy	500	500	Draft Forestry strategy developed	None	None
Airlift strategy	All	Development of Airlift strategy	700	700	Draft Airlift strategy Developed	None	None
LED Framework	All	Development of LED Framework	1,100	1,100	1 <sup>st</sup> Draft LED Framework developed	None	None
Tourism Bill	All	Development of Tourism Bill and review of the Mpumalanga Tourism Growth Strategy	400	400	Tourism Bill developed and Mpumalanga Tourism Growth strategy reviewed.	None	None
Tourism assessment report	All	Tourism assessment reports produced	600	600	<ul style="list-style-type: none"> <li>Inception report has been completed.</li> <li>The process is currently at the stakeholder</li> </ul>	None	None

					consultation stage		
All	Business Regulation	All	<p>Local Municipalities and the District assisted in finalising street trading by-laws i.r.o Mpumalanga Business Act</p> <ul style="list-style-type: none"> <li>✓ Capacity</li> <li>✓ Development</li> </ul>	-	-		
All	Social Enterprise Development Model	All	<p>Ensure accreditation of SMMEs by SABS</p> <ul style="list-style-type: none"> <li>• Facilitation of capacity building of existing SMMEs/Cooperatives</li> <li>• Assessment of businesses and facilitate accreditation by SABS</li> </ul>	-	-		

All	Township and Rural Economy Revitalisation programme	All	Facilitate access to funding for SMMEs in township & rural areas through the MEGA/ Standard Bank partnership.  - <b>Refer loans valued at R 40 million* to Standard Bank for approval</b>		External Budget	External Budget	
All	Develop a comprehensive support plan for SMME and Cooperatives to participate in the economy	all	Increase funding to enterprises - <b>SMMEs</b> and <b>Cooperatives</b>  - Disburse loans to SMMEs valued at R 20 million using MEGA own funds		R 20m	R 20m	
SSME's Funds	Lekwa	SMMEs and businesses funded	3,700	3,700	2 Business assisted with funding:  - Ubhle Siyazenzela Poultry	None	None

					Farming Cooperative Ltd (Poultry farming). - Tsotetsi Family Co-operative. (Sheep farming). - 16 Jobs created		
Street Trading By-Laws	<ul style="list-style-type: none"> <li>• Lekwa</li> <li>• Dipaleseng</li> <li>• Mkhondo</li> <li>• Pixley Ka Seme</li> <li>• Msukaligwa</li> <li>• Govan Mbeki</li> </ul>	Local Municipalities within the 3 District Municipalities assisted in finalising i.r.o Mpumalanga Business Act	-	-	6 Municipal Visits conducted with various Local Municipalities:	None	None
LED strategies	All Municipalities without functional LED's	Support the implementation of the municipal LED strategies (Business engagement strategy)	-	-	Stakeholders consulted and district LED strategies analysed.	None	None

Social Enterprise model	All	SMMEs supported to participate in the Social Enterprise model	1,000	1,000	<ul style="list-style-type: none"> <li>Information on manufacturing enterprises producing materials for supply to government projects was jointly collected with public works</li> <li>A total of seven (7) SMMEs which are fully operational with the necessary tools and commitment have been identified for immediate intervention in Phase 1 (MEGA)</li> </ul>	None	None
Annual International Cooperatives Day	All	Cooperatives supported to participate in the annual	500	500	Nine co-operatives were coordinated through the municipalities to	None	None

celebration Awards.		International Cooperatives Day celebration Awards.			prepare them to stage district events.		
SMME Database	All	Finalize SMME database for all municipalities	2, 500	2, 500	<ul style="list-style-type: none"> <li>• Project Initiation for the development of the software</li> <li>• The material for the collection of the database was procured and STAT SA was engaged to avail the devises for the collection of the Database</li> <li>• The unemployed youth were enlisted as EPWP workers</li> </ul>	None	None

All	Government Nutrition Programme	All	<p><b>The rolling out of Phase II of the project:</b></p> <ul style="list-style-type: none"> <li>Increasing the number of hospitals serviced from 9 to 32 and including supplying of the goods to DSD and DCSSL.</li> <li>Increasing project range to include dry goods for schools and hospitals.</li> <li>Increasing the capacity of smallholder farmers, SMME bakeries and government owned milling projects to supply the programme</li> </ul>	Procurement spent valued at R 25 million* from accredited farmers and SMMEs supplying the Government Nutrition Programme	<p>Budget from government departments:</p> <ul style="list-style-type: none"> <li><b>DoH</b></li> <li><b>DoE</b></li> <li><b>DSD</b></li> <li><b>DCSSL</b></li> </ul>		



## DCSR PROJECTS

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
<b>NEW LIBRARIES UNDER CONSTRUCTION DUE FOR COMPLETION IN 2019/20</b>					
Lekwa	Sakhile	Learners, educators and the community	100% completion	R6 405	R16 500

## DARDLEA (ILLIMA-LETSEMA/ME BUDGET ALLOCATED 2016/17)

DELIVERABLES	ACTIVITY/S	OUTPUTS	COST/BUDGET (R'000)
Number of households benefiting from agricultural food security initiatives	8 006 households benefiting from agricultural food security initiatives	8 006 households benefiting from agricultural food security initiatives	<b>7 000</b>
Number of ha ploughed and planted	11 282 ha ploughed and planted.	11 282 ha ploughed and planted	<b>33 449</b>
Number of communal gardens supported through PKM	728 food Gardens provided with food garden starter packs	728 food gardens provided with food garden starters packs and production inputs/ fencing.	<b>8 653</b>
Integrating soil management and climate change considerations to ensure optimal production.	Implement climate change mitigation and adaptation strategies	Production inputs procured based on the soil tests results and climate change mitigation and adaptation strategies	<b>1 000</b>
Promote farmer participation and stakeholder collaboration in the implementation of PKM	Farmer meetings, planning and consultative workshops with farmers and stakeholders	Farmer driven support and pluralistic or integrated support to farmers and benefiting households Introduce vegetable garden evaluations	<b>3 000</b>

## DCSSL PROJECTS

Project/Programme Name	Project Beneficiary/ Ward/ Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
<b>Municipality: Lekwa</b>				
<b>COMMUNITY POLICE RELATIONS</b>				
Recruit Tourism Safety Monitors (TSMs)	Standerton (05)	05 Tourism Safety Monitors (TSMs) recruited	<b>R145920</b> <b>R2, 432.22</b> Stipend per TSM for a period of 12 months	<b>R145920</b>
<b>TRANSPORT REGULATION</b>				
<ul style="list-style-type: none"> <li>Safety engineering</li> </ul>	Lekwa LM	05 Transport Regulation programmes implemented	Operational	Operational
<ul style="list-style-type: none"> <li>Traffic Law enforcement</li> </ul>				
<ul style="list-style-type: none"> <li>Road safety Education</li> </ul>				
<ul style="list-style-type: none"> <li>Traffic administration and licensing</li> </ul>				

• Overload control				
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Project/Programme Name	Project Beneficiary/ Ward/ Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
<b>Lekwa Municipality</b>				
<b>Civilian Oversight: Monitoring &amp; Evaluation</b>				
Monitoring of Police Stations	Standerton	03 Police Stations monitored on policy compliance	Operational	Operational
	Morgenzon			
	Sakhile			
Audits on the implementation of Domestic Violence Act (DVA)	Standerton	03 Police Stations audited on the implementation of Domestic Violence Act (DVA)	Operational	Operational
	Morgenzon			
	Sakhile			

<b>Project/Programme Name</b>	<b>Project Beneficiary/ Ward/ Location</b>	<b>2019/20 Target</b>	<b>2019/20 Budget Allocation (Annual) R'000</b>	<b>Total project cost R'000</b>
<b>Lekwa Municipality</b>				
<b>EDUCATIONAL AWARENESS CAMPAIGNS</b>				
(01) liquor traders awareness campaign	Morgenzon	01 Educational awareness campaign conducted	R3500	R3500
<b>Community Police Relations</b>				
Assess & support Community Safety Forum	Standerton	01 Community Safety Forum assessed & supported	Operational	Operational
Assess & support Community Policing Forums	Sakhile	3 Community Policing Forums assessed & supported	R6 000	R6 000
	Morgenzon			
	Standerton			

## DPWRT PROJECTS

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2019/20 Target	2019/20 Budget Allocation (Annual) R'000	Total project cost R'000
All	Cleaning of road reserves	All	100%	996	1 103
All	Culvert maintenance	All	100%	5,892	7 459
All	Distance (km) markers	All	100%	492	539
All	Weed control	All	100%	492	499
All	Fencing	All	100%	696	874
All	Gabions	All	100%	3 996	4 260
All	Grading	All	100%	27 573	35 368
All	Grass cutting	All	100%	3 504	2 258
All	Patching	All	100%	68 220	74 334

<b>Municipality</b>	<b>Project/Programme Name/Description</b>	<b>Project Beneficiary/ Ward/Location</b>	<b>2019/20 Target</b>	<b>2019/20 Budget Allocation (Annual) R'000</b>	<b>Total project cost R'000</b>
All	Guardrails	All	100%	5 796	3 318
All	Municipal Support (Gravel access roads)	All	100%	8 356	35 000
Various	Municipal Support (Towns)	All towns	100%	6 864	28 750
All	Municipal Support (Local street paving)	All townships	100%	10 983	46 000

# DoE

<b>Project/Programme Name/Description</b>	<b>Project Beneficiary/ Ward/Location</b>	<b>2019/20 Target</b>	<b>2019/20 Budget Allocation (Annual) R'000</b>	<b>Total project cost R'000</b>
Vukakuseni Primary School	Ward 9 Holmndene Lekwa	Provision of water Demolishing of pit toilets and Construction of 15 enviroloo toilets.	R 2 625 000	R 2 625 000 Progress 15 %
Rondavel Primary School	Ward 9 Roberts drift Lekwa	Provision of water and water tanks Demolishing of pit toilets and Construction of 15 enviroloo toilets	R 1 875 000	R 1 875 000 Progress at 75%



<b>Project/Programme Name/Description</b>	<b>Project Beneficiary/ Ward/Location</b>	<b>2019/20 Target</b>	<b>2019/20 Budget Allocation (Annual) R'000</b>	<b>Total project cost R'000</b>
Zikhetheleni Secondary	Ward 12 Thuthukani Lekwa	Replacement of damaged roof sheets and fascia boards.	R 30 000	R 30 000  Progress 0%
Khunjuliwe Secondary	Ward Standerton Lekwa	Upgrade of sewer system	R 586 604	R 7 33 245  Progress Project handed over

## 8. CHAPTER SEVEN: ANNUAL OPERATIONAL PLAN (THE 2019/2020 IMPLEMENTATION PLAN)

KPA	Strategic goal	Strategic objectives	Strategies	Measurable objectives	2019/2020 projects, programmes/ activities	Ward location	Responsible Department
<b>Service delivery and Infrastructure development</b>	1. Equal access to a customer focused sustainable basic infrastructure and services.	1.1 Improved provision of all basic infrastructure and services	1.1.1 Reduce water and sanitation infrastructure and service backlogs.	1.1.1.1 Provide water infrastructure to all targeted households.	Installation of boreholes in rural/farm areas	9, 12 and 13	Technical services
					Install water infrastructure in the informal settlements	1,2,6,5,11,14,15 and 3	Technical services
					Commissioning of Rising mainline	10	Technical service
					Commissioning of 10 megalitre reservoir	1,2 &7	Technical services
					Installation of gravity main from square reservoir to Standerton ext. 8	9	Technical services
					Installation of air and scour valves on the pumping main line to Concur reservoir	8	Technical services
					Install a dedicated 250mm diameter pipe line from Concur reservoir to Early Bird	8	Technical services
					Installation of 12 boreholes	14	Technical services
					Installation of inline booster to assist with pressure challenges in Sivukile ext. 2 and 3	14	Technical services
				1.1.1.2 Provide water service to all	Water quality testing by GSDM	All wards	Technical services

				targeted households.	Facilitate the provision of free water services by ensuring an updated indigent policy and register.	All wards	Budget and treasury department
					Facilitate the provision of water provision project by Sasol Mining	9,12,13	Technical services
				1.1.1.3 Maintain water service infrastructure and service for all the targeted households.	Refurbishment and upgrade of the Standerton water treatment works (Bio-filter section)	10	Technical services
					Refurbishment and upgrade of the Standerton water treatment plant	10	Technical services
					Refurbishment and upgrade of the Morgenzon water treatment plant	14	Technical services
					Replacement and upgrade of clear water pumping units for Concur Reservoir	8	Technical services
					Replacement and upgrade of AC pumping mainline from 300 mm to 450mm diameter pipe	14	Technical services
					Facilitate the borehole maintenance by GSDM	Rural wards	Technical services
					Repair turbine pumping units	1-8, 10-11, 14-15	Technical services
					Replace waters miters to reduce leakages	1-8, 10-11, 14-15	Technical services

				1.1.1.4 Provide sanitation infrastructure to all targeted households.	Facilitate the construction of VIP toilets by GSDM	Rural wards	Technical services
				1.1.1.5 Provide sanitation service to all the targeted households.	Facilitate the provision of free sanitation services by ensuring an updated indigent policy and register.	<b>All wards</b>	Budget and treasury department
				1.1.1.6 Maintain the sanitation infrastructure for all the targeted households.	Rehabilitation of the portion of Rooikoppen sewer networks and related bulk sewer reticulation infrastructure	11	Technical services
					Facilitate the upgrading of the waste water treatment plant by Anglo-American	4	Technical services
					Upgrade of the sewer bulk infrastructure by human settlement	8	Technical services
					Desludging of Morgenzon Oxidation ponds	14	Technical services
					Upgrading of the Standerton waste water treatment works	10	Technical services
					Borehole maintenance by GSDM	Rural wards	
					1.1.1.7 Ensure the existence of the water and sanitation provision guiding document	Develop and adopt the WSDP	All wards
				Develop and the Waste Water Risk Abatement plan		1-8, 10-11, 14-15	Technical services

			1.1.2 Provide and facilitate access to electricity for all targeted households	1.1.2.1 Provide the electricity infrastructure to all targeted households.	Electrification of 500 RDP houses in Standerton ext. 8	<b>8</b>	Technical services
					Upgrade the Sakhile receiving Substation	<b>11</b>	
					Install bulk electricity for Standerton extension 8 development	<b>8</b>	
					Electrification of 150 RDP houses in extension 8	<b>11</b>	
					Electrification of 350 RDP houses in Standerton ext. 8	<b>11</b>	
					Refurbishment and upgrade of electricity infrastructure	<b>11</b>	
					Installation of dedicated electricity line to Standerton water treatment	<b>10</b>	
					Facilitate the Electrification of 5 households in Uys by Eskom	13	Technical services
					Facilitate the Electrification of 10 households in Hartebeesraai by Eskom	13	Technical services
					Facilitate the Electrification of 50 households in Lekwa infills by Eskom	13	Technical services
					Facilitate the provision of the electricity transformer by Sasol	11 and 02	Technical services

				1.1.2.2 Provide the bulk electricity service in terms of the municipal license on electricity provision.	Purchase bulk electricity for provision to households serviced by the municipality		Technical services	
				1.1.2.3 Facilitate the provision of alternative energy	Develop and adopt the energy plan	All wards	Technical services	
					Purchase the generator for the main building	N/a		
				1.1.2.4 Facilitate and provide free basic electricity to all deserving households of Lekwa.	Provide free basic electricity to all households that are identified by the indigent register	All wards	Budget and treasury department	
			1.1.3 Reduce the road infrastructure backlog and maintain the existing infrastructure	1.1.3.1 Ensure the existence of a road infrastructure provision framework	Develop and adopt the road master plan	All wards	Technical services	
						Develop and adopt the Integrated transport plan	All wards	Community services
						Review the pavement management system plan	All wards	Technical services
						Develop and adopt an updated storm water master plan	All wards	Technical services
					1.1.3.2 Construct new roads			Technical services
					1.1.3.3 Maintain the existing roads	Potholes patching		Technical services
						Road blading	11& 7	Technical services
						Road gravelling	11& 7	Technical services
				1.1.3.4 Complete the designs and appointments for new roads	Compete the designs of the 2019/20 financial year road infrastructure projects	All wards	Technical services	

			1.1.4 Facilitate the reduction of the housing backlog	1.1.4.1 Ensure the existence of an updated Housing sector plan	Develop and adopt the housing sector plan	All wards	Planning and Economic development
				1.1.4.2 Housing backlog reduction reports submitted to council on a quarterly basis	Report to council on all housing projects being implemented	All wards	Planning and Economic development
					Provide the free property rates service to all household identified by the indigent register	All wards	Budget and treasury department
					Establish a functional Lekwa Housing Association	All wards	Planning and Economic development
					Facilitate the implementation of the IRDP phase 2: top structures in Standerton ext. 8 by Human settlement	8	Planning and Economic development
					Facilitate the provision of engineering services for servicing 1000 residential stands under IRDP by human settlement	8	Planning and Economic development
					Facilitate the provision of 500 housing units by Human settlements	8	Planning and Economic development
					Facilitate the provision of 60 rental units by Human settlements	8	Planning and Economic development
					Facilitate the provision of the community residential	6	Planning and Economic development

					units by Human settlements		
					Facilitate the implementation of Standerton Ext. 8 IRDP Phase 2, 300 top structures by Human settlements	8	Planning and Economic development
			1.1.5 Provide efficient waste collection and management service to all targeted household	1.1.5.1 Collect waste from all targeted households and businesses	Collect waste from all targeted households on a weekly basis	1-8, 10-11, 14-15	Community services and safety
					Collect waste from all targeted business sites on a weekly basis	1-8, 10-11, 14-15	Community services and safety
				1.1.5.2 Manage waste efficiently	Conduct waste management awareness campaigns	All wards	Community services and safety
					Facilitate the implementation of the integrated waste management project by Anglo-American	4	Community services and safety
	2. Facilitating access to health safety and welfare facilities and services	2.1 Improved provision all social services and infrastructure	2.1.1 Provide the library services	2.1.1.1 Ensure the provision of the library services to the minimum standards	Maintain the current library service provision	N/A	Community services and safety
Establishment of a Standerton Regional Library					N/A	Community services and safety	
2.1.2 Facilitate the provision of community facilities			2.1.2.1 Construct the community facilities	Construction of the new civic Centre	N/A	Technical services	
				Provide the cemetery space	N/A	Community services and safety	
				Facilitate the construction of the multi-purpose Centre by Sasol Mining	11 and 15	Technical services	
				Facilitate the development of the	N/A	Technical services	



					Fire Station by Sasol Mining		
					Facilitate the implementation of the Standerton Ext. 8 community hall, Social and economic facilities by human settlement	8	Planning and Economic development
			2.1.2.2 Maintain the existing community facilities	Upgrade the council chambers	N/A		Technical services
				CBD cleaning	N/A		Community services and safety
				Maintain the cemeteries	N/A		Community services and safety
		2.1.3 Ensure the municipal contribution to HIV/AIDS	2.1.3.1 Implement the HIV/AIDS plan	Design and implement HIV/AIDS awareness campaigns	N/A		
				Distribute condoms to all high transmission areas	N/A		Community services and safety
			2.1.3.2 Submit quarterly reports to council on HIV/AIDS	Compile and submit quarterly reports to council on HIV/AIDS	N/A		Community services and safety
			2.1.3.3 Maintain the functionality of the local AIDS council	Hold Quarterly HIV/AIDS local council meetings	N/A		Corporate services
		2.1.4 Improve on road safety	2.1.4.1 Exercise the traffic law enforcement	Issue traffic fines	N/A		Community services and safety
				Stop and check vehicles	N/A		Community services and safety
				Screen vehicles for speed timing	N/A		Community services and safety

					Conduct the direct speed charge operations	N/A	Community services and safety
					Conduct road blocks	N/A	Community services and safety
					Suspend un-roadworthy vehicles	N/A	Community services and safety
					Examine license learners	N/A	Community services and safety
					Test the learner drivers	N/A	Community services and safety
			2.1.5 Ensure the municipal contribution to community safety	2.1.5.1 Implement a crime prevention infrastructure framework	Attend community policing forum meetings	N/A	Community services and safety
				2.1.5.2 Submit quarterly reports to council on community safety	Compile and submit quarterly reports to council on community safety	N/A	Community services and safety
			2.1.6 Facilitate the provision of sports and recreation facilities	2.1.6.1 Facilitate the construction of sports and recreation facilities		N/A	Community services and safety
				2.1.6.2 Maintain the sports and recreation facilities	Maintenance of Sports and Recreation Facilities		Community services and safety
			2.1.7 Design and implement the sports, arts and heritage celebration programs	2.1.7.1 Implement the municipal sports, arts and heritage celebration programme	Host the Grootdraai Dam cultural festival (GSDM)		Planning & Economic Development
<b>Municipal and institutional development</b>	3. Provision of transparent, accountable, effective and	3.1 Ensure a sustainable working environment	3.1.1 Maintain and improve the municipal policies	3.1.1.1 Review and adopt municipal policies	HR Related policies		Corporate services

<b>and transformation</b>	efficient leadership.		3.1.2 Ensure effective and efficient human resource management	3.1.2.1 Strategically plan for the human resources	Review the HR Strategy	N/A	Corporate services
				3.1.2.2 Foster an IDP aligned municipal structure	Review the organizational structure	N/A	Corporate services
				3.1.2.3 Fill the budgeted vacant posts	Filling of vacancies	N/A	Corporate services
				3.1.2.4 Implement the employment equity plan	Formulation, adoptions and implementation of the EEP	N/A	Corporate services
					Convene EEP forum meetings	N/A	Corporate services
				3.1.2.5 Report labor relations matters to council on a quarterly basis.	Maintain the functionality of the Local Labor Forum	N/A	Corporate services
			Compile quarterly labor relations reports to council		N/A	Corporate services	
			3.1.3 Ensure effective and efficient human resource development	3.1.3.1 Ensure the existence of an updated WSP	Develop and adopt the 2019/20 WSP	N/A	Corporate services
				3.1.3.2 Implement the WSP	Train staff according to the 19/20 WSP prescriptions	N/A	Corporate services
			3.1.4 Improve performance	3.1.4.1 Develop and adopt the performance management system	Review and adopt the performance management system	N/A	Office of the MM
				3.1.4.2 Set the municipal performance targets	Develop and adopt the organizational scorecards	N/A	Office of the MM
				3.1.4.3 Set the departmental performance targets	Develop and adopt the departmental scorecards	N/A	Office of the MM
				3.1.4.4 Align the service delivery	Develop and adopt the SDBIP	N/A	Office of the MM

				targets with the budget			
				3.1.4.5 Achieve the individual commitment to set departmental targets	Sign the performance agreements	N/A	Office of the MM
				3.1.4.6 Monitor the achievement of the set targets	Compile the monthly departmental performance reports	N/A	Office of the MM
					Cascade the PMS to the lower levels of management	N/A	Office of the MM
				3.1.4.7 Report performance to council	Compile and submit to council quarterly performance reports	N/A	Office of the MM
				3.1.4.8 Address areas of underperformance	Conduct quarterly performance assessments	N/A	Office of the MM
					Address areas of underperformance	N/A	Office of the MM
					Review the score cards	N/A	Office of the MM
			3.1.5 Improve information technology and document management systems	3.1.5.1 Maintain the municipal document management system	Install the municipal electronic document management system	N/A	Corporate services
					3.1.5.2 Upgrade the municipal IT infrastructure	Develop and adopt the ICT governance framework and strategy	N/A
			3.1.6 Improve on customer care	3.1.6.1 Record and attend to customer complaints	Develop and update the customer complaints register.	N/A	Corporate services
						Establish and operationalize the municipal call Centre	N/A
<b>Financial viability and management</b>	3. Provision of transparent, accountable,	3.2 Ensure a financially viable and	3.2.1 Improve the audit opinion	3.2.1.1 Implement the Auditor general's	Implement the AG's intervention plan	N/A	Budget and treasury department

	effective and efficient leadership.	sustainable municipality		report intervention plan			
			3.2.2 Ensure the IDP aligned financial planning	3.2.2.1 Adopt the municipal IDP aligned annual budget	Compile and adopt the municipal budget	N/A	Budget and treasury department
				3.2.2.2 Adopt the municipal IDP aligned adjustment budget	Compile and adopt the municipal adjustment budget	N/A	Budget and treasury department
			3.2.3 Effectively and efficiently manage the expenditure of the municipality	3.2.3.1 Monitor the expenditure of the municipality's budget	Ensure that expenditure occurs as per the budget	N/A	Budget and treasury department
				3.2.3.2 Pay all suppliers within a legislated period	Pay all suppliers within 30 days of invoicing	N/A	Budget and treasury department
				3.2.3.3 Conduct all expenditure reconciliations	Conduct monthly creditors reconciliations	N/A	Budget and treasury department
					Conduct monthly suspense reconciliations	N/A	Budget and treasury department
					Conduct monthly VAT reconciliations	N/A	Budget and treasury department
				3.2.3.4 Manage the municipal assets	Conduct monthly assets reconciliation	N/A	Budget and treasury department
					Conduct quarterly physical assets verifications	N/A	Budget and treasury department
			Update the fixed asset register on a monthly basis		N/A	Budget and treasury department	
			3.2.4 Manage and increase	3.2.4.1 Improve the collection rate	Collect from debtors	N/A	Budget and treasury department

			the municipal revenue base	3.2.4.2 Conduct all revenue reconciliations	Conduct monthly debtors reconciliations	N/A	Budget and treasury department
					Conduct monthly valuations roll reconciliations	N/A	Budget and treasury department
					Conduct monthly valuation deposits reconciliations	N/A	Budget and treasury department
					Conduct monthly unallocated receipts reconciliations	N/A	Budget and treasury department
					Conduct monthly investment reconciliations	N/A	Budget and treasury department
					Update the investment register monthly	N/A	Budget and treasury department
			3.2.5 Reduce the municipal debt			N/A	Budget and treasury department
			3.2.6 Ensure that the municipality acquires goods and services in terms of supply chain regulations.	3.2.6.1 Manage the supply chain processes in accordance with the municipal regulations on supply chain management.	Issue orders as requisitions received from departments	N/A	Budget and treasury department
					Award bids as per approved and budgeted procurement plan	N/A	Budget and treasury department
					Compile monthly SCM reports	N/A	Budget and treasury department
					Compile quarterly SCM reports	N/A	Budget and treasury department
					Update the contract register on a monthly basis	N/A	Budget and treasury department
			3.2.7 Ensure a constant and accurate	3.2.7.1 Perform monthly financial reporting.	Compile monthly section 71 reports	N/A	Budget and treasury department

			financial reporting.		Compile monthly grant registers	N/A	Budget and treasury department
					Conduct monthly grant reconciliations	N/A	Budget and treasury department
					Submit monthly IYM	N/A	Budget and treasury department
					Conduct monthly bank reconciliations	N/A	Budget and treasury department
				3.2.7.2 Perform quarterly financial reporting.	Compile a half yearly section 72 report	N/A	Budget and treasury department
					Compile quarterly section 52 reports	N/A	Budget and treasury department
				3.2.7.3 Perform annual financial reporting.	Compile the annual financial statements	N/A	Budget and treasury department
					Compile and adopt the annual report	N/A	Budget and treasury department
			3.2.8 Ensure the existence of updated finance management strategies	3.2.8.1 Adopt an updated SCM framework.	Review and adopt the SCM framework	N/A	Budget and treasury department
				3.2.8.2 Adopt an updated fraud prevention plan.	Review and adopt the fraud prevention plan	N/A	Budget and treasury department
				3.2.8.3 Ensure the existence of the risk management guideline	Develop, adopt and implement the Risk management framework and strategy	N/A	Budget and treasury department
<b>Good governance</b>	3. Provision of transparent, accountable,	3.3 Ensure participative, transparent	3.3.1 Improve the public participation	3.3.1.1 Ensure the existence of the guiding document	Develop and adopt the public participation strategy	N/A	Corporate Services

<b>and public participation</b>	effective and efficient leadership.	and accountable governance	and communication processes	for all municipal public participation activities	Convene the IDP/ public participation activities	N/A	Corporate Services
					Convene the Mayoral izimbizo	N/A	Corporate Services
				3.3.1.2 Ensure the existence of the municipal communications functioning	Develop and adopt the Communication strategy	N/A	Corporate services
					Design, develop and distribute quarterly newsletters	N/A	Corporate services
					Perform quarterly municipal website updates	N/A	Corporate services
					Participate in the IGR activities	N/A	All departments
			3.3.2 Ensure the existence and functionality of the public participation structures	3.3.2.1 Ensure the IDPRF functionality.	Hold IDPRF quarterly meetings	N/A	Planning and Economic development
					3.3.2.2 Ensure the functionality of ward committees.	Develop the ward committee operational plan	N/A
				Convene monthly ward committee meetings		N/A	Corporate Services
				Submit quarterly reports to council on ward committees		N/A	Corporate Services
				3.3.2.3 Ensure the functionality of the youth council.	Facilitate the seating of quarterly youth council meetings	N/A	Corporate Services
				3.3.2.4 Ensure the functionality of the gender, elderly, children and disability forums.	Hold quarterly meetings for the women's forum	N/A	Corporate Services
					Hold quarterly meetings for the PLD's forum	N/A	Corporate Services
					Hold quarterly meetings of the elderly people forum	N/A	Corporate Services



					Convene children quarterly forum meetings	N/A	Corporate Services
			3.3.3 Ensure functional municipal structures	3.3.3.1 Ensure that all council structures meetings seat.	Convene monthly portfolio committee meetings	N/A	Corporate services
					Convene meetings of the Mayor, Speaker, chief whip and manager.	N/A	Corporate services
					Convene mayoral committee meetings	N/A	Corporate services
					Convene quarterly council meetings	N/A	Corporate services
					Convene quarterly Audit committee meetings	N/A	Office of the MM
					Convene quarterly MPAC meetings	N/A	Budget and treasury department
					Convene ward councilors forum meetings	N/A	Corporate services
					Convene geographical names committee meetings	N/A	Corporate services
					3.3.3.2 Ensure internal audit reporting.	Compile and submit quarterly internal audit reports to the Audit committee	N/A
				3.3.3.3 Ensure oversight reporting.	Compile the oversight report	N/A	Office of the MM
<b>Local economic development</b>	4. Promoting and facilitating human development for effective economic participation	4.1 Achieve a holistic human development and capacitation for the realization of	4.1.1 Improve the community skills base	3.1.1.1 Implement the community skills development plan	Develop and adopt the community skills development plan	All wards	Planning and economic development
			4.1.2 Ensure the empowerment of youth, women and	4.1.2.1 Implement the youth development plan	Develop and adopt the youth development plan	All wards	Corporate Services
		Design and implement the			All wards	Corporate Services	

		skilled and employable workforce	people living with disabilities		bursary and scholarship programme			
						Facilitate the implementation of the community scholarship scheme by Anglo-American	All wards	Corporate Services
						Facilitate the implementation of the Learner-teacher development programme for Math's by Anglo-American	All wards	Corporate Services
					4.1.2.2 Implement the women empowerment plan	Develop and adopt the women empowerment plan	All wards	Corporate Services
						Convene the women summit	All wards	Corporate Services
					4.1.2.3 Implement the PLD empowerment plan	Develop and adopt the people living with disabilities empowerment plan	All wards	Corporate Services
				4.2 Create employment opportunities	4.2.1 Implement the EPWP programme	4.2.1.1 Create EPWP jobs.	Create EPWP jobs	All wards
			4.2.2 Strategically plan for the local economic development	4.2.2.1 Ensure the existence and implementation of an updated Local Economic Development strategy.	Development of LED strategy	All wards	Planning and economic development	
					Develop and adopt the Incentive and investment strategy	All wards	Planning and economic development	
					Facilitate the development of the Standerton Mall		Planning and economic development	
					Facilitate the development of the Sakhile ext. 4 Mall		Planning and economic development	

					Facilitate the development of the truck stop		Planning and economic development
					Facilitate the development of the Morgenzon recycling project		Planning and economic development
					Convene the LED forum meetings	N/A	Planning and economic development
			4.2.3 facilitate the implementation of the CWP	4.2.3.1 Submit quarterly CWP reports to council.	Compile and submit quarterly reports to council on CWP	N/A	Planning and economic development
			4.2.4 Coordinate the fight against poverty	4.2.4.1 Implement the poverty alleviation plan	Develop and adopt the poverty alleviation plan	N/A	Planning and economic development
			4.2.5 Unlock the agricultural potential	4.2.5.1 Ensure the existence of an updated agricultural plan.	Develop and adopt the Agricultural Plan	N/A	Planning and economic development
					Facilitate the implementation of the Agro-processing project by Anglo-American	All wards	Planning and economic development
			4.2.6 Promote the mining activities	4.2.6.1 Submit quarterly mining applications reports to council.	Compile and submit quarterly reports to council on mining applications	N/A	Planning and economic development
			4.2.7 Facilitate SMME development	4.2.7.1 Ensure the existence of the SMME development framework.	Develop, adopt and implement the SMME development Framework	N/A	Planning and economic development
			4.2.8 Promote Lekwa to be a tourist destination.	4.2.8.1 Ensure the existence of a tourism sector plan.	Adoption of the Tourism Sector and branding strategy	N/A	Planning and economic development
					Make a contribution to the tourism bureau	N/A	

<b>Spatial Rationale</b>	5. Promoting spatial and environmental management	5.1 Realize a complete environmental protection	5.1.1 Improve community awareness on environmental protection	5.1.1.1 Design and implement the community awareness programme on environmental protection	Provide Environmental education in all wards	All wards	Community services and safety
		5.2 Facilitate a creation of a disaster ready community	5.2.1 Reduce community vulnerability to disasters	5.2.1.1 Implement the municipal disaster management plan	Establishing the Disaster Management Forum of Lekwa	N/A	Community services and safety
					Hold quarterly meetings for the disaster management forum	N/A	Community services and safety
					Develop and adopt the municipal disaster management plan	N/A	Community services and safety
					Provide the emergency and fire rescue services	N/A	Community services and safety
					Fire station and vehicles by Sasol mining	11and 15	Community services
		5.3 Ensure an integrated and aligned development planning	5.3.1. Ensure the existence of the municipal development spatial reference	5.3.1.1 Adopt an updated SDF	Review and adopt the SDF	N/A	Planning and economic development
					Develop and adopt the Infrastructure and asset plans	N/A	Technical services
			5.3.2 Ensure the existence of the municipal land use guideline	5.3.2.1 Review and Implement the municipality's Town Planning Scheme	Operationalize the land and asset management system (GIS) and electronic land use management systems	N/A	Planning and economic development
					Development of the revised precinct plans	N/A	Planning and economic development

					Identify the burial space	N/A	Planning and economic development
					Approve building plans	All wards	Planning and economic development
					Relocate, formalize and upgrade informal settlements		Planning and economic development
					Develop and adopt the Encroachment policy	N/A	Planning and economic development
				5.3.2.2 Initiate the implementation of SPLUMA	Purchase the GIS software (ArcGIS) and electronic land use management system (City Solve)	N/A	Planning and economic development
			5.3.3 Promote the municipal integrated planning	5.3.3.1 Review and adopt the IDP	Develop and adopt the 2019/20 IDP	N/A	Planning and economic development
					Formulation and Development of Revised 6 precinct plans	N/A	Planning and economic development
			5.3.4 Enable access to land and land tenure	5.3.4.1 Improve the land tenure and ownership levels	Lease farms for grazing purposes		Planning and economic development
					Facilitate the issuing of title deeds by human settlement	8	Planning and economic development

# 9. CHAPTER EIGHT: FINANCIAL VIABILITY AND MANAGEMENT

## MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK FOR THE 2019/20 – 2021/2022 FINANCIAL YEAR

### 1. PURPOSE

The purpose of this report is to enable the Executive Mayor to prepare the 2019/2020 to 2021/2022 Medium Term Revenue and Expenditure Framework (MTREF) and as well as the amendments made on budget related policies in terms of section 21 of the MFMA as well as to enable the municipality to prepare a 3 years' operational plan in line with its IDP.

### 2. BACKGROUND

The Municipal Finance Management Act (MFMA) No 56 of 2003 stipulates that an annual budget must be compiled and tabled in Council by or not later than 31 March (three months before the start of the new financial year). Following the budget being tabled, it is to be made available for public consultation, and at the end of that process Council must consider the budget a month before the start of the new financial year (31<sup>st</sup> May each year) at the latest for approval.

Section 21 of the MFMA requires the following:

- (1) The mayor of a municipality must—
  - (a) co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible;
- (2) When preparing the annual budget, the mayor of a municipality must—
  - (a) take into account the municipality's integrated development plan;
  - (b) take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the Municipal Systems Act, taking into account realistic revenue and expenditure projections for future years;
  - (c) take into account the national budget, the relevant provincial budget, the national government's fiscal and macro-economic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;
  - (d) consult—

(i) the relevant district municipality and all other local municipalities within the area of the district municipality; the relevant provincial treasury, and when requested, the National Treasury; and any national or provincial organs of state, as may be prescribed; and

(e) provide, on request, any information relating to the budget—

(i) to the National Treasury; and the national departments responsible for water, sanitation, electricity and any other service as may be prescribed;

### 3. DISCUSSION

#### **SUMMARY – SALIENT FEATURES**

In terms of section 18 of the MFMA the municipality may only fund its budget from realistically anticipated revenue to be collected as well as cash-backed surpluses. Therefore, the municipality must provide for expenditure in line with the revenue that can be collected and don't overstate the revenue as this will result in cash flow challenges.

The budget has to be cash-backed in order for the municipality to be able to implement its Service Delivery Budget Implementation Plans, therefore the municipality should not have a budget that reflect a cash deficit.

National Treasury has issued numerous guidelines circular 66,67, 82, 85, 89, 91, 93 & 94 amongst others which emphasises that during this tough economical period the municipalities should tighten their spending and reduced unnecessary or nice to have expenditures, improve and prioritise service delivery.

The 2018 Budget set out expectations of improved economic performance that proved premature. During the first half of this year, South Africa experienced a technical recession – that is, declining of the two consecutive quarters of Gross Domestic Product (GDP) – driven primarily by contractions in agriculture and mining.

A strengthening US dollar and rising global interest rates have triggered fiscal crises in several major developing countries. South Africa's inflation targeting regime, flexible exchange rate and prudent debt management strategy have protected the economy from some of the global fallout. However, these events have led to a sharp depreciation of the Rand and large increases in government bond yields. It is important to note that the 2018 projected GDP growth forecast has been revised down from 1.5 per cent to 0.7 per cent. Growth is expected to recover gradually to over 2 per cent in 2021 as confidence returns and investment gathers pace.

To promote a return to faster growth and job creation, the President announced an economic stimulus and recovery plan in September 2018. The initiative focuses on five interventions:

- Implementing growth-enhancing economic reforms;
- Reprioritising public spending to support economic growth and job creation;

- Establishing an infrastructure fund;
- Addressing urgent matters in education and health; and
- Investing in municipal social infrastructure improvement.

Increased investment in social and economic infrastructure will be a focus of economic recovery over the medium term. This requires an increased role for private sector and better implementation of government's existing plans.

Similar to the rest of government, the municipality face a difficult fiscal environment. Even as demand for services rises, weak economic growth has put stress on consumers' ability to pay for services, while transfers from national government are growing more slowly than in the past.

The municipality has fallen into financial distress and face liquidity problems. These include the municipality being unable to meet their payment obligations to Eskom, water boards and other creditors. There is a need for municipality to focus on collecting revenues owed to it, and eliminate wasteful and non-core spending. The Municipality was placed under Mandatory Provincial Intervention as entailed in section 139 of the Municipal Finance Management Act.

The non-payment of creditors is a symptom of underlying problems which include, among others, weaknesses in revenue collection and underinvestment in asset maintenance and renewal, which compromises the reliability of delivering basic services. In order to achieve financial sustainability, the municipality must demonstrate the political & administrative will to implement the changes required to improve the performance.

Local government has a vital role to play in turning around the economy. In many areas of the country, municipal finances are under pressure. This is the result of the rising cost of delivering basic services and weak financial planning and controls, with poor management decisions leading to underinvestment in and insufficient maintenance of infrastructure. In some cases, corrupt practices have taken root in local administrations. Over the period ahead, national transfers to local government will continue to support the delivery of basic services, while incentivising improved performance and the turnaround of troubled municipalities.

In the local space, fiscal prudence cannot be overemphasised, renewed attitude towards revenue management, improvement of governance and financial management to support service delivery including the adoption of funded budgets and implementation of the municipal standard chart of accounts and the long awaited plan to infuse consequence management for maladministration must be the primary way to respond to a stimulus package plan by the President.

The Municipality must ensure that expenditure is limited to the maximum revenue collected and not spend on money that it does not have. Municipality is reminded that, the local government equitable share allocation is mainly to fund the costs of free basic services and to subsidise some of the administrative costs. The increasing unemployment and growth in the number of persons per household means that the revenue foregone in respect of free basic services will likely increase and it will become even more difficult to collect revenue. The



household budget will be under pressure and trade-offs will be applied as it may be unaffordable to pay all household expenses with regularity.

The *Salary and Wage Collective Agreement* for the period 01 July 2018 to 30 June 2021 has been signed which gives guidance on how the salary will be increased over the MTREF, with an increase of 1.5% plus inflation applicable to the 2019/20 financial and a 1.25% increase for the 2020/2021 financial period. A provision of 6.5% has been made for salary increases in the 2019/2020 financial period.

The operating income for the 2019-20 financial period is estimated to be R 826 million which will increase to R 1 billion in the 2021-2022 financial period.

The operating revenue for the 2019/20 financial period consist of electricity R 384 million, property rates R 76 million, water R 81 million, sanitation R 46 million, Refuse Removal R 36 million and other revenue for R 24 million and grants & subsidies amounting R 125 million. The municipality revenue is not growing at the rate similar to expenditure which indicates that the municipality should review the entire revenue management chain to ensure that the revenue is improved.

Total expenditure budgeted for the 2019/20 financial year is estimated to be R 909 million which will increase to R 1 billion in the 2020/22.

The operating expenditure for the 2019/20 financial period consists of bulk purchase R 327 million, employee related costs R 222 million, debt impairment & depreciation R 129 million, contracted services R 38 million, repairs & maintenance R 28 million and other expenditure amounting to R 54 million.

The tabled budget shows an operating deficit of R 82 million in the 2019/20 financial which will decrease to R 28 million in the 2021/22 financial year drastic measures & systems will be put in place which includes amongst others aggressive revenue improvement strategy, employee related cost reduction, phasing out contracted services, better contract management, reduction in material losses, decreasing of general expenditure in line with the cost curtailment policy.

The importance of tabling funded budgets is highlighted in MFMA Circular No. 74. This is one of the game changers in local government to ensure financial sustainability. As an initiative to support municipalities in this regard, the National and Provincial treasuries are assessing tabled budgets and assisting municipalities in effecting the required changes to ensure that they adopt funded budgets.

However, the municipality is having challenges in correcting the budgets to ensure that it is funded in one financial year due to financial challenges. As a result, the municipality with the assistance of COGTA & Treasury will together with the 2019/20 MTREF budget, table a plan in a municipal council on how and by when the budget will improve from an unfunded to a funded position.

In addition, below are some of the budget management principle that needs to be adopted and implemented

- Create a financial recovery plan for next three to five (5) years that is reflected in the upcoming 2019/20 budget to be continued over the MTREF
- Development of cash flow management plan.

- Review revenue in line with actual trends.
- Review debt impairment in line with debt collection rate
- Align expenditure with available cash flow
- Review cost allocation process to achieve cost reflective tariffs
- Align Technical services projects with IDP
- Align budget to IDP



The table below depicts the summary of each revenue stream as well as the expenditure type by summary.

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

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Revenue By Source</b>											
Property rates	2	53,169	51,825	64,046	80,520	76,896	-	-	76,503	81,093	85,148
Service charges - electricity revenue	2	257,501	248,079	241,593	392,065	286,427	-	-	384,656	444,779	514,299
Service charges - water revenue	2	49,896	66,125	62,980	71,217	78,116	-	-	81,931	90,134	99,157
Service charges - sanitation revenue	2	21,062	27,439	21,955	36,759	38,576	-	-	46,522	55,642	67,365
Service charges - refuse revenue	2	13,825	15,563	16,915	17,938	20,836	-	-	36,279	38,819	41,536
Rental of facilities and equipment		2,402	1,811	1,906	2,000	1,838			425	2,121	2,834
Interest earned - external investments			2,239	4,669		2,000			70	74	78
Interest earned - outstanding debtors		36,611	35,469	37,257	48,971	47,423			33,666	35,686	37,470
Dividends received						-					
Fines, penalties and forfeits		3,585	3,591	2,789	350	2,471			3,100	3,356	3,635
Licences and permits						-					
Agency services		36,611	24,687			-					
Transfers and subsidies		85,228	88,877	96,661	111,528	111,602			125,466	135,633	147,747
Other revenue	2	48,011	6,087	1,401	55,912	24,404	-	-	37,927	25,086	36,243
Gains on disposal of PPE											
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>607,901</b>	<b>571,791</b>	<b>552,173</b>	<b>817,260</b>	<b>690,588</b>	-	-	<b>826,544</b>	<b>912,422</b>	<b>1,035,512</b>
<b>Expenditure By Type</b>											
Employee related costs	2	140,325	196,887	204,171	182,749	209,037	-	-	222,901	222,901	250,838
Remuneration of councillors		10,287	10,592	11,854	12,627	12,627			12,575	13,363	14,251
Debt impairment	3	100,460	98,036	90,957	110,159	77,424			49,705	51,012	52,383
Depreciation & asset impairment	2	86,248	81,562	75,814	94,027	94,027	-	-	80,000	80,880	80,074
Finance charges		40,949	64,214	82,350		106,588			83,489	96,539	111,629
Bulk purchases	2	301,310	338,113	352,302	367,958	432,138	-	-	327,137	373,077	425,938
Other materials	8	3,696	4,103	5,080	4,205	7,257			12,117	12,727	13,369
Contracted services		67,330	35,502	73,801	22,117	53,640	-	-	38,125	38,317	31,599
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-
Other expenditure	4, 5	65,322	98,803	48,568	70,414	104,893	-	-	83,495	93,596	84,210
Loss on disposal of PPE				3,500							
<b>Total Expenditure</b>		<b>815,928</b>	<b>927,812</b>	<b>948,396</b>	<b>864,257</b>	<b>1,097,631</b>	-	-	<b>909,543</b>	<b>982,412</b>	<b>1,064,290</b>
<b>Surplus/(Deficit)</b>		<b>(208,027)</b>	<b>(356,021)</b>	<b>(396,223)</b>	<b>(46,997)</b>	<b>(407,042)</b>	-	-	<b>(82,999)</b>	<b>(69,990)</b>	<b>(28,778)</b>

## Overview of Trading Services

It should be noted that trading & economic services are operated at a deficit of R 47 million in the 2018/19 financial period, adjusted to R 321 million during the adjustment budget. With the implementation of the financial recovery plan it is anticipated that the deficit will decrease to R 185 million and however should the Municipality not implement the financial recovery plan the deficit will decrease to R 41 million in the 2020/2022 financial year. The situation is not viable & sustainable thus requiring that the Municipality should introduce adequate measures to properly fund the trading & economic Services as the operating deficits are indicative that full cost recovery is not taking place and it is contributing to the financial predicament that Council finds itself in. The Municipality needs to fulfil the obligations of correcting accounts and metering all services correctly as this will ensure that the deficit is reduced.

2019/20 MTREF – LLM Cost Recovery of Trading & Economic Services							
Row Labels	Sum of Total Budget	Sum of Final		Sum of Tabled Budget 2019 - 20	Sum of Tabled Budget 2020 - 21	Sum of Tabled Budget 2021 - 22	
		Adjustment Budget 2018 - 19	Sum of Full Year Forecast				
<b>I</b>	<b>-R 518,609,988.00</b>	<b>-R 424,337,685.44</b>	<b>-R 424,379,685.44</b>	<b>-R 550,814,452.00</b>	<b>-R 630,987,141.21</b>	<b>-R 724,187,842.65</b>	
Electricity: Electricity ( Dept 603)	-R 392,655,996.00	-R 286,777,000.00	-R 286,777,000.00	-R 385,555,780.00	-R 445,821,000.00	-R 515,505,000.00	
Solid Waste Removal: Cleansing ( Dept 302)	-R 17,943,996.00	-R 20,835,000.00	-R 20,835,000.00	-R 36,776,456.00	-R 39,350,807.92	-R 42,110,813.47	
Waste Water Treatment: Sewerage ( Dept 407)	-R 36,758,996.00	-R 38,575,996.00	-R 38,575,996.00	-R 46,511,656.00	-R 55,631,717.29	-R 67,355,051.57	
Water Distribution: Water ( Dept 607)	-R 71,251,000.00	-R 78,149,689.44	-R 78,191,689.44	-R 81,970,560.00	-R 90,183,616.00	-R 99,216,977.60	
<b>E</b>	<b>R 566,062,668.00</b>	<b>R 745,781,418.52</b>	<b>R 703,196,764.78</b>	<b>R 550,628,567.76</b>	<b>R 609,477,603.00</b>	<b>R 683,154,603.00</b>	
Electricity: Electricity ( Dept 603)	R 452,773,448.00	R 539,558,365.95	R 539,558,365.95	R 394,839,693.82	R 447,821,000.00	R 514,225,000.00	
Solid Waste Removal: Cleansing ( Dept 302)	R 30,584,996.00	R 34,346,478.81	R 34,346,478.81	R 28,917,936.57	R 30,560,000.00	R 32,361,000.00	
Waste Water Treatment: Sewerage ( Dept 407)	R 12,005,292.00	R 29,228,893.98	R 29,228,893.98	R 26,807,911.34	R 27,094,000.00	R 28,487,000.00	
Water Distribution: Water ( Dept 607)	R 70,698,932.00	R 142,647,679.78	R 100,063,026.03	R 100,063,026.03	R 104,002,603.00	R 108,081,603.00	
<b>Grand Total</b>	<b>R 47,452,680.00</b>	<b>R 321,443,733.08</b>	<b>R 278,817,079.34</b>	<b>-R 185,884.24</b>	<b>-R 21,509,538.21</b>	<b>-R 41,033,239.65</b>	

The table below shows the revenue & expenditure consolidated per function as well as the revenue.

**MP305 Lekwa - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)**

Functional Classification Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Revenue - Functional</b>	1									
<b>Governance and administration</b>		185,686	225,245	221,417	241,134	236,172	–	233,687	251,405	269,171
Executive and council		82,903	131,795	–	–	–	–	–	–	–
Finance and administration		102,783	93,450	221,417	241,134	236,172	–	233,687	251,405	269,171
Internal audit		–	–	–	–	–	–	–	–	–
<b>Community and public safety</b>		3,977	3,983	3,037	604	177	–	3,261	3,505	3,770
Community and social services		297	329	202	207	161	–	181	182	184
Sport and recreation		35	31	–	–	–	–	–	–	–
Public safety		3,645	3,623	2,835	397	16	–	3,080	3,323	3,586
Housing		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
<b>Economic and environmental services</b>		74,674	30,126	3,190	56,912	29,942	–	38,781	26,524	38,384
Planning and development		5	43	165	52,383	25,599	–	36,104	23,110	34,116
Road transport		74,669	30,084	3,025	4,529	4,343	–	2,678	3,414	4,268
Environmental protection		–	–	–	–	–	–	–	–	–
<b>Trading services</b>		343,564	357,968	359,521	518,610	424,298	–	550,814	630,987	724,188
Energy sources		258,772	248,828	249,722	392,352	286,473	–	385,556	445,821	515,505
Water management		49,900	66,129	70,928	71,555	78,414	–	81,971	90,184	99,217
Waste water management		21,062	27,439	21,955	36,759	38,576	–	46,512	55,632	67,355
Waste management		13,830	15,572	16,917	17,944	20,835	–	36,776	39,351	42,111
<b>Other</b>	4	–	–	–	–	–	–	–	–	–
<b>Total Revenue - Functional</b>	2	<b>607,901</b>	<b>617,322</b>	<b>587,165</b>	<b>817,260</b>	<b>690,588</b>	<b>–</b>	<b>826,544</b>	<b>912,422</b>	<b>1,035,512</b>
<b>Expenditure - Functional</b>										
<b>Governance and administration</b>		217,545	210,080	250,137	226,550	275,956	–	278,068	287,364	289,982
Executive and council		25,428	38,727	41,772	149,367	163,929	–	143,711	146,577	149,043
Finance and administration		192,117	171,353	208,366	77,184	112,027	–	134,357	140,787	140,939
Internal audit		–	–	–	–	–	–	–	–	–
<b>Community and public safety</b>		35,916	50,347	35,806	36,109	41,580	–	37,459	39,737	42,601
Community and social services		4,409	5,448	4,747	5,768	4,120	–	5,164	5,491	5,857
Sport and recreation		8,240	9,659	139	8,413	8,005	–	6,801	7,223	7,698
Public safety		23,019	32,696	30,920	21,928	29,455	–	21,771	23,069	24,832
Housing		12	2,543	–	–	–	–	3,723	3,954	4,214
Health		235	–	–	–	–	–	–	–	–
<b>Economic and environmental services</b>		25,723	28,854	32,683	37,562	36,246	–	43,388	45,834	48,553
Planning and development		5,066	8,495	12,008	18,933	20,940	–	21,104	22,259	23,557
Road transport		20,657	20,359	20,676	18,629	15,306	–	22,284	23,575	24,996
Environmental protection		–	–	–	–	–	–	–	–	–
<b>Trading services</b>		536,745	638,530	629,769	564,035	743,849	–	550,629	609,478	683,155
Energy sources		323,292	396,036	398,925	450,746	537,531	–	394,840	447,821	514,225
Water management		78,417	99,445	94,726	70,699	142,604	–	100,063	104,003	108,082
Waste water management		10,620	18,580	15,379	12,005	29,229	–	26,808	27,094	28,487
Waste management		124,416	124,468	120,739	30,585	34,485	–	28,918	30,560	32,361
<b>Other</b>	4	–	–	–	–	–	–	–	–	–
<b>Total Expenditure - Functional</b>	3	<b>815,928</b>	<b>927,812</b>	<b>948,396</b>	<b>864,257</b>	<b>1,097,631</b>	<b>–</b>	<b>909,543</b>	<b>982,412</b>	<b>1,064,290</b>
<b>Surplus/(Deficit) for the year</b>		<b>(208,027)</b>	<b>(310,490)</b>	<b>(361,231)</b>	<b>(46,997)</b>	<b>(407,042)</b>	<b>–</b>	<b>(82,999)</b>	<b>(69,990)</b>	<b>(28,778)</b>

MP305 Lekwa - Table A7 Budgeted Cash Flows

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>											
<b>Receipts</b>											
Property rates		33,832	40,392	66,834	48,312	57,672			61,202	77,038	80,890
Service charges		240,588	181,497	276,152	418,971	318,216			405,454	471,837	542,189
Other revenue			57,879	1,779	58,262	28,607			27,428	29,390	41,339
Government - operating	1	85,228	91,679	96,661	111,528	111,528			125,466	135,633	147,747
Government - capital	1	34,842	46,239	60,082	56,034	78,034			57,452	90,419	102,736
Interest		36,611	37,708	41,926	12,243	20,969			16,903	23,270	26,307
Dividends									-	-	-
<b>Payments</b>											
Suppliers and employees		(395,723)	(449,495)	(400,812)	(660,071)	(402,561)			(757,166)	(806,279)	(844,143)
Finance charges		(40,949)	(64,214)	(82,350)					(30,000)	(60,000)	(70,000)
Transfers and Grants	1								-	-	-
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>		<b>(5,572)</b>	<b>(58,315)</b>	<b>60,272</b>	<b>45,279</b>	<b>212,465</b>	<b>-</b>	<b>-</b>	<b>(93,261)</b>	<b>(38,692)</b>	<b>27,066</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>											
<b>Receipts</b>											
Proceeds on disposal of PPE		136							-	-	-
Decrease (Increase) in non-current debtors									-	-	-
Decrease (increase) other non-current receivables									-	-	-
Decrease (increase) in non-current investments		(2,285)							-	-	-
<b>Payments</b>											
Capital assets		(22,228)	(41,394)	(34,363)	(53,491)	(107,532)			(69,452)	(99,419)	(106,736)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>		<b>(24,377)</b>	<b>(41,394)</b>	<b>(34,363)</b>	<b>(53,491)</b>	<b>(107,532)</b>	<b>-</b>	<b>-</b>	<b>(69,452)</b>	<b>(99,419)</b>	<b>(106,736)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
<b>Receipts</b>											
Short term loans									-	-	-
Borrowing long term/refinancing									-	-	-
Increase (decrease) in consumer deposits									-	-	-
<b>Payments</b>											
Repayment of borrowing									-	-	-
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>		<b>(29,949)</b>	<b>(99,709)</b>	<b>25,909</b>	<b>(8,212)</b>	<b>104,932</b>	<b>-</b>	<b>-</b>	<b>(162,713)</b>	<b>(138,111)</b>	<b>(79,670)</b>
Cash/cash equivalents at the year begin:	2	33,704	3,796	1,229	1,160	1,160			588	(162,124)	(300,235)
Cash/cash equivalents at the year end:	2	3,755	(95,913)	27,138	(7,052)	106,092			(162,124)	(300,235)	(379,906)



The table above indicates that the cash flow shortfall of R 162 million in the 2019/20 financial year which increased to R 379 million surplus in the 2020/22 financial period. The shortfall excludes the outstanding liabilities incurred in the 2018/19 financial year.

The table below indicates the reserves accumulated and surplus

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

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Cash and investments available</b>											
Cash/cash equivalents at the year end	1	3,755	(95,913)	27,138	(7,052)	106,092	-	-	(162,124)	(300,235)	(379,906)
Other current investments > 90 days		(0)	97,142	-	50,361	(62,783)	-	-	205,433	343,544	423,214
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-
<b>Cash and investments available:</b>		<b>3,755</b>	<b>1,229</b>	<b>27,138</b>	<b>43,308</b>	<b>43,308</b>	<b>-</b>	<b>-</b>	<b>43,308</b>	<b>43,308</b>	<b>43,308</b>
<b>Application of cash and investments</b>											
Unspent conditional transfers		-	-	-	-	-	-	-	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2										
Other working capital requirements	3	432,483	581,438	805,470	1,139,750	1,173,978	-	-	1,171,019	1,139,891	1,136,768
Other provisions											
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5										
<b>Total Application of cash and investments:</b>		<b>432,483</b>	<b>581,438</b>	<b>805,470</b>	<b>1,139,750</b>	<b>1,173,978</b>	<b>-</b>	<b>-</b>	<b>1,171,019</b>	<b>1,139,891</b>	<b>1,136,768</b>
<b>Surplus(shortfall)</b>		<b>(428,728)</b>	<b>(580,209)</b>	<b>(778,332)</b>	<b>(1,096,442)</b>	<b>(1,130,670)</b>	<b>-</b>	<b>-</b>	<b>(1,127,711)</b>	<b>(1,096,583)</b>	<b>(1,093,460)</b>

**Proposed Capital Budgets & Source of Funding**

Below is a table depicting projects to be implemented in the 2019/20 MTREF. A provision was made for the funding of projects that had budgetary shortfalls in the 2018/19 financial period resulting from funds that were withheld by National Treasury. The Municipality will be funding the projects from the following sources of revenue.

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Total Capital Expenditure - Vote</b>		26,579	47,063	34,363	53,491	107,532	-	-	69,452	99,419	106,736
<b>Capital Expenditure - Functional</b>											
<b>Governance and administration</b>		-	1,695	3,254	-	27,500	-	-	-	-	-
Executive and council											
Finance and administration			1,695	3,254		27,500					
Internal audit											
<b>Community and public safety</b>		-	11,009	-	3,212	3,212	-	-	9,326	7,542	7,853
Community and social services									5,000	3,000	3,000
Sport and recreation			11,009		3,212	3,212			4,326	4,542	4,853
Public safety											
Housing											
Health											
<b>Economic and environmental services</b>		-	486	4,606	9,280	3,800	-	-	-	-	-
Planning and development											
Road transport			486	4,606	9,280	3,800					
Environmental protection											
<b>Trading services</b>		26,579	33,873	26,503	41,000	73,021	-	-	60,126	91,876	98,883
Energy sources			6,821	8,910	6,000	6,000			10,050	11,000	12,000
Water management		5,951	19,634	9,665	15,000	18,254			15,076	15,226	11,883
Waste water management		20,628	7,418	7,929	20,000	48,767			35,000	65,650	75,000
Waste management											
<b>Other</b>											
<b>Total Capital Expenditure - Functional</b>	3	26,579	47,063	34,363	53,491	107,532	-	-	69,452	99,419	106,736
<b>Funded by:</b>											
National Government		26,579	44,883	29,969	53,491	77,532			57,452	90,419	102,736
Provincial Government											
District Municipality											
Other transfers and grants											
<b>Transfers recognised - capital</b>	4	26,579	44,883	29,969	53,491	77,532	-	-	57,452	90,419	102,736
<b>Borrowing</b>	6										
<b>Internally generated funds</b>			2,181	4,394		30,000			12,000	9,000	4,000
<b>Total Capital Expenditure</b>		26,579	47,063	34,363	53,491	107,532	-	-	69,452	99,419	106,736

<b>Funding Sources</b>	<b>2019/2020 FY</b>	<b>2020/2021 FY</b>	<b>2021/2022 FY</b>
MIG	R 27,401,800.00	R 28,768,850.00	R 30,736,300.00
WSIG	R 20,000,000.00	R 50,650,000.00	R 60,000,000.00
EEDSM	R 6,000,000.00	R 6,000,000.00	R 7,000,000.00
INEP	R 4,050,000.00	R 5,000,000.00	R 5,000,000.00
Internal Funding	R 12,000,000.00	R 9,000,000.00	R 4,000,000.00
	<b>R 69,451,800.00</b>	<b>R 99,418,850.00</b>	<b>R 106,736,300.00</b>

Ward/s Benefitting	IDP No	Project name	Source of Funding	2019/2020 FY	2020/2021 FY	2021/2022 FY	Scope for 2019/2020 FY
1,2,3,4,5,6,7,8,10,11 7 15	MIG 01	Refurbishment and/or upgrade of the Standerton Waste Water Treatment Works	MIG	R 15,000,000.00	R 15,000,000.00	R 15,000,000.00	R5 million is to cover budgetary shortfalls for the Refurbishment of the 9ML activated sludge system from the 2018/19 financial year. This to address the sewer spillages into the Vaal river as well as the court order instituted by DWS against the Municipality and R10 million is to be utilised towards the upgrade of the WWTW
1,2,3,4,5,6,7,8,10,11 7 15	MIG 02	Refurbishment and/or upgrade of the Standerton Water Treatment Works	MIG	R 4,075,800.00	R 5,226,400.00	R 5,883,200.00	To cover for budgetary shortfalls for completion and commissioning of sand filters. Installation of raw water turbine pumping units.
14	MIG 03	Refurbishment and upgrade of Morgenzon Water Supply	MIG	R 4,000,000.00	R 4,000,000.00	R 5,000,000.00	Raw water intake works, dam lining refurbishment, WTW refurbishment, repair existing reservoir.
3,14	MIG 04	Upgrading of Sports Facilities in Lekwa LM	MIG	R 4,326,000.00	R 4,542,450.00	R 4,853,100.00	Morgenzon Stadium rehabilitation and upgrade and to cover budgetary shortfalls from projects from 2018/19 FY
11	WSIG 01	Upgrade of Rooikoppen Sewer	WSIG	R 20,000,000.00	R 50,650,000.00	R 60,000,000.00	Upgrade of sewer reticulation phase 1
Sakhile, Standerton and Morgenzon	EEDSM 01	Retrofitting of High Mast Lights, Street Lights and Traffic lights with LED lights	EEDSM	R 6,000,000.00	R 6,000,000.00	R 7,000,000.00	Retrofitting of High Mast Lights, Street Lights and Traffic lights with LED lights
8	INEP 01	Electrification of RDPs in Standerton Extension 8	INEP	R 4,050,000.00	R 5,000,000.00	R 5,000,000.00	Electrification of 250 RDPs in Standerton Extension 8
1,2,3,4,5,6,7,8,10,11,14 & 15	LLM 01	Installation of security systems for vulnerable Water, Sanitation and Electricity Infrastructure	Internal Funding	R 2,000,000.00	R 1,000,000.00	R 1,000,000.00	Electric fencing, installation of alarms linked to armed response unit for Waste Water Treatment Works, Water Treatment Works, Sewer Pump Stations and electricity substations.
1,2,3,4,5,6,7,11 & 15	LLM 02	Fencing of reservoirs	Internal Funding	R 2,000,000.00	R 1,000,000.00	R 1,000,000.00	Fencing of two by 10 Megalitre round reservoirs, the new 10 ML reservoir and the 9ML square reservoir.
1,2,3,4,5,6,7,8,10,11,12,14 & 15	LLM 03	Installation of telemetry system to monitor reservoir water levels	Internal Funding	R 1,000,000.00			Installation of telemetry system to monitor reservoir water levels
1,2,3,4,5,6,7,8,10,11,12,14 & 15	LLM 04	Standby generator for Water and Waste Water Treatment Works	Internal Funding	R 5,000,000.00	R 5,000,000.00		Standby generator for Standerton Water Treatment Works
	LLM 05	Fencing of cemeteries	Internal Funding	R 2,000,000.00	R 2,000,000.00	R 2,000,000.00	Fencing of Walter Sisulu Cemetery
				<b>R 69,451,800.00</b>	<b>R 99,418,850.00</b>	<b>R 106,736,300.00</b>	

## **Government & Other Grants**

Total operating grants for the 2019/20 MTREF financial year are summarised in the table below:

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>RECEIPTS:</b>	1, 2									
<b><u>Operating Transfers and Grants</u></b>										
<b>National Government:</b>		<b>88,758</b>	<b>86,401</b>	<b>88,877</b>	<b>110,026</b>	<b>2,770</b>	<b>2,770</b>	<b>124,024</b>	<b>134,119</b>	<b>146,129</b>
Local Government Equitable Share		85,034	82,889	86,240	107,256			118,689	129,247	141,032
Finance Management		1,600	1,600	1,625	1,770	1,770	1,770	2,235	2,667	2,667
Municipal Systems Improvement		934	739					2,100	2,205	2,430
EPWP Incentive		1,190	1,173	1,012	1,000	1,000	1,000	1,000		
<b>Total Operating Transfers and Grants</b>	5	<b>88,758</b>	<b>86,401</b>	<b>88,877</b>	<b>110,026</b>	<b>2,770</b>	<b>2,770</b>	<b>124,024</b>	<b>134,119</b>	<b>146,129</b>
<b><u>Capital Transfers and Grants</u></b>										
<b>National Government:</b>		<b>29,648</b>	<b>45,531</b>	<b>45,531</b>	<b>56,034</b>	<b>56,034</b>	<b>54,034</b>	<b>58,894</b>	<b>91,933</b>	<b>104,354</b>
Municipal Infrastructure Grant (MIG)		27,978	38,531	38,531	30,034	30,034	28,034	28,844	30,283	32,354
Water Service Infrastructure Grant					20,000	20,000	20,000	20,000	50,650	60,000
Integrated National Electrification Programme		1,670	7,000	7,000				4,050	5,000	5,000
Energy Efficiency and Demand Side Management Grant					6,000	6,000	6,000	6,000	6,000	7,000
<b>Total Capital Transfers and Grants</b>	5	<b>29,648</b>	<b>45,531</b>	<b>45,531</b>	<b>56,034</b>	<b>56,034</b>	<b>54,034</b>	<b>58,894</b>	<b>91,933</b>	<b>104,354</b>

The main challenges experienced during the compilation of the draft budget for 2019/20 MTREF can be summarised as follows:

- The budget must be funded in terms of section 18 of the MFMA (Cash backed, credible and expenditure must be funded by realistic anticipated revenue) whilst no Capital expenditure can be incurred if the source of funding is not known and approved by Council Currently the draft budget shows a cash flow deficit, before paying Eskom and other liabilities
- Practical and implementable turnaround strategy with plans in terms of NT MFMA circulars 89, 91 93 & 94, projects covered by funded expenditure within the budget with conservative estimated revenue need to be accompanying the Council resolution to approve such a draft or final budget. This was not done per department or per budget unit and re not reflected in the draft budget.
- All expenditure budgets approved by Council must be funded by a cash backed revenue source, not only billed revenue but cash resources. It implies that all directors need to show how any such expenditure included in a draft budget will be funded otherwise it need to be removed
- The Budget steering committee did not meet to discuss the draft budget as required per the Budget and reporting regulations (Government gazette 32141 dated April 2009)
- The services budgets need to be ring-fenced as to ensure that the trading budgets will not produce trading losses.
- Cash flow in the tabled budget show a +/- R 150 million shortfalls. The operational budget cannot be reduced by just cutting back on numbers whilst the municipality is operating in the usual manner that we do.
- A repayment plan (one year) for all creditors owed, need to be negotiated with in and be funded from debtor's arrears to be collected. This plan will have to be reflected in table A8 as to be finally funded.
- Capital budget-At this time no cash is available to do internal funding of any capital projects, therefore it is suggested that such needs be placed on hold
- Tariffs & policies reviewed and benchmarked with other Municipalities
- Aging and poorly maintained water, roads and electricity infrastructure that is deteriorating
- Lack of safe and reliable water supply (in line with Blue and Green Drop reports & scores of Municipalities)
- Lack of/inadequate employment opportunities (correlate with poverty driver information of the CS)
- High vacancy rate of Senior Managers who will not to be the drivers of the budget implementation as well as the financial recovery

### **Initiatives to ensure that the budget is funded**

- Reduction of employee related costs (e.g. acting allowance, overtime, standby, shift allowance etc.)
- Reducing contracted services through contract management
- Implementation of Cost Curtailment Strategy (eliminating nice to have expenditure)
- Implementation of Revenue Enhancement Strategy
- Implementation of Financial Recovery Plan

- Increase Economic Development
- Creation of Job Opportunities
- Installation and Replacement of Meters including meter audit
- Disposal of assets
- Sale of land

### **Overview of Budget Process**

#### **Political Oversight of Budget Process**

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

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

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

#### **Schedule of Key Deadlines Relating of Budget Process**

One of the objectives of the budget timetable is to ensure the development/review of the IDP and the budget and also to ensure that a funded budget is tabled for consideration and approval. The timetable schedule for the compilation of the 2019/20 budget cycle was approved by Council during August 2018 in compliance with the MFMA.

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

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

The Draft budgeted document to be published on the website generally to be distributed to libraries and other municipal offices to allow the wide invitation of comments and representations to the draft budget

Submission of the Draft budget to Provincial and National Treasuries as well as Department of Provincial and Local Government

Public meetings to be held in various wards



## **Overview of Budget-Related Policies**

It is a legislative requirement that municipal budget for the following fiscal year, together with finance related policies reviewed are tabled and adopted by council.

The following financial policies will be reviewed:

- Assets Management Policy
- Banking and Investment Policy
- Budget Policy
- Cell phone Policy
- Cost Curtailment Policy
- Credit Control and Debt Collection Policy
- Indigent Policy
- SCM Policy
- Petty Cash Policy
- Property Rates Policy
- Subsistence Travelling Policy
- Tariff Policy
- Unauthorised Irregular Fruitless Expenditure
- Writing off bad debts and impairment policy

## **Budget Principles**

As a result of the economic landscape and weak tariff setting, the municipality is under pressure to generate revenue. The ability of customers to pay for services is declining and this means that less revenue will be collected. Therefore, municipality has considered the following when the 2018/19 MTREF budgets were compiled:

- improving the effectiveness of revenue management processes and procedures;
- paying special attention to cost containment measures by, amongst other things, controlling unnecessary spending on nice-to-have items and non-essential activities as was highlighted in MFMA Circular No. 82;
  - ensuring value for money through the procurement process;
  - the affordability of providing free basic services to all households; and
  - curbing consumption of water and electricity by the indigents to ensure that they do not exceed their allocation.
- The salary budget has been increased with 6.5%
- The reduction of deficit
- To increase the collection rate

- Increase Economic Development
- Creation of Job opportunity
- Reduction of consumer debtors
- Cost curtailment
- Introduction of new tariffs (Effluent tariffs, Bulk contribution Policy, Land Sales, Mining tariffs etc.)
- Budget responding to IDP
- Review of existing tariffs
- Realistic budget
- Application of Credit Control and Debt Collection Policy

## **National Grant Allocations**

### **Equitable Share**

The equitable share is an unconditional grant and as such can be regarded as general revenue, however, it is a matter of co-operative governance that municipalities should prioritise its expenditure budget towards poor households and national priorities like free basic services.

### **Municipal Infrastructural Grant (MIG)**

The Municipal Infrastructural Grant is a conditional grant which gives effect to national objectives to:

- To provide specific capital finance for eradicating basic municipal infrastructure backlogs for poor households, microenterprises and social institutions servicing poor communities.
- A Municipal Infrastructure Grant (MIG)-2 funding stream is introduced in 2018/19 as a step towards a new funding arrangement for intermediate city municipalities to facilitate more integrated planning and funding of capital investments.

The MIG funding will be utilised for the Upgrading of the Water Treatment Plant, Upgrading of the Waste Water Treatment Plant, project in areas falling within Lekwa Local Municipality.

### **Water Service Infrastructure Grant**

Facilitate the planning and implementation of various water and on-site sanitation projects to accelerate backlog reduction and enhance the sustainability of services especially in rural municipalities

- Provide interim, intermediate water and sanitation supply that ensures provision of services to identified and prioritised communities, including through spring protection and groundwater development

- Support municipalities in implementing water conservation and water demand management (WC/WDM) projects
- Support the existing Bucket Eradication Programme intervention in formal residential areas
- Support drought relief projects in affected municipalities

### **Finance Management Grant**

The Finance Management Grant is a capacity building grant provided by National Treasury to assist municipalities in building management planning, technical and financial management skills and capacity for effective service delivery.

It will be utilised for the upgrading of skills and capacity of the Finance officials for workshops and training programmes, funding financial programmes with a view to capacitate financial systems, as well as for the remuneration of the interns currently employed by the municipality and cover costs of their training and its facilities. There are currently seven interns employed.

### **Energy Efficiency and Demand Side Management Grant**

To provide subsidies to municipalities to implement energy efficiency and demand side management (EEDSM) initiatives within municipal infrastructure in order to reduce electricity consumption and improve energy efficiency

### **Expanded Public Works Programme Integrated Grant for Municipalities**

To incentivise municipalities to expand work creation efforts through the use of labour intensive delivery methods in the following identified focus areas, in compliance with the EPWP guidelines:

- road maintenance and the maintenance of buildings
- low traffic volume roads and rural roads
- basic services infrastructure, including water and sanitation reticulation (excluding bulk infrastructure)
- other economic and social infrastructure
- tourism and cultural industries
- waste management
- parks and beautification
- sustainable land-based livelihoods
- social services programmes
- community safety programmes

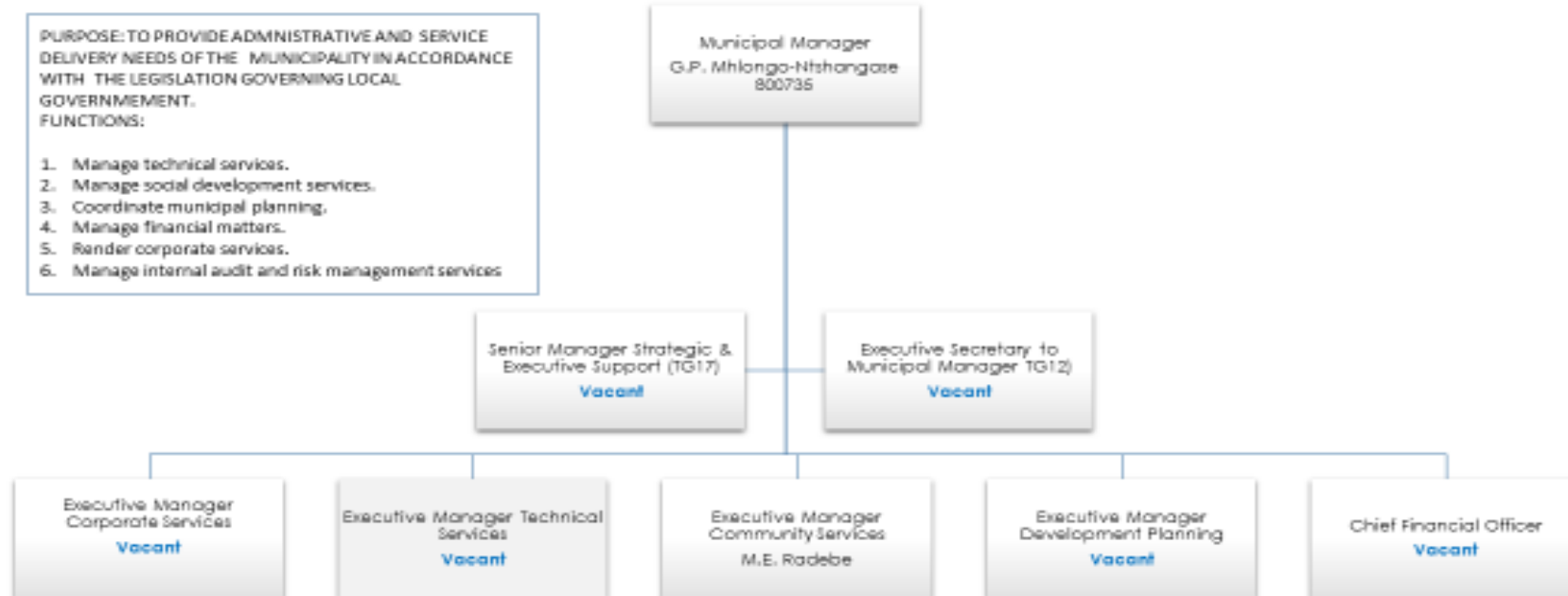
## RECOMMENDATION BY THE EXECUTIVE MAYOR (MUNICIPAL MANAGER)

1. That the report of the Executive Mayor (Municipal Manager) regarding the annual budget for the 2019/20 financial year and the Medium Term Revenue and Expenditure Framework (MTREF) 2019/20 – 2021/22 financial years BE NOTED including the following:
  - (a) The principles upon which both the Operating Budget and Capital Budget have been based;
  - (b) Operating Revenue amounting to R 886, 544, 072;
  - (c) Operating Expenditure amounting to R 909, 543, 358 and Capital expenditure amounting to R 69, 451, 800;
  - (d) That the Municipality is under Mandatory intervention and the implementation of the Financial Recovery Plan remains pivotal
2. That in terms of section 24 of the Municipal Finance Management Act, 56 of 2003, the annual budget of the municipality for the financial year 2019/20; and indicative allocations for the two projected outer years 2020/21 and 2021/22; and the multi-year capital appropriations BE APPROVED;
3. That, pending approval by NERSA, the 13.07% the proposed increase on electricity tariffs, for the supply of electricity accounts rendered with effect from 1 July 2019, BE APPROVED;
4. That it BE NOTED that electricity bulk purchases from Eskom will increase by 15.63% with effect from 1 July 2019;
5. That the proposed tariffs increase of services of 9.41% BE MADE PUBLIC AND IMPLEMENTED with effect from 1 July 2019;
6. That the annual salary increase of 6.5% BE NOTED;
7. That provision BE MADE for a 6.5% estimate increase in the salaries of councillors, of which final approval is still to be announced in terms of Public Office Bearers Act;
8. That Heads of Department include the IMPLEMENTATION of the Financial Recovery Plan as part of their 2019 – 2020 SDBIP
9. That Heads of Department Ensure that the revenue and expenditure of their relevant department/section is monitored regularly, and, should it be found that the estimate revenue would not be realised, the Budget and Treasury Office BE ADVISED accordingly in order for the revenue budget to be adjusted during the budget adjustment process;
10. That Capital expenditure to be financed from grants and other external mechanisms BE IMPLEMENTED after the funds secured have been confirmed in writing and/ or received;

11. That the proposed capital budget BE ENTIRELY BASED on the IDP priorities in order to achieve National targets on service provision;
12. That in terms of the Indigent Policy, the monthly gross household earnings for the approval as an indigent household application BE CAPPED at R5 000;
13. That all Budget Related Policies and Human Resource Policies BE APPROVED, PUBLISHED:
  - Assets Management Policy
  - Banking and Investment Policy
  - Budget Policy
  - Cell phone Policy
  - Cost Curtailment Policy
  - Credit Control and Debt Collection Policy
  - Indigent Policy
  - SCM Policy
  - Petty Cash Policy
  - Property Rates Policy
  - Subsistence Travelling Policy
  - Tariff Policy
  - Unauthorised Irregular Fruitless Expenditure
  - Writing off bad debts and impairment policy

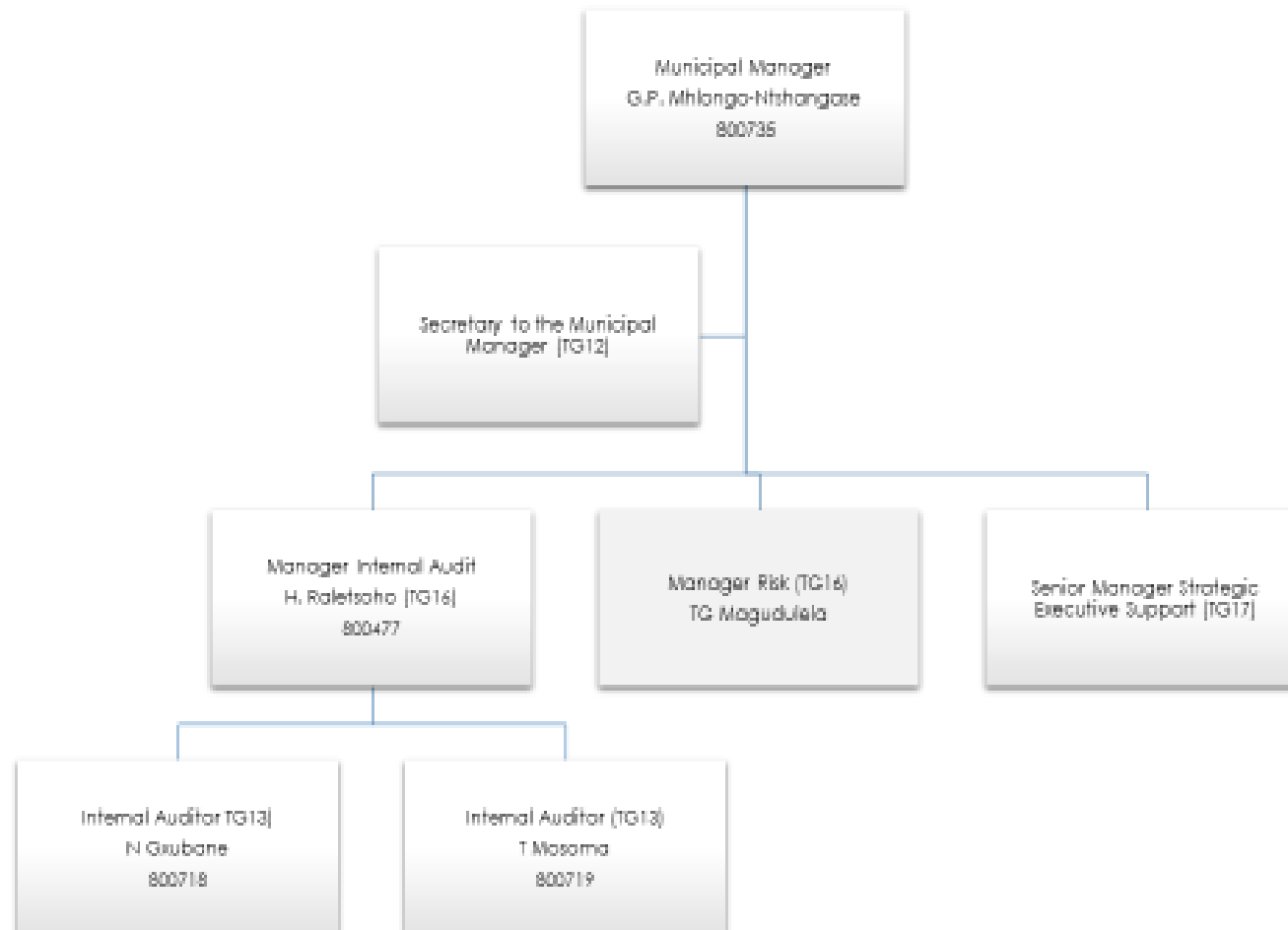
# **10. CHAPTER NINE: MUNICIPAL ORGANISATIONAL STRUCTURE (ORGANOGRAM OF LEKWA MUNICIPALITY)**

## OFFICE OF THE MUNICIPAL MANAGER



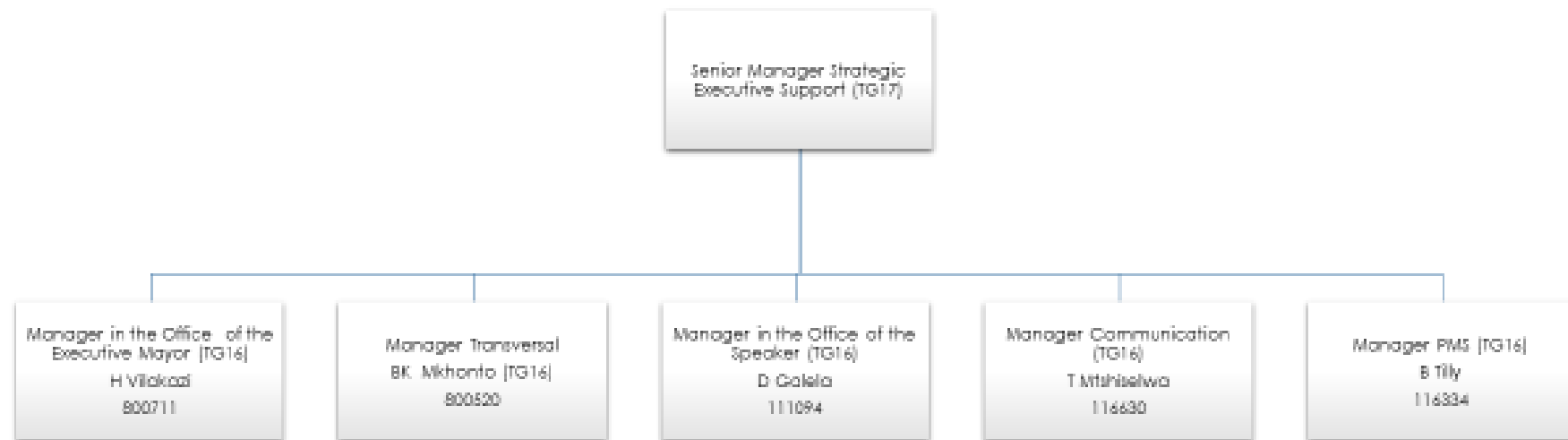
Draft Organisational Structure for 2019/2020

## OFFICE OF THE MUNICIPAL MANAGER





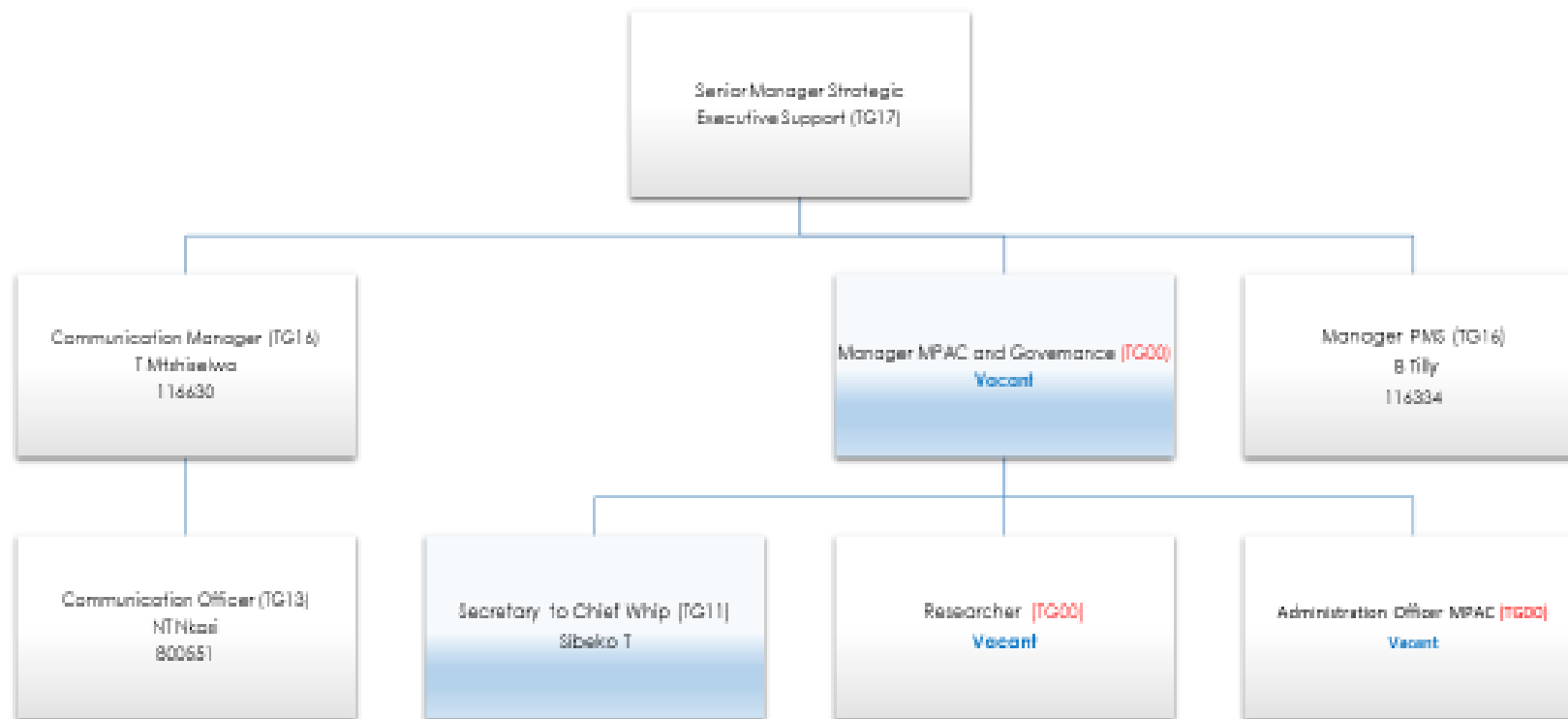
## OFFICE OF THE MUNICIPAL MANAGER: STRATEGIC EXECUTIVE SUPPORT



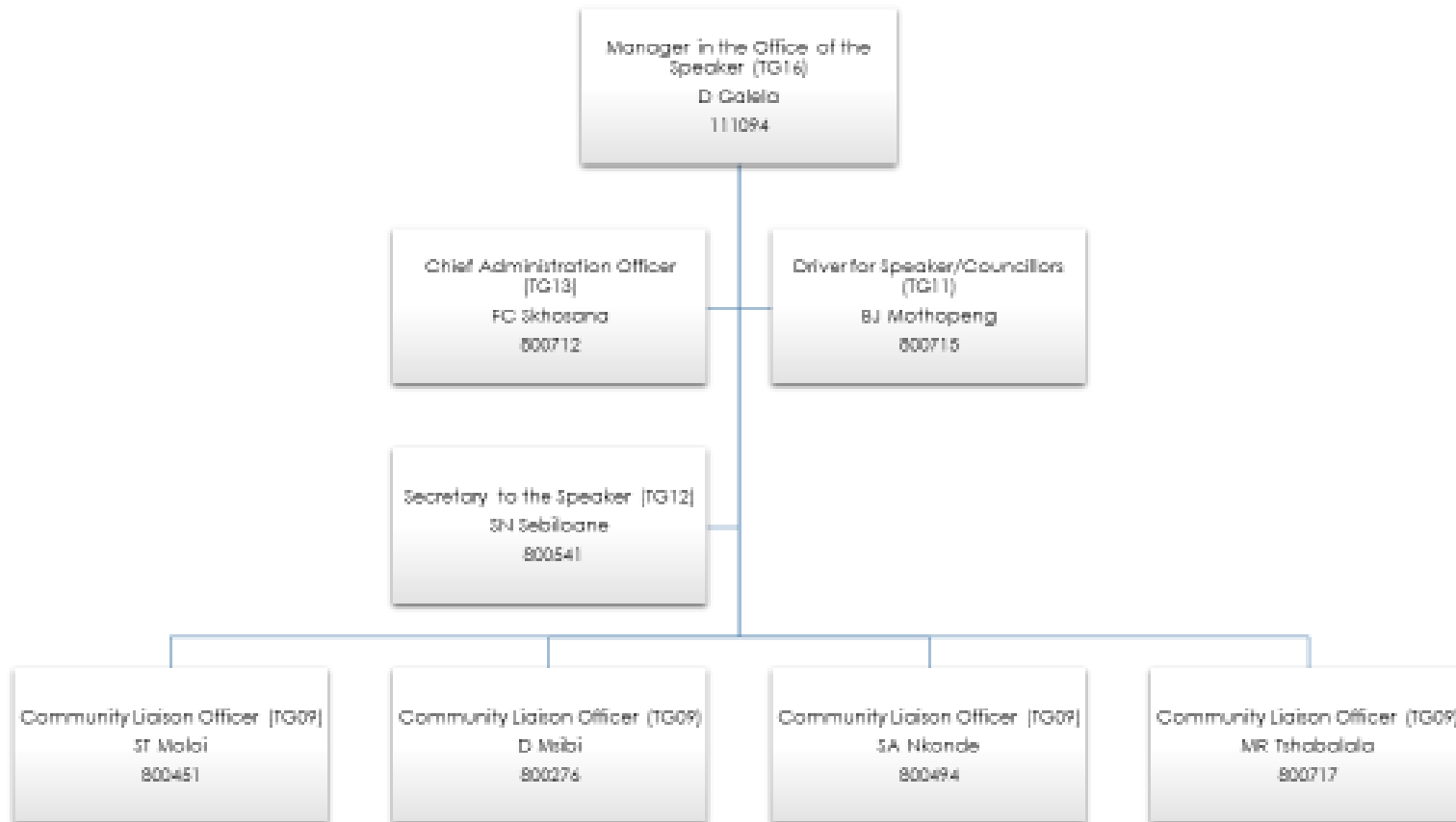
MUNICIPAL MANAGER OFFICE: STRATEGIC & EXECUTIVE SUPPORT  
OFFICE OF THE EXECUTIVE MAYOR



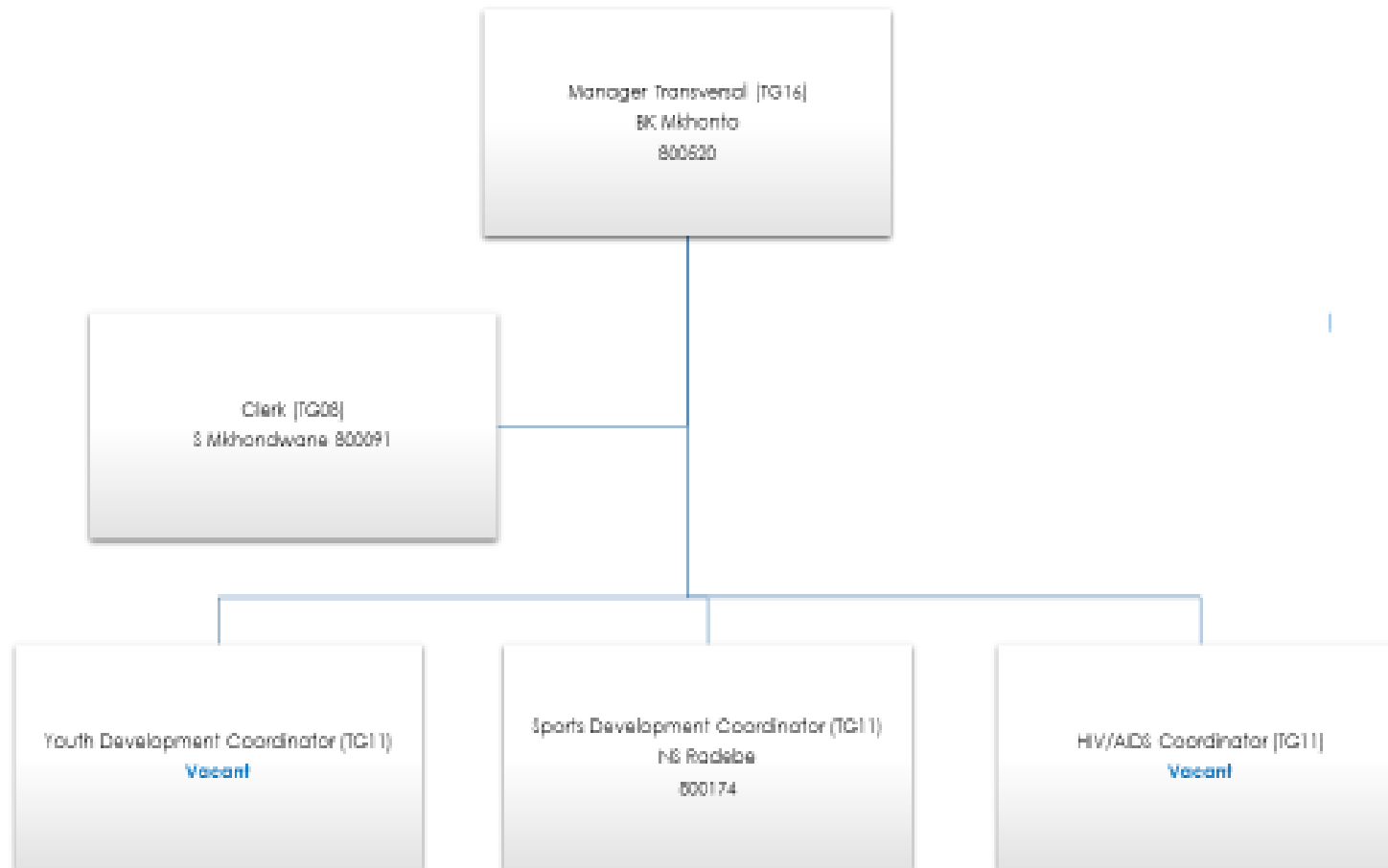
MUNICIPAL MANAGER: STRATEGIC EXECUTIVE SUPPORT  
COMMUNICATION & MPAC



**MUNICIPAL MANAGER: STRATEGIC EXECUTIVE SUPPORT  
OFFICE OF THE SPEAKER**



MUNICIPAL MANAGER OFFICE: STRATEGIC EXECUTIVE SUPPORT  
TRANSVERSAL SECTION

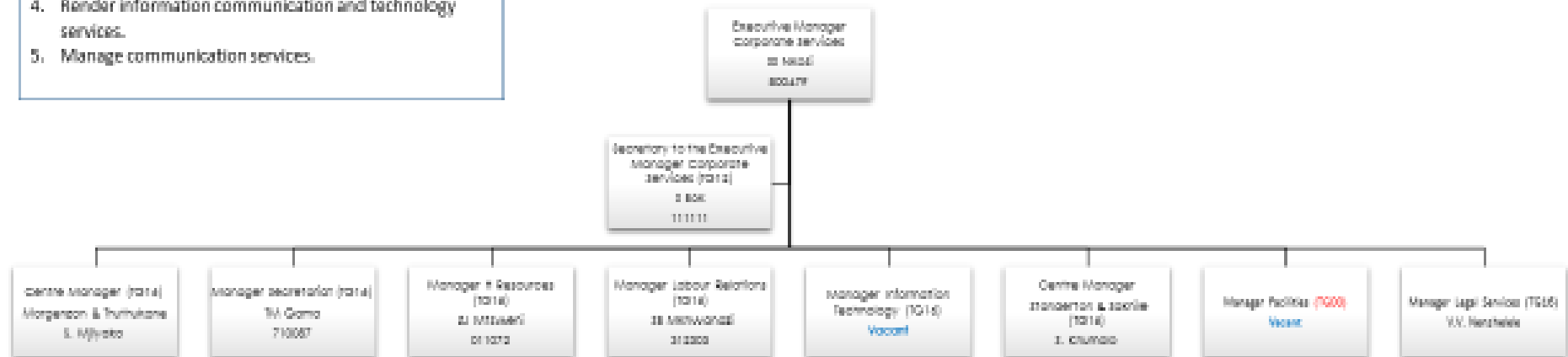


## CORPORATE SERVICES OFFICE OF EXECUTIVE MANAGER CORPORATE SERVICES

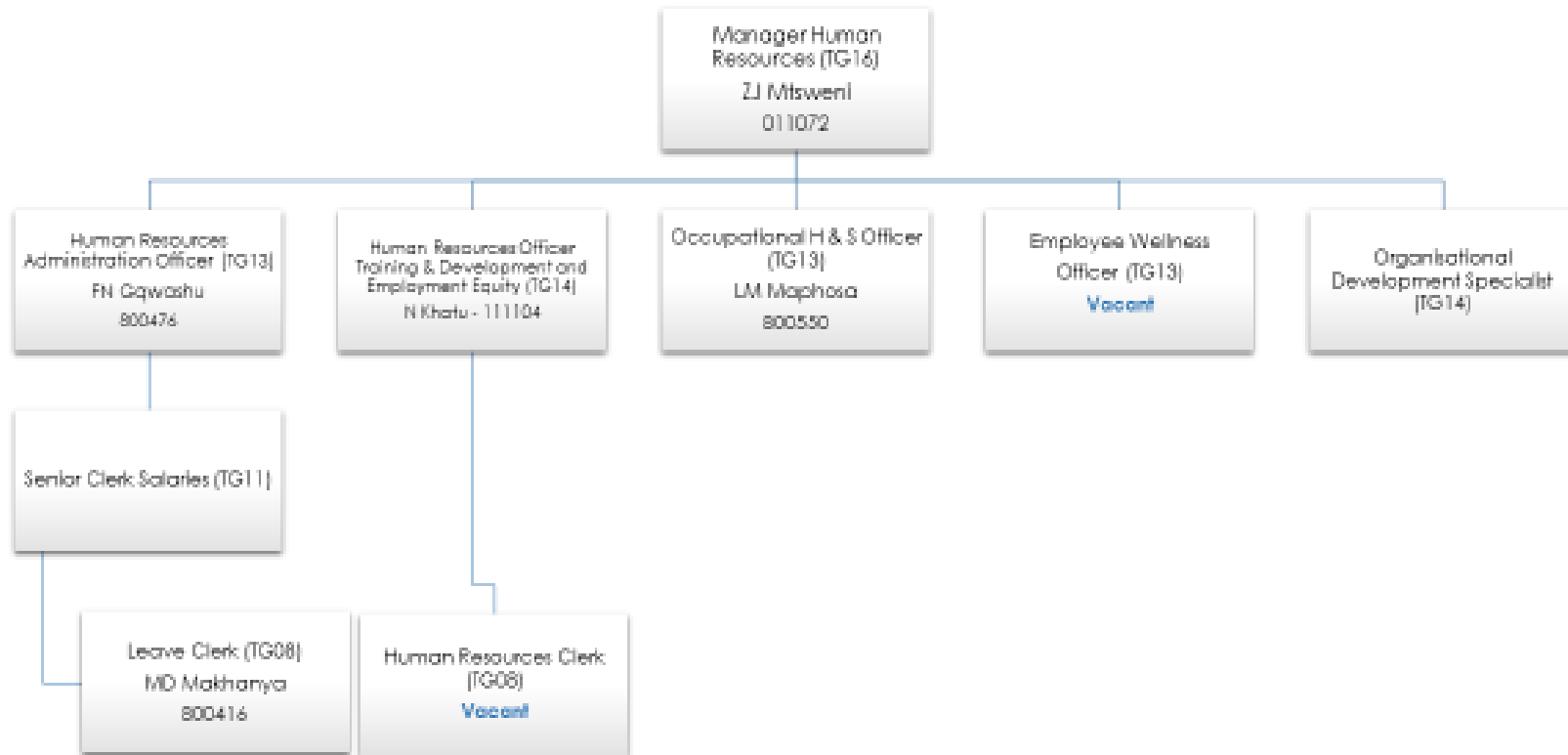
PURPOSE: TO RENDER CORPORATE SERVICES.

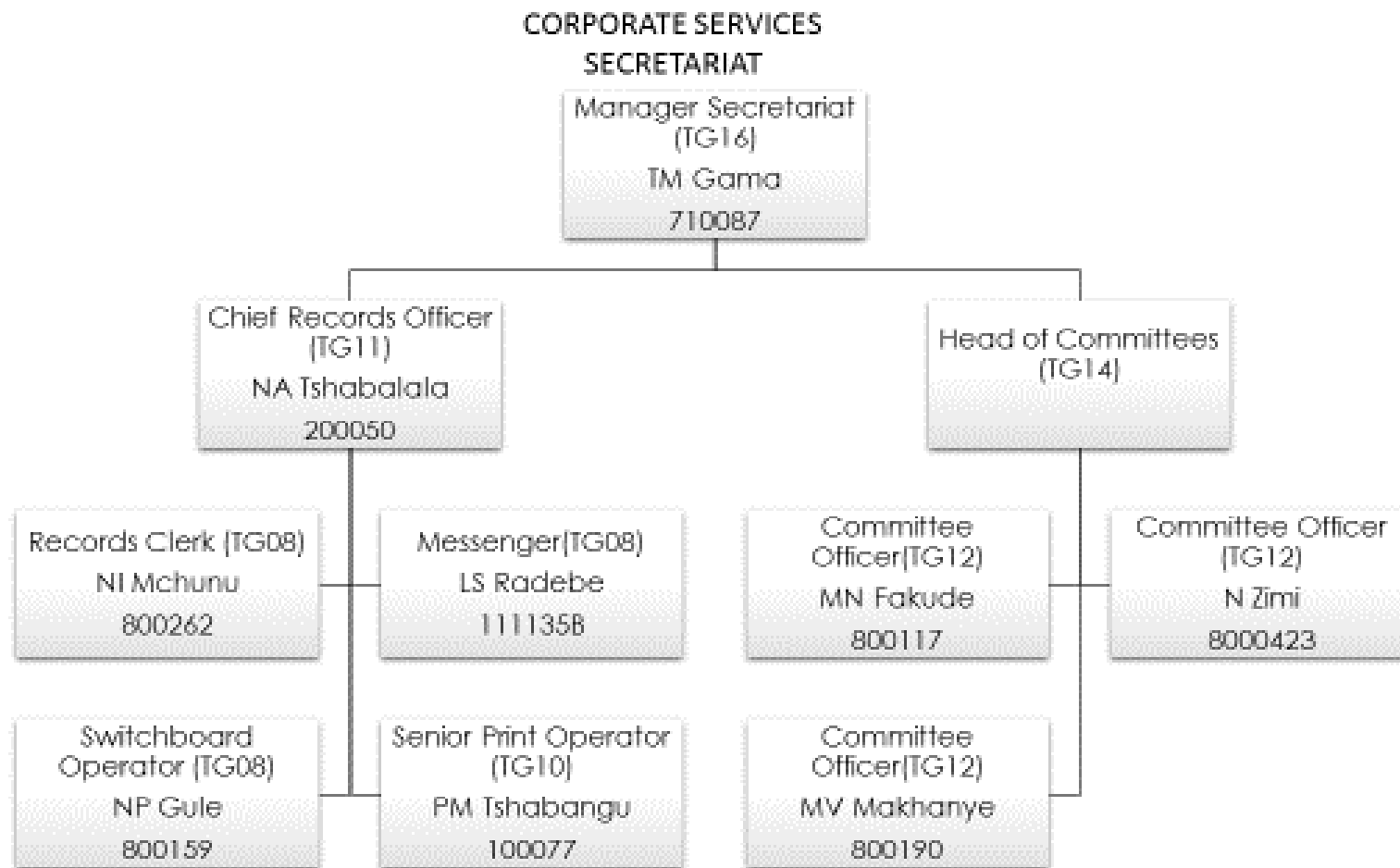
FUNCTIONS:

1. Render human resource management and development services.
2. Render legal services.
3. Render records management and auxiliary services.
4. Render information communication and technology services.
5. Manage communication services.



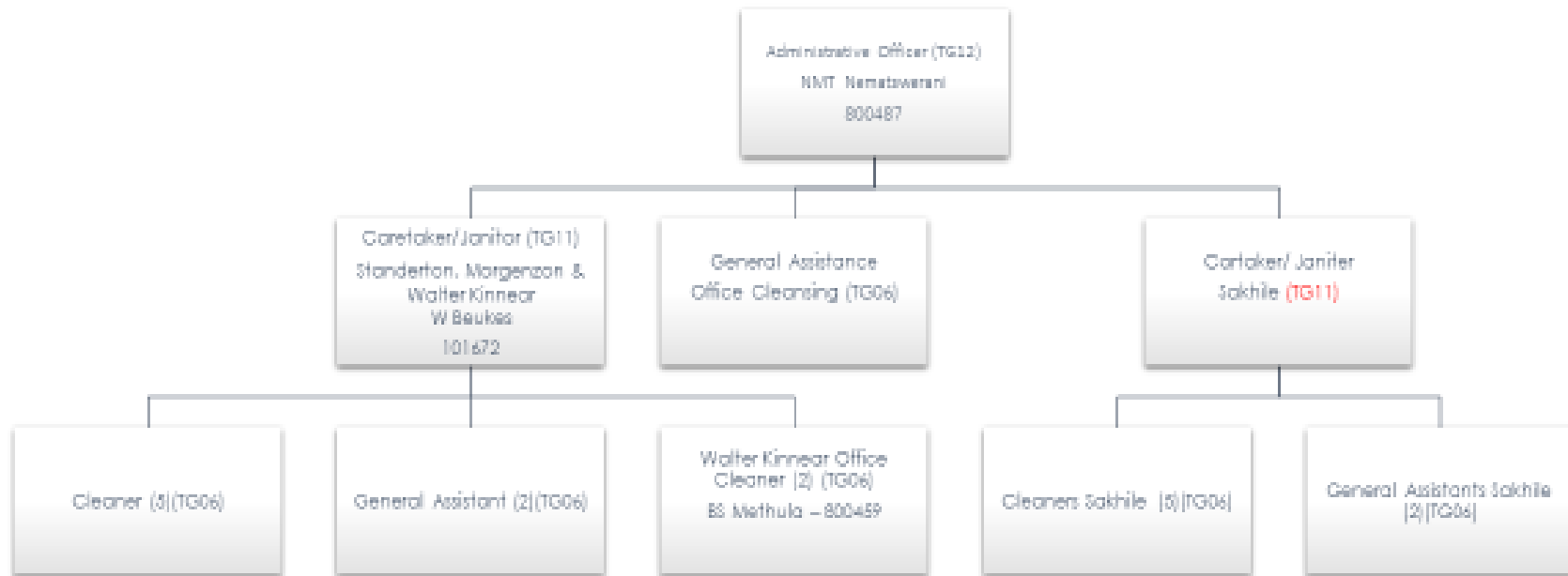
**CORPORATE SERVICES  
HUMAN RESOURCES**



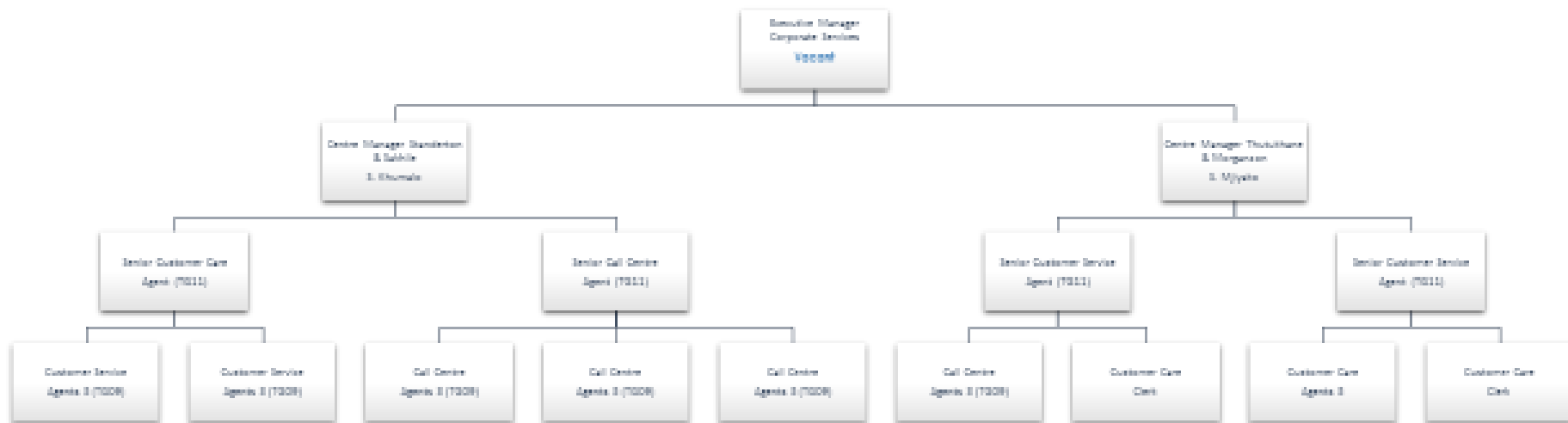




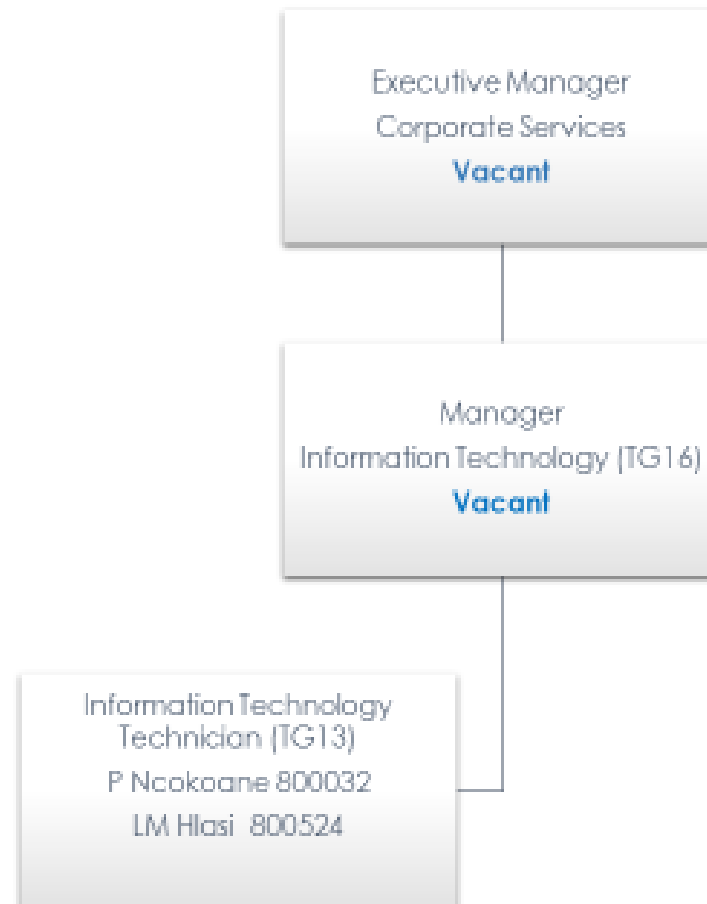
## CORPORATE SERVICES SECRETARIAT



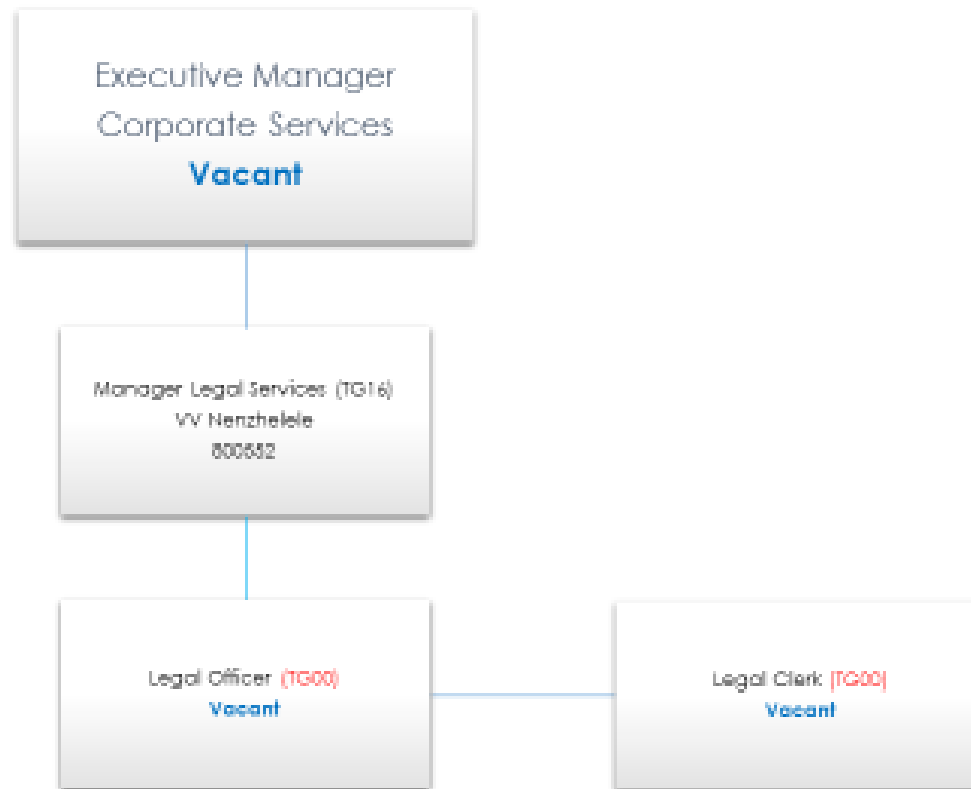
**CORPORATE SERVICES**  
**OFFICE OF EXECUTIVE MANAGER CORPORATE SERVICES**



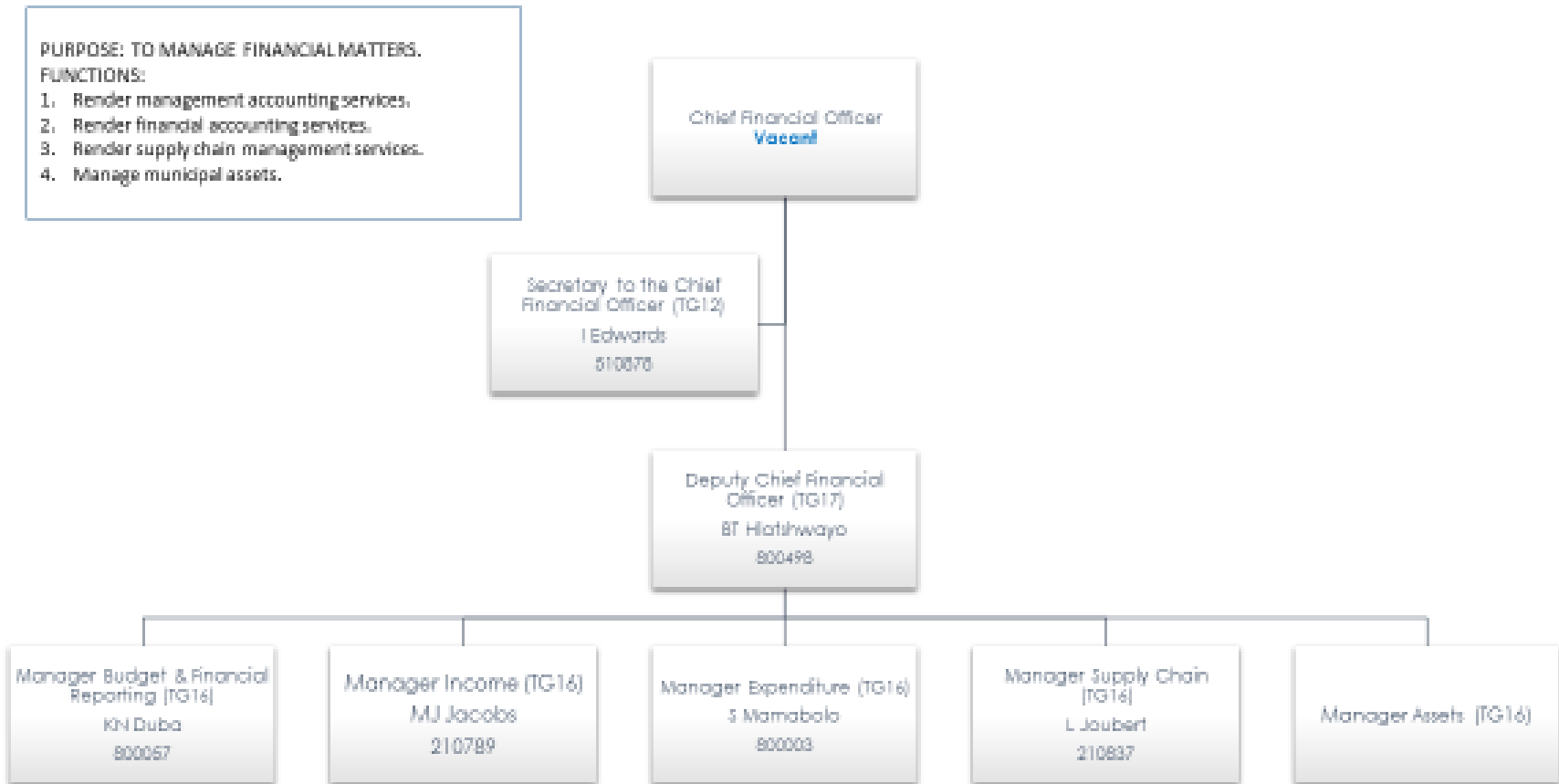
CORPORATE SERVICES  
OFFICE OF EXECUTIVE MANAGER CORPORATE SERVICES



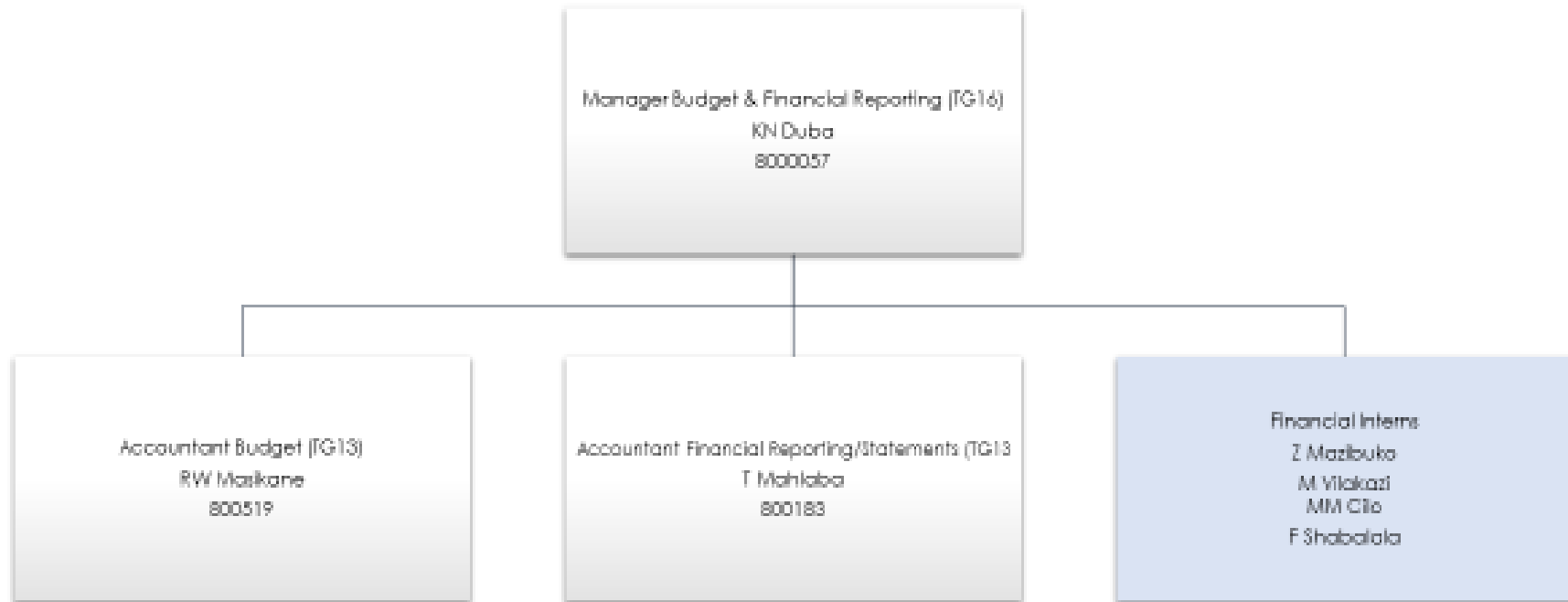
CORPORATE SERVICES  
OFFICE OF EXECUTIVE MANAGER CORPORATE SERVICES



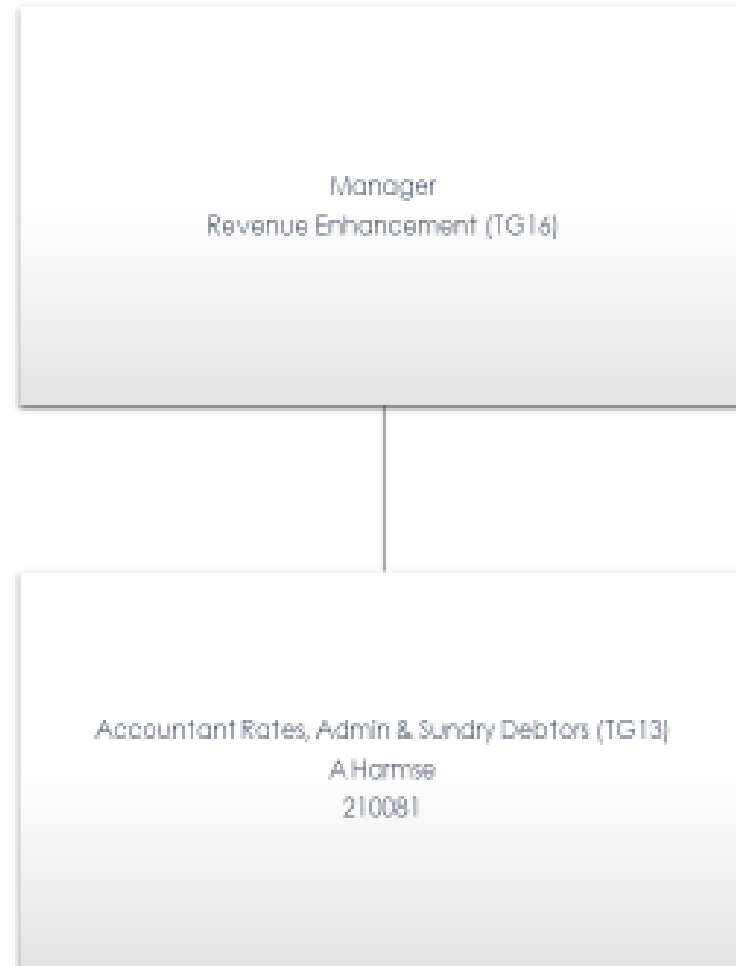
## BUDGET & TREASURY OFFICE OFFICE OF THE CHIEF FINANCIAL OFFICER



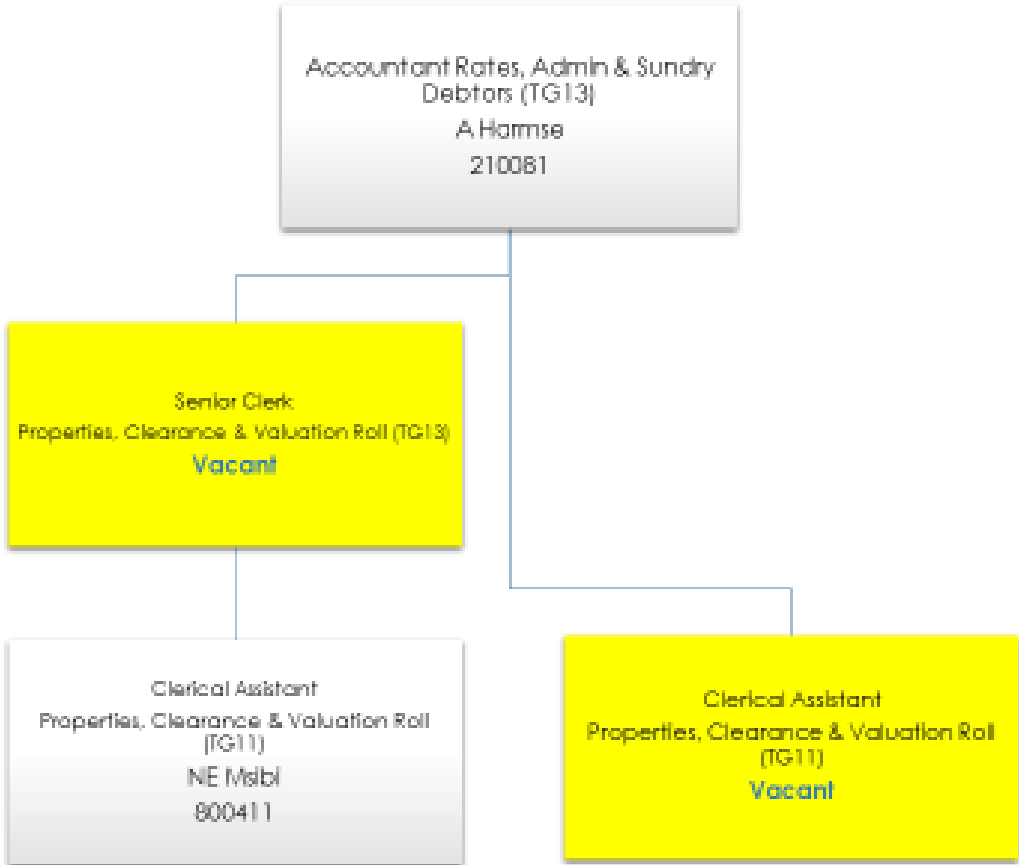
## BUDGET & TREASURY OFFICE : BUDGET & FINANCIAL REPORTING



**BUDGET & TREASURY OFFICE  
REVENUE Enhancement**

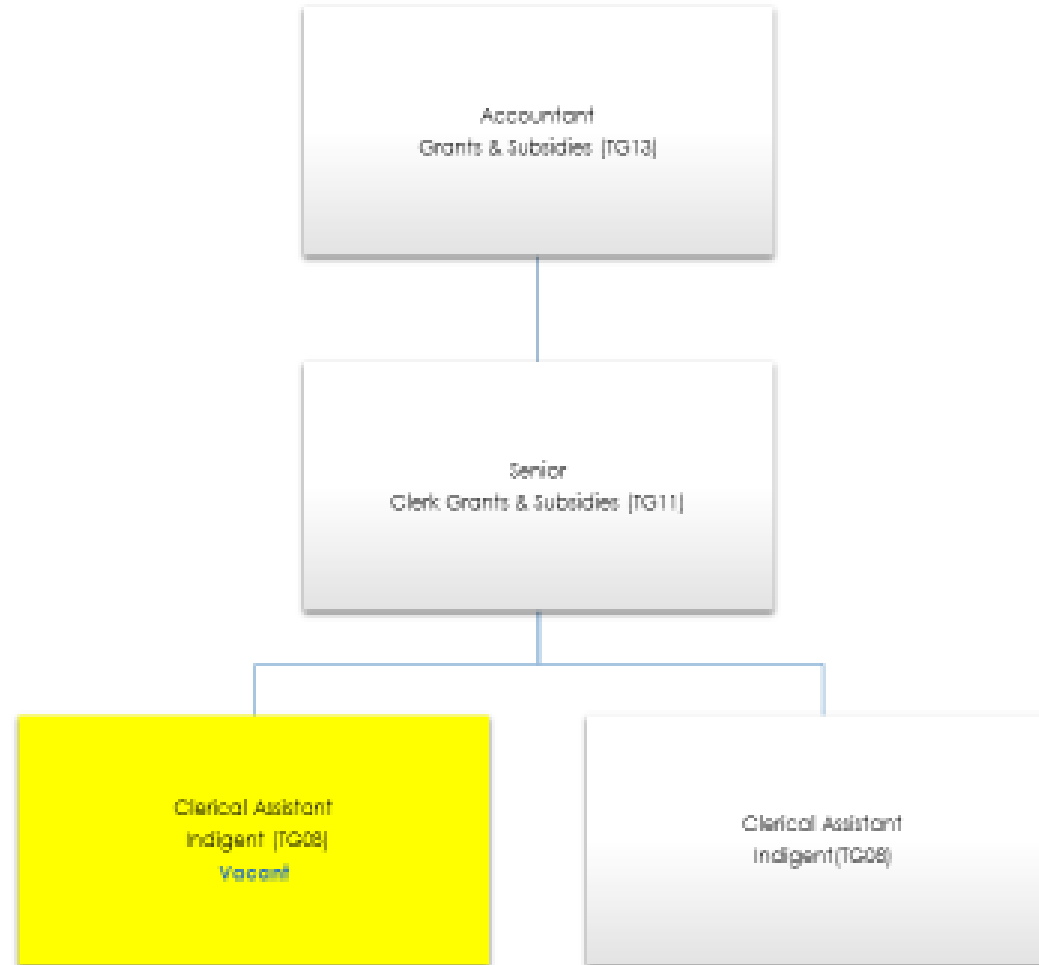


**BUDGET & TREASURY OFFICE**  
**REVENUE ENHANCEMENT – RATES, ADMIN & SUNDRY DEBTORS**





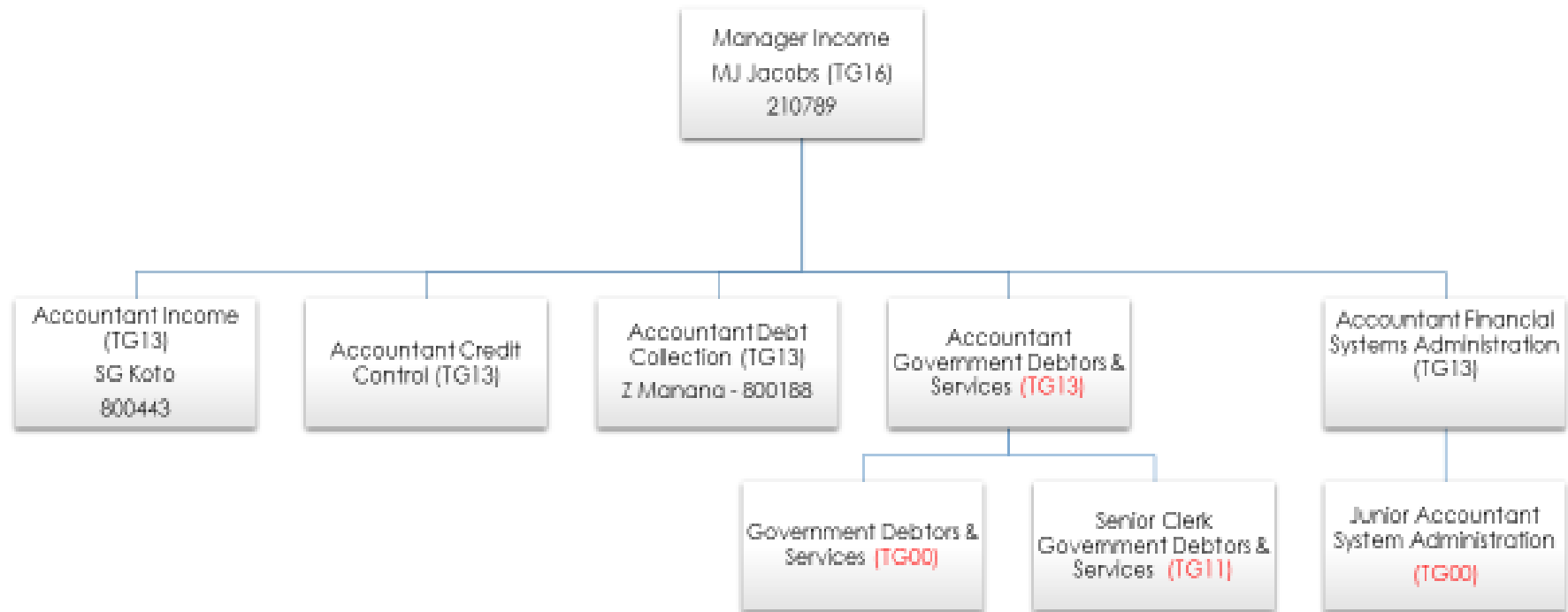
BUDGET & TREASURY OFFICE  
REVENUE ENHANCEMENT - MUNICIPAL SUBSIDY



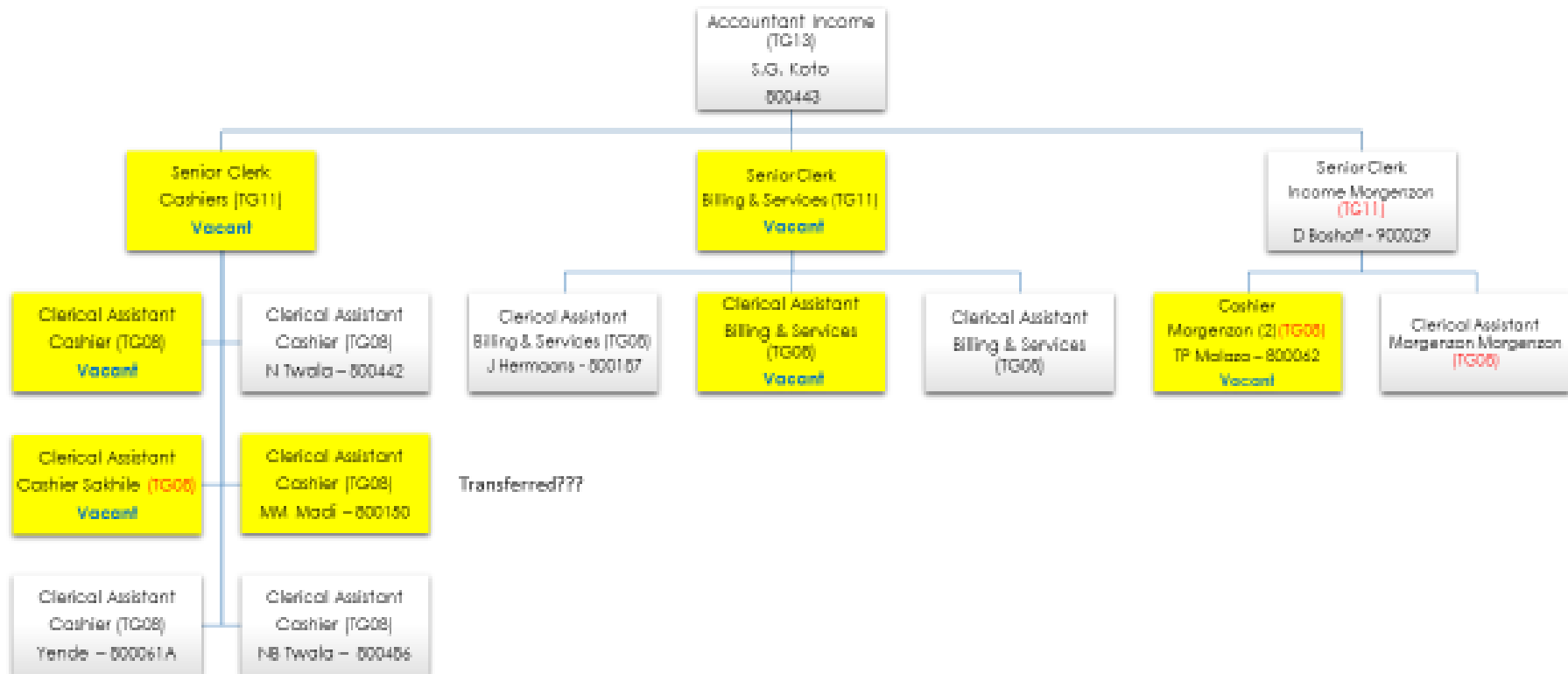
## BUDGET & TREASURY OFFICE REVENUE ENHANCEMENT – CUSTOMER CARE



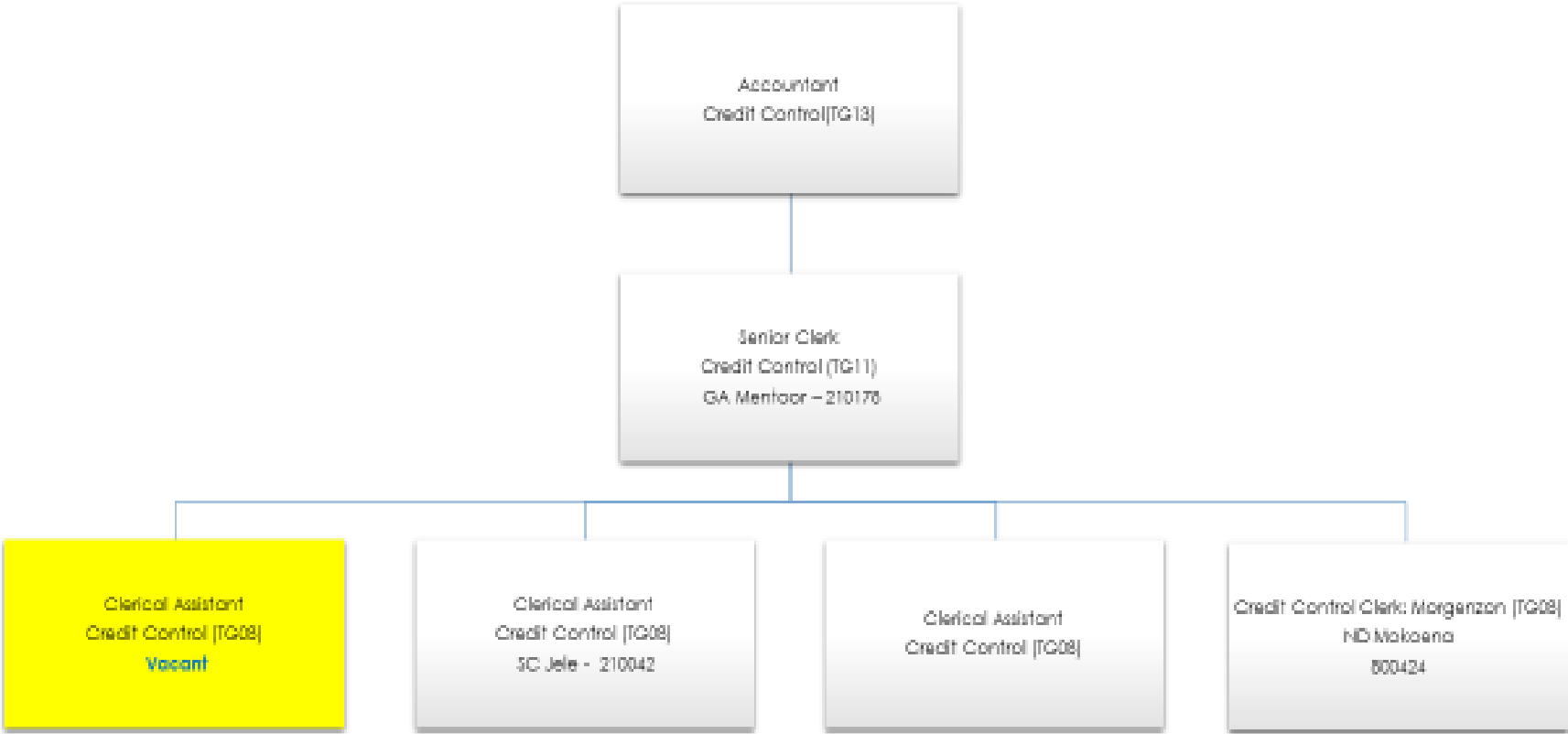
## BUDGET & TREASURY OFFICE INCOME MANAGEMENT



## BUDGET & TREASURY OFFICE REVENUE MANAGEMENT - CONSUMERS

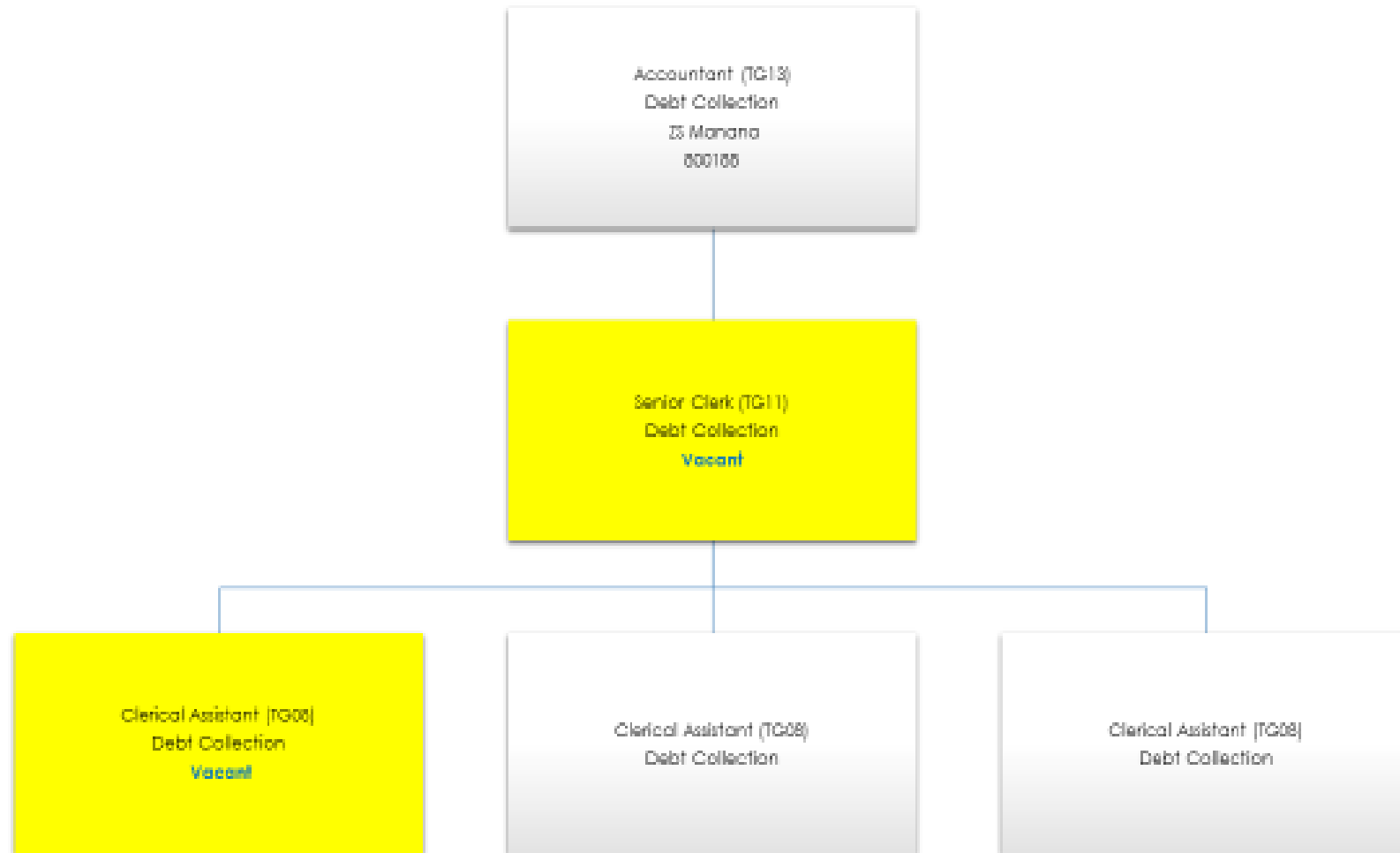


BUDGET & TREASURY OFFICE  
REVENUE MANAGEMENT – CREDIT CONTROL

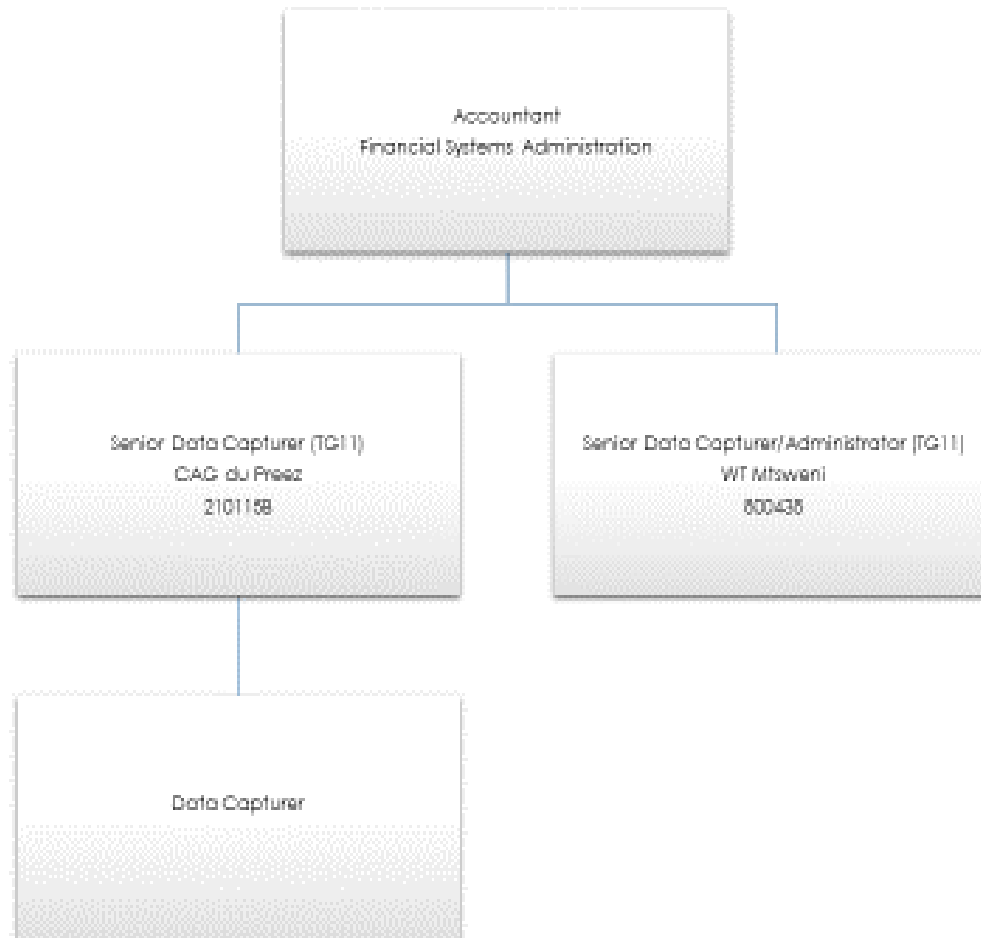


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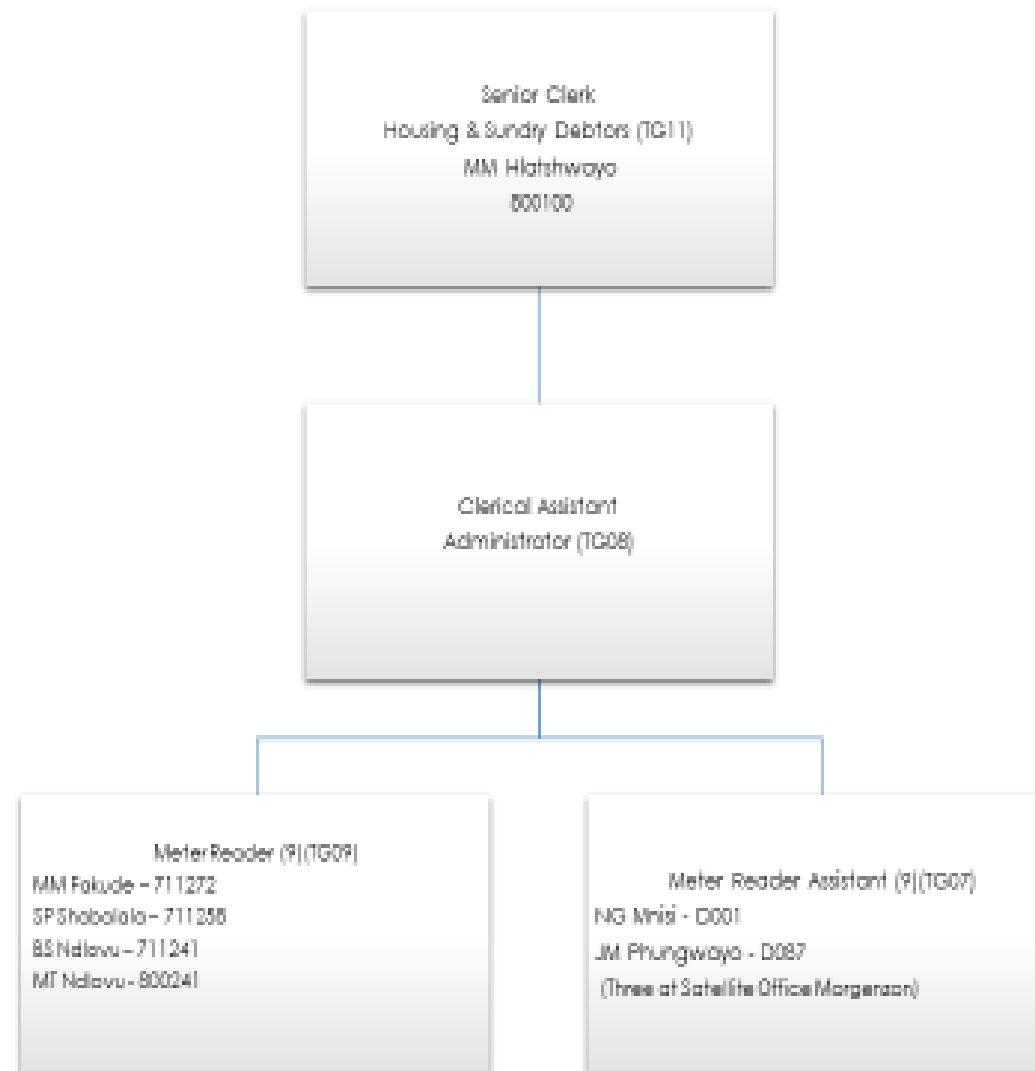
## BUDGET & TREASURY OFFICE: REVENUE MANAGEMENT – DEBT COLLECTION



## BUDGET & TREASURY OFFICE: REVENUE MANAGEMENT – DATA ADMINISTRATION

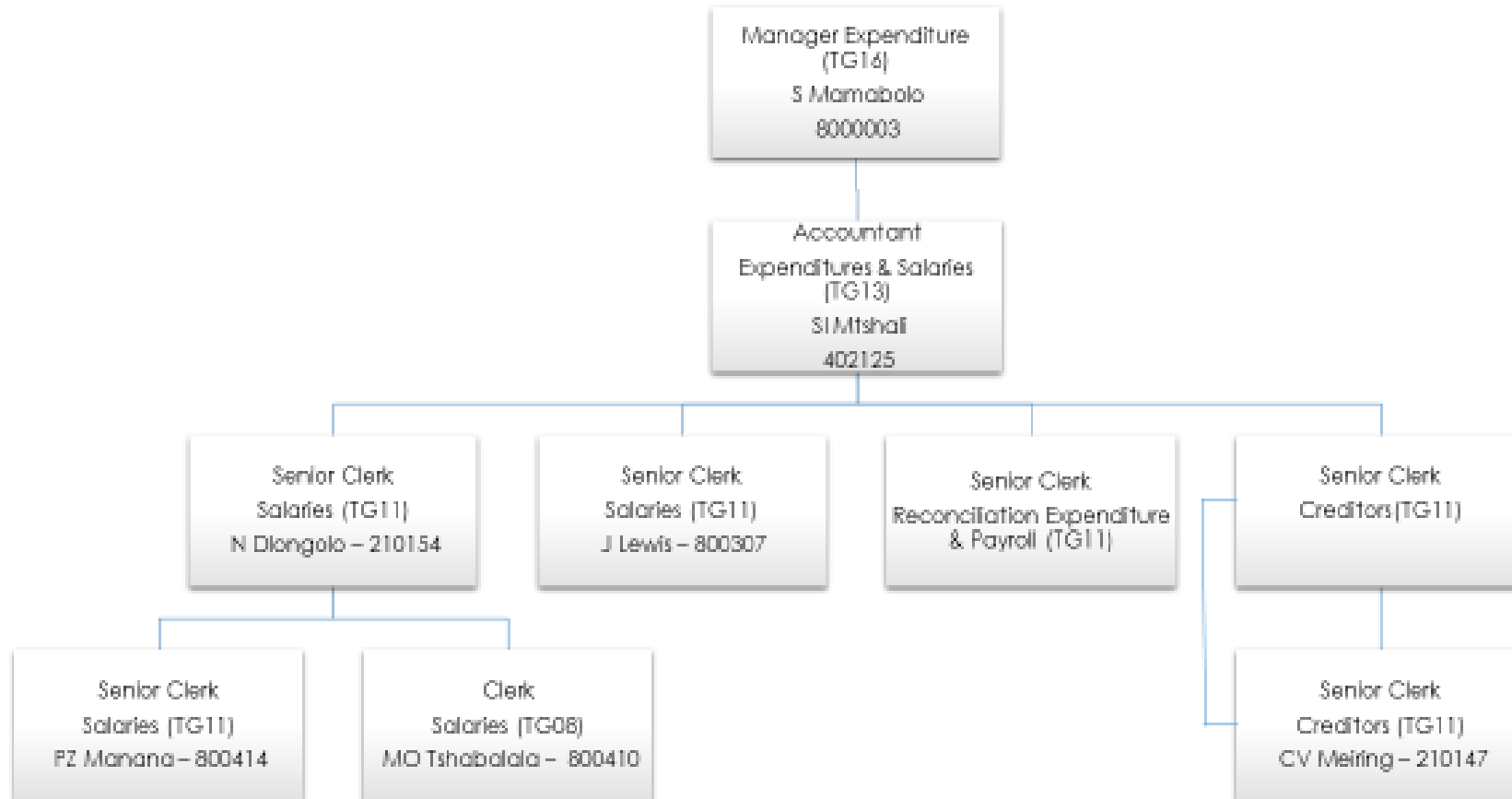


## BUDGET & TREASURY OFFICE: REVENUE MANAGEMENT - METER READING

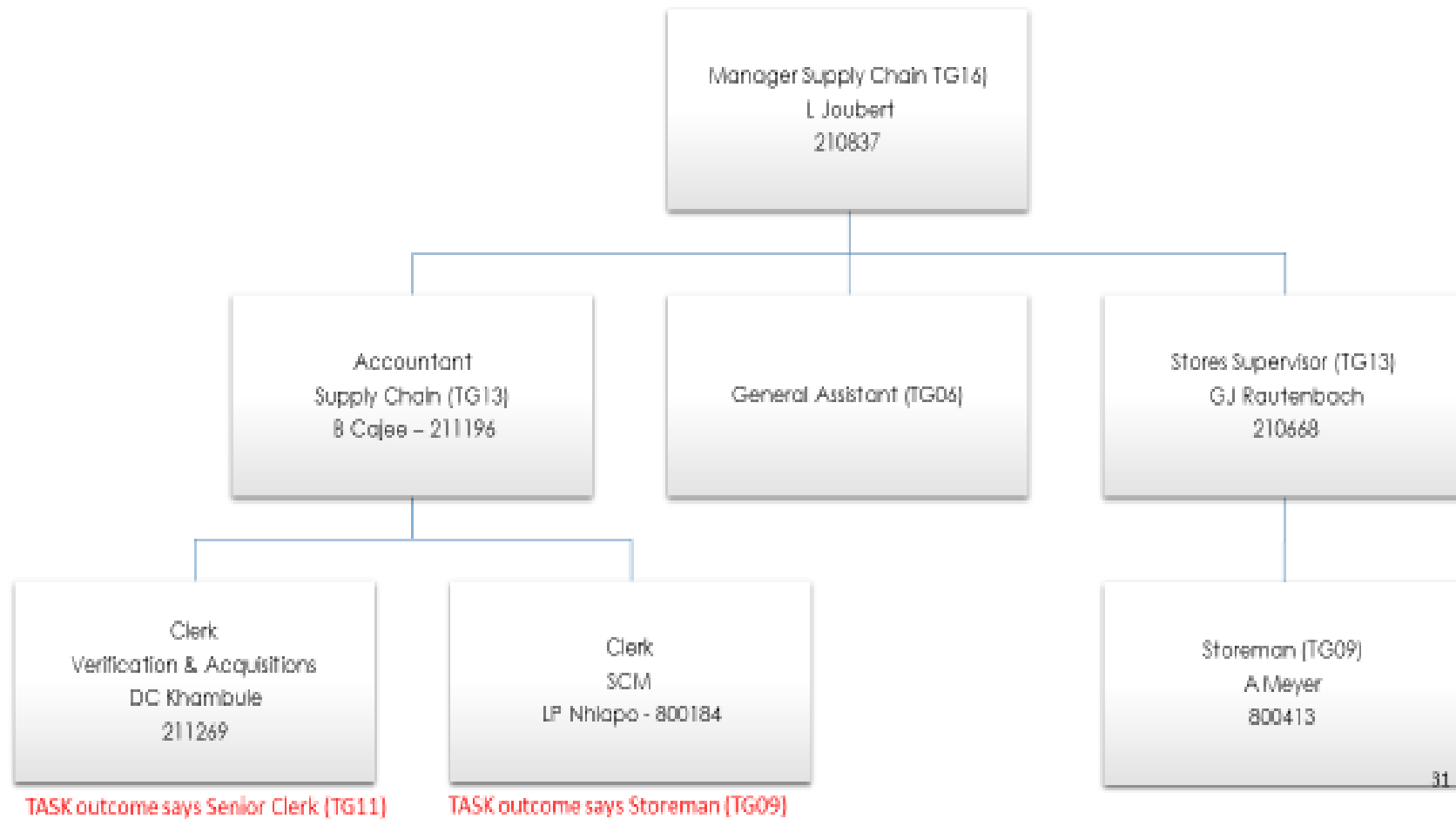




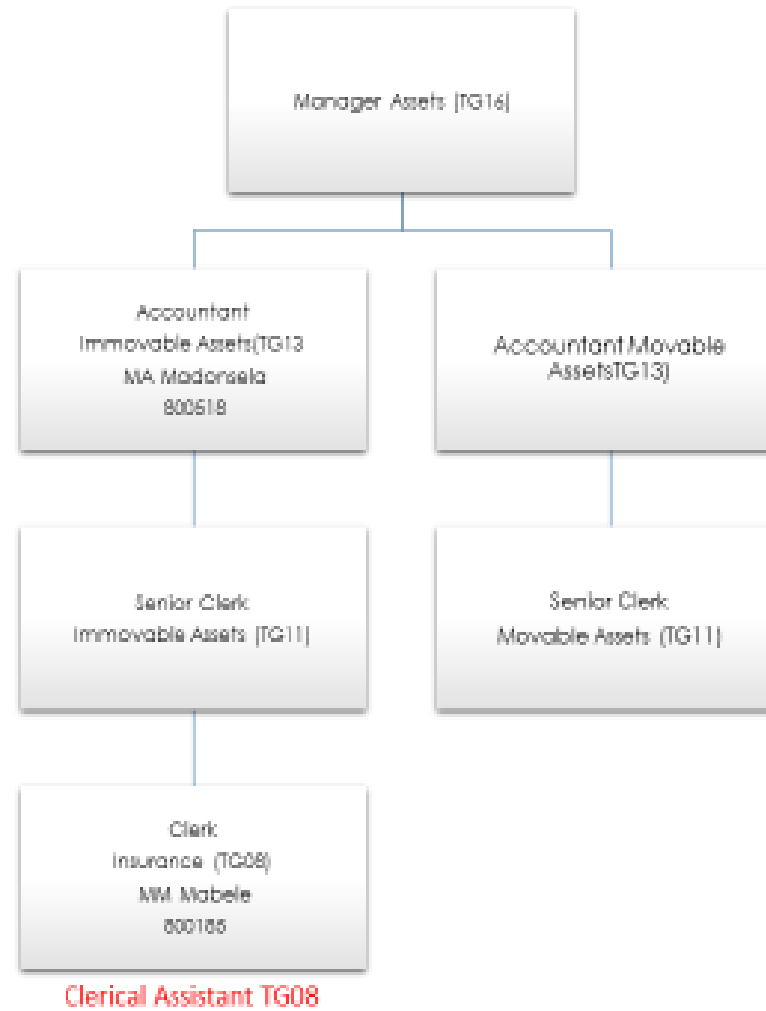
BUDGET & TREASURY OFFICE: EXPENDITURE PAYROLL



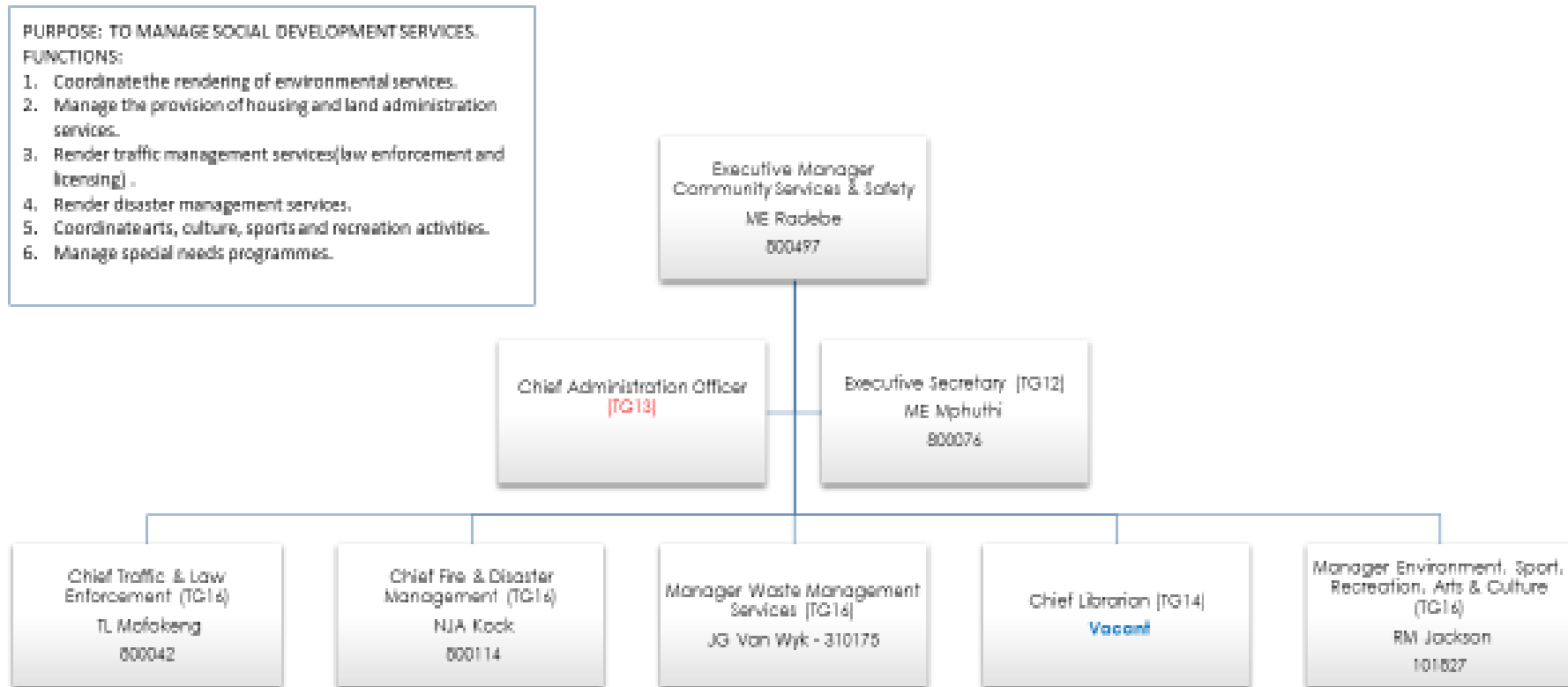
BUDGET & TREASURY OFFICE  
SUPPLY CHAIN



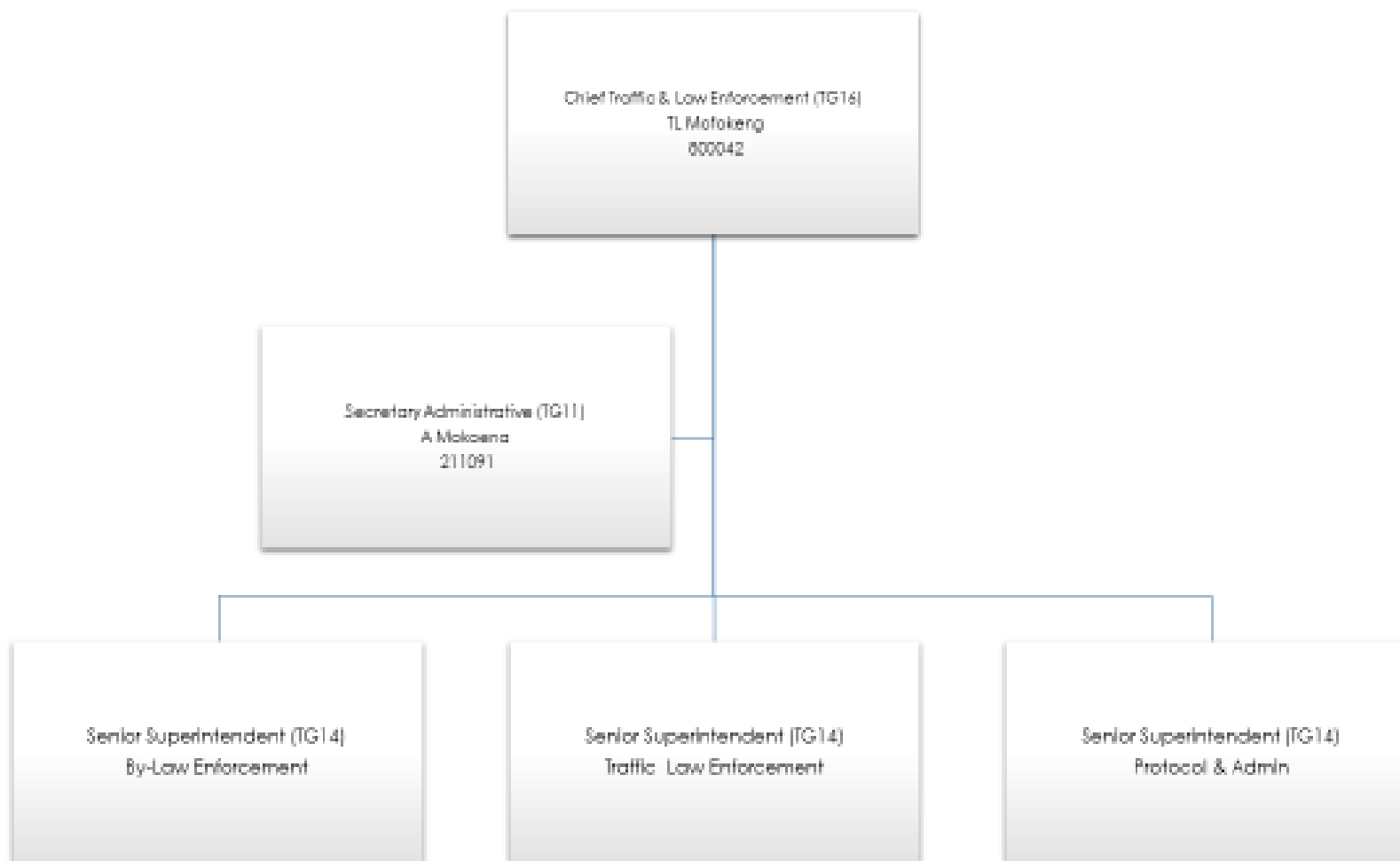
## BUDGET & TREASURY OFFICE: ASSETS AND DEPRECIATION



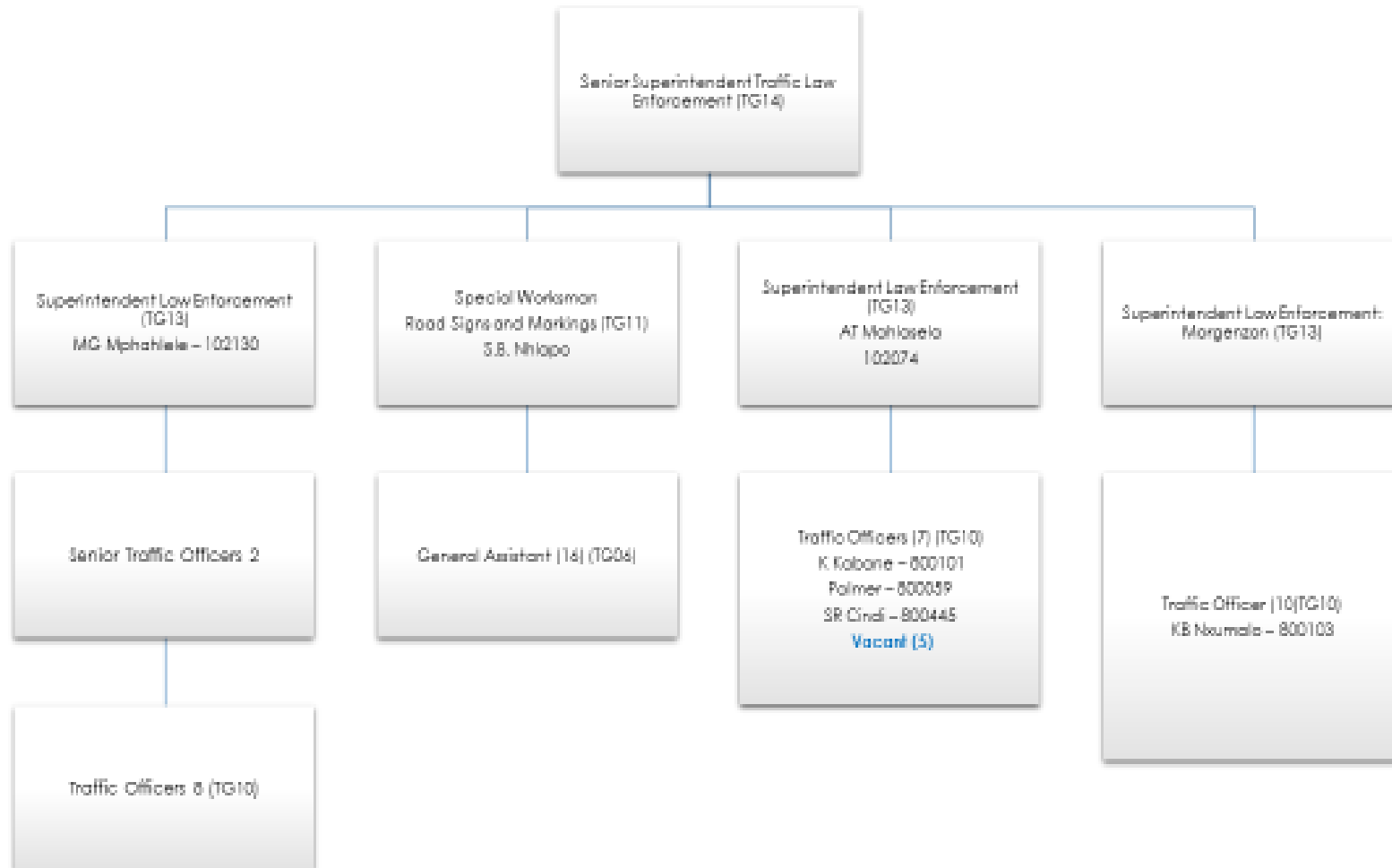
## COMMUNITY SERVICES AND SAFETY: OFFICE OF EMCSS



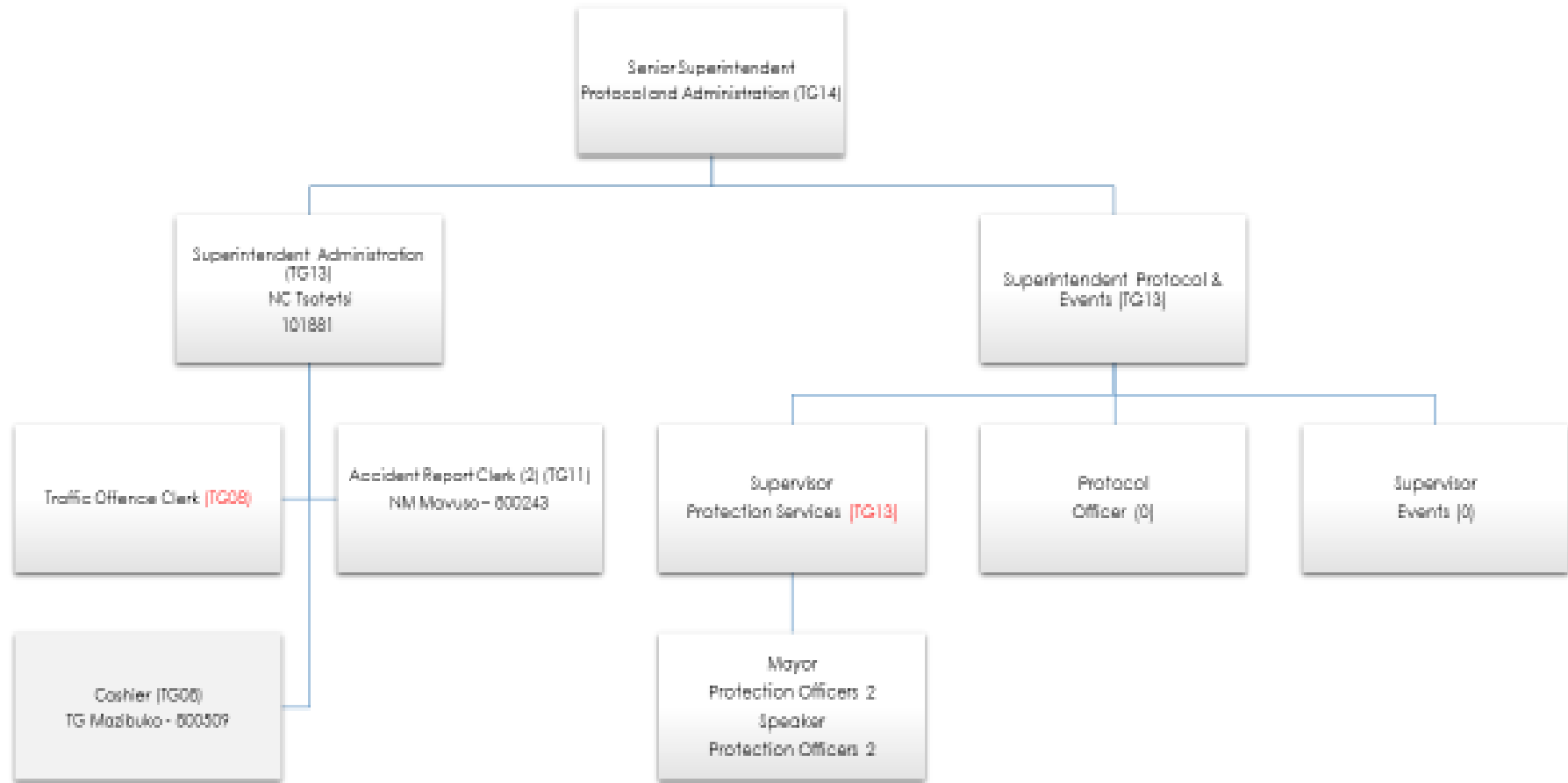
## COMMUNITY SERVICES AND SAFETY: TRAFFIC



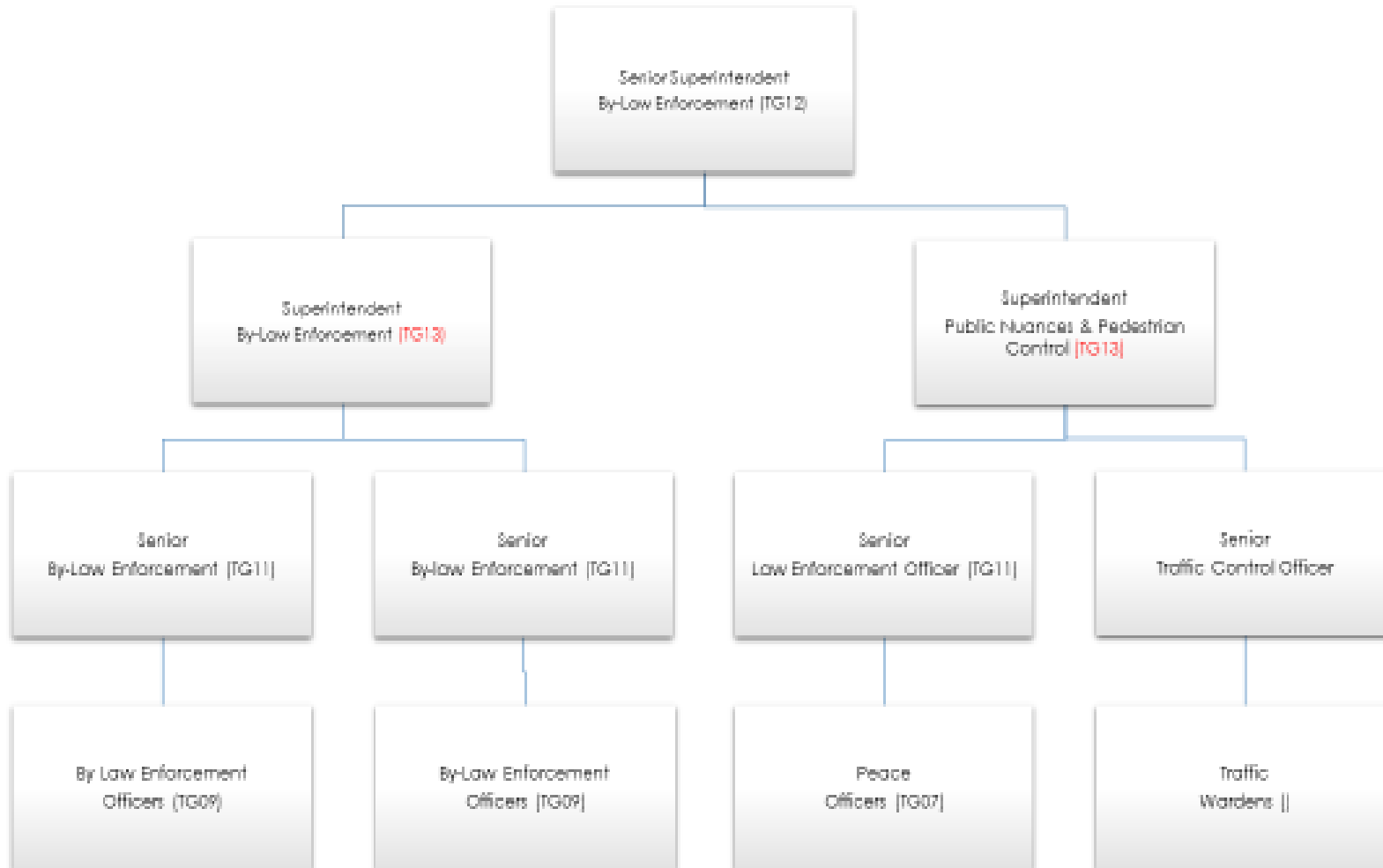
## COMMUNITY SERVICES AND SAFETY: TRAFFIC



## COMMUNITY SERVICES AND SAFETY: TRAFFIC

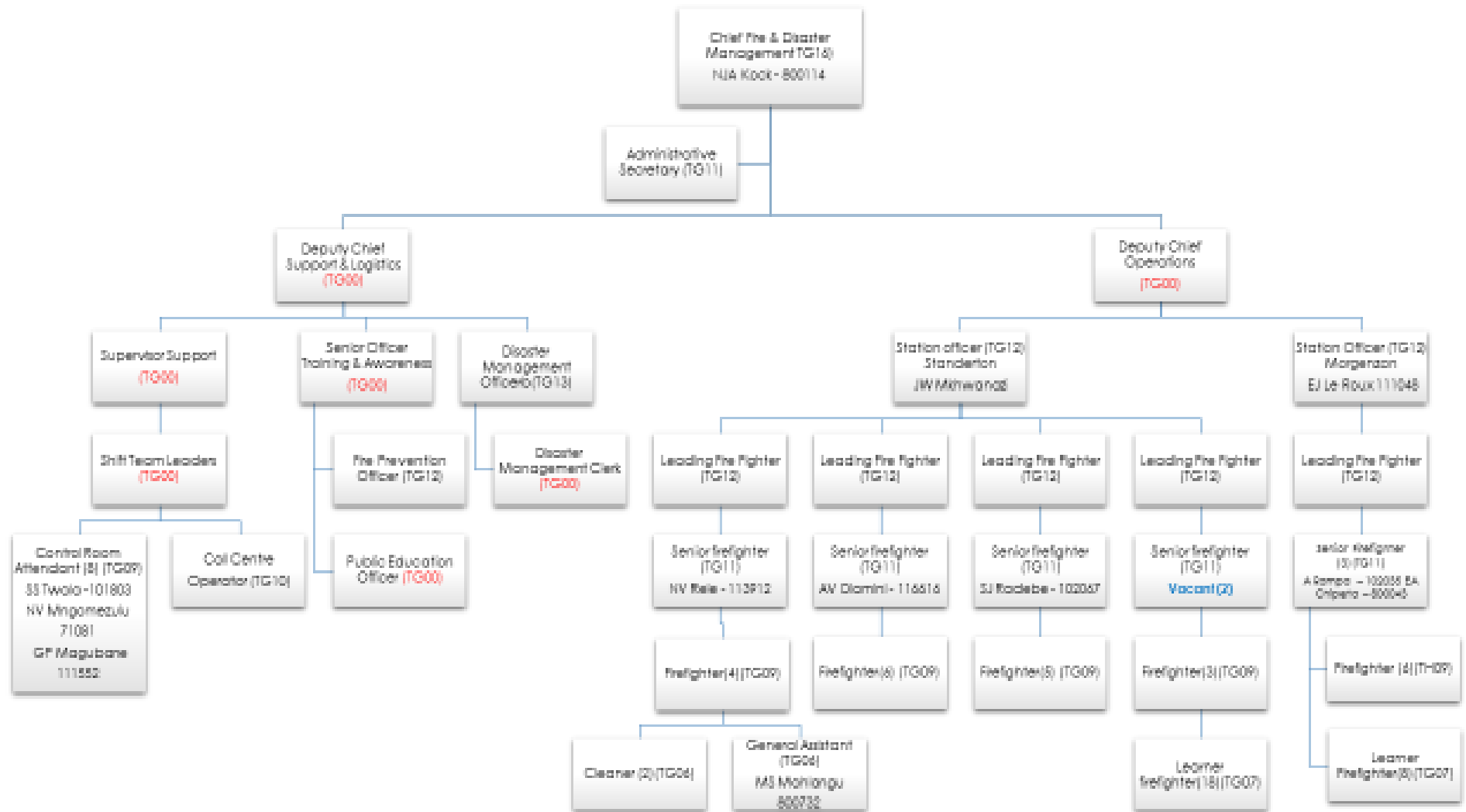


## COMMUNITY SERVICES AND SAFETY: TRAFFIC

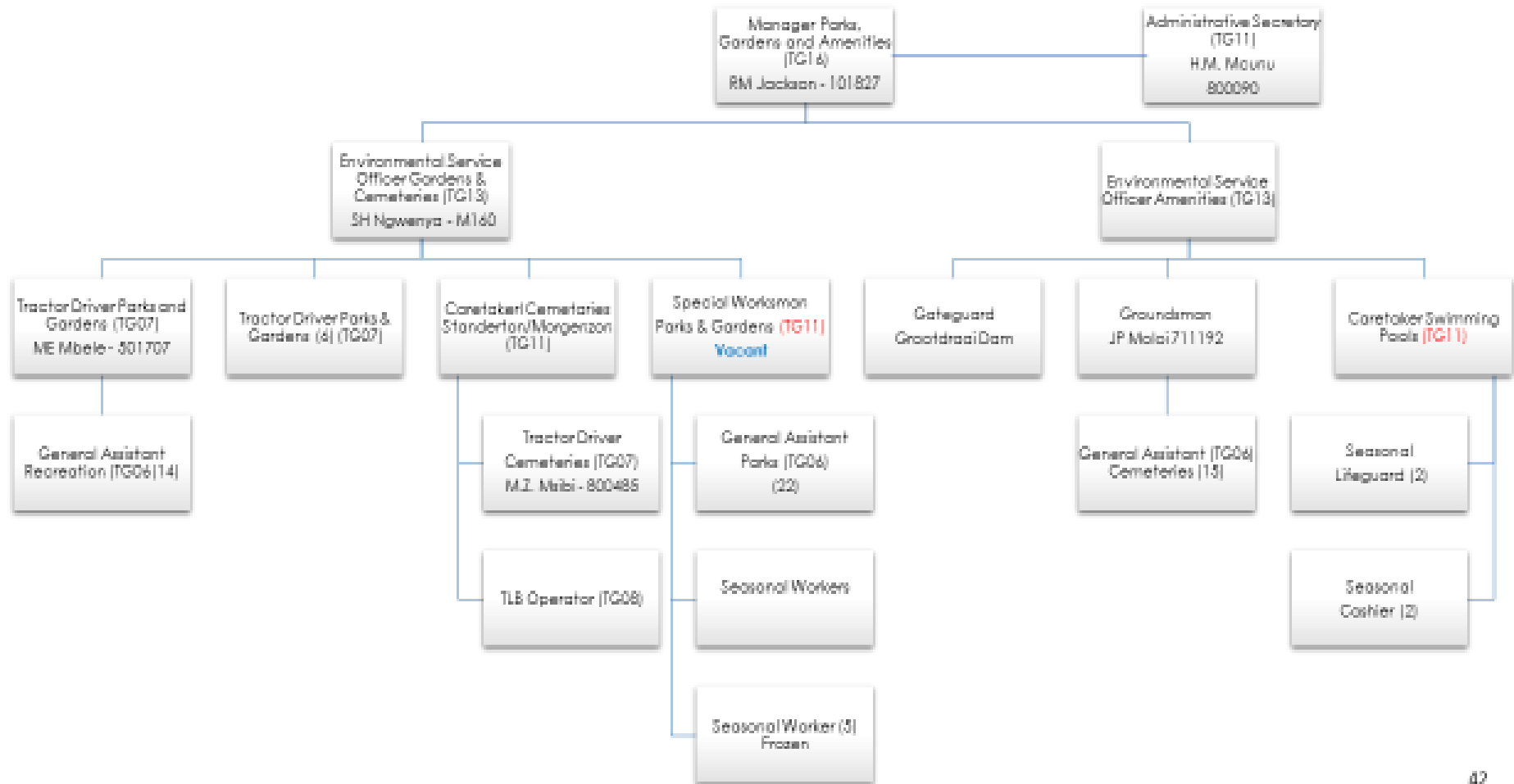




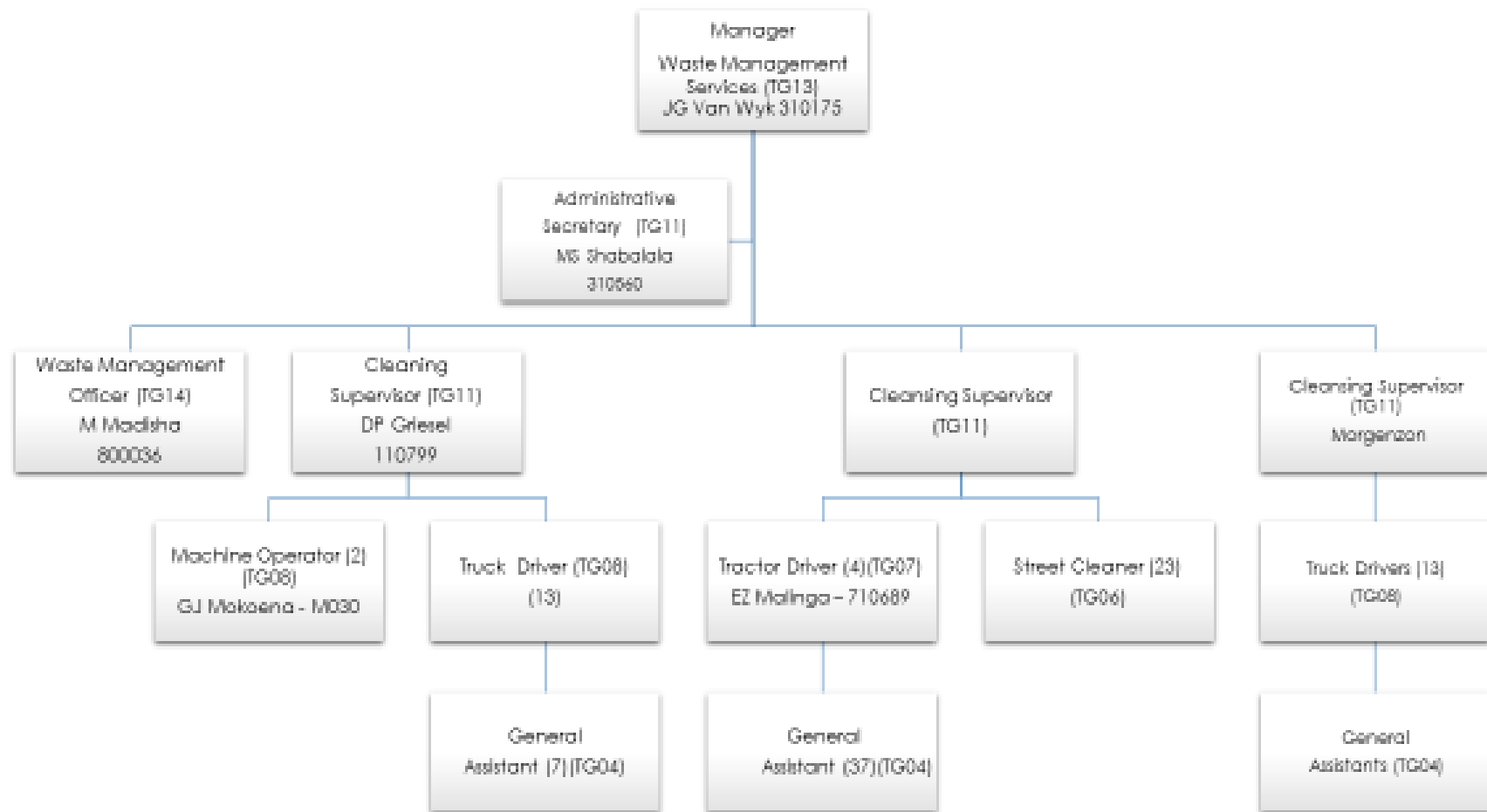
## COMMUNITY SERVICES AND SAFETY: FIRE & DISASTER MANAGEMENT



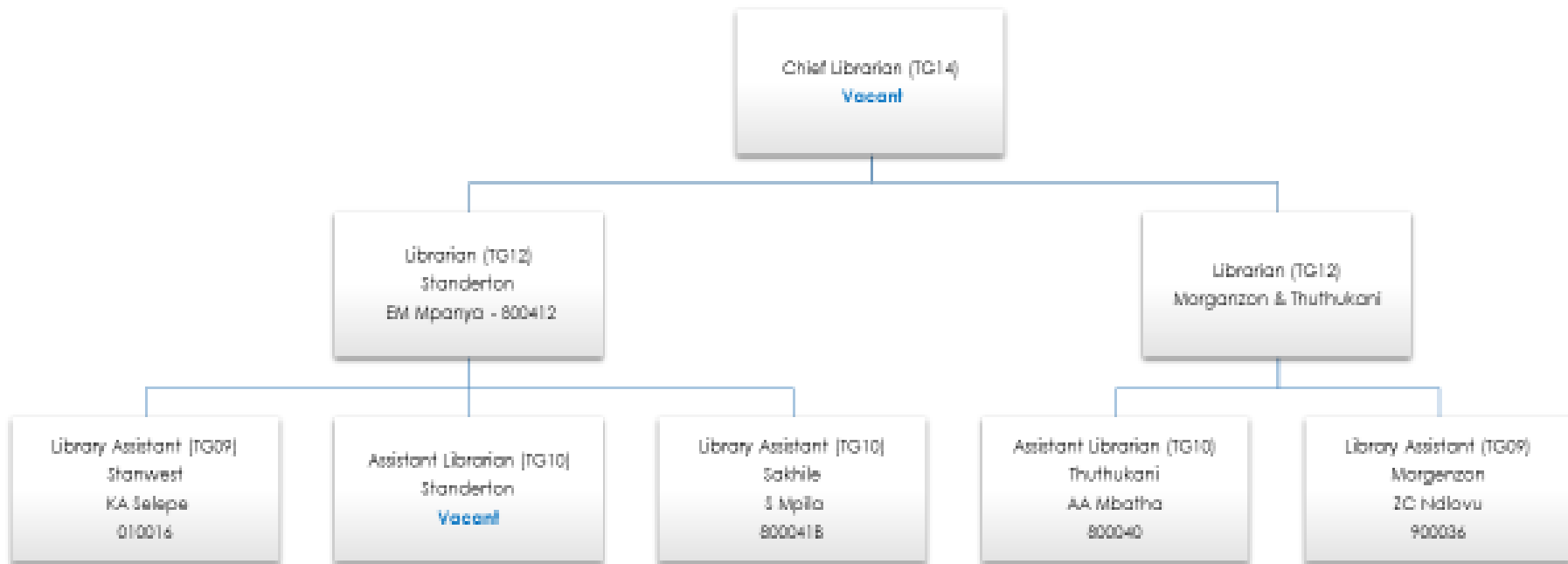
## COMMUNITY SERVICES AND SAFETY: ENVIRONMENT, SPORT, RECREATION AND CULTURE



## COMMUNITY SERVICES AND SAFETY ENVIRONMENTAL HEALTH SERVICES



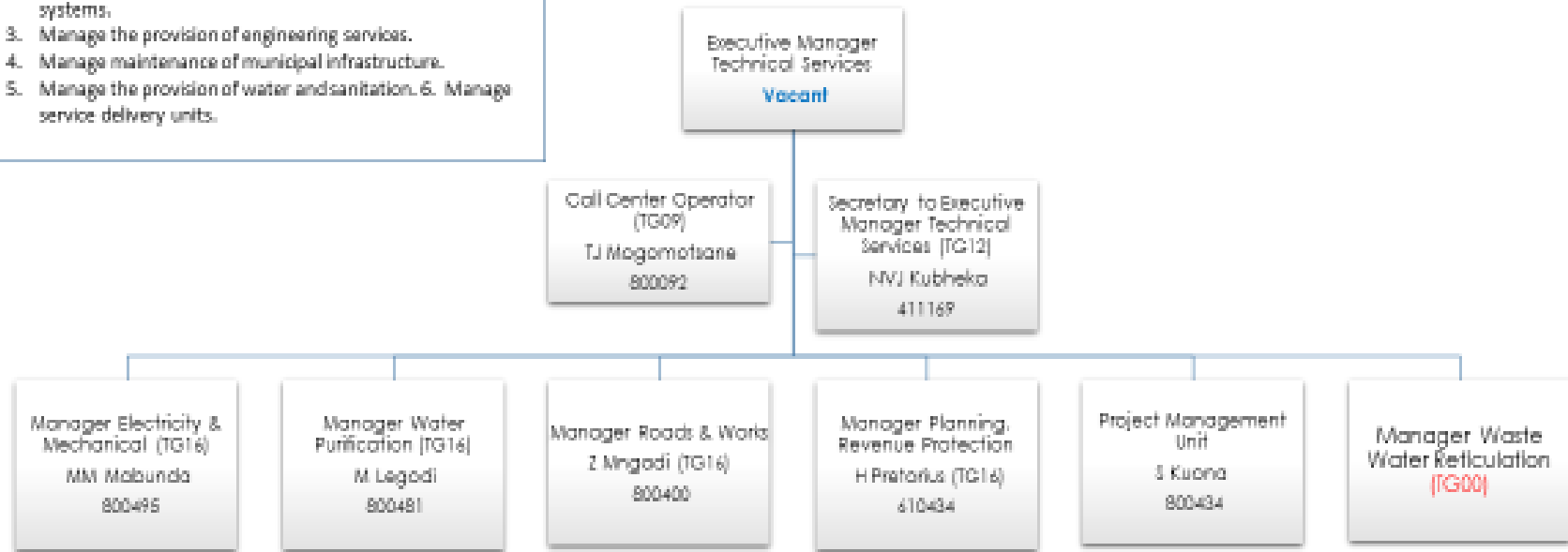
COMMUNITY SERVICES AND SAFETY  
LIBRARY



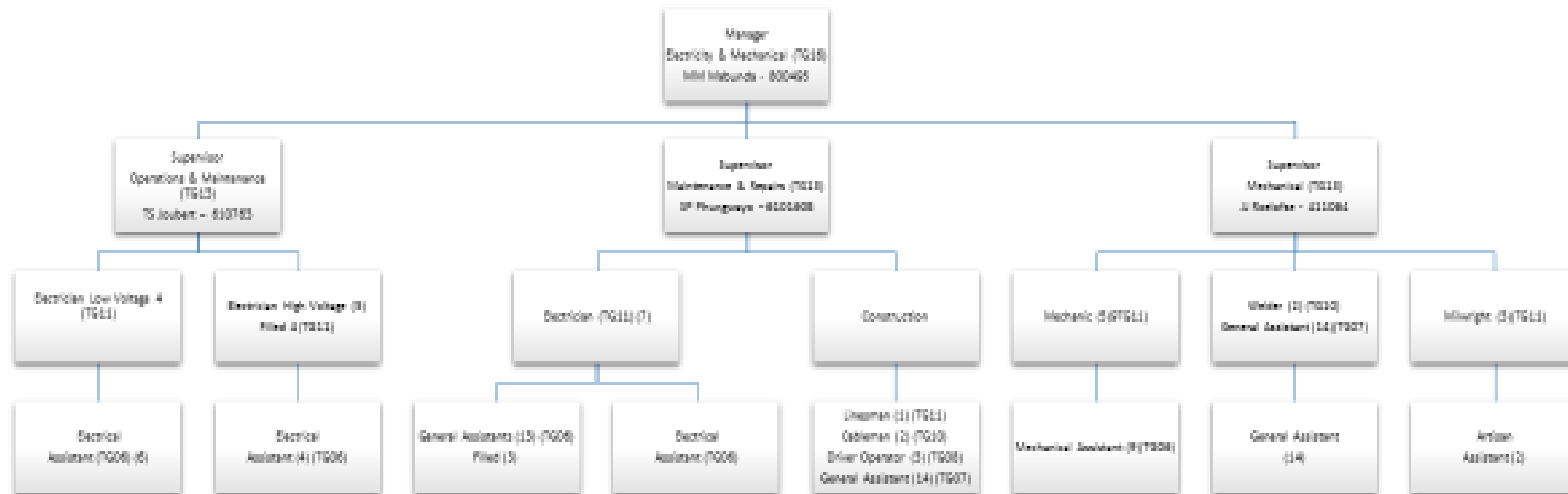
## TECHNICAL SERVICES OFFICE OF THE EXECUTIVE MANAGER TECHNICAL SERVICES

**PURPOSE:** TO MANAGE TECHNICAL SERVICES.  
**FUNCTIONS:**

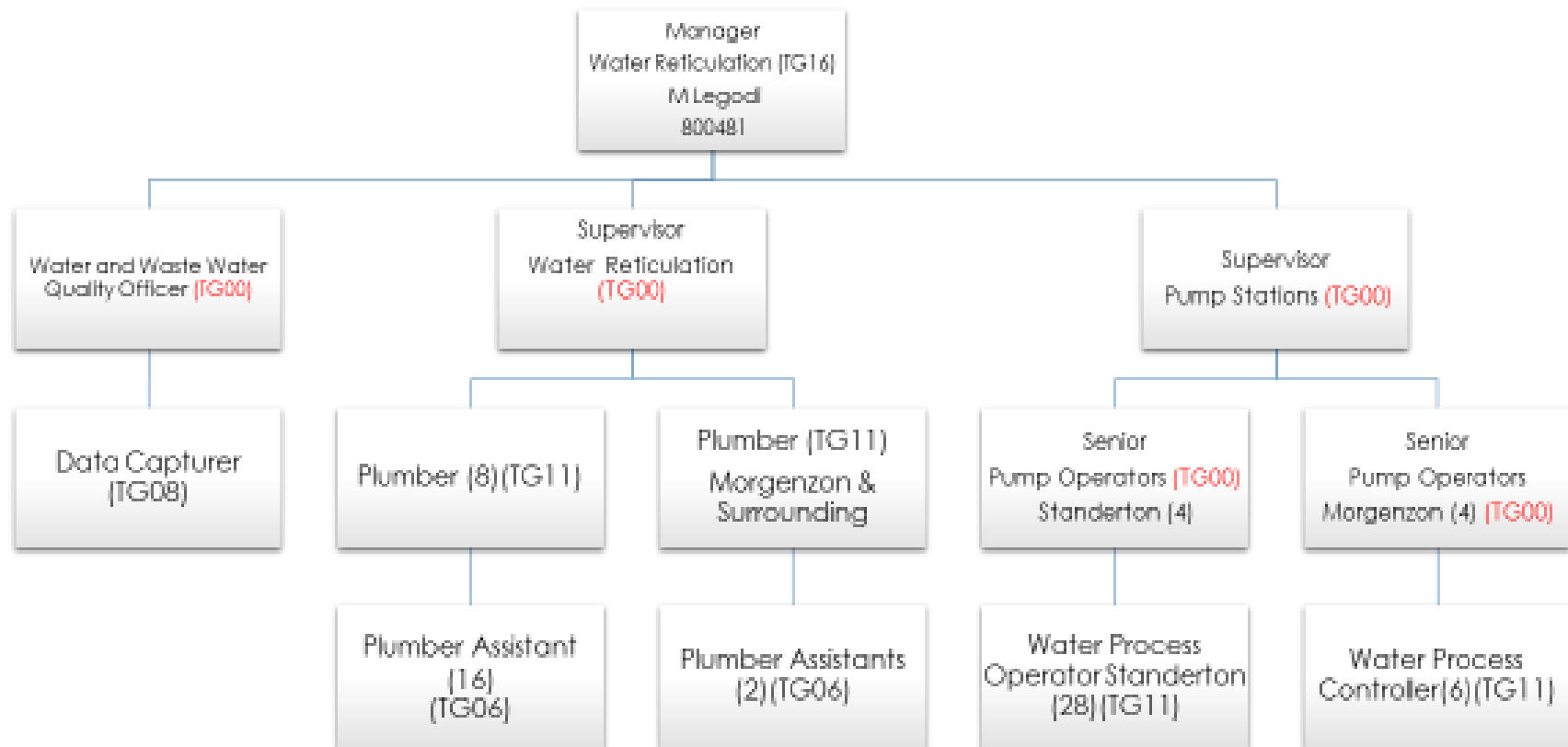
1. Manage municipal development projects.
2. Manage the maintenance of roads and storm water systems.
3. Manage the provision of engineering services.
4. Manage maintenance of municipal infrastructure.
5. Manage the provision of water and sanitation. 6. Manage service delivery units.



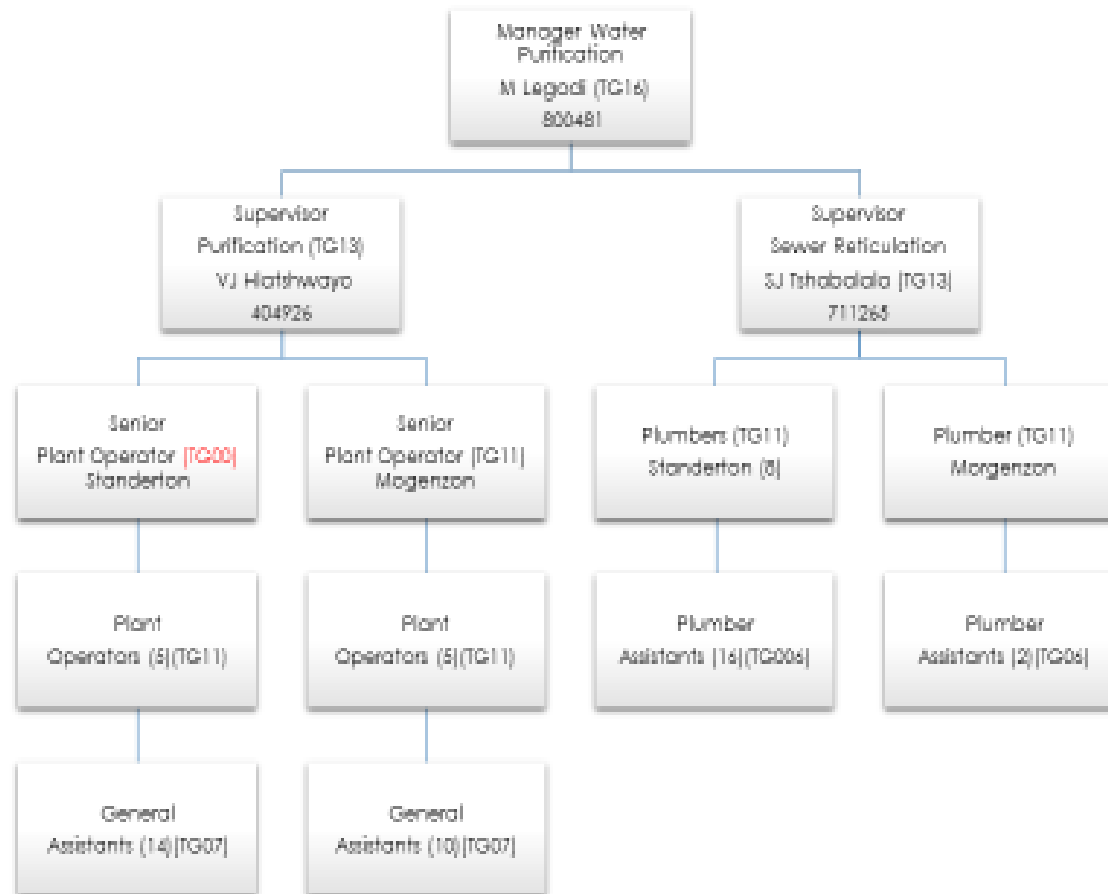
## TECHNICAL SERVICES ELECTRICITY & TRANSPORT



## TECHNICAL SERVICES: WATER & SANITATION

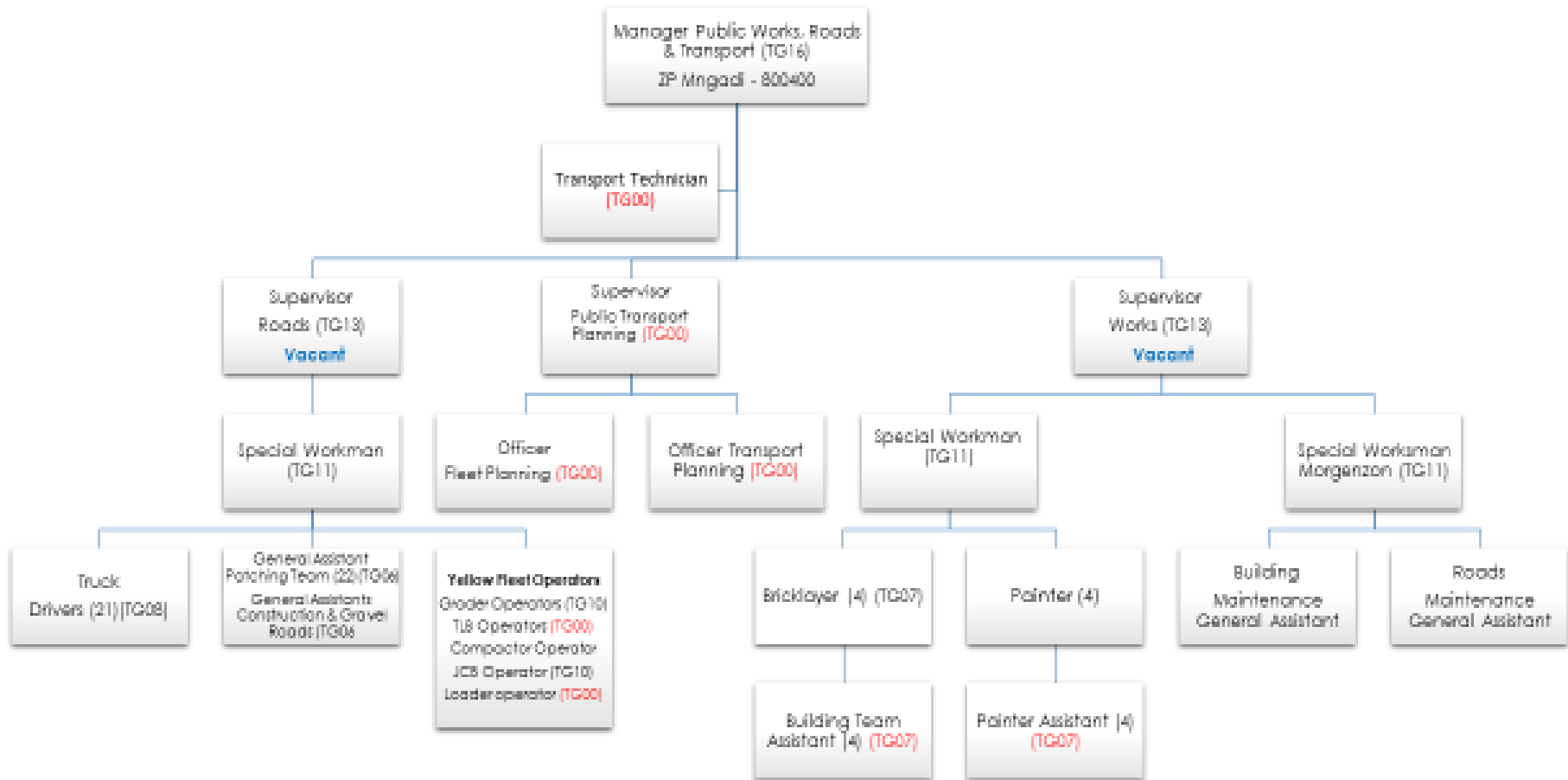


## TECHNICAL SERVICES: WATER & SANITATION

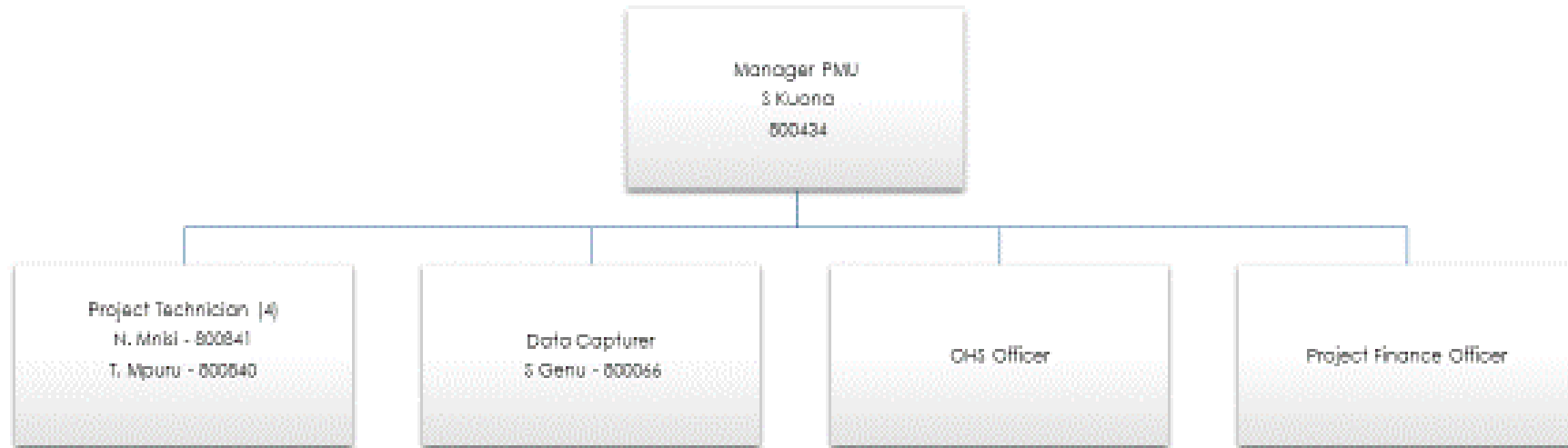




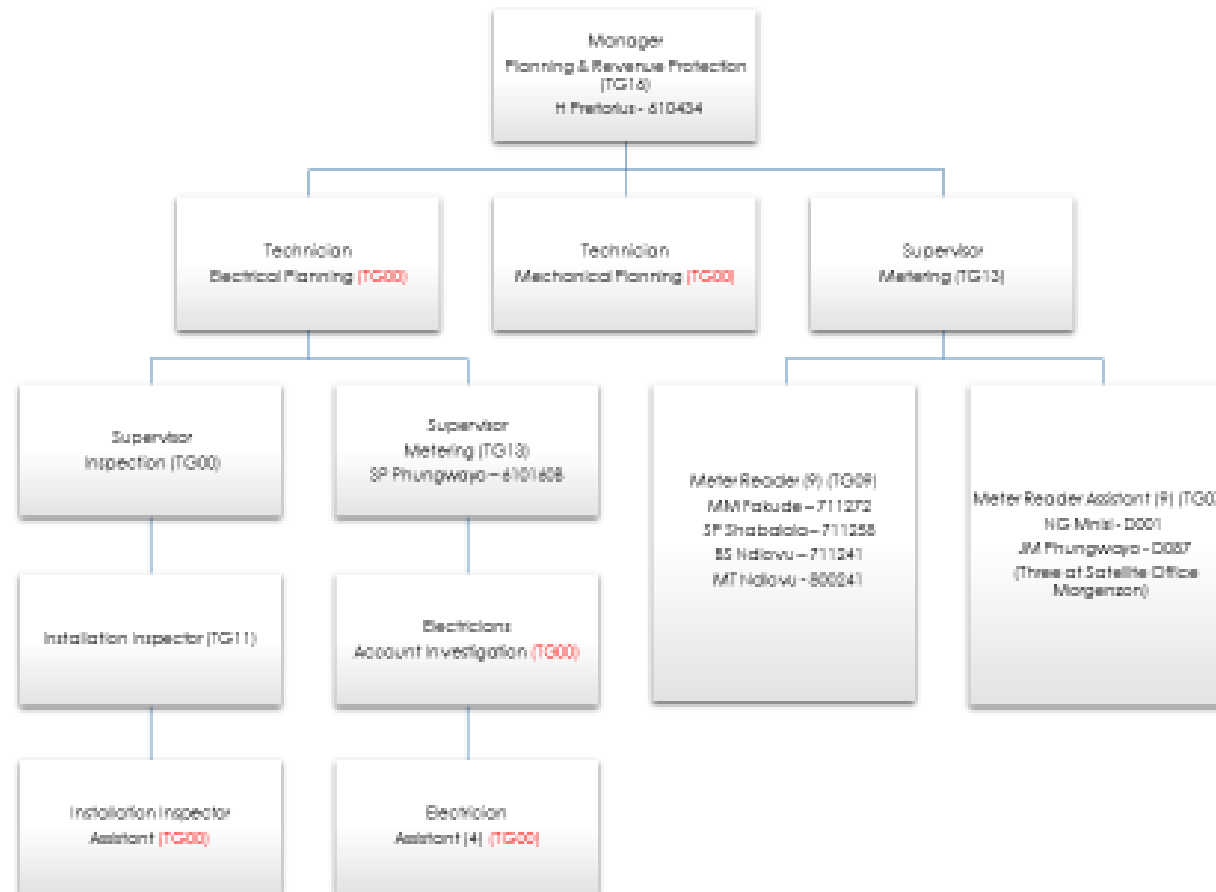
## TECHNICAL SERVICES: ROADS & WORKS



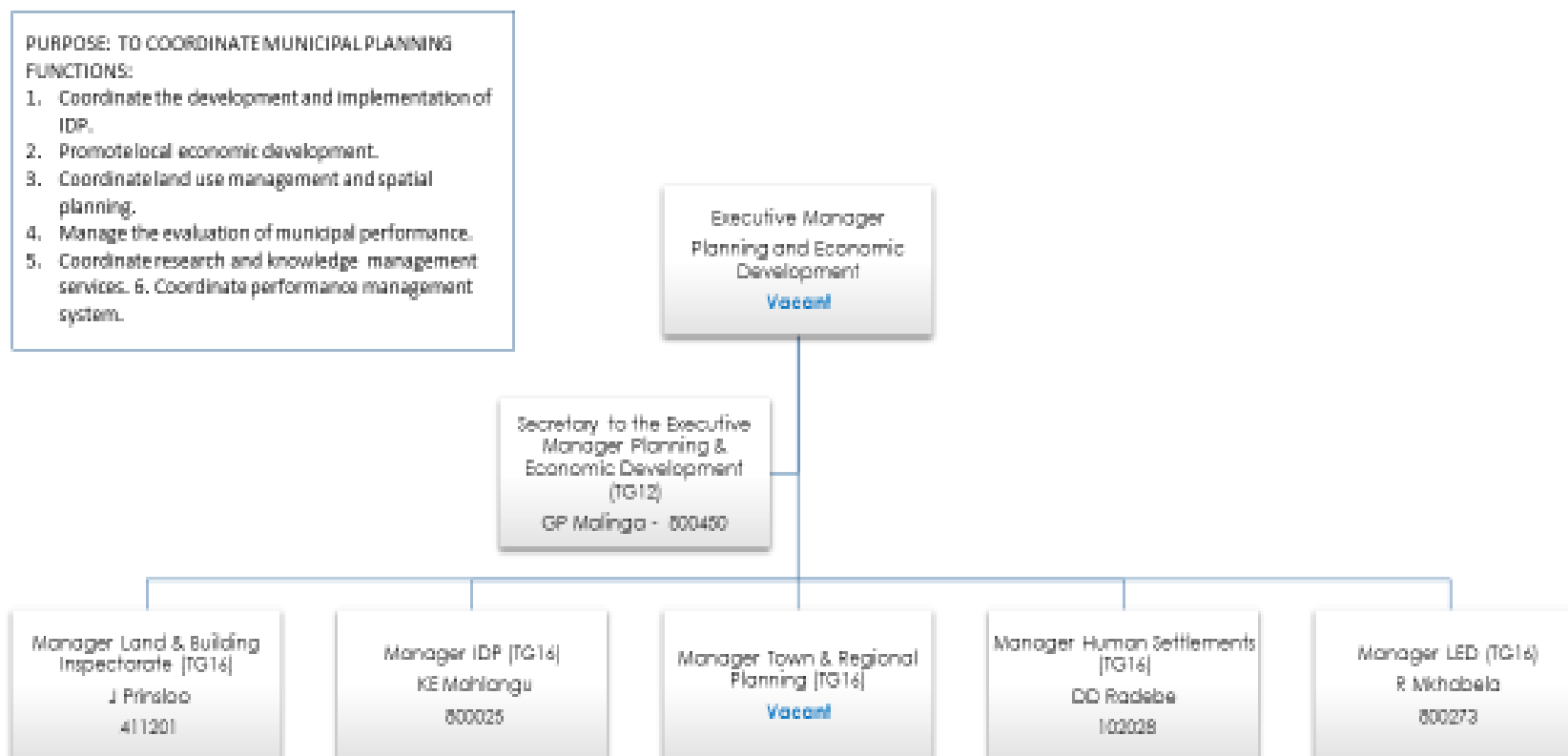
## TECHNICAL SERVICES: PROJECT MANAGEMENT UNIT



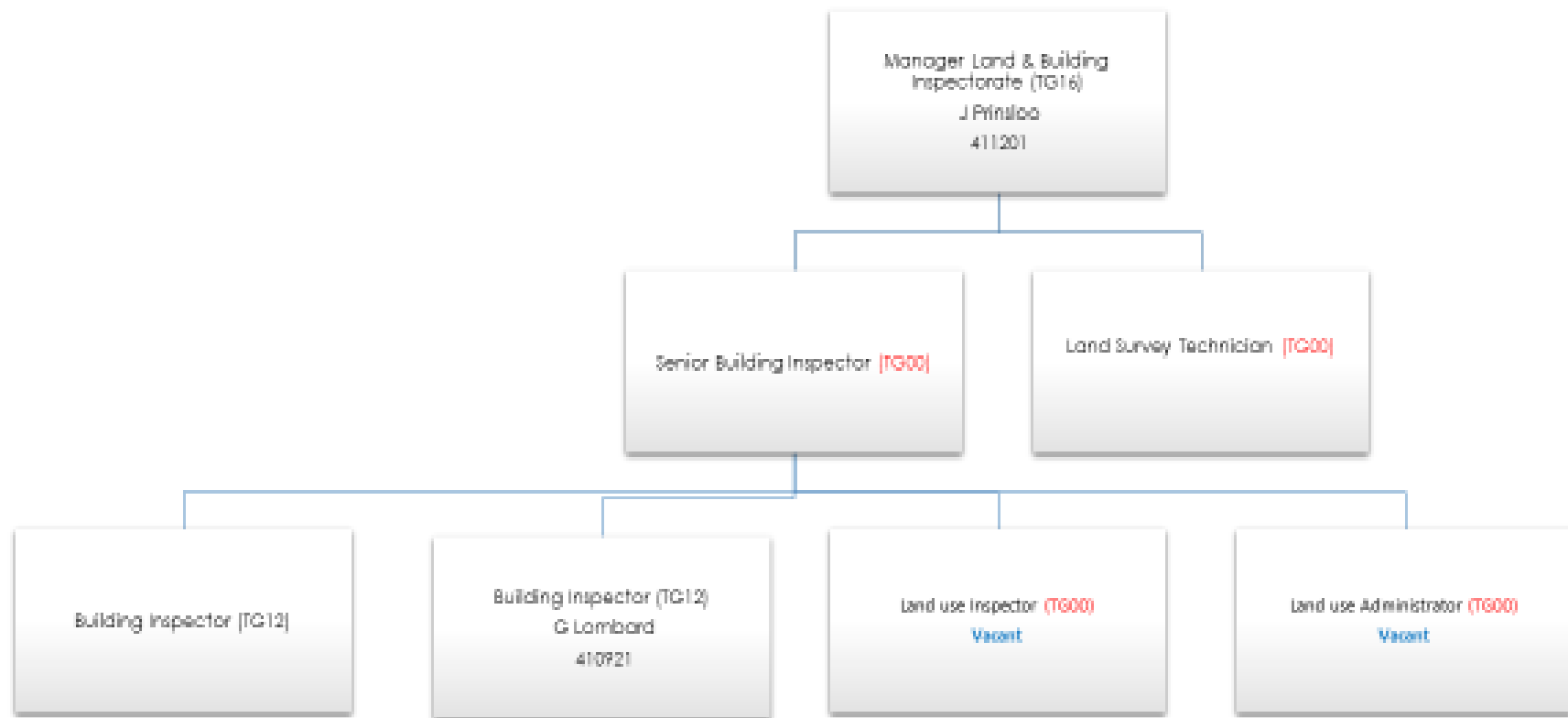
## TECHNICAL SERVICES: PLANNING, REVENUE PROTECTION



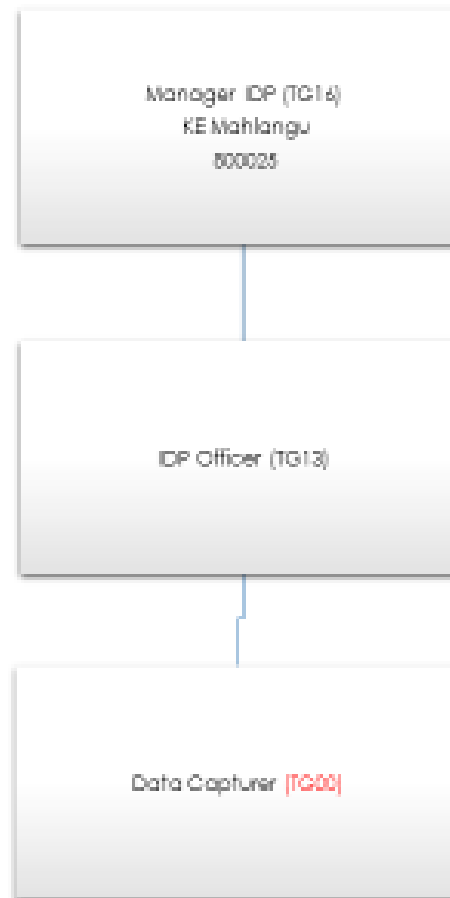
## PLANNING AND ECONOMIC DEVELOPMENT: OFFICE OF THE EXECUTIVE MANAGER



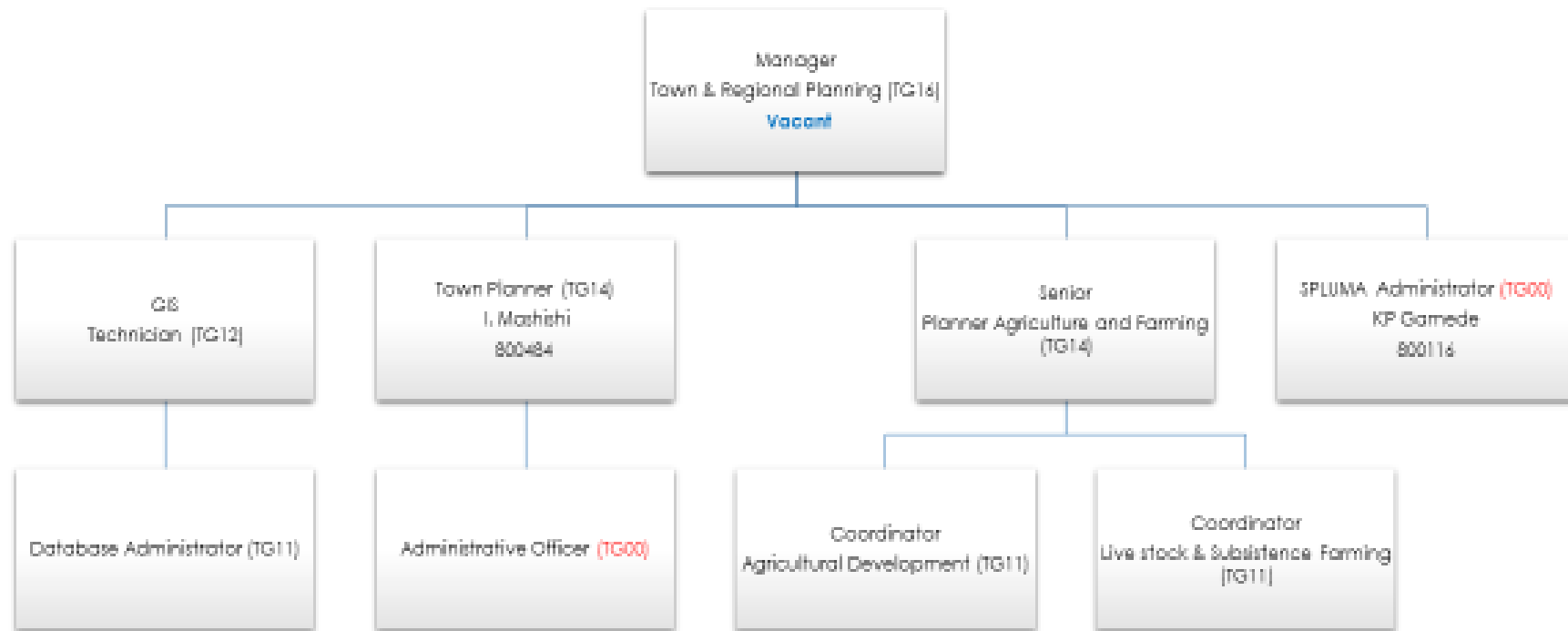
## PLANNING AND ECONOMIC DEVELOPMENT: LAND AND TOWN PLANNING



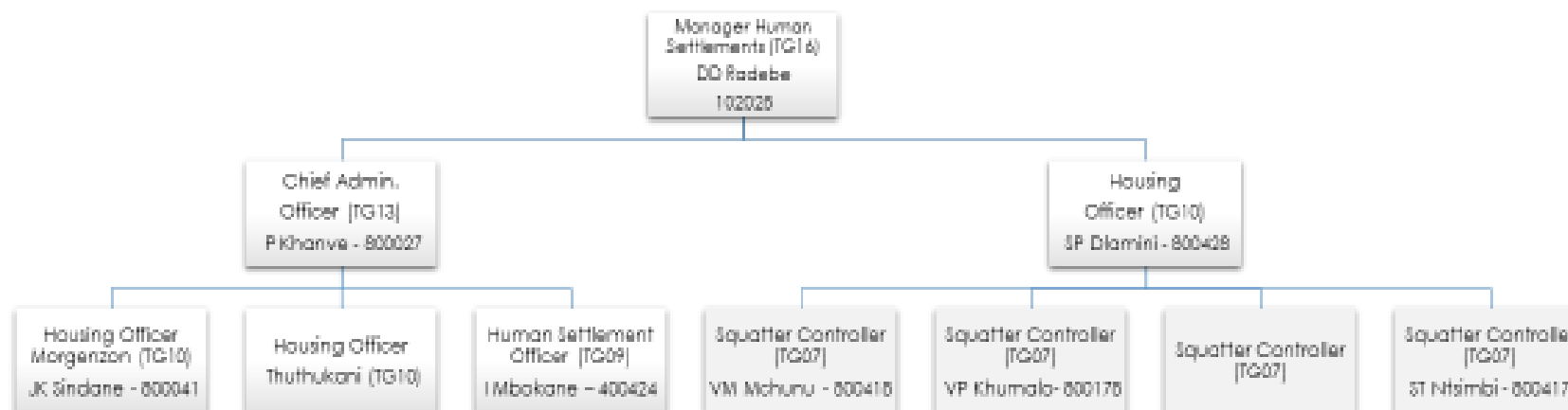
## PLANNING AND ECONOMIC DEVELOPMENT: INTEGRATED DEVELOPMENT PLANNING



## PLANNING AND ECONOMIC DEVELOPMENT: TOWN PLANNING



## PLANNING AND ECONOMIC DEVELOPMENT: LAND INVATION, BY-LAW: CONTROL OFFICERS





## PLANNING AND ECONOMIC DEVELOPMENT: LOCAL ECONOMIC DEVELOPMENT

