

**FINAL INTEGRATED DEVELOPMENT PLAN  
2009/2010  
LEKWA LOCAL MUNICIPALITY**



**IDP**

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

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## Foreword by the Honourable Executive Mayor – JQ Radebe-Khumalo

Annually, we are expected to revise and re-strategize and to reassess our Integrated Development Plan. We have to consult our shareholders, the community and all other stakeholders on issues that affect them on a daily basis. We have to consult our citizens on issues that have a direct bearing and impact on their lives.

Gone are the days when government arbitrarily decided on what was best for their communities. The need to consult with communities is paramount if we are to add value to our towns, cities and our communities at the end of the day.

It is pointless providing facilities and amenities that are not required by any sector of the community. We have to add value to our communities and we have to take those needs of the community into consideration when we plan our development. Our responsibility as developmental local government is based on this cornerstone of consulting with our communities.

We are committed to meeting our goals in line with the millennium targets. The formalisation of sites in former informal areas has progressed well. The provision of basic services to formal areas is almost complete. The provision of water and sanitation on formal sites is virtually complete. Electricity provision is still a challenge. Because funding is provided by the NER of South Africa we are bound by their roll out of services.

The provision of services in rural areas is still a major challenge. The rural areas are vast and the population is dispersed over large areas. Therefore the cost of providing services per household costs huge amounts of money. The forced removals and evictions of labour tenants from farms also pose a major challenge for us as local government. We have found that after providing services in rural areas the tenants are evicted and the services are then left to rot. Ownership and maintenance of infrastructure is also a major challenge in rural areas. Land owners are reluctant to maintain infrastructure although they get the benefit of the services on their land.

Local government really came into being as a true democratic system in 2000. When local councils were formally constituted in a truly democratic way and in line with newly passed legislation that included, amongst other pieces of legislation the Municipal Systems Act, The Municipal Structures Act, and the Demarcation Act to name but a few.

When we went to the polls, the African National Congress declared, in no uncertain terms its intention to create a better life for all. The African National Congress made a number of declarations in terms of their elections manifesto.

The 2000 elections manifesto contained the following points;

- a. Improving services to all communities
- b. Providing a free basic level of services like water and electricity to every household
- c. Creating jobs where we live
- d. Working for social and economic development
- e. Build safety and security in our communities
- f. Fight the spread of HIV/AIDS

Before the local government elections in 2006 the African National Congress again released an election manifesto that contained the following points;

- More people than ever have access to clean water and have electricity in their homes.
- The government promotes the interests of children, persons with disability, youth, women and older people better than before.
- More people have opportunities to improve their lives, to become educated and acquire skills, and to help build a better South Africa.
- The economy is growing and is creating more jobs, enabling us to reduce poverty.
- More South Africans have gained access to housing, land and education, and services in clinics are improving.
  - No community will still be using the bucket system for sanitation by 2007.
  - All communities will have access to clean water and decent sanitation by 2010.
  - All houses will have access to electricity by 2012.
  - There is universal provision of free basic services.

As the ruling party in this municipality, we were also bound by the elections manifesto released in both 2000 as well as 2006. As a municipality and as local government we have advanced and achieved the following service delivery issues;

1. We have eradicated the bucket system of sanitation on all legal sites within the municipality.
2. We have provided potable water to all communities on legal sites.
3. We have provided electricity to 80% of urban sites within the municipality. Electrification in Rural communities is still a challenge due to the lack of cooperation from some land owners.
4. We have provided free basic services to all households within the municipality irrespective of the economics of households.
5. We have provided in excess of 2000 RDP houses to our communities and are in the process of starting another project of 1000 RDP houses within the municipality.
6. We have created 2 230 jobs through projects initiated by the municipality.
7. More elderly citizens, women and children have access to grants provided by the state.
8. We have established ward committees in all wards to enhance community participation.
9. We are creating a better life for all.

We are of the opinion that the IDP as revised is a document that provides information and guidance on how we should be rolling out services. Because of the thorough consultation process we are convinced that the roll out of services as detailed within the IDP is well informed and will provide maximum benefit to our communities. We are on target to meet the millennium goals.

We must also acknowledge the hard work that went into compiling and finalising the IDP and we should give due to all politicians, administrators, community development workers, ward committee members and the very communities for attending and actively participating in the various processes that gave birth to this revised document. We say thank you to all who participated.

This process may be completed but we know that our work is never complete. We need to roll up our shirt sleeves and begin preparing for the next year. The linkages between allocating financial resources to the needs identified by our stakeholders is a long and complicated process.

We thank the Lord for allowing us this opportunity in providing a better life for our people as well as creating better communities. The battle is not yet won, we acknowledge we have a long way to go but together we can make it happen.

I thank you and God bless.

**JQ RADEBE-KHUMALO**  
**EXECUTIVE MAYOR**



## **Overview by Municipal Manager**

The running of Municipalities is no longer done in isolation and behind closed doors. Our obligation as local government practitioners since the amalgamation of municipalities and the introduction of the Municipal Systems Act, the Municipal Structures Act and the Municipal Finance Management Act has changed the face of local government.

Our obligation is to consult widely with communities and all stakeholders to come up with credible IDP's.

In our efforts to devise a credible document, we have done exactly that. We have consulted widely and we have listened attentively and we have come up with a strategic document that addresses the needs of our people.

The Integrated Development Plan as a strategic document focuses on the developmental needs of our people and we have taken those needs into cognisance and we are firmly of the view that the IDP speaks to those needs and expectations.

The challenge is to manage our resources effectively and prudently and to conform to accounting practices to the letter.

We have identified a number of key strategic areas that we will be focusing on during the life of this document and these are;

Roads and storm water drainage

Sanitation in rural areas

Electrification of rural areas

Local economic development

Tourism

Communication and Marketing

And transversal issues that affect youth, gender and the disabled.

Accountability and transparency in the way we manage this institution, in terms of financial and human capital is what will ensure success for all concerned.

We therefore present this strategic document to all stakeholders and interested parties in good faith and trust that we will do justice to all our hopes, dreams and aspirations.

I would like to thank all those who have actively participated in making this strategic document a reality.

I trust that when we report on our activities through our annual report we will see the fruits of this exercise and that we will be able to be proud of our achievements as a collective.

**Acting Municipal Manager**  
**MJ MOKGATSI**

**ACRONYMS**

ABET	Adult Based Education and Training
AIDS	Acquired Immune Deficiency Syndrome
CBO's	Community Based Organizations
CETA	Construction Education and Training Authority
CHBC	Community Home Base Care
CMIP	Consolidated Municipal Infrastructure Programme
CPTR	Current Public Transport Record
DACE	Department of Agriculture, Conservation and Environment
DBSA	Development Bank of South Africa
DEAT	Department of Environmental Affairs and Tourism
DAC	District AIDS Council
DALA	Department of Agriculture and Land Administration
DLA	Department of Land Affairs
DLGH	Department of Local Government and Housing
DPLG	Department of Provincial and Local Government
DTI	Department of Trade and Industry
DM	District Municipality
DMA	District management Area
DME	Department of Minerals and Energy
DPW	Department of Public Works
DWAF	Department of Water Affairs and Forestry
ECA	Environmental Conservation Act
EIA	Environmental Impact Assessment
EIP	Environmental Implementation Plan
EHS	Environmental Health Services
EMP	Environmental Management Plan
EMS	Environmental Management System
EPWP	Expanded Public Works Programme
FBS	Free basic Services
FBE	Free Basic Electricity
FPA	Fire Protection Association
GIS	Geographic Information System
GSDM	Gert Sibande District Municipality
HDI	Human Development Index
HOD	Head of Department
IDP	Integrated Development Planning
IGR	Intergovernmental Relations
IEM	Integrated Environmental Management
IMEP	Integrated Municipal Environmental Programme
IWMP	Integrated Waste Management Plan
IS	Information System
IT	Information Technology
ITP	Integrated Transport Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LDO	Land Development Objective
LED	Local Economic Development
LM	Local Municipality
LRAD	Land Redistribution for Agricultural Development
LUMS	Land Use Management System
MAM	Multi Agency Mechanism
MEC	Member of Executive Committee
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MPCC	Multi Purpose Community Centers
MSIG	Municipal Systems Improvement Grant

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MSP	Master Systems Plan
NEMA	National Environmental Management Act
NEPAD	New Partnership for Africa's Development
NER	National Electricity Regulator
NGO	Non Governmental Organization
NSDP	National Spatial Development Perspective
NWMS	National Waste Management Strategy
PGDS	Provincial Growth and Development Strategy
PHC	Primary Health Care
PMS	Performance Management System
REDS	Regional Electricity Distribution System
SABS	South Africa Bureau of Standards
SACOB	South Africa Chamber of Business
SALGA	South Africa Local Government and Administration
SANAC	South African National AIDS Council
SANCO	South Africa National Civic Organization
SAPS	South African Police Service
SETA	Sector Education Training Authority
SDF	Spatial Development Framework
SLA	Service Level Agreement
SOER	State of the Environment Report
WSA	Water Services Authorities
IWSDP	Integrated Water Services Development Plan

## 1. SECTION A: EXECUTIVE SUMMARY

Our Integrated Development Plan is a 5 year Strategic Plan that gives direction for **all** development initiatives in the municipality. It integrates communities and co-ordinates **all** development and needs of the communities. It is a policy framework for Preparation of budgets - National, Provincial & Municipal project budgeting. It is integrated and aligned with National & Provincial programmes. So it can be said that the IDP is the planning, budgeting & management instrument which guides a municipality to;

- Provide an instrument which guides what, where and how investment should occur in order to speed up delivery & secure the buy-in of all relevant role players for implementation
- Attract private investors and sector departments with a clear framework of the municipality's development direction
- Overcome apartheid legacy at local level by facilitating redistribution of resources in an equitable and consultative process
- Promote intergovernmental co-ordination by facilitating a system of communication & co-ordination between Local, Provincial & National spheres of government.

The document consists of ten sections. It will start by the background on the Review Process and National/Provincial Planning Framework affecting Municipalities, followed by an In-depth Situational Analysis of the Development within the Municipality that includes; Demographic Profile, Development Profile, Economic Profile, Development Objectives, Strategies and KPIs as Per 5 Strategic Agendas, High Level Spatial Development Framework (SDF), Implementation Plan: 3 Year, Annual Operational Plan – Business Plan, Financial Strategy, Organizational Performance Management and is concluded by the Sector Plans.

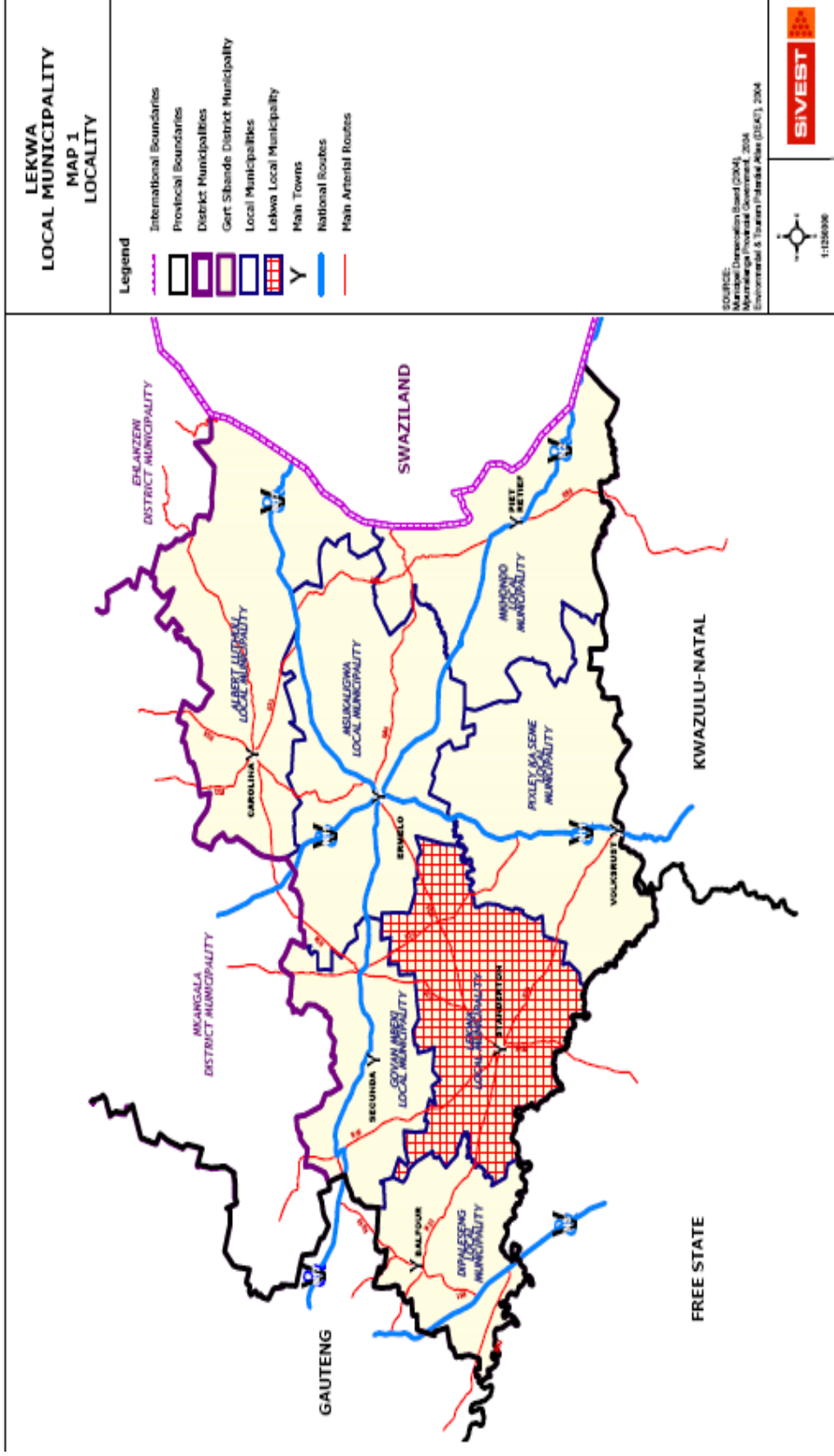
Lekwa Municipality was established on the 5<sup>th</sup> of December 2000 after the amalgamation of 3 former Transitional Local Councils namely Standerton, Sakhile and Morgenzon. The Lekwa Municipality lies on the large open plains of the Highveld region that is characterised by tall grass and it is traversed by the Vaal River which flows in a westerly direction. The municipality spans an area of 4 586 km<sup>2</sup> which equates to 15% of the overall Gert Sibande District. The Municipality is named after the Vaal River which is commonly known as Lekwa (a Sotho name for Vaal River); the demarcation code is MP 305.

Lekwa Local Municipality is one of seven municipalities within the Gert Sibande District in Mpumalanga Province; it is located in the South West of the Gert Sibande District; with immediate entrances to Kwa-Zulu Natal, Gauteng and Free State provinces. Newcastle, Heidelberg and Vrede are respective immediate entrances to the adjacent provinces.

The Municipality consists of Standerton which serves as an urban node, whilst Morgenzon which is 45km North East of Standerton serves as a satellite node. It is landlocked by the following local municipalities, Pixley ka Seme and Msukaligwa on the east, Dipaliseng on the west and Govan Mbeki on the north. The south edge is abutted by Mpumelelo Local Municipality (Vrede) which is in the northern part of the Free State Province.

The Municipality is predominantly inhabited by Nguni speaking people, namely: Zulu, Siswati, Ndebele, Sotho and Xhosa and other race groups.

Map: 1



### **1.1. Boundaries and neighbours.**

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Lekwa Local Municipality has Standerton as its major urban node, whilst Morgenzon which is 45km north east of Standerton serves as a satellite node. The municipality is surrounded by the following local municipalities, Pixley ka Seme and Msukaligwa on the east, Dipaliseng on the west and Govan Mbeki on the north. In the south the municipality shares the boundary with Phumelela Local Municipality (Vrede) which is in the northern part of the Free State Province.

### **1.2. Key features.**

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- The Municipality is predominantly inhabited by Nguni speaking people. The following racial groups are found in the municipality: Zulu, Swati, Ndebele, Xhosa and Sotho and others.
- The major town within Lekwa Local Municipality is Standerton. The town provides services for the surrounding mines, agriculture, power stations and tourism industries.
- The Vaal River traverses the municipal area and runs through Standerton.
- The R23 connects the municipal area to Johannesburg, Volksrust, Newcastle and Durban.
- Standerton is served by the national rail network which mainly transports coal with one passenger service route between Standerton and Richards Bay.
- Agriculture is the dominant land use in the municipality.
- Agriculture, mining, power generation and Textiles are the key economic contributors towards the economy of the area.

### **1.3. Main semi-urban areas**

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Most of the semi-urban areas within the municipality may be defined as hubs in terms of the current SDF definition which says that hubs are small urban centres which are located within the rural areas, often at the crossroads of two important roads or along one major road possibly in close proximity to a parallel running railway. They are fundamentally distribution centres for the rural areas providing a moderate range of services and economic activities. There are only two hubs in the municipal area, namely Thuthukani Village and Morgenzon. Each of these is now described in more detail below:

#### **1.3.1. Morgenzon**

The area is located at the intersection of the R35 and R39. The existence of the town is influenced by the transportation of coal from the Secunda complex to Majuba Power Station near Volksrust. The area shows limited diversification yet accommodates all basic social services.

Morgenzon and Sivukile form the last urban areas within the Lekwa local municipal area. Given the vast distance between this locality and the Standerton-Sakhile Urban node, Morgenzon and Sivukile form a completely self-contained economic sub-node with a slightly different character than the former. It is characterised by a spatial pattern which on the one hand shows a high concentration of people per km<sup>2</sup> (in the case of Sivukile Township) and a very low density part of town in Morgenzon. This pattern is a result of the historical legacy which led to the establishment of Sivukile as a worker town not intended for permanent settlement.

While this pattern may be viewed as a constraint in terms of the ability of Sivukile to develop into a viable residential area due to land availability and obvious limited infill land parcels, it provides huge opportunities for densification insofar as Morgenzon is concerned. The latter is particularly dominated by low density residential developments which may be sub-divided in future provided

that the existing Engineering Infrastructure can support such sub-division. Such densification opportunities may practically only be implemented through the relaxation by Council of the minimum densities per hectare in Morgenzon where the majority of properties are in private hands. In order for voluntary infill-planning to take place in Morgenzon, it is proposed that similar guidelines like those proposed for Meyerville be adopted

Another area of some spatial importance to Lekwa Local Municipality is Morgenzon, some 45km north-east of Standerton. This is historically a local service centre that served (and still does) the surrounding commercial farming areas with basic needs. Despite its potential due to its location along a major route (R35) to Volksrust via the N11 from Bethal, it is still largely under-developed as a service centre due possibly to the competition offered by the more attractive business centres of Ermelo, Bethal and even Standerton itself.

### 1.3.2. Thuthukani.

Thuthukani is located some 18km North-East of Standerton and it began essentially as a workers village for the Thuthuka Power Station which is situated about 3km east of the Village. It is divided into two main sections namely, the eastern section belonging to Eskom and the western section owned by New Denmark Mining Company (part of the Amcoal Group).

Recently the Lekwa local municipality approved 500 low-cost housing units to be built on the southern section of the Eskom part of the village. This is the first phase of an eventual take-over of the village by the local municipality as already most of the land here belongs to Lekwa local municipality. According to information obtained recently from Eskom, there are about 336 stands (118 serviced and 218 unserviced) which are still in Eskom's hands and the process of alienating these to the local municipality is currently underway.

The village presently has about 130 houses on free-standing stands and a further 60 cluster units. In terms of engineering infrastructure, the following summary is provided:

- **Sewerage:** Currently there is water-borne sewerage servicing the village as well as the planned 500 housing units. Eskom has a fully functional sewer plant within the boundaries of the Power Station.
- **Potable water:** Thuthuka Power Station currently supplies the village with drinking water. It appears that in the meantime Eskom will remain the supplier of the service to the community of Thuthukani as Eskom has a water plant within the boundaries of the Power Station.

**Future possibilities for Expansion:** Given the location of the village in relation to other sub-regional economic activities, it appears the chances of the village expanding beyond its current form are quite slim. This is also indicated by the fact that there are currently about 118 serviced stands which cannot be developed due to lack of interest from the open market and this despite the relatively good living environment within the village itself.

### 1.3.3. Satellites

The remaining settlements which are situated outside the urban areas and those classified as hubs are categorized as satellites. There are only two satellites in the municipal area. These are:

- Holmdene and
- Platrand.

These places have no infrastructure and no residential formal component. Fundamentally they constitute silos located along a railway line and are more so a point on a map than an agglomeration of rural settlements. Each has however some social infrastructure services which,

if developed, may become valuable service points for the surrounding farming communities. The current social infrastructure facilities include the following;

#### **1.3.4. Holmdene**

This area is located about 15 km to the north-western side of the Standerton town, off the R23 to Standerton from Balfour. It has the following characteristics and social facilities:

- Railway station;
- Two(2) Primary schools;
- One(1) Secondary school;
- One(1) Combined School;
- Two local shops;
- One old Post office( vacant);
- One Private Community Hall;
- There is electricity and some boreholes supplying the area in terms of basic engineering services

#### **1.3.5. Platrand**

The rural area is located some 12km from the Standerton Town and is defined by the following:

- Railway station( redundant);
- Three(3) Primary Schools;
- One(1) High School;
- Two local shops;
- One old Post office( Vacant);
- Boreholes , windmills and hand pumps;
- Electricity is also supplied.

With some capital investment, these rural nodes do have potential to serve as Rural Service Centres.



## **2. SECTION B: BACKGROUND ON REVIEW PROCESS AND NATIONAL/PROVINCIAL PLANNING FRAMEWORK AFFECTING MUNICIPALITIES**

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The preparation of an Integrated Development Plan (IDP) by municipalities is a legislative requirement according to the Municipal Systems Act (MSA) Act No. 32 of 2000. Lekwa Local Municipality completed its IDP mid 2007 in line with Chapter 5, Section 25, of the MSA.

It will be noted that, in terms of section 34 of the Local Government: Municipal Systems Act, No. 32 of 2000, all municipalities are required to review their Integrated Development Plans (IDP's) on an annual basis (and to the extent that changing circumstances, needs and demands) - in accordance with a prescribed process.

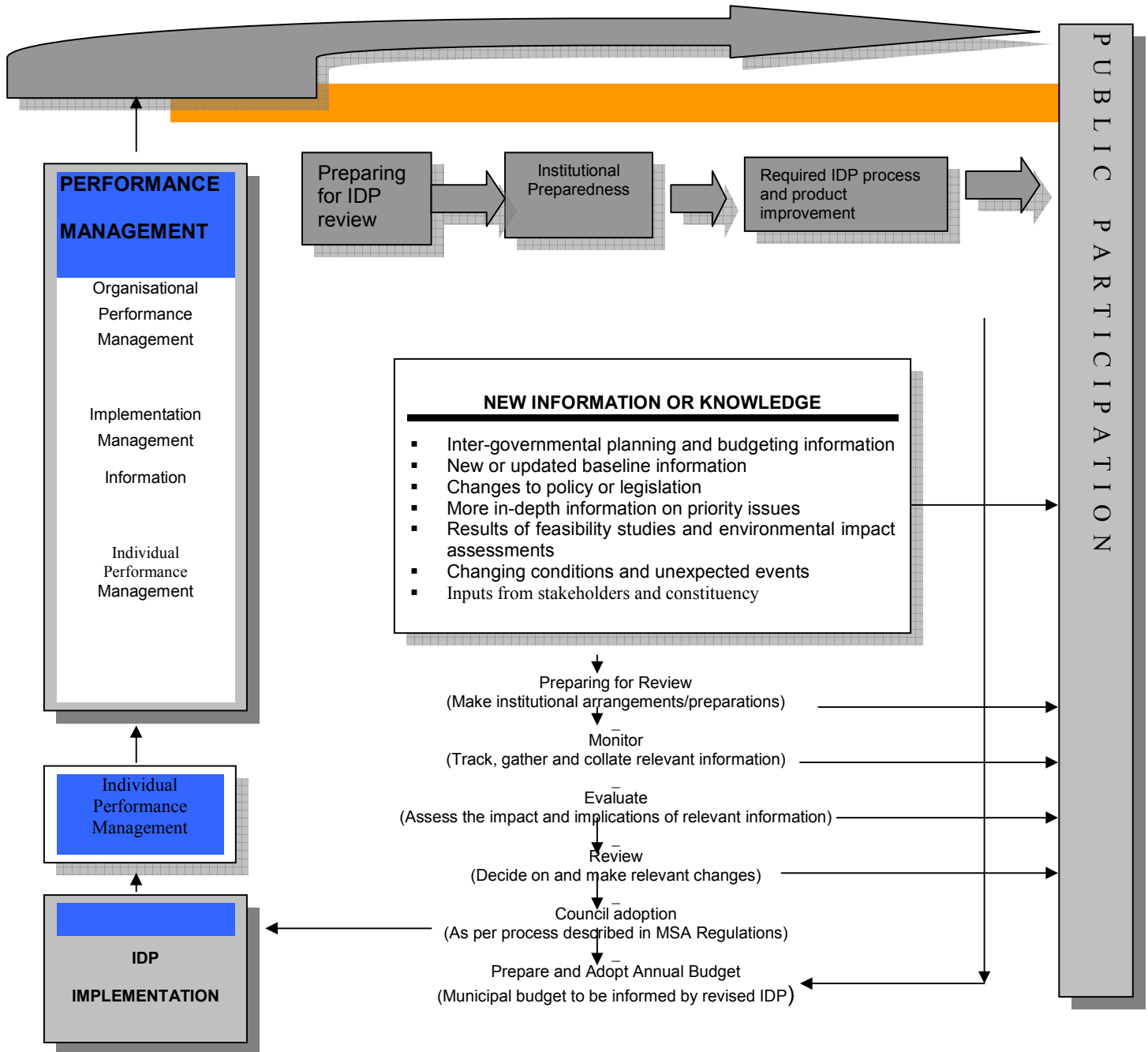
The annual review process thus relates to the assessment of the Municipality's performance against organizational objectives as well as implementation delivery, and also takes into cognizance any new information or change in circumstances that might have arisen subsequent to the adoption of the previous IDP. The review and amendment process must also adhere to the requirements for public participation as articulated to Chapter 4 of the MSA (2000).

In terms of the IDP Review Guidelines, IDP's are reviewed based on 4 primary areas of intervention, i.e. Annual IDP Review, the IDP Process, Amendments in Response to Changing Municipal Circumstances, and Comments from the MEC responsible for Local Government in the Province.

The process described and outlined in the flow chart below represents a continuous cycle of planning, implementation and review. Implementation commences after the Municipal Council adopts the initial IDP whilst Public Participation remains pivotal throughout the process of the IDP.

In terms of the National Department of Provincial and Local Government's document entitled Guide VI: Implementing the IDP, the process to be followed when undertaking an annual IDP Review is as follows:

**Fig: 1 IDP Review Process**



National Department of Provincial and Local Government's document entitled Source: IDP Format Guide VI: 1999

In terms of section 28 of the Local Government: Municipal Systems Act, No. 32 of 2000, all municipalities are required to adopt an IDP Review Plan. The municipality has complied with this requirement, with Council having to adopt a Process Plan (entitled Integrated Development Plan [IDP]: Process Plan for the IDP Review 2008/09).

Once again the focus of the review has been on fine-tuning programmes and projects to align with:

- New demands, most significantly the infrastructure maintenance expenditure demands;
- Updating of statistical information;
- Adjustment in targets as backlog figures are refined against the access modeling exercise;
- The revised needs of communities and be categorized per ward with clearly defined problem statement reflecting key service delivery challenges
- Clearly manifest as to how the community is consulted during the IDP process and measures taken by the Municipality in informing them to partake in the IDP process.
- Refining of the Local Economic Development strategy
- Reflect the availability of the SDF as the critical planning tool
- Reflect the alignment of the Provincial Growth Development Strategy
- National Spatial Development Perspective and Neighborhood Development Partnership Grant (Urban Design Framework),

### **2.1. The 2008 – 2009 IDP Review process can be summarized as follows.**

- The commencement of the 2008/2009 IDP Review process was advertised during September 2008 following the approval by Council of the 2008/2009 IDP Review Process Plan.
- During September/October 2008 the Mid Term Expenditure Framework and programmes were requested from various service providers to support the municipal planning process.
- During October and November 2008 the implementation progress of the municipality was analyzed according to the set national and provincial targets in accordance with the Performance Management System instruments of the quarterly planning and evaluation meeting as aligned with the Service Delivery and Budget Implementation Plan (one year plan), which is aligned with the approved IDP as a three year plan.
- As per advertisement of IDP Process and as per the approved IDP process plan cluster workshops were rolled out. The workshops focused within their clustered area, analyzing the existing IDP and agreeing as to whether the projects remain a need and therefore either remain on the IDP or are removed as well as the identification of additional needs to be included in the Reviewed IDP.
- In clusters where attendance was poor Council resolved to utilize the Mayoral Izimbizos Programme to assist with needs identification to be incorporated in the Reviewed IDP.
- An in-house Corporate Management assessment of the Draft Review IDP was undertaken during the first week of September 2008.
- The Representative Forum workshop held on the first week of October 2008 discussed implementation within the municipality and possible projects to ensure improved implementation and contribution to reaching the national and provincial targets. Service providers also provided input in terms of their plans and programmes.
- The final draft 2008 – 2009 IDP Review documents was then be sent to DLGTA during 01<sup>st</sup> July 2008 to ensure MEC's assessment of the IDP for review. The draft document was also used to strategically influence the municipal budgeting process.

The MEC has acknowledged the receipt of the reviewed 2008/09 IDP as adopted by Council on the 28<sup>th</sup> May 2008 and received by the Department on the 01<sup>st</sup> July 2008. The MEC'S Comments are as follows:

- Compliance in relation to chapter 5 of the Municipal Systems Act No: 32 of 2000.
- Technical assessment in terms of the quality and presentation of information in the IDP Document.

Alignment of the IDP with Provincial plans, but emphasize the following matters to be attended to;

- Submit a copy of the IDP within 10 days of approval
- IDP falls short of indicating timeframes for their views and the development of outstanding plans such as SDF, Disaster Management Plans and Institutional plans.
- Mention has to be made of challenges and support needed on sector plans.
- Sector plans that are in place in the IDP should include their dates of adoption and council resolutions numbers.
- IDP should include plans and programmes to be implemented by sector departments
- IDP should give detailed status of the Disaster Management Plan
- Next IDP should indicate the availability of the SDF as the critical planning tool.
- Community priority issues should be categorized per ward with clearly defined problem statements reflecting key service delivery challenges.
- IDP should also indicate as to how the public is consulted during the IDP process and measures taken by municipality in informing them to participate in the IDP process.
- PMS should include measures that will enable the municipality to monitor and evaluate the implementation of the IDP by generating reports on performance progress.

**Table IDP Process Plan and Timeframe**

DATE REQUIRED	TASK / ACTION	RESPONSIBLE PERSON	PARTICIPANTS
June	Submission of the SDBIP	Municipal Manager	Mayoral Committee & HOD's
July	Drafting of IDP Plan Baseline budget	IDP Manager (EMTS)/ Chief Financial Officer/ Budget Officer and Municipal Manager	Mayoral Committee & HOD's
August	Approval of Local Municipality Process Plans	Municipal Manager	Mayoral Committee & HOD's
September	IDP IMBIZO 1st IDP Forum Submission of Business Plans	Executive Mayor and Mayoral Committee	Ward Committees
October	Alignment workshop between Provincial Departments, District, Local Municipalities Workshop on project prioritization	IDP Manager, HOD's & All Divisional Managers	All Divisional Managers
November	Re-alignment with Provincial Departments (MTEF) Confirmation of projects and programmes	IDP Manager/HOD's	All Divisional Managers
December	IDP consultation period Finalization of draft projects	Executive Mayor and Mayoral Committee	Ward Committees, CDW's and Public or All stakeholders
January	Finalization of draft IDP and tabling Mid-Term Performance Reports Workshop key issues in the IDP IDP Steering Committee	IDP Manager/Executive Mayor	Mayoral Committee & HOD's
February	Considerations on Draft IDP by Council IDP and Budget alignment	IDP Manager/Chief Financial Officer	Mayoral Committee & HOD's
March	Call for comments on IDP IDP Representative Forum considers inputs and amendments on IDP Adoption of IDP and Budget	Marketing Officer Executive Mayor IDP Manager/ Chief Financial Officer	All stakeholders
April	Amendments on the IDP Municipal (Imbizo) IDP and Budget re-alignment	IDP Manager/ Chief Financial Officer	All stakeholders
May	Approval of IDP	Executive Mayor	Council

## 2.2. Organizational Arrangements for Organized Public Participation

Table 1: below indicates the roles and responsibilities of the various internal stakeholders within the 2007 - 2008 IDP Review process. The tables specifically focus on the IDP Review activities of the various role players.

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
1.	Municipal Council	<ul style="list-style-type: none"> <li>The Council will approve the reviewed IDP.</li> <li>Will consider the Framework/Process Plan which should set out the process for the new IDP cycle.</li> </ul>
2.	Executive Mayor and Mayoral Committee	<p>The Mayoral Committee must:</p> <ul style="list-style-type: none"> <li>Decide on the Process Plan for IDP Review</li> <li>Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager</li> <li>Submit reviewed IDP framework and draft IDP to Council</li> <li>Develop terms and criteria for Representative Forum.</li> <li>Give political direction</li> </ul>
3.	Municipal Manager with delegated powers to the IDP Manager	<p>The Municipal Manager is responsible for the management and co-ordination of the preparation of the IDP process which include but not limited to the following:</p> <ul style="list-style-type: none"> <li>Responsible for the day to day management of the planning process plan and ensuring that timeframes are being adhere to and resources are and managed effectively and efficiently;</li> <li>Co-ordinate the involvement of all different role players;</li> <li>Ensuring the horizontal and vertical alignment in the planning process, including Sectors;</li> <li>Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained;</li> <li>Ensuring compliance with National and Provincial requirements and legislations;</li> <li>Ensure appropriate participation of all the relevant Stakeholders;</li> <li>Ensure proper documentation of outcomes;</li> <li>Chairing the Steering Committee, Technical Committee; and</li> <li>Management of Service Providers</li> </ul>
4.	IDP Steering Committee	<ul style="list-style-type: none"> <li>Framework/Process Plan management structure;</li> <li>Allocation of duties and monitoring;</li> <li>Overall management including the appointment of technical consultants;</li> <li>Decision on roles and responsibilities;</li> <li>Commission research studies and recommend appointment of service providers;</li> <li>Decide on matters to be referred to Technical Committee for alignment and integration purposes.</li> </ul>

5.	IDP Representative Forum	<ul style="list-style-type: none"> <li>• The Executive Mayor or Representative chairs the forum meetings.</li> <li>• Constituted of the Executive Mayor/IDP manager/CBO's/NGOs/Business Forum/ Community Forum/Youth /Woman/ Disabled Org./ Political parties /Traditional Leadership</li> <li>• This Forum consist of community participation structure/stakeholders in their respective organized formations, to represent the interests of all stakeholders and ensure proper communication to guarantee representative and collaborative participation during the review process;</li> <li>• Will provide an organizational mechanisms for discussion, negotiations and decision making between the stakeholders including municipalities and government departments during the Municipal process;</li> <li>• Monitor the performance of the planning and implementation process.</li> <li>• Make recommendations to the council on planning and development priorities.</li> </ul>
6.	IDP Technical Committee	<ul style="list-style-type: none"> <li>• Will be chaired by the Municipal Manager or a designated Official. Consists of the Municipal Manager and Heads of Departments as well as Divisional Managers.</li> <li>• Will deal with matters relevant and relating to District wide issues;</li> <li>• Consider District wide programs and integration to PGDS;</li> <li>• Consider and advise the IDP Representative Forum on the evaluation of sector plans;</li> <li>• Attend to the alignment of the IDP to that of the GSDM</li> <li>• Deliberate on inter-sectoral programmes and recommends to the Representative Forum;</li> <li>• Give advice and foster sectoral alignment; and</li> <li>• Will timeously report on progress which will then be forwarded to the Steering Committee</li> </ul>

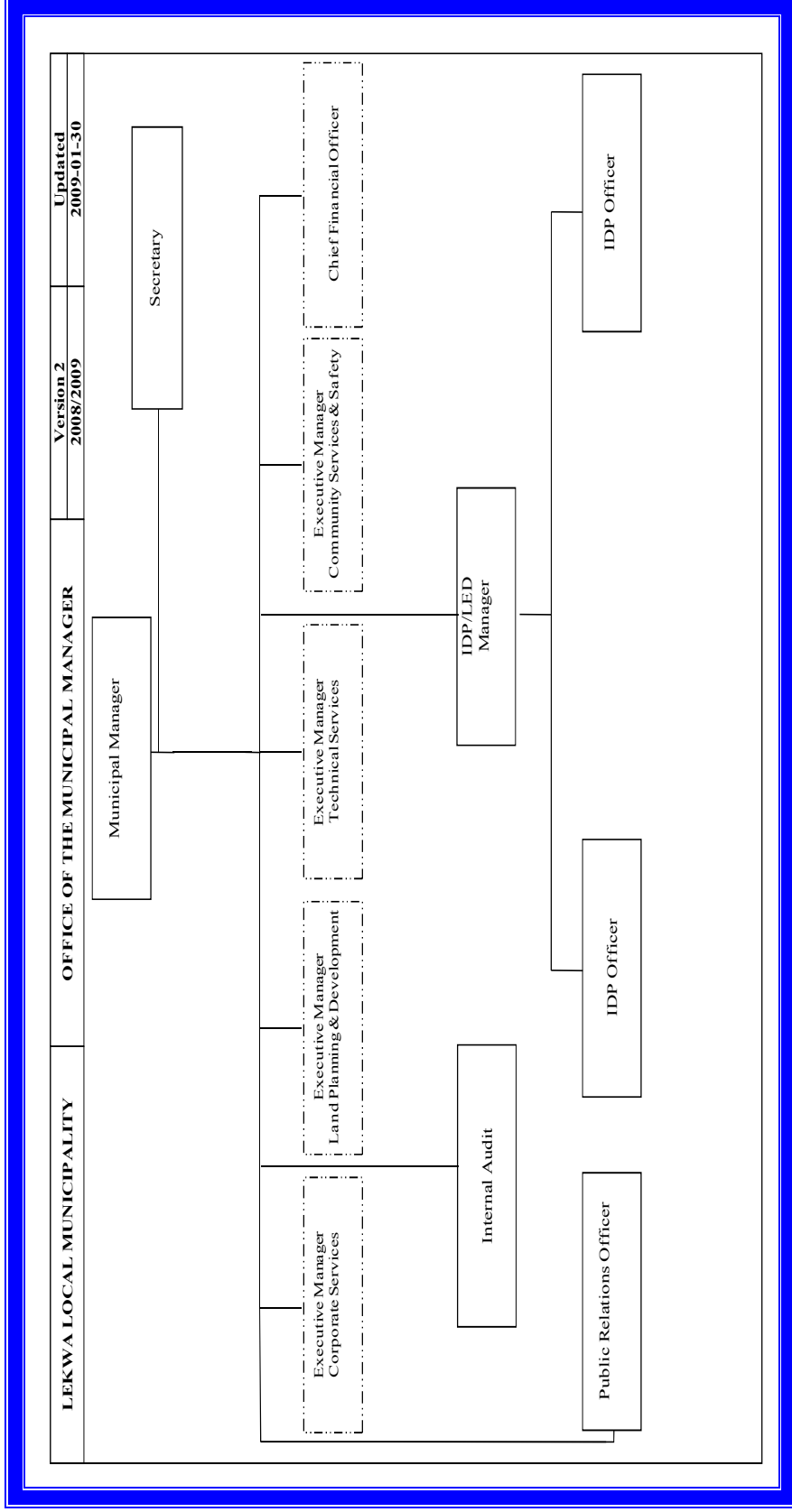
## **2.2 Distribution of Roles and Responsibilities (Internally and Externally)**

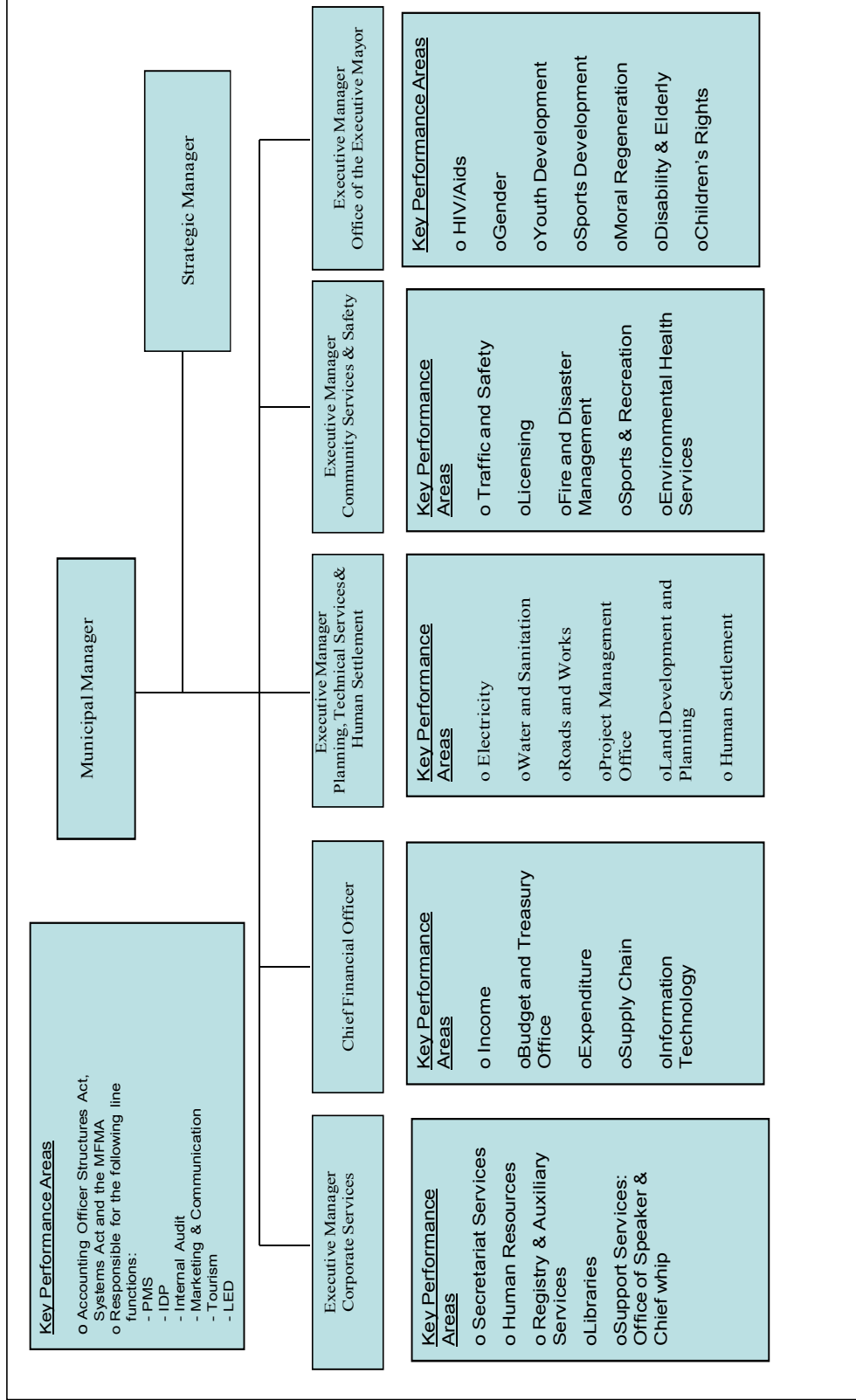
<b>NO.</b>	<b>ROLE PLAYERS</b>	<b>ROLES AND RESPONSIBILITIES</b>
1.	Gert Sibande District Municipality	<ul style="list-style-type: none"> <li>• Horizontal alignment of IDPs between local and district municipalities;</li> <li>• Vertical alignment between district and local municipalities, National and Provincial Governments as well as the service providers;</li> <li>• Facilitate vertical alignment of IDPs with other spheres of government and sector departments and the preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists;</li> <li>• Formulate the District's Process Plan based on the Framework;</li> <li>• Formulate, manage, and approve the District's IDP</li> <li>• Monitor and evaluate the District IDP Process Plan;</li> <li>• Ensure that draft process plans are compiled by local municipalities;</li> <li>• Ensure that the process plans adhere to the Framework as agreed;</li> <li>• Ensure that all municipalities under the district adhere to the Framework in the Framework Plan as agreed;</li> <li>• Co-ordinate the alignment of the district's budget process with the District IDP Process and local IDP Processes.</li> </ul>
2.	IDP Managers Forum	<ul style="list-style-type: none"> <li>• Chairperson: District IDP Manager;</li> <li>• Secretariat: PIMS Staff;</li> <li>• Consist of the seven IDP Managers and representatives on the sector departments;</li> <li>• The IDP Managers Forum will meet bi-monthly to attend to the following issues:                             <ul style="list-style-type: none"> <li>• To co-ordinate technical submission and the compilation of the respective IDP documentation;</li> <li>• Ensure horizontal alignment between the district and local municipalities IDP's; and</li> <li>• Ensure vertical alignment between municipalities, National and Provincial Government.</li> </ul> </li> <li>• Ensure that all reports of the Extended Technical Committees are taken up in the IDP process.</li> </ul>
3.	Sector Departments	<ul style="list-style-type: none"> <li>• Identify an IDP co-ordinator in the Sector Department (knowledgeable persons consistent in the revision process and responsible for all IDP related issues in the District);</li> <li>• Contribute knowledge and ideas about planning issues in the province and sectors;</li> <li>• Contribute relevant information on the provincial sector departments' plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner;</li> <li>• Ensure that their objectives, strategies and projects take various IDP into consideration and adjust their budgets as informed by the various IDPs;</li> <li>• Contribute sector expertise and technical knowledge to the formulation of municipal strategies and projects;</li> <li>• Engage in a process of alignment with district municipalities; and participate in the provincial management system</li> </ul>

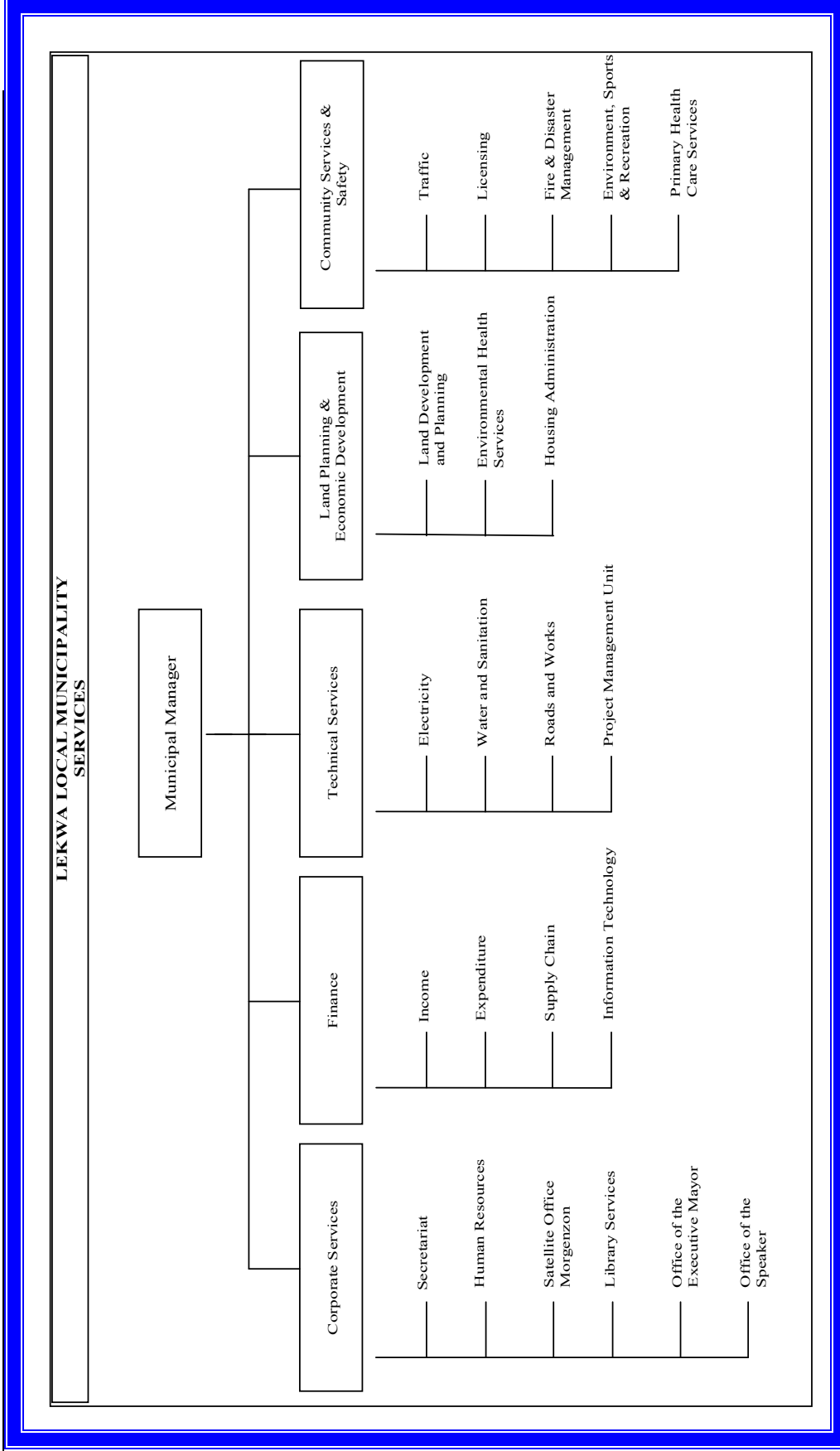


		and co-ordination; <ul style="list-style-type: none"> <li>• Ensure active participation in various Technical Sub-Committees and IDP Extended Technical Committees. Through road shows / Outreach programmes to get community inputs and to provide feedback</li> </ul>
4.	Mayoral Outreach (Izimbizos)	
5.	Ward Committees	<ul style="list-style-type: none"> <li>• Consulted via the Executive Mayoral outreach.</li> <li>• Link the planning process to their wards</li> <li>• Assist in the organizing of public consultation and participation</li> <li>• Ensure that the annual municipal budget and business plans are linked to and based on the IDP</li> </ul>
6.	CBW's / NGO's / CDW's	To provide vital information and support during planning, evaluation, monitoring through the Representative Forum.
7.	Department of Corporate Governance and Traditional Affairs	<ul style="list-style-type: none"> <li>• A representative from the Department will serve as permanent member of the District IDP Extended Technical Committee.</li> <li>• The department will finance to attendance of meetings of the various technical committee meetings by the relevant sector departments;</li> <li>• Will guide provincial sector departments' participation in and their contribution to the municipal planning processes;</li> <li>• Will guide municipalities in assessing draft IDPs and in aligning their sector programmes and budget with the IDP;</li> <li>• Assist in accessing financial grants for IDP process;</li> <li>• Monitor progress of the IDP processes through the district and more specifically the IDP Managers Forum;</li> <li>• Facilitate resolution of disputes related to the IDP;</li> <li>• Organize IDP related-training when required;</li> <li>• Co-ordinate and manage the MEC's assessment / comments of IDPs.</li> </ul>

2.2.1. Lekwa Local Municipality's Organogram (old Organogram now replaced with Organogram on page 26 as approved under Council Resolution A 20 dated 28 May 2009)







## 2.3 INTERGOVERNMENTAL RELATIONS AND DEVELOPMENT

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### PURPOSE:

- Promote, Foster Intergovernmental Relations and sector collaborations
- Facilitate and Support Sports, Arts and Culture
- Facilitate and coordinate Gender, Disability and HIV/AIDS function
- Oversee all the IGR matters
- Disaster mitigation, prevention and management

Section 24 (1) of the Local Government Municipal Systems Act, on the adoption of integrated development plans states 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.

The Municipality is still having a challenge when it comes to integrated planning especially integration of programs and projects from some sector departments from Mpumalanga Provincial Government. The manner in which the private sector is participating in the local municipality planning process also needs to be improved through engagement as prescribed in the Municipal Systems Act.

### 2.3.1 Municipal Audit Committee

The Municipality is sharing audit services concept with at least three local municipalities and the GSDM. The Audit Committee is functioning effectively as envisaged. 3-year Audit Risk Plans in terms of MFMA will be produced by Internal Auditors and these would be reviewed annually. The risk plans should be in terms of the MFMA. Further risk plans also allows the municipality to prioritize its risks into high, medium and low. The high risks are attended to immediately and subsequently the internal controls are strengthened.

With reference to the auditing of Performance Management, the current Audit Committee will be utilised instead of establishing an additional Committee to focus specifically on overall Organisational Performance Audit.

### 2.3.2 Public Participation Strategy

One of the main features about integrated development planning process is the involvement of community and stakeholder organizations in the process. Participation of affected and interested parties ensures that the IDP addresses the real issues that are experienced by the citizens of Lekwa Municipality.

It should however be mentioned that due to the vastness of the Lekwa Municipal area additional efforts should be made to ensure that public participation is meaningful.

#### A. Principles

The democratically elected stakeholders will be involved in the public participation process. However, to improve the effectiveness of the process, it is intended to split the participation in two ways.

- a) Identifying of stakeholders, experts or professional bodies in communities.
- b) Identifying of local representatives on grass-roots level through ward councilors.

The process could follow the following route:

- To identify all relevant participants per sector and per ward to inform them of the IDP processes.
- To nominate councilors responsible for the IDP as well as responsible committees.
- To advertise broadly through the local press for any stakeholders to identify themselves.
- To initiate general consultative meetings of each critical step for the process of the IDP in order to gain fair consensus on the finding.
- To workshop sectoral plans at each critical step, with all relevant local stakeholders per ward through the ward councilors.

The participation strategy will address the following issues:

- Available resources for participation
- Roles of different role-players during the participation process (e.g. ward councilors, the IDP Steering Committee, the IDP Representative Forum, other officials, consultants, etc)
- Appropriate participation tools
- Means of information dissemination
- Means of eliciting and collecting community needs (including documentation of participation inputs)
- Time frames to allow responses, comments, inputs
- Means of encouraging representation of unorganized groups
- Frequency of meetings / workshops
- Appropriate venue for the meetings / workshops
- All efforts will be made to comply with the legal requirements of Public Participation.

### **B. User friendly Participation efforts**

It is important to encourage user-friendly public participation as far as possible. The following will be implemented:

- Suggestion boxes at strategic location;
- Meetings with communities and stakeholders;
- Local press and/or Loud Hailing
- Notices on Municipal Notice Boards
- Notices on Libraries Notice Boards
- Notices in local taxis
- Notices at shopping centre's and popular spots in town
- Regional Radio Services (Ukhozi FM)
- Notices at Post Offices and Police Stations
- IDP Izimbizos/Summit
- IDP Representative Forum

### **C. Stakeholders**

The process that the Lekwa Local Municipality will use in identifying stakeholders that need to be involved in this IDP processes will include the following:

- Public meetings and forums
- Nomination of representatives
- Media - Local Press, Notice boards and Regional Radio Station
- Notices on Notice Boards
- Notices at Police Stations and Post Offices
- Notices at Taxi Ranks and Shopping Complexes

The following list might be used as guideline for identifying of stakeholders and will be altered according to their involvement in the Lekwa area of jurisdiction:

- Various interest groups (all churches, all youth organizations, police forum, etc.);
- Civil society structures (SANCO, LRDC, Burial Society, civics, ratepayers, etc.)
- Tourism sector (Publicity and Tourism Associations)
- Service providers (Eskom, SASOL, Telkom, etc.)
- Labour (Local Labour Associations)
- Private Sector (Farmers Association, Women's Agricultural Union, etc)

- Government: National and Provincial Sector Departments
- Gert Sibande District Municipality
- Provincial IDP Task Team.
- Community Development Workers (CDW's)
- Business Chamber

#### **D. Deadlock Breaking Mechanism**

- The purpose of deadlock breaking mechanisms is to ensure that decisions are based, as far as possible on consensus between civil society, stakeholders and the local authority. In the event of a deadlock, council should make the final decision, but shall submit its reasons for its recommendations to the MEC for local Government with the objections and/or concerns.
- It is important to provide different mechanisms for possible conflicts which may take place between different participants in the preparations of the IDP. Council should however be prepared for every eventuality.

#### **E. Financial Resources and Logistics**

- Funds will have to be allocated to allow for transport of Councillors, IDP Sectoral committee members, unorganized groups and officials to workshop and meetings, which will be held on venues and dates to accommodate the majority.
- The Lekwa Municipality will, as far as possible, make transport available. The Municipal Manager of the Lekwa Local Municipality will assume a leadership role with executive and co-coordinating responsibilities. The Technical and Engineering Department of the Municipality will be responsible for co-coordinating technical work and executing project management responsibilities through the Project Management Unit (PMU).

## **2.4. National and Provincial Planning Frameworks affecting Lekwa LM.**

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There are strategies and policies that hold the three spheres of local government together. These strategies and policies guide and provide a framework for integrated service delivery. The Local Municipality of Lekwa has made efforts to align to the key National and Provincial Strategies;

- **New Partnership for Africa's Development (NEPAD)**
- **National Spatial Development Perspective (NSDP)**
- **The Millennium Development Goals (MDG's)**
- **Provincial Growth and Development Strategy (PGDS)**
- **Accelerated Shared Growth Initiative of South Africa (ASGISA)**
- **Integrated Sustainable Development Rural Strategy (ISDRS)**
- **Land Redistribution for Agricultural Development (LRAD)**
- **Gert Sibande District Municipality Spatial Development Framework**

### **2.4.1. New Partnership for Africa's Development**

The New Partnership for Africa's Development (NEPAD) is a vision and strategic framework for Africa's Renewal. The NEPAD strategic framework document arises from a mandate given to the five initiating Heads of State (Algeria, Egypt, Nigeria, Senegal, and South Africa) by the Organization of African Unity (OAU) to develop an integrated socio-economic development framework for Africa. NEPAD is designed to address the current challenges facing the African continent. Issues such as the escalating poverty levels, underdevelopment and the continued marginalization of Africa needed a new radical intervention, spearheaded by African leaders, to develop a new vision that would guarantee Africa's Renewal.

The primary objectives of NEPAD are as follows:

- To eradicate poverty;
- To place African countries, both individually and collectively, on a path of sustainable growth and development;
- To halt the marginalization of Africa in the globalization process and enhance its full beneficial integration into the global economy; and
- To accelerated the empowerment of women.

The NEPAD priorities are to establish the Conditions for Sustainable Development by ensuring:

- Peace and security;
- Democracy and good political, economic and corporate governance;
- Regional co-operation and integration; and
- Capacity building.

Policy reforms and increased investment need to take place in the following priority sectors:

- Agriculture;
- Human development in health, education, science, technology and skills development;
- Building and improving infrastructure, such as ICT, energy, transport, water and sanitation;
- Promoting diversification of production and exports, particularly with respect to agro industries, manufacturing, mining, mineral beneficiation and tourism; and
- Accelerating intra-African trade and improving access to markets of developed countries.



### **Key Implications for Lekwa Local Municipality**

Cross- border municipalities such as **Thabo Mofutsanyane District Municipality** and **Northern Free State District Municipality** to the South-South West and their LED Strategies should contain practical strategies for feasible twinning projects with the aforementioned Municipalities.

Municipality's LED Strategy should also take into consideration the lessons learnt from the successes and failures that have been applied in the neighboring municipalities in the face of socio-economic and economic challenges.

LED projects identified for the Municipality by the LED Strategy should embark on eradicating poverty, promoting sustainable growth and developing and facilitating the empowerment of women and the poor. The LED Strategy should also promote agriculture, human development, infrastructure development and the diversification of exports.

### **2.4.2. National Spatial Development Perspective (NSDP)**

In endeavoring to achieve the national development vision of a truly united, non-racial, non-sexist and democratic society and in giving effect to the national growth and development objectives, it is inevitable that, due to resource constraints, government will have to make hard choices regarding the allocation of resources between different localities, programmes, spheres and sectors. Policies and principles are some of the tools available to government to provide guidance and direction to those having to make these kinds of difficult decisions in such a way that they do not contradict each other.

A number of initiatives have been launched over the past couple of years, one of which, the National Spatial Development Perspective (NSDP), was launched by the Presidency in May 2003. The NSDP describes the national spatial development vision of government and the normative principles that underpin this vision. The vision and principles serve as a guide for meeting government's objectives of economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities including spatial distortions. In essence the principles are intended to improve the functioning of the state principally to assist government in dealing with the challenges arising from the need to grow the economy and halving unemployment and the social transition (increase in number of households, growth in economically active population, massive migration, social consequences of social changes & social exclusion). The NSDP principles should play an important role in the respective development plans of local and provincial government, namely; Integrated Development Plans (IDP) and Provincial Growth and Development Strategies (PGDS).

Government's national spatial development vision is as follows:

South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives:

- By focusing economic growth and employment creation in areas where this is most effective and sustainable;
- Supporting restructuring where feasible to ensure greater competitiveness;
- Fostering development on the basis of local potential; and
- Ensuring that development institutions are able to provide basic needs throughout the country

The basic principles of the NSDP underpinning this vision are:

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social

transfers, human resource development and labor market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.

- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centers.

The NSDP therefore uses the two crucial notions of need and potential to describe the space economy and thereby frame the parameters within which infrastructure investment and development spending are to be planned. In this sense the NSDP provides a concrete mechanism in terms of which integrated development planning in the local sphere, provincial planning and national spatial guidance can be formally linked in support of national priorities and objectives. The coordinated achievement of national objectives guided by the vision and principles of the NSDP as set out above, however is dependent on:

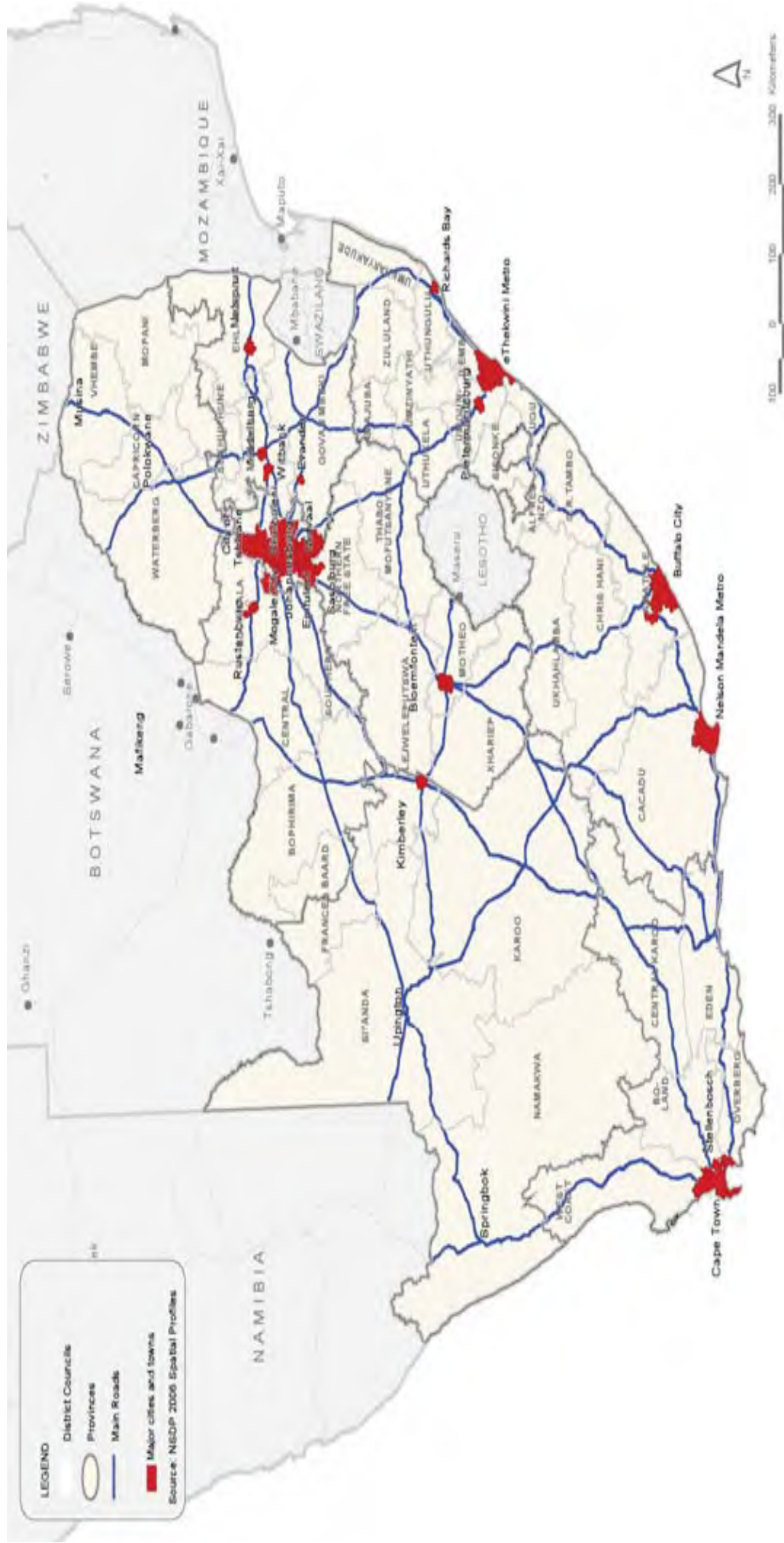
- Awareness of and buy-in to the NSDP vision and its principles by all organs of government;
- The linkage and alignment of the PGDS, IDPs, as well as sectoral, departmental and financial planning in all spheres of government;
- The extent to which the NSDP and its principles find practical manifestation in the PGDS, IDPs and sector department plans;
- Dialogue between spheres and between departments and institutions within spheres on development potential and poverty/need within particular localities;
- Annual comments and reports by organs of government on how their strategies are informed by the NSDP principles and their comments on the spatial narrative and maps in the NSDP.

The NSDP is not a plan but a perspective that acts as a policy co-ordination and indicative planning tool for all spheres of government. It is therefore characterized by an ongoing process of elaboration, refinement and revision that requires input from all three spheres of government. In this regard project teams are currently reviewing and updating the NSDP in three parallel projects:

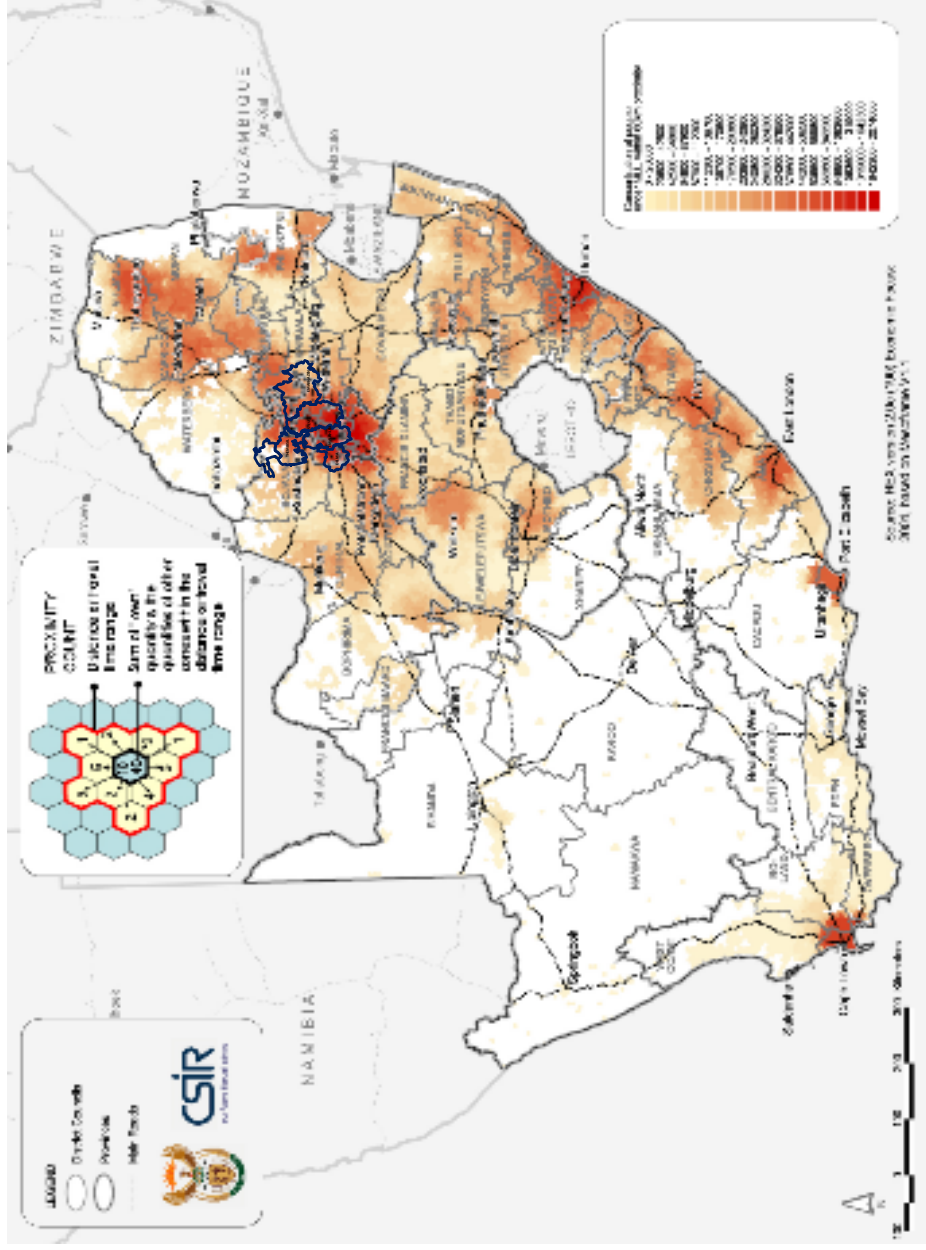
- Key interventions for the harmonization and alignment of IDPs, PGDSs and the NSDP
- Updating Development Potential and
- Monitoring the Space Economy

The following are the National spatial depiction of the National Spatial Development Perspective and Built environment for NSDP. Map: 1&2.

# National Spatial Development Perspective (NSDP)



# National Spatial Development Perspective (NSDP)



**Key implications for Lekwa Local Municipality**

Lekwa Local Municipality forms part of the areas that were spatially designated and distorted, NSDP will assist in bringing investment and growth in the area. The Municipality can be seen as an area of unlimited potential growth as NSDP purports, where providing basic service and grants, human resource development, labour market intelligence is not enough. Municipality's economic and infrastructural development needs to be aligned within the LED strategy. Growing sectors in the Municipality such as the Agriculture and Tourism sectors need to be strengthened to ensure progressive economic development. Investment in these areas needs to be coordinated and integrated with the IDP of the Municipality and form part of the LED programmes identified as part of the LED Strategy.

### 2.4.3. The Millennium Development Goals (MDG's)

The Millennium Development Goals (MDG's) are eight goals to be achieved by 2015 that respond to the world's main development challenges. The MDG's are drawn from the actions and targets contained in the Millennium Declaration that was adopted by 189 Nations and signed by 147 heads of state and governments during the United Nations Millennium Summit in September 2000.

The MDG's are an agreed set of goals that can be achieved if all actors work together and do their part. Poor countries have pledged to govern better, and invest in their people through health care and education. Rich countries have pledged to support them, through Aid, debt relief, and fairer trade.

The 8 MDG's breakdown into 18 quantifiable targets that are measured by 48 indicators

#### **Objective 1: Develop a global partnership for development**

- Address the special needs of the least developed countries
- Develop further an open, rule-based, predictable, non-discriminatory trading and financial system( includes commitment to good governance, development and poverty reduction- both internationally and nationally)
- Address the special needs of landlocked countries and small island developing states
- Deal comprehensively with debt problems of developing countries through national and international measures in order to make debts sustainable in the long run

#### **Objective 2: Eradicate extreme poverty and hunger**

- Reduce poverty by half between 1990 and 2015, proportion of people whose income is less than US\$1 a day
- Halve, between 1990 and 2015, the proportion of people who suffer from hunger

#### **Objective 3: Achieve universal primary education**

- Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling

#### **Objective 4: Promote gender equality and empower women**

- Eliminate gender disparity in primary and secondary education preferably by 2005 and in all levels of education no later than 2015

#### **Objective 5: Reduce child mortality**

- Reduce by two-thirds, between 1990 and 2015 , the under-five mortality rate

#### **Objective 6: Improve maternal health**

- Reduce by three quarters, between 1990 and 2015, the maternal mortality rate

#### **Objective 7: Combat HIV/AIDS, Malaria and other diseases**

- Have halted by 2015, and begin to reverse the spread of HIV/AIDS
- Have halted by 2015, begin to reverse the incidence of malaria and other major diseases

#### **Objective 8: Ensure environmental sustainability**

- Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources
- Halve, by 2015, the proportion of people without sustainable access to safe drinking water
- Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020
- In cooperation with developing countries, develop and implement strategies for decent and productive work for youth
- In cooperation with pharmaceutical companies, provide access to affordable drugs in developing countries
- In cooperation with private sector, make available the benefits of new technology, especially information and communications

#### **Key Implications for Lekwa Local Municipality**

Lekwa is one of the Municipality that adopted the Millennium Declaration and committed to achieving the MDG's by 2015. The municipality has successfully achieved most of the Millennium targets especially those set to be achieved during 2008 as follows;

- Eradication of bucket system by December 2007
- Clean water by 2008
- Decent sanitation by 2010
- Decent housing by 2010
- Electricity by 2012
- Safe roads and storm water networks by 2013

- One stop Government Centre by 2014 (Thusong Centers)
- Waste management and refuse Disposal by 2013
- Half unemployment and poverty by 2014
- Sustainable human settlements and viable communities by 2014

#### 2.4.4. Provincial Growth and Development Strategy (PGDS)

Another important government initiative implemented during the past few years is the Provincial Growth and Development Strategy programme. The Provincial Growth and Development Strategies were compiled within the parameters set by the National Spatial Development Perspective, as well as the Integrated Sustainable Rural Development Strategy as defined by national government.

A PGDS is a “**strategic and integrated provincial development plan that provides direction and scope for province-wide development programmes and projects, within the context of a long-term perspective and taking into consideration resources available and constraints.**” Furthermore, a PGDS provides “**a spatially referenced framework for both public and private sector investment, indicating areas of opportunity and development priorities and enabling intergovernmental alignment.**” In essence then, the Provincial Growth and Development Strategies are aimed at providing strategic directives to District and Local Municipalities in formulating their more detailed Integrated Development Plans (IDPs), and Spatial Development Frameworks (SDF). It is thus essential that the issues and directives emanating from PGDSs’ be compatible with the vision, priority areas, and guidelines of SDFs of local and District municipalities.

Flowing out of a thorough SWOT analysis and identified trends, the Province has identified six priority areas of intervention as part of the PGDS, namely:

- **Economic Development** (i.e. investment, job creation, business and tourism development and SMME development);
- **Infrastructure Development** (i.e. urban/rural infrastructure, housing and land reform);
- **Human Resource Development** (i.e. adequate education opportunities for all);
- **Social Infrastructure** (i.e. access to full social infrastructure);
- **Environmental Development** (i.e. protection of the environment and sustainable development); and
- **Good Governance** (i.e. effective and efficient public sector management and service delivery).

In line with strengthening the intergovernmental planning system and to ensure that there is sustainable growth and development in the province, the PGDS has adopted the following as guiding posts:

- Internationally, the United Nation’s Millennium Development Goals (MDGs); and
- Nationally, the Accelerated and Shared Growth Initiative for South Africa (ASGISA) and the National Spatial Development Perspective (NSDP) of South Africa

#### Key Implications for Lekwa Local Municipality

The Mpumalanga Provincial Growth and Development Strategy aims to address the key developmental and economic challenges in the province.

**Municipal’s Intervention:** In order to align the IDP to the PGDS, the Municipality has identified a number of interventions to support the implementation of the PGDS, evident in the Municipal’s Local Economic Development and Spatial Development Framework sector plans.

#### 2.4.5. Accelerated Shared Growth Initiative of South Africa (ASGISA)

The mandate by the South African government in 2004 to half poverty and unemployment by 2014 resurrected commitment in the public sector delivery trajectory.

Dismal malfunction of the previous highly contentious GEAR to address economic

Backlogs resulted in the formation of a new economic strategy today known as AsgiSA.

The South African government’s AsgiSA aims to guide and improve on the country’s remarkable economic recovery, raising economic growth to 6% and halving poverty and unemployment by 2014. AsgiSA is a micro-economic strategy that strives to accelerate growth. It is a national shared growth initiative that was informed by extensive consultation from all sectors. The two main objectives of AsgiSA include:

- To align its efforts by halving poverty by 50% in 2014; and
- To realize annual growth rates that averages 4.5% or higher between 2005 and 2009 and average growth rate of at least 6% of gross domestic product (GDP) between 2010 and 2014.
- AsgiSA is also informed by the following binding constraints that have been identified as major stumbling blocks to growth and require commitments based on uprooting them:
- Continuous instability and level of currency;
- The cost, efficiency and capacity of the national logistics system;
- Lack of suitably skilled labor amplified by the impact of apartheid spatial patterns on the cost of labor;
- Obstacles to entry, limits to competition and limited new investment opportunities;
- Regulatory environment and the burden on small and medium businesses; and
- Deficiencies on state organization, capacity and leadership.

Interventions responding to the binding constraints include:

- **Infrastructure programmes:** aimed at improving the availability and reliability of infrastructure services in response to rapidly growing demand through the municipal and provincial infrastructure grant programmes;
- **Sector investment (or industrial) strategies:** To promote private-sector investment, sector investment programmes that are identified include tourism, agriculture, manufacturing, mining and business process outsourcing programmes;
- **Second economy interventions:** Government has already initiated interventions to address deep-seated inequalities and target the marginalized poor, to bridge the gap with the Second Economy, and ultimately to eliminate the Second Economy. One key mechanism is to use the leverage of the First Economy to address the Second Economy. This includes leveraging the increased levels of public expenditure through promotion of small businesses, broad-based empowerment and development of Sector strategies;
- **Macro-economic issues:** The development of a new capital expenditure management information system by the National Treasury was recently introduced to address the issue of poor expenditure and budgeting at macro level;
- **Public administration issues:** The focus of this intervention is to realize a people's contract on economic matters, the effective implementation of agreed BEE Charters and leveraging benefits from offsets. On local government and service delivery, focus is placed on addressing the skills problems through Project Consolidate; and
- **Skills and education initiatives:** Skill shortages have been an impediment on infrastructure programmes and private sector investment. The AsgiSA response ranges from medium-term educational interventions to raise the level of skill in areas needed by the economy, to immediate measures to acquire skills needed for the implementation of AsgiSA projects. Programmes identified by AsgiSA to address the skills and education backlog include the QUIDS-UP programme, the Maths and Science (Dinaledi) Programme and the Joint Initiative for Priority Skills Acquisition (JIPSA).

JIPSA is tasked to identify urgent skills needed and to provide feasible, sound and effective remedies. Major remedies include special training programmes, attracting South Africans currently working abroad, bringing back retirees, mentoring and overseas placement of South African trainees to fast track their development and encouraging highly skilled emigrants back into the mainstream employment.

#### **Key Implications for Lekwa Local Municipality**

The repercussions of AsgiSA for Lekwa Local Municipality is that the LED Strategy must strive to encourage existing larger and small businesses (micro-enterprises) to work collectively and share investments. Dormant and emerging businesses in the area should also be included in the major strategic interventions aimed at reviving the economy of the Municipality. Tourism businesses in the Municipality should seek consultation with domestic and international experts as they form a major economic sector in the area.

Scarcity of skilled labor is also problematic for the Municipality. Efforts should therefore be directed towards placement of committed trainees from the Municipal area into strong corporations, allowing them to acquire skills and subsequently work within the Municipality. Skills development efforts also need to form part of every economic, social and environmental initiative. This will permit industries and small businesses to acquire skilled labor, while local communities are groomed in the appropriate skills to take up employment in the area. Intensive training should therefore be the cornerstone for uplifting the communities in the area.



## 2.4.6. Integrated Sustainable Development Rural Strategy (ISDRS)

Countless efforts by the South African government to undertake joint ventures with an assortment of stakeholders had assumed multiple instruments. One of the recent instruments is the ISDRS aimed at enhancing opportunities and well-being of rural people.

ISDRS is defined as a federal policy designed to realize a vision that will “attain socially cohesive and stable rural communities with viable institutions, sustainable economies and universal access to social amenities, able to attract and retain skilled and knowledgeable people, who are equipped to contribute to growth and development”. The ISDRP calls for the progressive coordination and integration of programmes by various government departments and stakeholders to maximize the development of rural communities. This vision is a radical one in that it envisages transformed rural economies, which move away from subsistence economic activities. Local government is the point of delivery and the implementation of the ISDRP. Specifically, the implementation process aims to strengthen the quality of Integrated Delivery Plans (IDPs) and the delivery of these IDPs.

The vision of ISDRP is informed by four elements, which include:

- **Rural development:** going beyond just the poverty alleviation connotation, but focusing on changing rural environments to create enabling platforms for people to earn more and to invest in themselves and their communities. This emphasizes that rural people must be the masters of their own destiny and to survive and improve their own economic packages within their environments;
- **Sustainability:** sustainability evolves from increased local growth, with people enjoying own gains and maintaining available resources for future development;
- **Integrated:** this calls for coherent coordination across traditional sectors in all spheres of government. It requires the Municipal five year plan (IDP) to establish coordination and maintain integration at the municipal sphere; and
- **Rural Safety net:** in responding to the continuous crisis facing rural people, social assistance has been extended to all rural people and the ISDRP is also consolidating that effort.

### Key implications for the Lekwa Local Municipality

It is of critical importance that the LED strategy for the Municipality be tailored towards creating an enabling environment for its people. The LED strategy must comprise a “culture of collectives” with rural youth and young women coming together to work in developmental projects to increase their income and investments and subsequently gaining ownership of local businesses. This will require coherent coordination and interaction among organizations in Lekwa Municipality.

#### 2.4.7. Land Redistribution for Agricultural Development (LRAD)

Land reform encompasses three distinct components, namely the restitution, tenure reform and the redistribution programmes. The redistribution programme, in turn, has different components, or 'sub-programmes', which includes:

**Agricultural Development:** to make land available to people for agricultural purposes;

**Settlement:** to provide people land for settlement purposes; and

**Non-agricultural enterprises:** to provide people land for non-agricultural enterprises, for example eco-tourism projects.

LRAD has two distinct parts. Firstly, LRAD deals with the transfer of agricultural land to specific individuals or groups. Secondly, LRAD deals with commonage projects, which aim to improve people with access to municipal and tribal land, primarily for grazing purposes.

The strategic objectives of the sub-programmes include:

- Contributing to the redistribution of 30% of the country's agricultural land over 15 years;
- Improving nutrition and incomes of the rural poor who want to farm on any scale;
- De-congesting over-crowded former homeland areas; and
- Expanding opportunities for women and young people who stay in rural areas.

#### Key implications for Lekwa Local Municipality

The Agricultural sector in Lekwa Municipality is dominated by private land comprising commercial horticultural and livestock farming and large scale crop farming. In order to expand farming enterprises, land is required. Therefore, the Municipality's IDP and LED needs to advocate the increased availability of land. The lengthy land claims process constrains development in Lekwa Municipality, as up to certain percentage of land is subject to land claims, with land not being able to be developed until the claims have been settled. Land reform elements, therefore, have to materialize in this regard.

#### 2.4.8. Gert Sibande District Municipality Spatial Development Framework

This framework is founded on the 12 Development principles that will act as guidelines for the implementation of the Spatial Development Framework in the District and its implications.

**Development Principle 1:** To actively protect, enhance and manage the natural environmental resources of the District, in order to ensure a sustainable equilibrium between mining and manufacturing, agricultural and forestry, and tourism activities in the District.

**Development Principle 2:** To optimally capitalize on the strategic location of the District by way of strengthening of internal and external linkages within provincial and regional context, via the five key economic strips characterizing the District's economy.

**Development Principle 3:** To functionally link all towns and settlements to one another, through establishing and maintaining a strategic road network.

**Development Principle 4:** To utilize the natural environmental and cultural historic features in the District as anchors and nodes around which, and from which, to promote ecotourism and the conservation of both natural and cultural-historical capital.

**Development Principle 5:** To link the primary and secondary tourism anchors / areas of the District and the Province to one another by way of a tourism / conservation corridor.

**Development Principle 6:** To maximally utilize the mining and manufacturing potential in the District by way of the development of an industrial corridor, supported by the railway network of the District.

**Development Principle 7:** To promote commercial farming and food production within and along the identified commercial agricultural corridors and priority areas.

**Development Principle 8:** To promote forestry within and along the identified forestry corridor and priority areas.

**Development Principle 9:** To facilitate small scale and subsistence farming activities throughout the remainder part of the municipal area.

**Development Principle 10:** To unlock the development potential of existing towns through developing industry specific Special Economic Zones / Economic Clusters throughout the District, in line with the MPISF, the provincial LED Strategy and the identified development corridors:

**Agricultural Clusters** focused on live stock and food processing in Standerton, Bethal, Ermelo and Piet Retief. Secondary Clusters could include Amersfoort, Volksrust and Balfour.

**Forestry Cluster** in Piet Retief.

**Industrial Cluster** focused on mining and manufacturing (especially petro-chemical and textile production). In this respect the TEKS area should be established as the IDZ of the Province specialising in the production of Chemicals. Other “secondary” industrial clusters should be established in Standerton, Ermelo, Thuthukani, Piet Retief, and Bethal. Tertiary Industrial cluster could include Breyten / KwaZenele, Elukwathini / Tjakastad, Fernie, Amsterdam, and Thuthukani.

**Development Principle 11:** To establish a functional hierarchy of towns and settlements in the District, and to ensure equitable access to social infrastructure and the promotion of local economic development by way of Multi Purpose Community Centers (MPCCs).

**Sub-Principle** To help stimulate LED and SMMEs through the establishment of a network of incubators supporting emerging entrepreneurs, located within the proposed MPCCs and Functional Rural Service Centers.

**Development Principle 12:** To consolidate the urban structure of the district around the highest order centers by way of infill development and densification in Strategic Development Areas

To ensure that all communities have access to at least the minimum levels of service as enshrined in the Constitution.

### **Implications / Actions for GSDM:**

- The establishment of a strong, district driven, Environmental Management Unit / Office. The unit should co-ordinate all environmental matters within the District, and be responsible for the formulation and implementation of a District Environmental Management Plan (EMP). The EMP should specifically address mining related issues, as well as the possible symbiotic / complimentary relationship between ecotourism, biodiversity conservation areas, and forestry.
- Co-ordination between the District and Province to ensure that existing Provincial Nature Reserves and Conservancies are consolidated and extended via pro-active management of properties under their respective jurisdiction.
- The thorough maintenance and upgrading of the national and provincial road network constituting the five main transportation corridors in the Gert Sibande District.
- The efficient “branding” of the five corridors through appropriate signage in order to attract more tourist traffic through the area (Establishment of “Theme Routes”).
- Active promotion of rail as transport mode in the district – especially as an alternative to road-trucking of coal in the District.
- Formalisation of the provincial road link between Badplaas and Barberton as a short-cut route to the Lowveld Tourism Precinct.
- The establishment of a strong, district driven, Tourism Unit / Office. The unit should co-ordinate all tourism matters within the District, and be responsible for the development and implementation of a branding strategy, in consultation with the Mpumalanga Tourism Authority (MTA).
- Maintenance and upgrading of the proposed R33 Corridor, and the physical branding of the R33 Corridor as a tourism route, via the use of appropriate road signage, etc.
- As with Development Principle 1, Development Principle 4 will necessitate the establishment of a strong, district driven, Environmental Management Unit / Office.
- Focused approach by the provincial and national departments of Agriculture to promote and enhance subsistence farming in the focus area identified, and to ensure that the local communities within these areas are sufficiently capacitated by way of skills and equipment to maximise the benefits to be derived from this initiative.
- That all successful land claims in the District are supplemented with a support programme in order to ensure that the land is productively utilised in a financially sustainable manner.
- To ensure that valuable agricultural land (and specifically land located within the proposed Primary Tourism Corridor) are protected from other land uses via effective environmental management.

- As with Development Principle 1, Development Principle 5 will necessitate the establishment of a strong, district driven, Environmental Management Unit / Office.
- There should be an active drive towards promoting industrial and retail activity in all the major towns and settlements in the District. The overall objective should be to process from the District (wood, food, minerals etc) as far as possible (add value), before exporting it to the other parts of South Africa.
- In this way the local economy (community) can enjoy the maximum benefit from the resources available in the District.
- As with Development Principle 1, Development Principle 7 will necessitate the establishment of a strong, district driven, Environmental Management Unit / Office, and the formulation of an Environmental Management Plan for mining activities
- All provincial and national service providers should align their service delivery programmes and projects around the proposed MPCC areas as identified in the Gert Sibande District, and in line with the proposed hierarchy of service centres. This alignment should be achieved via the District IDP Technical Committee and the Representative Forum.
- In the IDP and Budgeting Processes a distinction can/should be made between the Service Upgrading Priority Areas in the rural parts of the municipality versus those located in the urban areas in order to ensure that funding is dedicated to both types of area.
- In and around the major nodes and corridors, a portion of funding allocated should also be towards promoting economic growth and job creation, and not only on meeting basic needs in order to ensure that the inherent/latent economic potential within the district is optimally utilised.
- Each Local Spatial Development Framework process in the Gert Sibande District should focus on two aspects:
- Incorporating the District Directives as contained in the District SDF into the Local Spatial Development Frameworks
- Compiling more detailed precinct plans for each town/settlement in the District which are aligned with the Development Principles as contained in the Development Facilitation Act

### **3. SECTION C: IN-DEPTH SITUATIONAL ANALYSIS OF THE DEVELOPMENT WITHIN THE MUNICIPALITY CONCLUDING WITH SUMMARY OF PRIORITY ISSUES**

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This section covers the economic overview of the Lekwa Local Municipality. To arrive at sound conclusions the LLM is analyzed from a number of perspectives. Key among these is its demographic, development and economic profiles. Also, in order to develop and understanding of the trends as well as insights to the key drivers behind them, the analysis takes a 5-10 year review of the LLM.

#### **I. Methodology**

The current version of the economic situational analysis was conducted mainly through secondary research and this involved a review of existing data, information and analysis. Limited primary research is expected to form part of the ensuing phases of the project, but will only be conducted to fill critical gaps in the secondary research.

#### **II. Sources of Data**

Effective development strategies are, out of necessity, derived from sound information among other things. Access to data and establishment of its veracity is a costly exercise both in terms of time and money. Available data, its accuracy and integrity are often subject of serious contested between and among statisticians, scholars, development practitioners, government officials and politicians. Bearing this in mind, and in preparation of this report three main sources of data were used namely;

- **Statistics South Africa (both census 2001 and Community survey 2007);**
- **DWAF- Dir. WS Macro Planning & Information System Jul 2008**
- **Global Insight's Regional Explorer 388 (Version 2.2b)**
- **Statistics SA Consumer Survey 2007**
- **Mpumalanga Integrated Spatial Development Framework**
- **Existing government reports (district, province and national)**

The data from the various sources is also compared in order to establish the extent and significance of variation. In instances where variations are found to be significant, the data from Statistics South Africa (SSA) is given preference. It is also important to stress that, in preparation of this analysis no attempt was made to subject the data to further testing or verification. The analysis therefore does not vouch for the accuracy of any of the data sets. Errors, be they assumptive or methodological are those of the source. As a case in point, the SSA, in its cautionary note, states that, *"No reliance should be placed on numbers for variables broken down at municipal level (i.e. age, population group etc.). However, the aggregated total number per municipality provides more reliable estimates"* (2007).

#### **III. Constraints of the Analysis**

The obvious limitation of secondary research is its dependence on available data and information. The extent to which data may be unavailable, inaccessible or inaccurate has a direct impact on the meaningfulness of the conclusions drawn there from. While this report is not completely insulated from this weakness, effort and care has been taken to exclude remarks or conclusions where data is available but could not be accessed at the time of writing.

### 3.1. Demographic Profile

The Lekwa Local Municipality (Lekwa) has a population of about 118854, representing approximately 12% of the Gert Sibande District. It comprises of about 11 communities and approximately 26709 households. The area is primarily consisted of urban residential settlements, significant farmland communities and quite significant industrial communities in different areas and town across the municipalities. The municipality span over an area of 4 868 km<sup>2</sup> which equates to 15% of the overall Gert Sibande District. The average density of the region is 29.35persons/km according to the GSDM

The main areas are concentrated around Standerton, Stanwest, Extensions 6 & 7, Meyerville, Rooikoppen, Sakhile, Azalea and Stanfield Hill, where the major industries are also concentrated. Other major areas include Thuthukani, Sivukile, and Morgenzon in the outlying areas of Lekwa.

**Table 1 Lekwa Settlement Summary**

Name	Population				Households			
	Urban Formal Town	Industrial	Farming	Grand Total	Farming	Industrial	Urban Formal Town	Grand Total
Azalea	392			392			88	88
Azalea Ext 1	4882			4882			1097	1097
Early Bird Farm			289	289	65			65
Meyerville	4098			4098			921	921
Morgenzon	1780			1780			400	400
Rooikoppen	15005			15005			3372	3372
Rural Lekwa			16150	16150	2523			2523
Sakhile	27020			27020			6072	6072
Sakhile Ext 5	908			908			204	204
Sakhile Ext 6	841			841			189	189
Sivukhile	890			890			200	200
Sivukhile Ext 1	1562			1562			351	351
Sivukhile Ext 2 & 3	3791			3791			852	852
Sivukhile Ext 4	1313			1313			295	295
Standerton	8281			8281			1861	1861
Standerton Ext 1		650		650		146		146
Standerton Ext 3	2812			2812			632	632
Standerton Ext 4	5264			5264			1183	1183
Standerton Ext 6	12433			12433			2794	2794
Standerton Ext 7	3689			3689			829	829
Stanfield Hill	1268			1268			285	285
Thu-Thukani	5536			5536			1244	1244
<b>Grand Total</b>	<b>101765</b>	<b>650</b>	<b>16439</b>	<b>118854</b>	<b>2588</b>	<b>146</b>	<b>22869</b>	<b>25603</b>

[Source: DWAF- Dir. WS Macro Planning & Information System Jul 2008 (R.Dreyer)]

**Table2. Lekwa Population by Ward**

DESCRIPTION	POPULATION Stats SA 1996	POPULATION Stats SA 2001	POPULATION SDF 2007	POPULATION DWAf 2008
Ward 1	5930	6796	7340	7822
Ward 2	3971	4551	4915	5238
Ward 3	8420	9650	10422	11106
Ward 4	4042	4632	5003	5332
Ward 5	5277	6048	6531	6961
Ward 6	4013	4599	4967	5293
Ward 7	5898	6759	7300	7780
Ward 8	3602	4128	4458	4751
Ward 9	13271	15209	16426	17505
Ward 10	6573	7533	8136	8670
Ward 11	6816	7811	8436	8991
Ward 12	7561	8665	9358	9973
Ward 13	10789	12365	13354	14231
Ward 14	3942	4518	4879	5200
<b>Total</b>	<b>90105</b>	<b>103265</b>	<b>111525</b>	<b>118854</b>

[Source: Ward Composition Stats SA 1996, Totals - Stats SA 2001, Totals 2007 – Revised Spatial Development Report 2008, Totals 2008 - DWAf- Dir. WS Macro Planning & Information System Jul 2008]

**Table 3 Lekwa Population by Gender**

Ward	1996		2001		2007		2008	
	Male	Female	Male	Female	Male	Female	Male	Female
1	2829	3101	3242	3554	3501	3839	3731	4091
2	1878	2093	2153	2398	2325	2590	2478	2760
3	4050	4370	4642	5008	5013	5409	5342	5764
4	1912	2130	2191	2441	2366	2637	2522	2810
5	2485	2792	2848	3199	3076	3455	3278	3682
6	1914	2099	2194	2405	2369	2598	2525	2768
7	2778	3120	3184	3576	3438	3862	3664	4116
8	1704	1898	1953	2175	2109	2350	2247	2504
9	6781	6490	7772	7437	8394	8032	8945	8560
10	3070	3503	3518	4015	3799	4336	4049	4621
11	3912	2904	4484	3328	4842	3594	5161	3830
12	3962	3599	4541	4125	4904	4455	5226	4747
13	5481	5308	6281	6083	6784	6570	7230	7002
14	1924	2018	2205	2313	2381	2498	2537	2662
<b>Total</b>	<b>44680</b>	<b>45425</b>	<b>51206</b>	<b>52059</b>	<b>55302</b>	<b>56223</b>	<b>58936</b>	<b>59918</b>

[Source: Ward Composition Stats SA 1996, Totals - Stats SA 2001, Totals 2007 – Revised Spatial Development Report 2008, Totals 2008 - DWAf- Dir. WS Macro Planning & Information System Jul 2008]

### 3.2. Economic Profile of Lekwa

- The economic profile is directly related to the development prospects, affordability of services and projected water use. It is therefore important to assess the overall economic situation and development prospects before determining specific water services development actions. In this regard, it may be useful for the drafting team to consult other sectoral plans to identify crosscutting issues and implications before starting with water specific planning.

**Table 4 Lekwa Income Category by Population**

	Population	HH
No income	55357	3992
R 1 - R 400	18472	2421
R 401 - R 800	8641	5041
R 801 - R 1 600	14326	5242
R 1 601 - R 3 200	6167	4042
R 3201 - R 6 400	5430	2341
R 6 401 - R 12 800	4777	1547
R 12 801 - R 25 600	1144	686
R 25 601 - R 51 200	327	167
R 51 201 - R 102 400	141	58
R 102 401 – R 204 800	0	45
R204801 and more	81	22
Other	1480	0
Institutions	2509	0
<b>Total</b>	<b>118854</b>	<b>25603</b>

[Source: Population - Statistics SA Consumer Survey 2007, Household Total - Revised Spatial Development Report 2008 Table 8]



**Table 5 Lekwa State of HDI, GINI Coefficient and Poverty Rates**

	Human Development Index (HDI)			Gini Coefficient			% people living in poverty		
	1996	2001	2007	1996	2001	2007	1996	2001	2007
Lekwa	0,53	0,55	0,55	0,57	0,62	0,65	37,5%	48,8%	48,0%

[Source: Lekwa IDP 2009/10 Table 4, from the Global Insight: Regional eXplorer 388 (2.2b)]

**Table 6 Lekwa Annual household's income per ward**

Ward	No income	R1 – R4 800	R4 801 – R 9 600	R9 601 – R 19 200	R19 201 – R38 400	R38 401 – R 76 800	R76 801 – R153 600	R153 601 - R307 200	R307 201 – R614 400	R614 401 –R128 800 000	R128 801 000 – R2 457 600	R2 457 601 - More	NA
1	407	153	455	520	432	203	41	6	1	1	5	3	1
2	321	123	379	383	328	209	41	6	2	0	0	1	0
3	448	123	347	422	306	100	23	3	1	3	0	0	0
4	362	200	278	368	377	207	107	28	7	1	3	3	0
5	279	42	274	270	263	95	25	7	2	1	0	0	0
6	420	195	444	451	296	92	20	4	0	0	0	0	0
7	510	233	356	430	209	39	2	0	1	1	2	0	0
8	90	16	114	124	173	226	254	137	17	7	1	2	2
9	383	459	858	802	294	57	42	23	9	3	0	1	0
10	60	147	211	193	222	234	272	173	51	12	14	2	13
11	76	78	87	111	227	471	529	249	41	20	6	6	6
12	202	212	376	461	430	312	99	25	14	4	2	1	0
13	114	319	548	496	234	78	91	25	16	3	8	0	0
14	403	168	419	321	133	62	29	6	4	0	1	0	4
<b>Total</b>	<b>4075</b>	<b>2468</b>	<b>5146</b>	<b>5352</b>	<b>3924</b>	<b>2385</b>	<b>1575</b>	<b>692</b>	<b>166</b>	<b>56</b>	<b>42</b>	<b>19</b>	<b>26</b>

[Source: Lekwa IDP 2008-2011 – Table 9]

**Table 7 Lekwa Employment Profile by Wards**

Ward	Employed	Unemployed	Not Economically Active
1	1937	1398	2075
2	1600	1282	1794
3	1418	1149	1660
4	1814	978	1477
5	942	1160	885
6	1512	1463	1561
7	1314	1156	1065
8	1406	366	1095
9	3267	2066	2933
10	2057	337	1263
11	2657	440	2027
12	2748	1160	1879
13	2853	1217	2533
14	1066	1114	1993
<b>Total</b>	<b>26591</b>	<b>15 286</b>	<b>24 240</b>

[Source: Lekwa IDP 2008-2011 – Table 10]

**Table 8 Lekwa Social Grants by Gender**

Population Group	Male	Female	Total
Old age pension	1676	3195	4871
Disability grant	1290	905	2195
Child support grant	6544	9324	15868
Care dependency grant	156	0	156
Foster care grant	0	0	0
Grant in aid	0	0	0
Social relief	0	0	0
Multiple social grants	0	79	79
Not Applicable	47679	48021	95700
<b>Total</b>	<b>57344</b>	<b>61524</b>	<b>118854</b>

[Source: Statistics SA Consumer Survey 2007 (adjusted to DWAF 2008 Totals)]

- Various elements in the definition of poor households including HDIs, and other measure like the Gini coefficient may be considered. In comparison the HDI for Lekwa (0.55) is reported equal to or above that of Mpumalanga (0.53) and the national average (0.60). Most notable however from the IDP analysis is that the index has not improved in the last 7-8 years in relation to measures like life expectancy, literacy and income. The Gini coefficient on the other hand

shows that levels of income inequality have rather exacerbated. It is not very clear why this might be the case in Lekwa but a distinction can be made that while some areas have been develop in the past couple of years, other have remained largely unchanged especially in the greater rural communities of the municipality. [Source: Lekwa IDP 2009/10]

- Across the Gert Sibande District, DWAF recommends the income consideration thresholds for poor household definition to be any household earning less than R800 per month.
- Although Lekwa LM has an indigent policy in place, which is used as a basis for consideration of the indigent poor household definition in Lekwa. Several social and economic circumstances are taken into account yet the administration of this policy remains a challenge.
- By observing the table above we can see that a significant portion of approximately 23154 of the population (19.5%) are already social grant recipients in the various categories as indicated. This alone bears significant weight when accounting for poor household definition. In an area with such low levels of unemployment, this figure also becomes significant in all income declarations as observed under income categories.
- Key observations on income indicate
  - More than 55000 people (46%) are unemployed
  - Including the above, approximately 73829 people (62%) of the total population earn less than R400pm
  - Including the above, approximately 82470 people (69%) of the total population earn less than R800.

### 3.2.1. Present population and projected population growth rates

**Table 9 Lekwa Population trends growth projections**

Population	Benchmarks	Estimated Population	Source
1996	90105	90105	Stats SA 1996
1997	+2.66%	92502	
1998	+2.66%	94899	
1999	+2.66%	97295	
2000	+2.66%	99692	
2001	+2.66%	102089	
2002	+2.66%	104486	
2003	+2.66%	106883	
2004	+2.66%	109279	
2005	+2.66%	111676	
2006	+2.66%	114073	
2007	+2.66%	116470	
<b>2008</b>	<b>118854</b>	<b>118854</b>	<b>DWAF 2008</b>
2009	+2.66%	121251	
2010	+2.66%	123648	
2015	+13.30%	135632	
2020	+13.30%	147616	

Source: As quoted, manipulated from trends observed from the different data sources.

### 3.2.2. Effective Growth Rate – 2.66% per annum

Demographic trends and migration patterns

**Table 10 Lekwa Demographic Trends & Migration**

	Permanent resident population	Peak Daily Labour Migration		Peak Long-Term Labour Migration		Permanent population changes		Holiday Population
		Out (-)	In (+)	Out (-)	In (+)	Out (-)	In (+)	
Population growth	118854	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Migration	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Disease	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Other social aspects	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown

Migration trends are not observed by the municipality. The unavailability of such migration observations would not make it feasible to determine peak and permanent population changes.

The municipal officials noted that a significant population has been migrating to other urban municipalities including Lekwa’s urban environment in pursuit of jobs and better quality services.

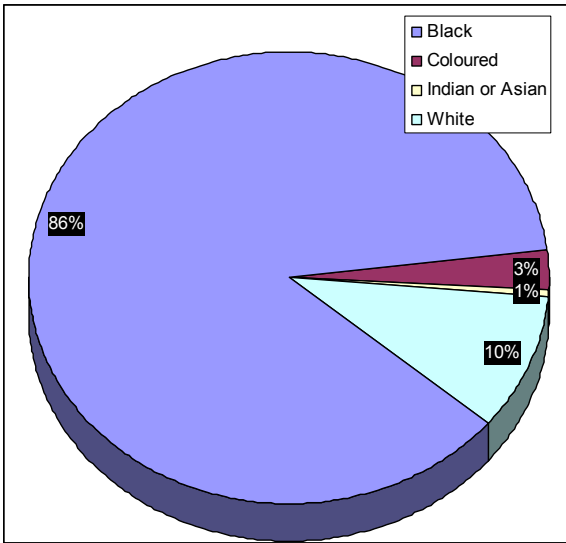
### 3.2.3. Age and gender Profile

The age and gender profile of the various communities may be indicative of the development needs and socio-economic status.

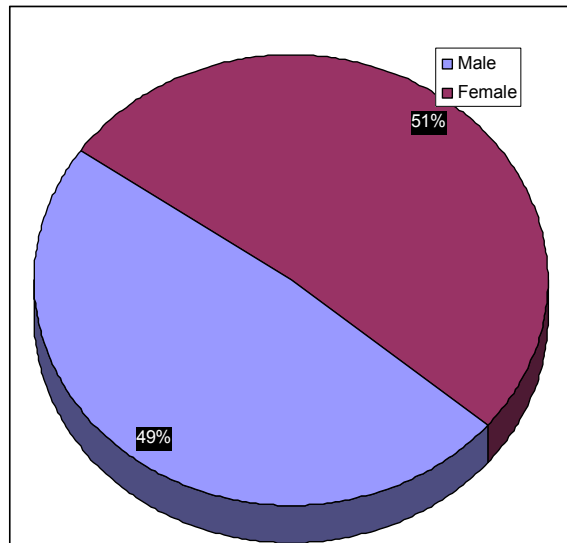
**Table 11 Lekwa Age and Gender Profile**

CURRENT CONSUMER PROFILE									
	Black		Coloured		Indian or Asian		White		Total
Age	Male	Female	Male	Female	Male	Female	Male	Female	Total
0 - 4	5300	6418	0	0	0	39	336	421	12515
5 - 9	4904	5693	215	219	0	44	286	166	11527
10 - 14	5587	6187	0	210	70	0	739	553	13347
15 - 19	5210	4697	219	164	0	74	1021	936	12322
20 - 24	5398	5127	5	0	73	0	347	258	11209
25 - 29	3711	4560	226	213	4	0	107	190	9010
30 - 34	3877	4664	218	217	70	70	436	498	10050
35 - 39	3529	3143	211	73	0	70	436	428	7891
40 - 44	2774	3122	141	70	70	0	413	839	7430
45 - 49	3746	2988	0	76	0	0	652	95	7557
50 - 54	2072	1699	146	143	0	0	16	12	4089
55 - 59	1470	2327	72	70	74	0	342	334	4689
60 - 64	854	819	73	70	0	0	7	244	2067
65 - 69	905	588	0	70	0	0	331	261	2156
70 - 74	436	361	0	140	0	0	258	274	1469
75 - 79	155	588	0	0	0	0	93	30	866
80 - 84	76	78	0	0	0	0	8	119	280
85 +	132	213	0	0	0	0	4	33	381
<b>Total</b>	<b>50137</b>	<b>53272</b>	<b>1526</b>	<b>1736</b>	<b>363</b>	<b>299</b>	<b>5831</b>	<b>5690</b>	<b>118854</b>

Source: Statistics SA Consumer Survey 2007, (adjusted to DWAF 2008 Totals)]



Figure\_ 1.1.1.5.a Showing Race



Figure\_ 1.1.1.5.b Showing Gender

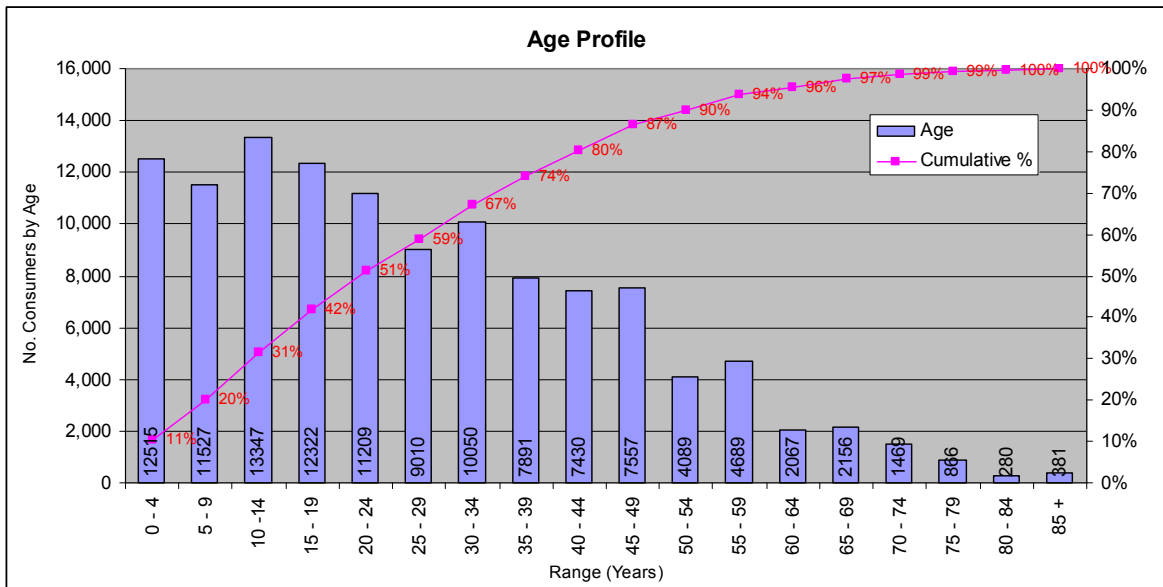


Figure Showing Age Profile

### 3.3. Future Trends and Goals (Demographics)

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#### Consumer Profile

- Approximately 85% of the population is settled in urban areas and less than 15% in rural areas.
- In terms of household settlements, the figure is slightly higher at 89% Urban and less than 11% Rural.
- The average household density across Lekwa LM is 4.5 persons per household. (This figure was adopted as a universal value across the municipality as there are no detailed density reports available)

#### Population and projected population growth rates

- The effective growth rate was determined to be approximately 2.66% per annum.
- The future growth rate is not expected to change significantly from the current rate
- At a rate of 2.66 growths per annum, it is expected that the population will have grown to more than 135,000 people by 2015 and up to more than 147,000 people by the year 2020.

#### Demographic trends and migration patterns

- Migration trends are not observed by the municipality. The unavailability of such migration observations would not make it feasible to determine peak and permanent population changes.
- The municipal officials noted that a significant population has been migrating to other urban municipalities including Lekwa's urban environment in pursuit of jobs and better quality services.

#### Age and gender Profile

- Approximately 86% of the population is black by race
- There seems to be a balanced representation of male and female gender, though this view is a baseline from 2001 data. It is expected that this would have changed a bit by the year 2008.
- A 59% majority of the Age population is below the 30 years, where a much larger representation of the population 80% is expected to be below 45 years.

#### Strategic Gap Analysis (Demographics)

Comments on the evaluation of statistics provided for all elements under Future trends and goals.

#### Implementation Strategies (Demographics)

- Basic Services
- Service Level associated with economic and population growth
- Effective water resource management
- Social and environmental (health) issues
- Effective management
- Strategies to close gaps

### 3.4. HEALTH

#### Situation Assessment (Health)

##### Health Profile

Table 12 The WSA is responsible for the provision of primary health services which include the sampling and testing of water.

	Facilities				Water Quantity	Water Related diseases (probability)	Access to sanitation	Lack of adequate sanitation and prevalence of water-borne diseases
	No of Facilities	Types of Facilities	Location	Accessibility				
Lekwa	1	Hospital	Urban	Good	Adequate	Low	Adequate	N/A
	7	Clinics	Urban / Rural	Good	Adequate	Low	Adequate	N/A

#### Future Trends and Goals (Health)

Table 13 Health Profile

Area	Time frame	Total consumers	Number of consumers affected by							
			Water related disease			Skin effects	Teeth effects	Taste effects	Pipe corrosion	Water colour
			Diarrhoea	Cholera	Bilharzia					
Urban	-	101765	-	-	-	-	-	-	-	
Rural	-	17089	-	-	-	-	-	-	-	
Total		118854	-	-	-	-	-	-	-	

#### Strategic Gap Analysis (Health)

##### Implementation Strategies (Health)

To ensure compliance with the requirements of this section, the Municipality needs to ensure that the following requirements are noted:-

- Detailed water quality tests records must be kept for all the events, locations, frequency, results, analysis and recommendations
- Strategies must develop to address unsafe use of water and attention to sanitation needs. This is a function that requires engagement with the Water and Sanitation department's plans for water and sanitation development
- Emergency plans and procedures must be put in place against dangerous consumption of water resources and possible disease outbreaks as a result of living conditions
- The municipality needs to increase the frequency and effectiveness of education campaigns on health, water and sanitation in the present circumstances where no services are provided. These programmes would need to be tailored specifically to address the current challenges facing the local municipality. I.e. handling raw water, water consumption from rivers, water from boreholes, sanitation and grey water education and disease control and emergency procedures.

- Establish a reporting system to escalate the extent or seriousness of issues coming out from the reports i.e. diseases control, alerting levels of pollution etc.
- Provision of Primary Health Care (The main thrust of the Department of Health has been to improve access to health care through the PHC approach. Focus has been on the following priority programs: Immunization of children under five, women's health, life skills for teenagers and prevention of TB.)
- Hygiene education and the wise use of water are taught in all schools

### 3.5. EMPLOYMENT AND INCOME

#### Situation Assessment (Employment and Income)

##### Employment Profile

The status and type of employment indicates the nature of household income and income security. It also indicates the ability of the community to pay for services rendered. It can also be a useful tool which the Municipality can use to plan or provide for adequate resources to attend to cost recovery measures. The following tables summarise the employment profiles of the settlements within the Municipality.

**Table14 Employment Profile**

Ward	Employed	Unemployed	Not Economically Active
1	1937	1398	2075
2	1600	1282	1794
3	1418	1149	1660
4	1814	978	1477
5	942	1160	885
6	1512	1463	1561
7	1314	1156	1065
8	1406	366	1095
9	3267	2066	2933
10	2057	337	1263
11	2657	440	2027
12	2748	1160	1879
13	2853	1217	2533
14	1066	1114	1993
<b>Total</b>	<b>26591</b>	<b>15 286</b>	<b>24 240</b>

[Source: Revised Spatial Development Report 2008 – Table 10]

##### Household income

A key constraint in planning for infrastructure delivery is household affordability. Knowing the existing situation regarding household incomes is a key part to understanding consumers' affordability levels. These levels should be taken into account when setting service level targets.

The key element of the WSDP is the assessment of affordability of the service to consumers. In order to adequately understand affordability, typical monthly bills need to be assessed against what people are earning. This needs to be looked at in terms of how the Equitable Share will be allocated and what the indigents policy of the municipality is. It should be noted that the overall total municipal bill which includes



all municipal services and rates (i.e. not just water and sanitation) for low income earners should not be greater than about 10 percent of income.

**Table 15 Household income**

Settlement type	Number of <b>Persons</b> with monthly income of:					Affordability			
	< R400	R401 to R800	R801 To R1600	R1601 to R3200	> R3200	Water		Sanitation	
						Typical monthly Water Bill	Avg % of monthly income	Typical monthly Water Bill	Avg % of Monthly Income
Lekwa	73829	8641	14326	6167	11900	<R25	+/- 6.25%	<R5	+/- 1.25%

Municipal bill inclusive of all municipal services and rates for low income earners should not be greater than 10% of income.

The Equitable share provision of R85 in favour of indigent recipients that the municipality provides would adequately cover the required provisions for water and sanitation needs, provided these services also do not exceed the 10% of income threshold.

### 3.6. ECONOMICS

#### Situation Assessment (Economics)

Economic sectors, GGP contribution and employment

Table 15 Industrial Economic Sectors and Employment

Sector	Number employed	Percentage of Total
Agricultural related work	7 838	28.20%
Mining, Quarrying	1 170	4.20%
Private households	4 332	15.60%
Manufacturing	2 481	9%
Community services	4 725	17%
Electricity, gas and water	1 133	4%
Construction	1 188	4.30%
Business service	1035	3.70%
Wholesale and retail	3 239	11.70%
Transport & communication	638	2.30%
<b>TOTAL</b>	<b>27 779</b>	<b>100%</b>

Source: Lekwa IDP 2008-2011

The economic landscape is largely unknown and the little know about within the municipality is dependant on old and obsolete data. The current IDP reports contain certain variables linked to employment within the municipality in as far as sectoral decomposition. This information indicates that Lekwa is predominantly an agricultural industry at 28.2%, private household employment as a primary industry at 15.60% with Wholesale and Retail industries at 11.0% contribution to employment.

Economic trends

**Table 16 Economic Contribution to Gert Sibande District**

	Lekwa LM	Gert Sibande District	Percentage of District (%)
Gross Product GVA (R)	40 262	282 775	14.2%
Mining and Quarrying (Tons)	173 435	4831979	3.5%
Manufacturing – Labour Intensive [R. 000]	107 693	11 465 574	0.9%

Source: GSDM IDP 2008, Tables 18,19,20 from the Global Insight: Ricon (Pty) LTD. Regional Economic Explorer Version 2.0C

### Future Trends and Goals (Economics)

In order fully comprehend the economic development trends and goals within Lekwa, The municipality's initiatives are aligned with those of the Accelerated Shared Growth Initiative of South Africa (ASGISA). A summary of these key initiatives are documented in the Lekwa IDP 2009/10:

- To align its efforts by halving poverty by 50% in 2014; and
- To realize annual growth rates that averages 4.5% or higher between 2005 and 2009 and average growth rate of at least 6% of gross domestic product (GDP) between 2010 and 2014.
- AsgiSA is also informed by the following binding constraints that have been identified as major stumbling blocks to growth and require commitments based on uprooting them:
  - Continuous instability and level of currency;
  - The cost, efficiency and capacity of the national logistics system;
  - Lack of suitably skilled labour amplified by the impact of apartheid spatial patterns on the cost of labour;
  - Obstacles to entry, limits to competition and limited new investment opportunities;
  - Regulatory environment and the burden on small and medium businesses; and
  - Deficiencies on state organization, capacity and leadership.

#### Key Implications for Lekwa Local Municipality

- The repercussions of AsgiSA for Lekwa Local Municipality is that the LED Strategy must strive to encourage existing larger and small businesses (micro-enterprises) to work collectively and share investments.
- Dormant and emerging businesses in the area should also be included in the major strategic interventions aimed at reviving the economy of the Municipality.
- Tourism businesses in the Municipality should seek consultation with domestic and international experts as they form a major economic sector in the area.
- Scarcity of skilled labour is also problematic for the Municipality. Efforts should therefore be directed towards placement of committed trainees from the Municipal area into strong corporations, allowing them to acquire skills and subsequently work within the Municipality.
- Skills development efforts also need to form part of every economic, social and environmental initiative. This will permit industries and small businesses to acquire skilled labour, while local communities are groomed in the appropriate skills to take up employment in the area. Intensive training should therefore be the cornerstone for uplifting the communities in the area.

Another economic related strategy is the national Integrated Sustainable Development Rural Strategy (ISDRS), which is enabled through the Local Economic Development strategy at local municipality level. The strategy focuses on creating an enabling environment for its people. The strategy intends to comprise a "culture of collectives" with rural youth and young women coming together to work in developmental projects to increase their income and investments and subsequently gaining ownership of local businesses. This would require coherent coordination and interaction among organizations in Lekwa Municipality [Source: Lekwa IDP 2009/10]

Other economic related strategies include the national Land Redistribution for Agricultural Development (LRAD), which is also enabled through the Local Economic Development strategy at local municipality level. This strategy focuses on expanding farming enterprises. The Agricultural sector in Lekwa Municipality is dominated by private

land comprising commercial horticultural and livestock farming and large scale crop farming. This dimension requires increased availability of land to the majority of people in the municipality, hindered by a constrained land claims process, as significant portions of land is subject to land claims and not being to be developed until settlement is reached. [Source: Lekwa IDP 2009/10]

## Consumer debt in the municipality

Municipal IDP Report 2007 – 2011 indicates that there is an increasing consumer debt in the municipality. The debts statistics in the municipality for various years shows the following trend:

<b>2004</b>	<b>R 70 784 603</b>
<b>2005</b>	<b>R 94 269 680</b>
<b>2006</b>	<b>R 107 134 350</b>
<b>2007</b>	<b>R 126 749 678</b>
<b>2008</b>	<b>R159 745 968</b>
<b>2009</b>	<b>R208 037 966</b>

It must however be highlighted that our billing system has a number of challenges. There are a number of accounts that are incorrect and have to be corrected by way of journal entries. Indigent accounts that have huge outstanding balances are also a major challenge at the moment. Provision has been made on the Bad Debt Reserve Fund to allow for the writing off of debt that will not be recoverable. Council has also resolved to stop the charging of interest on indigent accounts as this is adding over two million rand per month onto our outstanding debtors' book and this is creating the wrong impression. An audit of all water and electricity meters is currently being undertaken to correct our billing data base and billing cycle. Free basic services will in future only be provided to indigent households. The indigent grant is currently R200 per month per household.

The increasing trend is a clear indication of the need for creation of employment opportunities and improved consumer awareness campaigns at household level.

The consumer awareness campaign is essential as it will increase our collection rate for services provided. Where debtors are found to be able to pay for services and are unwilling to do so, they will be prosecuted in terms of the credit control policy as adopted by Council.

## Municipal infrastructure expenditure

The Municipal IDP Report 2007 – 2011 shows the capital budget and capital expenditure in the provision of infrastructure in the municipality. The capital budget and capital expenditure show a positive trend since budgets are adequately utilized. In the past three financial years, the following trends were remarkable:

Financial year	Budgeted Amount	Expenditure
<b>2004 / 2005</b>	<b>R 32 170 732</b>	<b>R 29 347 401</b>
<b>2005 / 2006</b>	<b>R 38 124 279</b>	<b>R 40 947 610</b>
<b>2006 / 2007</b>	<b>R 35 967 960</b>	<b>R 35 967 960</b>
<b>2007/2008</b>	<b>R44 805 000</b>	<b>R 37 447 050</b>
<b>2008/2009</b>	<b>R80 511 239</b>	<b>R 45 521 333</b>
<b>2009/2010</b>	<b>R29 840 000</b>	

## Capital Expenditure versus Operating Expenditure Ratios

The Municipal Report 2008/9 reflects the percentage of budget used from the available budget as shown below:

- **Capital expenditure R 29 840 000**
- **Operating expenditure R million – 252 688 832**
- **Total budget R 282 528 832 00 #####**
- **Only 11% of the total budget has so far been utilized.**

### **3.7. Access to Services**

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Municipalities have a responsibility to provide services to communities. The following section provides a comparative presentation of baseline data about various services offered by Lekwa Local Municipality and the progress made since the 2001 Census Statistics up to 2008. The following information depicts the current situation within the municipality by 2008 as provided by the municipality

#### **3.7.1. Water delivery Service by 2007-2008**

All formal urban areas within Lekwa Municipality are fully serviced with potable water in the form of water standpipes;

A total of 22 schools were supplied with water during the 2007/08 year;

All six (6) clinics within the municipality now have potable water;

Currently 122 farms are provided with potable water by means of boreholes, submersible pumps, storage tanks and standpipes - this has benefited approximately 3660 rural community members;

#### **3.7.2. Sanitation delivery service by 2007-2008**

The municipality is expected to apply sound and standard sanitation systems that comply with required environmental and health standards. In this regard the municipality still has certain areas applying sub-standard sanitation systems. Of a total of 6561 Households which still did not have access to water – borne sewerage system previously, about 6023 ( or 91,8%) received this service by 2006/07. The remaining 538 households are living in informal settlements where it is not legally possible to install this service.

#### **3.7.3. Water and Sanitation consumption by 2007-2008**

- Controlled water volume supply: Yard Tap on house connection – 20 134
- Uncontrolled water volume supply: Yard tap on house connection – 1555
- Discharge to sewer treatment works (intermediate or full water-borne) – 20 134
- None or inadequate – below RDP standard - 1555

#### **3.7.4. Electricity delivery service by 2007-2008**

The municipality has among other responsibilities to provide electricity in the area. The information below reflects all proclaimed areas with access to electricity in the municipality.

- Total number of households – 20 134
- Total number of households receiving electricity from Lekwa license area – 18 759
- Total number of households receiving electricity from ESKOM – 3 380
- Total number of backlog – 255
- As of today 1555 households are in process of being electrified (Project will be completed in April).

The following households in different areas are completed as follows;

1026 households in Sakhile Extension 4 ( Rooikoppen) and 151 in Azalea have been electrified  
11KV feeder line constructed in Sakhile Extension 4

62 farm workers houses were electrified (31 of these as a direct contribution by Council);

### 3.7.5. Housing delivery service by 2007-2008

The municipality is expected to provide housing in the area for the residents. The information below shows the proclaimed areas with access to housing in the municipality:

- Total number of urban households – 20 134
- Unit allocations (2000 – 2005) – 2 976
- Estimated backlog on housing units needed – 12 000
- Estimated rural backlog – 6 207

Based on the figures above, it is indicated that more than half of the number of urban households is in need of housing.

#### **Housing**

- Of the 500 housing units required in Ward 12, 16 houses were constructed with a further 18 still under construction by June 2008;
- In the same period, 22 houses were constructed in Sivukile with a further 29 still under construction;
- Out of 87 project-linked Housing project in Sivukile, 6 houses were at wall plate level at the time of this reporting period;
- 50 houses were built in Sakhile and the Sakhile Hostel Redevelopment Project Phase 1 is currently underway.

### 3.7.6. Waste Management delivery service by 2007-2008

The information below shows the Formal and Informal households receiving waste collection services in Lekwa Local Municipality<sup>1</sup>:

- Total number of Formal Households – 20 134
- Total number of Informal Households – 538
- Total Formal and Informal Households – 20 672
- Formal and Informal Households receiving waste collection services – 18 551
- Percentage of Formal and informal Households serviced – 92,13%
- Total number of registered waste disposal sites – 1
- Total number of unregistered waste disposal sites -1
- 1783 households in Rooikoppen still without refuse service.

#### **Waste Management**

- Households with access to refuse removal increased by about 6% during the reporting period;
- There was a 100% household satisfaction level in the urban areas insofar as waste management is concerned;
- Two landfill sites exist in the municipality – one in Standerton and another in Morgenzon. The latter is licensed.

### **3.4.7. Roads and Storm water delivery service by 2007-2008**

Through the implementation of the IDP, the municipality has taken some initiatives to provide roads and storm water management in the municipality through the IDP process.

- Total km of road – 121,4km
- Total km of roads – in Informal areas – 30km
- Improvements per km areas – 21,1km
- Gravel roads – 39,9km
- Tarred roads – 51,5km

The municipality has provided roads in all demarcated areas.

#### **Roads and Storm water**

- 900m of paved road with storm water has been constructed in Sivukile Ext. 4;
- Rehabilitation of Botha Street & Dr Nelson Mandela Drive in Meyerville have been made ( about 800m);
- Paving of 2,1km of a section of main road in Sakhile Ext. 4 is nearing completion;
- A total of 26,55km of roads have been regavelled within the municipality and a further 198m of road surface has been patched;
- 1,6 km road

### **3.7.8. Public Facilities delivery service by 2007-2008**

#### **Public Facilities**

- 3 new sports codes were introduced in 20 different rural areas,
- Approximately 20 134 Households now have access to different sports & recreational facilities within the Municipal area;
- 1km of palisade fence has been constructed at the Sakhile Sports Precinct.

### **3.7.9. Education facilities delivery service by 2007-2008**

On education facilities in the municipality, shows the following statistics:

- Primary Schools – 38
- Independent Schools – 3
- Secondary Schools – 29
- Tertiary centers / FET – 1
- Tertiary education Facilities – 0

### 3.7.10. Summary of Community Stakeholder Input

During January 2009 respectively over and above the public participation processes initiated by Lekwa Local Municipality, the Municipality held its annual Mayoral IDP & Budget Izimbizo, where the Honorable Executive Mayor visited each Ward with the aim of emphasizing on the Government's programmes, the importance of meeting the Millennium Targets, improvement in service delivery and ensuring better life for all residents within constituent Local Municipality. Community members who attended the Mayoral Izimbizo highlighted the development and infrastructural challenges confronting them as:

Ward	Community Input	Date of Consultation/Venue
<b>One</b>	<ul style="list-style-type: none"> <li>Siboloke Street to be paved</li> <li>Storm water drainage at Jabhile Street</li> <li>RDP Houses application forwarded but no response</li> <li>Electrification of the Isiphingo Section</li> <li>Cricket playfield is proposed</li> <li>Tavern owners to be reprimanded about their liquor license compliance in terms of age for school going children</li> </ul>	2009-01-15 Sakhile Social Centre 15h00
<b>Two</b>	<ul style="list-style-type: none"> <li>Khumalo street to be paved</li> <li>Molepo street to be paved</li> <li>Dongas to be closed</li> <li>Livestock in Moroka is a problem</li> <li>Request for a skills training centre</li> <li>Khathide street has become a problem</li> <li>Khama street and Gule street to be rename</li> <li>Jabavu and Moroka RDP houses are falling apart.</li> </ul>	Sakhile Social Centre 15h00
<b>Three</b>	<ul style="list-style-type: none"> <li>Request for a storm water drainage system</li> <li>Gule Street to be paved</li> <li>RDP Houses needed</li> </ul>	Sakhile Social Centre 15h00
<b>Four</b>	<ul style="list-style-type: none"> <li>Road in Mahala Park to be paved</li> <li>Old electric system in Minaar Street to be upgraded</li> <li>Requesting a park for children</li> <li>No access to Mahala park by Taxi</li> <li>Incorrect demarcation sites</li> <li>Proposal for a street in Ext 1 next to Coal yard</li> <li>Electrification of new sites next Azalea school</li> <li>Kraal within the residential area not acceptable.</li> <li>Unattended leakages in Mahala park but reported</li> </ul>	2009-01-20 Stanwest Hall 15h00



Five & Six	<ul style="list-style-type: none"> <li>• Makgatlela Street in ward 5 be prioritized for paving</li> <li>• Increasing the capacity of the electric substation in ward 5</li> <li>• RDP houses for ward 5 &amp; 6</li> <li>• Paving in Skhosana shops</li> <li>• Magobo's pigs pose a danger for human life in the community and has to be dealt with as a matter of urgency</li> <li>• None attendance of electrical defects due to bridging</li> <li>• Incorrect demarcation of sites in TLC</li> <li>• Littering is still a problem in these wards</li> <li>• Street towards Santa clinic to be paved</li> <li>• Request for children park in ward 5</li> <li>• Intensification of HIV/AIDS educational programme</li> </ul>	2009-01-16 Sakhile Hall 15h00
Seven	<ul style="list-style-type: none"> <li>• Storm water for Ext 6 &amp; 7</li> <li>• Sport facilities</li> <li>• Speed humps</li> <li>• Footbridge over the provincial road.</li> <li>• Community Hall</li> <li>• Police Station</li> <li>• Library</li> <li>• High Mast lights</li> <li>• Graveling of short streets in Ext 7</li> <li>• Khunjulwe school to be converted into a community center</li> </ul>	2009-01-22 Isifiso Sethu School Thutho Thebe School 15h00
Eight	<ul style="list-style-type: none"> <li>• Need speed humps in Taaljaard street</li> <li>• Need water pipe in Taaljaard street playground and park</li> <li>• Request for a training center, RDP houses and some houses need to be renovated.</li> <li>• Water meters are not in good working condition.</li> <li>• Need to realize employment opportunities.</li> <li>• Need help for the house that burnt down.</li> <li>• Drains are blocked.</li> </ul>	Meyerville Kalie de Haas School 15h:00
Nine	<ul style="list-style-type: none"> <li>• Local Contractors need to be considered when tendering for projects for RDP houses</li> <li>• Bursaries for matriculates need to be made accessible by the municipality</li> <li>• Need for a library in the area</li> <li>• There should be an equal distribution of sites in Ext 4</li> <li>• Sites for churches need to be made available</li> <li>• Request for internal roads to be graveled</li> <li>• Request for a police station.</li> </ul>	2009-01-21 Shukuma School 15h00
Twelve	<ul style="list-style-type: none"> <li>• High mast lights in new section</li> <li>• Storm water in new section</li> <li>• Paving of main street in the new section</li> <li>• Electricity required in the new section</li> <li>• Clinic and shopping complex</li> <li>• Blustered pipes not attended</li> <li>• IDP not responding to their needs</li> <li>• Grass needs to be cut</li> <li>• Request for a police station</li> <li>• Bursaries for Youth</li> </ul>	2009-01-24 Ulwazi Primary School 15h00

	<ul style="list-style-type: none"> <li>• Proposal to remove refuse by women as a community project</li> <li>• Road that link the new section with main road from New Denmark hostel</li> <li>• High mast lights</li> <li>• Naming and renaming of street and buildings.</li> </ul>	
<b>Thirteen</b>	<ul style="list-style-type: none"> <li>• Request for a Chicken poultry project</li> <li>• Request for gardening equipment</li> <li>• Request for a municipal satellite office</li> <li>• Request for a crèche</li> <li>• Request for electricity in Sterkfontein farm (3) George Terblanche Kankom'emnyama.</li> <li>• Clear correction of the Bus roads</li> <li>• Request for water, electricity and Sanitation</li> </ul>	2009 – 01 – 25 Imisebe Yelanga 10h00
<b>Fourteen</b>	<ul style="list-style-type: none"> <li>• Clinic and Community Hall</li> <li>• Request storm water drainage system</li> <li>• Demand the completion of the chicken broiler project</li> <li>• Shortage of RDP Houses</li> <li>• Round fencing of the Dam in Sivukile</li> <li>• Allocation of sites in Sivukile Ext 4</li> <li>• Priority roads to be attended are as follows;</li> <li>• Completion of Ring Road in Ext 4</li> <li>• Storm water in Ext 3 Nkanyiso street</li> <li>• Speed humps</li> <li>• Paving of Mkhulu to Mfana Sibeko Street, Khalambazo and Makhanya street.</li> </ul>	2009 – 01 – 29 Sivukile Hall 16h00
<b>Ten &amp; Eleven</b>	<ul style="list-style-type: none"> <li>• Meeting did not take place as was scheduled.</li> <li>• Ward Councilors, Councilors and officials were present but no members of the public attended the meeting.</li> </ul>	Standerton Town Hall

### 3.7.11. SWOT Analysis

Based on the above in-depth situational assessment information of the Municipality, we can formulate a list of the Strengths, Weaknesses, Opportunities and Threats as follows;

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Close proximity to Johannesburg, Durban and Nelspruit</li> <li>• Natural environment &amp; Scenery</li> <li>• Tourism growth potential</li> <li>• Large catchments area management for water supply</li> <li>• Community's hunger for development and growth</li> <li>• Anglo Coal operates a coal mine close to Standerton and this forms an important source of employment for the area</li> <li>• The GDP of the municipality has been growing overtime (from 1997 1 590 371 to 4 862 757 in 2007)</li> <li>• The income from animal and animal products is dominated by the chicken industry. Beef cattle and milk products are also important contributors to the income from animal and animal products</li> <li>• The field crops, the majority of the income comes from maize production. Sorghum and sunflower seeds also play a role in providing income to farmers in the area.</li> <li>• Availability of underutilized municipal buildings</li> <li>• Available workforce</li> <li>• Support from Gert Sibande DM</li> <li>• Rich cultural heritage and Hospitable culture</li> <li>• Partnership with private sector: Public Private Partnerships (PPPs)</li> <li>• Effective public participation structures</li> <li>• Energy generating power station</li> <li>• Poverty rates have declined from 48.0% to 48, 8%.</li> </ul>	<ul style="list-style-type: none"> <li>• Negative perception of municipality by local media</li> <li>• Deterioration of town i.e. waste and physical infrastructure</li> <li>• Recurring Water quality problems in Standerton</li> <li>• Lack of establishment of LED Unit</li> <li>• Poor maintenance of hard infrastructure and buildings</li> <li>• Poor road conditions or Truck Haulage</li> <li>• Closure of local Industries</li> <li>• Poor amenities</li> <li>• High dependency ratio (11 700 H/H living below poverty lines)</li> <li>• Low literacy and education levels</li> <li>• Poor industrial recruitment &amp; Agricultural strategy.</li> <li>• Have a relatively high Gini coefficients or high levels of income inequality.</li> <li>• The labor dependency ratio, which indicates the number of persons that each economically active person has to support, is 3.88</li> <li>• Lack of tourism strategy</li> <li>• Lack of industrial recruitment strategy</li> <li>• Lack of Performance Measuring System (PMS)</li> <li>• Lack of efficient revenue collection system</li> <li>• Scarcity of skilled labor</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• River Park</li> <li>• Events venues &amp; Water sport activities</li> <li>• Fishing &amp; Boating related activities</li> <li>• Neighborhood Development Partnership Grant in Ext 4 (R 44 Million from National Treasury)</li> <li>• Urban Design Framework (+ R300 Million Capital projects estimates)</li> <li>• Tourism development: hotel, holiday resort</li> <li>• Tourism Links</li> <li>• Social and Agricultural development</li> <li>• Environmental Protection</li> <li>• Shopping Mall Development</li> <li>• Grootdraai Dam Development</li> <li>• Revitalization of show ground</li> <li>• Creation of Job opportunities to reduce consumer debts</li> <li>• Exists potential for the growth of manufacturing of food products, plastic products and metal products</li> <li>• Accelerated system of registration of emerging black farmers, agribusiness, micro-enterprises, tourism enterprises, traders and other businesses owned by young black people and women in BBBEE initiatives.</li> <li>• Culture of business ownership by young black people</li> <li>• Establishment of enterprise groupings (such as cooperatives), SMME business centers to facilitate skills development and support in small businesses, etc.</li> <li>• The provisions of the Mining Charter and localize this provision for the benefit of the local people</li> <li>• Existing agricultural activities, farming and agribusiness micro-enterprises taking place in the area</li> <li>• Crosscutting issues such as technological innovations, access to credit and infrastructure, human resources development, etc</li> <li>• Culture of collectives with rural youth and young women coming together to work in developmental projects to increase their income and investments and subsequently gaining ownership of local businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Formation of Public-Private-partnerships among Business and Public Sector</li> <li>• Environmental degradation by Coal Mines and Sasol</li> <li>• Cheap imports labour</li> <li>• Recurring water quality problem</li> <li>• Unreliable electricity (Load shedding)</li> <li>• Truck Haulage</li> <li>• Local industries relocating to other Municipalities that are seemingly more attractive</li> <li>• Political, Personal and cultural intolerance</li> <li>• Marginalization of integrating Urban – rural</li> <li>• High consumer debts</li> <li>• HIV and AIDS</li> <li>• Unemployment rate</li> <li>• Existing crime levels</li> <li>• lengthy land claims process constrains development</li> </ul>

#### **4. SECTION D: DEVELOPMENT OBJECTIVES, STRATEGIES AND KPIS AS PER 5 STRATEGIC AGENDAS (KPA)**

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This section provides the strategic IDP Review Framework (Implementation Framework) for the 2008 – 2009 IDP Review process. The municipal vision provides an overarching guideline to the municipality, with the municipal objectives and strategies providing the detail implementation framework.

The Municipality implements its mandate in accordance with the powers and functions assigned to it by the Constitution; and continue to endeavor to do so. There are no agreements between the Municipality and other organs of government to implement its powers and functions.

##### **4.1. The Municipality's Development Vision**

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A vision is a statement of the desired long-term development of the municipality based on the identified strategic issues and related to the specific conditions in the municipal area.

The Municipality's Development Vision developed in 2006 remains unchanged reads as follows:

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

##### **To realize this vision,**

**We** believe there are basic elements that all citizens, the business community and visitors must realize.

##### **4.2. Our Mission,**

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They must be able to see:

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

##### **4.3. Core Values,**

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- Excellence
- Trustworthiness
- Timeous Responses
- Transparency
- Batho-Pele Principles

Achieving the vision as interpreted, will also mean addressing the key development challenges by making key interventions with the following goals:

#### **4.4. Key Development Goals of the Municipality**

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- (i) To promote the culture of reading and learning
- (ii) Provision of water to all households
- (iii) Provision of sanitation to all households
- (iv) Provide safe and appropriate road and storm water networks
- (v) Provision of electricity to all households
- (vi) Collection and management of waste in all communities and Households
- (vii) Provision of housing for all
- (viii) Provide appropriate and sufficient burial and cemetery space
- (ix) To manage the use of land
- (x) Create conducive environment for sustainable economic development.
- (xi) To promote a healthy Environment
- (xii) To create a conducive environment for social well-fare
- (xiii) To promote Social and cultural integration
- (xiv) To facilitate and promote an environment that is safe and secured
- (xv) To establish and maintain Sport and Recreation facilities
- (xvi) To have emergency and rescue services which are safe, secure, humane, prompt and effective
- (xvii) To promote, improve and maintain good health care standards

With the introduction of legislation on Performance Management from the Department of Provincial and Local Government, the Municipality is currently re-defining its Key Development Objectives.

The Key Development Objectives approach to Performance Management, However, the Department of Provincial and Local Government regulations require that the Performance Management System represent the Municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement. In adopting this strategy, and in keeping with the Key Performance Areas indicated by the Department of Provincial and Local Government, the Key Development Objectives will be now be customized using the following five perspectives or Key Performance Areas:

- **Municipal Transformation and Organizational Development**
- **Infrastructure Development and Service Delivery**
- **Local Economic Development (LED)**
- **Municipal Financial Viability and Management**
- **Good Governance and Public Participation**

## **4.5. Key Strategic Development Objectives and the Five Strategic KPA's.**

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### **4.5.1. Infrastructure Development and Service Delivery**

- Provision and maintenance of infrastructure services.
- To ensure the provision of basic services to all communities.
- Develop pro-active, preventive maintenance plans;
- To establish a project management unit with the project management policy.

### **4.5.2. Local Economic Development (LED)**

- Support and grow new and existing businesses
- Support and grow tourism related industries
- Investment promotion & marketing by December 2009
- Existing business retention and expansion by June 2009
- Enabling or providing skills training
- Providing increased business focused education and access to education
- Helping women to access employment and self-employment programs on an ongoing basis
- Employment brokering by January 2009

### **4.5.3. Municipal Transformation and Organizational Development**

- To promote corporate culture of the institution
- To render legal services.
- To render effective and efficient administrative services.
- To render human resources services
- To promote readership and culture of learning
- To promote social and cultural activities as well as conservation of cultural and historical sites

### **4.5.4. Municipal Financial Viability and Management**

- To implement council's financial policies and resolutions
- To properly administer credit and debt management system
- To have an effective accounting management system
- To provide legislated reports timeously
- To assist the Accounting Officer to compile and administer the budget
- To ensure proper management of the municipal assets and liabilities.
- To advice the Accounting Officer and Heads of Departments on financial matters

### **4.5.5. Good Governance and Public Participation**

- Create an efficient, effective & accountable administration
- Ensure accessibility and promote governance
- To improve accountability and deepen participation
- To deal specifically with youth issues by having massive Youth expo
- To create awareness of Gender sensitivity and related issues.
- To deal with the target groups including youth to make people aware of moral issues
- To promote municipal sport games

- To create awareness of the rights of children
- Promoting representation of the people with disability
- To promote sports through the office of the Executive Mayor



#### 4.6. Development Objectives, Strategies and Key Performance Indicators as Per 5 Strategic Agendas (KPA)

##### 4.6.1. Infrastructure Development and Service Delivery

Priority Area	Objective	Strategy	Indicator	Frequency	Baseline	Target	Responsible HOD
<b>Water</b>	To provide drinking water to all households in rural areas	Lay stand pipes within 200m to all households and drill boreholes in farm areas  Implement the water service development plan	No of households provided with basic water in eradicating the backlog in rural areas.  Service provider appointed by GSDM	Monthly Report	Not all households in the Rural areas receive Piped drinking water. Water is being trucked to these communities  Draft Water Service Development Plan	Approved Water Service Development Plan	Technical Services
<b>Sanitation</b>	Provide VIP Toilets in the rural areas	Speedup appointment of service providers to install VIP toilets	No of households provided with basic sanitation in eradicating the backlog. In rural areas	Quarterly Report	Contamination or pollution of underground water	Provide VIP Toilets	Technical Service
<b>Roads and Storm water</b>	To build cost effective roads in specific areas as identified by communities. To install an effective storm water drainage system in all areas	Implement Pavement Management System and to Develop and implement a storm water master plan	Improved Accessibility to all residents. Safe areas free from flooding due to insufficient storm water drainage.	Quarterly Report	Bad condition of roads especially in economically active areas. Lack of storm water drainage in most areas.	Building of roads and laying of storm water drainage pipes along streets	Technical Service
<b>Roads and Storm water</b>	To upgrade all existing gravel roads in the township	Upgrading of identified gravel roads to paved roads	Number of kilometers of newly constructed roads and road connections	Quarterly Report	Unsatisfactory quality of graded roads	Improving the quality of graded roads	Technical Service

<b>Roads and Storm water</b>	To maintain existing roads		Maintained roads through Pavement Management System (PMS)	Quarterly Report	High number of roads damaged by truck haulage	Maintained roads	Technical Service
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Priority Area	Objective	Strategy	Indicator	Frequency	Baseline	Target	HOD
<b>Electricity</b>	To maintain and upgrade the existing networks	To develop and implement a maintenance plan	Upgraded and maintained networks	Annual Report on progress made maintaining and upgrading the existing networks	Poorly maintained electricity networks	Ensuring that the existing networks are upgraded and maintained	Technical Services
<b>Electricity</b>	Eradication of electricity backlog	To provide access to electricity to each household.	% reduction in the current electricity supply backlog	Annual Report on progress made in eradicating the current backlog	Not all poverty stricken households have access to all free basic services	Ensuring that all deserving households participate in the Council's Free Basic Services Programme	Technical Services
<b>Electricity</b>	To develop REDS	Ring fence and Hand-over of infrastructure	Hand over to REDS	Annually	In process	Provide more untenable service	Technical Services
<b>Waste management</b>	To develop waste management plan	Implement waste management plan	% reduction in waste generation in major waste generators	Annual Report on waste levels in the municipality	No baseline		EMCS&S
<b>Waste management</b>	To manage the landfill site according to the conditions prescribed in the permit	Permitting of landfill site in Lekwa	Permitted landfill site No of projects initiated for the rehabilitation and maintenance of the Landfill sites	Annual Report on the status of landfill sites across the municipality	No baseline	Highly managed landfill sites	EMCS&S
<b>Housing</b>	To provide housing in line with the National housing policy	Implement national housing chapter	Available serviced sites for low cost housing allocations / subsidies	Number of additional sites created and serviced for low cost housing	Inadequate serviced sites for low cost housing development	Creation and servicing of sites for low cost housing development	EMCS&S

Priority Area	Objective	Strategy	Indicator	Frequency	Baseline	Target	HOD
<b>Parks, Recreation and Cemeteries</b>	To ensure that there is sufficient burial space	Provide additional land for burial	New land for burial	1 number of burial space	Limited space for burial	Another land identified for burial purposes	Community Services
<b>Parks, Recreation and Cemeteries</b>	To keep the existing cemeteries clean	To ensure regular maintenance of the existing cemeteries	Clean cemeteries	Quarterly report on Cleanliness	Littered cemeteries	Cemeteries being taken care of.	Community Services
<b>Parks, Recreation and Cemeteries</b>	Look at Alternative ways of burial	Develop a bylaw(s) for burial purposes	Alternative way of burial	Reported cases of alternative way of burial	Only one way of burial	Multiple ways of burial	Community Services
<b>Land-use Management system</b>	To develop a spatial Development Framework	Implementation of a Spatial Development Framework	Alignment of SDF, IDP, LUMS and LED	Positive MEC's comments on alignment of SDF, IDP, LUMS and LED	No approved SDF	To have an approved SDF	EMTS & HS
<b>Land-use Management system</b>	Develop an Urban Design Framework (NDPG) in Sakhile X4	Implement the Urban Design Framework (NDPG) in Sakhile X4	Habitable human settlement with nodes, transport system and amenities in Sakhile X4	Quarterly reports on progress made in implement Quick wins projects in Sakhile X4	Lack of transport system and amenities	Habitable human settlement with nodes, transport system and amenities	EMTS & HS
<b>Land-use Management system</b>	Development of LUMS	Implement the LUMS	Proper Land - use	Quarterly reports on improper Land - use	Insufficient sites available for purchase	Servicing of sites for purchase	EMTS & HS

Priority Area	Objective	Strategy	Indicator	Frequency	Baseline	Target	HOD
<b>Parks, Recreation and Cemeteries</b>	Develop an Environmental bylaw	Implementation of a policy(ies) and bylaw	Number of policy(ies) and bylaw implemented	Quarterly Reports on policies or bylaws in place	No policies or bylaws in place	Implementation of a policy(ies) and bylaw	Community Services
<b>Parks, Recreation And Cemeteries</b>	Develop an Environmental Management Plan	Implementation of the Development of an Environmental Management Plan (EMP) for the municipality	% increase in the number of water pollution samples taken	Quarterly Reports on samples taken on water pollution	100 samples on water pollution taken	An increase of % in the number of samples taken on water pollution	Community Services
<b>Social Welfare</b>	Promote support to social and welfare programmes	To establish and participate to a sector collaboration forum	Number of social and welfare programmes promoted	Annual report on social and welfare programmes promoted	Limited access to social and welfare programmes	Accessibility to social and welfare programmes	Community Services
<b>Social Welfare</b>	To Develop an HIV/AIDS Plan	Implement the HIV/AIDS Plan	All the citizens in the municipal area have access to health care services	Report on campaigns or workshops conducted	Awareness campaigns or workshops on HIV/AIDS were conducted	Conduct at least HIV/AIDS awareness campaigns or workshops	Community Services
<b>Social Welfare</b>	To promote and support Gender Disabled, Youth Children Development programmes	Implement the Gender, Disabled Youth, Children Development programmes	No. of consultations done with Youth, Gender, Disabled on development and employment issues	Quarterly Reports on Youth, Gender, Disabled on development and employment issues	Limited number of Gender Disabled Youth Children Development programmes	Increased number of Gender Disabled Youth Children Development programmes	Community Services
<b>Libraries, Arts and Culture</b>	To develop programmes that recognize cultural diversity	Implement and encourage community awareness and participation	No of programmes that recognize cultural diversity	Quarterly reports on a number of programmes and event that promote cultural diversity	Limited number of cultural programmes	Increase number of cultural programmes	Corporate Services
<b>Libraries, Arts and Culture</b>	Providing facilities and resources	Develop programmes that promote the culture of readership and learning.	Increase in the number of people visiting the libraries for information and studying	Report on a number of people visiting library per week	No baseline available	Increase the number of people visiting the libraries	Community Services

Priority Area	Objective	Strategy	Indicator	Frequency	Baseline	Target	Responsible HOD
<b>Safety and Security</b>	To establish and participate to the MAM structures	Encourage sector collaboration and community participation	No of MAM structures operating	Quarterly reports on statistics of cases reported	MAM structures not operating in all areas	Ensure everyone is participating to MAM structures	Community Services
<b>Safety and Security</b>	To ensure proper traffic management	Adhere to developed traffic management programmes	Reduced number of traffic collisions at high risk areas	Annual reports on traffic fines and prosecutions conducted	Traffic officers not operating in all high risk areas	Ensure monitoring on an ongoing basis of all high risk areas by traffic officers	Community Services
<b>Sports and Recreation</b>	To provide access to proper sporting facilities for the different sporting codes	Encourage utilization and ownership of sporting facilities.	Number of facilities utilized	Quarterly Reports on functionality and ownership of sporting facilities	Lack of access to proper sporting facilities for the different sporting	Promote access to proper sporting facilities for the different sporting codes	Community Services
<b>Sports and Recreation</b>	To develop sporting policies	Implement the developed sporting policy	Sporting policy document	Quarterly Reports on deviations from the Sporting policy	Lack of sporting policy	Develop sporting policy	Community Services
<b>Sports and Recreation</b>	Establishment of a Sport Council	Facilitate participation in Sport Council	All sporting codes participating in sport council	Quarterly Reports on functionality of the sport Council	Poor functioning of the sport council	Encourage the establishment of sport council	Community Services
<b>Fire &amp; Rescue services</b>	To develop Fire and emergency management plan	Implement fire and emergency management plan	Compliance to attendance time lag from A to E Categories ( 8 – 23 Min )	Bi-Annual Reports	0	One emergency management plan	Community Services
<b>Fire &amp; Rescue services</b>	To develop a disaster management plan for the whole municipal area	Implement the disaster management policy and contingency plan	Established Disaster Management Centre.	Bi-Annual Report	To deal with disaster to avoid development that is subject to high risks of disaster	One disaster management plan	Community Services

Priority Area	Objective	Strategy	Indicator	Frequency	Baseline	Target	Responsible HOD
<b>Primary Health Care</b>	Provide comprehensive primary health care services	Implement prescribed legislated health care standards, policies, protocols and guidelines	No of Health Care centers provided	Annual report on the no of Primary Health Care Centers established	Limited number of Health care centers	Provide a significant number comprehensive primary health care services	Community Services
<b>HIV, AIDS</b>	Active participation in health promotion, activities and projects.	To involve active participation of all community stakeholders in all health promotion activities and projects i.e. peer educators, home based care givers, traditional healers, schools etc.	No of programmes and events to promote health	Quarterly reports on the no of programmes and events to promote health	Awareness campaigns or workshops on HIV/AIDS were conducted	HIV/AIDS awareness campaigns or workshops	EM in the office of the Executive Mayor
<b>HIV, AIDS</b>	To Tackle HIV/AIDS by mainstreaming	Prevention, treatment, care and support for HIV and AIDS	Number/percentage of health facilities providing comprehensive HIV and AIDS treatment, care and support Number of HIV and AIDS awareness programmes	Annual report of health facilities providing comprehensive HIV and AIDS treatment, care and support	Adequate funds in the budget for organizing and conducting awareness campaigns	Conduct at least HIV/AIDS awareness campaigns or workshops	EM in the office of the Executive Mayor

#### 4.6.2. Local Economic Development

Priority Area	Objective	Strategy	Indicator	Frequency	Baseline	Target	Responsible HOD
<b>Local Economic Development</b>	Support and grow new and existing businesses	Stimulate key sectors that promote economic growth and create jobs through providing support for prioritized sectors	No of jobs created through EPWP and PPP, No of jobs sustained through EPWP and PPP, % increase in Gross Value Added	Quarterly Reports on the number of SMMEs supported by June 2009	Businesses are not growing	Encouraging/ Supporting a significant number new businesses	Municipal Manager
<b>Local Economic Development</b>	Support and grow tourism related industries	Eco-tourism Sports tourism Business tourism Events tourism Tourism branding Customer care	No of Tourism initiatives. No of sustainable livelihood projects. No of Services. Camping sites, ablution facility, information centre, chalets. Fishery building and infrastructure services	Report on the percentage number of tourist visiting the municipality of Tourism industries created.	Lack of Tourism related industries initiatives	Encouraging/ Supporting a significant number of Tourism industries	Municipal Manager
<b>Local Economic Development</b>	Investment promotion & marketing by December 2009	Market positioning Targeting/Segmentation Prospect profiling Marketing Mix Promotion	No of investment attracted to the area No of sector industries locating into the area	Annual Report on progress made in investment in area.	A limited number of investors want to establish businesses/ industries	Creation of ± man days employment opportunities(temporary)by June 2007	Municipal Manager
<b>Local Economic Development</b>	Existing business retention and expansion by June 2009	Establish the Business Retention and Expansion (BR&E) Visitation Programme Cost reduction Capital Improvement Market Expansion	Number of Business Retention and Expansion (BR&E) Visitation Programme conducted per Quarter/year Expanded market Improve investment Number of Industries retained	Half yearly reports on No of businesses retained and expanded	No businesses and Industries retained	Attracting a significant number of investors to establish businesses and industries by June 2009	Municipal Manager
<b>Local Economic Development</b>	Targeted investment incentives strategy January 2009	Tax incentive Research and Development incentives Enterprise Development Incentives	Employee Housing allowance Depreciation Urban development allowance Infrastructure allowance Support programme for industrial Innovation Partnership in Industrial Innovation	Investment Incentives Strategy accompanied by Council Resolution	Lack of Investment Incentives strategy	Creation of ± man days employment opportunities(temporary)by June 2009	Municipal Manager



Priority Area	Objective	Strategy	Indicator	Frequency	Baseline	Target	Responsible HOD
<b>Local Economic Development</b>	Enabling providing training or skills	Implementation needs driven Learner ships Facilitate the provision of Adult Basic Education for community members Facilitate the implementation of co-operative education programmes	ICT Skills Portal Consolidated Workplace Skills Plan (WSP) for the Municipality quarterly Implementation Reports Annual skills training schedule in line with the WSP. % Implementation of the adopted Knowledge Management Strategy	Quarterly Reports on the number of Skills programme supported by June 2009	Low level of skills	Providing a significant number of scarce skills	Municipal Manager
<b>Local Economic Development</b>	Providing increased business focused education and access to education	Maths/Science/Technology careers awareness raising workshops for teachers and pupils Identify additional ways of enhancing Maths and science provision in selected schools and implement where possible	Increased number of Maths and Science students Increased number of schools specializing in Maths and Science	Quarterly Reports on the number of business focused education supported by June 2010	Low level of business focused education and lack of access to education	Providing a significant number of focused business education	Municipal Manager
<b>Local Economic Development</b>	Helping women to access employment and self-employment programs on an ongoing basis	Skills development, Confidence building programs, and Provision of crèches and after-school clubs	Self-reliance among women	Annual Report on progress made in women to access employment and self-employment programs on	A limited number of women to access employment and self-employment programs	Limited number of work opportunities within the municipality	Municipal Manager
<b>Local Economic Development</b>	Employment brokering by January 2009	Connecting people who need jobs with available opportunities e.g. EPWP initiatives, Neighborhood Development Project, Housing projects	Increasing number of BBBEE Ratio Increasing number of people connected with available jobs	Annual Report on progress made in creating employment opportunities	Limited number of work opportunities within the municipality	Creation of job opportunities e.g. EPWP	Municipal Manager

#### 4.6.3. Municipal Financial Viability and Management

Priority Area	Objective	Strategy	Indicator	Frequency	Baseline	Target	HOD
<b>Income &amp; Expenditure</b>	Implement financial council's policies and resolutions	Develop, workshop and review financial policies in line with relevant legislation/regulations	Compliance with financial regulations, policies and practices (MIFMA, GAMAP, GRAP, etc)	Quarterly reports on council policies and resolutions implemented	Failure to implement Council resolutions on time	Compliance to the implementation of policies and resolutions	CFO
<b>Income &amp; Expenditure</b>	Properly administer credit and debt management system	Administer the effective revenue collection and credit control management system Ensure accurate and reliable consumer data in municipal system Monitor the accuracy of the monthly billing of consumers and monitor the debtors	Total gross profit/Revenue margin Total debt and revenue ratio Minimize costs of maintenance (municipal infrastructure) Revenue management system (by major customers)	Quarterly reports on Total debt and revenue ratio and monthly billing of consumers and monitor the debtors	Poor credit and debt management system	Accurate and reliable consumer data in municipal system Monitor the accuracy of the monthly billing of consumers and monitor the debtors	CFO
<b>Credit control</b>	Have an effective accounting management system	Monitor the financial costs. Manage the integrity of financial data into the financial system Establish and promote effective and efficient implementation of Supply Chain Management system.	Operating budget and total budget ratio Salary budget and total budget ratio Costs of goods and services sold Totals receivables, payables Budgeted and Actual expenses Council Approved Supply chain management policy Inventory turnover Inventory value	Quarterly reports on financial costs, supply chain management system, salaries, receivables, payables, budget variances, inventory turnover and value	Ineffective and inefficient accounting management system	Effective accounting management system	CFO

Priority Area	Objective	Strategy	Indicator	Frequency	Baseline	Target	HOD
<b>Expenditure &amp; Income</b>	Provide legislated reports timely	Submission of Annual Financial Statement Annual Reports	Timely submission of Annual financial Statements Timely submission of annual financial report Action plan in response to Auditor –General Report	Annual financial Statements annual financial report	Non-submission of Annual financial Statements annual financial report	Compliance to Auditor –General	CFO
<b>Expenditure &amp; Income</b>	To ensure that financial provision and application of funds are in line with the approved budget	Monitor and ensure expenditure of capital budget on capital projects as identified in the IDP	The percentage of the capital budget actually spent on capital projects identified for a particular financial year in terms of the IDP	High level of satisfaction by residents on the manner in which the municipality delivers projects as identified in the IDP with their involvement	% of the capital budget is actually spent on the delivery of IDP capital projects	Ensuring that % of the capital budget is actually spent on IDP capital projects	CFO
<b>Income</b>	To Solicit Funding/Grants	Lobby additional grants	No of additional grants/funding solicited	Reports to council on the financial viability and developed three year financial plan	No extra funding/grants available except for DORA	Solicit other funding/grants	CFO
<b>ICT</b>	Implement and upgrade the computer system	ICT Plan implementation	Uptime availability and function of the system	Quarterly report on ICT	Poor maintenance of ICT	Increased capacity of ICT	CFO
<b>Performance Management System</b>	Development of a PMS System	Service provider has been appointed to develop the PMS.	PMS developed	Quarterly reports on PMS	Lack of PMS	Ensuring that the PMS is in place before the kick-start of new financial year	MM

#### 4.6.4. Good Governance and Community Participation – Executive Manager – Corporate Services

Priority Area	Objective	Strategy	Indicator	Frequency	Baseline	Target	Budget allocation
<b>Communication</b>	To develop a system of external and internal public relations in order to ensure that citizens as well as staff are well informed on municipal activities Create an efficient, effective & accountable administration	To develop and implement a community participation strategy	A well informed and participating community in local government matters	Ward community meetings held Ward Committee meetings held Council meetings IDP Review meeting held per ward IDP Forum meetings	An inadequate information system and limited participation in local government matters	Implementation of a system that enables the community to be informed and participate meaningfully on local government matters	R 1 050 000 Vote number: 260099
<b>Secretariat</b>		To continuously provide effective and efficient Administrative Support	Inputs made or issues raised at meetings and number of community members attending Report on inputs made at Ward community IDP meeting	Annual reports and Financial statement of the municipality	Insufficient and irregular consultation between politicians and the community	Convening of ward community and Ward committee meetings Conducting of IDP review meeting per ward Conducting IDP Forum meetings	R
<b>Community Participation</b>	To ensure regular consultation between politicians and the community regarding important matters	Drafting and distribution of meeting agendas Distribution of invitations for ward meetings Typing of ward committee/community minute	Number of effective ward committees	Inputs made or issues raised at meetings and number of Community members Attending. Report on inputs made at Ward community IDP meeting	Insufficient and irregular consultation between politicians and the community	Conducting of IDP Review meeting per Ward. Conducting IDP Forum meetings	R 500 000 Vote number: 260058
<b>Archives</b>	To render effective and efficient record management system	Optimization of records and information	Easily accessibility of information	Registering of all archived documents taken out from records	Loss of information from records	Records	Corporate Services

Priority Area	Objective	Strategy	Indicator	Frequency	Baseline	Target	Responsible HOD	Budget allocation
<b>Youth Development</b>	To deal specifically with youth issues by having massive Youth expo and awareness campaigns	Exposing youth to various issues as well as to celebrate youth month during June.	Successful education and empowering of youth	Annual report on massive youth expo during the month of June	Organization of the massive youth expo during the month of June	Youth	Corporate Services	R 500 000 Vote number: 260093
<b>Gender Development</b>	To create awareness of Gender sensitivity and related issues.	Organizing motivational events and other activities that will give gender the voice and recognition it deserve	Number of motivational events organized as per quarter	Quarterly report on motivational events and other activities	Limited awareness of Gender sensitivity and related issues.	Gender and related issues	Corporate Services	R 300 000 Vote number: 260087
<b>Moral regeneration</b>	To deal with the target groups including youth to make people aware of moral issues	Organizing spiritual festivals to rejuvenate moral issues.	Number of spiritual festival organized as per quarter	Quarterly report on spiritual festival	Limited number of spiritual festivals to rejuvenate moral issues.	Target groups including youth	Community Services	R 200 000 Vote number: 260120
<b>Municipal Sports Games</b>	To promote municipal sport games	Encouraging the participation of all employees in the national municipal sports games programmes	Number sports games played as per quarter	Quarterly report on municipal sports games	Poor promotion of municipal sport games	All employees	Community Services	R 200 000 Vote number: 260093
<b>Rights of Children</b>	To create awareness of the rights of children	Organize workshops to assist awareness programmes of children rights	Number of workshops held as per quarter	Quarterly report on workshops to assist awareness programmes of children rights	Lack of awareness about the rights of children	Children	Corporate Services	R 200 000 Vote number: 260099
<b>Disabled and the Aged</b>	Promoting representation of the people with disability	Empower and capacitate people with disabilities to participate in key processes and activities	Number of programmes aimed at educating disabled persons	Quarterly report on programmes aimed at educating disabled persons	Limited number of programmes aimed at educating disabled persons	Disabled and the Aged	Corporate Services	R 350 000 Vote number 260099
<b>Mayoral Cup</b>	To promote sports through the office of the Executive Mayor	Creating a platform for the Mayoral cup event	Mayoral cup to be held annually	Annual report on the Mayoral cup event	Excellent promotion of sports through the office of the Executive Mayor	All wards	Community Services	R 200 000 Vote number: 260099



#### 4.6.5. Municipal Transformation and Organization Development

Priority Area	Objective	Strategy	Indicator	Frequency	Baseline	Target	Responsible HOD
<b>Human Resources</b>	Develop a human resources Policies	To develop employment Equity Plan To develop an Employment Equity Report	Meet the set EE Targets	Annual Report	Affirmative Action measures and redress HDI in employment Equity in workplace	Correct the imbalances of gender, disabled and the HDI's.	Corporate Services
<b>Human Resources</b>	Develop a human resources strategy	Human resources strategy/policies documents	Co-coordinated human resources strategy and policies	Annual report	Un-coordinated human resources strategy and policies	Human resources strategy/policies documents	Corporate Services
<b>Secretariat</b>	To give secretarial support to council	Timely issuing out of Agendas for Council meetings and implementation of council resolutions	Agenda management, Minute administration, Internal and external communication, Standard format for reporting, Mayoral	Quarterly report	Late issuing of Council Agenda	Four council meetings per year.	Corporate Services
<b>Skills development</b>	Develop our human capital	To develop and implement a human resources Development strategy and policies	Number/percentage of skills development programmes offered annually	Annual report Skills development programmes	Low skills level	Improved skills level	Corporate Services R 545 000 Vote no: 260014
<b>Libraries</b>	Promote readership and culture of learning	Partner with the Education sector in promoting readership and culture of learning.	Number/percentages of readership and culture of learning programmes promoted	Annually review of African Peer Review Mechanism	Culture of learning and readership is at the lowest level	Improved culture of learning and readership	Corporate Services R 5 520 Vote no: 260046
<b>Secretariat</b>	Promote social and cultural activities as well as conservation of cultural and historical sites	Identify sites that will promote historical and cultural sites	Number/percentages of historical and cultural sites identified and promoted.	Annually review of African Peer Review Mechanism	Poor conservation of historical and cultural sites	Conservation of historical and cultural sites	Corporate Services
<b>Secretariat</b>	Render legal services	Render effective and efficient legal services to the municipality	% reduction in labour dispute cases affecting the Institution	Quarterly report on number of labour dispute cases reported.	High number of Labour dispute cases affecting the institution.	Reduction of Labour dispute cases affecting the institution	Corporate Services R 2 105 000 Vote no: 260051

#### 4.7. Key Programmes and Projects

Project	KPIs Output	Outcome	Funding Source	Budget (R'00)		
				2009/10	2010/11	2011/12
<b>WATER SERVICES</b>						
Eradication rural backlog 53bo	Eradication of rural backlog	Access to water	GSDM	650,000.00	0.00	0.00
Upgrading wtw Standerton/Sakhile	Upgraded WTW Standerton/Sakhile	Access to water	GSDM	2,500,000.00	0.00	0.00
Completion bulk water supply	Completed bulk water supply	Access to water	GSDM	1,000,000.00	0.00	0.00
Raising main wtw/ols Standerton/sakhile	Raised main Standerton/sakhile	Access to water	GSDM	100,000.00	0.00	0.00
Upgrading Morgenzon stw	Upgraded Morgenzon WTW	Access to water	GSDM	800,000.00	0.00	0.00
<b>TOTAL MULTIYEAR PROJECTS</b>				<b>5,050,000.00</b>	<b>0.00</b>	<b>0.00</b>
Construction 10 ml reservoir	Constructed 10 ml reservoir	Access to sanitation	GSDM	4,000,000.00	2,000,000.00	0.00
Eradication rural backlog - 350 boreholes	Eradication of rural backlog	Access to sanitation	GSDM	1,000,000.00	0.00	0.00
Upgrade capacity Standerton stw	Upgraded capacity Standerton STW	Access to sanitation	GSDM	2,500,000.00	2,500,000.00	0.00
Provision VIP's rural areas	Eradication of rural backlog	Access to sanitation	GSDM	714,285.00	0.00	0.00
<b>RURAL DEVELOPMENT-ROADS</b>						
Construction roads	Improvement of road network	Safe roads	GSDM	3,500,000.00	0.00	0.00
Rural roads	Improvement of road network	Safe roads	GSDM	500,000.00	0.00	0.00
<b>TOTAL NEW PROJECTS</b>				<b>12,214,285.00</b>	<b>4,500,000.00</b>	<b>0.00</b>
<b>INFRASTRUCTURE DELIVERY</b>						



Project	KPIs		Funding Source	MTEF Budget (R'00)			
	Output	Outcome		2009/10	2010/11	2011/12	Total
	Construction roads in Sakhile at Gule Street	Release Retention		Safe roads	MIG	R4 000 000	-
Construction of Roads in Sakhile at Nhleko Street	Release Retention	Safe roads	MIG	R4 000 000	-	-	-
Construction of Roads in Sakhile at Shivovo Street	Release Retention	Safe roads	MIG	R4 000 000	-	-	-
Construction of Roads in Sakhile at Makgatlata Street	Release Retention	Safe roads	MIG	R3 000 000	-	-	-
Construction of Roads in Sakhile at Khama Street	Release Retention	Safe roads	MIG	R4 000 000	-	-	-
Khumo Youth Development Centre	Social Development	Youth, Gender and Disability social inclusion	Social Services	R350 000	-	-	-
Thinasonke Blinds Co-operatives	Co-operatives support and development	Sustainable livelihoods	Social Services	R353 000	-	-	-
Moonlight Laundry Services	Laundry Facility	Co-operatives support and development	Social Services	R370 000	-	-	-

Project	KPIs		Funding Source	MTEF Budget (R'00)			
	Output	Outcome		2009/10	2010/11	2011/12	Total
	Integration of services through construction of MPCC at Sakhile	MPCC renovation		Delivery of government services	DPW	R450 000	-
Jerry Van Vurren	Provision of youth experience and provision of preventative maintenance	Delivery of government services	DPW	R550 000	-	-	-
Planting of 573 ha soya beans for bio fuel production	Nkosi Farming Trust	Commercial farming	DALA	-	-	-	-
Umrhombho Construction of 3 poultry houses o	Commercial farming	Commercial farming	DALA	R1 000 000	-	-	-
Moral regeneration campaign at Sakhile	Moral regeneration campaign	Promotion of maximum community participation in social crime prevention programmes	Safety & Security	R40 000	-	-	-
Greening of Police Station: Tree planting and a community garged at Sakhile	Greening	Promotion of maximum community participation in social crime prevention programmes	Safety & Security	R8 000	-	-	-
Imbizo at Sakhile	Imbizo at Sakhile	Promotion of maximum community participation in social crime prevention	Safety & Security	R250 000	-	-	-



Provision of 130 units under the Farm Worker Assistance Programme to beneficiaries in accordance with National Housing Programme	Farm Worker Housing Assistance (30 units) in Uitzegt	Access to proper housing	Housing	R1,938,000	-	-
	People housing process 100 units	Access to proper housing	Housing	R4,300,000	-	-
Project-Linked projects (old projects) Lekwa (94 units)		Access to proper housing	Housing	R5,640,000	-	-

Project	KPIs		Funding Source	MTEF Budget (R'00)		
	Output	Outcome		2009/10	2010/11	2011/12
Farmer Settlement	13 broiler houses completed ( 5 x Ubuhle Siyazenzela and 8 x Ngwenya)	Functional Commercial farming	DALA	R8,269,000	-	-
Farmer Settlement	25 ha of Apple projects established	Apple production	DALA	R20,447,000	-	-
Farmer Settlement	29 ha of existing Apple projects maintained	Apple production	DALA	-	-	-
Farmer Settlement	Reconstruction of 10 ha Apple project planned	Apple production	DALA	R350,000 R370,000	-	-
Farmer Settlement	6000ha of Soya beans Established and 40 farmers supported	Soya beans production	DALA	R1,700	-	-
Upgraded, renovated and maintained: Nelspruit, Ermelo, KwaMhlanga and Standerton	Number of libraries upgraded, renovated and maintained	Access to information	DCSR	R4,600,000	-	-
						<b>Total</b>

Project	KPIs		Funding Source	MTEF Budget (R'00)			
	Output	Outcome		2009/10	2010/11	2011/12	Total
Standerton Hospital: Construction of 3 Wards.	Finishings	Access to hospitalization	Roads	R2,329,905		R1,000,000	
Resealing P90/1 Kinross to R23 Balfour- Standerton 53km	Release Retention	Safe roads	Roads	R3,020,000	R3,000,000	-	-
Mill and repair P50/1 Ermelo – Morgenon	Release Retention	Safe roads	Roads		-	-	-
Mill and repair P50/2 Morgenon – Standerton (27km).	Release Retention	Safe roads	Roads	R2,000,000 R300,000	-	-	-
Construction of roads	Release Retention	Safe roads	Roads	R4,000,000	-	-	-
New designs for Multi Modal Infrastructure Facilities	Design multi – modal infrastructure facility in Standerton	Safe Design multi – modal infrastructure	Roads	R15,000,000	-	-	-

Project	KPIs		Funding Source	MTEF Budget (R'00)			
	Output	Outcome		2009/10	2010/11	2011/12	Total
Construction of a Multi-purpose Center for Sports and Recreation (Community Hall)	Community Hall	Meeting places	Neighborhood Development Grant	R18,515,714,00	-	-	-
Construction of a Taxi Rank in Sakhile Ext 4	Taxi Rank	Safer taxi Rank	Neighborhood Development Grant	R13,408,420,00	-	-	-
Shukuma Primary School Upgrading	Shukuma Primary School Upgraded	Access to school facilities	Neighborhood Development Grant	R2,695,702,00	-	-	-
Upgrading of the greater Sakhile Sport Stadium	Sakhile Sport Stadium Upgraded	Access to Sports facilities	Neighborhood Development Grant	R10 000,000	-	-	-
Construction of a Bridge in Sakhile Ext 4	Safe bridge	Easy access to and from Rooikoppen	Neighborhood Development Grant	R6,700,000,00	-	-	-
Construction and paving of Roads in Sakhile Ext 4	Paved roads	Easy access to and from Rooikoppen	Neighborhood Development Grant	R14,000,000,00	-	-	-
Construction of a Clinic in Sakhile Ext 4	Primary health care clinic	Access to clinic	Anglo-Coal New Denmark	R9,500,000,00	-	-	-

Project	KPIs		Funding Source	MTEF Budget (R'00)			
	Output	Outcome		2009/10	2010/11	2011/12	Total
Ishoba Lengwezane	Farm ownership	Commercial farming	Land Affairs	R1,800,000	-	-	-
Varkenspruit	Farm ownership	Commercial farming	Land Affairs	R10,000,000	-	-	-
Jokozela	Farm ownership	Commercial farming	Land Affairs	R15,000,000	-	-	-
Kaalspruit	Farm ownership	Commercial farming	Land Affairs	R12,600,00	-	-	-
Zandfontein	Farm ownership	Commercial farming	Land Affairs	R9,936,000	-	-	-
Rouxland	Farm ownership	Commercial farming	Land Affairs	R1,400,000	-	-	-
Hendrikspan	Farm ownership	Commercial farming	Land Affairs	R1,965,000	-	-	-
Radebe	Farm ownership	Commercial farming	Land Affairs	R3,000,000	-	-	-
Brakfontein	Farm ownership	Commercial farming	Land Affairs	R3,926,450	-	-	-
Cronau	Farm ownership	Commercial farming	Land Affairs	R11,000,000	-	-	-
Niekerksvley	Farm ownership	Commercial farming	Land Affairs	R2,135,000	-	-	-

Weimoed			Land Affairs	R4,800,000	-	-
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Project	KPIs		Funding Source	MTEF Budget (R'00)			
	Output	Outcome		2009/10	2010/11	2011/12	Total
	TJR Boedery	Farm ownership		Commercial farming	Land Affairs	R38,000,000	-
Vaalbank	Farm ownership	Commercial farming	Land Affairs	R4,000,000	-	-	-
Kareebosch	Farm ownership	Commercial farming	Land Affairs	R11,000,000	-	-	-
Vogelstruispoort	Farm ownership	Commercial farming	Land Affairs	R5,185,000	-	-	-
Klipplaatdrift	Farm ownership	Commercial farming	Land Affairs	R4,100,000	-	-	-
Witbank	Farm ownership	Commercial farming	Land Affairs	R10,000,000	-	-	-
Du Toit	Farm ownership	Commercial farming	Land Affairs	Negotiable	-	-	-



Project	KPIs		Funding Source	MTEF Budget (R'00)				
	Output	Outcome		2009/10	2010/11	2011/12	Total	
SOYABEAN (GRAINS) PRODUCTION	PROVISION OF MECHANISATION, PRODUCTION INPUTS & FENCING	Soya bean farming	DALA	R2.8m	-	-	-	
THEMBELIHLE & ZENZELENI BROILER PROJECTS	CONSTRUCTION OF BROILER HOUSES (40 000)	Chicken farming	DALA	R7.5m	-	-	-	
UBUHLE SIYAZENZELA	COMPLETION OF BROILER PRODUCTION HOUSES	Chicken farming	DALA	R5m	-	-	-	
LANDCARE	AWARENESS CAMPAIGNS & REHABILITATION OF NATURAL RESOURCES	Healthy and Safe environment	DALA	R4m	-	-	-	
ANIMAL HEALTH CENTRE	INTEGRATED POULTRY PRODUCTION	Healthy and Safe Beef stock	DALA	R3.1m	-	-	-	
HGMTfp Tree Planting	8500 TREES TO BE PLANTED (59 000)	Greening our environment	DALA	R2.5M	-	-	-	
HGMTfp Waste Cleanups	70 WASTE CLEANUPS TO BE CONDUCTED	Healthy and Safe environment	DALA	R870	-	-	-	

Project	KPIs		Funding Source	MTEF Budget (R'00)			
	Output	Outcome		2009/10	2010/11	2011/12	Total
AMBIENT AIR QUALITY MONITORING NETWORK	MONITORING OF AIR QUALITY DIPALESENG AND LEKWA	% Reduction of Air Pollution	DALA	R14.48m	-	-	-
GERT SIBANDE CENTRALISED WASTE MANAGEMENT FACILITIES	CONSTRUCTION OF A WASTE MANAGEMENT FACILITY DIPALESENG, GOVAN MBEKI & LEKWA	Manageable Waste	DALA	R1.8m	-	-	-
Imisebeyelanga Secondary School.	Unsafe Structures	Safe Structures	Education	R3,039 m	-	-	-
Khunjuliwe Secondary School	Unsafe Structures	Safe Structures	Education	R21,076 m	-	-	-
Building of lift shafts; Batho Pele and Jerry van Vuuren.	Maintenance of Building of lift shafts; Batho Pele and Jerry van Vuuren.	46 NYS participants (All projects).	Public Works	R1,000 m	-	-	-

Project	KPIs		Funding Source	MTEF Budget (R'00)			
	Output	Outcome		2009/10	2010/11	2011/12	Total
Awareness campaigns on Assault and rape in Lekwa and other two Municipalities	Number of Awareness campaigns on Assault and rape conducted	% reduction in Assault and Rape cases	Safety & Security	R 60 000	-	-	-
Awareness campaign against gender based / domestic violence in Lekwa and other four Municipalities	Number of Awareness campaign against gender based / domestic violence conducted	% reduction in Gender based and domestic violence cases	Safety & Security	R 130 000	-	-	-
Greening of 10 Police Stations Balfour, Val, Amsterdam, Volksrust, Driefontein, Dagga Kraal, Morgenzon, Mahamba, Greylingstad, Carolina	Number of Police Stations Greened	Highly visible Police Stations	Safety & Security	R 40 000	-	-	-
Establishment and Monitoring of School Safety Committees Albert Luthuli, Mkhondo Dipaliseng, Lekwa, Govan Mbeki, Msukaligwa	Number of School Safety committees established	Safety at schools	Safety & Security	R 50 000	-	-	-
Debate in schools Albert Luthuli, Mkhondo, Pixley ka Seme, Lekwa, Msukaligwa, Mkhondo, Govan Mbeki	Number of Debates held at schools per annum	Promotion of literacy	Safety & Security	R105 000	-	-	-

Project	KPIs		Funding Source	MTEF Budget (R'00)			
	Output	Outcome		2009/10	2010/11	2011/12	Total
Pillar to Post (Expose learners to prison environment) Pixley ka Seme, Lekwa, Msukaligwa, Dipaliseng	Number of Pillar to Post excursions conducted	Expose learners to prison environment	Safety & Security	R 100 000	-	-	-
Monitor the functionality of CPF Clusters Msukaligwa, Mkhondo, Pixley ka Seme, Dipaliseng, Govan Mbeki, Lekwa, Albert Luthuli	Number of CPF Clusters that are functional	Promotion safety and security in our streets	Safety & Security	R 70 000	-	-	-
Monitor the established CSF in the following Police Stations Piet Retief, Ermelo, Standerton, Sakhile, Leslie, Embalenhle	Number of CSF Established in our Police Stations.	Promotion safety and security in our Police Stations	Safety & Security	R 80 000	-	-	-
Recruit and Deploy Safety volunteers	Number of Recruit and Safety volunteers deployed	Promotion safety and security in our streets	Safety & Security	R 90 000	-	-	-
Establish and Monitor Youth Sub-fora	Number of Youth Sub-fora established	Youth Sub-fora established	Safety & Security	R 20 000	-	-	-
Establish a Regional MAM, development of POA to be Implemented in 7 municipalities	Number of Regional MAM established	Regional MAM established	Safety & Security	R 120 000	-	-	-

Project	KPIs		Funding Source	MTEF Budget (R'00)				
	Output	Outcome		2009/10	2010/11	2011/12	Total	
Support the municipalities in developing credible LED Plans Pixy ka Seme Mkhondo Lekwa	Building a Competitive & Labour Absorbing Economy	Facilitate LED & Rural Development	DEDP	53 (each)	-	-	-	
Potential Exporters Development Programme Balfour, Dipaleseng & Standerton	Building a Competitive & Labour Absorbing Economy	Facilitate LED & Rural Development	DEDP	R350 per municipal area	-	-	-	
Projects initiated and implemented in Pixely Ka Seme, Mkhondo and Lekwa	Building a Competitive & Labour Absorbing Economy	Facilitate LED & Rural Development	DEDP	200 (each)	-	-	-	
Informal Settlement Upgrading (new projects Lekwa (2165 units)	RDP Units	Access to proper housing		R129,900,000				

## **5. SECTION E: SPATIAL DEVELOPMENT FRAMEWORK (SDF) RATIONALE**

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**Spatial Development Framework** Is a visual representation of spatial form which indicates: Where strategic intervention is required; where public and private land development and infrastructure investments should take place, desired and undesired utilization of space. It links the Municipal budget with projects in visible/spatial format where priority spending is required.

It seeks to guide overall spatial distribution of current and desirable land uses within a municipality in order to give effect to the vision, goals and objectives of the municipal IDP”

An SDF indicates:

- urban and rural areas
- a hierarchy of settlements
- transport network
- existing and future priority projects
- all the above with a spatial dimension (at least)
- Simply put – it’s a spatial representation of the IDP

The following is a summary of the key elements of some of the legislation specifically relevant in the Spatial Development Framework formulation process:

- Municipal Structures Act (NO. 117 OF 1998) (As amended).
- Municipal Systems Act (No 32 of 2000).
- Local Government: Municipal Finance Management Act (No 56 of 2003).
- Municipal Revenue
- Municipal budgeting.
- National Land Transport Transition Act (No 22 of 2000).
- Water Services Act (No. 108 of 1997).

### **5.1 Linking SDF, IDP, LUMS, LED, Vision and legal directives**

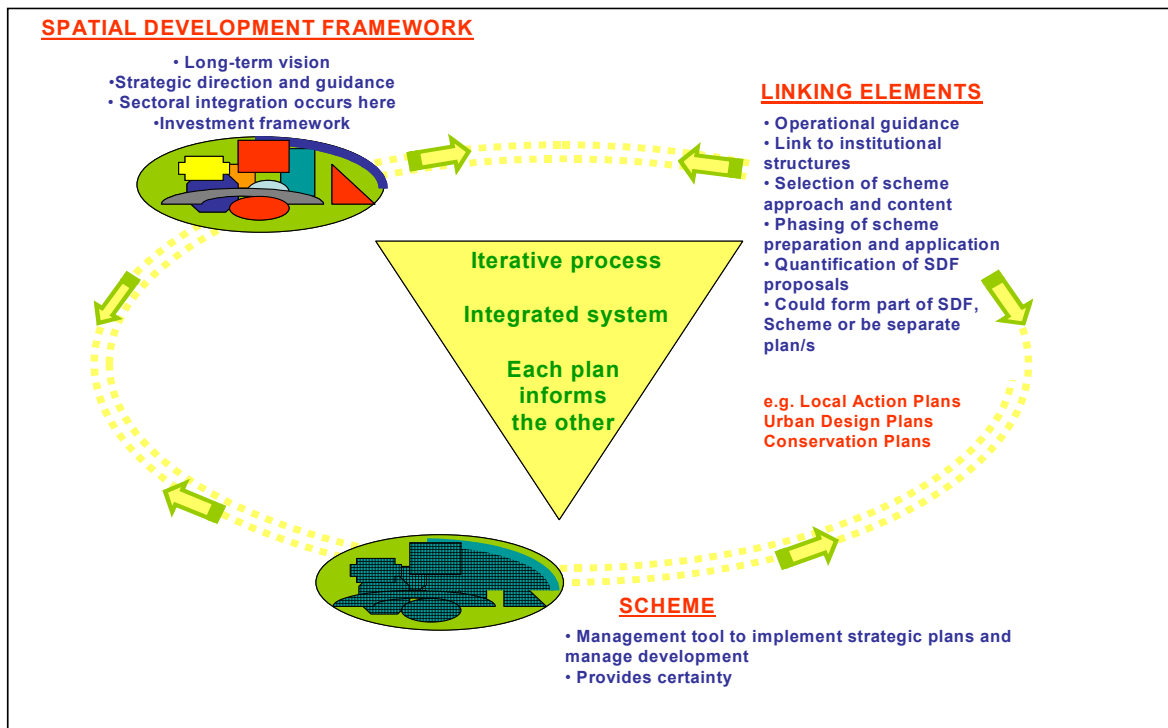
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Integrated development planning is seen as a tool for developmental local government. It is a mechanism to restructure cities, towns and rural area, eradicating the development legacy of the past. One of the means through which integrated development planning intends to achieve this is through the development of a spatial development framework that provides spatial overview of planned public and sector investment

An IDP contains municipal projects (incl LED stimulants & initiatives), indicated on the SDF & located on LUMS.SDF and LUMS provide opportunities for developers to identify project locations. LED strategies align with the SDF & LUMS

The purpose of LED is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation” (World Bank).Clearly IDP’s, SDF’s, LUMS & LED are strategic and cannot properly function in the absence of the other.

**Figure: 1 Linking SDF, IDP, LUMS, LED, Vision and legal directives**



## **5.2 The availability of the “SDF Plan” and its status,**

The reviewed Spatial Development Framework is currently in place and has been adopted by Council on the 5<sup>th</sup> February 2009 under Council Resolution number A\_\_\_\_\_.

In the process of revising the Spatial Development Framework, the municipality anticipates three sets of deliverables from the service provider namely: a status quo report; a community participation report; and Spatial Development Framework document. While each of these reports were initially prepared and presented at different intervals during the SDF formulation process, this final report incorporates these discrete sections into a composite report for ease of reference.

The SDF provides an analysis of the current spatial form and then proposes a desirable future spatial development approach which, if implemented, will help structure the municipality in a manner that will help improve the delivery of services to the whole of the municipal area of jurisdiction. Looking at the current mobility patterns influenced by dominant traffic and local economic nodes such as shopping centers, this section also proposes Activity spines/corridors and how these can be promoted through the adoption of certain spatial guidelines which are contained in the SDF. Finally these Activity Spines/Corridors and future land-uses are depicted in a series of maps

### 5.3 Analysis (space economy, environmental issues, settlement form/patterns)

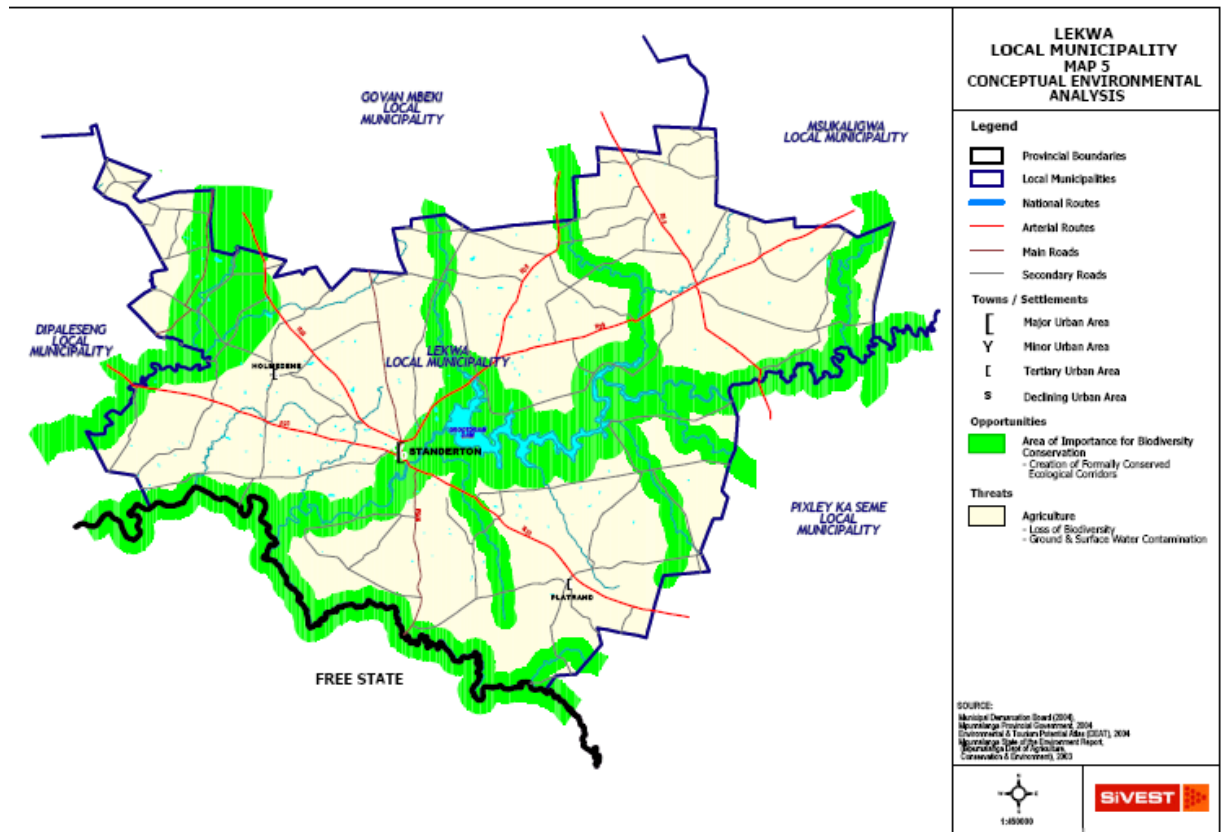
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NB: See the following Maps: 1 to 16 on spatial space in Lekwa Municipality.

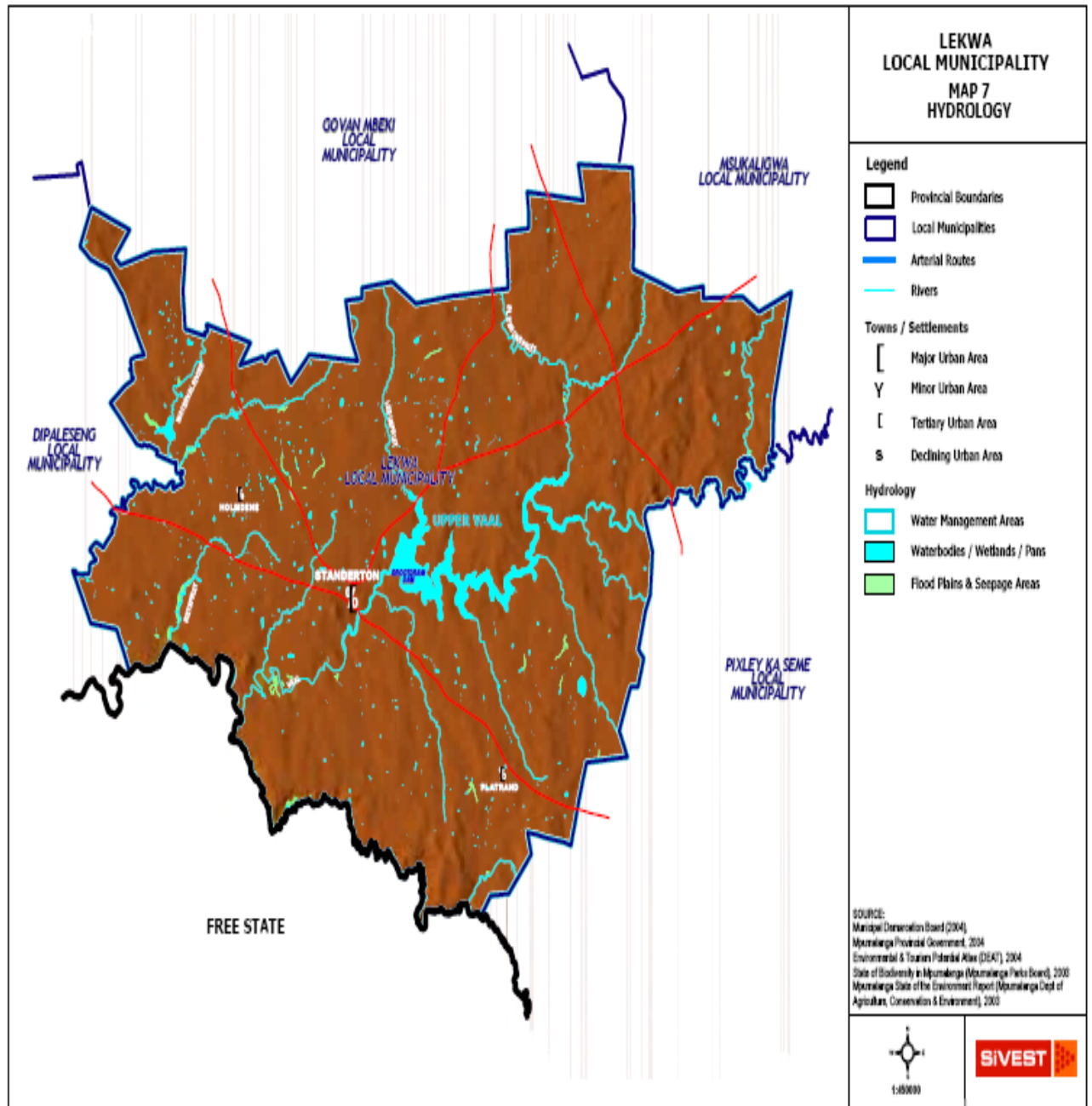
- (i) **Natural Environment** Climate, Topography/geology/soil potential, Hydrology and Wetlands Biodiversity, effect of the SDF Development on Natural Environment.
- (ii) **Demographic** Distribution of Population by Gender, Distribution of Population by Gender-Per Ward, Distribution of Population by Population Group, Population Distribution by Age, Level of Education, Overall Population Distribution, Population by Rural-urban Split.
- (iii) **Socio-economic analysis**, Annual income distribution by households, Employment statistics, Employment per Industrial Sectors, Occupation types, Financial Capacity, Consumer Debt, Municipal Infrastructure Expenditure, Capital Expenditure versus Operating Expenditure Ratios.
- (iv) **Access to basic services**, Access to sanitation, Water and Sanitation consumption,
- (v) Electricity, Sources of Energy for cooking, Housing, Waste management, Provision of Roads and Storm Water, Provincial roads, Public facilities and services, Education facilities.
- (vi) **Rural Land-use**, Mines and quarries, Conservation areas, Agriculture, Transportation Aspects, Identification of High-order (Provincial) and Low-order (Local) corridors, National Roads, Provincial Roads, Rail, Air Transport, Public transport, Description of Public Transport Facilities.
- (vii) **Major Economic drivers in Municipality sectoral potential:** ( Sectoral potential analysis, Agricultural sector, Mining, Manufacturing, Environment and consideration, Utilities: Electricity, Water and Gas, Construction, Transport, Storage and Communication, Business and Financial Services and Tourism).



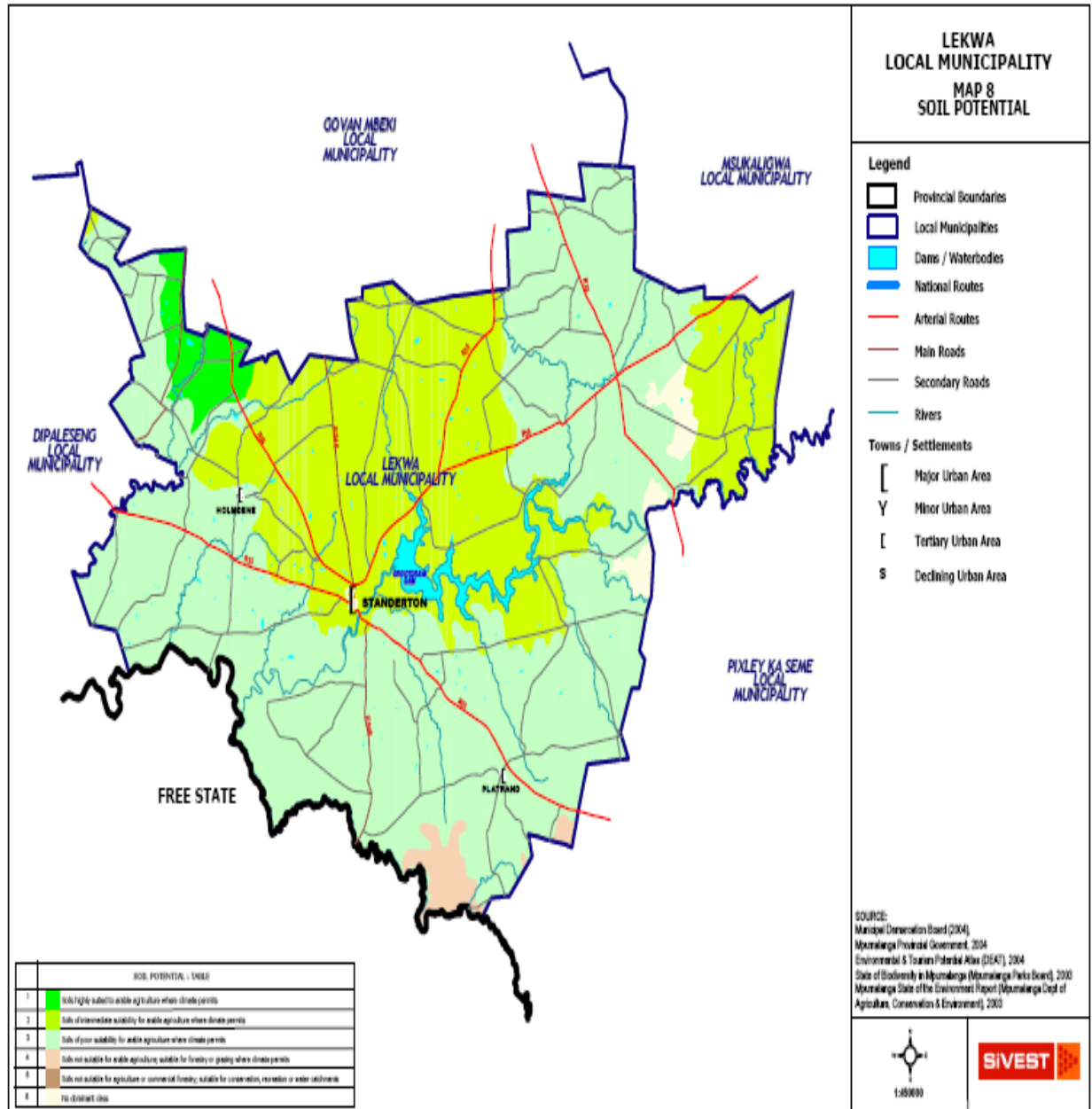
## Map: 2 Conceptual Environmental Analyses



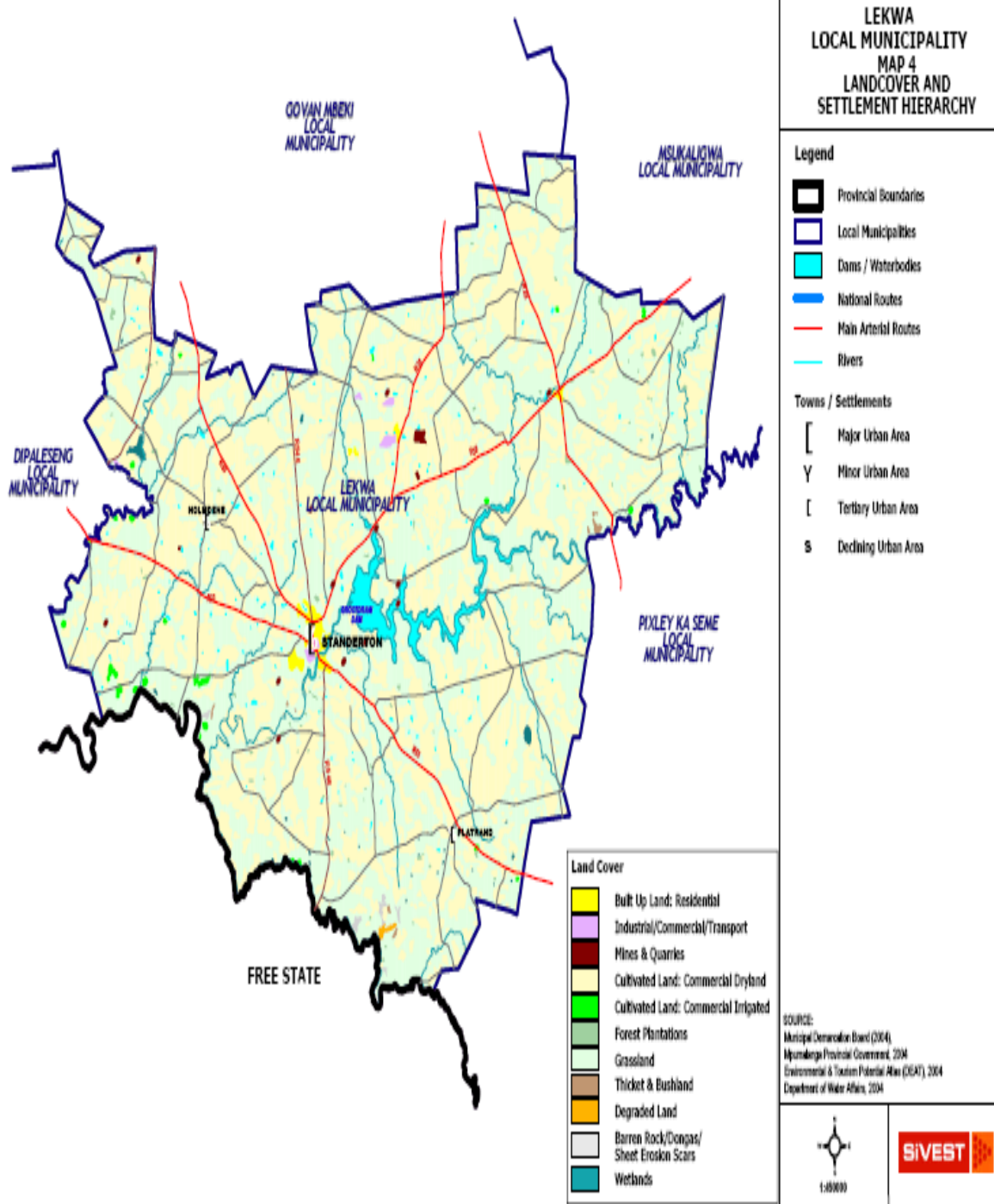
## Map: 3 Hydrology



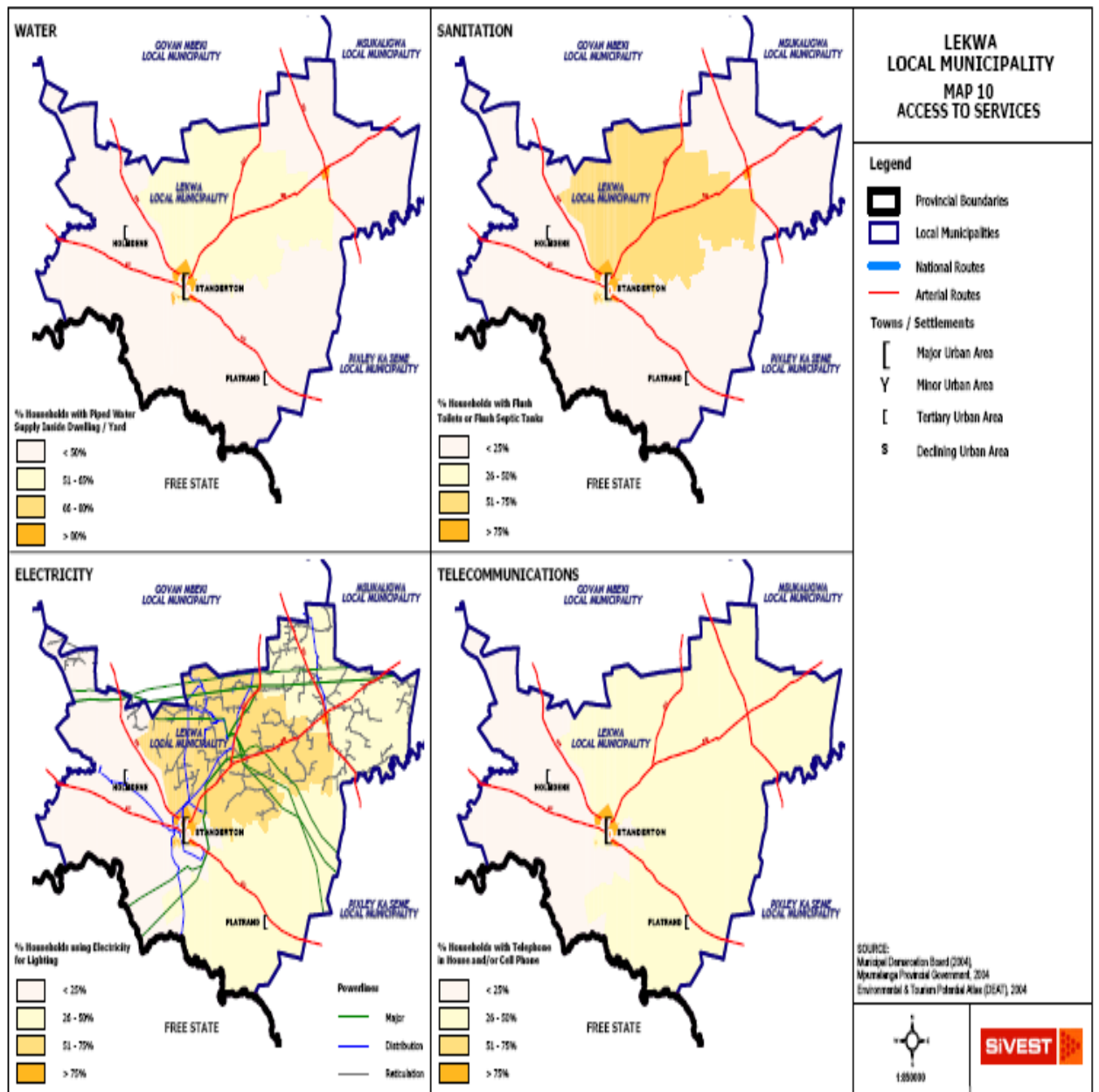
**Map:4 Soil Potential**



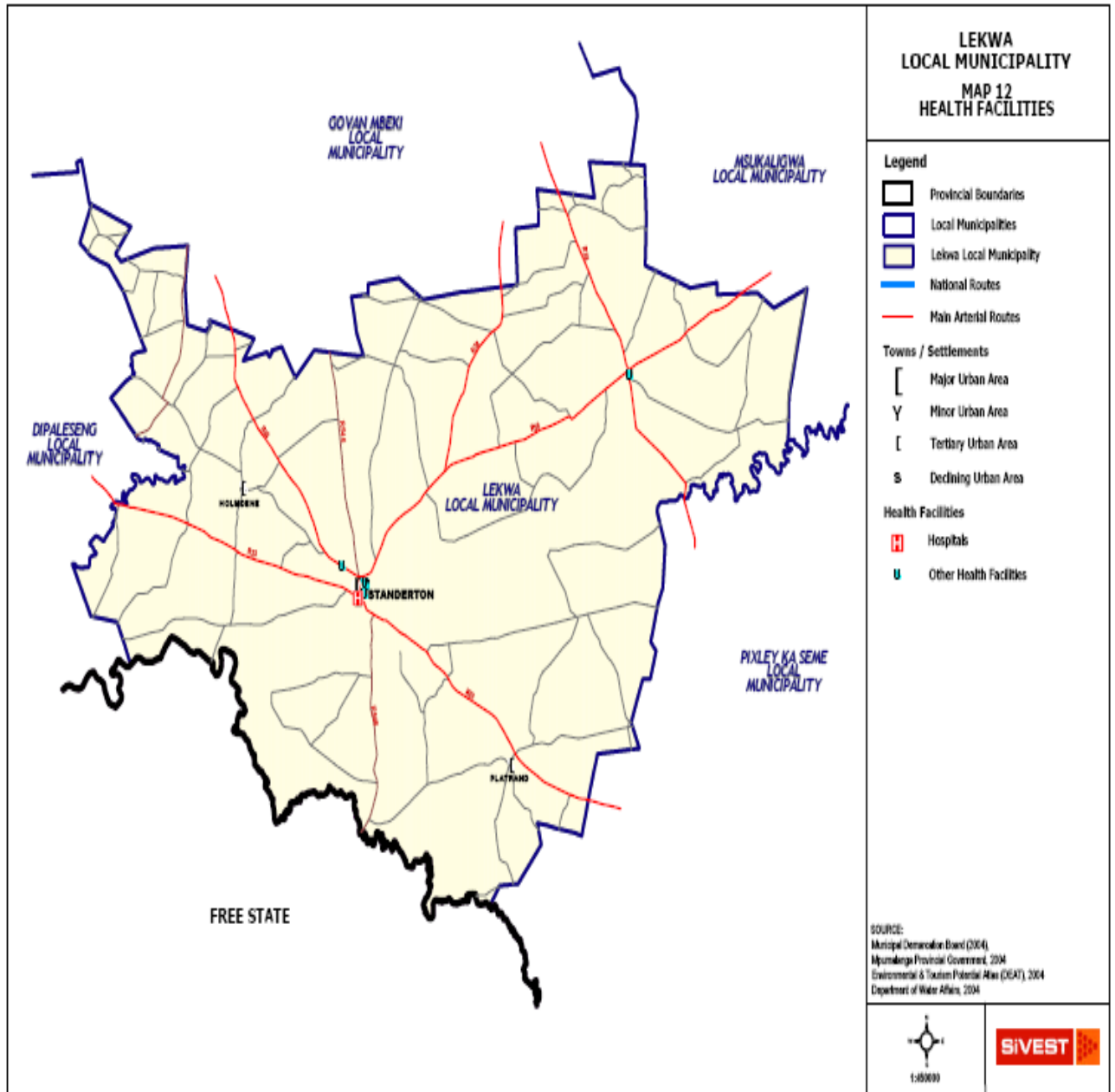
**Map: 5 Land cover and Settlement Hierarchy**



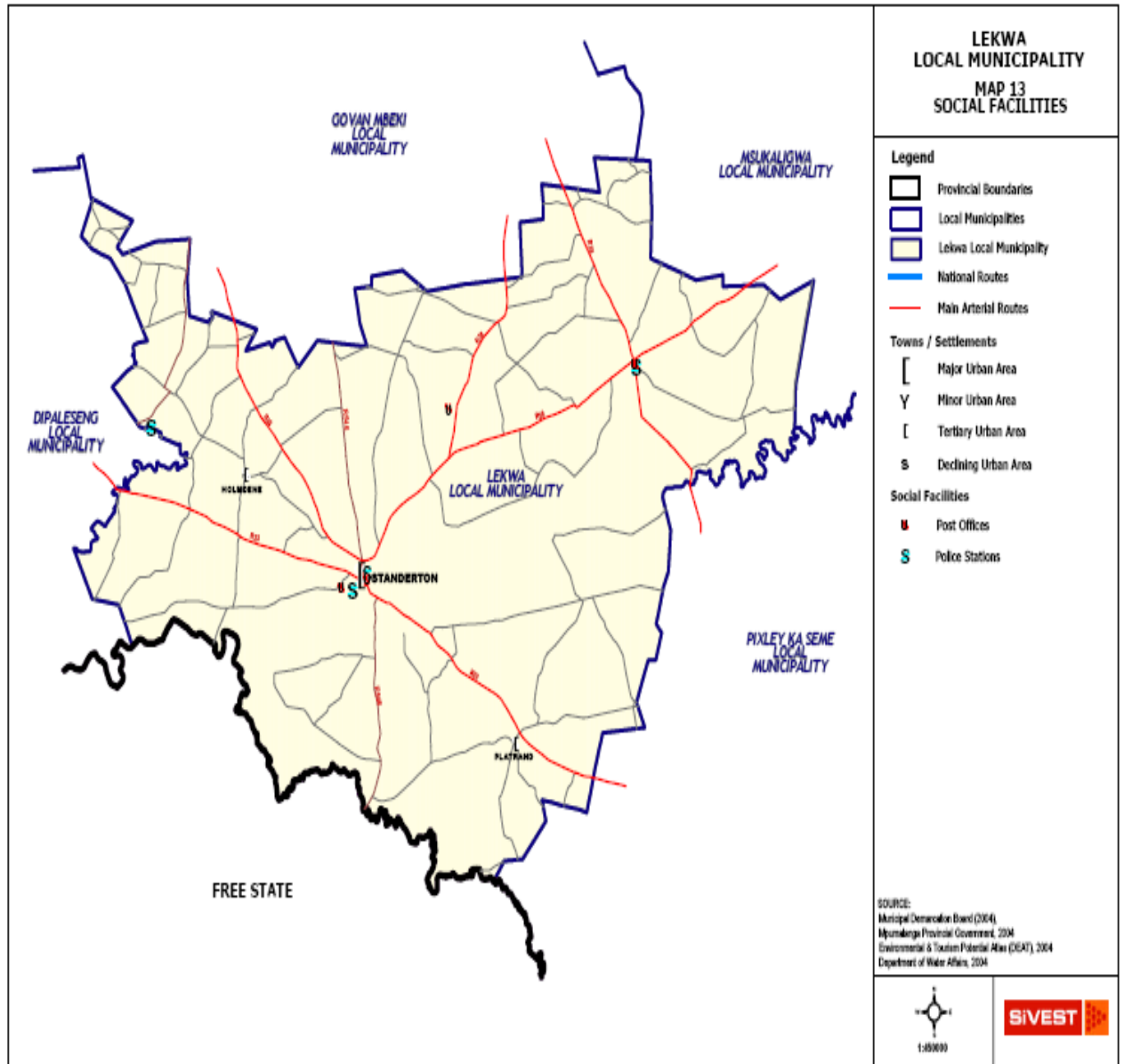
## Map: 6 Access to Basic Services



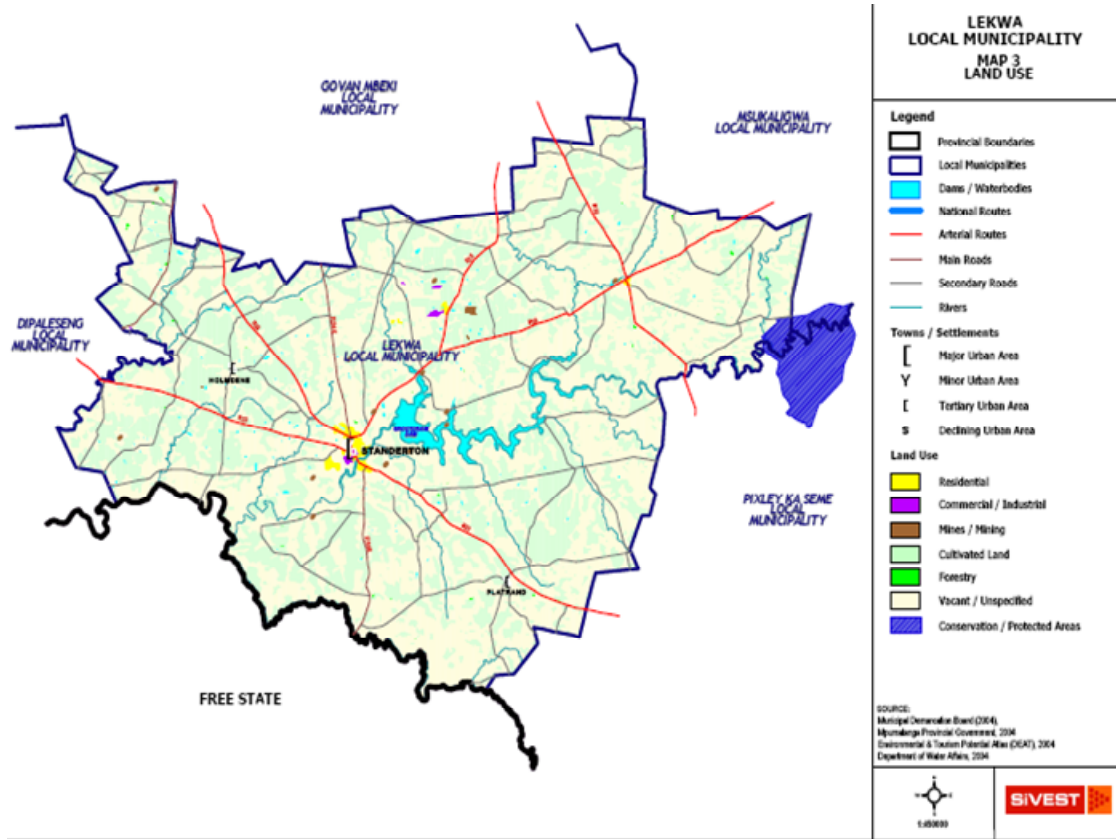
## Map: 7 Health Facilities



**Map: 8 Social Facilities**



**Map: 9 Land-use**





### **5.3 Rationale (Intergovernmental linkages: PGDS, NSDP “areas of economic potential vs hh poverty”...)**

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In line with the Municipal Systems Act (Act 32, 2000) requirements, all municipalities are obliged to prepare IDPs. Section 26 of the MSA indicates that the IDP among other things should reflect a SDF which must include the provision of basic guidelines for a land use management system for the municipality.

- It is a spatial representation of the creation of integrated and habitable urban and rural areas and provides general direction to guide decision-making and action over a multi-year period.
- The intention of SDF is to develop an appropriate land use management system.

Implementation of Municipal Spatial Development Framework should ensure that management of municipality yields sustainable results. In terms of municipal development, sustainability implies:

- Long term continuity;
- Diversity and adaptability
- Harmonious interaction between the three major systems (Economic, Social and Natural)
- Equitable access
- Fair and efficient use of resources for the purpose of meeting basic human needs
- Maintaining and restoring natural life support systems
- Interdependence e.g. urban and rural systems.

#### **5.3.1 Existing Urban Settlement**

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Apart from the town of Standerton three types of urban settlements occur in the Local Municipality area. The first are small agriculture service villages such as Platrand and Holmdene.

These villages fulfill a “corner shop” support function to a very small and localized farming and rural community. The amenities available in these villages are extremely limited and focused on very basic business and social needs. These villages are also marked by extended informal settlements of people moving from farms and rural areas.

The second category of towns is the towns associated with the mines and power stations in the Standerton district. The town includes Thuthukani. In principle the town will not develop any further and will fulfill the same role as the agricultural service villages. Social services and amenities are usually better developed.

The third settlement type represented is Morgenzon and Meyerville that can be regarded as an “agricultural village” that is the result of a land restitution project.

The abovementioned villages are situated on the major transport routes and serves as nodes where future provision of services should be concentrated to consolidate development in the area.

### **5.3.2 Poor Rural Urban Linkages**

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The three types of villages mentioned above should serve as focus for development providing input and output markets, mechanical and other workshops, financial services and social services such as schools and clinics which are to the benefit to people in the surrounding area. For historical reasons, these functions and links to the rural hinterland often do not exist or are poorly developed. Interdistrict transport routes, not the needs of intraregional trade. Output from the large farms passes through cooperatives to distant markets without serving the needs of small town. Stores and supermarkets bring in food products over large distances rather than attempting to establish local suppliers. There is a need to integrate economic activity in order to generate income from added value at a local level.

### **5.3.3 Socio Economic Infrastructure**

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Specific proposals are made in terms of the location of specific social facilities in the spatial development framework. It is however envisaged that future social facilities in the Lekwa Local Municipality will be accommodated in Service Delivery Centers (One Stop Centers) including the following:

- Shops
- Pay points for water, electricity and telephone bills
- Satellite post office
- Welfare offices (pension payout points, social work services)
- Clinics/ Community Health Centres
- Police Stations
- Adult Basic Education and Training Facilities
- Small Business hives/job creation programs
- Recreational and sport facilities and libraries/info centers
- Offices of Civil Society Structure (Civic Organizations, Community/Local Development Forums, etc)
- Housing Information Centers
- Planning Zone Forums
- Art and Cultural Facilities

These centers should preferably be located along the major communication routes to maximize accessibility to the widest possible community.

In terms of the Spatial Development Framework three such potential sites have been identified: one in Platrand, the second in Holmdene and the third in Thuthukani village.

### **5.3.4 Economic growth of Rural Service Centers**

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The initiatives necessary for stimulating the economy of Rural Service Centers and their hinterland include the following:

- Promote diversification for the local market and training in skills that will add value to farm and Agricultural product and tourism.
- Ensure that existing social services facilities are widely and efficiently used.
- House people closer to their employment, rather than sustaining them in distant "apartheid" settlements, which necessitate costly daily transport and subsidies.
- Link small towns into regional economies by periodic markets, thus building total production and cash circulation and a more competitive position in the wider economy.

- Rural Development Framework of Land Affairs<sup>119</sup>; Thus rural development framework describes how government working with rural people aims to achieve a rapid and sustained reduction in absolute rural poverty.

### **5.3.5 Specific development aspects to be addressed include the following:**

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- Institutional development assisting rural people to set the priorities in their own communities, through effective and democratic bodies, by providing the local capacity and access to funds for them to plan and implement Local Economic Development;
- Investment in basic infrastructure and social and social services: the provision of physical infrastructure (e.g. housing, water and power supplied, transport) and social services (e.g. basic health care and schools);
- Improvising income and employment opportunities and by broadening access to natural resources (e.g. arable and grazing land, irrigation water, etc) ;
- Restoration of basic economic rights and marginalized rural areas by establishing markets as the organizing spatial and temporal framework for development.

To meet the backlog in infrastructure in rural areas, government is committed to subsidize the capital for a basic level of services with the following programs:

School and clinic program, through the National and Provincial Departments, fully funded by government, with telephones and electricity.

The DWAF Community Water and Sanitation Program provide the platform for the implementation of internal bulk and connector water and sanitation projects.

The Department of Constitutional Development's Consolidated Municipal Infrastructure (MIP): up to R 3 000 per household for the installation and rehabilitation of internal bulk and connective services i.e. water and roads.

The Department of Housing's National Housing Subsidy: up to R16 000 per qualifying person for the land, onsite infrastructure and part of the Land Reform Program.

The potential for Local Economic Development initiatives and job creation in sectors such as commerce: small, medium and micro enterprise agriculture, tourism and labor intensive public works should be promoted. The prime importance of broadening access to sector and NGO'S for the promotion of a wide range of enterprise is recognized.

These should be built upon to utilize the local natural resource base and of the potential for trading links within the area. These should be strengthened through the establishment of rings of markets for locally and regionally produced goods and services, linking small towns into regional economies building total production and cash circulation and a more competitive position in the wider economy. Target service levels for different types of rural areas cannot be laid down specifically. Key factors influencing the level of services provision area speed of economic growth in the locality: how widely the benefits of that growth are distributed.

### **5.3.6 Tourism and Recreational Development**

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Tourism can play an important role in the economic development of the Lekwa Local Municipality. The area located to the East to the South of Lekwa Local Municipality is regarded as having major development potential for tourism and related activities. This area should be managed with due regard to any potential issues emerging from and environmental viewpoint. Appropriate environmental impact of development in this area should be investigated. Land uses that have a potential negative environmental impact should not be allowed.

The above mentioned area could form part of an ecotourism belt between the Grootdraai valley in the South-East and the Vaal River in the East to South-West. An ecotourism centers should exist

in River Park, Grootdraai dam and a number of Game Park and reservations could combine to establish a very successful ecotourism area. River Park was initially developed as tourist/holiday area. If the necessary infrastructure could be provided and the nature reserve developed, the area could attain its optimal potential. In many cases the most suitable form of tourism in rural areas is ecotourism which aims to balance the needs of people with the need to protect the environment. It is low impact tourism, which means that it aims to disturb the environment as little as possible.

### **5.3.7 Ecotourism has the following advantages:**

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- Ecotourism projects are more likely to be suitable because the natural environment is protected.
- Ecotourism projects are on a smaller scale than other form of tourism, which makes it easier for rural communities to participate.

### **5.3.8 Agricultural/Small-Scale Farming Development**

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Areas with high and medium agricultural potential are located in and around the central Lekwa Local Municipality area. These areas should be preserved for primary agricultural purposes, which are important contributors to economic development and employment creation. Although there are mining activities located on the North of Lekwa, the areas not utilized for mining and mining infrastructure should be considered and promoted for agricultural purposes where feasible.

Labour intensive agriculture enterprises (small-scale farming) should be promoted and supported in order to increase rural employment, production and income. Small-scale farming could provide product for the immediate local market and for the local industry. Typical obstacles to the growth and development of the small-scale farming sector include the following:

- There is inadequate access to land for farming.
- There is an unwillingness of financial institutions to lend for purchase of basic requirements such as implements and seed.
- Due to decades of discrimination and repression, there is a lack of skills and knowledge.
- In many areas, there is a lack of basic infrastructure such as access to water, electricity and roads for transporting goods to market.
- There is a lack of markets at which small-scale farm produce can be exchanged locally, be processed and be bought at low cost for export to regional and national markets.
- There is a lack of information, which would enable small-scale producers to operate profitably.

### **5.3.9 National Spatial Development Perspective (NSDP)**

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Lekwa Local Municipality forms part of the areas that were spatially designated and distorted, NSDP will assist in bringing investment and growth in the area. The Municipality can be seen as an area of unlimited potential growth as NSDP purports, where providing basic service and grants, human resource development, labour market intelligence is not enough. Municipality's economic and infrastructural development needs to be aligned within the LED strategy. Growing sectors in the Municipality such as the Agriculture and Tourism sectors need to be strengthened to ensure progressive economic development. Investment in these areas needs to be coordinated and integrated with the IDP of the Municipality and form part of the LED programmes identified as part of the LED Strategy

### **5.3.10 Provincial Growth and Development Strategy (PGDS)**

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The LED Strategy for Lekwa Municipality needs to deal with critical obstacles with regard to local economic growth. The LED Strategy should assist in creating a conducive regulatory and enabling environment for business initiatives. It should also encourage a “culture of entrepreneurship” among local people, support access to relevant skills and accelerate access to relevant information, loans and credit. Agri-business development and agricultural enterprises need to be expanded in Lekwa Municipality, with particular focus on the expansion of the agricultural value chain.

### **5.4 Areas of Economic Potential versus Poverty**

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The SDF makes a number of Spatial proposals for Lekwa which are mainly aimed at improving not only the Spatial interrelationship between the various spatial components but, most importantly, to help improve service delivery across the length and breath of the Municipality.

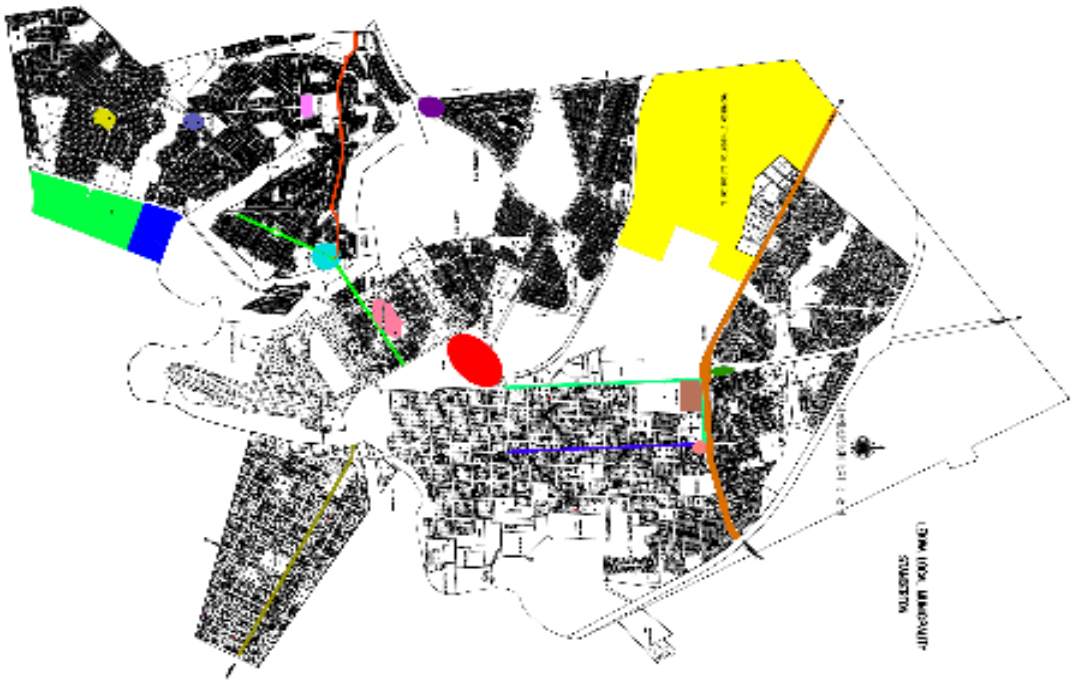
This is to propose ways in which the SDF may be implemented and is structured in a tabular format for ease of cross reference

## 1 5.4.1. SPATIAL DEVELOPMENT FRAMEWORK IMPLEMENTATION

SDF Findings	Objective	Strategy	Indicator	Agent
Poor service delivery to the surrounding arming communities located away from the Standerton economic hub The SDF has identified a number of Key Local Economic Development nodes for future development in order to create viable communities within the Municipal area.	Creation of at least three (3) rural service centers – one in Platrand, the second in Holmdene and the third in Thuthukani village Make land available for both Public and Private Investors in the identified nodal areas in order to encourage targeted investment. For instance where land is owned by it (e.g. in Sakhile), the municipality must release such land for such targeted investment and ensure that adequate infrastructure is provided in these nodal areas in order to attract this private sector investment. A case in point is Sakhile Ext 4 where currently the National Treasury is funding some of the infrastructure and social facilities under the Neighborhood Development Partnership Grant	Suitable land be identified and purchase by the Municipality in these rural areas where rural service centers are to be established. Almost simultaneously, the municipality should involve other sector departments such as Health, Education and Social service for partnerships in establishing the proposed rural service centers. Where land identified for nodal development is owned by the other organs of state as well as the private property owners, the municipality needs to have bilateral discussions in order to influence these land owners to make such land available for such proposed development	Three (3) rural service centers Platrand, Holmdene and Thuthukani created Number of hectares of land be released for future investment and nodal areas be identified	LUMS LUMS
The Vaal River Basin has been identified as a major recreation node mainly for picnicking and passive recreational activities. The SDF proposes the development and encouragement of certain activity spines within the Municipal area.	It is understood that the whole of the Vaal River Basin is under the management of the Department of Water Affairs and Forestry. It is thus important that the proposed recreational facilities along the Vaal River Basin are in line with the guidelines provided by this Department The guidelines proposed in the SDF are intended to provide a general approach of how activity spines need to be developed, encouraged and promoted.	This includes applications lodged by private land-owners to develop water-based features and lodges in the vicinity of the River Basin. These guidelines should be read together with the existing Town Planning scheme provisions. Where the Town Planning Scheme falls short or seems to be too rigid to accommodate the activity spines, it may eventually be necessary to do a blanket amendment of the TPS along the proposed activity spines.	Vaal River Basin be proclaimed as a major recreation node mainly for picnicking and passive recreational activities. Beyers Naude from Krog Morgenzon/Sivukile Area Walter Sisulu Drive Activity Spine DR. Nelson Mandela Drive: Meyerville Activity Spine Lekwa Standerton be proclaimed as major activity pine areas	LUMS LUMS

<p>The SDF encourages alignment of the Municipal planning process with those of the adjacent Municipalities.</p>	<p>While Lekwa Municipality may (and in fact needs to) engage its neighbouring municipalities on cross-municipal issues such as Bulk water supply, Environmental conservation, Disaster management, Local public transport, etc, a greater role in this is to be played and spearheaded by the District Municipality.</p>	<p>The District must therefore provide guidance in aligning those issues that cut across the Local municipal boundaries so that all municipalities in its jurisdiction are able to deal with these issues in a co-coordinated and standardized manner.</p>	<p>Aligned Municipal planning process with those of the adjacent Municipalities</p>	<p>LUMS</p>
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**Map: 11 Lekwa Standerton**

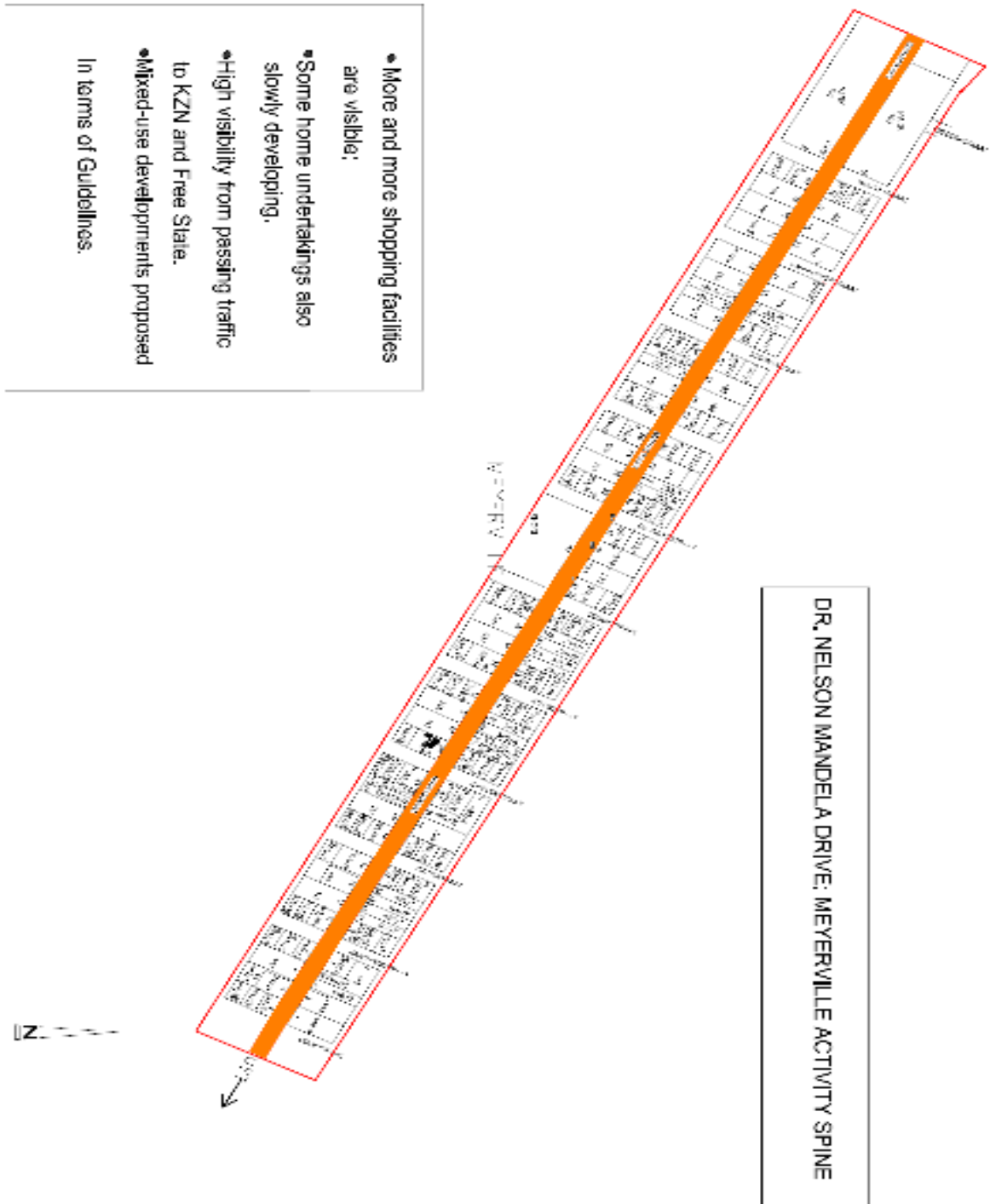


- COMMERCIAL ZONE
- INDUSTRIAL ZONE
- RESIDENTIAL ZONE
- ZONE FOR COMMERCIAL DEVELOPMENT
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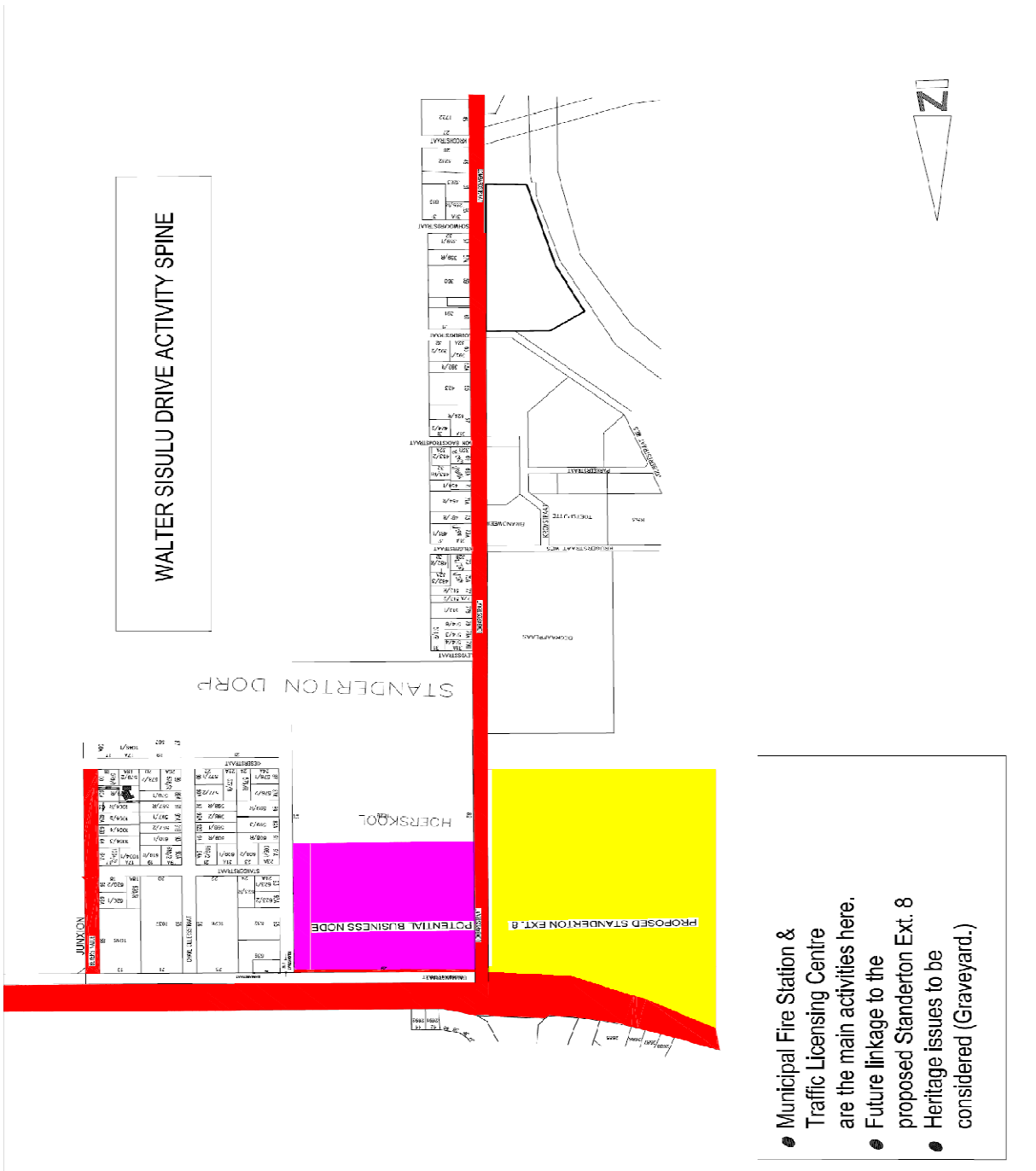
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## Map: 12 DR.Nelson Mandela Drive: Meyerville Activity Spine

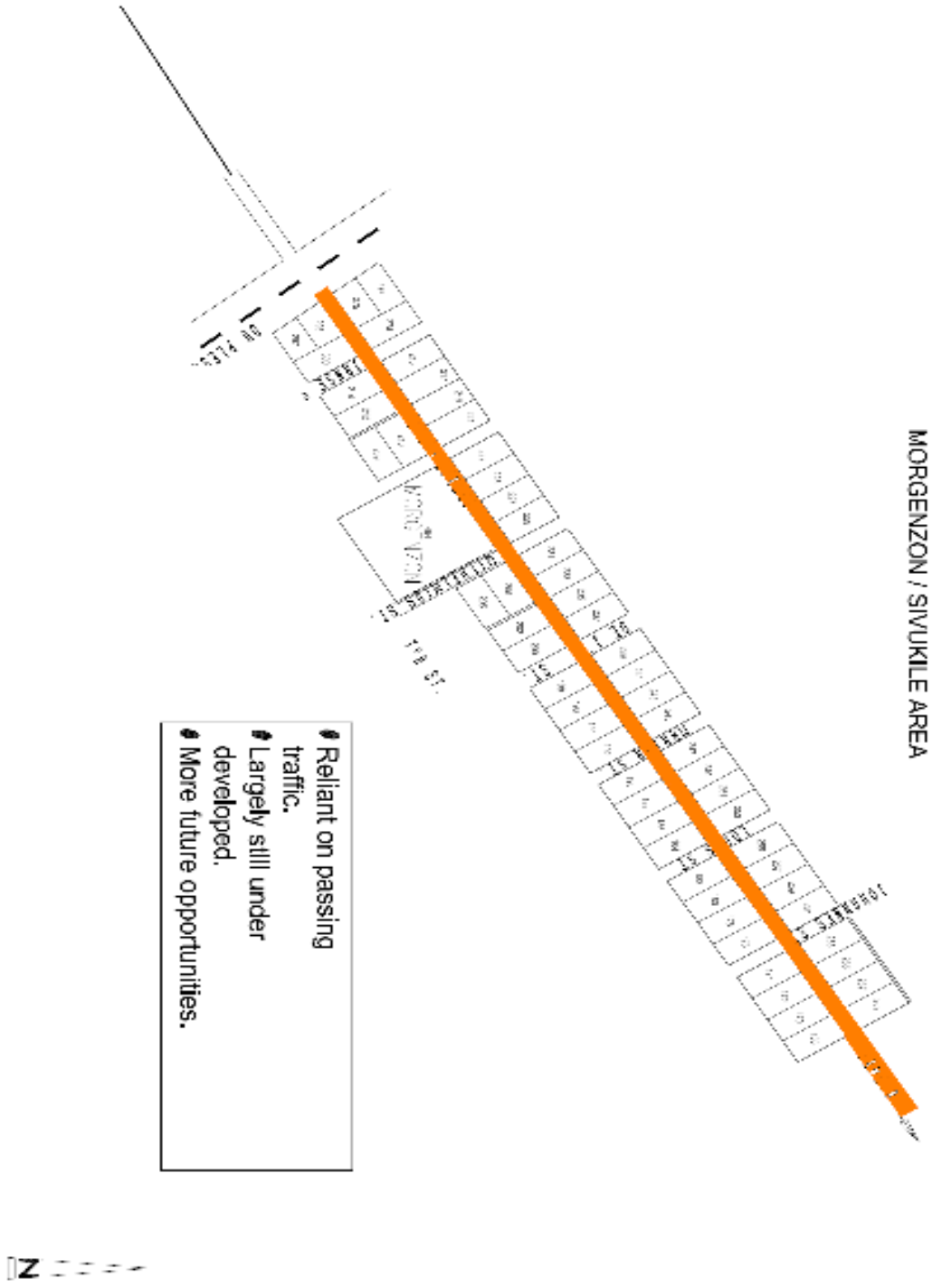


# Map:14 Walter Sisulu Drive Activity Spine

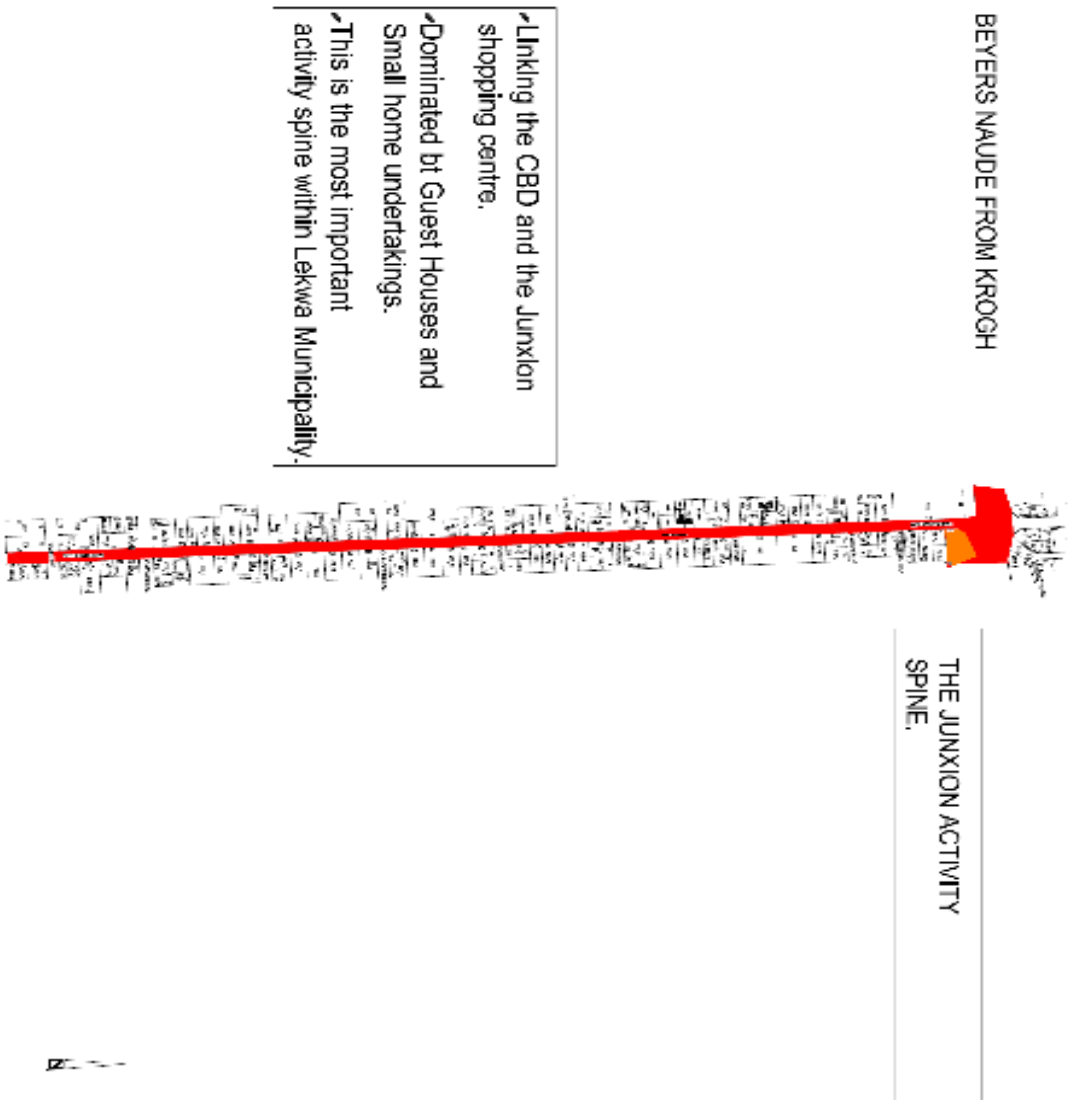


- Municipal Fire Station & Traffic Licensing Centre are the main activities here.
- Future linkage to the proposed Standerton Ext. 8
- Heritage issues to be considered (Graveyard.)

**Map: 15 Morgenzon/Sivukile Area**



**Map: 16 Beyers Naudé from Krogh Street**



#### 5.4.2. Capital Investment Framework

The Capital Investment Framework (CIF) is the implementation component of the IDP and the SDF, realizing the goals and the objectives of the Municipality. The CIF is an outcome of a joint initiative between the National Treasury (NDPG) and Anglo-Coal and core internal departments). Without an effective implementation framework, the development principles and strategies of the SDF will remain grounded in theory and the likelihood of restructuring the Town in line with the District's Growth and Development Strategy is unlikely to be realized.

The purpose of the CIF is to ensure the improvement and the management of the existing infrastructure by addressing the many developmental challenges within the Municipal area. The CIF indicates where Council should invest the capital budget for capital projects within a short to medium timeframe, and translates a catalogue of "wish list" projects into a catalogue of strategies and projects collated from the municipal core departments. The purpose of the CIF is, therefore, to:

- Improve service delivery through infrastructure and services that are planned, delivered, upgraded or managed, in an objective and structured manner that supports the Municipal vision, Local Economic Development strategy, and priorities;
- Prioritize projects and programmes through an information system;
- Direct future public and private investment;
- Strategically align capital budgets; and
- Identify types of infrastructure and services planning and implementation choices in a strategic manner that fulfils the Municipal developmental priorities.

Table Capital Investment Programme

<b>CAPITAL INVESTMENT PLAN</b>				
<b>SECTOR</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
<b>Sanitation</b>	R3 870 000,00	R1 096 000,00	R6 408 661,35	
<b>Water</b>	R6 460 000,00	R6 514 253,35	R20068 220,51	
<b>Storm water control</b>	R3 000 000,00			
<b>Roads</b>	R56527 672,96	R11 351 238,88		R 8 000 000
<b>Electricity</b>	R8 115 000,00	R1 235 069,00		
<b>Land and Planning</b>		R733 000		
<b>Sport &amp; Recreation</b>		R4 014 000,00	R1 500 000,00	
<b>Environment</b>		R1 040 000,00		
<b>Health</b>	R14497 851,57	R13 196 092,00	R8 000 000,00	
<b>Education</b>	R6 636 000,00			
<b>Libraries</b>		R 214 000,00		
<b>Disaster Management</b>	R 254 529,65			
<b>Transport</b>				
<b>Cemeteries</b>		R6 400 000,00		
<b>Multi-Purpose Centers</b>	R 254 529,65		R2 000 000,00	
<b>Institutional</b>	R 750 000,00	R 750 000,00		
<b>LED</b>	R4 000 000,00	R3 000 000,00		R 881 000
<b>Safety and Security</b>	R 670 000,00			

## SDF PROJECTS

Project	KPIs		Funding Source	MTEF Budget (R'00)			
	Output	Outcome		2009/10	2010/11	2011/12	Total
Township establishment: Sivukile Ext: 5 with 500 stands	Newly proclaimed Township	Habitable human settlement	Housing	R1 500 000			
Formalization of outfall land in Sakhile Township	Formalization or evacuation	Avoiding of flood line or Rocky outcrop surface	Lekwa	R500 000			
Evacuation of Erdzak farm area	Evacuation of Erdzak farm	Urban sprawl	Lekwa				
Development of Standerton Ext: 5	Developed Standerton Ext: 5	High income residential area					
Compilation of a Land-use Management system (LUMS) for Lekwa	LUMS being developed	Replacement of Town Planning Schemes with LUMS	MSIG	R800 000			
Township establishment: Sinderton Ext: 8 with 3000 stands	Newly proclaimed Township	Habitable human settlement with high density	Housing				
Compilation of a 1 in 100 year flood line for Standerton and Meyerville	Formalization or evacuation	Avoiding of flood line	MSIG	R200 000			

## **5.5 Conclusion**

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The Spatial Development Framework has drawn together all the pieces of work done to date amalgamating it into a sensible spatial pattern to provide a framework for future development and hence, decision-making.

Owing to the relatively stagnant economic base of the municipality few dramatic new development proposals can be put forward. As a result the thrust of the Spatial Development Framework tends more towards non-spatial principles, than to the spatial allocation of land for new land uses.

The Spatial Development Framework, consequently, reflects much of the status quo, but importantly provides new insight to a hierarchy of development for settlement and movement, and provides a new basis for environmental conservation in respect of a designated corridor.

The non-spatial principles are very important as these centres around:

- Diversifying the economy
- Creating economic clusters
- Changing land use practices in environmentally sensitive areas
- Engaging and enforcing environmental management plans for mining and forestry
- Defining corridors of movement and activity
- Establishing a hierarchy of service provision

In totality the Spatial Development Framework provides a clear basis for future sectoral planning and management of the municipality in so far as the spatial developmental issues are concerned.

By identifying areas of special attention such as Sakhile and Sivukile Townships, the SDF encourages focused capital investments into these areas in order to help improve service delivery and the overall improvement of people lives.

The identification of Activity Spines and proposed Local Economic Nodes within the municipal area are intended to ensure deliberate promotion of certain mixed use and medium density developments in order to attract possible private and public sector investments into these areas.

## 6. SECTION: F KEY STRATEGIC INTERVENTIONS

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Lekwa Municipality has engaged in major initiatives and projects with the primary objective of making the lives of its entire people better and progressively improving. This it has undertaken through projects and initiatives by National Treasury and Roads and Transport department. But over and above the delivery outputs from all the sector departments, the municipality is undertaking major interventions to transform its divided spatial character, bring people to the economic mainstream, improve public transportation, create conditions for a successful local economy, as well as leaving a lasting legacy to the Town.

This section deals with some of the key strategic interventions that the Municipality aims to aggressively implement, namely:

- Neighborhood Development Partnership Grant (NDPG)
- Urban Design Framework(UDF)
- Bi-Modal Transport System

### 6.1 Neighborhood Development Partnership Grant (NDPG)

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The Neighborhood Development Partnership Grant (NDPG) was announced by the Minister of Finance in his budget speech on 15 February 2006. The primary focus of the NDPG is to stimulate and accelerate investment in poor, underserved residential neighborhoods by providing technical assistance and capital grant financing for municipal projects that have either a distinct private sector element or an intention to achieve this.

The NDPG is structured in the form of a conditional grant to municipalities through the Division of Revenue Act (Dora), 2007 and is administered by the Neighborhood Development Programme (NDP) Unit. Dora stipulates the goal of the NDPG as:

*“To support neighborhood development projects that provide community infrastructure and create the platform for private sector development and that improve the quality of life of residents in targeted areas”*

The grant’s purpose is therefore:

*“To provide municipalities with technical assistance to develop appropriate project proposals for property developments in townships and new residential neighborhoods that include the construction or upgrading of community facilities, and where appropriate, attract private sector funding & input” (DoRA, 2007)*

#### 6.1.1. Principles

The NDPG is underpinned by four key principles, namely, **Partnership; Innovation, Equity and Community**

The primary focus of the NDPG is to stimulate and accelerate investment in poor, underserved residential neighborhoods by providing technical assistance and capital grant financing for municipal projects that have either a distinct private sector element or an intention to achieve this.



## 6.1.2. How does the NDPG work?

### 6.1.2.1. Stimulating Investment

The NDPG has its genesis in the recognition that strategic public sector investment in public facilities, infrastructure and places can provide the impetus for sustainable private sector investment and improvement in the collateral value of township properties.

NDPG funding should thus play a key role in unlocking the resources and initiating the property developments required to transform NDPG target areas into vibrant and economically functional neighborhoods that are pleasant to live in and provide residents with access to shops, markets, recreational and community facilities, and public transport.

Hence, the NDPG does not target poverty alleviation, but hopes to achieve this as one of its outcomes.

### 6.1.2.2 Interventions supported

The NDP Unit and consequently the NDPG supports a number of interventions:

- **Township areas:** The explicit focus of this programme is township areas broadly defined as spatially distinct neighborhoods that were previously zoned for residential use for non white people by apartheid-era municipalities. The bias of the programme is towards urban areas and larger populations as these are more likely to satisfy the DORA conditions of attracting private sector investment
- **Strategic economic development projects:** A clear economic rationale should be available for the projects by identifying and quantifying economic opportunities of all financial flows and other impacts of projects. Projects should demonstrate potential to contribute to local economic activity and must be sustainable in the longer-term. Projects must also have reference to a wider township regeneration strategy. Projects can take the form of the development of nodes and/or precincts, of internal and external linkages, and of the general improvement of township environments.
- **Land use restructuring:** The NDP has as a principle the promotion of projects that facilitate spatial restructuring, specifically the diversifying of land use away from mono-use (predominantly housing), as well as the promotion of black property ownership.
- **Stimulating property markets:** The NDP in its work is intent on stimulating and revitalizing township property markets (including residential) through its investments. The long-term success of the NDP will in part be linked to its ability to mobilize 'dead' capital in residential stock and support the emergence and growth of a secondary property market.
- **Purchasing power retention:** The NDP will focus initiatives on retaining an increased share of household purchasing power within township nodes.
- **Public sector investment as catalyst:** the NDP envisages public sector investment (whether in the form of capital grants or technical assistance), both NDPG and other sources, as a stimulus to development. The intention is that wide-ranging partnership with all key role-players (including government, communities, NGO's etc.) should be established and multiple-funding sources
- Accessed – not in the least from municipalities as well as the private sector.
- **Leveraging non-governmental investment:** One of the NDP's major goals is to attract and increase the level of non-government investment – private sector, NGOs and

community – in township areas. Consequently projects should seek to maximize leverage of non-government funding and should contribute to the creation of an improved investment climate in these areas Neighborhood Development Partnership Grant (Toolkit No 1 of 5): Grant Overview July 2007 7

- **Ensuring municipal support:** The NDP believes that the success of projects requires the active and full support and involvement of local authorities. Most critically success will depend on local authorities' ability to harness and bring on board private sector and community involvement.
- **Kick-starting township regeneration:** The technical assistance can be applied to the development of a broad township regeneration strategy which may have a medium-to-long term implementation horizon. Implementation of the broader strategy can be kick started with the NDPG capital grant being directed at catalytic projects (e.g. node or nodes, key linkages elements, township environmental improvements)

### 6.1.2..3. Urban Design Framework (UDF)

The Local Municipality of Lekwa has been identified as one of the recipients of the Neighborhood Development Partnership Grant (NDPG) which is administered by the National Treasury. The current allocation of the funding amount to about R44 Million which covers both the Technical Assistance and the Capital Grant (CG). In broad terms the NDPG is aimed at providing municipalities with Technical Assistance to develop appropriate

In line with the NDPG purpose Lekwa Municipality has earmarked Sakhile Ext 4 (Rooikppen) and some of the old greater Sakhile (i.e. Extension 1,2,3) as the first beneficiary of the NDPG and has subsequently appointed the Consortium of Mamphole Development Planners & Consulting Architects and SKCM/SAEZ Engineers to come up with an Urban Design Framework for the NDPG Project. Urban Design Framework is a business plan where a number of studies have been already carried out towards the preparation of a detailed business plan. The Council through these studies intends to address the imbalances of the previous spatial planning principles; create social economic opportunities; and create safe and secure environment amongst other things.

Urban Design Framework is providing the background for future actions and decisions to be taken over a period of time. It provides the framework in the form of urban design principles and guidelines with illustrations.

The proposal is presented in two broader sections. The first part analyses the existing township and its environs, and explores opportunities and constraints with and of the surrounding areas.

The second section outlines the framework and provides the proposed guidelines for various aspects of the township. A number of Quick wins projects have been identified in the process.

These have been explored and incorporated as integral part of the Urban Design Framework as follows;

**6.1.3. Neighborhood Development Partnership Grant (NDPG) – Quick Wins projects Ext 4 (Rooikoppen)**

**Table Quick Wins projects Ext 4 (Rooikoppen)**

Item	Description	Amount	Total Amount
1	Construction of a Multi-purpose Center for Sports and Recreation (Community Hall)  Hall Earthworks Paving Swimming Pool Landscaping	  16,635,584,00 821,080,00 239,850,00 699,200,00 120,000,00	     R18,515,714,00
2	Construction of a Taxi Rank Earthworks Paving Covered Taxi Rank Vending Stalls Library Landscaping	  1,376,320,00 1,821,600,00 4,855,500,00 939,600,00 4,125,000,00	     R13,408,420,00
3	Shukuma Primary School Upgrading Earthworks New Junior Soccer Field Combi courts Paving Landscaping	  1,244,400,00 564,300,00 294,252,00 492,750,00 100,000,00	     R2,695,702,00
4	Upgrading of the greater Sakhile Sport Stadium		R10 000,000
5	Construction of a Bridge in Sakhile Ext 4		R6,700,000,00
6	Construction and paving of Roads in Sakhile Ext 4		R14,000,000,00
7	Construction of a Clinic in Sakhile Ext 4		R9,500,000,00

## 7. SECTION G: IMPLEMENTATION PLAN: 3 YEAR

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The table hereunder reflects an indicative medium-term infrastructure budget for the municipality

<b>3-year Medium-Term Expenditure Framework</b>			
<b>Source of Funding</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
MIG	14 498 000	17 510 000	24 000 000
GSDM	15 135 944	11 922 910	12 000 000
Internal (AFF)	2,931,000	4,429,239	7,884,939
Other Grants/National		44 000 000	44,000,000
MSIG	750 000	750 000	750 000
DBSA	738 000	892 000	737 000
INEP	1 235 000	5 400 000	2 368 000

## **8. SECTION H: ANNUAL OPERATIONAL PLAN – BUSINESS PLAN**

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### **8.1. Operational Strategies**

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In terms of the development strategies as outlines above the municipality has developed the following departments to meet its legislative obligations:

**Technical services**

This department will focus on the infrastructure development and maintenance

**Corporate services**

This department will focus on the administration, human resources, legal matters and labour relations management services.

Support will be provided to the Offices of the Speaker and Chief Whip

**Community Services and Safety**

This department will focus on community services and safety.

**Finance**

This department will focuses on financial management in accordance with MFMA.

**Office of the Executive Mayor (Executive Manager in the)**

**Responsible for all transversal issues**

### **8.2. Operational 5-year Action Plan**

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**Purpose of the 5 year Action Programme**

The purpose of the 5-year action programme is to ensure a close link between Integrated Development Planning and Municipal Management by providing an overview of the major activities and projects in the Municipality, which result from the IDP. The action programme further establishes a basis for monitoring of progress by indicating timeframes and time lines for implementation of identified projects. The action programme and performance management system are closely linked and interrelated.

### **8.3. Project implementation**

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Project implementations are reflected over a 5-year period. It is important to note that a number of projects and activities will be implemented in more than one financial year, which necessitates project performance and implementation revision on an ongoing basis. This will be done as part of the annual Integrated Development Plan and budget review process. A number of projects are dependent and subject to external finance and projected municipal income. Implementation of the action programme is therefore subject to availability of funding

## **9. SECTION I: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT**

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### **9.1. Goal:**

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To be an accountable, responsible and transparent department in budgeting and financial management, whilst ensuring compliance with legislations and regulations.

### **9.2. Objectives:**

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To ensure that the following service delivery targets are achieved;

- To implement council's financial policies and resolutions
- To properly administer credit and debt management system
- To have an effective accounting management system
- To provide legislated reports timeously
- To assist the Accounting Officer to compile and administer the budget
- To ensure proper management of the municipal assets and liabilities.
- To advise the Accounting Officer and Heads of Departments on financial matters

### **9.3. Strategies**

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Financial Services will;

- Develop, workshop and review financial policies in line with relevant legislation/regulations
- Ensure proper communication of council's resolutions within the department.
- Ensure accurate and reliable consumer data in municipal system
- Monitor the accuracy of the monthly billing of consumers and monitor the debtors
- To administer the effective revenue collection and credit control management system
- To establish an effective customer care system for consumers
- Establish and promote effective and efficient implementation of Supply Chain Management system.
- Manage the integrity of financial data into the financial system
- Ensure adherence to the budget processes, implementation and monitoring thereof.
- Establish asset management unit that will implement and monitor the asset management system.

### **9.3.1 Basic financial guidelines and procedures:**

#### **A. Tariff Policy**

Tariffs represent the charges levied by Council on consumers for the utilization of services provided by the Municipality and rates on properties. Tariffs may be calculated in various different ways, dependent upon the nature of the service being provided. Tariffs may be set in such a manner so as to recover the full cost of the service being provided or recover a portion of those costs, or to bring about a surplus that can be utilized to subsidize other non-economical services.

Section 74 of Local Government Municipal Systems Act 2000 (Act 32 of 2000) as amended provides that:

- “(1) A municipal council must adopt and implement a tariff policy on the levying of fees for municipal services provided by the Municipality itself or by way of service delivery agreements, and which complies with the provisions of this Act, the Municipal Finance Management Act and any other applicable legislation”

#### **Objectives**

The objective of the tariff policy is to ensure the following:

- The tariffs of the Municipality conform to acceptable policy principles.
- Municipal services are financially sustainable.
- There is certainty in the Council, of how the tariffs will be determined.
- Tariffs of the Municipality comply with the applicable legislation; and
- Tariffs should take into consideration relief to the indigent.

## B. Property Rates Policy

### Policy Principle

- Rates are levied in accordance with the Act as an amount in the rand based on the market value of all ratable property contained in the municipality's valuation roll and supplementary valuation roll.
- As allowed for in the Act, the municipality has chosen to differentiate between various categories of property and categories of owners of property as contemplated in clause 7 and 8 of this policy. Some categories of
- Property and categories of owners are granted relief from rates as contemplated in clause 11 to 13 of this policy. The municipality however does not grant relief in respect of payments for rates to any category of
- Owners or properties, or to owners of properties on an individual basis.

There would be no phasing in of rates based on the new valuation roll, except as prescribed by legislation and in accordance with clause 16 of this policy.

The rates policy for the municipality is based on the following principles:

- Equity  
The municipality will treat all ratepayers with similar properties the same.
- Affordability  
The ability of a person to pay rates will be taken into account by the municipality. In dealing with the poor/indigent ratepayers the municipality will provide relief measures through Exemptions, reductions or rebates.
- Sustainability  
Rating of property will be implemented in a way that:
  - it supports sustainable local government by providing a stable and buoyant revenue source within the discretionary control of the municipality; and
  - Supports local social economic development
- Cost efficiency  
Rates will be based on the value of all ratable property and will be used to fund community and subsidized services after taking into account surpluses generated on trading (water, electricity) and economic (refuse removal, sewerage removal) services and the amounts required to finance exemptions, rebates, reductions and phasing-in of rates as approved by the municipality from time to time.



## **Scope of the Policy**

This policy document guides the annual setting (or revision) of property rates.

**It does not make specific property rates proposals.** Details pertaining to the applications of the various property rates **are published in the Provincial Gazette and the municipality's schedule of tariffs, which must be read in conjunction with this policy.**

## **Application of the Policy**

In imposing the **rate in the rand for each annual operating budget component**, the municipality shall grant exemptions, rebates and reductions to the categories of properties and categories of owners as allowed for in this policy document

## **Principles applicable to financing**

The municipal manager or his/her nominee must, subject to the guidelines provided by the National Treasury and Executive Mayor of the municipality, make provision for the following

Classification of services:-

- (a) Trading services
  - i. Water
  - ii. Electricity
- (b) Economic services
  - i. Refuse removal.
  - ii. Sewerage disposal.
- (c) Community and subsidized services
  - These include all those services ordinarily being rendered by the municipality excluding those mentioned in 6.1 (a) and (b).

Trading and economic services as referred to in clauses (a) and (b) must be ring fenced and financed from service charges while community and subsidized services referred to in clause (c) Will be financed from surpluses on trading and economic services, regulatory fees, rates and Rates related income.

### **Categories of Property**

Different rates may be levied in respect of the following categories of rateable properties and such rates will be determined on an annual basis during the compilation of the annual budget:-

### **Categories of Owners**

For the purpose of granting exemptions, reductions and rebates in terms of clause 11, 12 and 13 Respectively the following categories of owners of properties are determined:-

- (a) **Those owners who qualify and who are registered as indigents in terms of the adopted indigent policy of the municipality;**
- (b) **Those owners who do not qualify as indigents in terms of the adopted indigent policy of the municipality but whose total monthly income is less than the amount annually determined by the municipality in its budget;**
- (c) Owners of property situated within an area affected by-
  - i. a disaster within the meaning of the Disaster Management Act, 2002 (Act No. 57 of 2002); or
  - ii. Serious adverse social or economic conditions.
- (d) Owners of residential properties with a market value below the amount as determined annually by the municipality in its budget; and
- (e) Owners of agricultural properties as referred to in clause 13.1 (e).

## C. Fixed Asset Management Policy

A fixed asset is defined in GAMAP 17 as a tangible item of property, plant or equipment held by a municipality for use in the production or supply of goods or services, for rental to others, or for administrative purposes, and which is expected to be used during more than one reporting period (financial year).

A fixed asset is thus an assessment, either movable or immovable, under the control of the municipality, and from which the municipality reasonably expects to derive economic benefits, or reasonably expects to use in service delivery, over a period extending beyond one financial year.

To be recognized as a fixed asset, an asset must also meet the criteria referred to in parts 13, 14 and 15 below.

An asset held under a finance lease, shall be recognized as a fixed asset, as the municipality has control over such an asset even though it does not own the asset.

- Role of Municipal Manager
- Role of Chief Financial Officer
- Format of fixed Asset register
- Classification of fixed Asset
- Investment property
- Fixed asset treated as inventory
- Recognition of heritage assets in the fixed asset register
- Revision of donated Asset
- Safe keeping of Assets
- Identification of fixed Assets
- Procedure in case of loss, theft, destructions or impairment of fixed assets
- Capitalization criteria- material value
- Capitalization criteria- intelligent item etc.

## **D. Credit Control and Debt Collection Policy**

Debt collection/revenue management is inter alia a responsibility of all Municipalities as defined in the following sections of the Acts -

1. Local Government Municipal Systems Act, 32 Of 2000:

### Section 96

A municipality –

- (a) Must collect all money that is due and payable to it, subject to this Act and any other applicable legislation; and for this purpose, must adopt, maintain and implement a credit control and debt collection policy which is consistent with its rates and tariff policies and complies with the provisions of this Act.

### Section 97

#### Contents of policy

96. (1) A credit control and debt collection policy must provide for –
  - (a) Credit control procedures and mechanisms;
  - (b) debt collection procedures and mechanisms;
  - (c) provision for indigent debtors that is consistent with its rates and tariff policies and any national policy on indigents;
  - (d) realistic targets consistent with – general recognized accounting practices and collection ratios; and the estimates of income set in the budget less an acceptable provision for bad debts;
  - (e) interest on arrears, where appropriate;
  - (f) extensions of time for payment of accounts;
  - (g) termination of services or the restriction of the provision of services when payments are in arrears;
  - (h) matters relating to unauthorized consumption of services, theft and damages; and any other matters that may be prescribed by regulation in terms of section 104.
- (2) A credit control and debt collection policy may differentiate between different Categories of ratepayers, users of services, debtors, taxes, services, service standards and other matters as long as the differentiation does not amount to unfair discrimination.

The cost (Summons revenue stamp, sheriff service fee and interest) to implement and execute the legal process per above mentioned schedule will be recovered in full from the defaulter, including a administrative fee, that will be determined from time to time as per Council resolution.

## **E. Indigent Policy**

The purpose of the indigent policy is to ensure:

- The provision of basic services to the community in a sustainable manner, within the financial and administrative capacity of the Council; and
- To provide procedures and guidelines for the subsidization of basic charges to its indigent
- Households, using the Council's budgetary provisions received from central Government, according to prescribed policy guidelines.

2.2 The Council also recognizes that many residents can simply not afford the cost of full provision and for this reason the Council will Endeavour to ensure affordability through:

- Settings tariffs in terms of the Councils Tariff Policy, which will balance the economic viability of continued service delivery; and
- Determining appropriate service levels

### **3. Criteria for qualification**

In order to qualify for indigent support the following criteria must be met:

- 3.1. Households where verified total gross monthly income of all occupants over 18 years of age does not exceed the level, as determined in Council's tariff policy from time to time, qualify for a subsidy.
- 3.2 Subsidized services may include housing debt, sewerage, refuse removal and assessment rates, and consumption service charges.
- 3.3 Only households where the accountholder or property owner has applied as indigent, and whose application has been accepted shall qualify for the above concessions.
- 3.4 For a household to qualify for subsidies or rebates on the major service charges, the registered indigent must be the full-time occupant of the property concerned, and if not also the owner of the property concerned, may not own any other property, whether in or out of the municipal area.
- 3.5 The indigent household's consumption will be limited to a three month average of a maximum of 12 kilolitres of water and 250 units, excluding the free 50 units, of electricity per month, inclusive of the free basic service grant.
- 3.6 Households must formally apply for relief on the prescribed documentation and satisfy the qualifying criteria/principles determined by the Council.
- 3.7 The status of indigent is conferred for a period of not more than twelve months after which re-application must be made.

#### **4. Extent of Indigent support**

- 4.1 The subsidies on rates and the specified service charges will be determined as part of each annual budget and in terms of the municipality's policies on property rates and tariffs.
- 4.2 The source of funding of the indigence subsidy is that portion of the equitable share contribution to the municipality made from the national government's fiscus and as provided for in the budget. As such, the subsidy can only be credited to the qualifying customer's accounts until the amount received by the Municipality from National Government for this purpose has been exhausted, whereupon no further credits will be made, or the level of the credits reduced, until further national funds are received.
- 4.3 In respect of water, a 100% subsidy up to 6 kℓ per household per month will apply. In respect of electricity, a 100% subsidy up to 50kWh per month will apply. If consumption exceeds any of the above per metering period (month), the consumer will be charged at normal tariffs for actual consumption on the quantity exceeding the above mentioned limits.
- 4.4 If a customer's consumption or use of municipal services is less than the subsidized service, the unused portion may not be accrued by the customer and will not entitle the customer to cash or a rebate in respect of the unused portion.
- 4.5 The annual rates and service charges on the indigent's account will automatically be converted to monthly installments.
- 4.6 If the situation, where it occur that it is reported that the consumers are minors due to circumstances, the support will be determined as per Council decision from time to time.

## **F. Budget Policy**

This policy consists of four Parts:

- Objectives
- Legal requirements
- Budgeting and principles to be followed
- Responsibilities of a Chief Financial Officer

### **Objectives**

To set out the budgeting principles which the municipality will follow in preparing each annual budget, as well as the responsibilities of the chief financial officer in compiling such budget.

### **Legal requirements**

This legal framework consist of sections in accordance with the appropriation of funds

Section 15 Appropriation of funds for expenditure

Section 16 Annual budgets

Section 1 Contents of Annual budget and supporting documents

Section 18 Funding of expenditures

Section 19 Capital projects

Section 20 matters to be prescribed

Section 21 Budget preparation process

Section 22 Publication of Annual budget

Section 23 Consultation on tabled budget

Section 24 Approval of Annual budget

Section 25 Failure to approve budget before the start of financial year

Section 26 Consequences of failure to approve budget before the start of financial year

Section 27 Non compliance with provisions of this chapter

Section 28 Municipal adjustment budgets

Section 29 Unforeseen and unavoidable expenditure

Section 30 Unspent funds

Section 31 Shifting of funds between multi-year appropriations

Section 32 Unauthorized, irregular and fruitless expenditure etc.

### **Budgeting and principles to be followed**

Except in so far as capital projects represent a contractual commitment to the Municipality extending over more than one financial year, the annual capital budget shall be prepared from a zero base.

The capital budget component of the annual or adjustments budget shall only be approved by the Council if it has been properly balanced, that is, if the sources of finance which are realistically envisaged to fund the budget equal the proposed capital expenses.

Before approving the capital budget component of the annual or adjustments budget, the Council shall consider the impact on the present and future operating budgets of the Municipality in relation to finance charges to be incurred on external loans, depreciation of fixed assets, maintenance of fixed assets, and any other ordinary operational expenses associated with any item on such capital budget. In addition, the Council shall consider the likely impact of such operation expenses – net of any revenues expected to be generated by such item – on future property rates and service tariffs.

## **Responsibilities of a Chief Financial Officer**

Chief Financial Officer shall be responsible for preparing the draft annual capital and operating budgets

The Chief Financial Officer shall draft the budget timetable for the ensuing financial year for the Mayor's approval, and shall indicate in such timetable the target dates for the draft revision of the annual budget and the preparation of the annual budget for the ensuing financial year

In preparing the operating budget, the Chief Financial Officer shall determine the number and type of votes to be used and the line-items to be shown under each vote

The Chief Financial Officer shall determine the depreciation expenses to be charged to each vote, the apportionment of interest payable to the appropriate votes, the estimates of withdrawals from (claims) and contributions to (premiums) the self-insurance reserve, and the contributions to the provisions for bad debts, accrued leave entitlements and obsolescence of stocks.

The Chief Financial Officer shall further, with the approval of the Mayor and the Municipal Manager, determine the recommended contribution to the asset financing reserve and any special contributions to the self-insurance reserve.

The Chief Financial Officer shall also, again with the approval of the Mayor and the Municipal Manager, and having regard to the Municipality's current financial performance, determine the recommended aggregate growth factor(s) according to which the budgets for the various votes shall be drafted.

The Chief Financial Officer shall compile monthly budget reports, with recommendations, comparing actual results with budgeted projections, and the Heads of Departments shall timeously and adequately furnish the Chief Financial Officer with all explanations required for deviations from the budget. The Chief Financial Officer shall submit these monthly reports to the Mayor, Finance Committee and Executive Committee, and all other prescribed parties, in accordance with the prescriptions of the Municipal Finance Management Act.

The Chief Financial Officer shall provide technical and administrative support to the Mayor in the preparation and approval of the annual and adjustment budgets, as well as in the consultative processes, which must precede the approval of such budgets.

The Chief Financial Officer shall ensure that the annual and adjustments budgets comply with the requirements of the National Treasury reflect the budget priorities determined by the Mayor, are aligned with the IDP, and comply with all budget-related policies, and shall make recommendations to the Mayor on the revision of the IDP and the budget-related policies where these are indicated.

The Chief Financial Officer shall make recommendations on the financing of the draft capital budget for the ensuing and future financial years, indicating the impact of viable alternative financing scenarios on future expenses, and specifically commenting on the relative financial merits of internal and external financing options.



## **G. Municipal Finance Management Act, Act 56 of 2003**

The objective of the Act is to secure sound and sustainable management of the fiscal and financial affairs of municipalities by establishing norms and standards for ensuring transparency, accountability and appropriate lines of responsibilities.

### **9.4. Financial Viability and sustainability**

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The financial planning of the municipality is extremely difficult and ever changing. The dynamic setting of local authorities brings about constant changes and presents various variables which are often not predictable. It is a well accepted fact that in any given budget or financial plan there will always be needs which cannot be accommodated. The financial planning and project prioritization as contained in the IDP has the draft budget as outcome. This draft budget represents the municipality's plan of action as planned in the Service Delivery and Budget Implementation Plan (SDBIP) which is in accordance with the priorities of the Integrated Development Plan (IDP).

### **9.5. Financial Management Arrangement**

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The staff complements of the Finance Department totals 34 Staff members. The Finance Department is managed by the Chief Financial Officer with the assistance of Two Divisional Managers: Expenditure, Supply Chain Management and Income

### **9.6. Capital and Operational Financial Strategies**

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- Develop, workshop and review financial policies in line with relevant policies
- Ensure proper communication of council's resolutions
- Ensure accurate and reliable consumer data in municipal system
- Monitor the accuracy of the monthly billing of consumers
- To administer the effective revenue collection management system
- To establish an effective customer care system
- Regularly monitor the debtors
- To regular monitor the effective credit control management system
- Promote effective and efficient implementation of Supply Chain Management system.
- Manage the integrity of financial data into the financial system
- Ensure adherence to the budget processes, implementation and monitoring thereof.
- Establish asset management unit that will implement and monitor the asset management system.
- The overall financial strategy of the municipality is to define sound financial management and expenditure control as well as ways and means of increasing revenue and external funding for the municipality and its development priorities and objectives of stimulating economic development and poverty alleviation through the designing and exercising of the following:

## **9.7. Revenue Raising Strategy**

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The aim of the Revenue Raising Strategy is:

- (i) To seek for alternative sources of funding by:
- (ii) Compilation and implementation of a valuation roll and raised assessment rates for the entire municipal area.
- (iii) Extension of consumer services to areas where it can be developed on an economic basis.
- (iv) Application for more government grants funding.
- (v) Explore and utilize external funding of finance to its maximum.
- (vi) Increase the cost effectiveness of services through improved cost control measures and standardization.
- (vii) Tightening credit control measures to reduce the debt of the municipality by: strictly implementing approved credit control measures.
- (viii) Develop further proactive credit control measures.
- (ix) Maintain revenue systems to ensure timeous, regular and accurate billing of accounts.
- (x) Effective revenue collection systems.
- (xi) Improve customer relations through ongoing customer
- (xii) Communications to promote awareness and foster financial responsibilities and promote a culture of payment.

## **9.8. Operational Financing Strategy**

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The objectives are:

- (i) To maintain an effective system of expenditure control, including procedures for the approval, and authorization, withdrawal and payment of funds.
- (ii) To maintain a management accounting system which recognizes expenditure when it incurs, accounts for creditors and payments made by the municipality.
- (iii) To implement the Supply Chain Management Policy in a way that it is fair, equitable, transparent, competitive and cost effective.
- (iv) To ensure that the spending of funds is in accordance with the approved budget and that revenue and expenditure are properly maintained.

## **9.9. Cost Effectiveness Strategy**

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The objectives are:

- (i) To invest all surplus cash not immediately required.
- (ii) To as far as possible adhere to the following budget norms:

• Salaries, wages and allowances	35 %
• Repairs and Maintenance	5 %
• Capital Costs	18 %
• Capital from Revenue	2 %
• Bulk Purchases	20 %
• General Expenditure	20 %

(iii) To restrict capital and operating expenditure increases to the macro economic growth limited guideline.

(iv) To monitor the investment in projects through a well designed cost control system.

## **9.10. Financial Supervisory Authority**

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As part of its responsibility in monitoring macroeconomic and physical stability, the National Treasury prescribes the format of the municipality's annual budget and determines growth limits guidelines for self generated revenue services.

This ensures:

- (i) Compliance with legal requirements for an approved budget;
- (ii) Strengthened oversight by Council and improved performance by officials;
- (iii) Readability of and linkages within the budget documentation;
- (iv) Satisfaction of stakeholders information needs (councilors, community, etc); and
- (v) Facilitation of comparability between municipalities.

Two key concepts to consider when preparing the budget are:

1. The Annual Budget may only be funded from:

- Realistic anticipated revenues to be collected.
- Cash backed accumulated funds from previous year's surpluses not committed for other purposes.
- Borrowed funds, but only for the Capital Budget.

2. The Annual Budget must be credible. A credible budget is a budget that:

- Funds only activities consistent with the revised IDP and vice versa ensuring the IDP is realistically achievable given the financial constraints of the municipality.
- Is achievable in terms of agreed service delivery and performance agreements.
- Contains revenue and expenditure projections that are consistent with current and past performance.
- Does not jeopardize the financial viability of the municipality which ensures that the financial position is maintained with generally accepted prudential
- Limits and the obligations can be met in short, medium and long term.
- And provides managers with appropriate levels of delegation, sufficient to meet their financial management responsibilities.

This IDP and Budget with their expected outcomes ensure that the Council is in the right direction to become the best local municipality in rendering affordable, accessible, efficient and available services whilst at the same time maximizing infrastructural development through the utilization of all available resources.

## ANNEXURE 1: ON BUDGET AND OTHER FINANCIAL RELATED MATTERS

### 1. FINANCIAL PERFORMANCE 2008/2009

The budgeted expenditure and the estimated expenditure for the 2008/2009 financial year can be summarized as follows:

Detail	Adjustment Budget 2008/2009 R	Estimated 2008/2009 R	Deviation Positive / (Negative) R
Expenditure	227,624,005	216,498,215	11,125,790
Income	227,624,005	225,071,593	-2,552,412

#### 1.1 Income

Levies for electricity did not reach budgeted expectations. This can be contributed to major factories closing and the general economic crisis. However, the municipality is currently conducting a meter audit and tracing of illegal connections which will have an impact on electricity payment.

#### 1.2 Expenditure

The main reason for the positive deviation is mainly vacancies that have not been filled as well as strict cash flow management.

The deviation between budgeted and estimated expenditure can be summarized as follows:

Detail	Adjustment Budget	Estimates	Deviations
Salaries	75,727,171	70,617,210	5,109,961
General Expenses	104,938,053	117,682,220	-12,744,168
Repairs & Maintenance	17,821,620	7,469,693	10,351,927
Capital Costs	5,101,100	2,871,770	2,229,330
Contribution to Funds	24,036,061	17,857,322	6,178,739

### 1.3 Summary of financial results

The financial results for the 2008/2009 financial year may be summarized as follows:

<b>Detail</b>	<b>Adjustment Budget 2008/2009</b>	<b>Estimated 2008/2009</b>
<b><u>Income</u></b>	<b><u>R</u></b>	<b><u>R</u></b>
Grants	37,477,258	39,444,737
Electricity	92,653,877	73,501,660
Water	27,777,000	26,571,416
Cleansing Service	8,350,600	8,662,576
Sanitation	15,774,000	15,976,304
Assessment Rates	27,854,000	27,677,118
Sundry Income	18,077,270	33,237,782
<b>Total</b>	<b>227,624,005</b>	<b>225,071,593</b>
<b><u>Expenditure</u></b>		
Salaries	75,727,171	70,617,210
General Expenses	104,938,053	117,682,220
Repairs & Maintenance	17,821,620	7,469,693
Capital Cost	5101,100	2,871,770
Contribution to Funds	24,036,061	17,857,322
<b>Total</b>	<b>227,624,005</b>	<b>216,498,215</b>

## 2. BUDGET FOR FINANCIAL YEARS ENDING 2009/2010, 2010/2011 AND 2011/2012

### 2.1 Factors influencing the budget

The major income source for the Council is the Revenue Replacement Grant in terms of the Division of Revenue Act and it must be noted that the year on year allocations are determined by National Treasury.

For the next three years the growth rate adopted by Council was extrapolated on the current consumer price index of 9%. Hence inflation forecasts were based on local economic conditions and the following indices are deemed to be reasonable projections.

2009/2010 – 10, 5%  
2010/2011 – 10.3%  
2011/2012 – 10.1%

The budget allocations have been aligned to take into consideration the Governments' policy priorities. In this regard the five key objectives to address the economic crisis over the medium term are as follows:

- Education
- Health

- Rural development and food security
- Creation of decent work and sustainable life hood
- The fight against crime and corruption

It is understood that the focus for this financial year would be on rural roads and storm water.

### 3. FINANCING

The financing of the budget may be summarized as follows:

<b>Detail</b>	<b>Budget 2009/2010</b>	<b>Budget 2010/2011</b>	<b>Budget 2011/2012</b>
<b><u>Revenue</u></b>			
Grants	49,919,000	61,026,000	66,673,000
Electricity	103,682,565	108,866,710	114,310,080
Water	28,088,139	29,492,553	30,967,190
Cleansing Services	9,243,835	10,103,740	10,608,940
Sanitation	15,362,569	19,050,240	20,002,760
Assessment Rates	30,524,400	32,612,808	34,243,460
Sundry Income	22,692,311	22,424,043	20,175,020
<b>Total Income</b>	<b>259,512,819</b>	<b>283,576,093</b>	<b>296,980,450</b>
<b><u>Expenditure</u></b>			
Salaries	85,567,384	91,851,318	96,544,428
General Expenses	117,265,686	128,942,970	135,353,280
Repairs & Maintenance	18,310,776	19,449,565	20,422,450
Capital Costs	5,356,280	5,634,250	5,916,060
Contribution to Funds	33,012,693	37,697,991	37,917,352
Internal Transfers	0	0	0
<b>Total Expenditure</b>	<b>259,512,819</b>	<b>283,576,093</b>	<b>296,980,450</b>

#### 4. CAPITAL BUDGET

The Capital budget is divided into Own Funds, National Grants and GSDM.

4.1 An amount of R7, 884,939 is available from own funds and will be addressed later as the requests exceeds the amount that is available.

4.2 Projects funded by GSDM amounts to R12, 214,285 and have already been approved by the Council.

4.3 MIG allocation amounts to R26, 690,000 for the Municipal Financial Year (Division Of Revenue Act).

4.4 Roll over projects amount to R22, 106,161.

4.5 The following amounts should be rolled over as the projects have commenced but are not finished yet:

LED –	R	352, 450
MIG –	R	12, 024,717
Neighborhood Grant –	R	6, 814,994
INEP –	R	2,910,000

**Summary of the 2009/10 Multi Year Budget:**

Operational Budget	Operational Budget 09/10	Operational Budget 10/11	Operational Budget 11/12
<b><u>Income:</u></b>	R 259,547,819	R 283,576,093	R 296,153,570
Grants	R 49 919 000	R 61,026,000	R 66,673,000
Electricity	R 103 682 565	R 108,866,710	R 114,310,080
Water	R 28 088 139	R 29,492,553	R 30,967,190
Cleansing Service	R 9 243 835	R 10,103,740	R 10,608,940
Sanitation	R 15 362 569	R 19,050,240	R 20,002,760
Assessment Rates	R 30 524 400	R 32,612,808	R 34,243,460
Sundry Income	R 22 727 311	R 22,424,043	R 19,348,140
<b><u>Expenditure:</u></b>	R 259,547,819	R 283,576,093	R 296,153,570
Salaries	R 85 587 384	R 91,851,318	R 96,544,428
General Expenses	R 117 260 686	R 128,942,970	R 135,353,280
Repairs & Maintenance	R 18 330 776	R 19,449,565	R 20,422,450
Capital Costs	R 5 356 280	R 5,634,250	R 5,916,060
Contribution to Funds	R 33 012 693	R 37,697,991	R 37,917,352
Internal Transfers	R 0	R 0	R 0
<b><u>Surplus /Deficit</u></b>	R 0	R 0	R 0



	Capital Budget 09/10		Capital Budget 10/11		Capital Budget 11/12	
<b>Funding</b>		R 92,806,224		R 38,910,986		R 34,855,500
Asset financing Fund	R 0		R 0		R 0	
Departmental Contribution AFF	R 7,884,939		R 7,569,986		R 7,948,500	
External Financing Fund	R 0		R 0		R 0	
Grants: National	R 72,707,000		R 31,341,000		R 26,907,000	
Grants: Gert Sibande District Council	R 12,214,285		R 0		R 0	
<b>Expenditure:</b>		92,806,224		38,910,986		34,855,500
Corporate Services	1,500,000		0		0	
Community Services	2,000,000		0		0	
Finance	3,852,000		6,309,200		6,624,670	
Land and Plan and Econ Dev	0		0		0	
Technical Services	85,454,224		32,601,786		28,230,830	
		0		0		0

## **REPORT OF THE AUDITOR-GENERAL:**

Lekwa was unfortunately unable to provide financial statements for the last five years due to various reasons, amongst others;

1. The high turnaround of Chief Financial Officers
2. The lack of capacity within the department of Finance
3. The lack of resources.

With the assistance of the Mpumalanga Department of Finance, Gert Sibande District Municipality and external service providers, the municipality was able to submit the outstanding financial statements on 16 September of 2008 and not on 31 August 2008 as prescribed by legislation.

The municipality unfortunately received a disclaimer from the Auditor-General for the financial statements submitted for auditing.

The disclaimer was acknowledged and a recovery plan was drafted and adopted by Council when the financial statements were presented to Council.

The recovery plan included, inter alia, the following key principles;

1. That all the issues raised by the Auditor-General be addressed as a matter of urgency
2. That the closing balances for the 2007/2008 financial year be used as the opening balances for the 2008/2009 financial year.
3. That the vote numbers on the financial system be cleaned up where necessary and that the correct codes be captured on the system. There was a problem with the system reversing debits and credits and/or incorrectly assigning assets and liabilities.
4. That the finance committee monitor and report to Council on progress in terms of the recovery plan on a monthly basis.
5. The assistance of the Gert Sibande District Municipality was sought and they responded positively by seconding a senior official to act as Chief Financial Officer at Lekwa.
6. The Gert Sibande District Municipality also procured the services of a service provider (De Loitte and Touche) to assist in correcting issues raised in terms of the Auditor-Generals report. The service provider is also assisting in setting up protocols and policy formulation where necessary.
7. The service provider will also be assisting with year-end functions and in the compilation of financial statements.
8. Officials within the finance department are being capacitated to allow us to perform at an acceptable standard in terms of financial management and reporting. Training on GAMAP/GRAP is also being undertaken to allow us to comply with legislative prescripts and implementation deadlines.
9. We currently have an Acting Chief Financial Officer. The post has been advertised and processes are taking place to allow us to fill the position with a suitably qualified person as soon as possible.
10. We have also upgraded our financial software package to the latest version and training has been provided.

## **10. SECTION J: ORGANIZATIONAL PERFORMANCE MANAGEMENT**

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Performance management in the Municipality is about the setting and measurement of desired outcomes and activities of the organization – its individual components as well as its staff who contribute to the achievement of the strategic vision of the organization. It is a multilevel process that starts with an overall strategy and cascades to organizational, departmental and individual performance management and appraisal.

Performance management is regarded as a critical communication process that helps managers provide a motivating climate to assist employees in developing and achieving high standards of performance. The Municipal Systems Act 32 of 2000 requires that the Local Municipality of Lekwa establish a performance management system that is commensurate with its resources, best suited to its circumstances and in line with the priorities, objectives, indicators and targets contained in its integrated development plan. It is required to promote a culture of performance management among its political structures, political office bearers and councilors and its administration.

Lekwa Municipality has not yet developed or implemented any range of systems and processes targeting improved performance and enhanced service delivery for its citizens. But, will strive to continuously improve its performance not only limited to compliance to the Department of Provincial and Local Government and the compliance to Chapter 6 of the Municipal Systems Act, these will be done through continuous benchmarking and adoption of best practices on Service Delivery, Administrative Systems, Planning and Financial Management.

Though there is no Performance Management system in place at Lekwa. Lekwa aims to ensure that its performance management system there is accountability, transparency, efficient and effective service delivery, good governance and community responsiveness. The following will be key Performance Indicators in line with the guidelines for the performance contract for section 57 managers in terms of the Municipal Systems Act 32 of 2000.

### **10.1. Objectives of Performance Management**

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- To excel in good governance
- To provide good infrastructure development
- To strengthen community and Stakeholder Participation
- To ensure efficient and effective administrative systems and
- To facilitate and support human resource development

### **10.2. Principles Governing Performance Management**

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- Customer focus
- Accountability
- Responsiveness
- Excellence and
- Service oriented

### **10.3. Performance, Monitoring and Review**

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Lekwa's performance will be monitored and measured on an annual basis based on its core mandate in terms of service delivery and providing efficient and effective services. Performance review in terms of service delivery will be done quarterly and should there are gaps the evaluators will provide recommendations to address such shortfalls.

Lekwa is in a process of adopting a new Performance Management System that will review its performance management twice a year and subscribe to the best model that will consistently enhance the Municipality's performance and give early indications if some functions and processes are not functioning.

## 11. SECTION K: OUTLINE ON THE STATUS OF ALL APPLICABLE SECTOR PLANS

<b>Sector Plan</b>	<b>Status Quo</b>
Spatial Dev. Framework	<b>In place</b>
Disaster Management Plan	<b>In place</b>
Land Use Management Framework	<b>Service contractor has been appointed</b>
Waste Management Plan	<b>In place</b>
Water Service Development Plan	<b>In place</b>
Integrated Transport Plan	<b>In place</b>
Housing Chapter Plan	<b>In place</b>
Energy Master Plan (Electricity Master Plan)	<b>Under review</b>
Local Economic Development & Tourism Strategy	<b>In place</b>
Anti Corruption Strategy	<b>In place</b>
Environmental Management Plan	<b>Under review</b>
Storm Water Master Plan	<b>In place</b>
Employment Equity Plan	<b>In place</b>
Communication Strategy	<b>In place</b>
HIV ,AIDS & STI'S	<b>In place</b>
Youth, Gender & Disability Plan	<b>In place</b>
Workplace Skills Plan	<b>In place</b>
Pavement Management System	<b>In place</b>
Comprehensive Infrastructure Plan	<b>In place</b>
IDP Process Plan	<b>In place</b>
Employment Equity Plan	<b>In place</b>
Integrate Transport Plan	<b>In place</b>
Township Regeneration Strategy	<b>In place</b>

## 11.1. Disaster Management Plan

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### Purpose

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 domain 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.

The following are the objectives identified for the disaster management plan:

Prevent or mitigate a disaster  
Maintain resources for rescue operations  
Maintain a 24 hours day communication at all levels  
Support provincial, national and municipality when disaster overcome available resources  
Provide cooperation and mutual aid to neighboring countries and the world.

Conduct 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 services that disaster management 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.

The Business Domain of the Disaster Management

- **Role-Players**  
Statutory functionaries, NGOs, Provincial and Local government, Traditional Leaders, Organised labour, Council of Churches, Municipal departments and other person(s) or bodies directly or indirectly involved with the disaster management effort.
- **Central Data Repository**  
The centre should enable a central information source available to all role-players; parts of the repository should also be made available to the public at large.
- **Applications and Interface**  
Systems, activities and processes used by the role players to interact with data in the repository. On the other hand, the interface will be referred to as immediate an instance which facilitates the interaction of applications with the data repository, e.g. electronic infrastructure (network, computers, Internet etc).

## **Revision Status**

The Edition of the Integrated Development Plan of Lekwa local Municipality, which is currently awaiting council approval, in its whole, the IDP of this municipality, as required in terms of Municipal Systems Act, No 32 of 2000 should over the component of Disaster Management. This component of the IDP, namely – Component: Disaster Management Statement put forward a disaster management plan for the municipal area.

As Council needs to review the IDP at least once every year, any amendments to this First Edition IDP will only be effected by a resolution of Council. A review programme and procedures for the amendment to the IDP are outlined in this document.

However, Council may decide to amend the First Edition IDP at any given time after a member of Council or a committee of Council has introduced a proposal for amendment. Sufficient notice needs to be given to members of the public and Council before Council may adopt the proposed amendment.

## 11.2. Land-Use Management Framework

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It's a single & flexible system required by a municipality to manage land.

It includes:

- the SDF
- a scheme (land use map)
- a property rates system
- bylaws
- licensing
- and others

### **Purpose of LUMS**

To co-ordinate all land uses & their relationship to each other

It ensures certainty, order & compatibility of land in order to:

- create safe, healthy, livable environments through appropriate design standards
- promote sustainable development & resource protection
- promote viable service provision

It is used by a Municipality to manage development according to the vision, strategies & policies of the IDP & SDF in the interests of the general public to promote sustainable development and quality of life. It consists of a plan and a document that regulates all the land under the municipality's jurisdiction;

- To designate desirable land uses & provide clarity on what may or may not occur on a property
- To promote the certainty of land use which protects property values and creates investor confidence
- To protect the amenity of adjacent land uses
- To resolve conflict between different land uses and to control negative externalities
- To balance interests of individuals with those of the public
- To enable the co-ordination & efficient use of land
- To enable efficient movement of persons and goods
- To promote the economy
- To protect natural resources (ecosystem services) including agricultural resources (high potential agricultural land)
- To protect unique areas or features
- To protect cultural resources and places of religious and cultural significance
- To manage land generally including change of land use
- To provide a statutory basis for public involvement
- To provide a means of enforcement
- To ensure the reservation of land for longer-term uses



### **11.3. Performance Management System**

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Lekwa will strive to continuously improve its performance not only limited to compliance to the Department of Provincial and Local Government and the compliance to Chapter 6 of the Municipal Systems Act, these will be done through continuous benchmarking and adoption of best practices on Service Delivery, Administrative Systems, Planning and Financial Management.

Council chose to use the “BALANCED SCORECARD” method of evaluating performance. A service provider was appointed to assist in setting up the PMS framework. This has been completed. An amount of R875 000 has been budgeted for in the 2009/2010 financial year to get electronic systems in place to evaluate performance of individuals as well as the institutional performance. Lekwa aims to ensure that its performance management system advocates accountability, transparency, efficient and effective service delivery. The following will be key Performance Indicators in line with the guidelines for the performance contracts for section 57 managers in terms of the Municipal Systems Act 32 of 2000 as well as the Regulations on performance of Section 57 managers as released by National Treasury.

#### **Objectives of Performance Management**

- To excel in good governance
- To provide good infrastructure development
- To strengthen community and Stakeholder Participation
- To ensure efficient and effective administrative systems and
- To facilitate and support human resource development

#### **Principles Governing Performance Management**

Customer focus  
Accountability  
Responsiveness  
Excellence and  
Service oriented

#### **Performance, Monitoring and Review**

Lekwa's performance will be monitored and measured quarterly based on its core mandate in terms of service delivery and providing efficient and effective services. Performance review in terms of service delivery will be done quarterly and should there be gaps, the evaluators will provide recommendations to address such shortfalls timeously.

Lekwa is in a process of adopting a new Performance Management System that will review its performance management twice a year and subscribe to the best model that will consistently enhance the Municipality's performance and give early indications if some functions and processes are not in line with predetermined standards.

## 11.4. Strategic Plan on HIV/AIDS and STIs

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### **Purpose**

To ensure systematic and conclusive setup measure by a broad ranges of role-players to present the spread of HIV/AIDS, and to deal with its consequences.

### **HIV/AIDS Overview**

Limited data on the occurrence of HIV/AIDS in the Lekwa region is available. However, various programmes and activities are currently being conducted in the region through the health and community development structures.

### **HIV/AIDS Strategy is divided into eight different sections**

1. **Situational Analysis** – Look at the profile of the Municipality, the HIV/AIDS prevalence and the available services as well as various organizations that provide such services and where they are located.
2. **Policy and Legal framework for the response** – Explore various policy frameworks that mandate the response to the challenge. We also look at guiding principles that inform the response.
3. **Municipal response** – Exploring various attempts by various stakeholders and Role-players in their attempt to reduce the spread and impact of HIV/AIDS in the communities
4. **Strategic Plan** – This section deals with the mission, strategic goals, specific objectives, focus areas and brad approach towards the realization of the strategic goals
5. **Co-ordination mechanisms** – Looks at structural arrangements that will facilitate an effective response to HIV/AIDS by the local aids council inclusive of all role-players and stakeholders.
6. **Implementation plan** – Deals with identification of clear tasks and programmes that can be implemented over time to ensure the realization of goals.
7. **Monitoring and Evaluation** – To check whether the programmes do make an impact and the resources are efficiently and effectively utilized.
8. **Communication Strategy** – Communication has to have three elements which are internal, inter-sectoral and broad communication strategy.

**An amount of R500 000 has been budgeted for (2009/2010) to attempt to assist in the fight against the spread of HIV/AIDs. The monies will be used to assist home based care givers and other organizations to provide AIDs kits amongst other requirements and needs.**

## **11.5. Water Service Development Plan**

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The State President announced in his State of the Nation address that all residents must have decent and safe water and sanitation by 2010. The announcement was reiterated by the Premier of Mpumalanga Province in the State of the Province address to meet the targets as set by the State President. In the meeting of the Premiers' Coordinating Forum as held on the 4<sup>th</sup> of February 2004, it was resolved that the Local Municipalities need to compile Service Delivery Plans to address the backlogs in compliance to the pronouncements. National Government is committed to eliminating the backlog in basic services and to progressively improve levels of service over time. Therefore the State President has set the following targets to which all Stakeholders and role-players in the country are expected to contribute:

- By 2007 – Eradication of the “bucket toilets” system
- By 2008 – All households will have access to clean running water.
- By 2010 – All households will have access to decent sanitation.
- By 2012 – Every household will have access to electricity
- By 2014 – Poverty and unemployment will be halved.

Lekwa Local Municipality, as Water Services Authorities (WSA's), responsible in terms of the Water Services-, Municipal Systems – and Municipal Structures Acts for water supply and sanitation within their respective areas of jurisdiction. In terms of Section 2(c) of the Water Services Act, Act 108 of 1997, all WSA's must prepare and adopt WSDP's for the area. Lekwa Local Municipality is obligated in terms of the Municipal Structures Act No. 117 of 1998, section 84(1) (a), to co-ordinate and integrate development planning, which includes the WSA's efforts on their WSDP planning, in order to ensure access to basic water supply and sanitation for all its residents.

To achieve these objectives, the Municipality should compile a Water Service Development Plan, to be used by the GSDM for future master planning in the region.

### **Purpose of the WSDP**

A Water Services Development Plan (WSDP) is a five year plan to progressively ensure efficient, affordable, economical and sustainable access to water services.

It is the product of the water services development planning process captured into a sectoral plan, which deals with socio-economic, technical, financial, institutional and environmental issues as they pertain to water services hence it becomes a critical plan when coming to integration of all developmental priorities.

It also functions as a management tool in ensuring the progressive provision of total, effective and sustainable water services within the Municipality.

### **Key aspects being addressed in the WSDP**

1. The physical attributes of the area to which it applies;
2. The size and distribution of the population within that area;
3. The time frame for the plan. including the implementation programme for the following five years;
4. The existing water services;
5. The existing industrial water use within the area of jurisdiction of the relevant water services authority;

6. The existing industrial effluent disposed of within the area of jurisdiction of the relevant water services authority;
7. The number and location of persons within the area who are not being provided with a basic water supply and basic sanitation;
8. The future provision of water services and water for industrial use and the future disposal of industrial effluent. including—
  - a. the water services providers which will provide those water services;
  - b. the contracts and proposed contracts with those water services providers;
  - c. the proposed infrastructure necessary;
  - d. the water sources to be used and the quantity of water to be obtained from and discharged into each source;
  - e. the estimated capital and operating costs of those water services and the financial arrangements for funding those water services, including the tariff structures;
  - f. any water services institution that will assist the water services authority;
  - g. the operation, maintenance, repair and replacement of existing and future infrastructure;
9. The number and location of persons to who water services cannot be provided within the next five years. setting out –
  - a. the reasons therefore: and
  - b. the time frame within which it may reasonably be expected that a basic water supply and basic sanitation will be provided to those persons; and
10. The existing and proposed water conservation, recycling and environmental protection measures.

### **Link of the WSDP to other Sector Plans and IDP as a whole**

There are two main areas of alignment that are to be attained when preparing a WSDP.

- To ensure that the development strategies of the Municipal IDP in terms of Water and Sanitation are realized, and;
- That local development priorities are integrated within the IDP

The participation process utilized in the development of a WSDP encourages proper prioritization of water and sanitation projects to be implemented. These same priorities should also arise through the community participation process which is followed in the development of the IDP, thus showing the link between both integrated planning documents.

The Water Service Act requires that the WSDP of a WSA must address water services information (both status quo and future targets) for the entire municipal area.

## **11.6. Employment Equity Plan**

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### **The Purpose of Employment Equity Plan**

- To continue to eliminate all forms of discrimination that exist due to historical practices.
- To correct imbalances in the composition of the workforce with regard to race, gender and disability.
- To promote a culture that supports and encourages employees to respect diversity.
- To create opportunities for businesses owned by the designated groups, by awarding contracts for services, provided it is economic from the business point of view.
- To continue to ensure that all categories of employment, including management and non-management within the Municipality, make consistent progress towards reflecting the demographic profile of South Africa at national and provincial levels.
- To ensure that resources including money, time, mentors, coaches and training are committed to developing all employees to have equal access to all categories of employment.
- To focus on accelerating the development of existing staff, especially those from Designated Groups provided they meet the selection criteria.

### **The Duration**

This Employment Equity Plan will be valid until 30 June 2009. This is in line with Municipality Employment Equity Plan set and agreed to by all stakeholders. The plan will be reviewed in June 2009, and if required, a new plan will be developed and the time frame set.

Numerical goals for the period of 2008-07-01 to 2009-06-30 as approved by The Mayoral Committee on 2009-01-24 per item B7(5),

### **Implementation Strategy**

#### **Recruitment and Selection**

Sufficient efforts shall be made to recruit employment equity candidates for all positions identified as such.

- All job advertisements, for which such an Employment Equity position is being filled, shall clearly display the following sentence:
- “Preference shall be given to Employment Equity applicants”
- In line with the existing Municipality’s Policy on Staff Provisioning, jobs shall be advertised internally first.
- Should a suitable Employment Equity candidate not be available internally, efforts shall be made to recruit an Employment Equity candidate externally.

- Should an external Employment Equity candidate not be available to fill apposition, an appointment of a non-Employment Equity candidate shall be made.
- The appointment of a non-Employment Equity candidate as anticipated in can only be made with the resolution of Council.

### **Succession Planning**

- Promotions occurring through the succession planning process will be used to advance the achievement of employment equity goals.
- A position for which an Employment Equity candidate has been identified and developed need not be advertised. All other positions shall be advertised.
- Non-Employment Equity employees shall be promoted as a result of the succession planning process.

### **Transfers**

- The transfers of an employee from one department to another shall be made for operational reasons, as well as to fulfil employment equity goals.
- The Municipality reserves the right to transfer employees for reasons stated..

### **Early Retirement**

- The Municipality shall, where appropriate, enter into agreement with employees for early retirement in order to create an opportunity for an appointment of an Employment Equity candidate.
- Where an agreement anticipated in 6.4.1 has been entered into, the job incumbent may be required to mentor or coach the Employment Equity identified as a replacement.

### **Training and Development**

- The training and development of current employees shall be a key strategy in the implementation and achievement of Employment Equity.
- The Municipality shall invest in the training and development of employees to meet Employment Equity goals.
- Training and development shall be conducted as per the Municipality Policies.

### **Monitoring and Evaluation**

In order for this Employment Equity Plan to be effectively implemented it will need to be monitored and evaluated on a regular and ongoing basis.

- The function of the Employment Equity Forum will be to evaluate the implementation of the Employment Equity Plan within the Municipality.
- The Employment Equity Forum shall meet on a quarterly basis, or whenever necessary, to monitor and evaluate progress on implementing the Employment

Equity Plan within the Municipality as a whole, and to propose amendments to the Plan if necessary.

- The Human Resources Manager shall provide regular feedback and progress reports to the Manager Corporate Services and Municipal Manager.
- The Human Resources Manager shall ensure communication with all employees on the progress being made in implementing the Plan.
- In October of each year the Manager Human Resources shall prepare the Employment Equity Report for submission to the Department of Labour in terms of the Employment Equity Act.

### **Grievance and Dispute Resolution Procedures**

In terms of clause 20(1)(g) of the Employment Equity Act, the Employment Equity Plan must include “internal procedures to resolve any dispute about the interpretation or implementation of the plan.”

The grievance and dispute resolution procedures within Municipality shall be as follows:

An employee who feels being unfairly discriminated against in terms of any aspect of the Municipality Employment Equity Plan shall have the right to raise a grievance with the Municipality within five working days of the alleged unfair discrimination having taken place.

The grievance shall be referred in the first instance to the relevant functional manager.

If the relevant functional manager does not resolve the grievance within three working days it shall be referred to the employment equity forum in the department where the grievance was raised. The forum shall attempt to settle the grievance with the relevant parties within three working days. In seeking to settle the grievance the departmental forum or its representative(s) may seek the advice of the Human Resources Manager.

If the grievance is still not settled a dispute must be declared by the aggrieved party who shall set down in writing the relevant information relating to the dispute within two working days of the departmental forum failing to settle the grievance and pass this on to the Human Resources Manager. The Human Resources Manager shall, on behalf of the Manager Corporate Services and Municipal Manager, attempt to resolve the dispute within five working days of receipt of the written dispute declaration.

If the dispute is still not resolved the matter may be referred externally in terms of the legal rights available to the parties.

## **11.7. Youth Plan**

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### **1. Policy Context**

The National Youth Develop Policy Framework recognizes the broader policy context in which it has been formulated and shall operate. Lekwa Youth Policy context is largely shaped by broader national policy initiatives and reflecting 2007 June 09 Youth Summit. In particular the following:

- The Provincial Youth Policy Document
- National Youth Commission Local Government programme
- Mpumalanga SALGA Youth Development Strategy
- Lekwa Local Municipality IDP

### **2. Situational Analysis of Youth**

The Local Municipality of Lekwa youth development strategy shall focus on the following challenges:

#### **2.1 HRD Challenges**

The municipality sees the following HRD challenges as the priority for attending to youth development:

- Illiteracy amongst youth especially young males
- Lack of career guidance
- Lack of skills and training
- Absence of a database of unemployed youth and their skills profile
- Unavailability or inaccessibility of financial support for skills development
- Shortage of schools for youth with disabilities
- Alarming spread of HIV/AIDS spread and teenage pregnancy
- Continued inaccessibility of higher education to youth
- Unavailability of exchange programmes
- The continuous high dropout rate.

These are a result of combined effect on the apartheid legacy, spatial dislocation of black youth from work, lack of information to youth and inaccessibility of resources.

#### **2.2 Economic Development Challenges**

The municipal local economic development (LED) interventions on youth development shall be informed by the following challenges:

- Out-of-school graduates and semi-literate youth are involved in crime because of exclusion and discrimination from the local economy
- There are no youth economic support centres focusing on such services as tender advice and accessing capital
- Young people generally lack skills which makes them unemployable
- Lack of resources for promoting economic development amongst youth
- The municipal procurement policy is not biased towards the youth
- Youth are not yet benefiting from current municipal and local business opportunities
- There is no biasness towards disabled youth and young women in economic development.



These challenges are a result of non-integration and lack of targeting of youth in economic development within the municipality. Amongst the youth the following groups are the most affected by these challenges:

- Unemployed youth
- Disabled youth
- Unskilled youth
- Illiterate youth
- Street kids
- Commercial sex workers.

## **2.3 HIV/AIDS Challenges**

The Local Municipality of Lekwa takes the challenge of HIV/AIDS very seriously but acknowledges that more could be done to prevent the spread of the virus and its negative social consequences. This is critical because of the following challenges:

- Health institutions are not resourced and geared to attend to the HIV/AIDS challenges facing youth
- Limited availability of voluntary counselling and testing facilities for youth and where they exist the skills levels are low
- The rate of HIV/AIDS infections amongst youth continue to be high in the Local Municipality of Lekwa
- Poor safety and security in the local hospitals make it difficult for youth use them for dealing with HIV/AIDS
- There are few youth health workers, support groups and youth centres for supporting youth living with HIV/AIDS and affected by the pandemic
- There is a continued poor use of contraceptives, condoms and especially female condoms
- Youth are not participating in clinic committees
- The Local Municipality of Lekwa lacks a co—ordination mechanism for support grants of HIV/AIDS infected youth
- There is poor publicity of Attic programmes
- Families, peers and partners have limited awareness of their supportive role in relation the youth infected by HIV/AIDS.

These challenges arise from ignorance, illiteracy, poverty, sexual abuse and fear of rejection. This pandemic affects all youth.

## **2.4 Main-Streaming Challenges**

Many of the above challenges result from inability to mainstream youth development. In part this is both symbolized by and resulting from low levels of youth mobilization, limited targeting of youth in service delivery processes and a lack of resources to contribute to youth development.

These challenges can also be attributed to the continued lack creative leadership both in the municipality and the youth sector to full-fill this role. Another significant cause is the absence of a structured engagement of youth in the IDP process, including budgeting, and the LED forum. Even ward committees continue to marginalize youth. The entire activities currently taking place occurs without a guiding strategic framework.

### **3. Youth Vision and Principles**

#### **3.1 Youth Vision**

“Improved and sustained quality of life for all youth in the Local Municipality of Lekwa through full participation of young people and organization in all social, economic and political spheres of life and recognition and development of their rights and responsibilities towards building a better life for al.”

#### **3.2 Youth Development Principles**

Youth development in the Local Municipality of Lekwa shall be underpinned by the following principles:

Access, Exertion, Sacrifice, Excellence, Voluntarism, Participation, Democracy and Unity. These principles will permeate all the programmes of the Local Municipality of Lekwa on youth development.

4.

#### **3.3 Strategic Intervention**

##### **3.3.1 Youth Skills Development Programme**

The Local Municipality of Lekwa shall implement an integrated Youth Skills Development Programme. The components of the programme are the following:

- Developing and maintaining a skills profile of the youth of the municipality
- Producing and implementing a municipal youth skills development plan annually, which shall be reviewed quarterly
- Coordinate skills development forum
- Provision of an Adult Basic Education and Training (ABET) service to illiterate youth
- Facilitate training relevant to the economic trends of the municipal economy through skills centre programmes
- Facilitate mentorship, internship and learnership opportunities for unemployed youth both within and outside the municipality
- Facilitate financial support for marginalized youth seeking participation in higher education.
- Coordinate bursary opportunities through Public, Privet, Partnership
- Build integrated and sustainable approach to the unemployed youth development initiatives based on multi- sect oral interventions and create enabling environment

There shall be integrated delivery of these components, with annual reporting by the municipality.

### **3.3.2 Youth Economic Empowerment Programme**

Youth participation in the council economy is a priority of the Local Municipality of Lekwa. This shall be achieved through a Youth Economic Empowerment Programme (YEPP). The YEPP shall have the following components:

The municipality shall set aside at least 25% of all jobs created by the municipality, other public sector agencies and private sector, more especially those doing business with the municipality, for unemployed youth in the municipal area

- Introduction of a quota system in terms of awarding Business/ tenders 40% to youth, with a care Database for youth companies.
- Avail at least 30% of suitable land for urban agriculture in the municipality to youth, with accessibility opportunities to agricultural schooling
- Facilitate and support the formation of youth co-operatives that will be linked to production processes across sectors such as tourism, manufacturing and information technology
- Facilitate the success of at least 70% of the youth enterprises that are doing business with the municipality or having business facilitated by the municipality through the provision of institutional and technical support to young entrepreneurs
- Promotion of talents for economic growth
- Facilitate and support the formation of youth economic forum
- Facilitate the preparation of youth in and out of school for the exploitation of economic opportunities available through mechanisms such as LED forums for guidance and life-skills.
- Public and Private partners to play a role in how procurement and outsourcing can best be utilized to create a base for SMME's and ASGISA.

Implementation of the YEPP must be simultaneous with the other programme of this strategy as they are closely related.

### **3.3.3 Youth Social Development Health HIV & AIDS**

HIV/AIDS is seen by the Local Municipality of Lekwa as a serious challenge and the municipality shall implement an integrated yet robust youth programme against HIV/AIDS. The programme shall entail:

- Implementation of a vigorous HIV/AIDS education and awareness project through the schools, extra-educational social clubs, community institutions and public media with youth as the audience
- Consolidating and expanding the voluntary counseling and testing (VCT) project
- Training youth on peer counseling skills

- Increase youth driven and peer education programmes aimed at curbing the spreading of STI's and HIV and AIDS
- Promotion of comprehensive life skills programme and sexual reproductive health programmes for the youth
- Facilitating a life-style and treatment management project for the youth living with HIV
- Empowering families of those living with HIV and AIDS in order to provide the required support
- Facilitate the empowerment of health institutions and personnel in order to be youth sensitive and supportive
- Support a project aimed at protecting victims of rape against HIV/AIDS
- Set-up and support facilities aimed at preventing mother-to-child transmission of HIV targeting young women
- Support and promote the campaign of tuberculosis treatment in HIV cases and in youth generally
- This multi-faceted intervention shall be implemented within the context of the provincial and national policy and strategy on HIV/AIDS.

### **3.3.4 Mainstreaming Programme**

All of the above programme require adequate institutional support for their success. The Mainstreaming Programme (MP) is aimed at putting in place sufficient conditions for implementing this strategy with administrative ease:

- The Local Municipality of Lekwa shall set-up a municipal youth unit that shall oversee and advise the municipality with the implementation of this strategy
- The youth organizations of the Local Municipality of Lekwa shall form a youth forum that will serve as a broad consultative forum for youth development (Youth Forum)
- The forum shall have standing sectoral clusters for LED, HIV/AIDS, HRD and Institutional Arrangements, which shall continuously discuss policy, programmes and strategies for youth development
- A youth forum of the Local Municipality of Lekwa shall be convened from time-to-time for purposes of contributing in the IDP and budgeting processes resulting in a Youth Sector Plan based on this strategy
- The Local Municipality of Lekwa shall report annually to the youth of the municipality on the progress made in the implementation of the Youth Sector Plan
- The Local Municipality of Lekwa shall ensure that each municipal department includes youth programmes in its plans and account for their implementation as part of continuous performance management
- The Local Municipality of Lekwa shall continuously investigate and explore innovative mechanisms for advancing youth development (e.g. Youth Development Fund) without any bureaucratic inertia.

- The MP shall be informed by provincial and national strategies.

### **3.3.5 Monitoring Evaluation and Review System**

There shall be a monitoring, evaluation and review system (MERS). The monitoring component will have the following elements:

- Ensuring compliance with objectives
- Output data collection and analysis
- Continuous analysis of the inputs activities outputs cycle
- Risk monitoring and mediation through a risk management plan
- Decision-making and programme adjustments as may be required.

The evaluation component shall be constituted by the following elements:

- There shall be quarterly municipal-evaluation exercises
- Systems cohesion analysis will also be done quarterly
- An external control such as a mid-term and ex-post youth development auditing shall be set in motion
- An independent assessment of the effect on beneficiaries shall be done annually
- Facilitation of monthly reviews and insights, which shall be published for public dialogue
- A learning network shall be developed for sharing lessons learnt.

The third component of the system will be reporting on the progress of programmes. Agreement shall be reached at programme inception about report formats and frequency. Once this has been established the following shall be components of the reporting sub-system:

- Monthly reports to the Local Municipality of Lekwa Council and the Youth Forum
- Quarterly reports to the Local Municipality of Lekwa Council, the Youth Forum and MYC
- Annual reports to the Local Municipality of Lekwa, the Youth representative forum, MYC and NYC.

The MER system shall ensure prudent management and use of resources with tangible results being realized.

## 11.8. Local Economic Development and Tourism Strategy

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### Purpose of LED

*"To be the link that creates an environment that will facilitate Local Economic Development as well as an environment that maximizes sustainable growth and self-reliance"*

### Local Economic Development Goals & Objectives;

For each of the following Goals and Objectives there is an outcome that it wants to achieve and relate to the SWOT analysis and the VISION.

**Pillar One: 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 by 2015.**

**Objective 1:** Encourage water craft related industries (e.g. ski boats, canoes and fishing boats) in the Municipality by 2009

**Objective 2:** To investigate viable economic linkages by 2009 in order to promote tourism and SMME development

**Objective 3:** To provide world class services (for the community and tourists) by 2012

**Objective 4:** To develop institutional arrangements and stakeholder support for the development and implementation of water tourism by 2010

**Objective 5:** To establish academy centers to boost skills related to water sporting activities by 2010

### Pillar Two: Promote and support Community Economic Development

**Objective 1:** Employment brokering by January 2009

**Objective 2:** Helping women to access employment and self-employment programs on an ongoing basis

### Pillar Three: Attract inward investment in Lekwa

**Objective 1:** Investment promotion & marketing by December 2008

**Objective 2:** Existing business retention and expansion by June 2008

**Objective 3:** Targeted investment incentives strategy January 2009

### Pillar Four: Encouragement of Local Business Growth and development

**Objective 1:** Business retention visits and surveys every quarter

**Objective 2:** Technical assistance to business every year

**Objective 3:** Financial advice and assistance every year

**Objective 4:** Public procurement policies and 'buy local' campaigns on yearly basis

### Pillar Five: Promote and support Investment in Soft Infrastructure

**Objective 1:** Enabling or providing skills training on an ongoing basis

**Objective 2:** Continuously providing increased business focused education and access to education

**Objective 3:** Supporting research and development on an ongoing basis

### Pillar Six: Promote and Support Agricultural development

**Objective 1:** Promotion of urban agriculture

**Objective 1:** Promotion of small-scale and intensive farming

**Objective 1:** Organic products cultivation

**Objective 1:** Promotion of Agro-processing industries.

### **Pillar Seven: Sector (Business Cluster) Development**

**Objective 1:** Development of Agricultural sector through encouragement of Agro-processing industries

**Objective 2:** Development of the Mining related activities

**Objective 3:** Development of SMME's/Co-Ops specializing in sub-sectors of manufacturing sector

### **Local Economic Development Strategic Pillars to realize the LED Objectives;**

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 2010 -2015 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 by 2015.**
- 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.

1

## **11.9. Communication Strategy**

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### **1. Purpose**

- To assist the Lekwa Municipality in achieving in its strategic goals through effective communication with government, business, customers and constituents, using all communication methods and outreach opportunities.
- To sell the Vision of the municipality and the development plans through which it seeks to achieve its vision. Through its vision statement Lekwa Municipality creates a passion of delivery and a springboard to carry the municipality to new levels of performance.
- To ensure that Lekwa Municipality is positioned as the leading, people centered municipality excelling in economic growth, development and governance.

### **2. Environment**

#### **2.1 Public mood**

- There is a general perception that there is corruption in the municipality.
- There is a perception that there is no service delivery within the municipality.
- The reality is that there has been some delivery within the municipality e.g.6023 water borne toilets were subsequently constructed during the 2006/07 financial year, Currently all legal stands in urban areas are receiving proper sanitation in a form of water borne toilets per household.
- The unemployment rate within the municipality is increasing due to downsizing and closure of some of the big companies.
- There are different population groups and they co-exist harmoniously.

#### **2.2 Media Agenda**

- There is mixed coverage from local media. Standerton Advertiser is negative and sometimes positive towards the municipality.
- The municipality is still struggling to get coverage from national and provincial media. Coverage from national and provincial electronic media is only received when national/provincial departments visits the municipality.
- The municipality enjoys positive coverage from MPower FM, but is struggling to get coverage from the national electronic media.

#### **2.3 Mandate**

This is the final year of the current government. The driver of the programmes this year is to make sure that the work that has been done in the last four years is consolidated and yields visible outputs for the people. The current government has to leave a solid foundation to ensure that the freedom that was attained in 1994 lives on.

### **3. Communication Challenges**

- The understanding of the municipality's priorities in the form of IDP by all officials and the political leadership within the municipalities.
- Municipal priorities often end up being a cliché without any of the important stakeholders particularly the employees understanding them.



- The priorities have to be simplified so that they are understood at every level.
- The constant circulation of consistent positive messages profiling the work and achievements of the municipality.
- In the process of doing our work, we forget to let people know how far we have gone. This tends to fuel the temptation to be involved in fruitless debates with media that advocates of non delivery by municipality.
- Milestones have to be packaged and communicated appropriately.
- Avoiding a negative agenda against the municipality.
- With this being an election year there are different agendas that are being driven by the media. There is a need to exercise extra caution and avoid being drawn into debates that may end negatively.
- Getting all officials to heed the call of prioritizing the delivery of services to the people over everything else.
- There is still a need to emphasize the Batho Pele principles to the officials.
- Community members are still receiving unacceptable levels of service from the public servants.
- Ensuring communication feedback to communities on issues emanating from Izimbizo and outreach programmes.
- Often when the Executive Leadership goes into communities, issues are raised. There has not been a clear system through which feedback is taken directly to the communities.

#### **4. Communication Messages and Themes**

*Core Message (National Theme)*

“Business unusual, all hands on deck to speed up change”

*Secondary Message (Provincial Theme)*

“Mpumalanga a pioneering spirit.”

*(Local theme to be developed)*

All messages are to be geared towards mobilizing action from all sectors to ensure that the goal for a better life for all is achieved in the municipality

#### **5. Messengers, Target Audience and Channels**

##### **■ Messengers**

- **Primary Communicators:** All members of the mayoral committee and the Speaker (*Members of the Mayoral committee and the Speaker speak on political decisions regarding the programmes of the municipality. They lead the debate on policy matters*)
- **Secondary:** The Senior Management (*The Senior management as the administrators lead the communication on the implementation of municipality’s programmes.*)
- **Others:** Communicator (*The communicator provide the strategic support to both the political and administrative leadership. In some instances a communicator serves as*

*the mouthpiece. She is responsible for managing the environment and keeping it conducive for the leadership to communicate effectively.)*

The Executive Mayor is the Lead Messenger for all municipality's affairs.

■ **Target Audience**

- All officials within the municipality.
- The media
- Members of the public including all target groups.
- The Business community.

■ **Channels**

The nature of the work of government determines that all possible channels should be used to disseminate messages ensuring that they reach as many citizens as possible.

- Corporate publications :newsletters, brochures, annual reports etc
- Road shows
- Izimbizo
- Radio Talk shows
- Newspapers
- Television
- Internet
- Telephones
- discussions and other multimedia

## 6. Phased Communication Programme

### **Phase One**

At this phase all officials need to be informed about the key programmes of municipality for the year. At this phase the employees should also be encouraged to take into consideration the Batho Pele principles and all prescripts guiding the service standards that are expected from them.

### **Phase Two**

Once the officials fully understand them, the priorities need to be taken to the people so that they can hold officials accountable where delivery is not happening efficiently. All communication efforts should be coupled with a feedback mechanism to ensure that the objectives as set out are being achieved and where they are not to get to the root of the problem. Feedback should always be regarded as an important tool in government service delivery as it is the only yardstick that can be used to measure the success of programmes.

### **Phase Three**

It is not sufficient to provide information and receiving feedback. Feedback has to be processed and analyzed for solutions. Communicators have to play a vital role in receiving and analyzing feedback received from the public. The feedback must then serve at different relevant forums e.g. LCF, Portfolio Committees, and Interdepartmental Forum etc. The presentations will always be accompanied by the suggested recourse.

## **7. Structures and Processes**

The strategy is to be adopted by the Council after presentation to Portfolio Committee (Corporate Services) and the Mayoral Committee. It then finally has to be taken through to Council for final approval.

The strategy acts as a guide for communication within the municipality.

## **11.10 INTEGRATED WASTE MANAGEMENT PLAN**

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The overall objective of phase 5 of this study is the implementation of the preferred option selected for waste management in the Gert Sibande District Municipality.

Solid waste management in developing areas has always been a problem; there are few local authorities that have adequate waste services. The perennial challenges of illegal dumping and littering make it increasingly difficult for conventional municipal waste collection and disposal methods to be effective.

The absence of an integrated waste management approach within municipalities is characterised by the following:

- A lack of waste avoidance, minimisation and cleaner production technology initiatives.
- No incentives for waste reduction
- Inadequate resource recovery and a general lack of commitment towards recycling.
- Little or no enforcement of legislation and policy and an absence of waste awareness or waste management culture which promotes resource recovery or makes it financially viable.
- A lack of appropriate waste treatment methods

There is a desperate need for Gert Sibande District Municipality Management related interventions and functions that need to be undertaken include:

- policy, strategy and legislation,
- coordination,
- enforcement,
- dissemination and reporting of information,
- participation
- monitoring, auditing and review, and
- Capacity building.

### Phase 5: Plan of Implementation

The purpose of this Phase 5 report is to:

- Manage the approval process for the approved scenarios.
- Develop the strategy for implementation.

The Plan of Implementation is described in this Phase 5 Report under 9 main headings, according to the guidelines for Integrated Waste Management Plans as published by the Department of Environmental Affairs and Tourism:

1. Capacity Building
2. Awareness and education
3. Institutional and Organisational Plan
4. Policy and Legislative Instruments
5. Partnerships
6. Communication and Public Participation Plan
7. Economic Analysis
8. Financial Plan
9. Monitoring Plan for the implementation of the IWMP

The report finds a critical shortage of resources in all areas, and in particular,

- Waste management skills
- Finance and funding
- Mobile plant and specialist waste fleet.

This report recommends the way forward in terms of agreed action plans as workshopped on 31 Oct 2006 with each of the seven local municipalities, as well as with the Gert Sibande District Municipal waste management team.

## **11.11 Comprehensive Infrastructure Investment Plan**

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This plan serves to clarify the approach to be followed in assessing the infrastructure investment needs for this municipality. The following applies:

- The sheets for demography and housing have been completed
- The sheets for water have been completed
- The sheets for sanitation will be finalized in exactly the same basis as for water
- Summative roads requirements will be included as it is included in the MTEF
- Summative institutional capacity details will be collected per municipality - details will be submitted at the workshop
- Summary budget data have been proposed - this will be summarized once discussed with NT
- A list of MIG projects will be compiled on the basis of the project lists per discipline

### Reference Documents

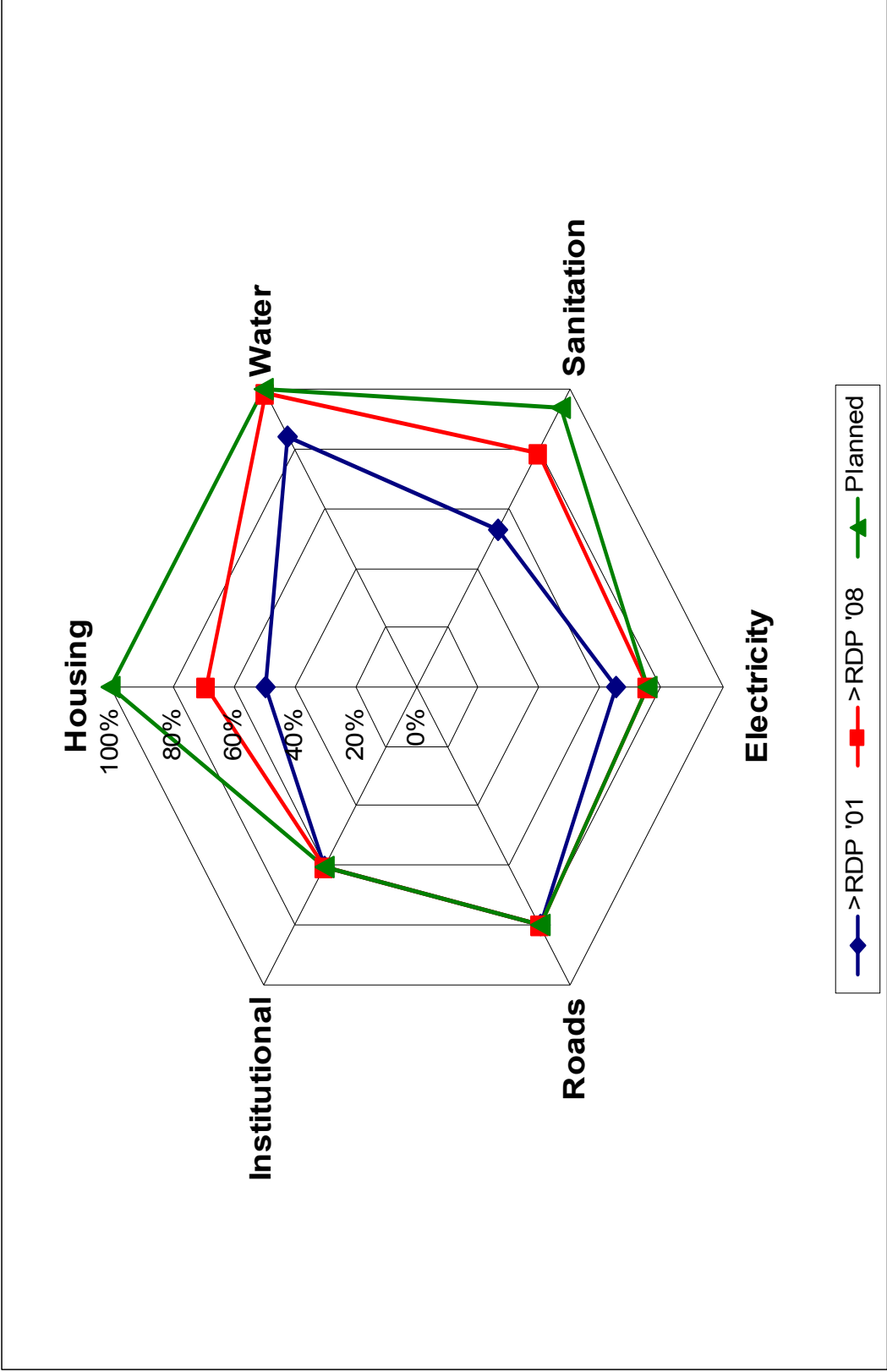
- Financial statements for 2005/6
- Budgets
- Integrated Development Plan
- Local Economic Development plan
- Water Services Development Plan (WSDP)
- Assessment of the roads and transportation infrastructure
- Assessment of the electrical infrastructure
- Staff structure
- Performance agreements for Section 57 employees
- Municipal Demarcation Board Assessment
- Spatial Development Framework

### Household Services as at 2007

Municipality	Piped water inside the dwelling	Piped water inside the yard	Piped (tap) water to community stand: distance less than 200m from dwelling	Piped (tap) water to community stand: distance greater than 200m from dwelling	No access to piped (tap) water	Not applicable	Borehole	Spring
	3	4	5	6	7	8		
MP305	9,552	8,326	4,298	3,209	811	1		
<b>Energy</b>								
Municipality	Electricity	Gas	Paraffin	Candles	Wood	Coal	Animal dung	Solar
	10	11	12	13				14
MP305	15,880	49	1,358	8,772				43
<b>Housing</b>								
Municipality	Formal	Informal	Traditional	Backyard	Other	Institution		
	18	19	20	21	22	23		
MP305	12,869	8,398	2,849	824	259	998		
<b>Sanitation</b>								
Municipality	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit latrine with ventilation (VIP)	Pit latrine without ventilation	Bucket latrine	None	Not applicable (institutions)
MP305	14,718	404	353	506	3,190	3,049	3,977	1

Total Households		Housing Backlogs				Water Backlogs				Sanitation Backlogs			
2001	2008	2001	2008	Planned	Remain	2001	2008	Planned	Remain	2001	2008	Planned	Remain
2,234	2,247	1,302	321	321	-	87	10	10	-	973	454	454	-
1,797	1,830	676	235	235	-	21	2	2	-	355	166	166	-
1,607	1,814	1,112	224	224	-	306	36	36	-	821	383	383	-
1,572	1,983	775	60	60	-	266	31	-	31	1,062	496	496	-
1,074	1,284	211	25	25	-	14	2	2	-	23	11	11	-
1,695	1,961	1,048	237	237	-	114	13	13	-	1,029	480	480	-
1,339	4,796	817	3,096	3,096	-	680	80	80	-	1,227	573	573	-
1,017	1,190	-33	75	75	-	12	1	1	-	6	3	3	-
3,549	3,833	2,762	2,200	2,200	-	1,315	154	154	-	2,076	969	969	-
1,414	1,640	228	400	400	-	91	11	11	-	258	120	120	-
1,743	1,882	-25	48	48	-	25	3	3	-	9	4	4	-
2,275	2,457	1,354	500	500	-	380	45	45	-	827	386	386	-
2,931	3,166	2,161	2,334	2,334	-	565	66	66	-	1,123	524	524	-
1,797	1,940	789	250	250	-	146	17	17	-	424	198	198	-
<b>26,044</b>	<b>32,024</b>	<b>13,177</b>	<b>10,006</b>	<b>10,006</b>	<b>-</b>	<b>4,022</b>	<b>472</b>	<b>441</b>	<b>31</b>	<b>12,214</b>	<b>6,774</b>	<b>4,766</b>	<b>-</b>
2007HHS:	<b>26,198</b>	2007HHS:	<b>8,657</b>			2007HHS:	<b>811</b>			2007HHS:	<b>10,589</b>		
Growth rate:	0.1%	Remaining backlogs:		-		Remaining backlogs:		31		Remaining backlogs:			2,008





## Anticipated New Developments

CatNo	Category	Number	Type	Ward	Value	Date	Funding
A	Commercial development	1	Local shopping centres (>1000m2, <2000m2)		R 20,000,000	30-Jun-10	Neighbourhood Fund
		2					
		3					
		4					
		5					
		6					
B	Industrial development	1					
		2					
		3					
		4					
		5					
		6					
		7					
C	Institutional development	1					
		2					
		3					
		4					
		5					
D	Tourism	1					
		2					
		3					
		4					
		5					
		6					
		7					
E	Transport nodes	1	Taxi rank		R 10,000,000	30-Jun-10	Neighbourhood Fund
		2					
		3					

### Commercial development

- Shops (<1000 m2)
- Local shopping centres (>1000m2, <2000m2)
- Regional shopping centre (>2000m2, <10 000m2)
- Mega centres (> 10 000m2)
- Other

### Industrial development

- Single factory
- Industrial park
- Large anchor factor with smaller suppliers
- Significant factor/refinery, etc
- Other

### Institutional development

- Training college
- University
- Hospital
- Other

### Tourism

- Hotel
- Game reserve
- Sporting complex
- Tourism route
- Eco-tourism
- Other

### Transport nodes

- Taxi rank
- Train station



Ward no	2008	Paved Roads				Unpaved Roads				Intervention	Cost	Project/Road Length
		Length	% Paved	Length	Condition	% Unpaved	Length	Condition				
1	2,247	36	20%	7.2	Fair	80%	28.8	As new	Rebuild	20 m	Upgrading of gravel to paved roads 15 km	
2	1,830	29	20%	5.9	Poor	80%	23.2	As new	Rebuild	30 m	Upgrading of gravel to paved roads 20km	
3	1,814	29	20%	5.8	Poor	80%	23.3	As new	Rebuild	20m	Upgrading of gravel to paved roads 15 km	
4	1,983	32	60%	19.0	Poor	40%	12.7	Fair	Patching	15 m	Upgrading of gravel to paved roads 10 km	
5	1,284	21	25%	5.1	Poor	75%	15.4	As new	Rebuild	15 m		
6	1,961	31	35%	11.0	Poor	65%	20.4	Very good	Major upgrade	15 m		
7	4,796	77	25%	19.2	Poor	75%	57.6	Very good	Surface treatment	30 m		
8	1,190	19	70%	13.3	Fair	30%	5.7	Fair	Rebuild	7.5 m		
9	3,833	61	5%	3.5	Fair	95%	58.3	As new	Major upgrade	30 m		
10	1,640	26	98%	25.7	fair	2%	0.5	Very good	Major upgrade	1.2 m		
11	1,882	30	100%	30.1	Poor	0%	-	Very good	Major upgrade	20 m		
12	2,457	39	40%	15.7	Poor	60%	23.6	Very good	Major upgrade	12 m		
13	3,166	51	0%	-	Poor	100%	50.7	As new	Major upgrade	5 m		
14	1,940	31	10%	3.1	As new	90%	27.9	As new	Major upgrade	50 m		

## Constraints Experienced in Implementing Projects

Main Category	Sub Category	Nature of Problems	
Municipal functions impacting on project implementation	Policy issues	Unclear policies with levels of service resulting in inappropriate designs and lack of affordability	
	Admin issues with approvals	Late submission of registration forms and time taken by the department to approve the projects procurement processes	
	Admin issues with payment, lacking financial skills	Late approvals of projects	Late approvals of projects
		Legal and administrative challenges	Legal and administrative challenges
		Municipal Supply Chain Management processes not engaged efficiently	Municipal Supply Chain Management processes not engaged efficiently
	Late delivery of municipal budgets	Late funding approvals received from other spheres of government	Late funding approvals received from other spheres of government
		Late submission of claims	Late submission of claims
		Administrative problems: financial sections are failing to process claims by consultants/contractors	Administrative problems: financial sections are failing to process claims by consultants/contractors
	Admin issues with procurement	Procurement and BEE issues	The delay in the approval of the municipal capital budgets has prevented municipalities from implementing MIG projects.
	Land & EIA approval	Time taken for approval by council	Procurement and BEE issues
		EIA approval	Time taken for approval by council
		Land issues not concluded	EIA approval
		Technical Reports and EIA reports	Land issues not concluded
	Technical issues	IDP under revision	Technical Reports and EIA reports
Lack of coordinated planning of infrastructure		IDP under revision	
Inappropriate technical solutions for the specific situation in a municipality		Lack of coordinated planning of infrastructure	
Lack of technical reports and baseline information		Inappropriate technical solutions for the specific situation in a municipality	
Lack of technical skills and capacity		Lack of technical reports and baseline information	
Lack of bulk supplies	Lack of technical skills and capacity	Lack of bulk supplies	

		Insufficient allowance or consideration of geotechnical conditions on site.
	O&M capacity	Limited maintenance and operations budget prevents further infrastructure development
	Poor project management	Limited Project Management and planning capacity
MIG implementation		PMU not having adequate capacity
	Project management of contractors	Capacity of consulting engineer not sufficient
		Lack of materials due to supplier shortages
		Contractors are not monitored to ensure that projects are completed
Contractors & consultants		Fluid labour market
		Problems with empowerment joint ventures
		Delay getting emerging contractors on site
	DPLG	Awaiting dplg to register projects
		Late approval of projects by the dplg
Other government functionaries	DWAF	Delays in approval of the technical report from DWAF
	Community involvement	The community is preventing some of the registered projects from being implemented
External parties		

## **11.12. Housing Chapter**

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The Integrated Development Plans (IDPs) of municipalities were not elaborative on the housing sector component. This gap posed a challenge in the delivery of housing within the jurisdiction of municipalities. The Department of Local Government and Housing (DLG&H) in Mpumalanga then committed itself to assist municipalities with the development of the Housing Chapters of the IDPs.

As part of the introduction, the document explains the meaning of a housing chapter its benefits and outputs.

### **What is a Housing Chapter?**

A housing chapter is a housing sector plan that is intended to guide current and future housing development interventions and programmes in the municipality. It is a five year plan that should be reviewed annually together with the Integrated Development Plan (IDP). An IDP is a plan that is developed through a process that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development. Once the IDP is drawn up, all municipal planning and projects should happen in terms of the IDP. Therefore, a housing chapter should be aligned with the IDP and be used with the IDP spatial framework in order to effectively deliver houses.

### **Benefits of a Housing Chapter**

The benefits of a housing chapter are to:

- a) Ensure that housing planning requirements are adequately catered for in the IDP process;
- b) Inform the IDP process with adequate housing information (developing strategies, setting priorities and determining operational requirements);
- c) Achieve more integrated development;
- d) Ensure effective allocation of limited resources; and
- e) Ensure that there is indicative subsidy budgeting and cash flow planning at both the municipalities and provincial levels

## Outputs of Housing Chapter

The envisaged outcomes of the housing Chapter is:

- a) A plan that promotes alignment and integration;
- b) A plan that fosters Sustainable Human Settlements;
- c) Costing of the proposed housing developments;
- d) A plan that considers both the government subsidized housing and private developments; and
- e) Housing Chapter in the IDP where future housing developments are spatially shown in the spatial development framework.

The highest percentage of the population within the municipality falls within the category of some secondary education (16 942) followed by people that have reached a primary school level (13 365). The number of people that did not go to school at all is (1 117) (Census, 2001). These figures indicates that in terms of the housing demand for the municipality , there is a need to budget for low cost housing for that fact that the highest percentage of the population that has some form of education relates to secondary education. This means that the huge number of population will not be able to afford high or middle income housing.

Lekwa Municipality is faced with a huge responsibility for housing delivery. The housing backlog at Lekwa municipality is 18 207. A total of 12 000 is for low cost housing units and 6 207 are for rural backlog (Source: IDP 2007-2011). There are additional 11 496 inadequate types of households (refer to table 4: housing profile):

- Informal households: 8 398
- Traditional/ mud structure: 2 840
- Hostel units: 258

From a total of 18 207 backlogs of houses there are 3 116 houses completed. It means in total there is still a backlog of 15 091. It is estimated that an amount of R824 626 880.00 is required to eradicate the housing backlogs in Lekwa Municipality. A unit cost is estimated at R54 640.

All houses are to be funded from grants. There are no private sector investors for now except that it is anticipated that the economic development that should be facilitated in the municipality should be able to uplift people so that in future they should be able to afford housing for on their own.



The performance indicators will form a basis for monitoring and reporting on the performance of the municipality on the implementation of the housing sector plan as part of the IDP. The impact of the delivery will be evaluated so that the results thereof could also be used to inform the review of the IDP on an annual basis.

### **11.13. Storm water Management System**

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The objectives of this study are:

- Define existing system and status quo.
- To identify, analyze and quantify identified storm water problems in the areas of Lekwa Municipality
- To give preliminary remedial measures and cost calculations for identified problems.
- To give guidelines regarding storm water drainage through developing areas within the identified areas.

#### **INTRODUCTION**

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 & 7 to provide storm water infrastructure where flooding may occur.

#### **SCOPE OF THE PROJECT**

The scope of works is based on the proposal document which must be read in conjunction with this report. The scope included the following:

- Data collection by means of on-site inspection of the existing system.
- To compile a master plan for the Morgenzon Sakhile Ext:4 and Standerton Ext: 6 & 7 area.
- To identify problem areas.
- To provide preliminary remedial measures
- To quantify the solutions by means of a basic cost estimate.

#### **DATA COLLECTION**

All cadastral information was received from the Lekwa Local Municipality in AutoCAD format in .dwg format. No as-built information was provided by LLM. As-built information was obtained by on-site verification of Morgenzon's Sakhile Ext:4 and Standerton Ext: 6 & 7 existing system. No information is available for Sakhile as the area is considered as being newly developed with no infrastructure in place.

#### **DEVELOPMENT GUIDELINES**

Development of new infrastructure should be according to the standards set out in this report. It is suggested that the proposed storm water layouts, as proposed in this study, be followed. All drainage structures, including streets, should be designed to accommodate the run-off for 2-year and 20-year storm events as used in these models.

## **PROPOSED FURTHER ACTIONS TO ENHANCE THE SYSTEM**

It is advised that regular maintenance be done on the system. The manner in which standards for storm water drainage are stated should be revised to be more specific.

Standards should be supported by for instance parameters to be used over and above the standard for return periods only. It is our experience that the framework for dealing with storm water management effectively is often absent or not instated. It should be considered to have a proper framework.

## **RECOMMENDATIONS**

The following recommendations are proposed:

- That the standards set out in this document be followed.
- Cognizance be taken of the location and extent of the proposed solutions and of the associated costs.
- That cognizance be taken of cost estimates which have been calculated.
- It is recommended that the systems highest on the priority list be further investigated in detail.
- That updated flood lines for Morgenzon Sakhile Ext:4 and Standerton Ext: 6 & 7 be drawn up as it is possible that areas can be inundated during storms of high intensity

## **11.14. INTEGRATED ENVIRONMENTAL MANAGEMENT**

### **BACKGROUND**

In the past the environment issue/problems were managed by different departments in silos. In order to address this gap the Department of Environmental Affairs and Tourism decided to draw the National Environmental Management Act which currently in place.

Again the environment was treated in isolation from socioeconomic aspect and people, forgetting that people and socioeconomic aspect impact on environment negatively and positively. Therefore it is important to have plans in place to control development taking place in our area e.g. Spatial Development Plan and Integrated Development Plan.

The majority thought environmental problem/issues belong to Environmental Department only and is not like that, environment include, water, soil, heritage, air, socioeconomic aspect sustainable development etc. All these aspects are covered under NEMA.

### **ESTABLISHMENT OF INTEGRATED ENVIRONMENTAL MANAGEMENT COMMITTEE & FORUM**

This was one prescription decided by the new Act NEMA that all the municipalities must establish the Integrated Environmental Management Committee and Forums where the stakeholders and communities can have input regarding the environmental issues. There was no prescription of composition of the committee.

### **OBJECTIVES OF THE ENVIRONMENTAL MANAGEMENT**

- To promote sustainable municipal service delivery.
- To protect the environment and its species.
- To promote sustainable development.
- To support the National, Provincial Environmental Strategy.
- To implement National & Provincial Acts, Regulations and Policies.
- To encourage community participation.
- To ensure that the community needs inform the Integrated Development Plan.
- To monitor and report our activities regarding Environmental Impact.
- To ensure safe and no harmful environment for the community.
- To draw and implement the bylaws and Interim Environmental Management Plan addressing the environmental impact.
- Participating in the Gert Sibande District Council Project on State of Environmental Report as municipalities.

### **ACHIEVEMENTS IN INTEGRATED ENVIRONMENTAL MANAGEMENT**

- Integrated Environmental management Committee and Forum formulated.

- Report on Interim Integrated Environmental Management Committee and Forum initiated and to be served before the Council.

The following documents are in place:

- Integrated Environmental Management Plan/Programme.
- Integrated Environmental Management policy.
- Guidelines for Air Pollution Implementation.
- National Environmental Management Act.
- Air Quality Management Act.

#### **WAYFORWARD**

- Ongoing community education and awareness on Radio.
- Formal community education and awareness.
- Continue with sustainable prevention illegal dumping programme.
- Initiating a recycling project of “collect-a-can” for schools.
- Re-enforcing law by doing overtime to monitor illegal dumping and roaming around of livestock.
- Involvement of community members in the Integrated Environmental Management Forum Meetings.
- Participating in the Cleanest Town Competition.
- Budgeted for the second air monitoring station.

## **11.15. Pavement Management System**

### **Purpose of PMS**

The Pavement Management System is a subset of the Road Infrastructure Management System. The use of a Pavement Management System is 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 economic 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.

The system deals with the first phase: visual assessment of the pavements in the network. Maintenance projects are given in order of priority that places special emphasis on the advantages of preventative maintenance. Possible project types range from routine maintenance (e.g. patching), special maintenance including various forms of surface treatment, through to heavy rehabilitation (e.g. heavy overlays and reconstruction). The system, *inter alia*, provides answers to the following questions:

- What is the present condition of the pavements from a surfacing, structural and functional point of view?
- Which sections should be scheduled as rehabilitation projects in a 2 to 5 year program?
- Which sections should be resurfaced this year and the next in order to forestall incipient structural deterioration?
- What type of maintenance will be most cost effective in each case?
- What funds are required to carry out the suggested maintenance program, so as to bring the network to an acceptable level of service and to alleviate unnecessarily expensive maintenance in the future?

### **PMS METHODOLOGY**

The methodology followed in the Pavement Management System is outlined below:

A clearly defined set of procedures for collecting the required pavement condition data.

Data validation rules and data integrity on a Database Management System.

A suite of application programmes for analyzing the data in the database, auditing the condition of the pavements, and presenting the results in a variety of formats and combinations for different levels of management.

### **PMS MODULES**

**The Pavement Management System comprises the following modules.**

Flexible Pavement Module

This is the traditional PMS as developed and refined over 18 years. It caters for all flexible pavements such as asphalt pavements as well as all the single and double seal pavements.

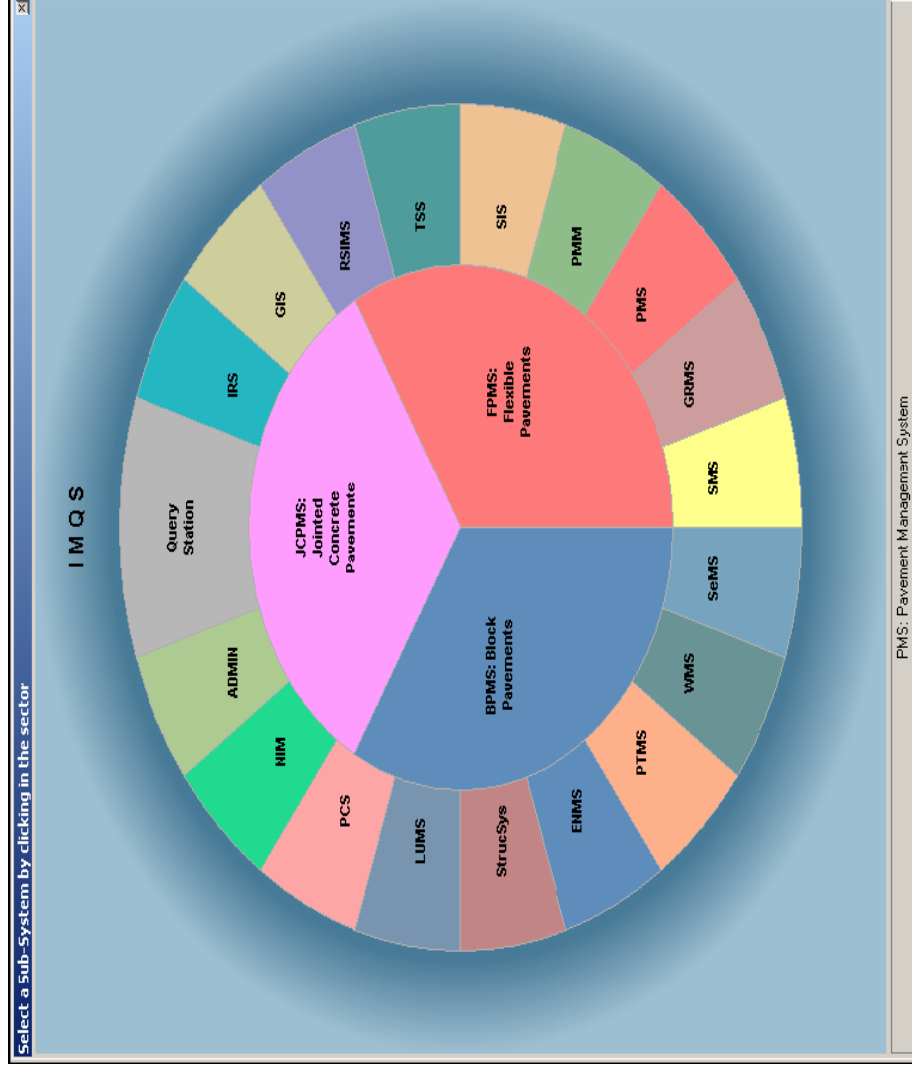
Jointed Concrete Module

This module of the PMS caters for concrete non-flexible pavements.

Block Pavements Module

This module of the PMS caters for interlocking and normal block pavements as found at intersections and certain road links.

Once the PMS slice is selected on the IMQS, the user should select the required module within the PMS.  
**ENABLING/SELECTING THE PMS**



## 11.16. Workplace Skills Plan

### Executive Summary - Workplace Skills Plan

2008/2009

R	36,786,801.85
R	2,239,620.81
R	367,868.02

1. Total anticipated payroll for the year
2. Total anticipated training spend for the year
3. Total anticipated levy payment for the year

#### 4. Total Number of Employees in the Municipality

Employment category	Race												Total
	African		Coloured		Indian		White		Total		Total		
	M	F	M	F	M	F	M	F	M	F			
SOC 100 Legislators	8	11	0	1	1	1	5	0	14	13	27		
SOC 100 Directors and Corporate Managers	10	5	0	0	0	0	3	0	13	5	18		
SOC 200 Professionals	6	25	1	0	1	2	5	0	13	27	40		
SOC 300 Technicians and Trade Workers	20	5	0	0	0	0	11	0	31	5	36		
SOC 400 Community and Personal Service Workers	38	16	1	0	0	1	5	1	44	18	62		
SOC 500 Clerical and Administrative Workers	28	32	3	4	0	1	3	7	34	44	78		
SOC 700 Machine Operators and Drivers	66	0	0	0	0	0	2	0	68	0	68		
SOC 800 Laborers	211	30	1	1	0	0	1	0	213	31	244		
Apprentices	1	0	0	0	0	0	0	0	1	0	1		
<b>TOTALS</b>	<b>388</b>	<b>124</b>	<b>6</b>	<b>6</b>	<b>2</b>	<b>5</b>	<b>35</b>	<b>8</b>	<b>431</b>	<b>143</b>	<b>574</b>		

Council has however resolved to increase the number of minorities to be employed to be no less than ten percent (10%) of the workforce under Council Resolution A\_\_\_\_\_ dated \_\_\_\_\_. This will be addressed in the new WSP to be submitted for the 2009/2010 financial year.



### 5. Total Number of Employees to Receive Training

Employment category	Race														Total
	African		Coloured		Indian		White		Total		Total		F	Total	
	M	F	M	F	M	F	M	F	M	F	M	F			
SOC 100 Legislators	8	11	0	1	1	1	5	0	14	13	27				
SOC 100 Directors and Corporate Managers	10	5	0	0	0	0	3	0	13	5	18				
SOC 200 Professionals	6	12	1	0	0	0	2	0	9	12	21				
SOC 300 Technicians and Trade Workers	7	2	0	0	0	0	5	0	12	2	14				
SOC 400 Community and Personal Service Workers	27	8	1	0	0	0	4	1	32	9	41				
SOC 500 Clerical and Administrative Workers	21	17	0	3	0	1	0	4	21	25	46				
SOC 700 Machine Operators and Drivers	11	0	0	0	0	0	0	0	11	0	11				
SOC 800 Labourers	33	9	0	0	0	0	0	0	33	9	42				
Apprentices	1	0	0	0	0	0	0	0	1	0	1				
<b>TOTALS</b>	<b>124</b>	<b>64</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>19</b>	<b>5</b>	<b>146</b>	<b>75</b>	<b>221</b>				

### 6. Percentage of Total Employees to Receive Training

Employment category	Total
SOC 100 Legislators	100%
SOC 100 Directors and Corporate Managers	100%
SOC 200 Professionals	53%
SOC 300 Technicians and Trade Workers	39%
SOC 400 Community and Personal Service Workers	66%
SOC 500 Clerical and Administrative Workers	59%
SOC 700 Machine Operators and Drivers	16%
SOC 800 Labourers	17%
Apprentices	100%
<b>TOTALS</b>	<b>550%</b>

## 7. IDP/Municipal Training Objectives

IDP objectives	Operational Municipal Objectives	context	Enabling Training & Skills Dev Objectives	context
To deliver infrastructure services that meet the present and future needs of the community, cost effectively and in a manner that satisfy the expectations of all customers whilst contributing towards economic development in the area	Provision of water to all households		Training on transportation of hazardous chemicals	
	0		RPL of officials on plumbing skills	
	0		Training on safe handling of chlorine	
To be the link that creates an environment that will facilitate Local economic development as well as an environment that will maximise sustainable growth and self-reliance	Provision of housing to all		Training on housing development	
	0		Training on project management	
	0		Employment brokering, sectoral interventions, enterprises established under community control	
To be an accountable and responsible finance department which is transparent through its budgeting and financial management systems: whilst ensuring compliance with relevant legislations and regulations	0		0	
	0		0	
	To administer the effective expenditure management system		Training on basic accounting skills programme	
	0		Training on VIP tax management	
	Adhere to the budget processes implementation and monitoring thereof		Training on budget process	
	0		Training on supply chain management	
	0		0	
	Develop a human resources strategy		Training on NQF support link	
	0			
	0		Training on VIP job management	
To provide diverse services to the political, managerial and execution of structures of the municipality through professionalism in the areas of people management, secretarial support services in the context of attainment of equity and skills development requirements as well as aligned to the prescripts of an acceptable performance management system	0		Training on interviewing, recruitment and selection techniques	
	0		Training on labour law	
	Ensure a safe, secure and humane environment for inhabitants of the municipality		Training on labour relations	
	Develop human resources policies		Training on policy development	
	0		Training on accident recording (TCS)	
	0		Training on NATIS	
	0		Training on turfgrass management (marking sport field)	
	0			
	0			
	0			

## **12. CONCLUSION**

### **An Integrated Development Plan (IDP):**

- (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; and it
- (d) should be a product of intergovernmental and inter-sphere planning

The integrating development planning (idp) processes (phases/stages) in compiling the municipal plan is as important as the final product, *The IDP*. Rigorous, shared, analysis with sincere community and stakeholder consultations are necessary and sufficient conditions, among others, for the IDP to be authentic. The consultative and analytical processes must, however, be continuously enhanced and strengthened with each annual review of the annual plan. Technology and innovation allows the state to deepen this two-way communication process, the result of which must be a more responsive government. Funding has also been 'ring-fenced' in the allocation of the 08/09 Municipal System Improvement Grant (MSIG) for the improvement and effective functioning of the Ward Committee System.

The development of the Long Term Growth and Development Strategy, based on the vision, must encourage and allow for the meaningful contributions of the broader community, all spheres of government, traditional authorities, business, labour and other non-state actors. Such a process will result in the development of realistic and achievable objectives for the five year term of office of the council. The related priorities would also be realistic. Objectives are converted into strategies, plans, projects and activities, which must be tracked and monitored. All draft IDPs are required to be approved by municipal councils by 30<sup>th</sup> March annually. This is also in concert with the MFMA's deadline of adopting the draft budget 90 days before the end of the financial year. However, the final reviewed IDP and budget must be approved by council by 30<sup>th</sup> June of each year, as per the Municipal Systems Act - 2000. Clearly, it is the annual plan that must be reviewed and not the entire IDP, provided that all the processes and components preceding the development of the annual plan are sound and informed by rigorous analysis. However, this annual review must also be informed by a high level reflection of the performance of the municipality in the previous years. The expenditure of conditional grants, the equitable share, and other revenue would be central to this reflection. The Auditor-General's reports and the municipality's evaluation of its service delivery and other related targets would also inform the annual plan and the rolling three year plan. The IDP integrates the needs of communities with the programmes of local, provincial and national government. It ought to also integrate the national and provincial programmes in the local space, thus becoming the expression of all of government plans. It serves as an integrating agent of all differing needs of business, community organisations, the indigent, and mediates the tensions between these needs and the resources available to meet them. The IDP further integrates the various departments within a municipality for effective implementation. A good, realistic IDP is therefore one that is guided by community participation throughout its design and review processes, is resourced by a realistic budget and an adequately skilled workforce and can be implemented and monitored.

## 12.1 Outcomes of IDPs

Integrated Development Plans should have the following impacts, among others, in the medium to long term:

- Integrated Sustainable Human Settlement
- Stimulating Growth of Robust Local Economy
- Social Inclusion, social cohesion and Nation Building – Non-racism, Non-sexism, Democratic and accountable practices, equity, etc
- Environment Sustainability

These outputs should be treated as guiding principles and in striving to attain these outcomes, an institution should not violate them. Further, at the core of these would be the War against Poverty and the creation of an enabling environment for job creation.

## 12.2 A Good (Credible) IDP

A Realistic or Credible Integrated Development Plan must therefore both comply with relevant legislation and convey the following:

- Consciousness by a municipality of its constitutional and policy mandate for developmental local government, including its powers and functions.
- Awareness by municipality of its role and place in the regional, provincial and national context and economy including its intrinsic characteristics and criteria for success. The degree of intergovernmental action and alignment to government wide policies, plans, priorities and targets.
- A commitment by the municipal council to ensure community empowerment and participation in the crafting, budget choices, implementation of this plan and monitoring through sincere communication, participatory and decision making mechanisms thereof.
- Comprehensive description of the area – the environment and its spatial characteristics.
- Insights into the trade-offs and commitments that are being made regarding economic choices, planning for Sustainable Human Settlements, integrated service delivery, and a resource and financial plans that can enable the implementation of such a plan
- The key deliverables for the next five years supported by a measurable budget and translated into the Service Delivery Budget Implementation Plan.
- A monitoring system (OPMS and PMS), that's based on the IDP indicators, targets, time frames, and responsible agents.
- Determines the capacity and capability of the municipality to implement the plan and how this capacity/capability would be improved through the Workplace Skills Plan.
- Conveys a responsive and sincere government that cares about its people, the environment and strives to build social cohesion
- Must show a commitment by the municipality (and all of government) to improve the lives of the indigent, people with disabilities, women, youth and the aged.