



LEKWA LOCAL MUNICIPALITY

DRAFT INTEGRATED DEVELOPMENT PLAN

2023/24 REVIEW

2022-27 IDP - YEAR 2 OF 5



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

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Acronyms and Abbreviations

IDP	Integrated Development Plan
LLM	Lekwa Local Municipality
DDM	District Development Model
CS	Community Survey
GSDM	Gert Sibande District Municipality
CSIR	Council for Scientific and Industrial Research
CAPEX	Capital Expenditure
SDF	Spatial Development Framework
SPLUMA	Spatial Planning and Land Use Management Act
GIS	Geographic Information System
PA	Per Annum
MSA	Municipal Systems Act
NDP	National Development Plan
NPC	National Planning Commission
MTSF	Medium Term Strategic Framework
ERRP	Economic Reconstruction and Recovery Plan
LED	Local Economic Development
NUSP	National Upgrading Support Programme
ITP	Integrated Transport Plan
FPSU	Framer Production Support Units
RIA	Rural Intervention Area
GRDP	Gert Sibande Rural Development Plan
INEP	Integrated National Electricity Program
KPA	Key Performance Area
KPI	Key Performance Indicator
EPWP	Expanded Public Works Programme
HRD	Human Resource Development
MIG	Municipal Infrastructure Grant

LBPL	Lower Bound Poverty Line
HDI	Human Development Index
CRU	Community Residential Units
IUDF	Integrated Urban Development Framework
LUMS	Land Use Management System
MFMA	Municipal Finance Management Act
PMS	Performance Management System
Stats SA	Statistics South Africa
ICT	Information and Communications Technology
GDP	Gross Domestic Product

1.

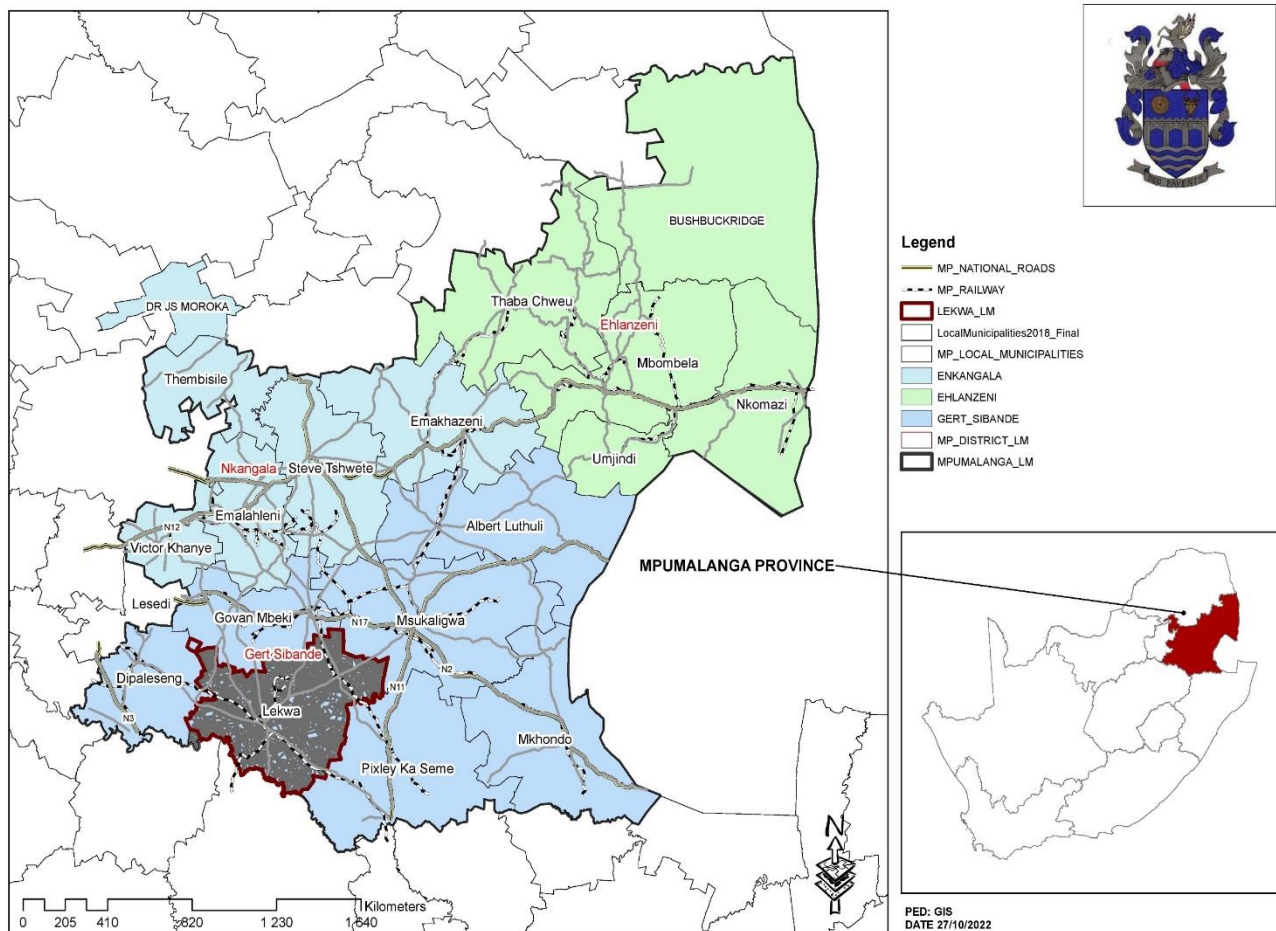
CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 Lekwa Local Municipality in context

Lekwa Local Municipality is situated within Mpumalanga province, and is one of seven municipalities in the Gert Sibande District. Lekwa Local Municipality is regarded as a category B municipality as it shares municipal executive and legislative authority with a category C municipality which is the Gert Sibande district. Lekwa Local Municipality was established on the 5th of December 2000 after the amalgamation of three former transitional local councils namely, Standerton, Sakhile and Morgenzon. It covers a total area of 4585km² and is rural in character.



Lekwa Local municipality lies in the large open plains of the highveld region, which is characterised by tall grass, and it is transversed by the Vaal River, which flows in a western direction. The municipality is named after the Vaal River which is commonly known as Lekwa (The Sesotho name for Vaal River). It is in the south west of the district, and serve as the immediate entrance to KwaZulu-Natal (Newcastle), Gauteng (Heidelberg), and Free State (Vrede). Lekwa Local Municipality is bounded by Govan Mbeki Local Municipality to the north, Pixley Ka Isaka Seme and Msukaligwa Local Municipalities to the east and Dipaleseng Local Municipality to the west. Standerton serves as the major urban node, whilst Morgenzon located 45km north east of Standerton, serves as a satellite node.



Map 1: Lekwa Local Municipality Contextual Map

1.2 What is the Integrated Development Plan?

The Integrated Development Plan (IDP) is the central strategy of the Lekwa Local Municipality. The IDP communicates to residents, businesses, and investors the municipality's long-term vision, and how the municipality plans to achieve it. It is required in terms of the Municipal Systems Act 32 of 2000, which defines the IDP as a municipality's principal strategic planning instrument that guides all municipal planning. The IDP is made up of two parts – a strategic plan and an implementation plan. The strategic plan is informed by community needs, stakeholder inputs, a contextual analysis, and an evaluation of the existing state of Lekwa LM, all of which help identify the challenges that the municipality needs to address to achieve its vision. Priorities and objectives provide focus in addressing the most critical strategic challenges.

The implementation plan, in turn, focuses on only those key strategic programmes, projects and initiatives that are critical to support the achievement of the strategic priorities during the current five-year term of office. The implementation plan also sets out which municipal departments are accountable for each programme.

1.3 The IDP Process



Figure 1: IDP Process

1.4 Structure of the 2023/24 IDP document

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

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

Chapter 3: Represents a multi-sectoral situational analysis highlighting some of the most salient features and key challenges of the municipality and progress made in addressing the key challenges. It also provides a brief summary of the priority issues reported by communities in the various Wards of the municipality.

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

Chapter 5: Integrated human settlements chapter

Chapter 6: Reflects a synopsis of the various Departments Strategic Implementation Plans, Programmes and Projects aimed at addressing the priority issues identified in the municipal area.

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

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

Chapter 9: provides an overview of the Municipal budget for 2022/2023-2028/2027

Chapter 10: outlines the Disaster Management Plan

2.

CHAPTER TWO: LEGISLATIVE AND POLICY IMPERATIVES

2.1 Legal framework and mandate

The Municipal Systems Act, (No 32 of 2000), compels municipalities to prepare Integrated Development Plans (IDPs). The IDP serves as a tool for the facilitation and management of developments within the municipal area of jurisdiction. In conforming to the Act's requirements, the Council of Lekwa Local Municipality (LLM) has delegated the authority to the Municipal Manager to prepare the IDP.

The aim of the IDP for Lekwa Local Municipality (LLM) is to present a coherent plan in order to achieve the vision of the municipality. The intention of this IDP is to link, integrate and co-ordinate development plans for LLM which are aligned with national, provincial and district development plans as well as planning requirements binding on the municipality in terms of legislation. The planning context and policy context, within which the integrated development planning is undertaken, is established through national, provincial and local policy and legislation. The major planning instruments BVF that have a critical impact on the IDP are: National Government, Provincial Government (Mpumalanga), District Municipal level and Local Municipal Level.

The Constitution further states that the three spheres of government are distinctive, inter-dependent and inter-related. They are autonomous but exist in a unitary South Africa and have to cooperate on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres.

Cooperative governance means that national, provincial and local government should work together to provide citizens with a comprehensive package of services. They have to assist and support each other, share information and coordinate their efforts. Implementation of policies and government programmes particularly require close cooperation between the three spheres of government. Several policies, strategies and development indicators have been developed in line with the prescriptions of legislation to ensure that all government activities are aimed at meeting the developmental needs of local government.

The following sections outline the national, provincial and district policy directives, sector plans and legislation that set the strategic direction and with which the Lekwa Local Municipality must align to ensure that government spending is directed at the pressing needs of the community and those that contribute towards economic growth.

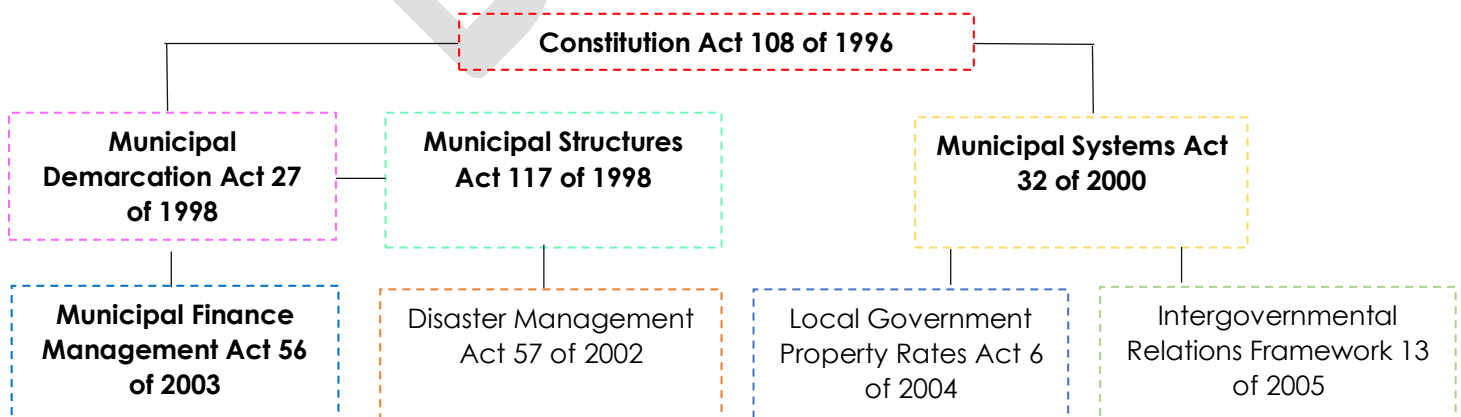


Figure 2: Local Government Legislations

2.2 National, Provincial and District Development Plans

National Development Plan

The South African Government through the Presidency has published a National Development Plan. The Plan aims to eliminate poverty and reduce inequality by 2030. The Plan has the target of developing people's capabilities to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety. It proposes the following strategies to address the above goals:

- Creating jobs and improving livelihoods;
- Expanding infrastructure;
- Transition to a low-carbon economy;
- Transforming urban and rural spaces;
- Improving education and training;
- Providing quality health care;
- Fighting corruption and enhancing accountability;
- Transforming society and uniting the nation

The National Development Plan 2030 has been adopted by the National Cabinet in August 2012 and this place an injunction on the state and its agencies (including municipalities) to implement the Plan. The Plan makes the following policy pronouncements and proposes performance targets that intersect with developmental mandates assigned to local government. Importantly, municipalities are expected to respond to these developmental imperatives when reviewing their Integrated Development Plan and developing the corresponding three-year Medium-term Revenue and Expenditure Frameworks.

- Youthful population presents opportunities to boost economic growth, employment and reduce poverty;
- Strengthen youth service programmes – community-based programmes to offer young people life skills training, entrepreneurship training;
- Increase employment from 13 million in 2010 to 24 million in 2030;
- Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup;
- Establish effective, safe and affordable public transport;
- Produce sufficient energy to support industry at competitive prices;
- Ensure that all South African have access to clean running water in their homes;
- Make high - speed broadband internet universally accessible at competitive prices

The National Development Plan, 2030 committed to offering an ample life to all South Africans by 2030. The decent life that the NDP promised comprises of full employment, reduction of poverty and equality. South Africa is left with only 9 years to realise the objective of the 2030 blueprint for tackling the three challenges of unemployment, inequality and poverty.

The main objective of the NDP is to underpin the objective of the Constitution of South Africa which is to bridge the gap caused by the apartheid era by promoting a society based on democratic values, social justices and basic human rights. So much progress was recorded since the apartheid era. Between 2001 and 2017 the average annual rate of employment increased

significantly in contrast to the period between 1960 to 1993. Access to municipal services such as housing, sanitation and electricity also increased between 1996 to 2017 (NPC,2020). However, this is not the current status quo of South Africa as of recently, some of the progress made has since deteriorated, the rate of unemployment and poverty has increased. South Africa remains a divided society.

The National Planning Commission in 2020 prepared a report as part of the NPC Economy series on progress made towards the National Development Plan's vision 2030. According to the report the NDP was close to reaching its employment target between 2010-2015, however the employment rate has since stalled, employment growth has fallen to 41% of the targeted annual rate. The outbreak of Covid-19 pandemic has worsened the situation, more than a million jobs have been lost due to the pandemic (NPC, 2020).

National Spatial Development Framework

The National Spatial Development Framework (NSDF) is a strategic long-term spatial plan towards 2050. The NSDF is legally mandated by the Spatial Planning and Land Use Management Act, 2013 (SPLUMA), and has to be aligned with the 2030-National Development Plan (NDP).

The objective of the NSDF within the broader 'family' of strategic and sector plans of government is to:

- Target and direct all infrastructure investment and development spending decisions by all national sector departments and StateOwned Enterprises (SOEs);
- Guide and align plan preparation, budgeting and implementation across spheres and between sectors of government; and
- Frame and coordinate provincial, regional and municipal spatial development frameworks.

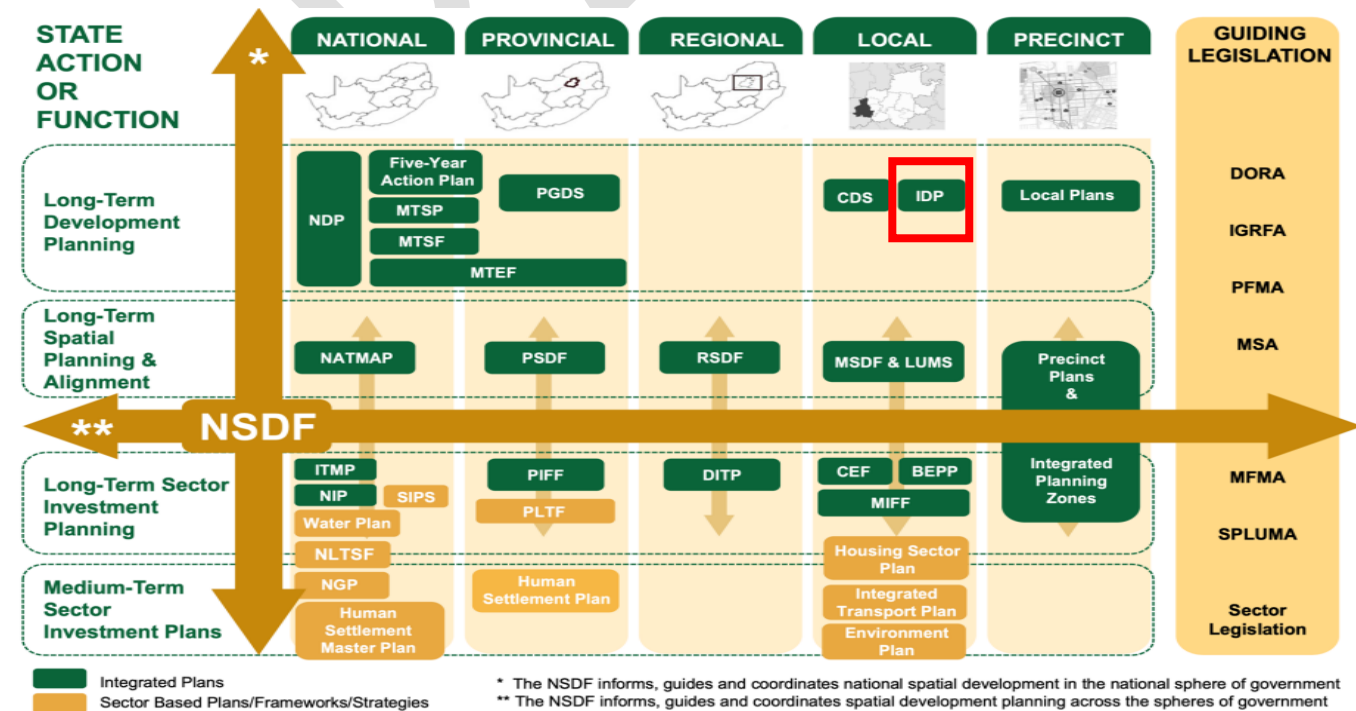


Figure 3: National Spatial Development Framework



Figure 4: NSDF Main-frame: The ideal post-apartheid National Spatial Development Pattern, NSDF 2022

NSDF Implications for Lekwa Local Municipality

Key Area	KPA	Local Implications
Nodal & Corridor Development	Spatial Rationale	☐ Standerton: Regional Development Anchor ☐ Transit Town ☐ Morgenzon: Rural Service Centre
Economic Transformation	Local Economic Development	☐ Agri-Enterprise and Small Scale Farming Resource Region
Infrastructure Development	Basic Service Delivery and Infrastructure Development	☐ Key Rail Routes
Climate Change and Environmental Protection	Spatial Rationale	☐ Vaal Catchment Area ☐ Climate change

Table 1: NSDF Implications for Lekwa LM

Medium Term Strategic Framework 2019-2024

The MTSF 2019-2024 supports the NDP's objective to address the triple challenge of unemployment, inequality and poverty, it aims to address the challenge through three pillars: Achieving a more capable state, driving a strong and inclusive economy and building and strengthening the capabilities of South Africans. South Africa is left with only 10 years to reach the blueprint (NDP 2030) for tackling south Africa's challenges, a long-term vision for the country. The country hasn't made enough progress in reaching these NDP targets. The Medium-Term Strategic Framework, 2019-2024 is a five-year implementation plan that will help the country to reach the 2030 targets.

The Medium-Term Strategic Framework comes with a package of interventions and programme that will advance the seven priorities adopted by council which are:



Figure 5: 7 Priorities of the MTSF

South African Economic Reconstruction and Recovery plan

The Economic Reconstruction and Recovery Plan was developed to stimulate a fair and impartial inclusive economic growth. This was after the south African economy was found to be on a stagnation mode making it even for difficult to tackle the triple challenge of inequality, unemployment and poverty which came as a result of the apartheid era. the Economic challenges in South Africa were worsened by low levels of Gross Fix Capital Formation and growth. Other challenges include revenue leakages, downgrade of state-owned enterprises, increased budget deficit and rising stock debt. The economy of the country was vulnerable when covid 19 pandemic reached the shores of south Africa, and as a result economic crisis deepened.

The South African Economic Reconstruction and Recovery Plan has three phases: Engage and Preserve - which includes a comprehensive health response to save lives and curb the spread of the pandemic; Recovery and Reform - which includes interventions to restore the economy while

controlling the health risks; and lastly, Reconstruct and Transform - which entails building a sustainable, resilient and inclusive economy.

The plan also has the following priority interventions:

- Aggressive infrastructure investment;
- Employment orientated strategic localization, reindustrialization and export promotion;
- Energy security;
- Support for tourism recovery and growth;
- Gender equality and economic inclusion of women and youth;
- Green economy interventions;
- Mass public employment interventions;
- Strengthening food security; and
- Macro-economic interventions

Phase 1: Engage and Preserve	Phase 2: Recover and Reform	Phase 3: Reconstruct and transform
•Saving lives •Macro Economic interventions •Saving distressed households, firms and jobs •Emphasizes both the economic and the social aspects of the crisis, including: a massive health care response and targeted support to employment preservation, SMEs, vulnerable households, firms and financial system. •Seeks to ensure social stability and food security •Also involves engaging social partners to drive recovery agenda on key policy initiatives •Support for households, firms and financial system continues •Fiscal reprioritization towards productive activities and in support of social obligations.	•Restart economy while controlling health risks to avoid a total collapse in employment, investment and production •strengthen SME supply chain inclusion •maintanace and roll out of infrastructure •Macro economic interventions •SOE, strategic sector reform package focusing on boosting industrial and trade competitiveness •public employment programmes •Transformation, startegic partnership and social compacting •Localization through industrialization •Support for tourism •Green economy interventions •energy and food security	•Public employment programmes •SMME development •infrastructure roll out •macro economic interventions •green economy intervention •localization through industrialization •support for tourism •energy and food security •transformation •digital econmy •strategic partnerships and social compacting

Figure 6: South African ERRP phases

Responding to the negative impact of COVID 19

On 15 October 2020, President Ramaphosa detailed the Economic Reconstruction & Recovery Plan (ERRP) in Parliament as our national response to the negative impact of COVID-19. The following is a summary of the ERRP:

Broad Areas for Intervention	Priority Interventions	ERRP Targets
- Planned "massive" rollout of infrastructure across South Africa. - Rapidly expand energy generation capacity. - Drive for industrial growth; and - Employment stimulus.	- Infrastructure investment and delivery - Sufficient, secure and reliable energy supply and Green Economy initiatives - Grow through industrialisation, localisation and export promotion - Employment stimulus - Growth and recovery of tourism - Agriculture and Food Security - Gender and economic inclusion	- Unlock more than R1 trillion in infrastructure investment over the next 4 years. - Sufficient, secure and reliable energy supply with two years. - Reverse the decline of local manufacturing sector and promote reindustrialization through deeper levels of localisation and export. - Create and support over 800, 000 work opportunities in the immediate to respond to job losses. - Resuscitate vulnerable sectors such as tourism, which have been hard hit by the pandemic. - Reduce data costs for every South African and expand broadband access to low income households.

Figure 7: Responding to Covid 19 ERRP

MFMA Circular 88 – National Treasury

Circular 88 aims to support the alignment of planning and reporting instruments for a prescribed set of municipal performance indicators. The Municipal Systems Act (MSA) and the MFMA require alignment between planning and reporting instruments such as the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP) and the Annual Report

Implications for Lekwa LM:

The municipality has aligned its performance indicators with Circular 88 as mainly reflected in Chapter six of the IDP.

Mpumalanga Economic Reconstruction and Recovery Plan

It is crucial for Mpumalanga to align with the national ERRP, however, prioritizing those areas that are relevant to the province, that is, it will also seek to address the negative impact of COVID-19 on provincial economy and livelihood, including stimulating growth and job creation through the implementation of key priority areas.

- Unlike the national ERRP, the Mpumalanga ERRP Implementation Plan is predominantly project-based.

The table below reflects catalytic projects taking place within the Gert Sibande District. Lekwa Local Municipality falls within projects that are district wide.

Catalytic Project	Location	Strategic Objective

Rehabilitation of the Coal Haulage Network	District Wide	To safeguard sustainable energy provision through rehabilitation and maintenance of the coal haulage road network
Improvement of tourism road infrastructure	District Wide	To facilitate easy access to tourism attractions and heritage sites
Secunda West / Langverwacht Integrated Human Settlement	Govan Mbeki	Addressing spatial disparities and creating functional and sustainable human settlements
Emzinoni Ext 11 and Ext 13 Integrated Human Settlement	Govan Mbeki	Addressing spatial disparities and creating functional and sustainable human settlements
Establishment of Petrochemical Industrial Technology Park	Govan Mbeki	To unlock industrial development opportunities throughout the entire value chain of the chemical industry within the Gert Sibande district.
Growing the circular economy	District wide	To promote industrial symbiosis, closed mine rehabilitation and mine water reclamation initiatives for sustainable and clean environment
The Green Cluster 'Just Transition' Programme	District Wide	Support the Carbon Capture and Utilisation Project in Govan Mbeki and Lekwa municipalities and intensify the industrial symbiosis and circular economy
Programmes to increase crop and livestock production	District Wide	To intensify crop & livestock production; enhance agri-processing & fresh produce for export, including support to small scale agri-businesses owned by youth & women.
Light Industrial Hubs	Municipalities in the District	To renovate & convert old buildings to industrial workshops to accommodate artisans, auto mechanics & other skilled business traders in all seven local municipalities in the District
Digital Infrastructure development	Ermelo	To increase communications & inclusive growth of digital economy within the District.
Siyathuthuka Enterprise Development Programme	District Wide	To develop self-sustainable SMME's and co-operatives businesses that are able to create jobs for local communities

Figure 8: Prioritised catalytic projects of the MERRP, SERO Report 2022

Some priority areas of the MERRP

- Rollout of infrastructure – i.e., improvement of tourism road infrastructure;
- Industrialisation through localisation and export promotion – the roll-out of the Mpumalanga Industrial Development Plan (MIDP) i.e., establishment of 3 Industrial Technology Parks, the Nkomazi SEZ as well as the Mpumalanga International Fresh Produce Market;
- Energy security and green economy – i.e., recycling and waste to energy;
- Employment stimulus – i.e., increased access to funding for SMMEs and Cooperatives;

- Tourism, cultural and creative industries – i.e., Barberton Makhonjwas Mountains World Heritage Site, and
- Agriculture and food security – i.e., increase in agricultural production (Zonda Indlala).

Road map of the MERRP

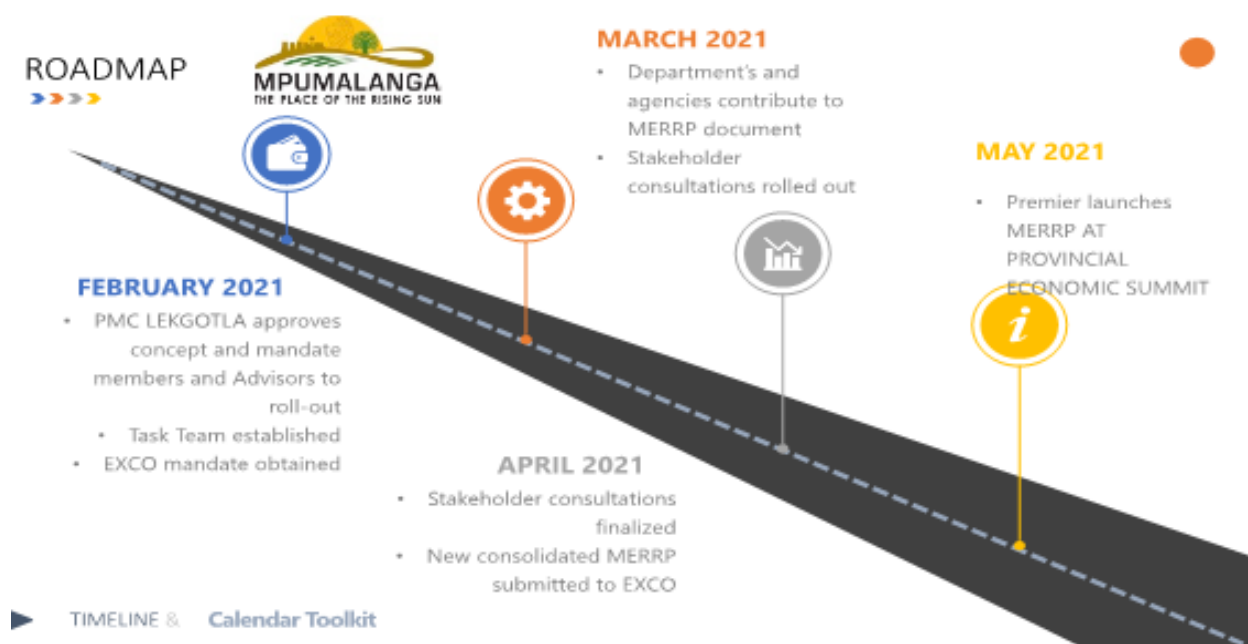


Figure 9: Roadmap of the MERRP

Mpumalanga Tourism and Growth Path

In the year 2017 the provincial government of Mpumalanga developed the Mpumalanga Tourism and Growth Strategy with the intension of developing the tourism sector as a driver of economic activity and diversification. The provincial government of Mpumalanga has established Tourism as a priority sector in Mpumalanga after realising that Mpumalanga has failed to translate its resource base into a significant tourism industry that could transform the economy of the province for good. Mpumalanga is considered a top-tier international tourism destination in South Africa comprising of a wealth of natural resources such as the world's 3rd largest canyon which is the Blyde River Canyon, the world acclaimed Kruger National Park, the breath-taking vistas from the Bulembu mountains, exposed rocks in Barberton and so much more.

The aim of the Tourism Strategy is to elaborate a framework to guide tourism initiatives and development providing the following:

- An integrated Tourism marketing plan
- A tourism human resource plan
- A tourism product development plan
- Proposal for an appropriate institutional framework
- An action plan for implementation
- Strengthen transformation

The goal is to achieve a target of R10 Million in tourism spending over the next coming 10 years starting from 2017. In order to achieve this target, Mpumalanga has to move into an investment driven strategy. The objective of the strategy is to obtain sustainable benefits for the people of Mpumalanga by generating additional economic activity.

Ten strategic initiatives to deal with the issues confronting Mpumalanga tourism sector:

- Reorganise the institutional framework
- Improve air access
- Upgrade diversity and expand the product
- Attract tourism investment
- Improve Customer research
- Increase destination and product promotion
- Upgrade service skills
- Improve economic infrastructure

Gert Sibande District Development Model

The concept of District Development Plan was instituted by the president of South Africa in 2019. The main objective of the DDM is to promote cooperative governance in the three spheres of government to ensure alignment in terms of development amongst the three spheres. The District Development Model will mainly focus on reprioritization and spatial development. It will mainly consist of stakeholders from local government, sector departments and other relevant stakeholders in development. COGTA will come with the hub that will interface with the district and the other relevant stakeholders to ensure cohesive, coordinated reprioritized spatial planning.

The DDM is an all-government approach to improve integrated planning and delivery across the three spheres of government. The District and Metropolitan spaces are focal points of government and private sector investment. It will assist monitoring Government's development programmes through the concept of a joint "One Plan" in relation to 52 development spaces/impact zones. This approach will help accelerate economic, social, and environmental impact and sustainability.

The GSDM is significant for fast-tracking service delivery and discard of the fragmented approach to development and service delivery. Also, it is critical to state the nature of the municipalities to ensure proper planning and policy formulation towards informed proactive decision making.

The District Development Model seeks to:

- Eradicate "Silo" Planning at different levels and facilitate joint planning
- Narrow the distance between the people and government by strengthening the coordination role and capacities at the district as it is the penultimate sphere closer to the people afterward and local structures
- Deliver Integrated Services whilst strengthening Monitoring and Evaluation and impact at district and local levels
- Maximising impact and aligning resources at our disposal

- Changing the face of our rural and urban landscapes by ensuring complementarity between urban and rural development, with a deliberate emphasis on Local Economic Development
- Ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment and equality
- Coordinate government's response to poverty, unemployment, and inequality, notably among women, youth, and individuals with disabilities.
- Ensure that budgeting is based on the needs and aspirations of our people and communities at the local level to ensure inclusivity.
- Reduce the gap between citizens and government by strengthening the coordination role and capacities at the district.
- Encourage the development of a practical intergovernmental relations mechanism to jointly plan, budget, and implement in order to provide a coherent government for the people of the Republic;
- Through the development of "One District, One Plan, and One Budget," we can optimize impact and align plans and resources at our disposal.
- Generate additional capacity to assist municipalities.
- Strengthen monitoring and evaluation at district and local levels.
- Implement a balanced development strategy for urban and rural areas, and
- Oversee budgets and projects in a fair and equitable way.

Gert Sibande District Development Model transformation areas



Figure 10: DDM Transformation Areas

The process by which leadership and management is exercised, in particular, that planning, budgeting, procurement, delivery, financial and performance management takes place in an effective, efficient, accountable and transparent manner. It also includes spatial governance, that is, the process by which the spatial transformation goals are achieved through assessing and directing land development and undertaking effective land use management and release of municipal/public land.

▪ **Demographics and district profile**

The process of understanding the current population profile and development dynamics and by which a desired demographic profile and radical improvement in the quality of life of the people is achieved through skills development.

▪ **Spatial restructuring**

The process by which a transformed, efficient and environmentally sustainable spatial development pattern and form is created to support a competitive local economy and integrated sustainable human settlements. Spatial restructuring informs infrastructure investment in terms of quantum as well as location and layout of infrastructure networks.

▪ **Integrated services provisioning**

the process by which integrated human settlement, environmental management, community services, social development, security, and disaster management are delivered in partnership with communities so as to transform spatial patterns and integrated infrastructure network. This also requires holistic household level service delivery in the context of a social wage and improved jobs, livelihoods and quality of life and sustainable development.

▪ **Economic positioning**

The process by which a competitive edge is created that enables domestic and foreign investment attraction and job creation based on an inclusive and transformed economy. The economic positioning informs the spatial restructuring and has to be sustained through protecting, nurturing and harnessing natural environment and resources.

▪ **Infrastructure engineering**

the process by which infrastructure planning and investment especially bulk infrastructure installation occurs in order to support the transforming spatial pattern and form, meet the needs of a competitive and inclusive local economy and integrated human settlements, and ensure demand for housing and services is met in a sustainable way over the long-term.

District Development Projects for Lekwa Local Municipality

Project	Project Description	Location (GIS coordinates)		Target	Timeframe	Budget 2022/23
		Lat	Long			
Human Settlements						
Social & Economic Facilities	Construction of Community Hall & Child Care at Standerton Ext 8	-26, 82402	28,50625	Professional Fees	2022-23	2 499
	Construction of					7 999

	Community Hall & Child Care at Standerton Ext 8					
Incremental Integrated Development Residential Programme: Phase 2 Top Structure	Construction of Phase 2 Top Structure at Standerton Ext 8					5 726
	Construction of Phase 2 Top Structure at Standerton Ext 8					1 260
Social & Rental	Construction of Community Residential Units					11 500

3.

CHAPTER THREE: SITUATIONAL ANALYSIS

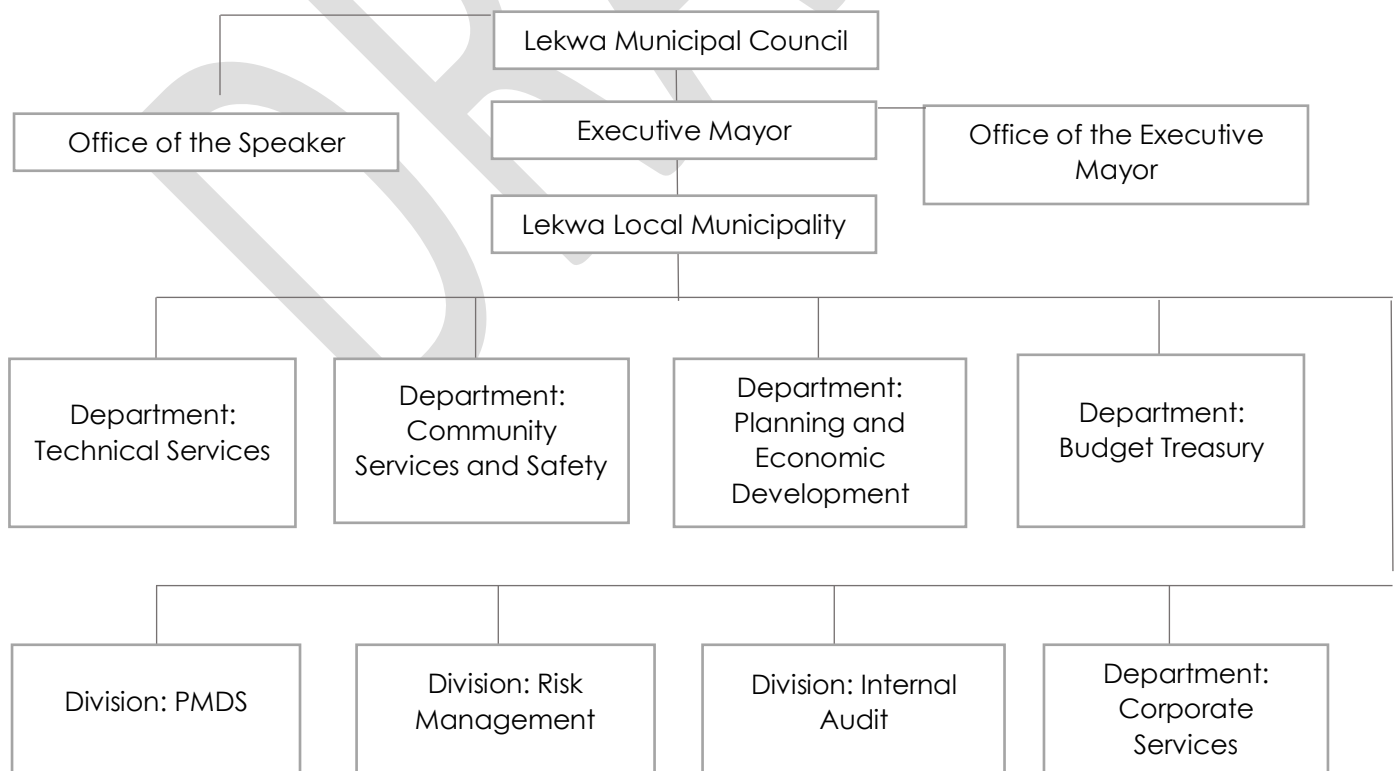
3.1 INSTITUTIONAL OVERVIEW

Lekwa LM Council

Lekwa LM Council consists of thirty members. The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, councillors are also actively involved in community work and the various social programmes in the municipal area.

Table 2: Composition of Lekwa LM Council

Political Party	Total Party Seats
ANC – African National Congress	13
LCF – Lekwa Community Forum	6
DA – Democratic Alliance	4
EFF – Economic Freedom Fighters	3
FF+ - Vryheidsfront Plus	3
ATM – African Transformation Movement	1
Total	30

Lekwa LM Organizational Structure**Figure 11: Lekwa Local Municipality Organizational Structure**

2023/24 IDP Review Process

In August 2022, Lekwa LM adopted the 2023/24 IDP, Budget and PMS process plan in accordance to the Municipal Systems Act. The process plan provides a schedule of all activities and events involved in the 2023/24 review of the 5-year IDP. The table below provides a summary of activities and timeframes as per the approved process plan of the municipality.

Action/Project	Jul 2022	Aug 2022	Sept 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	March 2023	Apr 2023	May 2023	June 2023
Compilation and approval of 2023/24 IDP, Budget & PMS Process Plan												
Status Quo & Analysis												
Compilation and Finalization of Ward IDP documents												
Ward Committee public meetings (IDP)												
IDP Representative forum meetings												
Draft IDP & Budget document Completed												
Public meetings (Draft Budget)												
Draft IDP & Budget approved by Council												
Final Council approval												

Table 3: 2023/24 IDP Review Timeframes

Roles and responsibilities in the IDP Review

Distribution of roles and responsibilities within the Municipality	
Municipal Council	As the ultimate political decision-making body of the municipality, the Municipal Council has to: - Consider and adopt a Process Plan. - Consider, adopt and approve the IDP.
Executive Committee or Mayor	As the senior governing body of the municipality, they have to: - Decide on the Process Plan. - Be responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP and Budget, or delegate this function to the Municipal Manager. - Approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting.
Ward Councillors	Councillors are the major link between the municipal government and the residents. As such, their role is to: - Link the planning process to their constituencies and/or wards. - Be responsible for organising public consultation and participation. - Ensure the annual business plans, and municipal budget are linked to and based on the IDP.
Municipal Manager and/or IDP Manager	The Municipal Manager or a senior official being charged with the function of an IDP Manager on his/her behalf has to manage and co-ordinate to IDP process. This includes to: - prepare the Process Plan; - undertake the overall management and co-ordination of the planning process; - ensure that all relevant actors are appropriately involved, - nominate persons in charge of different roles; - be responsible for the day- to-day management of the drafting process; - ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements; - respond to comments on the draft IDP from the public, horizontal alignment and other spheres of government to the satisfaction of the municipal council; - ensure proper documentation of the results of the planning of the IDP document; and - adjust the IDP in accordance with the MEC for Local Government's proposals. - Even if the Municipal Manager delegates some of these functions to an IDP Manager on his/her behalf, he/she is still responsible and accountable
Heads of Departments and Officials	As the persons in charge for implementing IDPs, the technical/sectional officers have to be fully involved in the planning process to:

	▪ provide relevant technical, sector and financial information for analysis for determining priority issues; ▪ contribute technical expertise in the consideration and finalization of strategies and identification of projects; ▪ provide departmental operational and capital budgetary information; ▪ be responsible for the preparation of project proposals, the integration of projects and sector programmes; and ▪ be responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for Local Government for comments

Table 4: Roles and responsibilities of stakeholders

The process followed for the 2023/24 IDP are prescribed in the Process Plan below. The components of the Process Plan are as follows:

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

2023/24 IDP Process Plan Implementation

Community Consultations

Lekwa Local Municipality embarked on an all-inclusive and thorough public participation programme with its local community members in the process of reviewing the five-year 2022/27 IDP for the 2023/24 financial year. The public participation primarily focused on community engagements through physical meetings across all fifteen (15) wards. The Executive Mayor, councillors, Municipal Manager, Heads of Departments and Divisional Managers attended the various meetings. The meetings took place in the months of November and December 2022. The municipality used a hailing system to notify residents of the consultations. The schedule of meetings was also published on the municipality's social media page.

According to Stats SA 2022 estimates, Lekwa LM has a population of 139 046 and only 1 534 attended the 2023/24 IDP review consultations. The public participation rate translates to 1.1%. This indicates that communities in Lekwa LM are not participating in expected numbers and this could be detrimental to the quality of the IDP. The municipality may need to conduct surveys to determine the cause of communities not attending IDP consultations.

Number of people attending consultations

Ward	Attendance February - March 2022 Consultations	Attendance November – December 2022 Consultations
1	107	111
2	35	89
3	11	58
4	48	39
5	113	130
6	68	95
7	71	80
8	24	48
9	213	120
10	12	135
11	117	230
12	46	133
13	66	26
14	14	82
15	135	139
Total	1 080	1 534



Figure 12: Community Consultation in Ward 15

**The municipality held two sessions for Ward 9 and 10 respectively due to the geographical nature of the wards.*

Summary of issues raised in November/December 2022 community consultations per ward

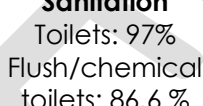
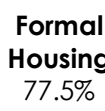
Priority Need	Ward														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Interrupted water supply	■	■	■	■	■	■	■	■	■	■	■				■
Unclean water	■	■	■	■	■	■	■	■	■	■	■		■	■	■
Water Trucks	■	■	■	■	■	■	■								
Electricity supply issues	■	■		■	■	■	■	■	■		■	■	■		■
Sewer spillages	■	■	■	■		■			■		■			■	■
No toilets									■				■		
Gravel & Pave	■						■		■			■	■		■
Potholes	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Stormwater	■		■	■	■	■	■	■	■	■	■	■		■	■
Road signs	■				■						■		■		■
Waste collection	■		■	■	■	■	■	■	■	■		■			
Illegal dumping sites	■		■	■	■		■		■		■			■	■
Unemployment	■	■	■		■	■	■	■	■	■	■	■	■	■	■
SMME support	■			■					■	■	■			■	

RDP houses	▪	▪	▪	▪	▪	▪	▪		▪	▪	▪	▪	▪	▪	▪
Title deeds	▪	▪	▪	▪	▪		▪		▪			▪	▪		
Sites			▪				▪					▪	▪	▪	
Informal settlements		▪	▪	▪	▪										
Billing system	▪	▪		▪	▪			▪		▪	▪			▪	
Recreational			▪							▪	▪	▪	▪	▪	▪
Social amenities				▪	▪		▪	▪	▪			▪	▪		

DRAFT

3.2 SOCIO-ECONOMIC ANALYSIS OF LEKWA LM

Table 5: Socio-Economic Overview of Lekwa LM

Demographics			Population Estimates					
 Population Estimated number - Stats SA 2022: 139 046			 Households Estimated number - Stats SA 2022: 46 448					
Education			Poverty					
	Matric Pass Rate	80.5% (2022)		Population below the Lower Bound Poverty Line (LBPL)	44.5%			
	Admission to B Degree studies	30.6% (2022)		Human Development Index 2020	0.61			
Health			Safety and Security					
	Public Hospitals	Public Clinics	Serious crimes per 10 000 population					
	1	8	229 – Improved from 241 in 2018/19					
Access to Basic Service Delivery								
 Piped Water 93.7%		 Sanitation Toilets: 97% Flush/chemical toilets: 86,6 %	 Electricity 93,8%					
 Refuse Removal backlog 20%		 Formal Housing 77.5%	 Formal Dwelling backlog 19.1%					
Labour								
Estimated number of job losses in 2021		3 985	2021 strict unemployment rate		22.8%			
Economic Contribution to Gert Sibande's industries								
Agricul- ture 24.1%	Mining 11.4%	Manufac- turing 10.2%	Construc- tion 12.5%	Trade 14.1%	Transport 12.7%	Finan- ce 14.4%	Communi- ty Services 13.8%	Utilities 28.9%

Population

According to Stats SA (2016 Community Survey - CS), Lekwa's population increased from 115 662 in 2011 to 123 419 people in 2016 – 6th smallest population in the province and 10.9% of Gert Sibande population in 2016. Between 2011 and 2016, the population grew by 7 757, at a population growth rate of 1.5% per annum (p.a.), which was faster than the economic contraction of 0.6% p.a. over the same period.

According to Stats SA, the estimated population number for **2022** is **139 046** and makes up 10.8% of Gert Sibande's population. It is further projected that the population will increase to **153 366** in **2030**. It is estimated that Standerton and Morgenzon will experience medium growth pressures up to 2050. The municipality will continue to experience pressure on infrastructure, service delivery and economic/employment opportunities.

Population		Average annual population growth	Estimated number Stats SA	
2011 Census	2016 CS	2011-2016	2022	2030
115 662	123 419	1.5%	139 046	153 366

Table 6: Lekwa LM Population Figures, SERO Report 2022

Age and sex ratio

In 2016, the share of the female population was 49.9% and that of males 50.1%. According to the CS 2016, 61% of the municipality's population falls within the 18-64 age group. The youth population accounts for 37.8% of the total population and the median age is recorded as 27. These statistics indicate that Lekwa LM has a very young population dominated by the youth. This is can be advantageous for the municipality as it implies that the municipality has a huge labour force. However, if the economy of the municipality cannot absorb them, Lekwa will experience high unemployment and social issues as a consequence.

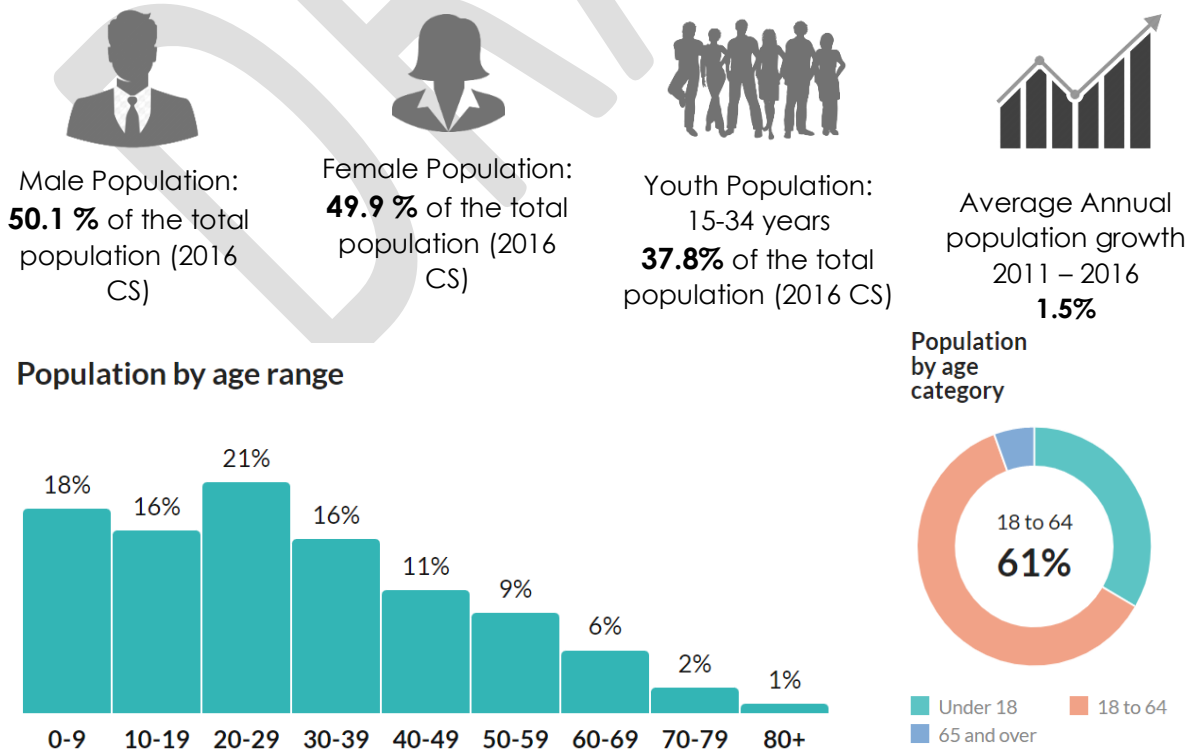


Figure 13: Lekwa LM Population by age, Community Survey 2016

Households

Household size refers to the number of people per household. According to **2022** Stats SA estimates, the municipality has approximately **46 448** households. Between 2011 and 2016, the number of households in Lekwa increased from 31 071 to 37 334 households (Community Survey, 2016). The household size declined from 3.7 to 3.3 over the same period. The average annual household's growth between the years 2011-2016 was recorded at 3,7%. It is projected that in **2030** the number of households will be **51 232** in Lekwa LM.

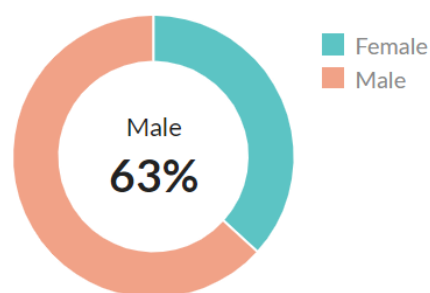
Households		Average annual household growth	Estimated number Stats SA 2022	
2011 Census	2016 CS	2011-2016	2022	2030
31 071	37 334	3.7%	46 448	51 232

Table 7: Households in Lekwa LM, SERO Report, 2022

Head of households

The 2016 Community Survey further indicates that 63% of households in the municipality are headed by males. The municipality also has households headed by children under the age of 18. This means that there are households headed by children who possibly go to school or have dropped out to take care of households.

Head of household by gender



205

Households with heads under 18 years old

about 10 percent of the figure in Gert Sibande: 2,088

less than 10 percent of the figure in Mpumalanga: 8,563

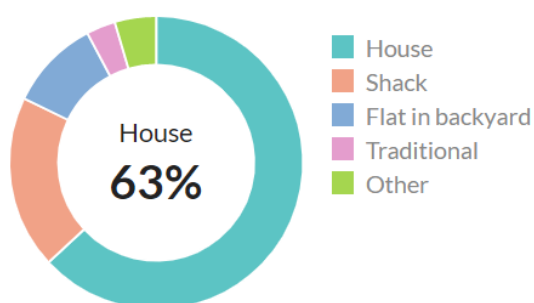
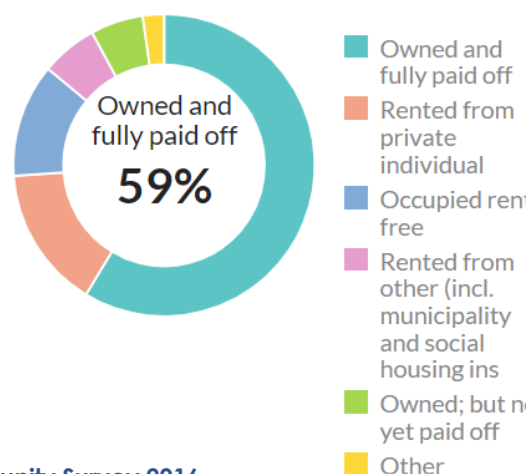
Figure 14: Head of household by gender and age, Community Survey 2016

Households by type of main dwelling

Lekwa LM is dominated by formal dwelling units as the formal dwelling backlog for 2021 is recorded at 19.1% (SERO Report, 2022). In 2011, the number of households in informal dwellings was 7 414 and decreased to 7 129 in 2016. Approximately 59% of households own and have fully paid off their houses. These statistics indicate the purchasing power of households in the municipality and a need for serviced stands to enable residents to build their own dwelling units.

Number of households in informal dwellings		Share of total households	
2011	2016	2011	2016
7 414	7 129	23.9%	19.1%

Table 8: Households in informal dwellings, SERO Report 2022

Households by type of dwelling**Households by ownership****Figure 15: Households by dwelling type and ownership, Community Survey 2016****Formal dwelling backlog**

In 2021, approximately 6 523 households (19.1%) within the municipality live in non-formal dwellings. In 2011 the number stood at 7 414 and 7 129 in 2016. This indicates a drop in the number of households living in non-formal dwellings from 2011 to 2022. The municipality has 6 523 households residing in informal dwellings. The number decreased from 7 129 in 2016, reflecting that 606 households moved to formal dwellings within a period of five years.

Number of households in non-formal dwellings	Backlog share of households in non-formal dwellings
6 523	19.1%

Table 9: Formal dwelling backlog, SERO Report 2022**Households in RDP/ government subsidised dwellings in Lekwa LM**

According to the CS 2016, 26.3% of households in Lekwa LM reside in RDP/government subsidised dwellings. The statistics indicate the presence of the Department of Human Settlements in the municipality. It can also be deduced from the number of non-subsidised dwellings that there is a need for services stands to cater for residents who want to build their own dwellings. There is also thus a need to provide alternative housing options for those not qualifying for RDP housing.

RDP Government subsidised dwellings		Not RDP/ Government subsidised dwellings		Total
No.	%	No.	%	No.
9 786	26.3%	27 404	73.7%	37 190

Table 10: Households residing in RDP dwellings in Lekwa LM, Community Survey 2016**Basic Service provision****Overall household services performance of Lekwa**

- According to the Community Survey (CS) of Stats SA some challenges remain in terms of informal dwellings, access to piped water & flush/chemical toilets.
- The number of informal dwellings decreased slightly from 7 414 in 2011 to 7 129 in 2016, however, 19.1% of households still lived in informal dwellings.

- In 2016, the number of households with access to piped water was 34 987 or 93.7% of total households. This was lower than the percentage access in 2011 – deteriorating trend and 6.3% of households still without access to piped water.
- Number of households without access to flush/chemical toilets increased/deteriorated between 2011 and 2016. Still some 13.4% without access to flush/chemical toilets and 1 114 households without any toilet facilities.
- Households connected to electricity increased to 33 991 and the share of households connected to electricity improved to a level of 91.5% in 2016 – 3 190 households still not connected to electricity at all.
- IHS Markit Remy data up to 2022 correlating with the above data of the CS, but in some cases even slightly better. Refuse removal not looking good.
- 4th highest/best in the province with household services index (2019) and improving trend between 2016 and 2019. Questions however, around the quality of some of the services. Road infrastructure for example in a bad shape.
- Lekwa ranks 9th in Mpumalanga (1 is the best) in the Out of Order municipal rankings by News24 and only 48/100 where 100 is the best. Lekwa is also 1 of 4 Municipalities in Mpumalanga on National COGTA's list (2018) of dysfunctional Municipalities.

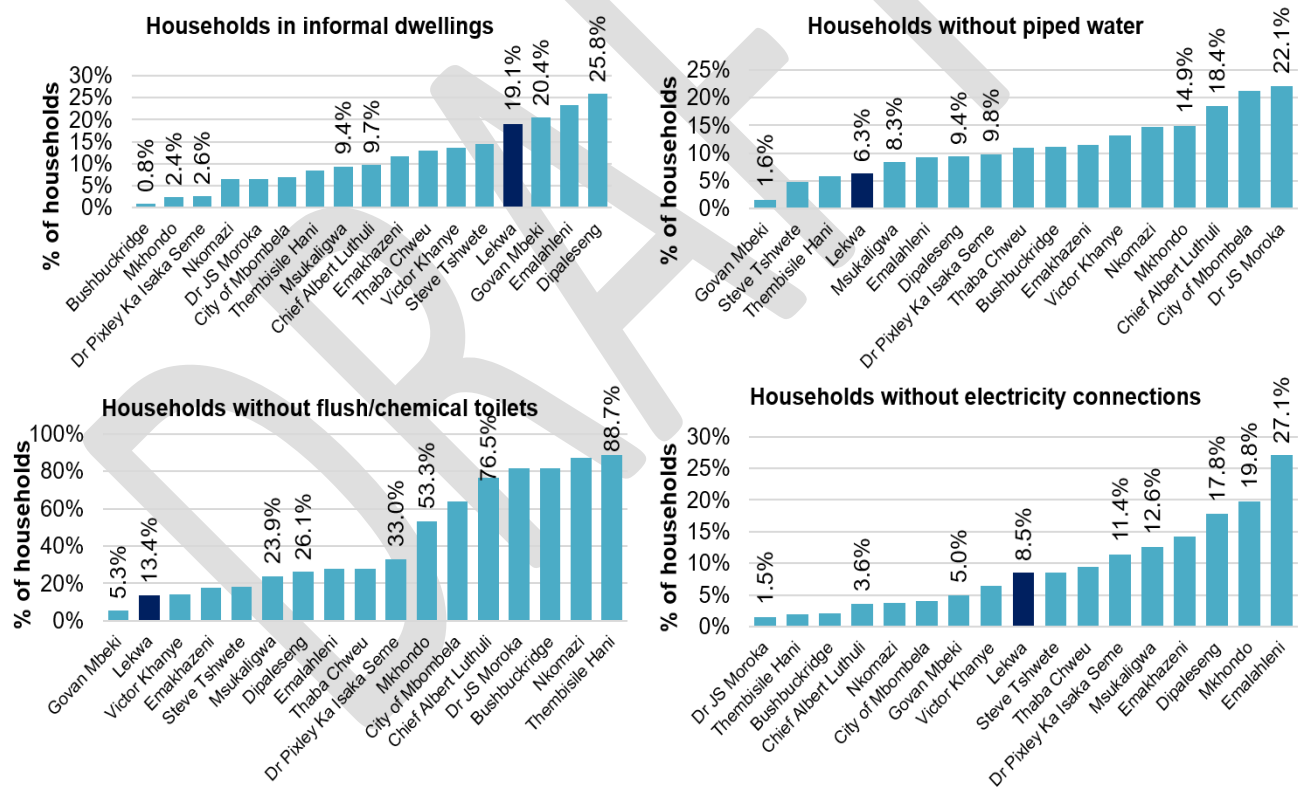


Figure 16: Household service performance of Lekwa in relation to other municipalities, SERO Report 2022

Indigent support for basic services

The key purpose of an Indigent Support Policy (ISP) is to ensure that households with lower incomes are not denied reasonable services, while municipalities are not financially burdened as a consequence of the failure by consumers to pay. The table below reflects that **1 450** households

within the municipality receive indigent support for water, electricity, sewerage, sanitation and solid waste management.

Area	Indigent households identified	Water	Electricity	Sewerage and sanitation	Solid waste management
Gert Sibande	25 514	25 514	23 463	25 307	25 307
- Chief Albert Luthuli	1 287	1 287	1 287	1 287	1 287
- Msukaligwa	7 932	7 932	7 932	7 932	7 932
- Mkhondo	1 263	1 263	1 263	1 263	1 263
- Dr Pixley Ka Isaka Seme	1 828	1 828	1 828	1 828	1 828
- Lekwa	1 450	1 450	1 450	1 450	1 450
- Dipaleseng	207	207	207	0	0
- Govan Mbeki	11 547	11 547	9 496	11 547	11 547

Table 11: Households benefitting from indigent support in 2020, SERO Report 2022

Water

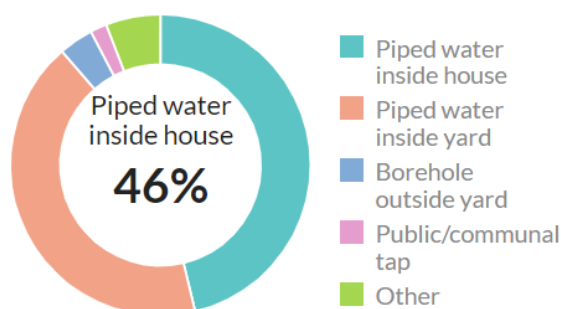
Approximately 88.65% of households in Lekwa LM are getting water from a regional or local service provider. This is about the same as the rate in Gert Sibande at 88.84% and Mpumalanga 86.85%. According to the Community Survey 2016, 46% of households have piped water inside their dwellings, and 42% have piped water inside their yards. Boreholes are only used as a water source by 4% of households and 2% of households use communal taps. The table below further indicates that in 2020, 92.9% of households had access to water inside the yard, 5.6% in less than 200m from the yard, and 1.5% access water from a source located more than 200m from the yard (SERO Report, 2022).

These statistics indicate that the municipality needs to budget to provide piped water to households that have no access to water and households that utilise public/communal taps. Some households opt to have their own water supplier and more research needs to be conducted on the connection of these households to the infrastructure of the municipality.

Table 12: Water supply per municipal area in 2020, SERO Report 2022

Water supply share			Number of	
Inside the yard	<200m from yard	>200 from yard	Domestic units	Non-domestic units
92.9%	5.6%	1.5%	32 775	1 530

Population by water source



Population by water supplier

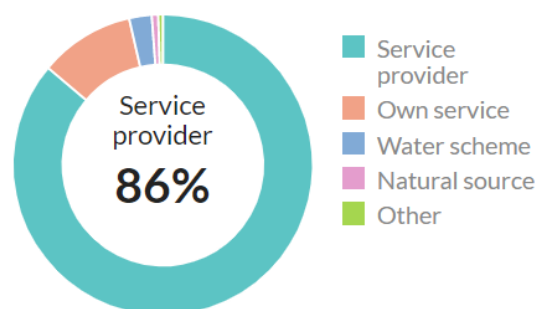


Figure 17: Household water source and supplier, Community Survey 2016

Blue Drop Risk Rating (BDRR)

The Blue Drop Risk Rating is a tool developed by the Department of Water and Sanitation to manage risks associated with drinking water service provision. According to the Blue Drop Progress Report of 2022, Lekwa stands at 60.5% for 2020/21. The municipality has a medium to low risk pertaining to the quality of drinking water. Low risk implies that the drinking water quality is excellent. Lekwa has improved from high risk (71%) in 2014 to medium risk (60.5 %) in 2020/21; the water quality in Lekwa has thus improved. However, the municipality still needs to work towards low risk.

Area	Year		Trend 2014-20/21	Number of water supply systems per risk category 2020/21			
	2014	2020/21		Low risk	Medium risk	High risk	Critical risk
Chief Albert Luthuli	46.0%	63.9%		1	5	1	1
Msukaligwa	70.0%	52.3%		2	3	-	-
Mkhondo	56.0%	37.9%		4	-	-	-
Dr Pixley Ka Isaka Seme	47.0%	59.1%		1	2	1	-
Lekwa	71.0%	60.5%		1	1	-	-
Dipaleseng	94.0%	97.0%		-	-	-	1
Govan Mbeki	31.0%	40.8%		1	-	-	-

BDRR categorisation

Low	Medium	High	Critical
<50%	50% - <70%	70% - <90%	90% - 100%

Figure 18: Blue Drop Progress Report 2022 - Department of Water & Sanitation, SERO Report 2022

Electricity

In 2021, only 2 130 households had no electrical connection. The backlog was thus recorded at 6.2%. This is a decrease from the 8.5% recorded in 2016. This implies that the municipality has managed to provide electricity to households who previously did not have access. However, the municipality still needs to budget to provide for the 2 130 remaining households that currently don't have electricity.

The 2016 Community Survey further shows that 84% of households use an in-house prepaid meter.

Approximately 1% of households use other sources and are not paying for electricity. The figures imply that the municipality needs to budget to connect households without electricity and source assistance from programmes such as Integrated National Electrification Programme (INEP) to ensure that all households have access to electricity.

Population by electricity access

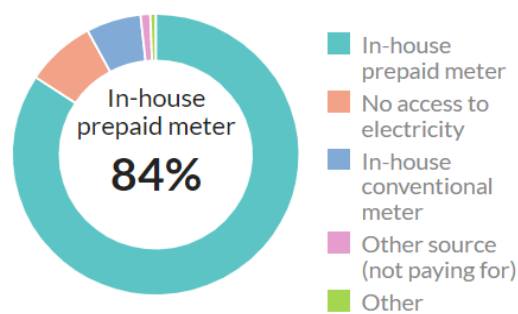


Figure 19: Electricity Access, Community Survey 2016

Table 13: Electricity backlog in Lekwa LM recorded in 2021, SERO Report 2022

Number of households with no electrical connection	Backlog share of households with no electrical connection
2 130	6.2%

Sanitation

The Green Drop Risk Rating is a tool developed by the Department of Water and Sanitation to measure the performance of municipalities in wastewater management. In 2020/21, Lekwa LM was rated as critical. This means that the municipality is not doing well in wastewater management.

Area	Year		Trend 2014-20/21	Number of waste water treatment works per risk category 2020/21			
	2013	2020/21		Low risk	Medium risk	High risk	Critical risk
Chief Albert Luthuli	90.6%	94.4%		-	-	-	5
Msukaligwa	96.3%	93.7%		-	-	-	7
Mkhondo	76.5%	62.8%		-	1	1	-
Dr Pixley Ka Isaka Seme	88.2%	92.9%		-	-	1	4
Lekwa	94.1%	94.8%		-	-	-	2
Dipaleseng	94.1%	95.6%		-	-	-	4
Govan Mbeki	68.0%	60.7%		1	3	2	-

GDRR categorisation			
Low <50%	Medium 50% - <70%	High 70% - <90%	Critical 90% - 100%

Figure 20: Green Drop National Report - Department of Water and Sanitation, SERO Report 2022

Toilets

According to the Stats SA – Non-financial Census 2020, 88.4% of households in the municipality have access to toilets that flush and are connected to the public sewerage system. Households with flush toilets connected to septic tanks are recorded at 1.1%. No households use the bucket system and 10.5% of households use ventilated improved pit (VIP) toilets. The municipality should focus on providing flush toilets connected to sewer to households that still use VIP toilets. In 2021, Lekwa LM had a hygienic toilet backlog of 6.2%. This means that only 2 107 households within the municipality have no access to hygienic toilets (SERO Report, 2022).

Flush connected to public sewerage	Flush connected to septic tank	Bucket System	Ventilated improved pit	Other
88.4%	1.1%	0%	10.5%	0%

Table 14: Different types of toilets in 2020, SERO Report 2022

Refuse Removal

The municipality in 2021 recorded 6 834 households with no formal refuse removal (SERO Report, 2022). The Community Survey 2016, recorded that approximately 65.8% of households get their refuse collected by the municipality/ private company/ community at least once a week. The municipality has households that don't have their rubbish disposed of, which could be a health and environmental hazard. The municipality needs to budget for the provision of refuse removal for 20% of households within the municipality.

Number of households with no formal refuse removal	Backlog share of households with no formal refuse removal
6 834	20%

Table 15: Refuse removal backlog for 2021, SERO Report 2022

Removed by local authority/private company/community at least once a week	Removal by local authority/private company/community members less often than once a week	Communal refuse dump	Communal container/Central collection point	Own refuse dump	No rubbish disposal	Other
24 562	270	2 181	49	4 887	5 153	232
65.8%	0.7%	5.8%	0.1%	13%	13.8%	0.6%

Table 16: Refuse removal statistics for Lekwa LM, Community Survey 2016

Education

Lekwa's grade 12 pass rates deteriorated from 84.7% in 2014 but improved from 75.9% in 2021 to 80.5% in 2022 - the 7th highest of the 17 municipal areas in 2022. Decline in the pass rate by more than 10 percentage points between 2019 and 2020. Negative impact of COVID-19. Improved with 1.1 percentage point in 2021. The area achieved an admission rate to university/degree studies of 30.6% in 2022, which is an improvement from the 27.9% recorded in 2021. The challenge is to accommodate/ retain the educated young people in the area due to inadequate economic opportunities.

Grade 12 Pass Rate				Admission to B Degree studies
2014	2020	2021	2022	2022
84.7%	74.8%	75.9%	80.5%	30.6%

Table 17: Basic Education and performance in Lekwa LM, SERO Report 2022

Functional literacy rate

Functional literacy refers to the practical skill set needed to read, write, and do math for real-life purposes, so people can function effectively in their community. Lekwa LM has a functional literacy rate of 85.8% recorded in 2021 – the 8th highest in the 17 municipalities. The trends from 2010 to 2021 indicates a positive trend and it implies that communities in the municipality can provide meaningful input and understand information communicated. This also implies that there is an opportunity for skilled labour.

Age 15yrs+ & completed Grade 7 or Higher		Trend	Age 15yrs + & completed Grade 7 or higher		Trend
2010	2015	2010-2015	2016	2021	2016-2021
75.8%	79%	😊	79.5%	85.8%	😊

Table 18: Functional literacy in Lekwa LM: 2010 – 2021, SERO Report 2022

Crime

Annual Crime Stats for 2021/22 indicate that the number of serious crimes reported in Lekwa LM decreased to 229 from 241 recorded in 2018/19. The municipality has a ranking of 12, which is 5 ranks away from being the worst. More work needs to be done to curb crime, however, the trend is positive as the numbers are decreasing.

17 Serious Crimes/ 10 000		Ranking (1=best to 17=worst)	Trend
2018/2019	2021/22		
241	229	12	😊

Table 19: Serious crimes reported in Lekwa LM, SERO Report 2022

3.3 ECONOMIC LANDSCAPE

Lekwa Economy

- The municipality's contribution to the Mpumalanga economy in 2021 was 3.9% – 7th largest economy in the province. Slightly larger than Nkomazi. Lekwa contributed 14.4% to the district economy – 3rd largest economy in Gert Sibande.
- The average annual economic growth rate for the municipality was 1.6% p.a. over the period 1996 to 2021. For the period 2016 - 2021 the economy expanded by 3.7% p.a.
- Estimated contraction in 2020 of 2.0% due to the COVID-19 lockdown. The economy expanded by 7.3% in 2021 & was expected to expand by 1.9% in 2022.
- The estimated average annual GDP growth for Lekwa between 2021 & 2026 is 3.1% p.a.
- In 2021, the size of the economy was estimated at R17.2 billion in current prices & R11.8 billion in constant 2015-prices.
- In 2021, the four largest industries were community services, mining, trade, & finance. These four industries combined to contribute 57.2% to the economy of Lekwa.
- Lekwa holds comparative advantages in agriculture, mining, & utilities (mainly electricity).

Labour market indicators in Lekwa

The 2021 strict unemployment rate for Lekwa LM was recorded at 22.8% which is lower than the 25.7% recorded in 2020. The statistics indicate that it is one of the lower rates in the province, but still relatively high in comparison with the national 6% target by 2030. In 2021, the strict unemployment rate for females was 27.4%. The youth (15-34 yr.) strict unemployment rate for 2021 is recorded at 36.1%, which is high for Lekwa. There is concern about the high share of unemployed youth & especially females – there appears to be a mismatch between their offering of education and skills (or lack thereof) and the demand of the labour market, but also a lack of investment to create jobs. Importance of quality and relevant education and training in line with the economic needs of the province to improve their employability but also a need to retain businesses and attract new investment. Emphasis on the role of the University of Mpumalanga and TVETs.

In 2021, Lekwa contributed with 4.1% to the total employment in the Mpumalanga province. The average annual employment growth between 2016 and 2021 is recorded at 0.7%, which is worse than the 27% p.a. growth recorded between 2010 - 2015. The job losses in 2021 were estimated around 3 985, which is an increase from the 3 892 job losses recorded in 2020.

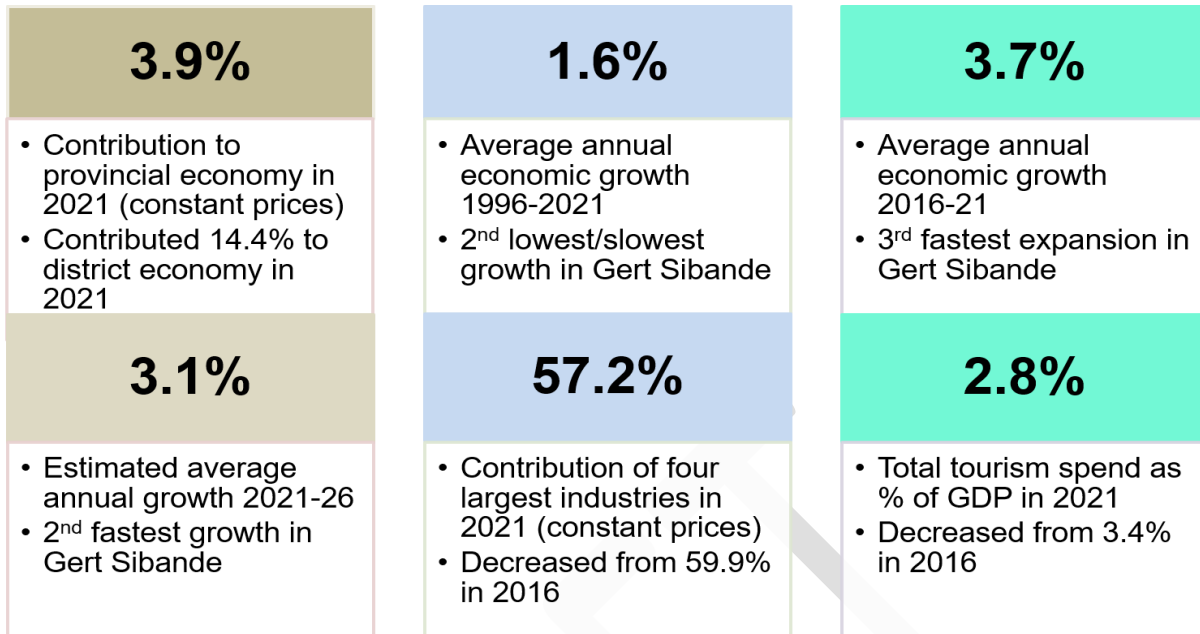


Figure 21: Labour Market Indicators in Lekwa, SERO Report 2022

Employment by industry in Lekwa

In 2021, 25.7% of the employed worked in the trade industry. According to Stats SA, the trade industry comprises of wholesale, motor, accommodation, food and beverages (i.e. restaurants and catering), and retail. This means that most economic activity within the municipality is related to goods rather than services. The mining industry only employs approximately 2.3% of people in Lekwa LM.

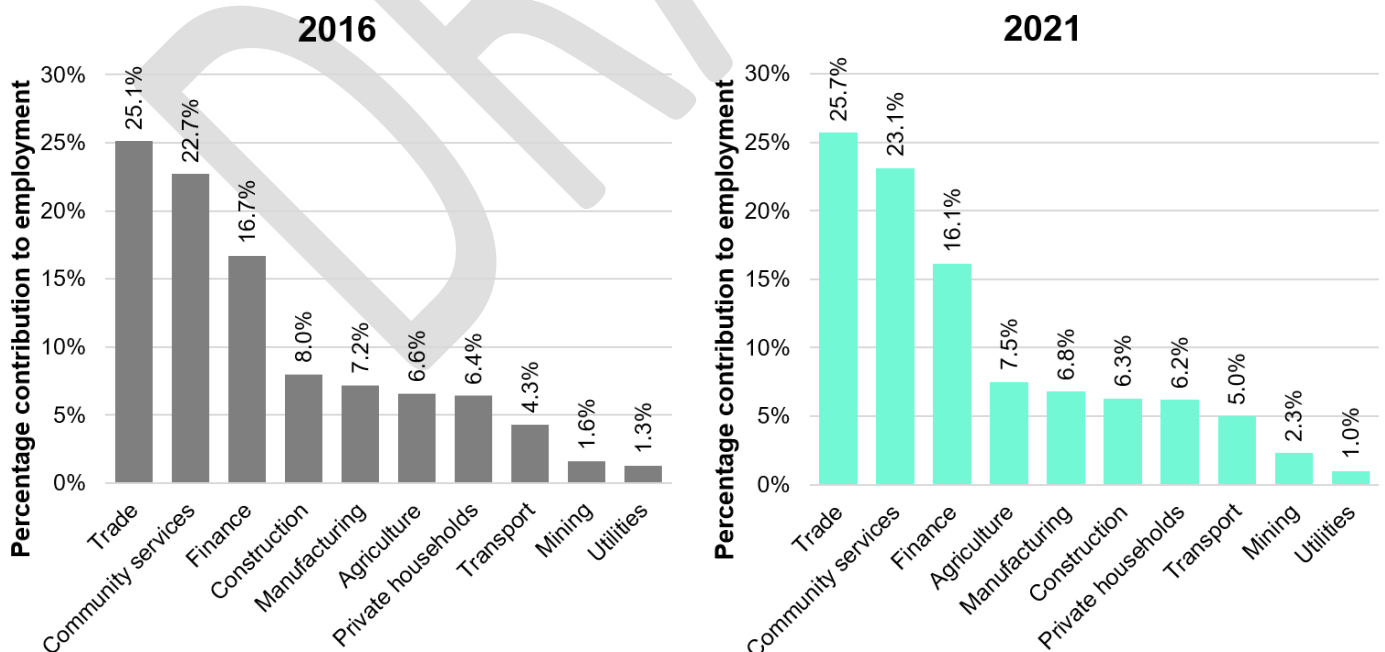


Figure 22: Employment by industry, SERO Report 2022

Poverty, inequality, HDI and crime indicators

- The share of population in Lekwa below the lower bound poverty line (LBPL) deteriorated from 38.7% in 2016 to 44.5% in 2021.
- In 2021, 55 019 people were recorded to be below the LBPL – 6th lowest number in the province.
- In the calculation of the Local Government Equitable Share (LGES), National Treasury estimates that Lekwa has 22 598 poor households., which translates to 48.7% of households.
- In 2021, the poorest 40% of households in Lekwa shared 7.6% of total income, which was lower/worse than the 8.0% share recorded in 2016.
- Lekwa's share of income of the poorest 40% of households ranked 9th highest/best, indicating that income inequality was not as severe within the area as in other areas in the province.
- Improved Human Development Index (HDI) increased from 0.59 in 2016 to 0.63 in 2020 and 0.61 in 2021.
- Lekwa ranked 12th (5th worst) in terms of the 17 serious crimes reported in 2021/22. This is an improvement from the 241 recorded in 2018/19.

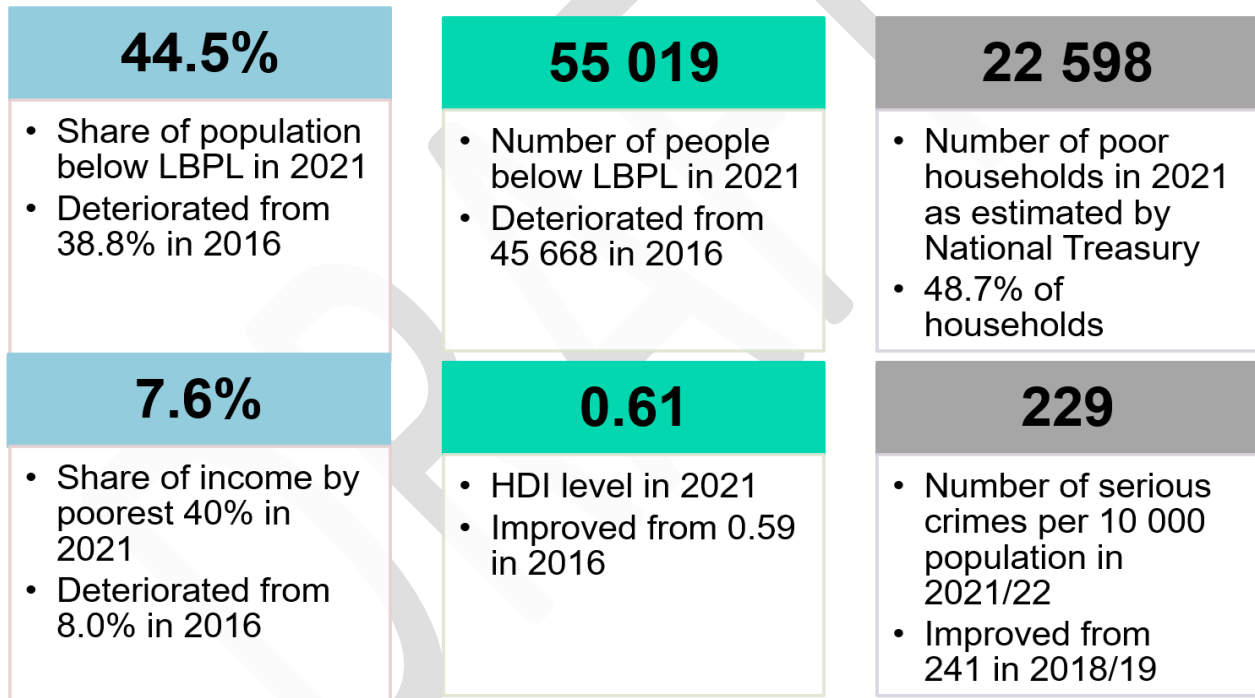


Figure 23: Poverty, inequality, HDI and crime indicators in Lekwa, SERO Report 2022

Economic contribution to Gert Sibande industries

- The municipality's dominant contributions to Gert Sibande's economy includes utilities (28.9%) (mainly electricity), & agriculture industries (24.1%), with substantial contributions to finance (14.4%), trade (14.1%), & community services (13.8%).
- Lekwa holds comparative advantages in agriculture, mining, & utilities (mainly electricity).
- In 2016, tourism spend totalled R375.7 million or equal to 3.4% of the local GDP. It increased to R472.5 million in 2021, which was equal to 2.8% of the local GDP in current prices.

Industry	Chief Albert Luthuli	Msuka-ligwa	Mkhondo	Dr Pixley Ka Isaka Seme	Lekwa	Dipaleseng	Govan Mbeki	Gert Sibande
Agriculture	11.5%	18.1%	11.9%	12.0%	24.1%	11.1%	11.3%	100.0%
Mining	8.0%	6.5%	3.5%	0.5%	11.4%	5.2%	64.9%	100.0%
Manufacturing	2.1%	5.9%	8.0%	1.8%	10.2%	1.8%	70.2%	100.0%
Utilities	8.1%	19.3%	6.8%	11.3%	28.9%	6.0%	19.6%	100.0%
Construction	8.8%	16.5%	9.6%	15.1%	12.5%	4.4%	33.1%	100.0%
Trade	9.1%	22.8%	13.7%	5.9%	14.1%	5.7%	28.9%	100.0%
Transport	10.2%	30.1%	11.9%	6.2%	12.7%	4.0%	24.8%	100.0%
Finance	7.7%	24.0%	10.6%	5.7%	14.4%	3.0%	34.6%	100.0%
Community services	16.6%	22.5%	10.7%	6.7%	13.8%	4.1%	25.6%	100.0%
Total	9.1%	16.8%	9.2%	5.3%	14.4%	4.6%	40.6%	100.0%

Table 20: Economic contribution to Gert Sibande industries, SERO Report 2022

Economic contribution and growth

- The estimated average annual GDP growth for Lekwa between 2021 & 2026 is 3.1% p.a.
- In 2021, the size of the economy was estimated at R17.2 billion in current prices & R11.8 billion in constant 2015-prices.
- Estimated contraction in 2020 of 2.0% due to the COVID-19 lockdown. The economy expanded by 7.3% in 2021 & is expected to expand by 1.9% in 2022.

Local municipal area	% contribution to Mpumalanga economy in constant 2015-prices 2021	Average annual economic growth 1996-2021	Average annual economic growth 2016-2021	Average annual economic growth 2021-2026
City of Mbombela	24.1%	3.1%	-0.4%	0.5%
Emalahleni	17.4%	1.6%	-1.0%	2.4%
Steve Tshwete	12.5%	2.1%	-0.7%	1.7%
Govan Mbeki	10.9%	-0.1%	-2.2%	0.4%
Bushbuckridge	4.9%	1.1%	1.5%	2.1%
Msukaligwa	4.5%	2.3%	1.1%	1.9%
Lekwa	3.9%	1.6%	3.7%	3.1%

Table 21: Economic contribution and growth, SERO Report 2022

Largest industries in Lekwa recorded in constant 2015-prices

- In 2021, the four largest industries were community services, mining, trade, & finance. These four industries combined to contribute 57.2% to the economy of Lekwa.

Region-	Industries			
Gert Sibande	Mining	Community services	Manufacturing	Trade
- Chief Albert Luthuli	Community services	Mining	Trade	Finance
- Msukaligwa	Community services	Trade	Finance	Transport
- Mkhondo	Community services	Trade	Manufacturing	Finance
- Dr Pixley Ka Isaka Seme	Community services	Agriculture	Trade	Finance
- Lekwa	Community services	Mining	Trade	Finance
- Dipaleseng	Mining	Agriculture	Community services	Trade
- Govan Mbeki	Mining	Manufacturing	Community services	Finance

Table 22: Largest industries in Lekwa in constant 2015-prices, SERO Report 2022

Tourism in Lekwa Local Municipality

- In 2016, tourism spend totalled R375.7 million or equal to 3.4% of the local GDP. It increased to R472.5 million in 2021, which was equal to 2.8% of the local GDP in current prices.

Local Municipal Area	Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
	2016	2021	2016	2021
Gert Sibande	3 567.1	5 095.1	3.9%	4.1%
Chief Albert Luthuli	775.6	1 177.8	9.9%	11.3%
Msukaligwa	660.5	928.9	4.8%	4.9%
Mkhondo	375.2	420.4	4.5%	3.9%
Dr Pixley Ka Isaka Seme	304.4	583.4	8.1%	9.9%
Lekwa	375.7	472.5	3.4%	2.8%
Dipaleseng	145.3	185.2	5.1%	3.7%
Govan Mbeki	930.5	1 326.9	2.1%	2.4%

Table 23: Tourism in Lekwa, SERO Report 2022

Strategic development areas

Lekwa is identified as a high viability/ low population strategic development area. This indicates the high potential of developing the municipality. It is thus necessary to tap into the comparative advantages of the municipal area which will eventually lead to increased population rates in the long run.

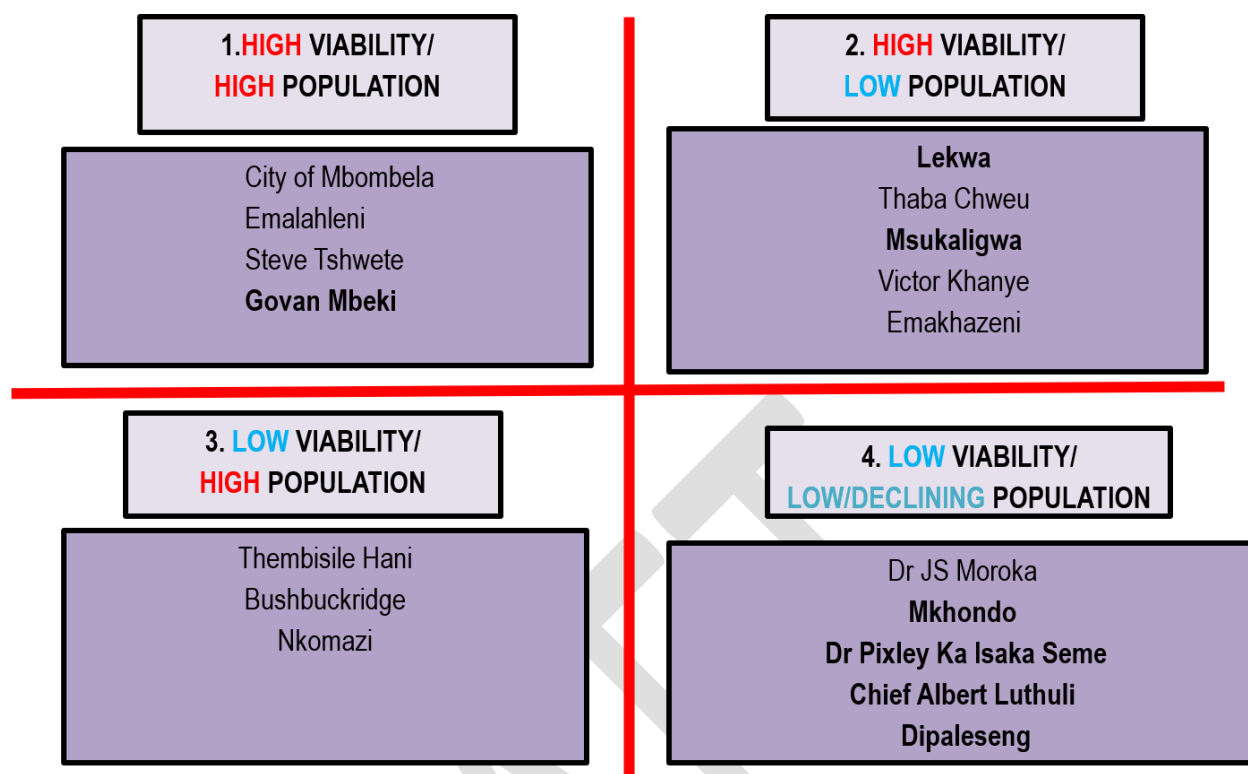


Figure 24: Strategic Development Areas, SERO Report 2022

Lekwa Green and Red flags

Green Flags	Red Flags
1. Potential in developing key industries such as tourism, agriculture and agro-processing/manufacturing 2. Advantageous location 3. Relatively good education base in the past, despite lower Gr12 pass rate & B-degree admission rates in 2020 and 2021 4. Relatively low unemployment rate	1. Negative perception of LLM by business and the public 2. Negative impact of possible Tutuka closure 3. High informal dwellings backlog, as well as piped water & flush/chemical toilets 4. Lack of reliable electricity supply & high cost thereof, weak road infrastructure 5. Deteriorating poverty & income inequality

Figure 25: Lekwa Green and Red flags, SERO Report 2022

Leading challenges in Lekwa LM

According to the 2016 CS (Community Survey) of Stats SA, the 5 leading challenges facing Lekwa as perceived by households in the municipal area were the following:

- Inadequate roads.
- Lack of safe and reliable water supply.
- Lack of/inadequate employment opportunities.
- Inadequate housing.
- Lack of reliable electricity supply.

Capital Expenditure

Lekwa LM spent 48.5% of its adjusted budget in 2021/22. This is below half of what the municipality was expected to spend. The municipality was also allocated R177 million in the form of conditional grants. However, there is no data recorded on how much the municipality spent under conditional grants which could also imply that the municipality did not spend any of the funds.

According to National Treasury, if a municipality is not spending its allocated funds or does not comply with grant conditions, further transfers can be withheld or reallocated to another recipient. The municipality should thus ensure that all funds allocated for the 2022/23 financial year are spent to avoid penalties imposed by National Treasury.

Local Municipal Area	2021/22 Adjusted Budget	2021/22 Actual Expenditure	Actual Expenditure as % of Adjusted Budget
Gert Sibande	R5.9 million	R2.4 million	49.0% 
Chief Albert Luthuli	R732.5 million	R381.2 million	52.0% 
Msukaligwa	R237.4 million	R306.0 million	128.9% 
Mkhondo	R168.0 million	R162.2 million	96.6% 
Dr Pixley Ka Isaka Seme	R116.4 million	R32.4 million	27.8% 
Lekwa	R72.7 million	R35.3 million	48.5% 
Dipaleseng	R49.6 million	R55.6 million	112.2% 
Govan Mbeki	R290.7 million	R95.2 million	32.7% 

Figure 26: Capital Expenditure by National Treasury, SERO Report 2022

Local Municipal Area	2021/22 Adjusted budget	2021/22 Actual Expenditure	Actual Expenditure as % of Adjusted Budget
Gert Sibande	R5.9 million	R2.4 million	40.0% 
Chief Albert Luthuli	R442.7 million	R340.7 million	76.9% 
Msukaligwa	R317.8 million	R124.1 million	39.0% 
Mkhondo	R221.1 million	R220.1 million	99.5% 
Dr Pixley Ka Isaka Seme	R79.1 million	-	- 
Lekwa	R177.0 million	-	- 
Dipaleseng	R167.4 million	R54.8 million	32.7% 
Govan Mbeki	R87.3 million	R67.6 million	77.4% 

Figure 27: Conditional Grant Expenditure by National Treasury, SERO Report 2022

Infrastructure projects implemented by provincial departments

The table below indicates projects implemented by provincial departments in Lekwa LM in the 2020 financial year. As reflected, DOE has the most projects followed by DHS. These statistics indicate opportunities to approach sector departments to assist where the municipality is struggling.

Local Municipal Area	DARDLEA	DCSR	DHS	DoE	DoH	DPWRT (Roads)	DSD
Chief Albert Luthuli	2		2	42	2	5	1
Msukaligwa	3	1	5	20	3	2	2
Mkhondo	2		3	27		1	3
Dr Pixley Ka Isaka Seme	2	1	1	2		1	
Lekwa		1	3	16	1	2	1
Dipaleseng		1	4	4			1
Govan Mbeki		2	8	10	1		2

Figure 28: Number of infrastructure projects by provincial departments, SERO Report 2022

3.4 STATUS QUO ASSESSMENT OF SPATIAL RATIONALE

Spatial Development Framework in line with SPLUMA

A Spatial Development Framework (SDF) is a framework that seeks to guide the overall spatial distribution of current and desirable land uses within a municipality. This guides the goals, vision and objectives of the municipal Integrated Development Plan (IDP). The aim of Lekwa LM SDF is to promote sustainable functional and integrated human settlements, maximize resource efficiency and enhance the regional identity and unique character of a place.

Spatial Vision and mission.

The spatial vision and mission were developed passed on the municipal council's long-term vision for the development of the municipality. The Lekwa Local Municipality's vision, as derived from the 2016/17 IDP and first adopted in 2006, is contained hereunder: "To be the leading, people centred municipality excelling in economic growth, development and governance." The municipality aims to realize this vision by focusing on basic elements needed by its citizens, the business community and visitors to areas under its jurisdiction. In achieving its set mission, the Municipality sets the following as being visible to the outsider looking in:

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

These can be achieved within a framework of set core values:

- Excellence
- Trustworthiness
- Timeous responsiveness
- Transparency
- Batho-Pele Principles.

The development of a vision for a municipality is a participatory process as envisaged by Section 29 (1) (b) of the Municipal Systems Act. The LLM identifies the following as some of its main achievements:

- Reviewed and intent to implement the LED and Tourism strategy;
- Partnered with Noble Group, Anglo-American (New Denmark), Eskom (Thuthuka Power Station), Early bird Farm, Financial Groups, GSDM FET College, Textile industries and other social partners to create decent and sustainable jobs through LED Forum and other Corporate social investment programmes;
- Completed Ubuhle Siyazenzela Chicken broiler project in Morgenzon;
- Finalized the investment incentive policy;
- Adhered to the principle of Batho-Pele. All employees wear name tags at all times;
- We are working with the community to strengthen the work of self-organized formations such as burial societies, stokvels, cultural groups, youth and women to deepen democracy;
- Timeously engage with all our communities so that those who can afford to pay, do pay for services consumed; - Established a new township called Ext.8 and Ext.5 with 4200 mixed residential units, in order to build a more united, non-racial, integrated and safer communities;
- Soon to start developing Portion 4 and remainder of Portion 7 of Farm Grootverlangen 409 IS (along Walter Sisulu Drive), in order to build a multi-storey shopping mall with all conspicuous shop brand, filling station and a hotel and guaranteed job opportunities.

An SDF becomes a spatial representation of the above. Not only does an SDF depict these spatially but looks at where development should happen, how it should happen and where municipal and private expenditure will be key, with the ultimate inclusion of projects in the Municipal IDP that gets reviewed on an annual basis. SPLUMA requires that a municipality includes, in the MSDP, a long-term spatial development vision statement that indicates the desired spatial growth and development pattern set for the next 10-20 years.

The Lekwa Local Municipality is people-centred, it is a municipality that puts its community first. The Batho-Pele Principle is a core value for the Municipality. Based on the above, the spatial vision of the municipality should focus on a people-centred vision that:

- seeks to protect the natural environment,
- promote transparent governance,
- accelerate service delivery,
- grow the economy - promote infrastructure development and maintenance,
- promote innovation in the way business is conducted, and
- encourage community participation in the affairs of the municipality.

Population Projections

Spatial Planning and Land Use Management act 16 of 2013 requires that municipal spatial development frameworks should reflect population growth projections for the next five years. Generally available official national census figures for South Africa are only available for 1996, 2001 and 2011. Three data points are generally considered by statisticians as not enough to derive any meaningful trend that can be used as basis for any population prediction.

A general population forecast compiled by the Actuarial Society of South Africa provide annual population figures from 1995 to 2015. Using this dataset provides 20 data points which formed the basis for a population projection for Lekwa Local Municipality. Over a period of 20 years, the population of Lekwa Local Municipality will increase from 115 662 (in 2016) to 153 366 (in 2030). The number of households over the same period will increase from 31 071 to 51 232. Note that these projections are in line with the recently compiled SERO Report (published by Mpumalanga Economic Development and Tourism) as well as with the 2016 StatsSA Community Survey.

Projected population and households 5,10 and 20 years

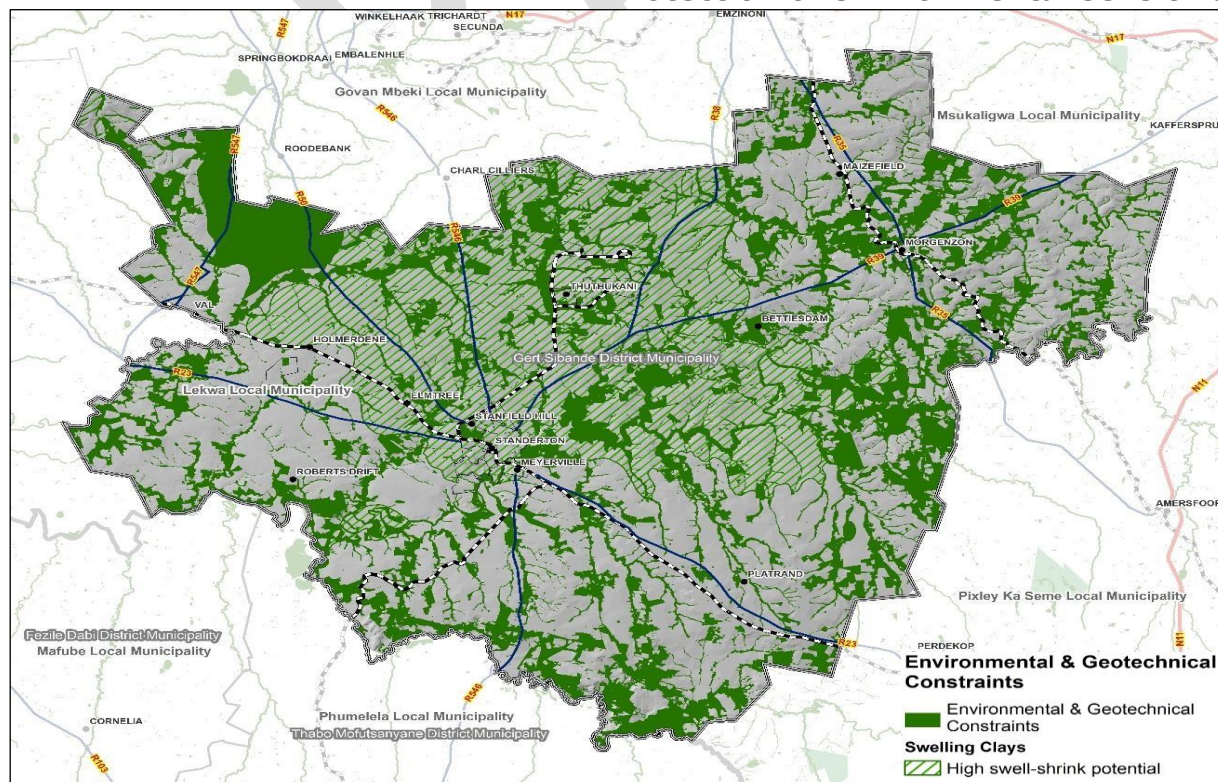
Year	Households	Population
2011	31 071	115 662
2016 (base year)	37 334	123 419
2021	40 370	133 221
2030	51 232	153 366

Lekwa LM SDF proposals

Macro level: Development principle 1

Protection of environmentally sensitive areas and areas with high agricultural potential - Environmental layers have been identified to protect such against development. It is of utmost importance to indicate these layers as it forms the basis for habitat protection and productive agriculture and should be used as a main structuring guide in the municipality. These areas are vulnerable to development in the forms of mining and urban development and once lost these types of environmental qualities can never be replaced. Map 2: Protection of environmentally sensitive areas Source: Lekwa SDF 2016

Protection of environmental sensitive



Macro Level: Development Principle 2

The establishment of an efficient and integrated movement network - A structuring guide within the municipality is the movement network. It forms channels for the flow of goods and people and is vital for economic growth. It provides access to services and facilities to the community, critical for health, education and job opportunities amongst others. A weak or partial movement network will result in weak or partial development of the area. The following linkages have been identified as first order roads within the municipality:

First order roads

Road	Importance	Description	Road Condition
R39	Important economic corridor (District & Local)	Direct link – Standerton & Ermelo via Morgenzon	Upgrade of R39 (Standerton – Ermelo) concluded.
R35	Key economic corridor (District) Important freight route (District)	Links Central & western Gert Sibande DM. Link – Morgenzon & Amersfoort to the south. Bethal & Middelburg to the north. Freight route between Bethal and Amersfoort via Morgenzon.	Good: Entire Road within Lekwa LM
R38	Important economic corridor (Local) Important freight route (District)	Link – Standerton & Thuthukani with outside towns: Bethal, Carolina & Badplaas. Freight route between Standerton and Bethal.	Good: Entire Road within Lekwa LM
R23	Key economic corridor (District) Important Freight Route (District)	Links Standerton to Balfour & Volksrust. Freight route between Standerton and Volksrust.	Good: Between Standerton & Volksrust. Upgrade of R23 (Standerton – Johannesburg) concluded.
R50	Important economic corridor (Local) Important freight route (District)	Direct link – Pretoria & Standerton via Delmas & Leandra. Freight route between Leandra and Standerton.	Poor: First few km's entering the municipality and last few km's before entering Standerton. Very poor: Road in between the above mentioned.

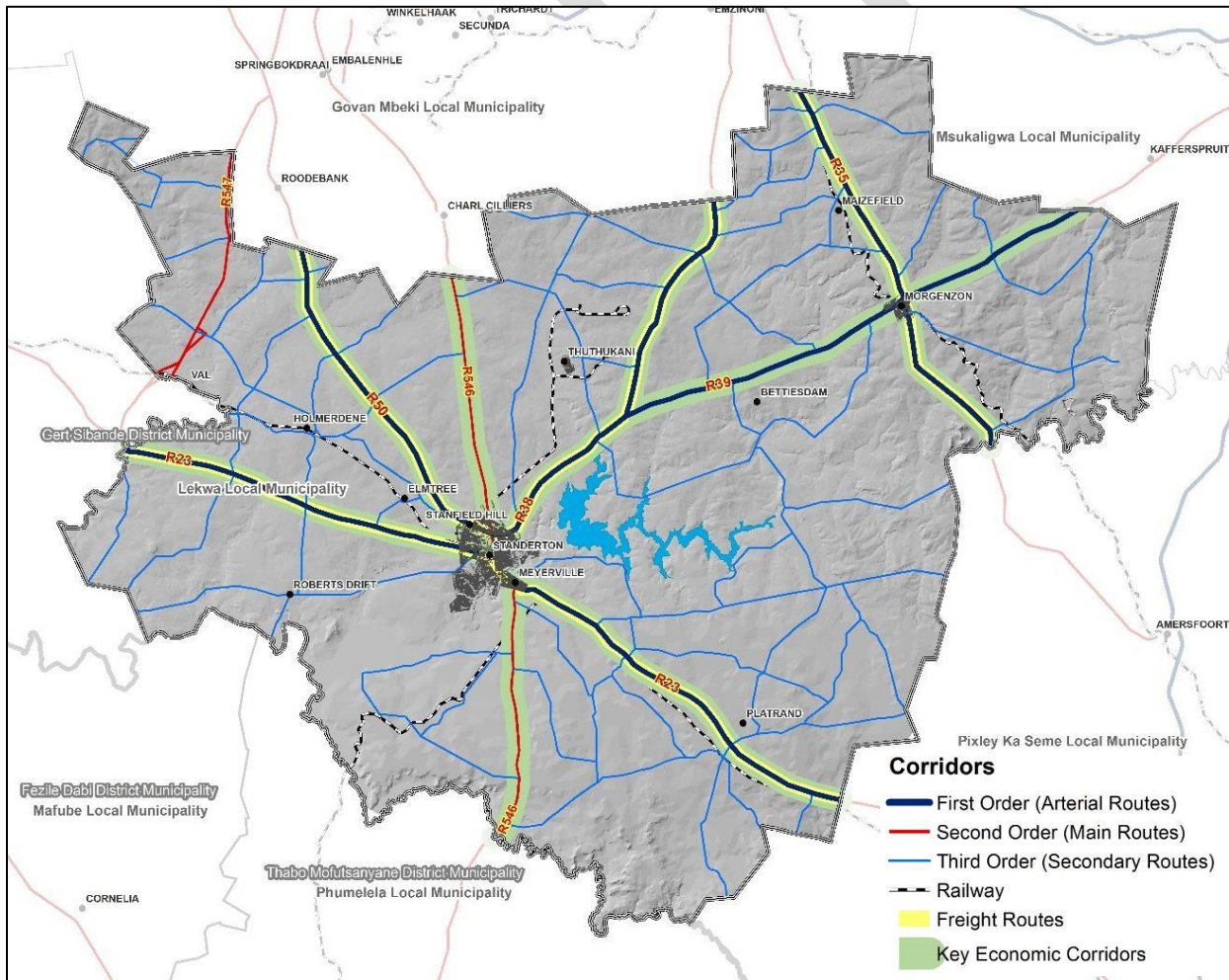
Table 24: First order roads

Second order roads

Road	Importance	Description	Road Condition
R546	Important Economic Corridor (Local)	Links – Standerton & Vrede in The South Standerton To Teks Industrial Complex North	Good: Between Standerton & Vrede Poor: Few Km's to The North of Standerton Very Poor: Area of Road North of Standerton (Closer To Evander)
R547	Not an economic corridor	Links – R50 and the R23 in the western part of the municipality	Poor: Entire Road within Lekwa LM

Table 25: Second order nodes

Spatial Representation of Lekwa LM Order Roads

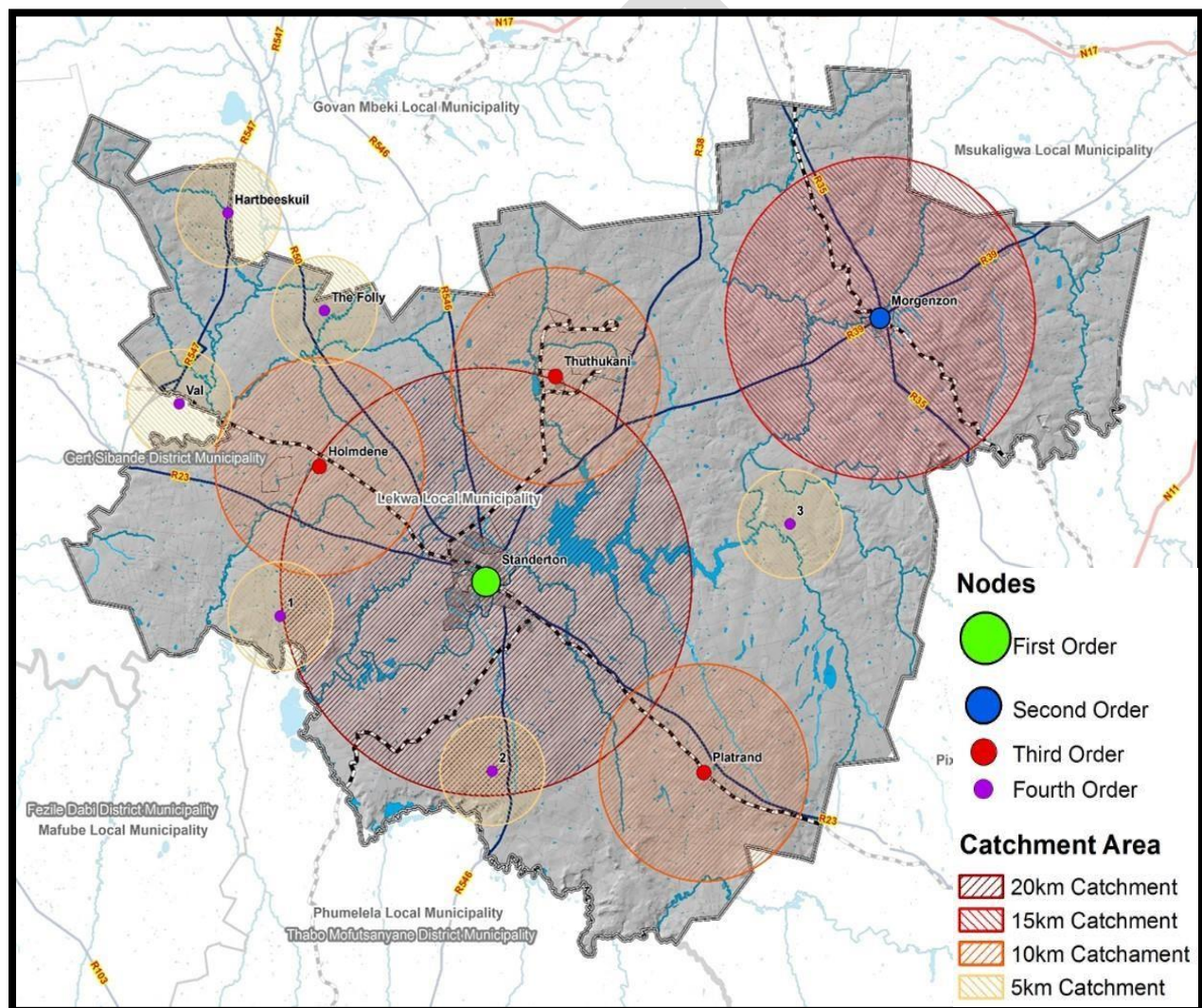


Map 3: Order roads in Lekwa

Macro level: Development principle 3

The establishment of a functional hierarchy of nodes - The existing Lekwa Local Municipality Spatial Development Framework has identified a complete hierarchy of nodes within the municipality, before the indication of these nodes the trend were to allow dispersed rural development in a uncontrolled manner e.g. the delivery of educational facilities and housing for farm workers without the consideration of the access to public transport, social and commercial facilities and the potential for these areas to grow as small concentrations of economic activity or small nodes serving the rural community. Development locally was only based on where the land that is available and not where it will support the future development of a functional set of nodes.

Hierarchy of nodes



Map 4: Hierarchy Nodes

Hierarchy of nodes

A hierarchy of nodes should consist of different order nodes, each fulfilling different functions at different scales and spread equidistant throughout the area but giving cognisance to access to main routes, population density and environmentally sensitive or protected areas. A hierarchy of nodes is important in order to ensure a functional clustering of facilities and services as well as economic viability based on economies of scale. This will ensure sustainable provision of social and commercial facilities, equality of access to all and shorter travelling distances. In this regard The Gert Sibande SDF identified Standerton as a first order node and Morgenzon and Thuthukani as third order nodes. No second order nodes were identified.

First Order Node

Standerton

- It has the largest population in the Lekwa LM,
- The largest number of facilities and services as well as the highest order facilities and services.
- It also forms the focus of the most important roads in the district, thus leading to and reinforcing its status as the highest order settlement.

Third Order Nodes

Morgenzon

- Has a potential to be upgraded to a second order node due to its locality on the intersection of R39 and R35 as well as its distance from Standerton and its existing facilities.

Thuthukani

- On the other hand, Thuthukani is solely dependent on Thuthuka Power Station and New Denmark Colliery and as a result it does not have a natural growth potential.
- It only serves as a residential area for workers from the above-mentioned facilities
- It is also in an isolated locality and has limited growth potential.

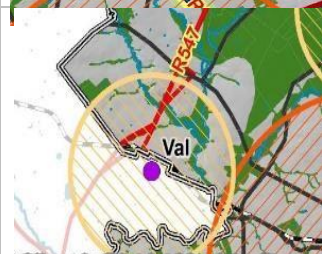
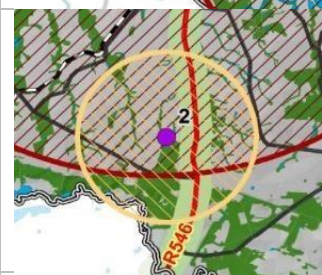
Platrand and Holmdene were also identified as additional third order nodes and are characterised by the following:

- Located next to railway station and major roads
- There is an existing village
- There is also a number of facilities such as primary school, post office and commercial facilities.

Fourth Order Nodes

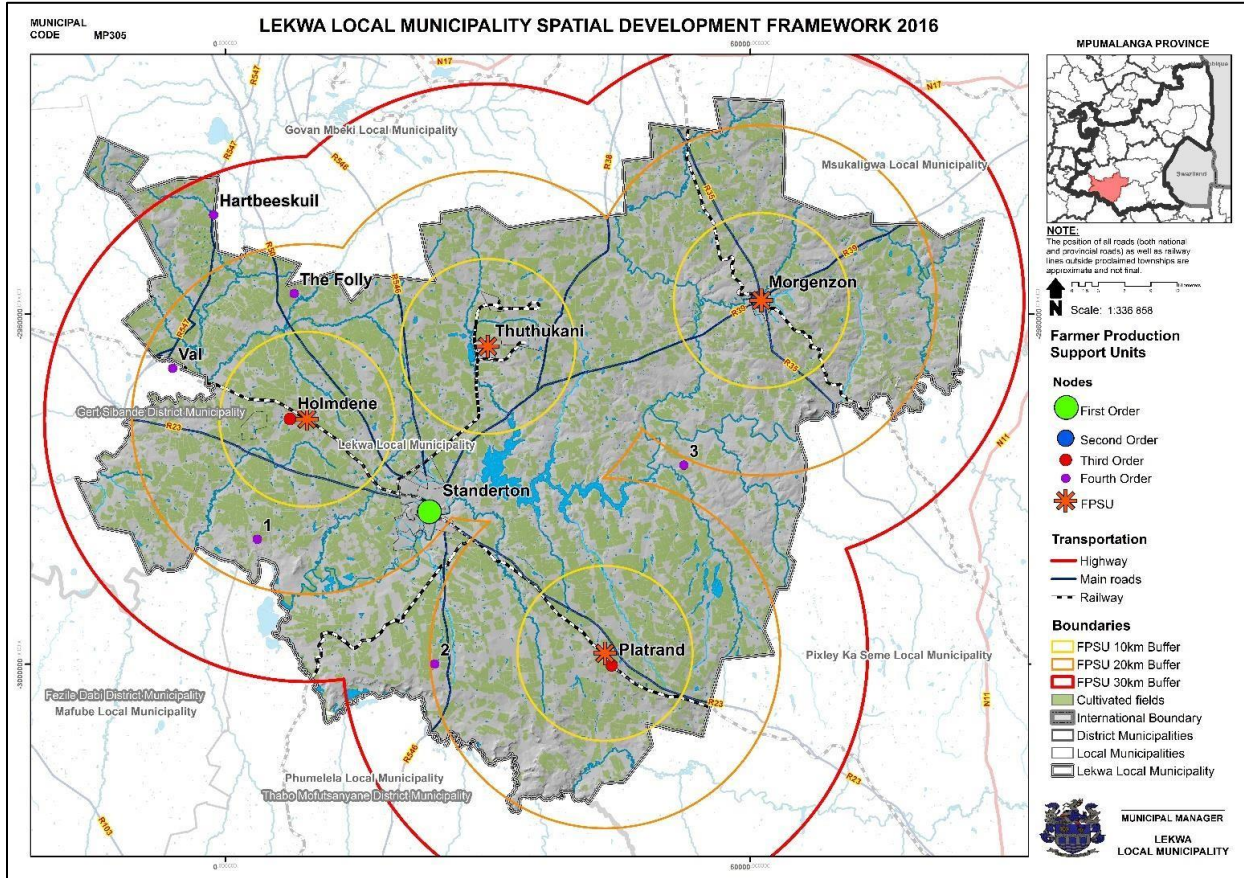
- Hartbeeskuil, The Folly and Val.

Description of Fourth Order Nodes (See table on next page)

Node	Locality	Access	Facilities	Character	Illustration
Hartbeeskui	North-western municipal boundary. Next to the R547	R547	- An existing settlement - Two schools - Some commercial activity	- Existing agricultural practices - High potential agricultural land - Agricultural rural character	
The Folly	North-western municipal boundary. Next to the R50	R50	- Existing settlement - A school	- Existing agricultural practices - High potential agricultural land - Agricultural rural character	
Val	Western municipal boundary. Next to R547 and railway line	R547 and railway line	- Existing settlement - A school - Val railway station - Silos - Hotel	- Existing agricultural practices - Agricultural rural character - Some small commercial activity	
1	South west municipal boundary. West of Standerton	R23 and S48	School	- Agricultural practices - Environmentally sensitive areas - Vastly rural character	
2	Southern municipal boundary. South of Standerton	R546	Two schools	- Agricultural practices - Environmentally sensitive areas - Vastly rural character	
3	Eastern area of the municipality. East of Grootdraai Dam.	Third order road. (Road name unavailable)	Three Schools	- Agricultural practices - Environmentally sensitive areas - Vastly rural character - Next to Grootdraai Dam and the Vaal River	

a realization comes to mind that agricultural activities play a significant role towards the communities within the municipality.

Map below illustrates the proposed Farmer Production Support Units namely: Morgenzon, Thuthukani, Holmdene and Platrand.



Map 6: Proposed farmer production support units

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

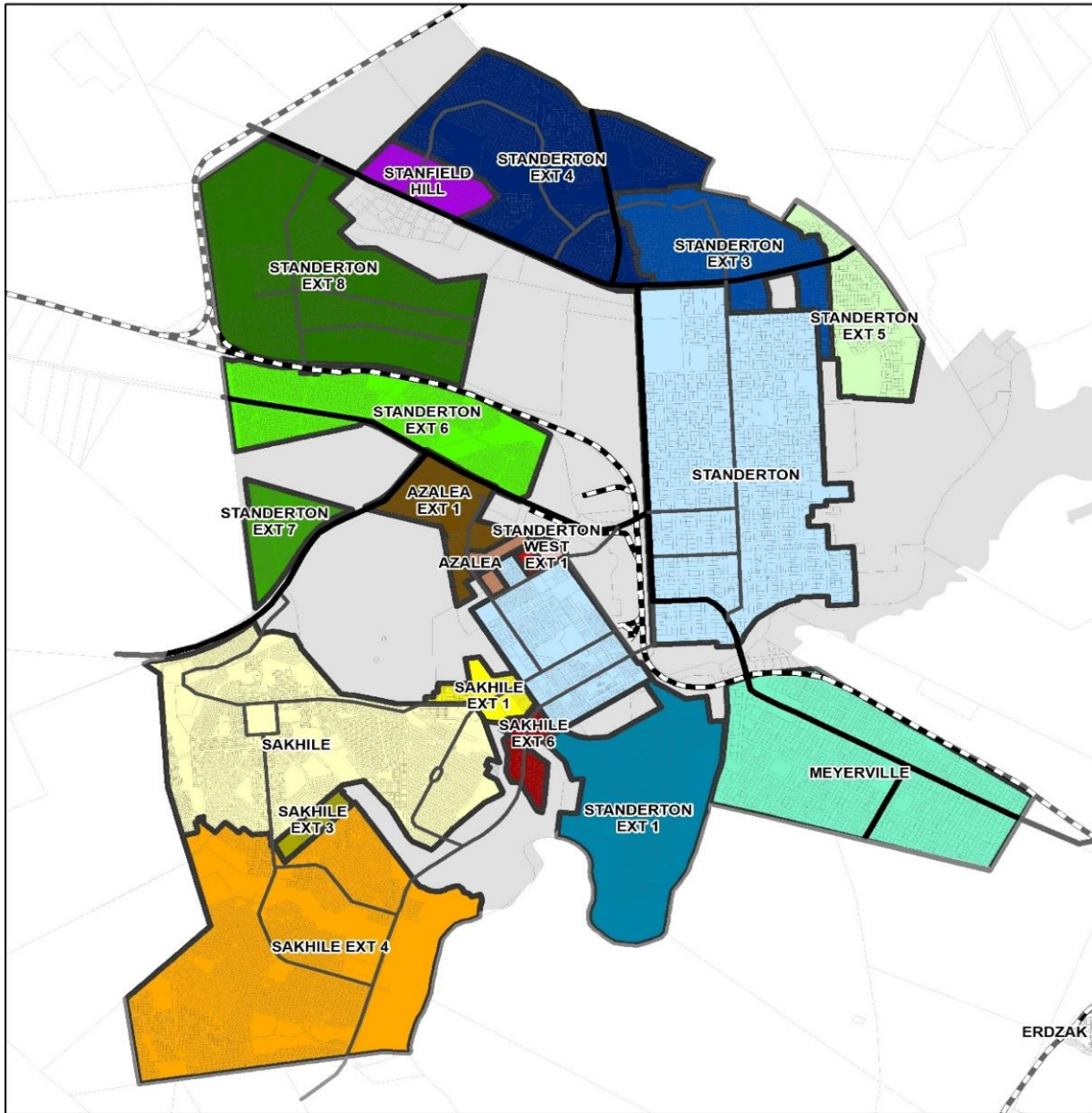
Standerton

Standerton covers a total area of 3 993.8 ha in extent which measures 5km in an east-west direction and 9km in a north-south direction and thus has been identified to be the largest urban settlement in Lekwa Local Municipality. It is also identified as the only first order node in LLM as well as the administrative and institutional hub of the municipality. It is strategically located within the Lekwa Local Municipality as it is located in the South West of the LLM, at the intersection of all major routes (the R23, R39, R546 and R50) and at the only major railway station in the district. It is a typical medium sized South African town, with a central CBD, industrial areas on the periphery, low density residential development and separation between white and black and rich and poor neighbourhoods.

Standerton is made up of Standerton Proper on the northern banks of the Vaal River; Meyerville on the Southern banks of the Vaal River; Stansfield Hill with infill development that took place in the form of Standerton West Ext 1 to the north of Standerton Proper; Sakhile Proper which is the first large black township located to the west of Standerton Proper; Standerton Ext 1 on the Southern banks of the Vaal River between Meyerville and the western portion of Standerton Proper; Standerton West Ext 3 which is directly adjacent to Standerton West Ext 1; Standerton Ext 3 to the north of Standerton Proper; Standerton Ext 4 to the north of Standerton Proper; Sakhile Ext 1, 2 & 3 which is buffered from the white town by the railway line and the industrial area; Edzak to the Southeast of Meyerville; Azalea Proper that was later extended with the establishment of Azalea Ext 1 which was developed to accommodate the Indian population located to the north of Standerton West; Standerton Ext 6 to the north of Standerton; Sakhile Ext 7 on the west of Standerton; Sakhile Ext 4 to the south of Sakhile Proper; Sakhile Ext 5&6 that was established to accommodate people living in the informal settlement is located between Sakhile Proper and Standerton Proper and Standerton Ext 8 which is a mixed use township catering for affordable housing market as well as RDP housing is located along R23.

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**Standerton
Townships and Extensions**

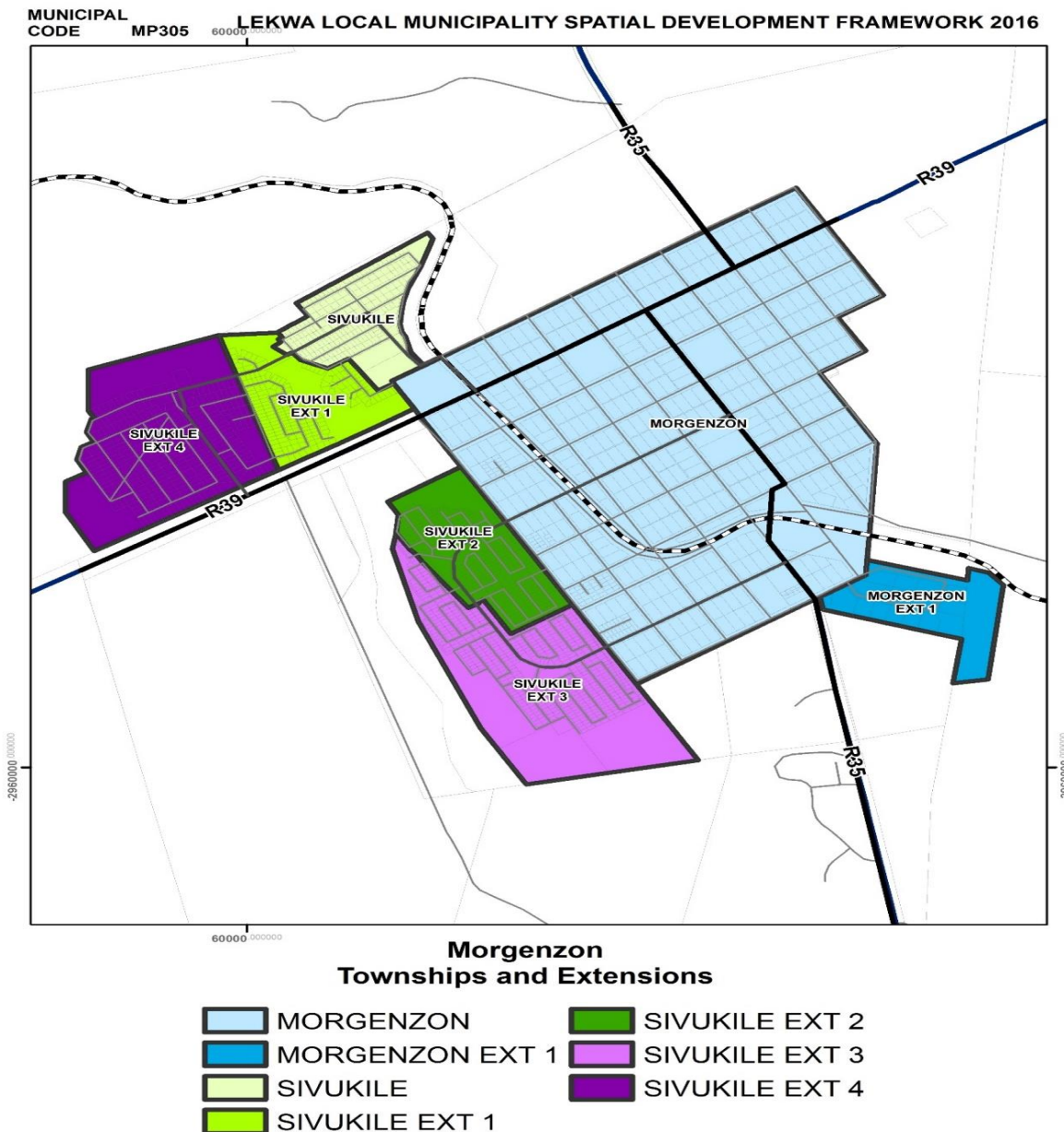
AZALEA EXT 1	SAKHILE EXT 3	STANDERTON EXT 4
AZALEA	SAKHILE EXT 4	STANDERTON EXT 5
MEYERVILLE	SAKHILE EXT 6	STANDERTON EXT 6
STANFIELD HILL	STANDERTON	STANDERTON EXT 7
SAKHILE	STANDERTON EXT 1	STANDERTON EXT 8
SAKHILE EXT 1	STANDERTON EXT 3	STANDERTON WEST EXT 1
		STANDERTON WEST EXT 3

Map 7: Standerton townships and extensions, Lekwa SDF 2016

Morgenzon

Morgenzon covers a total area of 304 ha which measures approximately 2km in a north-south direction and 3km in the east-west direction and is located at the intersection of the R35 and R39. Its existence is mainly influenced by the transportation of coal from the Secunda complex to Majuba Power Station near Volksrust. It is historically a local service centre that served (and still does) the surrounding commercial farming areas with basic needs.

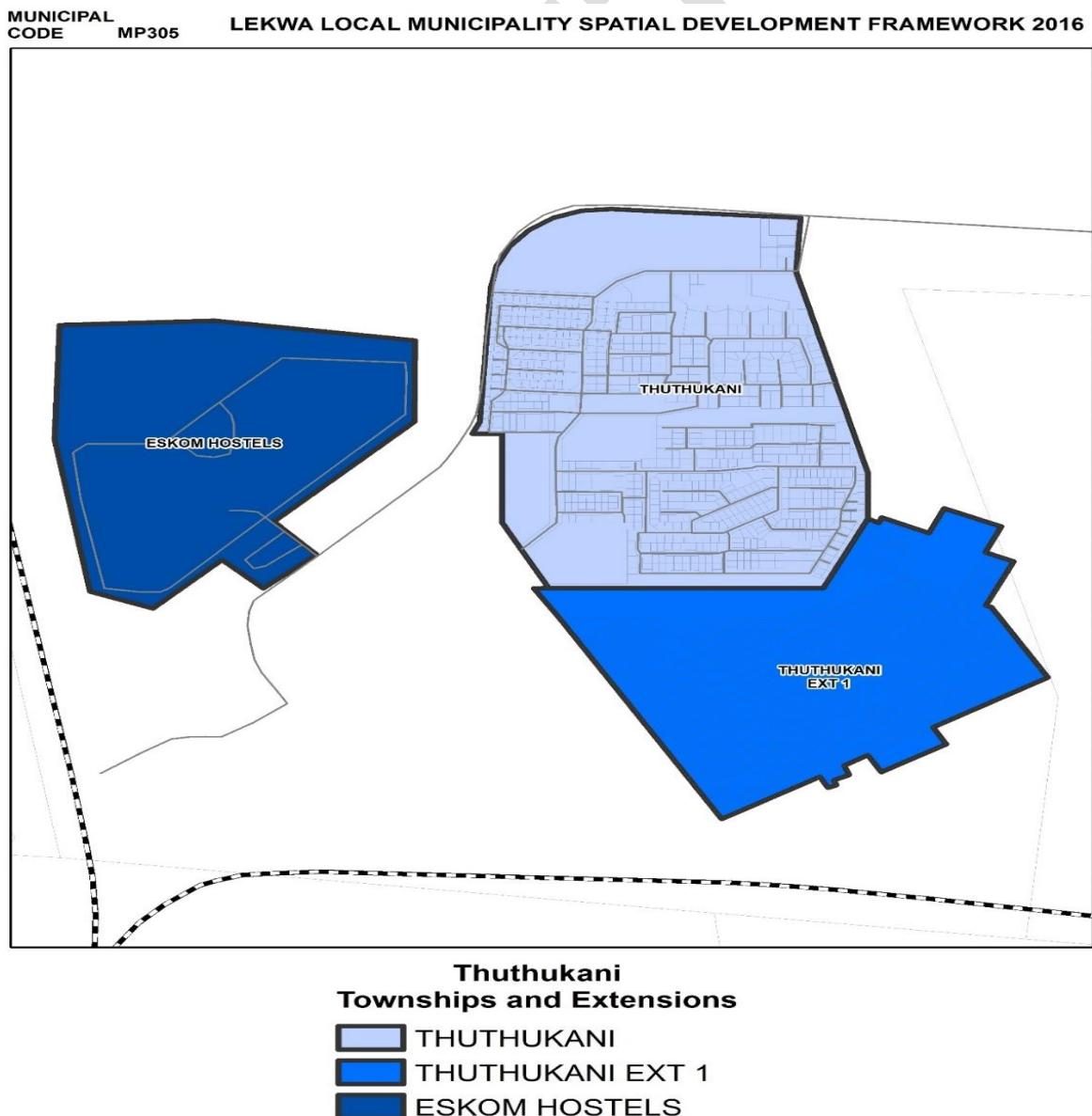
Despite its potential due to its location along a major route (R35) to Volksrust via the N11 from Bethal, it is still largely under-developed as a service centre due possibly to the competition offered by the more attractive business centres of Ermelo, Bethal and even Standerton itself. Given the vast distance between this locality and the Standerton Urban node, Morgenzon forms a completely self-contained economic sub-node with a slightly different character than the former. Morgenzon is also a poverty-stricken area with deteriorating economic facilities. Morgenzon is made up of Morgenzon Proper, Sivukile Proper, Sivukile Ext 1, Sivukile Ext 2, Sivukile Ext 3, Sivukile Ext 4 and Morgenzon Ext 1 (industrial).



Thuthukani

Thuthukani lies approximately 25km north east of Standerton, and essentially started as a worker's village to house employees of the Thuthuka power station which is located 3 km to the east of the village. It is surrounded by industrial uses such as Thuthuka power station, Alpha substation to the east as well as New Denmark Colliery to the north.

Thuthukani is made up of two townships namely Thuthukani Proper and Thuthukani Extension 1 as well as Eskom Hostels to the west of town. Thuthukani Ext 1 is a recently established township which is not occupied yet. Thuthukani has not officially been handed over to the municipality, this means that residents of Thuthukani do not pay tax and rates to the municipality which negatively affects the revenue base of the municipality. Thuthukani extension 1 does not pay rates at all, the rest of Thuthukani pays the rates to Eskom. Primary services such as sewer and water are provided for by the municipality, therefore an official hand over will help contribute to the revenue base of the municipality from rates and taxes.



Map 9: Thuthukani townships and extensions, Lekwa SDF 2016

Informal Settlements and Land invasion cases in Lekwa

There are twelve (12) informal settlements in the Lekwa Local Municipality as reflected in the table below. The municipality is also faced by land invasions as there are currently seven (7) land invasion cases recorded. There are no municipal services provided in these informal settlements. All twelve informal settlements are currently in the process of being formalised through the National Upgrading Support Programme (NUSP). Informal settlements not upgradable will be relocated and accommodated in other settlements.

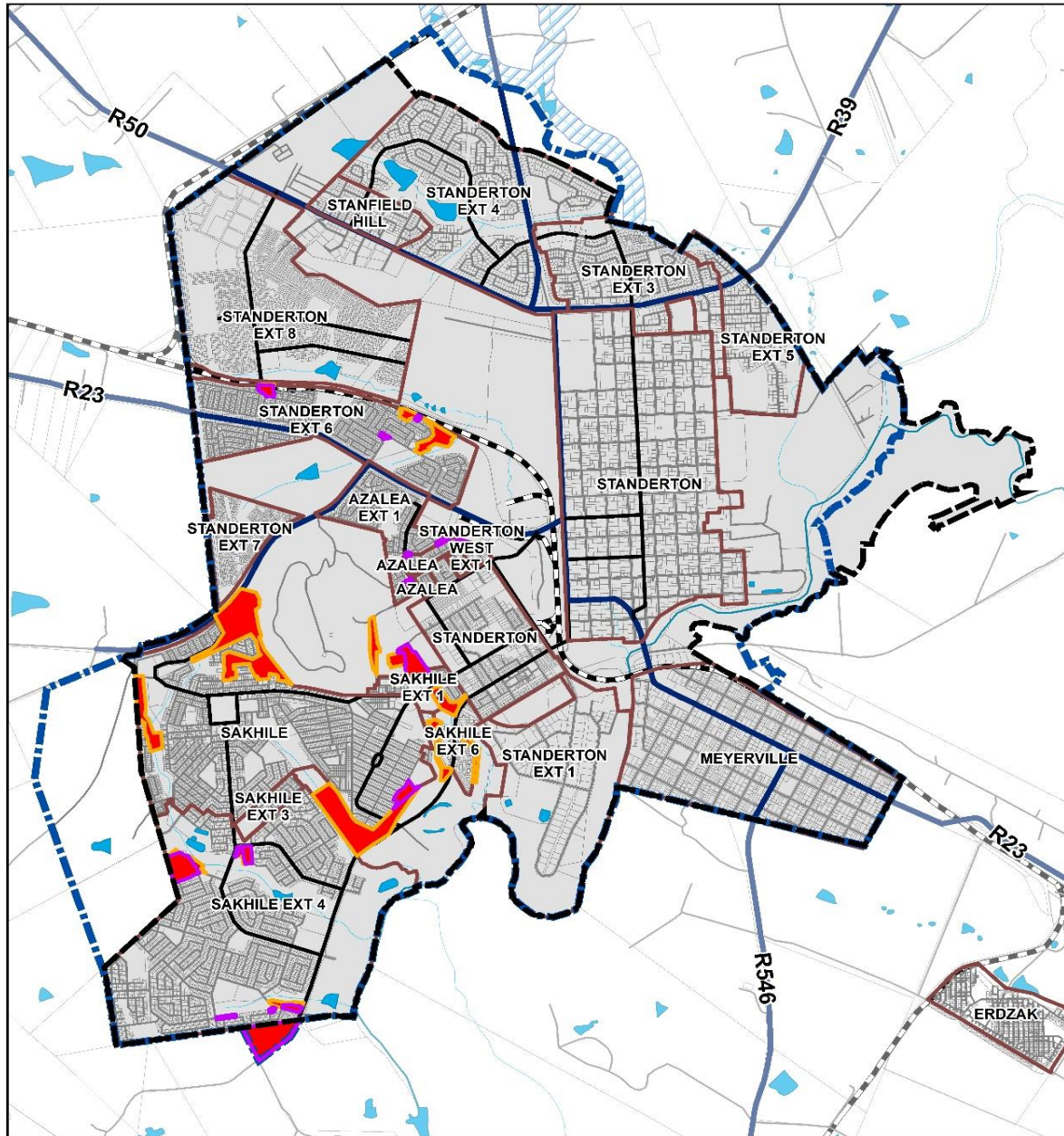
Name of settlement/adjacent settlement	Property description	Ownership	Ward	Number of households	Date of invasion
Mandela Camp, located in Sakhile Ext.2	Public open space	LLM	5	746	1994
Sisulu Camp, located in Sakhile Ext.4	Public open space	LLM	11	458	1994
Welamlambo Camp, located in Sakhile Proper	Public open space	LLM	2	452	2006
Mahala Park, located in Azalea Ext.1	Public open space	LLM	3	290	2000
Slovo Camp, located in Sakhile Proper	Public open space	LLM	6	351	1996
Enkanini Camp, Standerton Ext.6	Public open space	LLM	15	309	2006
Taxi Rank(Standerton Ext.6)	Municipal owned stand set aside for a taxi rank.	LLM	15	90	2007
Next to Lillian Mambakazi Clinic (new squatter camp) located in Sakhile Ext.3	Municipal land set aside for church erven as well as other community facility.	LLM	2	75	2018
Stand 8018 , Sakhile Ext.4 (new squatter camp)	Stand for a community facility.	LLM	11	139	2017
Stand 8017, Sakhile Ext.4 (new squatter camp)	Stand for a community facility.	LLM	11	176	2017
Next to railway line (Standerton Ext.6) (new squatter camp)	Public open space	LLM	15	365	2019

Stand 3995(Standerton Ext.6)	Municipal stand set aside for a filling station.	LLM	15	40	2010
TLC Camp, located in Sakhile Ext. 6	Eskom servitude	Eskom	6	200	2016
Farm Adjacent to Sakhile Ext.4	Privately owned farm belonging to Mr Dhlamini. A portion of this informal settlement is on municipal owned land.	Private	11	339	2017
Enkanini (Sivukile)	This land supposedly belongs to Spoornet even there is no certainty on this.	RSA	14	178	2017
Shivovo Camp, located in Sakhile Proper	This informal settlement is located on land which belongs to an adjacent Senior School.	RSA	3	329	2016
Morgenzon Farm (new informal settlement)	Agricultural land	LLM	14	128	2019
Open land in Standerton Ext.7 (new informal settlement)	Public open space	LLM	7	241	2018
Azalea next to fuel container yard.	Public open space	LLM	3	78	2019
Total number of informal dwellings				4984	

Table 27: Informal settlements and land invasion cases in Lekwa LM

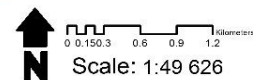
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Informal Settlements within Standerton

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



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LOCAL MUNICIPALITY

Map 10: Map of informal settlements in Standerton

Functional Area 1

Functional Area 1 includes Standerton Proper which is characterised by low density, highest provisioning of functional open space and natural open space as well as commercial, educational, health and sport facilities. However, issues such as densification, encroachment of commercial facilities into residential areas, and upgrade of the sports precinct and the civic precinct still needs to be addressed.

Functional Area 2

Functional area 2 includes Meyerville which is characterised by low density, highest provisioning of functional open space, limited natural open space and commercial facilities, lowest provision of health, secondary educational and sport and recreational facilities. However, issues such as densification and health and sport and recreation facilities still need to be addressed.

Functional Area 3

Functional area 3 includes Standerton X3 and 4 which is characterised by low density, limited functional open space but ample natural open space, no commercial facilities, limited primary educational facilities with no secondary educational facilities, sufficient health facilities as well as sport and recreational facilities. Issues that have to be addressed are densification and functional open space.

Functional Area 4

Functional area 4 includes Standerton West and Azalea which is characterised an average density, no functional open space, limited natural open space, commercial facilities, sufficient educational facilities, sport and recreational facilities as well as limited health facilities. Issues that have to be addressed includes the provision of open spaces and health facilities.

Functional Area 5

Functional Area 5 includes Sakhile and extensions which is characterised by an average density, limited functional and natural open space, limited existing commercial facilities with some proposed commercial facilities, limited existing primary educational facilities with sufficient proposed educational facilities, sufficient secondary educational facilities, limited existing health facilities with sufficient proposed health facilities, limited existing sports facilities with sufficient proposed sports facilities. Issues that have to be addressed are the provisioning of open space and the development of social facility sites.

Functional Area 6

Functional Area 6 includes Standerton X6. It has an above average density characterised with no functional open space, limited natural open space, no commercial facilities with limited proposed commercial facilities, limited primary educational facilities with no secondary educational facilities, limited health facilities, and no sports facilities. It is the most underprovided area and thus attention should be given to the provisioning of all facilities.

Functional Area 7

Functional area 7 includes Standerton X7 which is characterised with the highest density, no functional or natural open space, no commercial facilities with limited proposed commercial facilities, sufficient primary educational facilities, no secondary facilities, no health facilities and

sufficient sports facilities. Issues that have to be addressed is the lack of open space and health facilities.

Functional Area 8

Functional Area 8 includes the proposed Standerton X8 which is characterised by an average density, sufficient functional open space, limited natural open space, limited commercial facilities, sufficient primary and secondary schools, no health and sports facilities. Issues that have to be addressed are health and sports facilities

Transportation links

Road Network

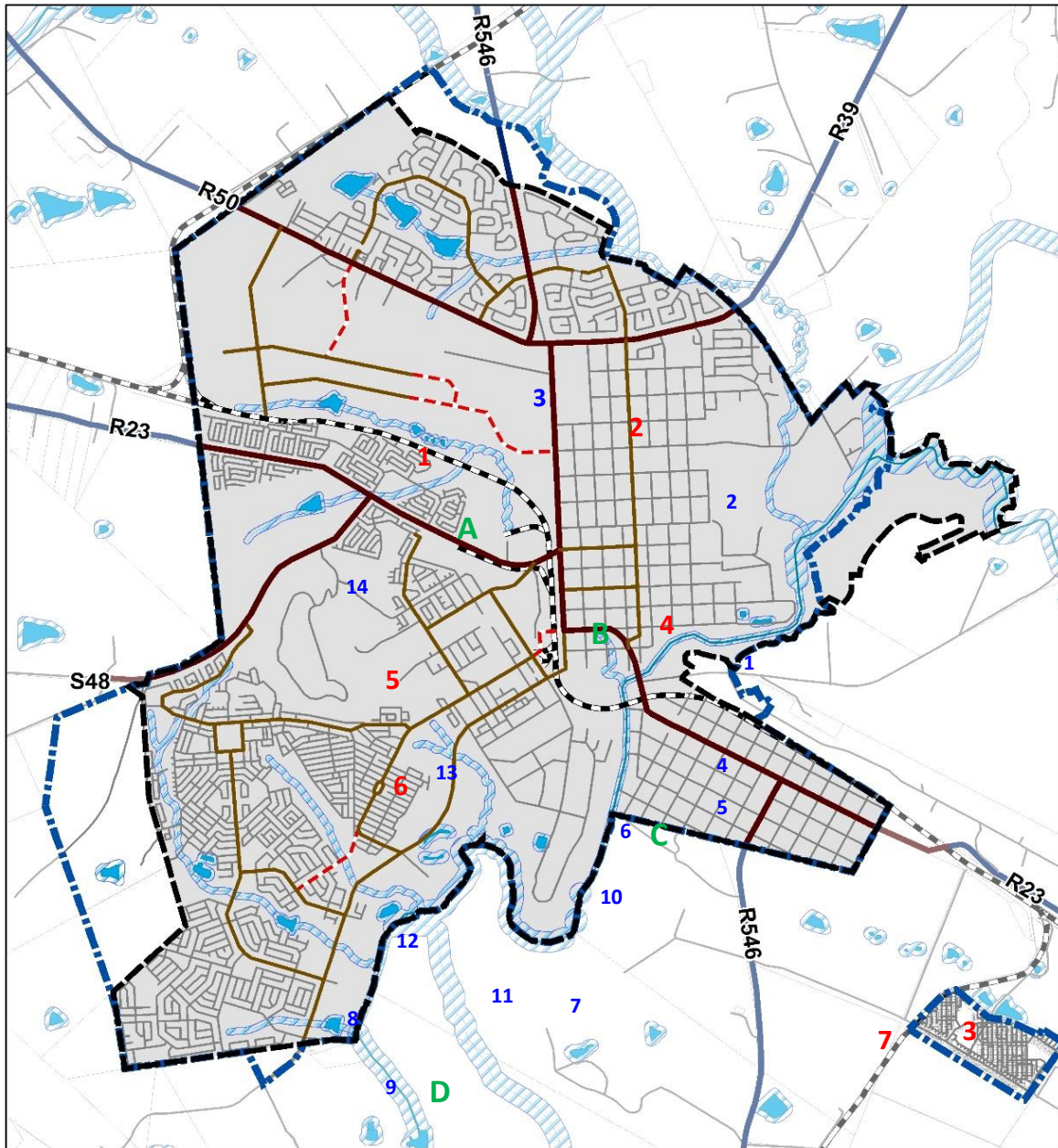
Lekwa Municipal Area is not directly linked to the national road system. The major routes are thus provincial roads and minor roads. The following roads play an important role in terms of regional accessibility and linkages:

- R23, R546, R547, R38, R35, R39, R50
- The R23 and R35 is identified as key economic corridors on district level
- R39 was identified on local level, due to the important economic nodes that they connect.
- Apart from this main road network an expansive network of secondary gravel roads traverses the municipal area, providing accessibility at the most local level.
- No new roads are planned in the area.

The following descriptions of the identified areas with development potential is applicable to development principle 4 of Standerton, Morgenzon and Thuthukani.

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Standerton
Future Development

Effective and integrated movement network

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



Map 11: Transportation links, Lekwa SDF 2016

The following descriptions of the identified areas with development potential is applicable to development principle 4 of Standerton, Morgenzon and Thuthukani.

Priority Development Areas

The areas identified as “priority development areas” are land that is both vacant and State or municipal owned. These areas of land will be first priority when it comes to development as the State or municipality hold the right to develop on the mentioned parcels of land. Ample municipal or State-owned vacant land is available for residential development in the areas of Standerton Extension 8 as well as Standerton Extension 5 north east of Standerton Proper. Other development opportunities exist within the identified functional areas or “zones” indicating specific land uses which will be the most desirable.

Infill Development Areas

The areas identified as “infill development areas” are represented by land that is currently vacant but has private ownership. These areas should be the second priority to develop. The SDF highlights the fact of developing on vacant land within the proposed urban edge as priority. Private owned land will have to be purchased to inherit development right of the land and although it will have cost implications the densification of the town will reap many benefits in the long term.

Medium to long term expansion areas

The areas identified as medium to long term expansion areas were identified based on land which is not affected by any environmental management areas as well as being owned by State or the municipality. These areas are mainly depicted for the main reason of projecting future growth and should only be considered for development when all other vacant land within the existing boundary is fully developed.

The following descriptions of the identified areas with development potential is applicable to development principle 4 of Standerton, Morgenzon and Thuthukani.

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Infill Development Areas

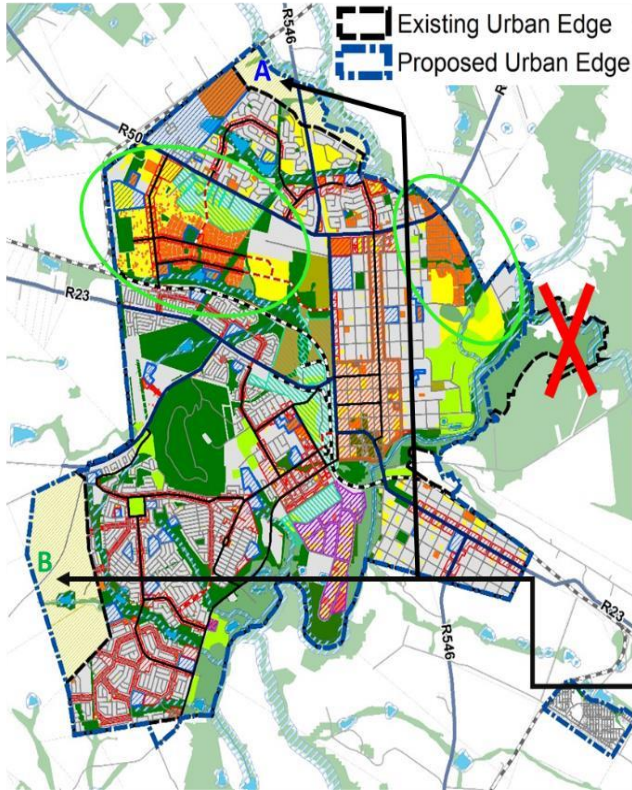
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Standerton



Priority Development Areas – Municipal/State Owned Vacant Land

Guided by the proposed land use zones of existing SDF:

- Mixed Use 1 Development
36.53 hectare vacant land available
- Mixed Use 2 Development
40.18 hectare vacant land available
- CBD
4.64 hectare vacant land available
- Industrial Development
8.05 hectare vacant land available
- Social Facilities
46.78 hectare vacant land available

- Residential Development (250m²)
63.59 hectare = ± 2 544 units
- Residential Development (500m²)
63.91 hectare = ± 1 278 units

Densification Areas – Privately Owned Vacant Land

Guided by the proposed land use zones of existing SDF:

- Mixed Use 1 Development
38.37 hectare vacant land available
- Mixed Use 2 Development
50.96 hectare vacant land available
- CBD
9.98 hectare vacant land available
- Industrial Development
26.25 hectare vacant land available
- Social Facilities
15.10 hectare vacant land available

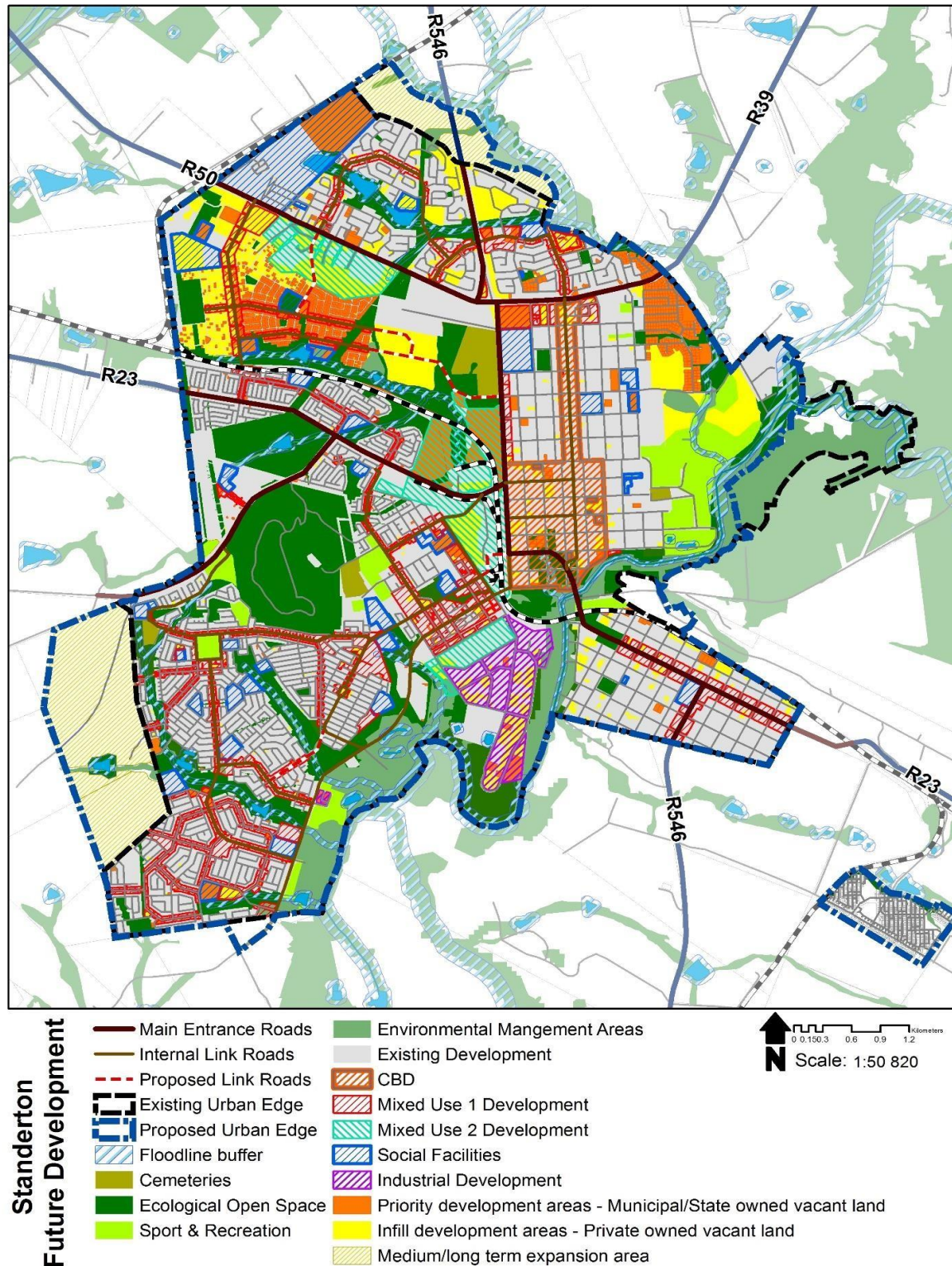
- Residential Development (250m²)
87.46 hectare = ± 3 499 units
- Residential Development (500m²)
100.26 hectare = ± 2 005 units

Medium/Long Term Expansion Areas (Municipal/State land)

- A Residential Development (500m²)**
73.21 hectare = 1464 units
- B Residential Development (250m²)**
218.58 hectare = 8743 units

Standerton Future Development Spatial Concept

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Map 12: Standerton future development spatial concept

Standerton precinct plans

The priority precincts for Standerton are areas of strategic importance and need to be focused on. For the purposes of this revision the existing precinct plans are listed as well as an amendment of each precinct using the latest environmental information received from various departments and recommendations made by the municipality. The following guidelines is applicable to some of the proposed precinct plans:

Activity Spines

Activity spines are stop-start routes that are surrounded by high residential densities and high intensity development. Once higher intensity development is established along these routes and densities are proportional, it becomes more viable for modes of public transport, improving access to the residents.

Guidelines for Activity Spines:

- Mixed land uses should be allowed along these spines.
- The interface between streets and buildings should be noted, ideally the front of buildings should not be walled off towards the street and the bulk of parking should not be provided in front of the building. Shops and restaurants should be accommodated on the ground floor while residential units be accommodated on the upper floors.
- Security and the privacy of units at the back of buildings (mostly residential) should be taken into account.
- Taxi stops and commuter shelters should be provided along these routes for public transportation purposes.
- Sidewalks should be continuous, wide enough and complimented with street furniture and landscaping along these routes.

Nodal Development

A functional hierarchy of nodes is needed to provide access to services and facilities to the wider community. The town consists of the CBD and a few scattered nodes of shops and social facilities. A hierarchy of three types is proposed within Standerton.

- First order node is the CBD area including Beyers Naude Drive, serving the whole of Standerton.
- Second order nodes, serving large parts of town with sizeable commercial and social facilities, are identified in:
 - Junction Shopping Centre on the R50 and Dr Beyers Naude Drive.
 - Proposed commercial node in Standerton Extension 8 (Oriental Plaza)
 - Sakhile Hostels and previous council offices
 - Meyerville, on the intersection of Nelson Mandela Road and George Street
 - Sakhile Extension 4 at the Taxi Rank

Third order nodes identified in:

Standerton Extension 3 and 6, existing clinic and sports facilities and located on a public transport route

- The intersection of the R23 (west) and the S48 Standerton Extension 7, existing primary school
- Standerton Proper (west) next to Minnar Street, clinic and a school

- On either side of Tsotetsi Street in Sakhile Proper, existing schools

Open Space Network

The extensive open space network in Standerton comprises mostly of natural open spaces i.e., floodplains and ridges. It accounts as an important element with regards to aesthetic quality of the town and quality of life for its residents. The following guidelines are given for open space networks (note that it is not necessarily applicable for local parks).

With regards to ecological function:

- All open spaces make up the network that plays a critical role in habitat protection and the sustaining of natural processes. The ecological function is the most important function of the open space network.
- The open space network should be protected against any human intrusion in the form of development.
- All parts of the open space network should as far as possible be linked to optimise its ecological function, these links should be protected against any development that may break the chain of open spaces.
- New developments should aim to connect the open space network through linear park strips rather than discreet isolated parks.
- Land currently vacant can form part of the ecological network and should be protected for such use

With regards to aesthetic function:

- The entire open space network should be visually accessible. A public street should form the edge between development and open spaces as far as possible.
- No development should be allowed to limit access of the general public to open space networks.
- All development adjacent the open space network should not turn its back on the open space, active spaces should face the open space network, enhancing the safety of these areas.
- Important streets should be tree lined to compliment the natural feel created by the open space network through town.

Road and rail network

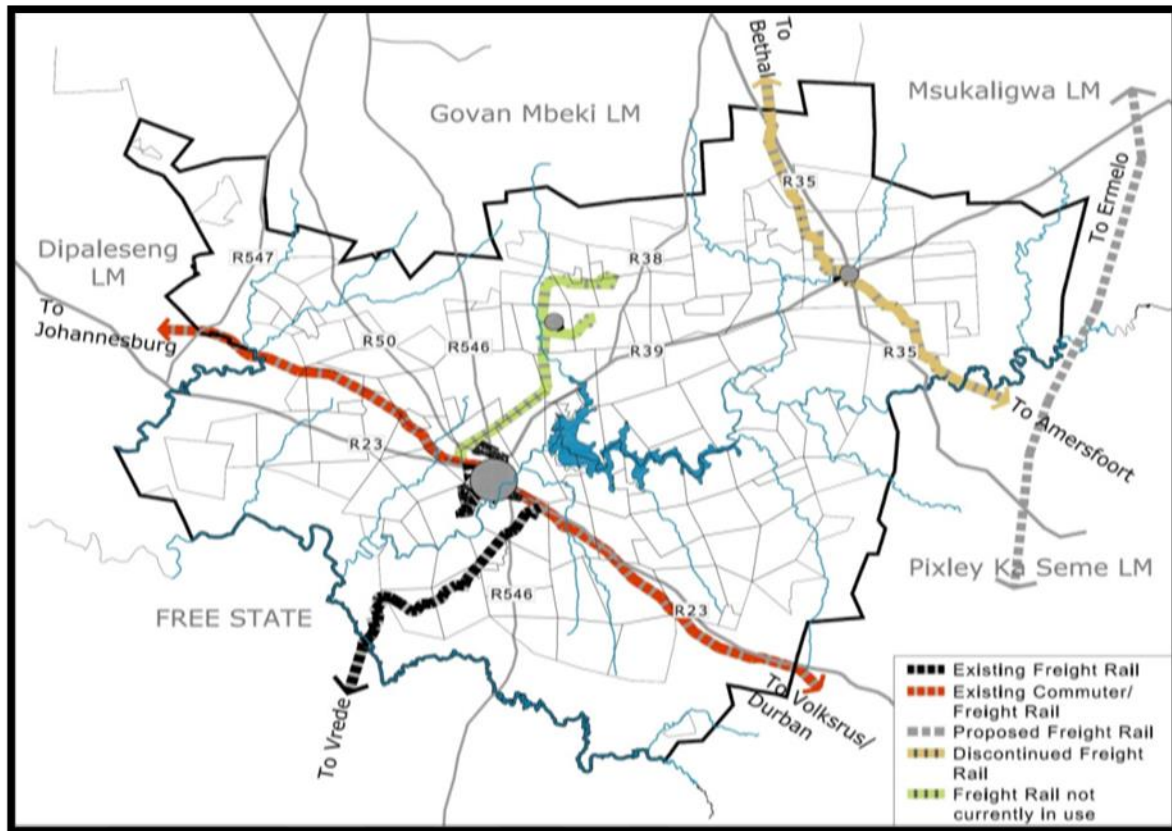
Several stretches of the road within the Municipality are either in a poor or very poor state. The following important roads within Lekwa have been identified as being in a poor state:

- Portions of the R23 west of Standerton;
- The 546 north of Standerton;
- The R50 north of Standerton;
- The R39 north-east of Morgenzon; and
- The R547.

The most important railway line (freight line) is the Johannesburg – Durban passenger railway line (Shosholozza Meyl) which runs parallel to the R23. Standerton Station is one of only five stops between Johannesburg and Durban. This line diverts in the region of Standerton with a branch line leading to Vrede in the south (freight line) as well as a line that leads to Thuthuka Power station,

this line however is not currently in use as it is not electrified. There is another railway line in the eastern part of the LLM. It links linking Bethal to Volksrust via Morgenzon, Amersfoort, Daggakraal and Wakkerstroom/Sizameleni. This line is not currently in use.

Lekwa LM Rail network



Map 13: Railway Network, Lekwa SDF 2016

Public Transport

- Public transport consists of rail, busses and taxis.
- Standerton station plays an important role in long distance passenger transport.
- In terms of busses, there is no municipal bus service, but a private bus service runs on the R546 between Standerton, the TEKS area, Bethal and Leandra.
- In terms of taxis, there are several taxi services. These run mostly on the R546, but also on the R50, R23 and R39.

Non-Motorised Transport

- The bulk of the population (65%) make use of non-motorised transport, making this the most important mode of transport.
- largest majority (63%) travel by foot and 2% by bicycle.

Transport Challenges

- The status of the roads is poor and needs upgrading and maintenance. The need for high maintenance and operations cost are amongst the factors contributing to the problem,
- Since places of work are separated from places of residence (mostly rural areas), people have to travel long distances to employment areas and to also access some of the social facilities. The cost of and the opportunity cost of travelling are greater for the rural commuters
- The Municipality need to develop an Integrated Transport plan that will support the movement of the commuters to neighbouring towns such as Secunda, Embalenhle and Emerlo, this will also assist the municipality to attract people from other municipalities to spend money in Lekwa.

SDF Implementation Projects

Action	Location	Estimated Cost	Reason/Objective
Strategies/Plans/Frameworks			
Approval of SDF	Municipal wide	N/A	To give effect to the proposals contained in the SDF and to commence with the drafting of the Land Use Management System.
Alignment and harmonization of plans	Municipal wide	R1 200 000	The objective is to formulate, develop and implement appropriate planning instruments to effectively guide and control land use and development, which will protect and enhance property ownership and value, and which will establish a balanced living environment. The land use scheme, for example, should be revised or amended to introduce an overlay zone applicable to some of the priority areas. In addition, municipal infrastructure plans and asset management plans should align with the SDF – can the water and sanitation network accommodate densification in the Standerton Area.
Integrated Transport Plan (ITP) – Identified project within the IDP	Municipal wide	R 300 000	To serve as a guide for transportation planning within the municipality. Important transport roads within Lekwa are in bad condition. The ITP sets out a collaborative and sustainable approach to transport planning.
Infrastructure Asset Plans (In support of the SDF)	Municipal wide	R 1 500 000	To plan for the maintenance, upgrading, refurbishment and provision of public service infrastructure. To calculate cost estimations for the successful implementation of projects based on the most current specific asset unit rate costs.
Implementation and Design Framework for FPSU's and Agri Villages	Morgenzon, Thuthukani, Holmdene, Platrand.	R 300 000	To ensure the realization of FPSU's and Agri-Villages as proposed within the RDP and SDF.
Feasibility Study for a Truck Stop	Erf 177-179 and 197-198 Standerton.	Municipality to confirm	There is a need to develop an overnight truck stop in the Standerton CBD. Many implications and criteria go along with a land use such an overnight Truck Stop. The location should be investigated to

			fit the needs of such uses and to avoid social or economic issues.
Community Garden Development	Erf 4592 Sakhile Ext. 3	Municipality to confirm	To improve access to nutritious food and ensure a sustainable food supply within the community. Communities within Sakhile requested land to cultivate.
Feasibility study on allowing the Sakhile community to cultivate on existing public open space not affected by environmental protection layers.	Sakhile and extensions thereof	Municipality to confirm	The community of Sakhile has raised the request to cultivate on existing public open space. To investigate the matter a feasibility study is proposed in terms of impact on the environment and the possible social impact or issues. It is proposed to allow such uses on open space where environmental layers are not present (this excludes parks).
Densification Strategy	Around Standerton CBD, Meyerville and identified areas in Morgenzon.	R 450 000	To guide and motivate the densification process and to successfully plan for additional public service infrastructure needs along with such densification.
Design and Implementation of vacant land tariff policy	Vacant stands within key areas of Standerton, Morgenzon and Thuthukani	R 180 000	To fast track the development of vacant properties in key areas of town.
Mining Indaba	Municipal wide	R 40 000	To discuss possible funding of projects with all role players within the mining industry.
Updating of the 2014 Land Use Scheme to align with revised SDF	Lekwa Local Municipality LUS	R 180 000	To introduce proposals made within the revised SDF to the LUS. To use the LUS as a tool to implement and realize the SDF.
Introduce Incentive Systems to the LUS	Lekwa Local Municipality LUS		To fast track development and/or incentivise developers to correspond with proposals made within the SDF and Land Use Scheme.

Capital Projects

Action	Location	Estimated Cost	Reason/Objective
Implementation of important municipal ICT: GIS Software (ArcGIS)	Spatial Planning Department (Lekwa Local Municipality)	R 180 000	Updated electronic software to guide important spatial decision making, utilise electronic spatial information received from consultants and increase productivity. The installation of these systems will also allow optimal internal use of the reviewed SDF to guide spatial planning decisions.

Implementation of important municipal ICT: Electronic Land Use Management Systems (CitySolve)	Spatial Planning Department (Lekwa Local Municipality)	R 320 000	To streamline development application processes and keep an updated electronic database in terms of land use management
Floodline Assessment of Vaal River	Standerton/Sakhile Area	R 800 000	To avoid damage to properties in the case of floods.
Relocation and InSitu upgrade of informal settlements (As proposed in SDF)	Standerton/Sakhile and Morgenzon	Subject to a detailed business plan.	To eradicate the housing backlog and informal settlements within Lekwa. Identified informal settlements to be relocated within Standerton Ext. 8.
Detailed plans on the proposed precinct plans: - CBD and Beyers Naude - Sport and Recreation Precinct - Station Area - Nelson Mandela Drive in Meyerville - Sakhile Hostels - Tsotetsi Road Sakhile	See Precinct Plans	R 250 000 per precinct	To realise the desired spatial form proposed by the SDF the precinct plans play an important role in targeting specific development areas within the municipality.
Priority upgrading of the R50, R546 and R547 Transport routes within the municipality	Municipal wide	Subject to a detailed business plan.	To improve the movement network throughout the whole municipality.
Implementation of priority link roads	Standerton, Morgenzon and Thuthukani	Subject to a detailed business plan.	To improve the movement network throughout the whole municipality.
Upgrading of third order roads	Municipal wide	Subject to a detailed business plan.	To improve the movement network throughout the whole municipality.
Upgrade of Standerton Taxi Rank	Standerton CBD	Subject to a detailed business plan	The area is identified as being dangerous and in bad condition, safety measures in the form of street lighting etc. must be implemented.
Development of a Civic Precinct in the CBD around the Magistrates Court	Standerton CBD	Subject to a detailed business plan	To form an authority use node within the CBD improving accessibility and communication between different government institutions and departments

Table 28: SDF Implementation projects

Land Restitution and land claims in Lekwa

Land claims & land restitution is very important as far as land development is concerned. From a spatial planning point of view land ownership does not necessarily determine the preferred use of land; however, the exceptions are where uses are restructured through restricted ownership practices & where land restitution leads to commercially productive land becoming unproductive. The land restitution process can restrict investment and economic activity over the short- medium term but should not have an impact on the long-term use of the land. For the purpose of this section Land Audit is scheduled to be conducted in the coming financial year 2015/16. The land audit project has already been advertised and proposals has been received in July 2014.

Land Use Management System In Lekwa LM

The municipality has developed a Land Use Scheme (that is a wall to wall) with the help of the Department of Cooperate Governance and traditional affairs (COGTA) in 2020. The regulation of land is currently done using the wall-to-wall land use scheme.

The municipality has a SPLUM By-law in place for land use management, also has developed draft by-laws (Open space bylaw and encroachment by law as required by SPLUMA).

In the final stages of developing the following policies:

- Bulk Contribution Policy
- Encroachment Policy
- Incentive Policy
- Land Disposal Policy / Land alienation Policy
- Vacant land policy

The naming of streets and townships in the municipality is done through the National Geographical Names Council Act (Act 118 of 1998). The municipality has introduced an electronic system called MunAdmin which is a system designed for electronic record keeping, document management and general administration.

Lekwa LM Bulk Contribution Policy

Lekwa LM currently has a draft bulk contribution policy. The strategic intent of Lekwa LM bulk contribution policy is to ensure the financial sustainability of the Municipality through the definition and confirmation of an Engineering Services Contributions on any new development or land development application that increases the load on municipal external infrastructure. This intent is aligned with the Municipality's strategic focus as an opportunity area, which aims to create the economically enabling environment in which investment can grow and jobs can be created, while still being able to provide basic services to all its citizens.

Policy objectives

The objectives of the Bulk Services Contributions Policy are to:

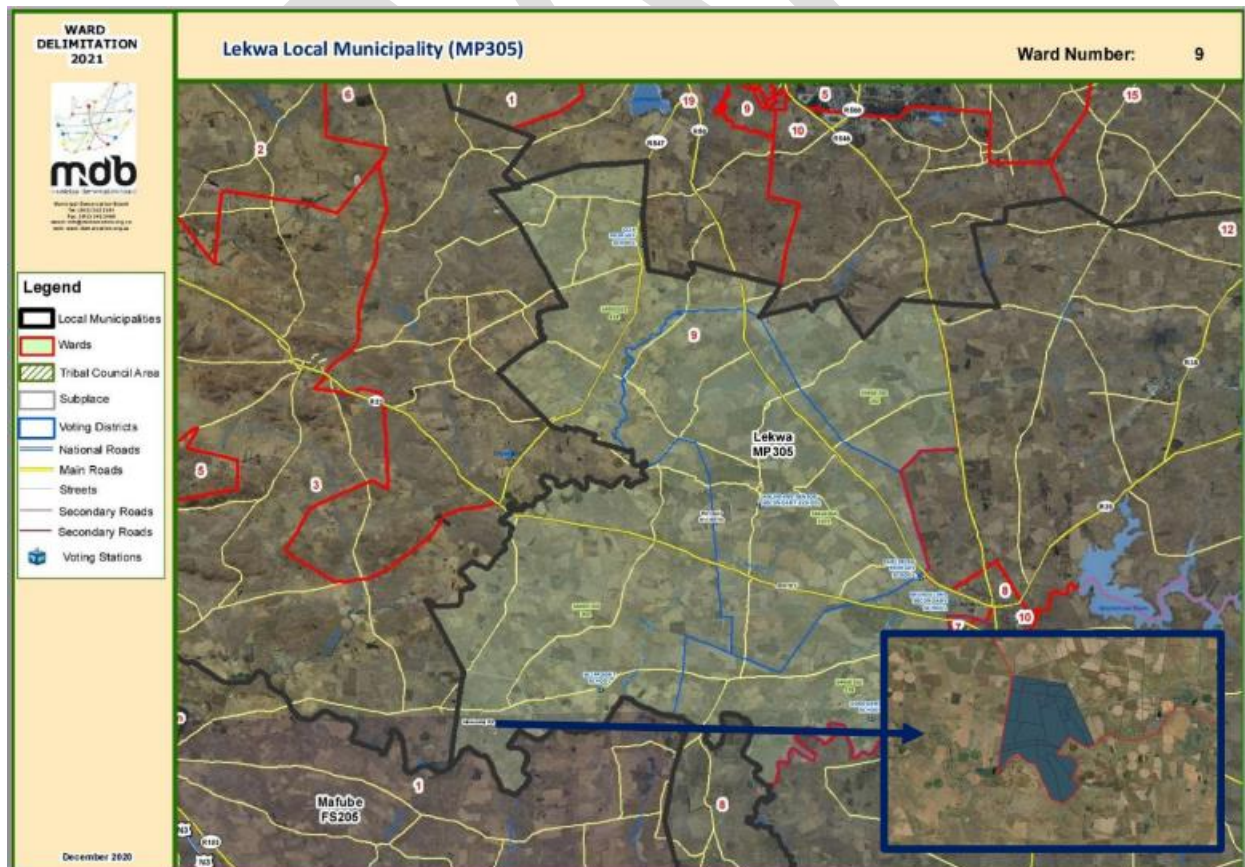
- Recover the portion of the capital cost of economic infrastructure that is attributable to particular developments;
- Enable the provision of economic infrastructure in a timely and sufficient manner to support land development;

- Give effect to the requirements of SPLUMA and related legislation in respect of the development contribution for engineering services.
- Build up reasonable levels of capital to contribute to the construction of new infrastructure when the capacity of existing infrastructure approaches design capacity.
- Clarify the method of determining the development contribution for engineering services as well as the manner in which development contribution for engineering services is calculated;
- Enable the municipality to impose a service development contribution to an applicant or a subsequent owner or occupier of a premise in the event of the actual use of an engineering service exceeding the capacity requirement proposed by the applicant and agreed to by the municipality or to developments subject to service contribution.

Lekwa LM Land Audit

Municipality has recently embarked on a land audit project to identify ownership of all the parcels of land within Lekwa Local Municipality. The result of the audit is a geographical information system (GIS) database that contains a wide variety of information required for spatial planning and land use management purposes, furthermore, the report included recommendations that will include strategies and action plans.

The cadastral data of 2017 indicates a total number of 28 971 parcels that measured 576 060 ha in extent. However, ever since then the board has extended the boundary of Lekwa LM. As advertised in the municipal demarcation board circular 1 of 2018, the redetermination of the municipal boundaries of Lekwa Local Municipality by excluding the farms Vellingskraal 657 and Die Draai 659 from the municipal area of Dipaleseng Local Municipality, by including them in the



Map 14: Lekwa LM Land audit

municipal area of Lekwa as illustrated in Figure 7 below. The two Parent farms amount to approximately 3738 ha which is subdivided into 22 portions. This effectively increases the overall parcels numbers to 28 993 parcels which now measures 579 798 ha.

The property valuation roll provided 25 612 of the title deeds numbers excluding 377 parcels from sectional titles leaving approximately 3 378 properties still missing when compared to the latest cadastral data from the surveyor-general. The land ownership categories are as per the diagram below.

Ownership per land parcel

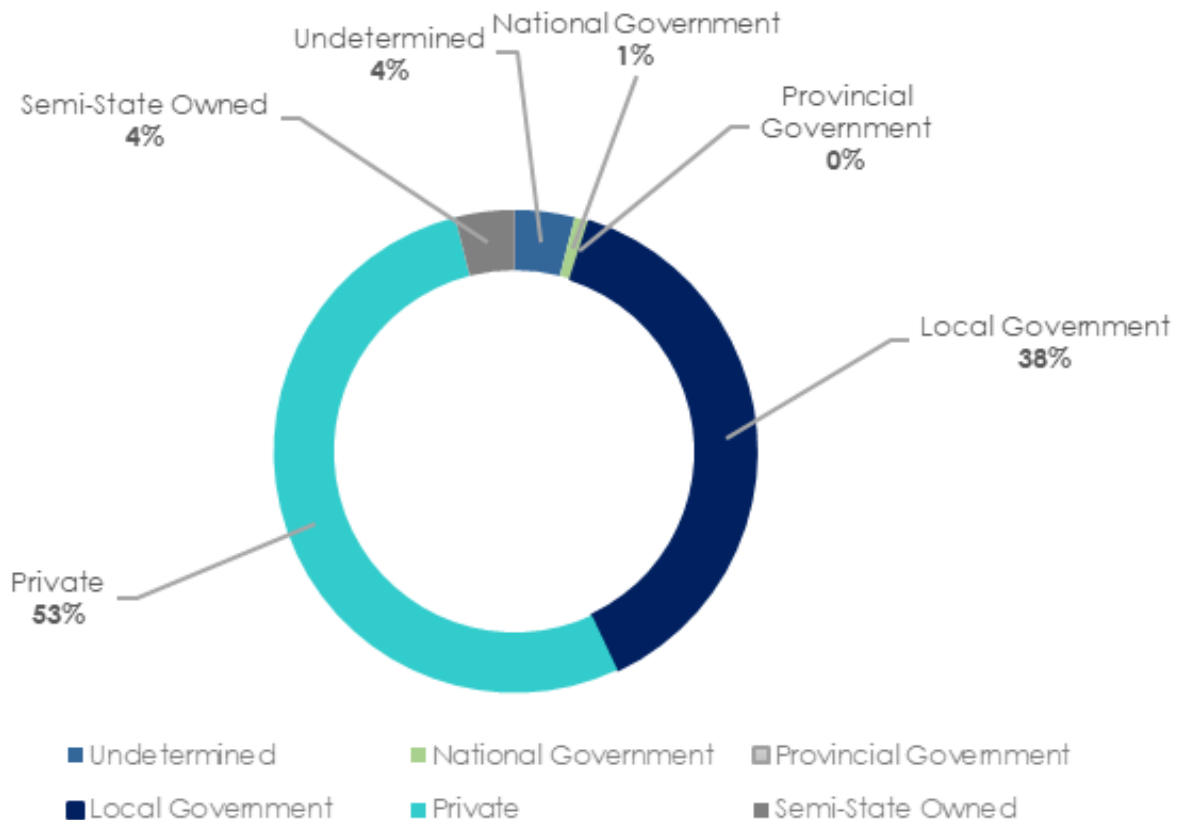


Figure 29: Ownership of land in Lekwa

The strategic objectives of the land audit are as follows:

- To add value to the Municipal Valuation Roll
- To enhance revenue collection
- To have a clean and credible cadastral dataset

To achieve the above objectives the following proposals were made in the land audit report

- Proposal 1: Regularly updating the Valuation Roll

- Proposal 2: Revenue enhancement
- Proposal 3: Implementation of IDP and SDF proposals
- Proposal 5: Update Cadastral Data Regularly
- Proposal 6: Land Registration
- Proposal 7: Investigate inconsistencies between Cadastral and Physical
- Proposal 8: Land Audit Projects
- Proposal 10: Design and implementation of a development incentives policy

Land audit proposals

PROPOSAL	ACTION	INHOUSE/OUTSOURCE
Regularly updating the Valuation Roll	The valuation roll is updated regularly when changes take place to the property. Supplementary valuations, therefore, must be compiled and published at least once a year in a Supplementary Valuation Roll	Outsource
Revenue enhancement	To develop an effective system of revenue collection, the following actions need to be taken; ▪ Review Tariff Structure ▪ Systematic Cleansing of Billing Information ▪ Bill for Previously Unbilled Services ▪ Raise Revenue from Sale of Stands	Inhouse
Implementation of IDP and SDF proposals	The Municipal Spatial Development Framework, per definition, essentially addresses the spatial implications of the Integrated Development Plan (IDP), it is recognized that holistic governance and management of any area also requires the implementation of strategies/proposals; ▪ Nodal Review ▪ Urban Edge ▪ Priority Development Areas ▪ Infill Development ▪ Medium to Long Term Expansion Areas	Outsource
Land Disposal Policy Implementation	Review of policy underway and should be implemented once approved; ▪ Provide a framework,	Inhouse

	Guidelines and procedures that are intended to be followed by the Council for the disposal and letting of various types of immovable properties	
Update Cadastral Data Regularly	Provision of valid and up-to-date data and information related to land administration activity can be exercised through the following; - Cleaning up existing databases by rectifying identified anomalies/ discrepancies. - Building and improving land mapping and land information systems will lead to a process of establishing spatial data and the latest information to support services conducted.	Outsource
Land Registration	Registration of land deals with matters concerning ownership, possession, or other rights in land are formally recorded to provide evidence of title, facilitate transactions, and prevent unlawful disposal which is why; - All land parcels (either new or old) to undergo the required statutory procedures for registration (Conveyancer appointment). - Completing and maintaining the property register which is required for the regional segment reporting.	Outsource

Table 29: Land audit proposals

Gert Sibande District Municipality Rural Development Plan 2016

The country was allocated R6 Billion by Department of Rural Development and Land Reform for over the next three years for Agri-park projects. The Agri-park is a system innovation of agro-production, processing, logistics, marketing and training and extension services located in District Municipalities. As a network it enables a market-driven combination and integration of various agricultural activities and rural transformation services.

The objectives of Gert Sibande District Development Plan.

- To improve the living standards or well-being of the mass of the people by ensuring that they have security and that their basic needs such as food, shelter, clothing and employment are met.
- To make rural areas more productive and less vulnerable to natural hazards, poverty and exploitation
- To ensure that any development is self-sustaining and involves the mass of the people.

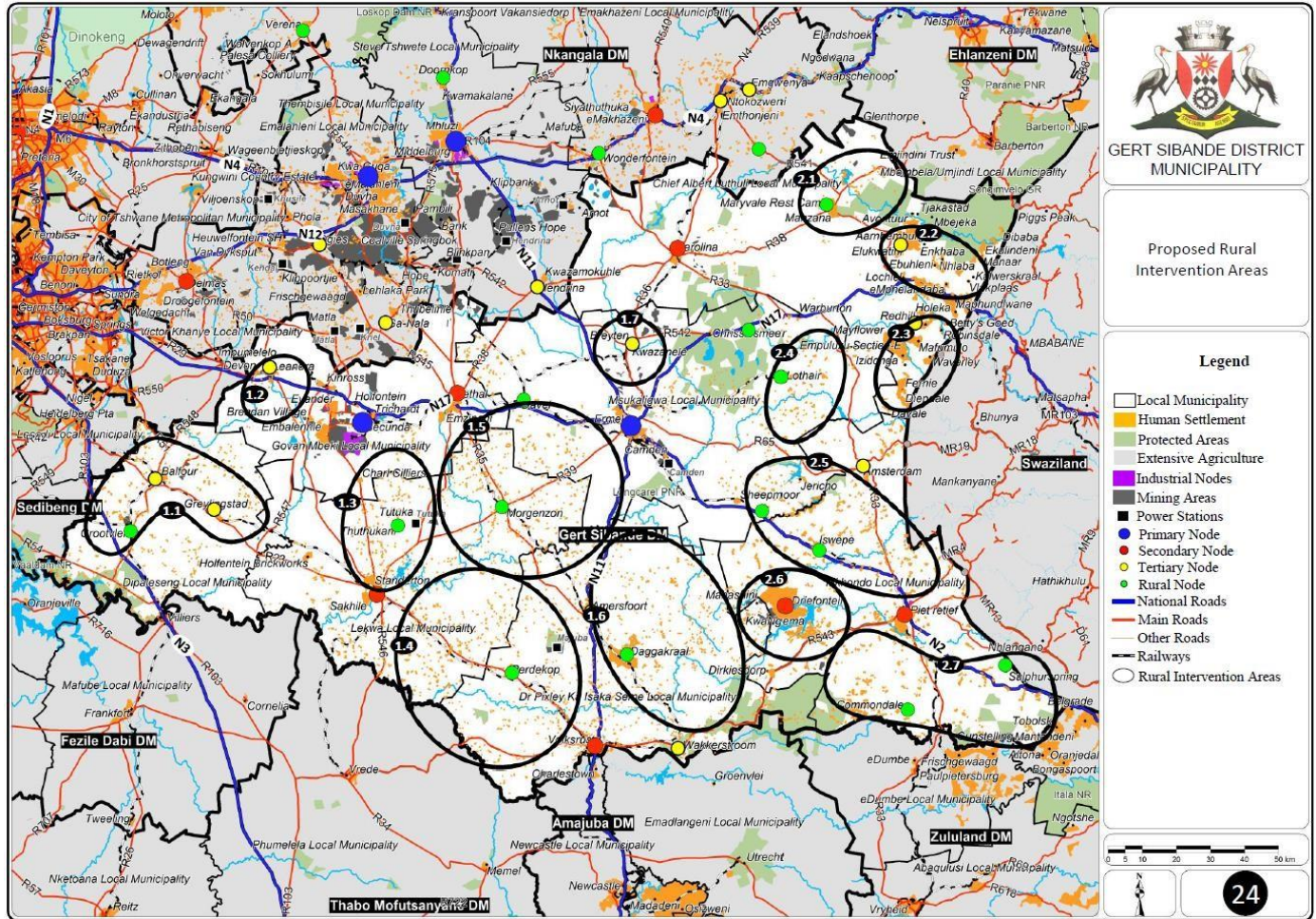
The Gert Sibande RDP Draft have proposed multi-purpose service delivery centers within Lekwa Local Municipality at Standerton, Sakhile, Thuthukani and Morgenzon. Issues pertaining informal settlements were identified around Standerton that needs to be addressed in the housing delivery strategies of the municipality. The Gert Sibande RDP Draft pointed out the following points on Lekwa Local Municipality derived from the previous SDF:

- Standerton in the central part of the municipality identified as a First Order Node, while Morgenzon was identified as a Second Order Node.
- Third and Fourth Order Nodes were identified to serve the areas which are far located from Standerton and Morgenzon.
- The northern, central and southern extents of Lekwa either comprise existing agricultural activity or were earmarked for agricultural expansion and do not comprise any notable concentrations of human settlement.
- The precinct plan for Standerton delineated an urban edge which does not allow for outward residential expansion. Rather, the SDF proposed residential densification, as well as mixed use development. Two areas were proposed for infill development, in order to consolidate the urban structure of the town with Sakhile Township. The same principles applied to Morgenzon.
- There is no Strategic Development Areas (SDA's) within the municipality.
- Urban renewal initiatives in the municipality should preferably be located in Standerton and Morgenzon where they will have the greatest potential impact.

Farmer Production Support Units (FPSU's) were identified by the RDP in the areas of Thuthukani, Holmdene, Morgenzon and Standerton. The revised SDF requests the consideration the FPSU at Standerton be shifted to Platrand which is more rural in nature and identified as a third order node within the municipality.

As mentioned, Lekwa Local Municipality is located in Functional Region 1 identified within the RDP. Functional Region 1 is called the GSDM Highveld area and is characterized by coal mining, electricity generation, maize and livestock farming. Within each functional region the RDP have identified "Rural Intervention Areas (RIA's)".

Rural Development interventions



Map 15: GSDM Rural development initiatives Source: Lekwa SDF, 2016

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

- RIA 1.3: The hinterland between Secunda and Standerton, with the focal point being a potential Rural Node in the vicinity of Thuthukani.
- RIA 1.4: This RIA serves the hinterland between Standerton and Volksrust with Perdekop as the Rural Node serving the large number of rural communities in the surrounding area. Not identified within the RDP, but just as important, Platrand also fall within this RIA and serves as a third order node within Lekwa.
- RIA 1.5: The rural area between Bethal, Ermelo and Amersfoort where Morgenzon can be strengthened as a rural node serving the rural communities within surrounding areas.

Planning and Economic Development Policy framework

- Constitution- S156 and Part B of Schedule 5: Municipal Planning (strategic, spatial, land use).
- SPLUMA, 2013: Municipal Planning
- National Standard and Building Regulations, 1977: Building Control Regulation
- Housing Act, 1997
- National Housing Code, 2009

- Social Housing Act, 2008
- Housing Consumers Protection Measures Act, 1998
- The Rental Housing Act, 1999

Organizational structure of Planning and Economic Development

DIVISION	NUMBER OF POSITIONS	TOTAL FILLED	Number of Positions Vacant	VACANCY RATE
Executive Manager's office	2	2	0	0%
Land and Property Management	8	6	2	25%
Town planning	7	2	5	71%
IDP	2	2	0	0%
LED	4	2	2	50%
Human settlements	11	9	2	18%
Total PED positions	34	23	11	32%

Table 30: PED Organizational structure

Recommendations

- Municipality should ensure that officials have the necessary tools of trade such as laptops, travelling allowances, functional telephones for contacting stakeholders and functional WIFI to avoid negative impact on productivity of workers.
- Municipality should also establish a research unit.
- Municipality should establish property management unit to deal with land alienation/disposal processes.
- Municipality should fill vacant positions and capacitate the department with qualified and experienced personnel to enable efficient and sustainable provision of basic services.
- Provide capital funds for infill development & densification projects (residential stands for middle to high income group, municipal subdivided stands).
- Municipality should upgrade and maintain bulk infrastructure to support both existing and new developments to support local economy and to attract investors.

3.5 STATUS QUO ASSESSMENT OF LOCAL ECONOMIC DEVELOPMENT

Lekwa Local Municipality Economy

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

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

Contribution to Mpumalanga's economy in constant 2015-prices

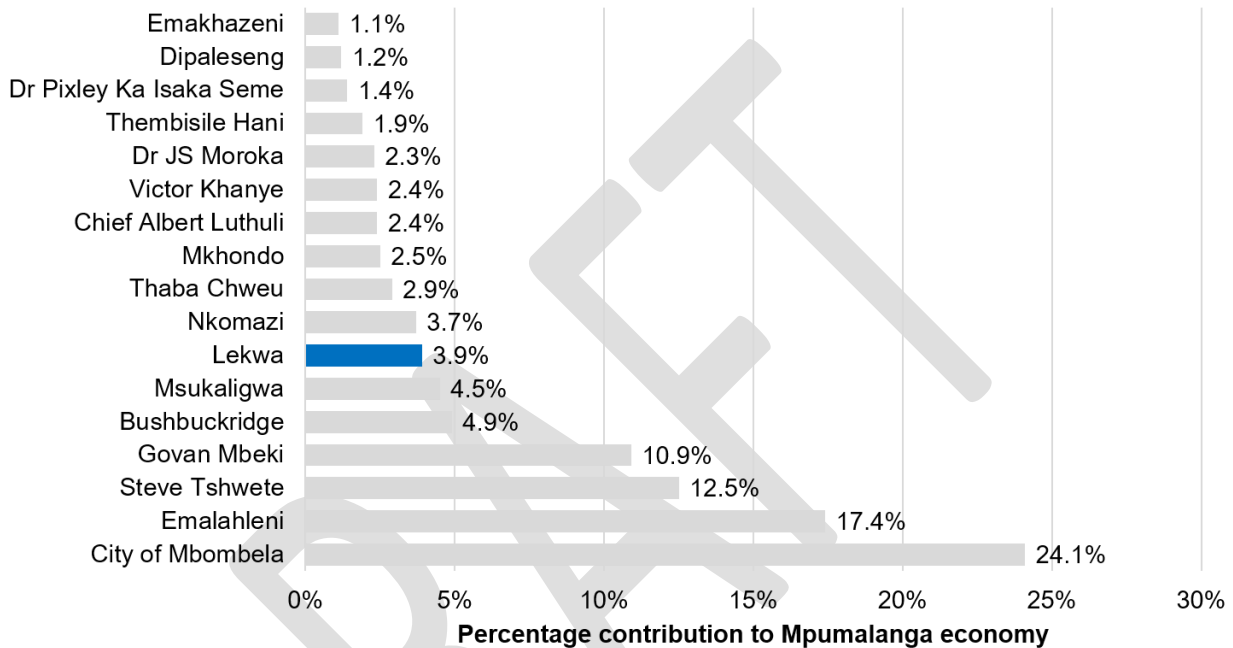


Figure 30: Lekwa LM contribution to Mpumalanga's economy, SERO Report 2022

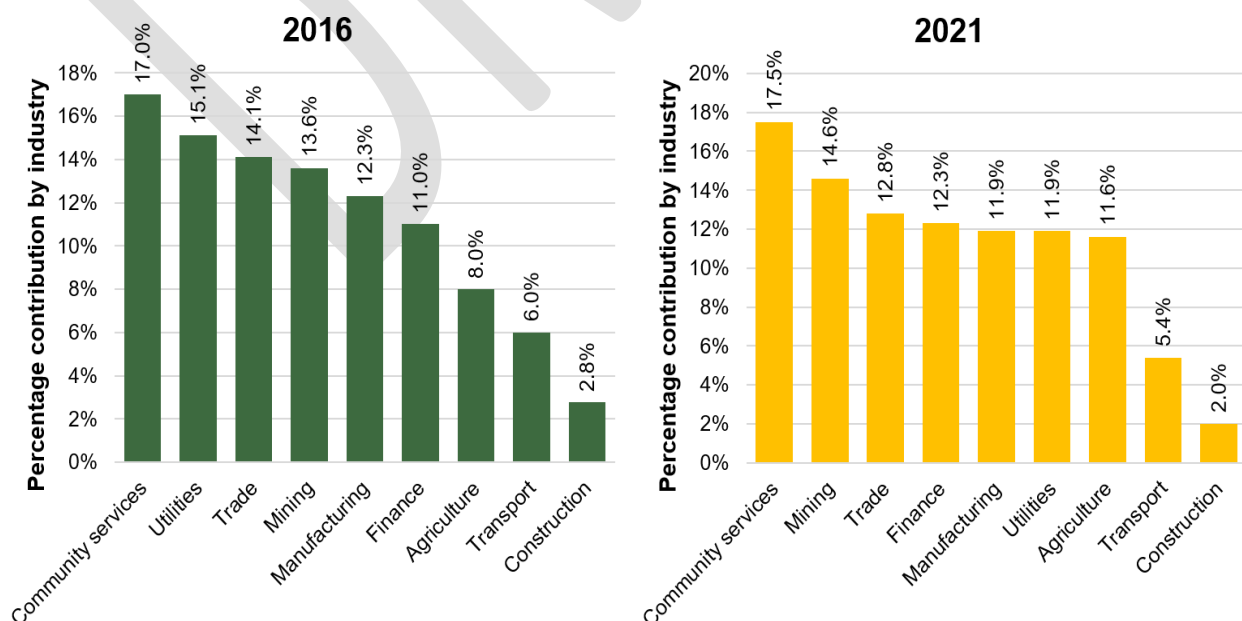


Figure 31: Structure of Lekwa's economy, SERO Report 2022

Some relevant economic plans and opportunities for Lekwa

Importance and relevance of:

- the implementation of the Provincial Spatial Development Framework (SDF) by COGTA.
- the implementation of a Provincial LED strategy framework by DEDT. Viable, vibrant and representative LED Forum, capacitated LED Unit and updated LED strategy. SMME development, including the informal sector. Investment friendly environment.
- the roll-out of the DDM.

Linking with economic interventions in Gert Sibande:

- Enhancing the manufacturing sector in Gert Sibande through the planned Petro-Chemical Technology Park in Secunda as part of the Mpumalanga Industrial Development Plan (MIDP).
- Agriculture & agro-processing – crop & livestock. Forestry & furniture manufacturing. Coal mining and electricity generation.

Economic opportunities in Lekwa:

- The implementation of MERRP projects and links with these projects? Building of a Mall to prevent leakages to other municipal areas like Secunda in Govan Mbeki.
- Opportunities in the tourism industry, as well as agriculture and agro-processing/manufacturing. Green Economy?
- Faster roll-out of basic services and municipal infrastructure necessary. Support to SMMEs and Cooperatives where the Social Enterprise Model/Programme and Government Nutrition Programme will contribute to job creation and economic development.
- Rejuvenation of township businesses with initiatives to transform townships and villages from labour and consumption reserves into thriving productive investment hubs.

Lekwa LM Local Economic Development Strategy.

Businesses are known to move away from areas where poor service delivery disrupts production processes and avoid crime-ridden areas where instances of crime and a lack of security result in financial losses. Attracting a strong private sector is built upon basic service delivery, safety and security.

Excellent basic service delivery is key to creating a supportive business environment, and the Municipality should provide and facilitate the following:

- Uninterrupted basic service delivery;
- Refuse removal and cleanliness;
- Lighting & marking of streets and pavements;
- Maintenance of the public environment
- Healthy social environment;
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces;
- Manage existing and new public infrastructure for the future benefit of all the users of the area;
- Protect property values;

- Support the promotion of the area as a safe and clean environment by promoting greening, energy efficiency and recycling;
- Support and promote social responsibility in the area;
- Reducing crime and, therefore, losses due to criminal behaviour;
- Effective management of traffic flow and parking spaces.

Enabling Environment

LLM should aim to create an enabling environment that attracts diversified private sector investment and fosters the growth and development of existing and new businesses.

The business environment of the area is dependent on the following:

- Economic growth in the area
- The availability of human capital and the required inputs to their respective production processes
- Access to markets
- Basic service delivery and maintenance of infrastructure

Private sector development must be supported by transport and road infrastructure as well as basic services such as water and electricity and factors such as housing which is mainly dealt with in the IDP. A safe and secure environment forms the basis of growing the private sector.

Business Support (Private Sector)

Economic growth is a prerequisite for economic development. Economic growth means increasing the total output, i.e., all goods and services produced in a region. A region's economy can therefore be grown by increasing the production levels of local businesses and establishing additional (new) businesses. The inputs required for businesses must be increased, and businesses must operate at optimal production levels. Optimal production levels can be achieved through the necessary skills and by creating an enabling environment for businesses to flourish.

The private sector, made up of businesses, is both a beneficiary and a driving force for economic growth. Strong economic growth allows businesses to expand and grow, increasing their economic contribution and facilitating economic growth, creating a virtuous cycle. Therefore, efforts to promote economic growth create an enabling environment for existing businesses to grow and prosper and a conducive environment for new venture creation.

In addition to creating employment and capital formation, local businesses also contribute to government income. The value of the private business sector, therefore, mostly lies in creating employment, thus enabling households to improve their standard of living, pay taxes, and contribute to the local economy. Households, or citizens, are therefore the end-beneficiaries of business prosperity, and the government is, in turn, a beneficiary of citizens' prosperity.

A growing economy also enhances the chances of new businesses succeeding. The market for the goods and services produced by businesses can be enhanced by increasing the local economy's buying power and exporting goods and services to other areas.

The more people participate in the economy, the faster it can grow. Economic participation means that people earn an income that will enable them to buy more goods and services,

increasing the demand for production. Therefore, creating employment is key to economic growth, and creating employment is facilitated through growing businesses to employ the people and establishing new businesses for people to employ themselves. The private sector can be developed and supported through:

- Supporting SMME development
- Creating an enabling environment for businesses
- Reducing unnecessary administrative burdens (red tape)
- Excellent basic service delivery
- Suitable road- and transport infrastructure
- Safe and secure environment

SMME Development

Entrepreneurship is very important for putting labour, natural resources and capital to productive use. Entrepreneurship is recognised as a key driver of economic growth, job creation, and poverty reduction (World Bank, 2013). Nations with higher levels of entrepreneurship are most competitive. According to the World Bank, a robust SMME sector can be a transformational economic force in terms of enhanced competition, job creation, innovation, economic growth, and poverty reduction. However, private enterprises depend on favourable local business conditions to achieve prosperity. Local government has an essential role in creating a favourable environment for business success and job creation. Partnerships and mutual support are essential to achieve this synergy.

The informal sector contributes to poverty alleviation by creating a livelihood for the poor, creating employment and producing goods and services for the local community. In South Africa, the informal sector is not confined to any particular sector of the population (Roux, 2014). Flea markets, street vendors, homemakers who work from home, hawkers, sewing and backyard mechanics are some examples of informal businesses.

Given the informal sector's contribution to job creation and economic activity, it should not be regarded as a nuisance but rather as an additional source of economic growth that can be developed. Initiatives focused on the informal sector should provide support to develop enterprises and empower them to grow and create employment.

Road and Transport infrastructure

Road- and transport infrastructure is required to link businesses to markets and ensure access to the necessary inputs and labour required for production. Excellent road and transport infrastructure are necessary for businesses across all sectors, including tourism. It is recommended that LLM access the applicable infrastructure grants to ensure that road and transport infrastructure support business- and tourism growth.

Red tape reduction

One of the most crucial economic development activities a municipality could undertake is to improve the processes and procedures that the local authority itself subjects to local businesses. By reducing the number of complex, expensive and unnecessary business regulations, an area can quickly improve its investment climate and become known as a business-friendly locality.

Safety and security

Safety and security are extremely important for boosting tourism and protecting businesses across all industries against losses and damages. Effective policing and involvement with the local Community Policing Forum (CPF) and neighbourhood watch initiatives and effective municipal policing should support reducing crime and enhancing safety and security in the Lekwa Local Municipal area.

Lekwa LM economic Reconstruction and Recovery Plan

South Africa's economy has been negatively affected by the outbreak of the Covid 19 pandemic in the Country and the rest of the World. Though the outbreak found the economy of the country at a vulnerable state, the country had already experienced two consecutive quarters of a recession. It is against the above background that Municipalities including Lekwa Local Municipalities are expected to develop economic recovery plan beyond the Covid 19 economic interruptions, the plan seeks to unlock production potential for improved competitiveness and sustainable economic growth.

Lekwa Local Municipality's contribution to the Mpumalanga Province economy in 2019 was 2.9%, making it the 9th largest economy in the province. About 10,9% contribution in the district economy, 3rd largest in the district. Growth rate in the municipality is recorded as (1996-2019): 0,5% P/A and 2014-2019, 0,4% P/A and growth rate projections (2019-2024): 0,3%-0,6%, whereas unemployment Rate is seating on: 27,1%

Lekwa LM ERRP Priority Areas

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
Stakeholders Engagement (Functional LED Forum)	Resuscitation of LED Forum	LED Forums	- All Business chambers - Big companies - Government Departments	17 November 2020	X			LED Forum launched 3 November 2022
Attracting investments for job creation and Economic Growth	Develop, review and implement Local Economic Development strategy	Review LED Strategy	- DEDET LED Directorate - COGTA LED Directorate - GSDM LED Directorate - SALGA LED Directorate - Appointed service provider - LEDF Member	30 June 2022	X			LED Strategy developed. Awaiting for conclusion of litigation processes and approval from council.
Governance on Economic Development (Creating an enabling environment for ease of doing business in Lekwa LM)	Develop and review policies/mechanisms to facilitate ease of doing business.	- Develop Business licencing policy - Review Street Trading By-law, 2017 - Building Plans and Rezoning processes (SOPs)- turnaround times.	- DEDET Business Regulation Directorate - Department Trade and industry - COGTA - GSDM	30 June 2022	X	X		Business Licensing policy developed, awaiting approval from Council.

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
	- Facilitate access to the market - Land release and acquisition							
Mining (Social Labour Plans)	- Engagement with mining companies to strengthening working relationships. - Review percentage allocation on SLPs - Enterprise Development	- Upgrading of Morgenzon water plant - Storm water project - Provision of water to rural wards (9,12 &13)	- DMR&E - Sasol mining - Seriti Coal - GSDM	30 June 2021		X		- Morgenzon water plant project – implementation phase. - Storm water project – project completed, however not handed over to the municipality yet. - Water provision - Complete, However, challenges of water quality.
Green Economy	Waste Reduction in Lekwa LM through	Provide Support to recycling business based on SANTA road Sakhile Ext4	- DEDET - GSDM - Recyclers	30 June 2022		X		- All recyclers were profiled. - Recyclers supported

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
	recycling opportunities ▪ Mobilise and profile all recycling companies							through the DSBD. ▪ Two recyclers received equipment to the value of R 10 000. One cooperative supported through the Siyathuthuka Enterprise Development.
Standerton Corridor Development	Development of strategic corridors to support transit town concept	▪ Upgrading of R23 road ▪ Establishment of a Truck stop ▪ Development of Standerton Rail way station ▪ Development of Corridor Precincts (Beyers Naude & Tsotetsi Streets)	▪ SANRAL ▪ PRASA ▪ Lekwa Local Municipality ▪ Other social partners	30 December 2024		X		
Nodal Development	Development and implementation of nodal precinct Plans	▪ Standerton Mall – mall approved by Tribunal ▪ Standerton CBD Precinct plan ▪ Standerton Ext8 Mixed Development	▪ NHBRs ▪ Developers ▪ Construction companies	30 June 2026		X		

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
Automobile Sector	- Facilitate accreditation of Auto mobile Related business. - Engage training institution for possible training - Linking the sector with funding institution (Auto Industry Transformation Fund) - Providing working place for Township Auto Mobile Business	Profiling of all Auto mobile companies	- Panel Beaters - Tyre fitment centre - Spry Painters - Motor mechanics - Automobile spare retailers	30 June 2021				Profile of automobile companies complete – awaiting Leasing and Disposal of immovable assets policy
Construction Sector	- Develop and implement 30 % localisation and empowerment Policy (local contractors) - CIDB training - Supporting construction sector for job creation.	- Develop and implement 30 % localisation and empowerment Policy (local contractors) - CIDB trainings - Supporting construction sector for job creation.	- Develop and implement 30 % localisation and empowerment Policy (local contractors) - CIDB trainings - Supporting construction	30 June 2024		X		- Policy developed, awaiting approval from Council. - CIDB Trainings to be provided by SANRAL

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
			sector for job creation.					
Transport and Logistics	Develop and implement Integrated Transport Master Plan	- Construction of Morgenzon Taxi Rank - - Redevelopment of Standerton Taxi Rank - Development of integrated Transport Master Plan - Development of Truck Stop	- Local Taxi associations - Department of Public works and transport - Lekwa Local Municipality - Private Sector	30 June 2024		X		
Township/informal economy	- Reducing Red tapes - Relaxation of Land use scheme, bylaws	- Formalization of businesses operating in Townships. – Through business licensing policy, pending approval by council. - Licensing of informal businesses - Relaxation of Land Use Management Systems	- Department of Small Business Development - DEDET - SEDA - Tuckshops - Salons - Shisanyama - Car washes - Fruits & veg corners	30 June 23		X		

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
Real Estate (Property Market)	- Township Establishments - Operating system for property market value chain. - Develop and implement infrastructure master plans. - Subdivisions of municipal land and service stands	- Standerton Extension 5 Township Establishment - Morgenzon Extension 5 Township Establishment - Review Billing System - Data cleansing (Link GIS and financial systems)	- Human Settlement - Private developers - Real estate companies - Lekwa Local Municipality	30 June 2024		X		
Renewable Energy	Review SDF and identify land for renewable energy infrastructure	Renewable energy projects, recycling.	- Independent Power Producers. - DMRs	30 June 2024		X		
Information Technology	Facilitation of access to information and communication technology.	- Review Tariffs on telecommunication infrastructure¹⁵ - Policy/By-Law on telecommunication infrastructure (Cell Mast and Fibre installations)	Lekwa LM	30 June 2022		X		
Education	Engagement with institution of Higher Learning	Skills Development projects	- Department of Education - GS College - Lekwa LM	30 June 2024		X		

Table 31: Lekwa ERRP Priority areas

Policy framework

- S152: LED- Promote social and economic development

Organizational structure for the division of Local Economic Development

Local Economic Development in Lekwa LM is a division that is within the department of Planning and Economic Development

DIVISION	NUMBER OF POSITIONS	TOTAL FILLED	VACANCY RATE
LED	1 LED Manager 3 x LED Officer	1 LED Manager 1 LED Officer	50%

Table 32: Organisational structure of LED in Lekwa LM

Recommendation

- Municipality should ensure that officials have the necessary tools of trade such as laptops, travelling allowances, functional telephones for contacting stakeholders and functional WIFI to avoid negative impact on productivity of workers.
- Municipality should also establish a research unit.
- Municipality should establish property management unit to deal with land alienation/disposal processes.
- Municipality should fill vacant positions and capacitate the department with qualified and experienced personnel to enable efficient and sustainable provision of basic services.
- Provide capital funds for infill development & densification projects (residential stands for middle to high income group, municipal subdivided stands).
- Municipality should upgrade and maintain bulk infrastructure to support both existing and new developments to support local economy and to attract investors.

3.6 STATUS QUO ASSESSMENT OF BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Service delivery and infrastructure policy framework

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

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

- Inadequate maintenance of the systems.
- Slow renewal of aged infrastructure.
- Critical skills shortage, it is of utmost importance to note that profitable local economic activities require efficient and functioning systems of water, sanitation, electricity and roads management infrastructural services.

- Solid waste management and illegal dumping sites.
- Poor revenue collection and no strategy to deal with that challenge.
- Uncoordinated efforts from various key sectors on the previous interventions in the municipality.

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

Road infrastructure in Lekwa LM

Tarred Road Infrastructure Kilometers					
	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Tar roads maintained
2016/2017	175.1	0.0	0.0	0.0	2,0
2017/2018	175.1	0.0	0.0	0.0	
2018/2019	180	0	0	0	0
2019/2020	180	0	0	12592 m2	
2020/2021	180	0	0	0	0

Cost of Construction/Maintenance						
R' 000						
	Gravel			Tar		
	New	Gravel – Tar	Maintained	New	Re-worked	Maintained
2016/2017	0	0	0	0	0	0
2017/2018	0					1,013,000
2018/2019	50	280	1000	0	0	2,000,000
2019/2020					0	4 283 453.95
2020/2021						0

Grant investment for the past five years

Year	Grant	Allocation	Expenditure
2016/2017	MIG	R38,531,000	R38,531,000
	INEP	R7,000,000	R7,000,000
2017/2018	MIG	R29,292,000	R19,292,000
	INEP	R8,000,000	R8,000,000

	WSIG	R30,000,000	R8,000,000
2018/2019	MIG	R28,034,000	R28,034,000
	EEDSM	R6,000,000	R6,000,000
	WSIG	R42,000,000 (Including approved rollover of R22,000,000)	R 35,286,461
2019/2020	MIG	R28,844,600	R28,844,600
	INEP	R4,000,000	R4,000,000
2020/2021	MIG	R28,320,000	R28,320,000
	INEP	R10,000,000	R10,000,000
2022/23	MIG	R67,880,766	R39,534,517
	INEP	R7,000,000	R0

Table 33: Grant investment for the past five years

3.7 STATUS QUO ASSESSMENT OF COMMUNITY SERVICES

Powers and functions

- To provide access to comprehensive fire and emergency services to all communities of Lekwa Municipal area, reduce the incidents and adverse effects of fire, contribute to preserving life, maintain a healthy natural environment and safeguard the economic base of the municipality.
- Re-engineering of Solid Waste removal in Lekwa to ensure that an affordable hygienic service can be provided.
- To protect health, well-being and the environment by providing reasonable measures for promoting and ensuring the effective delivery of waste management services.
- To manage the rendering of efficient and sustainable traffic and law enforcement services to all road's users; provision of safety and security in municipal area of jurisdiction; and road marking and signs maintenance
- To promote and develop Sports, Art and Culture and other recreational activities.
- Proper management of municipal community facilities including sport fields, public spaces and recreational centres, parks and facilities; and provision of burial spaces.
- To provide library and information services by increasing and promoting access by providing suitable loan services and collections development of library materials.

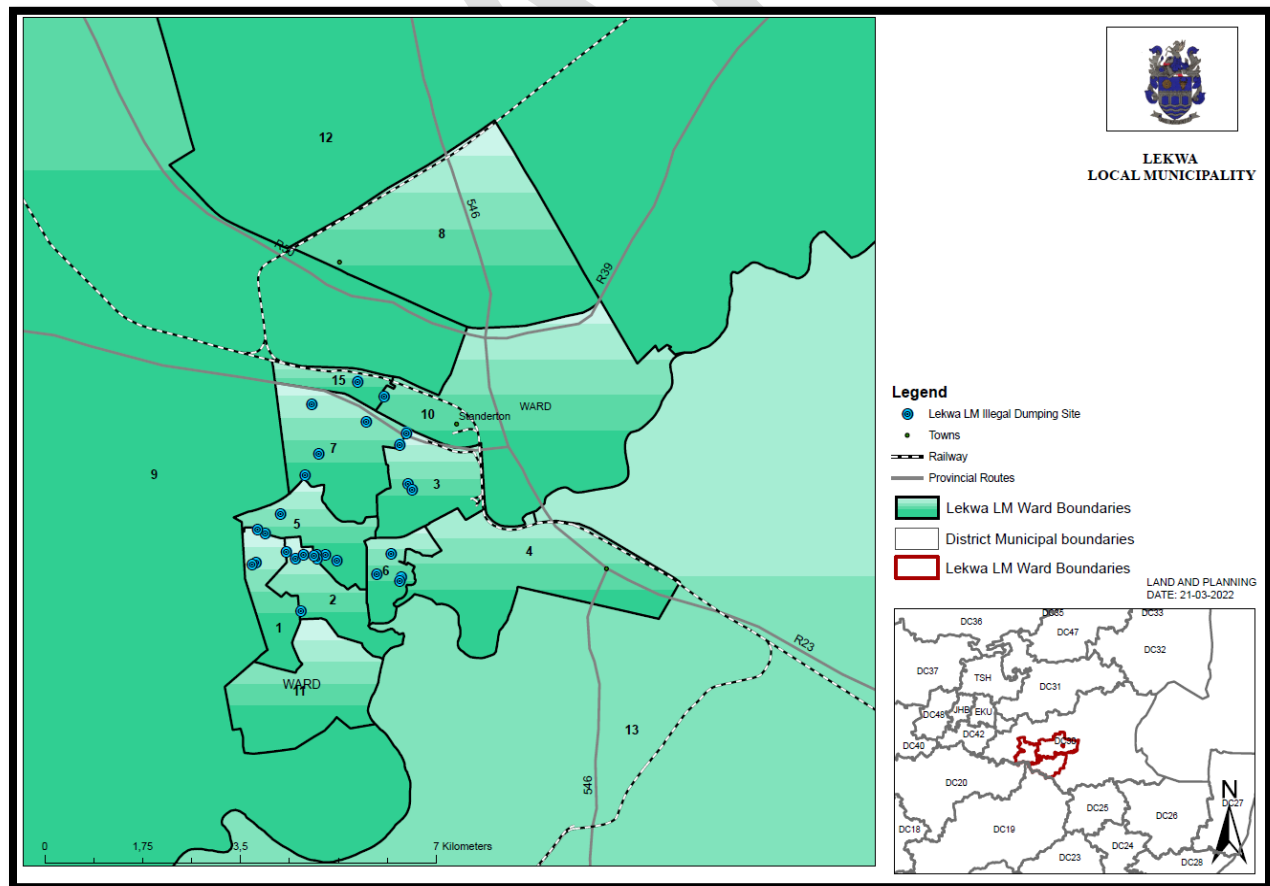
Vacancy rate

Department	Number of Posts	Number of Posts Filled	Number of Posts Vacant	Vacancy Rate

Office of EMCSS	2	2	0	0%
Transversal	10	2	8	80%
Traffic and Law Enforcement	25	12	13	52%
Fire, Rescue and Disaster Management	49	42	7	14%
Waste Management Services	82	60	22	27%
Environment, Sport, Recreation, Arts & Culture	41	23	18	44%
Library and Information Services	26	7	19	73%
Department Total	235	148	87	37%

Table 34: Community services organisational structure

Illegal dumping sites per ward in Lekwa LM



Map 16: Illegal dumping sites in wards 1-15

Recommendation

- Source funding for rehabilitation of Morgenzon landfill site which has been closed and upgrade of Standerton landfill site - 2022/23 financial year.
- Review of Integrated Waste Management Plan.
- Budget allocation to procurement of five (5) refuse trucks, three (3) tipper trucks that will allow the municipality to operate according to service standards.
- Filling of vacant positions.
- Development of maintenance plan for vehicles and machinery.
- Refresher training for drivers and machine operators.
- Development and implementation of a cleaning and awareness campaign in all Wards.
- Protective Clothing processes to be concluded and allocation be done to employees according to Conditions of employments and standards.
- Engagement with stakeholders like District Municipality Disaster Management Centre, Sasol mining, Seriti, Eskom etc. to assist the Fire Stations with machinery and equipment required in-order to improve response time.
- Recruitment processes be in place for filling of vacant positions within the division.
- Budget allocation for building of new fire station in Morgenzon and Sakhile.
- Refresher training for drivers and machine operators.
- Budget allocation for procurement of one (1) Front-end loader, one (1) bakkie and other grass cutting material be made available during 2022/23 financial year.
- Protective Clothing processes to be concluded and allocation be done to employees according to Conditions of employments and standards.
- Fast track fencing of fencing and building of ablution facilities in Rooikoppen, further to that a land should be identified for a new cemetery.
- Refresher training for drivers and machine operators.
- Wellness programmes to be developed for all employees and Senior Managers, Managers and supervisors to come-up with programmes that will recognize best performing employees.
- A programme be developed to refresh employees about their tasks, duties and job description
- Filling of vacant positions for all public libraries.
- Budget allocation for building of new library (CBD and Thuthukani), library operations and collection during 2022/23 financial year.

3.8 ENVIRONMENT AND CLIMATE CHANGE IN LEKWA

The constitution of South Africa is the over-arching framework of all other legislation in South Africa and its primary goal is to protect the rights of all citizens of the country. The constitution binds the legislature, the executive and all organs of state. The constitution aims to promote the integration of environmental laws and protection of resources at all levels of government and development and ensure accountability, transparency and participation

In terms of the environment, the constitution states that: (S24) Everyone has the right –

- to an environment that is not harmful to their health or well-being; and
- to have the environment protected, for the benefit of present and future generation through reasonable legislative and other measures that –
- prevent pollution and ecological degradation;
- promote conservation; and
- secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

Air quality

The Highveld Priority Area (HPA) was declared by the Minister on 23 November 2007 under the National Environmental Management: Air Quality Act (AQA). A priority area is defined as an area where ambient air quality standards are being exceeded, or may be exceeded. The declaration necessitated the development of an Air Quality Management Plan (AQMP) for the area. These are the local municipalities in the Gert Sibande District Municipality (GSDM) that fall within the Highveld Priority Area Govan Mbeki, Dipaleseng, Lekwa, Msukaligwa and Pixley ka Seme. A range of industrial, mining and agricultural activities are carried out in the priority area, including power generation, commercial forestry and related industries, metal processing, petrochemical refining, ceramic processes, quarries, mining (primarily of coal), fertiliser and chemical production, explosives production, charcoal production, and other smaller scale industrial operations which contribute to the air quality in the area that needs to be carefully managed to ensure the health of the

Priority sources and pollutants

These are some of the priority sources that have been found to be significant in terms of their contributions to ambient air pollutant concentrations and associated health risks within the Lekwa Local Municipality:

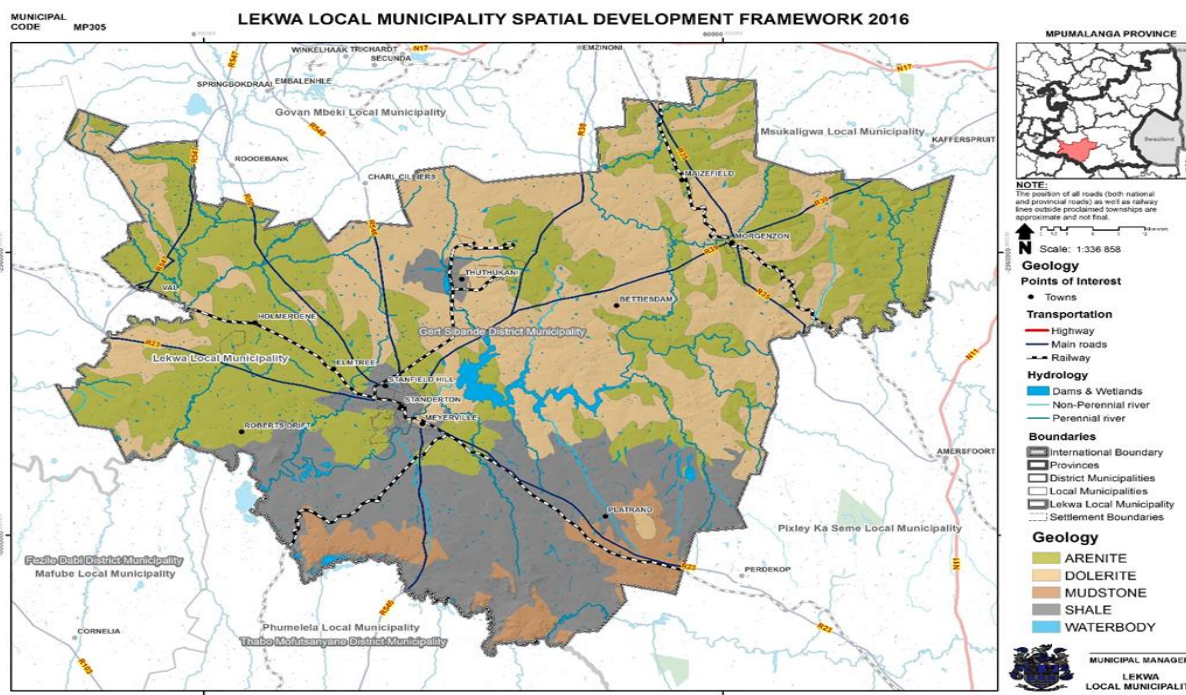
- Household fuel burning;
- Vehicle Exhaust emissions;
- Mining operations:
- Unrehabilitated mine tailings;
- Agricultural Activities;
- Industrial and commercial fuel burning;
- Biomass burning;

Soils, Topography and geomorphology

The largest area of the LLM is covered by vertic, malonic or red structured diagnostic horizons that are undifferentiated. The municipality lies on large open plains of the Highveld region becoming gently undulated to the east. There are no areas with slopes greater than 9%.

Water resources

The Lekwa Local Municipality is situated within the upper Vaal Water Management Area. The Vaal River flows through the municipality, and forms part of the southern and eastern boundary of the municipality. The Grootdraai Dam, situated upstream of Standerton is a major impoundment within the upper Vaal system, and is primarily used for flow attenuation and water supply. Rivers within the municipality all flow into the Vaal River, and the major rivers are the Water Val and Rietspruit rivers in the west, and the Leeuspruit, Palmietspruit, Boesmanspruit, Rietspruit, Kaalspruit and Blesbokspruit. The Klip River forms the southern boundary of the municipality before its confluence with the Vaal.



Map 17: Lekwa Geomorphology

Aquatic and wetland ecology

Aquatic habitats include permanent bodies of water which provide habitat for aquatic life, water reeds and water lilies. Numerous smaller, seasonal dams surround the permanent dams. Some rivers running through the municipality have riverine vegetation which provides breeding space and feeding for fauna.

Wetland Habitat

This vegetation is associated with grasslands that occur along river beds or in soil depressions and relies on seasonal or perennial water for survival. This vegetation uses nutrients from animal manure, sewage works and natural decomposition to grow, thereby filtering water as it passes through. The wetlands provide shelter for insects (e.g., dragon flies) and birds (e.g., weavers) and breeding habitats for reptiles (e.g., snakes and frogs). The wetland areas hold open, often shallow water with extensive fringing vegetation and some patches of young vegetation

Climate change in Lekwa (Lekwa SDF, 2017)

It is predicted that climate change will directly impact South Africa's mean annual temperature and rainfall ranges which will influence pest and disease distributions, flowering and fruiting seasons, and ground water resources (South African Fruit & Wine Initiative, 2009). On the topic of climate and agriculture, total yield on any farm is the product of climate and soil that can be regarded as the yield potential of that area. Certain crops favor certain climatic requirements for example maize is a warm weather crop and is not grown in areas where the mean daily temperature is less than 19°C or where the mean of the summer months is less than 23°C. The

critical maximum temperature destructively affecting yield is approximately 32°C and frost can damage maize at all growth stages (DAFF, 2003).

The maximum average annual temperatures of Lekwa Local Municipality are between 26°C to 28°C. The minimum average annual temperature varies between 3°C to 1°C. It is mostly known that the Mpumalanga province experiences relatively high temperature levels in the summer. In contrast Lekwa Local Municipality experiences moderate summer temperatures, on average, maximum temperatures of between 26 to 28 °C during the summer season. Where the temperature decreases as you move towards the east. The most eastern part of the Municipality ending at a maximum summer temperature of less than 26 °C.

Climate change adaptation measures in Lekwa (Lekwa SDF, 2017)

- Agricultural planning must take into account the potential high intensity rainfall and associated potential flooding. Healthy riparian buffers must be designated around water courses to cope with increased water and flooding.
- No agricultural activity should take place closer than 32 meters from any river bank.
- Developments below a dam wall, must take cognizance of the dam failure flood line and No development should take place within the specified flood line and where the integrity of a river bank may be compromised.
- Existing settlements should be encouraged to relocate outside of these flood lines.
- Fields must be properly planned and contoured with appropriate erosion control; this is because when erosion occurs the eroded sediments may block rivers from flowing smoothly which will result in flooding under harsh climate conditions.
- No future settlements within the 1:100-year flood line and dam failure flood lines. No development should be closer than 32m from the high-water mark of any unprotected dam, until such time as the Disaster Management Plan identifies settlements that are at risk of being flooded. 100-meter development buffers should be encouraged around all wetlands.

Climate change mitigation strategies in Lekwa (Lekwa SDF, 2017)

- Agricultural planning should be around planning sufficient water sources without exhausting available resources or damaging the wetland or the environment. This is because wetlands are critically important for climate mitigation, as they protect human settlements from floods.
- The municipality is located within a lower to mid-range annual rainfall class. Because the municipality has a vast amount of agricultural activity it is important to assure sustainable water sources to be utilized for agricultural purposes and agricultural planning should occur around planning sufficient water sources.
- No wetlands are to be converted or drained without approval from the Department of Agriculture and Environmental Affairs. Wetlands are important to environmental sustainability, water retention and filtration and flood mitigation and must be conserved as far as possible.
- Most agricultural potential in the municipality occurs in the area of the Grootdraai Dam towards the north. In the northwest corner an area with high potential agricultural values exists. This area should be protected from development and be utilized for strictly agricultural use. This is because conservation of agricultural practices ensure that agricultural systems become more resilient to harsh climate. Agricultural practices also reduce greenhouse gas emission and they enhance their role as carbon sinks. In areas with High Agricultural Potential no further development other than commercial agriculture should take place

Lekwa LM Climate change response policy.

Lekwa Local Municipality has to develop and adopt a climate change response policy and climate response strategy supported by the National Climate Change Response White Paper which states that "Local government plays a crucial role in building climate resilience through planning human settlements and urban development; the provision of municipal infrastructure and services; water and energy demand management; and local disaster response, amongst others. Climate change considerations and constraints will be integrated into municipal development planning tools such as Integrated Development Plan and municipal service delivery programmes". The response policy and strategy should incorporate vulnerability analysis assessment, climate change analysis and priority climate change response actions. Every unit in a municipality has to play its part in climate change mitigation and adaptation. Below is a list of the units in Lekwa Local Municipality and their roles in response to climate change.

Lekwa LM Directorate units	Response action
Spatial planning and land use management	▪ The unit is responsible for updating spatial data on land use constraints in order to identify climate change related vulnerabilities ▪ Update SDF to include climate change considerations in spatial planning. ▪ Consider climate change impacts, risks and vulnerable areas in land use decision making ▪ Incorporate climate change considerations into the development and update of various land use and human settlement planning documents. E.g., by-laws and land use scheme.
Building control	▪ Adopt guidelines on green building in conjunction with the National Building Regulations and Building Standards to ensure that buildings are properly oriented to improve thermal efficiency. (Promote energy efficiency)
Local Economic Development	▪ The LED Strategy of the municipality should include mechanisms for climate change adaptation ▪ Improve resource allocation for climate change adaptation and adaptive capacity and mitigation measures.
Water and sanitation	▪ Implement loss/leakage reduction strategies through water conservation projects, to reduce water wastage, soil erosion and storm water drainage blockage. ▪ Include climate change considerations into water and sanitation related strategies and planning.
Storm water and roads	▪ Develop strategy to stop sewage leakages, as it is harmful to the environment and eventually contributes to harsh climate conditions. ▪ Incorporate climate change considerations into Storm Water Master Planning and include eco-mobility to be integrated into transport planning.
Electricity and Energy	▪ Include climate change considerations into energy and electrical infrastructure and master planning. ▪ Develop and implement energy efficiency plans for municipal owned buildings. ▪ Develop and adopt by laws that promote renewable energy and energy efficiency.

Disaster Management	▪ In Accordance with Disaster Management Amendment Act, 2015 local government should Undertake vulnerability assessment for their areas of jurisdiction. ▪ Disaster Management Plan should be updated to meet the requirements of the Disaster Management Amendment Act 2015
Parks and Conservation	▪ Lekwa Local Municipality should develop and adopt open space plan to include all key ecological infrastructure for conservation and management
Waste management	▪ Update the Integrated Waste Management Plan to promote the green waste economy ▪ Ensure compliance with the Promulgation of waste Act by reducing the amount of waste disposed to landfill (Waste minimization strategy) ▪ Clear illegal dumping
Agriculture, Mining and Forestry	▪ Encourage green development in the municipality as part of greenhouse gas sink. ▪ Develop and adopt an agricultural development strategy that incorporates the impacts of climate change. ▪ Promote and encourage sustainable energy and water use and management practices

Table 35: Climate change response action

3.9 STATUS QUO ASSESSMENT OF PUBLIC PARTICIPATION AND GOOD GOVERNANCE

Public participation and good governance policy framework

Public participation in local government is the core of democracy, and it is institutionalised through pieces of legislature. According to the Constitution of the Republic of South Africa section 152(e) one of the objects of local government is "to encourage the involvement of communities and community organisations in the matters of local government" and sections 195 (e) states that "People's needs must be responded to, and the public must be encouraged to participate in policy-making". Municipal systems act 32 of 2000 section 16 (1) (a) states that "A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose- (a) encourage, and create conditions for, the local community to participate in the affairs of the municipality". According to Municipal structures act 117 of 1998 section 19 (3) "A municipal council must develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers". These three pieces of legislation govern public participation in local government, and a broader view of community participation the Legislation on Local Government set clear mechanism for the establishment of the Ward Committees as a structure to liaise with the Municipalities.

Municipalities are obliged to develop lasting and successful models by ensuring that participation takes place through these established structures and as are institutionalised. They are a creation of legislation, the Municipal Structures Act, giving effect to the Constitution of the South Africa. Its role is to facilitate participatory democracy, disseminate information; help rebuild partnership for better service delivery, and assist with problems experienced by the people at Ward level. To let participatory democracy work, Lekwa Municipality allocated for the budget.

Audit committee and internal audit committee

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

“To advise the Municipal Council, Political office bearers, the accounting officer and management staff on matters relating to:

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

The Internal Audit Unit operates in terms of a three-year risk-based rolling audit plan as well as an annual operational plan. These plans are based on the risk exposure of the municipality. Part of the function of Internal Audit is to evaluate whether the audit recovery plan based on the management report of the Auditor General, are implemented by management. The findings of Internal Audit as well as the comments from management are tabled to the Audit Committee on a quarterly basis.

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

To ensure a better audit outcome:

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

Fraud and corruption prevention strategy

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

- Assess the probable level of complicity in the fraud within the Council in order to protect information and evaluate the credibility of information provided.
- Determine the knowledge, skills and disciplines needed to effectively carry out the investigation.
- Co-ordinate the investigation with management, legal counsel, and other specialists as may be appropriate.
- Be aware of the rights of alleged perpetrators and personnel involved in the investigation.
- On conclusion of the investigation the internal auditors should determine whether controls need to be implemented or improved in order to reduce future vulnerability.

Lekwa LM risk management overview

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

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

In terms of the Municipality Financial Management Act, act no 56 of 2003, Section 62(1)(c) of the MFMA, states that the Accounting Officer must ensure that the municipality has and maintain an effective, efficient and transparent systems of risk management. In compliance to this requirement the Municipal Manager has appointed a Risk Management, Anti-Fraud, Anti-corruption Committee (RMAFACC) to advise the Lekwa Local Municipality on risks that can affect the achievement of Strategic (IDP) and Operational (SDBIP) objectives for the Municipality.

The Committee is constituted by the Head of Departments of the Municipality and chaired by an external independent Chairperson, the Provincial Treasury and Municipal District representatives are also invited to the meetings. The meetings sit four times per financial year and reports to the Municipal Manager, Audit Committee and Municipal Council quarterly on the progress made on Risk, Compliance and Fraud Management. Departmental representatives are appointed to assume the responsibility of being "Gate keepers" for the implementation of risk management, compliance and fraud management activities in their respective departments. Risk management champions hold their meetings chaired by the Chief Risk Officer and report quarterly to the Management and RMAFACC.

Based on the constitutional mandate of the Municipality and the applicable regulation requirements, the following type of risk are identified, analysed and evaluated, monitored, reviewed and reported to relevant oversight committees on quarterly basis.

- Risk management process
- Fraud and Corruption prevention process
- Compliance Management process
- Business Continuity Management process
- On best practise in remedial and intervention actions
- Covid-19 Pandemic Prevention and Combating

Risk management process is comprehensive as it should be, meetings are held as per the schedule and the effectiveness of the Committee is evaluated against predetermined objectives of risk management. This concludes that the risk management initiative implemented in the Municipality is at a matured level as far as best practises in Risk Management is concerned.

Organizational Structure

Unit	Number of Posts	Number of Posts Filled	Number of Posts Vacant	Vacancy Rate
Risk Management	3	2	1	33%
Performance Management	3	2	1	33%
Internal Audit	4	3	1	25%
Office of the Speaker & Public Participation	8	5	3	38%
Office of the Executive Mayor	7	7	0	0%
Office of the Whip of Council	1	1	0	0%
Department Totals	26	20	6	23.1%

IGR matters

The communications and IGR units coordinate the local government communications forum (IGCF) meetings on a monthly basis but the municipality does not have none.

The IGCF was launched and chaired by the speaker of municipality

- All government departments, parastatals (Eskom, Telkom and SA Post Office) and non-governmental organizations to attend the monthly meeting. The meetings serve as a platform for NGHO s and government common programmes that are aimed of improving service delivery at all levels of government
- The manager of communications and IGR to attend all district communication forum (DCF) quarterly meetings.
- The communications and units to do all the marketing for the public participation processes for the IDP, budget, imbizo and all municipal events. Marketing tools that are used by the municipality's internal and external be used for this purpose

Gender development

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

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

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

Persons with disability

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

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

Youth Development

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

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

Oversight committees

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

Non-executive Councillors are required to maintain oversight on the performance of specific responsibilities and delegated powers that they have given to the (Mayor). In other words, in exchange for the powers in which Council have delegated to the Executive, Council retains a

monitoring and oversight role ensuring that there is accountability for the performance or non-performance of the municipality. The Municipal Finance Management Act (MFMA) vests in Council specific powers of approval and oversight.

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

Municipal public accounts committees

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

3.10 STATUS QUO ASSESSMENT OF MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Municipal transformation and institutional development policy framework

The Department draws its mandate from the following legislation:

- Section 152 & 153 of the Constitution of the Republic of South Africa
- Chapter 4,5,7, & 8 of the Municipal Systems Act 32 of 2000
- The Local Government Structures Act
- Labour Relations Act, 66 of 1995
- Employment Equity Act, 55 of 1998
- Skills Development Act, 97 of 1998
- Occupational Health and Safety Act. 85 of 1993
- National Archives Act, 43 of 1996
- SALGBC Collective Agreements
- Promotion of Access to Information Act, 2 of 2000
- Intergovernmental Framework Act, 13 of 2005
- Municipal Service Standards
- Batho – Pele principles

Organizational structure

DIVISION	NUMBER OF POSITIONS	TOTAL FILLED	NUMBER OF POSITIONS VACANT	VACANCY RATE
Information Communication Technology	6	3	3	50%
Human Resources	16	6	10	63%
Legal Services	3	2	1	33%

Customer Care	13	5	8	62%
Secretariat	41	27	14	34%
Communications	5	1	4	80%
Total positions	84	44	40	48%

Recommendations

- Filling of vacant funded positions
- Adherence to the approved Council schedule
- Approval of litigation strategy and contract management policy
- Ensure that Customer Care is incorporated in the IDP, budget and functional
- Organogram aligned with IDP and SDBIP and financial recovery plan
- That budget provision be made for ICT infrastructure
- Ensure compliance with Covid-19 regulations

Status Quo of Policies, by-laws and plans

No.	Name of Policy	Status	Financial Year
KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT			
KPA 2: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT			
	Affirmative Action	Forms part of the Employment Equity Policy	
	Recruitment, Selection and Appointment of staff Policy	Approved	30-Sep-21
	Placement Policy	Approved	31-Aug-21
	Performance Management and Development		29-Jul-21
	Organisational Rights		SALGBC Main Collective Agreement provision
	Occupational Health and Safety Policy	Approved	30-Sep-21
	Covid-19 Policy	Approved	30-Sep-21
	Staff Retention Policy		
	Code of Conduct for employees		Municipal Systems Act, Schedule 2
	Delegations, Authorisation & Responsibility		Draft developed

	Disciplinary Code and Procedures		SALGBC Main Collective Agreement provision
	Essential Services		Not finalized
	Employee Assistance Programme Policy		
	Cellphone Policy	Approved	May 2022
	Employment Equity Policy		
	Exit Management		
	Grievance Procedures		SALGBC Main Collective Agreement provision
	HIV/Aids Policy		
	Human Resource and Development Strategy		
	Job Evaluation		
	Annual Leave Policy	Approved	28-Aug-18
	Occupational Health and Safety Policy	To be reviewed	28-Aug-18
	Official Housing		
	Subsistence and Travelling Allowance Policy	Approved	30-Jun-21
	Official transport to attend Funerals		
	Overtime Policy for Employment	To be reviewed	28-Aug-18
	Payroll Deductions		
	Remuneration Scales and Allowances		
	Resettlement		
	Sexual Harassment Policy	To be reviewed	28-Aug-18
	Training and Development Policy	To be reviewed	28-Aug-18
	Smoking Policy	To be reviewed	28-Aug-18
	Scarce Skills Policy	To be reviewed	28-Aug-18
	Work Organisation		
	Personal Protective Equipment Policy	Approved	28-Aug-18
	Duty Accident Prevention Policy	Approved	28-Aug-18

	Injuries on Duty Policy	Approved	28-Aug-18
	Reasonable Accommodation for people with disability Policy	Approved	28-Aug-18
	Succession Planning Policy	Approved	28-Aug-18
	Employee Transfer Policy	Approved	28-Aug-18
	Induction Policy	Approved	28-Aug-18
	Telephone Policy	To be reviewed	28-Aug-18
	Name Tag Policy	To be reviewed	28-Aug-18
	Incapacity Due to Poor Work Performance	To be reviewed	28-Aug-18
	Intoxication and Substance Abuse Policy	To be reviewed	28-Aug-18
	Incapacity due to Ill Health/Injury Policy	To be reviewed	28-Aug-18
	Bursary Policy for Employees of Council	To be reviewed	28-Aug-18
	Bursary Policy for External Candidates	To be reviewed	28-Aug-18
	Attendance and Punctuality Policy	To be reviewed	28-Aug-18
	Bereavement Policy	To be reviewed	28-Aug-18
	ICT Policy Framework	Approved	2021/22
	ICT Strategy	Approved	2021/22
	ICT Continuity Policy	Approved	2021/22
	Electronic Communications Policy	Approved	2021/22
	Disaster Recovery and Business Continuity Plan for ICT Services	Approved	2021/22
	Backup and Recovery Policy	Approved	2021/22
	Change Management Policy	Approved	2021/22
	Firewall Policy	Approved	2021/22
	Laptop Security Management Policy	Approved	2021/22
	ICT Security Policy	Approved	2021/22
	Information Security Policy	Approved	2021/22
	Patch Management Policy	Approved	2021/22

	Physical and Environmental Security Policy	Approved	2021/22
	User Access Management Policy	Approved	2021/22
	Virus and Malware Management Policy	Approved	2021/22
KPA 3: SPATIAL RATIONALE			
	By-laws relating to the management and control of informal settlements	Approved	2018
	Housing Chapter	Approved	2021
	Bulk Services Contribution Policy	Approved	2022 June
	Land Disposal Policy		
	Encroachment Policy		
	Open Space Plan		
	Urban Edge Policy		
	Outdoor Advertising Policy	To be reviewed	2018
	Housing Beneficiary Management Policy	Approved	2021 12 December
	Municipal Property Rates Policy	Approved	
KPA 4: LOCAL ECONOMIC DEVELOPMENT			
	Business Licensing Policy	Approved	Jan 2023
	LED Strategy	Draft	To be sent to Council
	Agricultural Sector Plan	Draft	To be sent to Council
	Tourism Development Strategy	Draft	To be sent to Council
	Localization Policy	Draft	To be sent to Council
	30% Subcontracting Policy	Draft	To be sent to Council
	Street trading by-law	To be reviewed	
KPA 5: PUBLIC PARTICIPATION AND GOOD GOVERNANCE			
	Risk Management Policy	Approved	2021/22
	Risk Management Strategy	Approved	2021/22
	Risk Management Implementation Plan	Approved	2021/22

	Fraud Prevention Policy	Approved	2021/22
	Fraud Prevention Plan	Approved	2021/22
	Whistleblowing Policy	Approved	2021/22
	Private Work and Declaration of Interest Policy	Approved	2021/22
KPA 6: FINANCIAL VIABILITY AND MANAGEMENT			
	Writing off of bad debts and the impairment of debtors policy	Approved	May 2022
	Unauthorized Irregular Fruitless Expenditure Policy	Approved	May 2022
	Tariff Policy	Approved	May 2022
	Supply Chain Management Policy	Approved	May 2022
	Petty Cash Policy	Approved	May 2022
	Indigent Policy	Approved	May 2022
	Asset Management Policy		May 2022
	Credit control and debt collection	Approved	May 2022
	Cost Curtailment Austerity Policy	Approved	May 2022
	Budget Policy	Approved	May 2022
	Banking and Investment Policy	Approved	May 2022
	Subsistence Travel Allowance Policy	Approved	June 2020
	Credit Control and Debt Collection By-Law	Approved	2021

3.11 STATUS QUO OF OFFICE OF THE MUNICIPAL MANAGER

Office of the Municipal Manager Policy framework

Section 152 of the Constitution of the Republic of South Africa outlines the objects of local government as follows;

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage

Powers and functions

As head of administration the municipal manager of a municipality is, subject to the policy directions of the municipal council, responsible and accountable for:

- The formation and development of an economical, effective, efficient and accountable administration-
- Equipped to carry out the task of implementing the municipality's integrated development plan in accordance with Chapter 5;
- Operating in accordance with the municipality's performance management system in accordance with Chapter 6; and
- Responsive to the needs of the local community to participate in the affairs of the municipality;
- The management of the municipality's administration in accordance with this Act and other legislation applicable to the municipality
- The implementation of the municipality's integrated development plan, and the monitoring of progress with implementation of the plant
- The management of the provision of services to the local community in a sustainable and equitable manner;
- The appointment of staff other than those referred to in section 56 (a), subject to the Employment Equity Act, 1998 (Act 55 of 1998);

Functions

- Manage technical services.
- Manage social development services.
- Coordinate municipal planning.
- Manage financial matters.
- Render corporate services.
- Manage internal audit and risk management service

Organizational structure

Unit	Number of Posts	Number of Posts Filled	Number of Posts Vacant	Vacancy Rate
Risk Management	3	2	1	33%
Performance Management	3	2	1	33%
Internal Audit	4	3	1	25%
Office of the Speaker & Public Participation	8	5	3	38%
Office of the Executive Mayor	7	7	0	0%
Office of the Whip of Council	1	1	0	0%
Department Totals	26	20	6	23.1%

Table 36: Organisational capacity of the office of the MM

3.12 STATUS QUO ASSESSMENT OF FINANCIAL VIABILITY AND MANAGEMENT

Financial viability policy framework

- Constitution
- Municipal Finance Management Act
- Municipal Systems Act
- Municipal Property Rates Act
- Division of Revenue Act
- Municipal Structures Act
- Municipal Budgets and Reporting regulations
- Supply Chain Management Regulations
- Risk Management Framework, National Treasury
- Financial Management Capability Maturity Model, Office of the Accountant General – Model
- Treasury Regulations
- MFMA circulars
- GRAP – Accounting Standards
- Protection Of Personal Information Act

Organizational structure

DIVISION	NUMBER OF POSITIONS	TOTAL FILLED	NUMBER OF POSITIONS VACANT	VACANCY RATE
Budget and Financial reporting	11	3	8	73%
Revenue Management	49	18	31	63%
Expenditure Management	15	6	9	60%
Supply Chain Management	18	3	15	84%
Assets Management	18	4	14	78%
Total BTO positions	111	34	77	69.4%

Lekwa LM Capital Expenditure Report 2022/23

SUMMARY OF BUDGET ALLOCATION AND EXPENDITURE PER SOURCE			
Funding Source	Total Allocation	Expenditure to Date(R)	Expenditure to Date (%)
MIG	R67,880,766	R39,534,517	58%
INEP	R7,000,000	R 281 888	4%

Table 37: Internal Funding Reporting

MIG PROJECTS									
Project Name (Indicator)	Project Location (Ward)	Budget Allocated '000	Progress to Date	Expenditure to Date '000	Expenditure To Date (%)	No. of Jobs Created	Challenges	Remedial Actions	Project Duration
Upgrading of Standerton Water Bulk System phase 2	10	R7,949	Construction	R5, 484	71%	13	N/A	N/A	June 2024
Coligny sewer line Upgrade	10	R21,938	Project is 95% complete.	R18,091	82%	30	Businesses discharging oil into sewer system	Inspection of business to ensure that fat traps are installed	June 2023

								and cautioning them on discharging oil into sewer system.	
Installation of VIP toilets	9,12 & 13	R1,000	Contractor appointed	R99 130	9%	7	N/A	N/A	June 2023
PMU		R1,625		R1,074					

INEP PROJECTS

Project Name (Indicator)	Project Location (Ward)	Budget Allocated '000	Progress to Date	Expenditure to Date '000	Expenditure To Date (%)	No. of Jobs Created	Challenges	Remedial Actions	Project Duration
Upgrade of A Sub (Phase 1)	7	R7,000	Design underway	R0	0	0	No expenditure to date	Fastrack designs and procurement of Contractor	June 2024

EPWP PROJECTS									
Project Name (Indicator)	Project Location (Ward)	Budget Allocated '000	Progress to Date	Expenditure to Date '000	Expenditure To Date (%)	No. of Jobs Created	Challenges	Remedial Actions	Project Duration
Storm water upgrading and keep Lekwa Clean Programme	7	R1,850	52 EPWP Beneficiaries/Participants employed	R746	40	52	N/A	N/A	June 2023

INTERNALLY FUNDED PROJECTS									
Project Name (Indicator)	Project Location (Ward)	Budget Allocated '000	Progress to Date	Expenditure to Date '000	Expenditure To Date (%)	No. of Jobs Created	Challenges	Remedial Actions	Project Duration
Fencing to the Concor Reservoir	8	R2,000	Draft Bid document prepared	R0	0	0	Budgetary constraints	Request GSDM to assist through Ministerial Intervention	June 2023
Installation, Testing and commissioning of Telemetry Systems on the Reservoirs	5,10 & 14	R2,000	Draft Bid documents prepared for procurement of service provider	R0	0	0	Budgetary constraints	Request GSDM to assist through Ministerial Intervention	June 2023

SERITI FUNDED PROJECTS						
Project Name (Indicator)	Project Location (Ward)	Budget Allocated '000	Progress to Date	Challenges	Remedial Actions	Project Duration
Morgenzon Water Project	14	R9,000 (From 2021/22 FY)	86% complete.	Delay in project completion	Seriti to assist to ensure Contractor fastrack completion of project.	June 2023
Standerton Water project	10	To be confirmed	Preliminary assessment report prepared by Seriti.	N/A	Engagement on assessment report have to be undertaken before engagements with Seriti on the various options proposed.	To be confirmed
Construction of Inkazimuzimulo stimulation centre Project	02	R6mill	Project on procurement stage	N/A	N/A	Construction to start January 2023
Renovation of Standerton hospital Pharmarcy	10	R2,2Mill	Project completed	N/A	N/A	Project completed and handed over 30 November 2022.

SASOL FUNDED PROJECTS						
Project Name (Indicator)	Project Location (Ward)	Budget Allocated '000	Progress to Date	Challenges	Remedial Actions	Project Duration

Installation of boreholes	9,12,13	R4,100 (From 2021/2022 FY)	8 boreholes drilled and equipped. Project practically complete	N/ A	N/A	October 2022

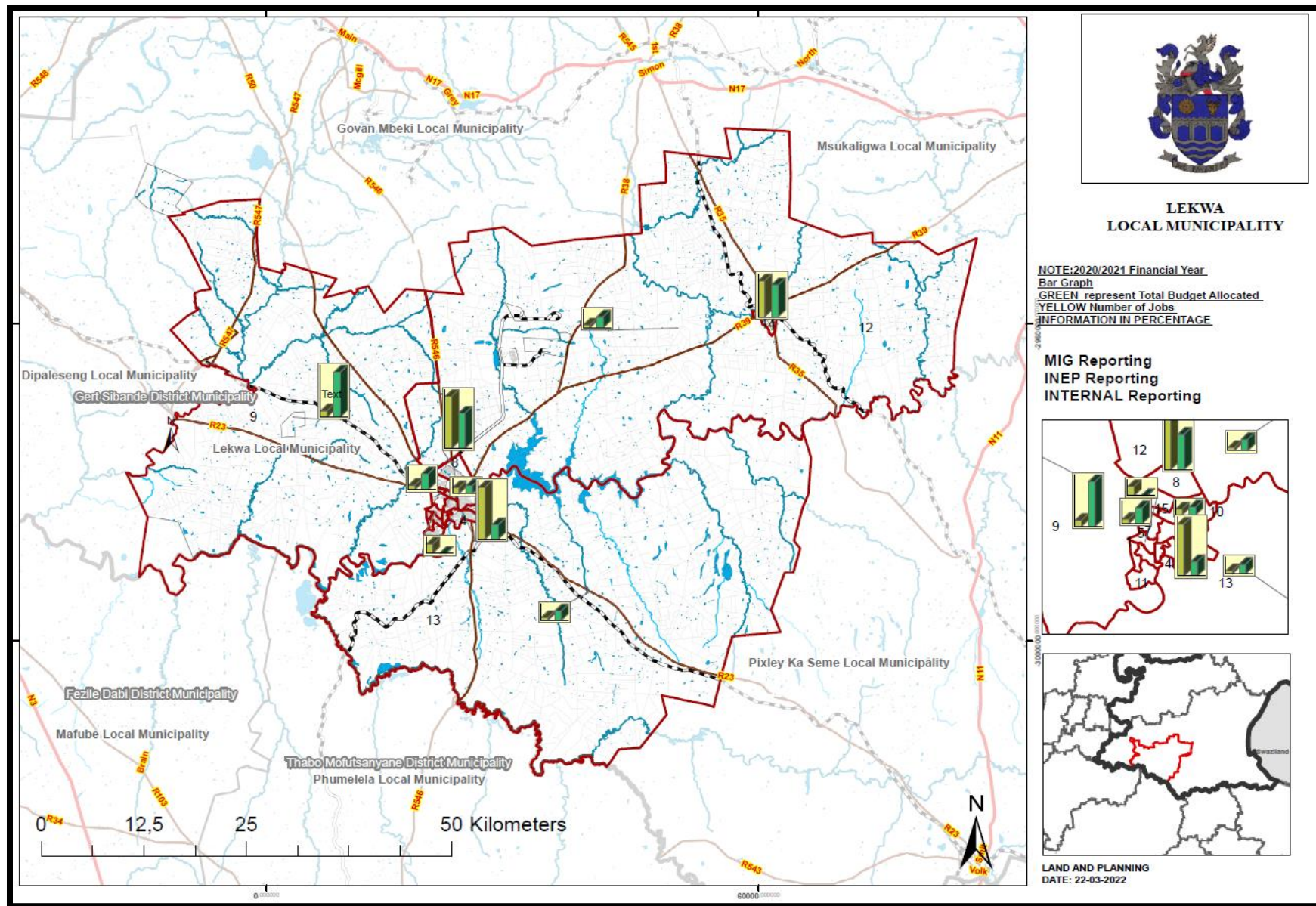
Project Title as per the approval letter	Project Status	Budgeted MIG Funds (2022/23)	Current FY - Total Actual Expenditure on MIG funds in the 2022/23 FY
Refurbishment of the Standerton Waste Water Treatment Works (Phase 2)	On tender for Contractor appointment	R20 000 00	R845,250
Desludging of rural VIP toilets	Phase Complete	R48 545	R48 545
Upgrade of roads within Lekwa LM	Construction	R992 324	R857 282
Rehabilitation of tarred roads - Hlongwane Drive	Construction	R11 685 898	R10 321 937
Purchase of refuse truck	Complete	R2 640 000	R2 640 000
Cumulative total for all Projects		R67,880,766	R39 534 517

WSIG & RBIG PROJECTS									
Project Name	Project Location (Ward, area, and GPS coordinates)	Purpose	Project scope	Budget R'000	Project status	Start date	Planned completion date	No of HH to benefit	Work opportunities created

Upgrading of Rooikoppen Internal Sewer Reticulation (Phase 2 &3)	Ward 11 Rooikoppen Farm (Sakhile Ext 04) 26°59'16.15" S 29°12'15.09" E	Upgrading the Sewer Internal Reticulation	Upgrade the Sewer Internal Reticulation with 160, 250, 315 & 355mm pipe size	R105 146	100% Construction	12 Aug 2020	30 Nov 2022	1 280	51
Upgrading of Rooikoppen Internal Sewer Reticulation Phase 5	Ward 11 Rooikoppen Farm (Sakhile Ext 04) 26°59'16.15" S 29°12'15.09" E	Upgrading the Sewer Internal Reticulation	is to Upgrade the Sewer Internal Reticulation with 160, 250mm pipe size	R36 249	98% Construction	03 June 2021	Dec 2022	448	35
Upgrading of Rooikoppen Internal Sewer Reticulation Phase 6	Ward 2, 4, 6 & 11 Rooikoppen / Sakhile 26°59'16.15" S 29°12'15.09" E	Upgrade TLC & Rooikoppen Main Sewer Pump Stations, & Pumping mains to SWWTP	Upgrade TLC & Rooikoppen Main Sewer Pump Stations, Pumping mains to SWWTP	R148 405	70% Construction	28 February 2022 (NOC)	19 January 2024	17 163	16
Upgrading of Rooikoppen Internal Sewer Reticulation Phase 1 & 4.	Ward 2, 4, 6 & 11 Rooikoppen / Sakhile 26°59'16.15" S 29°12'15.09" E	Upgrading the Sewer Internal Reticulation and sewer pump station 2.	is to Upgrade the Sewer Internal Reticulation with 160, 250, 315, mm pipe size and upgrade sewer	R143 522	Construction	30 Nov 2022	January 2024	TBA	0

			pump station 2.						
Construction of the Standerton Ext. 8 bulk outfall sewer pipeline.	Ward 9 Standerton Extension 8. 26°55'13.05"S29°12'10.75"E	Construction of the bulk outfall sewer pipelines & provision of bulk electricity to the newly constructed sewer pump stations in Ext 8	is to construct bulk sewer outfalls, bulk electricity trenchless crossing and associated works	R29 101	Complete	02 Nov 2021	30 Oct 2022	1378 <i>(Upon the inclusion of the internal Reticulation)</i>	15

Spatial representation of Lekwa LM projects



Map 18: MIG, INEP and Internally funded projects

Recommendations

- Investment in infrastructure
- Identification of land for disposal
- Employee retention & incentives strategy
- Cascading of PMS to level below HODs
- Implementation of the revenue enhancement strategy
- Centralisation of SCM
- Rapid implementation of FRP & Long-Term Financial Plan

3.13 COMMUNITY CONSULTATION

Methodology

Lekwa Local Municipality embarked on an all-inclusive and thorough public participation programme with its local community members in the process of reviewing the five-year 2022/27 IDP for the 2023/24 financial year. The public participation primarily focused on community engagements through physical meetings across all fifteen (15) wards. The Executive Mayor, councillors, Municipal Manager, Heads of Departments and Divisional Managers attended the various meetings. The meetings took place in the months of November and December 2022. The municipality used a hailing system to notify residents of the consultations. The schedule of meetings was also published on the municipality's social media page.

Attendance And Participation Rate

According to Stats SA 2022 estimates, Lekwa LM has a population of 139 046 and only 1 534 attended the 2023/24 IDP review consultations. The public participation rate translates to 1.1%. This indicates that communities in Lekwa LM are not participating in expected numbers and this could be detrimental to the quality of the IDP. The municipality may need to conduct surveys to determine the cause of communities not attending IDP consultations.

Table 1: Number of people attending consultations

Ward	Attendance February - March 2022 Consultations	Attendance November – December 2022 Consultations
1	107	111
2	35	89
3	11	58
4	48	39
5	113	130
6	68	95
7	71	80
8	24	48
9	213	28
10	12	135
11	117	230
12	46	133
13	66	26
14	14	82



Figure 32: MMC Addressing the community of ward 12

15	135	139
Total	1 080	1 534

***The municipality held two sessions for Ward 9 and 10 respectively due to the geographical nature of the wards.**

Performance Report

Table 2 below reflects the performance of Lekwa LM in implementing its IDP consultation programme. All fifteen wards were consulted. Challenges encountered were addressed through rescheduling sessions.

Table 2: Performance Report IDP Consultations

Ward	Date	Venue and Time	Achieved / Not achieved
1	08/11/2022	Social Centre/17:00 pm	Achieved
2	09/11/2022	Social Centre/17:00 pm	Achieved
3	10/11/2022	Stanwest Hall/ 17:00 pm	Achieved
4	14/12/2022	Azalea Community Hall/17:00 pm	Achieved
5	14/11/2022	Social Centre/ 17:00 pm	Achieved
6	15/11/2022	Sakhile Hall/17:00 pm	Achieved
7	16/11/2022	Community Hall Ward 15/17:00	Achieved
8	08/12/2022	Eskom Hall/17:00 pm	Achieved
9	13/11/2022	KaBhokoro/ 10:00 am	Achieved
10	18/11/2022	Town Hall/ 17:00 pm	Achieved
11	21/11/2022	Rooikoppen Hall/ 17:00 pm	Achieved
12	20/11/2022	Thuthukani Hall/10:00 am	Achieved
13	27/11/2022	Plaatrand School//10:00 am	Achieved
14	22/11/2022	Sivukile Community Hall/17:00 pm	Achieved
15	23/11/2022	Community Hall Ward 15/17:00	Achieved

Community Issues

The table below indicates all community issues raised during consultations per ward. The issues are categorised into service delivery category. The issues will be utilised to formulate the situational analysis and will determine priorities, projects and budgets. The issues will also assist the municipality in determining what type of assistance to request from sector departments.

2023/24 Critical Ward Issues As Prioritised Per Ward

All issues raised by the community are analysed and synthesised. The issues are ranked according to how frequent the issue was raised in the different wards. Issues raised by many wards are deemed critical and should be prioritised (See ranking scale below).

Ranking scale

Critical
High
Medium
Low

DRAFT

2023/24 Critical ward priority issues as prioritised per ward

Community issue		Problem description (Extent of the problem)	Affected Ward	Proposed Intervention	Responsible Department
KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE					
Water	Interrupted water supply	Interrupted water supply during power outage/ loadshedding.	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 15	Procure backup generator for water pumps.	Technical Services
		High laying areas in the municipality don't get water supply. These areas used to have water in the past. No water in certain farms	4, 5, 11, 9	Water pressure pumps for high laying areas Construct satellite water plant	
	Unclean water	Water from the tap is unclean (muddy). Community members can't drink the water and some have developed skin problems due to it.	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15	Clean water and continue with lab testing services offered by GSDM	
	Water trucks	Water trucks do not deliver water to all residents equally. Water from the trucks is also unclean. Drivers are rude and there is no help for the elderly to handle water buckets.	1, 2, 3, 4, 5, 6, 7	Monitor water trucks to ensure that residents receive water equally	
Electricity	Interrupted power supply/ Internal loadshedding	Electricity is not switched back on equally for all sections after loadshedding.	1, 2, 5	Upgrade electrical power infrastructure	
		Non – functional high mast and street lights. (Increased crime)	2, 4, 5, 6, 7, 8, 9, 11, 12, 15	Provide high-mast and street lights	
		Some households don't have access to electricity.	9,13	Connect electricity from powerlines to houses without	
Sanitation	Sewer spillages	Some residents mostly in farm areas don't have toilets.	9,13	Provide toilets for dwelling units without	
		Toilets are full and need to be desludged.	09,11, 6 Slovo, 9, 10, 12, 13, 14	Procure equipment and machinery needed to desludge toilets. Have a schedule similar to the refuse removal schedule.	

		Sewer spillages overflow into streets. Pollution of streets and complaints of smells.	1, 2, 3, 4, 6, 9 (ext. 08), 11, 14, 15	Upgrade sewage pipes and treatment plant	
		Sewer pipes were installed but never functioned.	1, 6	Install sewer pipes that were left unattended	
Roads and stormwater	Gravelling and paving of roads	Gravel and pave streets. Streets are muddy when it rains, preventing cars from accessing. Ambulances, taxis, and other emergency vehicles cannot access houses when it rains. Taxis refuse to fetch people with the bad road conditions.	1, 7, 9, 12, 13, 15	Pave and gravel roads frequently.	Technical Services
	Fix potholes	Many internal tar roads have potholes; only main roads are being fixed e.g. Hlongwane Drive.	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15	Fix potholes for both internal and main roads	
	Stormwater drainages and management	Houses and streets are flooding due to no stormwater drainages. Some areas had trenches dug to channel runoff water, however these have closed due to dirt and illegal dumping.	1, 3, 4, 5, 6, 7, 8, 9 (ext. 8), 10, 11, 12, 14, 15	Provide stormwater drainages. Unclog blocked drainages and maintain stormwater drainages.	
	Road signages and traffic calming measures	No traffic calming measures on high order roads such as Hlongwane Drive. Puts road users at risk for accidents as there are no signs or measures to stop people from speeding.	1, 5, 11, 13, 15,	Provide road signages and traffic calming measures such as speed humps on high order roads	
Waste	Waste removal	People dump illegally at open fields near people's houses.	1, 3, 4, 5, 7, 9, 11, 14, 15	Develop and implement by-laws to penalise illegal dumping. Ensure that waste is collected and provide skipper bins at communal spots	Community Services
		Municipality not collecting waste in accordance to the stipulated schedule.	1, 3, 4, 5, 6, 7, 8, 9 (ext. 08), 10, 12	Notify residents when waste will not be collected	
KPA: LOCAL ECONOMIC DEVELOPMENT					

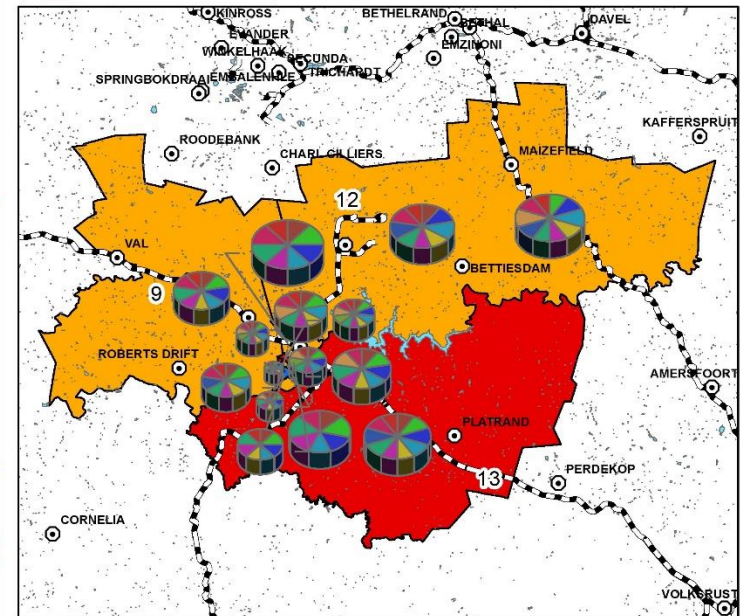
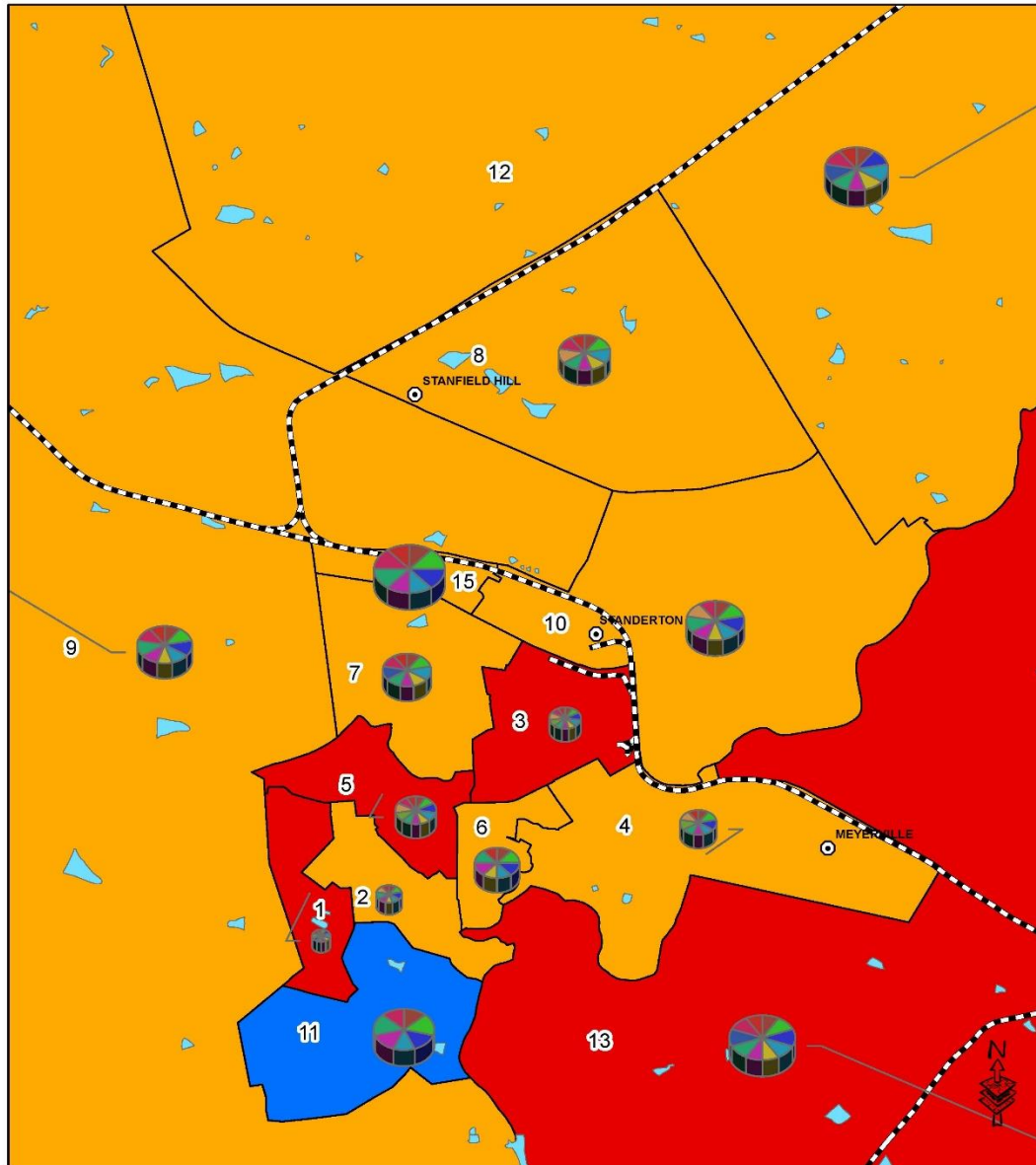
Employment	High unemployment rate	Employment opportunities for local people. Locals should benefit from projects. Corporations around Standerton should give first preference to locals especially for work that does not require specialised skills.	1,2,3,5,6,7,8,9,10,11,12,13,14,15	Explore ways to create a conducive environment for job creation, to attract investment and encourage local economic development	Planning and Economic Development
SMME Support	Funding and support for businesses	Support is mainly given to business, NPOs are neglected. Some races are not notified of opportunities.	1,4,9,10,11,14	Open up support to different entities and all population groups in all wards	
KPA: SPATIAL RATIONAL					
Housing	RDP houses	Many community members registered for RDP houses a long time ago but no houses were constructed.	1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 13, 14, 15	Liaise with the Department of Human Settlements and acquire land	Planning and Economic Development
	Title deeds	Residents request title deeds as they can't transfer properties, borrow against their houses etc.	1, 2, 3, 4, 5, 7, 9 (ext. 8),12, 13	Finalize the appointment of lawyers to assist with title deeds. Open up township registers and proclaim townships.	
Vacant sites	Sites for development	Most RDP beneficiaries demolish RDPs and build their own houses. There is a need for serviced stands for people to build their own houses.	3, 7,12,13,14	Township establishment (Subdivision) and acquire land. Liaise with sector departments to assist with servicing sites.	
Informal settlements	Upgrade/ Formalization of Informal Settlements	Some residents live in informal settlements without basic services. Mostly affected by floods and the inability of emergency vehicles to gain entry during emergencies.	2,3,4,5	Relocate households living in areas not suitable. Provide basic services and formalize suitable areas.	
KPA: FINANCIAL VIABILITY AND MANAGEMENT					
Billing	Incorrect billing	Residents are billed incorrectly. In some instances, residential sites are billed the same amount as business sites. Error in the system	1,2,4, 8, 10, 14	Procure and integrate finance and spatial software to bill residents correctly	BTO

	Meter readers	Some households don't have meters making it difficult to get accurate readings.	1,4, 5, 11	Installation of functional meters and hire meter readers	BTO
	Amnesty for accounts	Some residents have municipal accounts in arrears and request the municipal to grant them amnesty.	1,2,8	Explore arrangements for residents to pay their municipal account debt	
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
Recreational	Inadequate recreational facilities	There are no recreational facilities for young people to keep busy. Existing parks are not maintained.	3, 10, 11,12, 13, 14, 15	Provide recreational facilities that accommodate various activities other than sporting codes such as soccer and netball.	Community and Corporate services
Social amenities	Inadequate social amenities	Schools	5,7,8,9,13	Liaise with sector departments on the possibility of constructing new schools, running the clinic in Thuthukani for 24/7 and a rehabilitation centre for those struggling with addiction.	Sector Departments
		Community Hall	4		
		Clinic to run 24/7	12		
		Rehabilitation centre	5		
KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT					
Communication	Communication between residents and municipality	Communication between residents and the municipality: - Hail to let the community know about water cuts. - Update the community on refuse removal schedule - Communicate the start and progress of projects 1,	1, 2, 3, 4, 5, 6, 7, 8, 9, 12, 13, 14, 15	Explore other means to communicate with residents other than the Facebook page and municipal website as not all residents have access to the these platforms.	Corporate Services

Table 38: Community priorities

2023/24 Spatial representation of critical ward priority issues

LEKWA LOCAL MUNICIPALITY GERT SIBANDE DISTRICT



PED: GIS
DATE: 18/01/2023
SOURCE: IDP CONSULTATION
SDF 2017 ARC GIS Dataset

3.14 SWOT Analysis

STRENGTHS	WEAKNESSES
• Recreational Facilities that can enhance revenue to the municipality e.g., River Park, Grootdraai dam. • New political leadership/Stability • Availability of information management system (Housing needs register/Mun soft, ArcGIS) • Availability of legislative policy LUS/SDFs • High youth rate – contributes to economy • Availability of regulatory frameworks (LED Strategy, Business licencing) • Functional Risk and Audit committee governance structures • Budget related policies • SDBP is approved • Adequate cash flow management • MFMA compliance • Revenue enhancement strategy • Litigation Management policy. • Presenting complex legal issues in easy-to-understand manner. • Quickly vetting of contracts whenever needed. • Effective public participation • Functional ward committees • Functional oversight committee • Customer Care System Procured • Customer Care Unit established • Cordial Working Relationship between the Employer and Employees (Based on the responses from the Employee Satisfaction Survey)	• Shortage of fleet and personnel to perform duties. • High level of vehicle and machinery breakdown. • Inadequate electronic operating system to assist in spatial planning • Non availability of land for development • Inadequate bulk infrastructure • Inadequate capacity (Human Resources) • Low population negatively affects economic growth • Undiversified township economy (Tuckshops) • Poor relationship with business communities • Influx of illegal migrants • Lack of regulatory framework to regulate informal business • Ineffective internal controls • Outdated BTO structure – No customer care unit • Poor implementation of policies & strategies • High vacancy rates • Inadequate skill – Overall reliance of contracted services • Lack of career pathing and low staff morale • Inadequate performance agreement for personnel – PMS not cascaded • Inadequate Monitoring • Inadequate contract Management • Inability to pay Creditors on time • Tempering with electricity supply - metering • Inadequate control over expenditure – Capital & Operations • Inadequate adherence to SCM process • By-laws on credit control & debt collection not promulgated • Completeness and accuracy of billing information • Insufficient awareness of policies implemented – Activities • Inadequate consequence management • Poor spending of grants (Mandatory Grant) • Misplacement of Skills • Cascading of PMS to lower positions • Tools of trades shortage. • Lack of budget to implement all envisaged programs of youth, gender and disability • Lack of feedback report to Community

OPPORTUNITIES	THREATS
• Collaborations and best practice benchmarking to improve organisational efficiency • Through communications unit to tap into building effective stakeholder relations and improve the image and reputation of the institution • Appoint company for smart metering – Increased revenue collection • Increased revenue through investment - • Extension of MPRA to levy property rates on Agriculture property & Public Services Infrastructure • Better use of technology – Automated Reporting • Recycling initiatives – Paying for disposal of waste • Working relationship with other Stakeholders on Skills Development with GS College; Seriti and Sasol • Current State of Affairs in the Municipality – SETAs and Government Departments willing to support and assist the Municipality • Contract management policy implemented • Access to external funding for historically disadvantaged community development projects • Contract management policy implemented. • Access of external funding for historically disadvantaged community development projects • Economic Development • Natural resources (Grootdraai dam and Vaal River (Eco-tourism) • Availability of informal businesses contributes to economic growth • Strategic location of the municipality • Arable land for agriculture • Geographic location/ connectivity network (Roads and freight) • Economic Industries/drivers (Mining & Agriculture) • Identified as growth point area by provincial SDF • Technology for efficiency in spatial planning	• Lack of oversight for service delivery • Inability to effectively transition to an institution taking full advantage of 4IR • Cash flow constraints to effectively implement programmes • Disinvestment by private sector – Electricity & Water Supply, unavailability of land • Difficulty in attracting best-qualified people – Competing with Seriti and Eskom (Artisans) • High Labour Turnover (Death, resignation) • Compliance on Regulation on appointment of staff • Resistance to change from all in the organisation • Disservice by Consultation forums (Non-sitting of HRD and OHS Committees • Customer Demand (High expectation from the Community – enhancement of service delivery to meet their demands) • Financial instability. • Lack of participation on matters of governance and lack of trust • Default on payment leading to disconnection of the Systems procured • Lack of resources at Technical Services to resolve the complaints reported. • New political leadership • Mismatch between skills base and economic sector demands • High level of unemployment • Mushrooming of informal businesses • Political instability and instigated land invasion • Coalition government/unstable • Poor Business relationship with business communities • Vandalism of technological infrastructure affects efficiency

4.

CHAPTER FOUR: DEVELOPMENT OF STRATEGIES**4.1 Vision**

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

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

4.2 Mission

They must be able to see:

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

4.3 Corporate Values

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

4.4 Strategic Goals

- Revenue enhancement
- Revenue enhancement and Clean Audit outcome
- Improved access to water, sanitation, electricity and waste removal
- Increased Economic growth
- Improved provision of transparent, accountable, effective and efficient leadership.
- Improved organizational performance.
- Promoting spatial and environmental management

4.5 Strategic Objectives

- Generate 100% revenue
- Provision of basic services (water 100%, sanitation 100%, electricity 100%, waste 100% and roads 100%)
- Grow Local economy by 2-3%
- Enhance and strengthen Community Participation
- Reduce debt by 100%
- Provision of sustainable Integrated Human Settlements

- Ensure a financially viable and sustainable municipality
- Ensure participative, transparent and accountable governance
- Facilitate a creation of a disaster ready communities
- Reduce unemployment rate by 5% over 5 years

4.6 Key Performance Areas

- Infrastructure Development and Service Delivery
- Municipal Transformation and Institutional Development
- Spatial Rationale and Local Economic Development
- Public Participation and Good Governance
- Financial viability

DRAFT

5.

CHAPTER FIVE: INTEGRATED HUMAN SETTLEMENTS CHAPTER

5.1 Housing Vision, Mission and Development**MUNICIPAL VISION**

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

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

MISSION STATEMENT

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

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

It is evident from the Mission Statement that the municipality is focused on the promotion of human development to create a conducive environment for socio-economic development and growth.

The IDP further provides the following strategic objectives:

- Improved provision of all basic infrastructure and services;
- Improved provision of all social services and infrastructure;
- Ensure a sustainable working environment;
- Ensure a financially viable and sustainable municipality;
- Ensure participative, transparent and accountable governance;
- Achieve a holistic human development and capacitation for the realization of skilled and employable workforce;
- Create employment opportunities;

- Realize a complete environmental protection;
- Facilitate a creation of a disaster ready community; and
- Ensure an integrated and aligned development planning.

The Lekwa LM IDP Housing Chapter must ensure these principles and contributions towards the achievement of the above.

5.2 Implementation Strategy

Diagram below illustrates the structure of the Lekwa Human Settlement Implementation Strategy. The strategy aims to deal with the total demand/backlog which totals 19,927 units up to 2035.

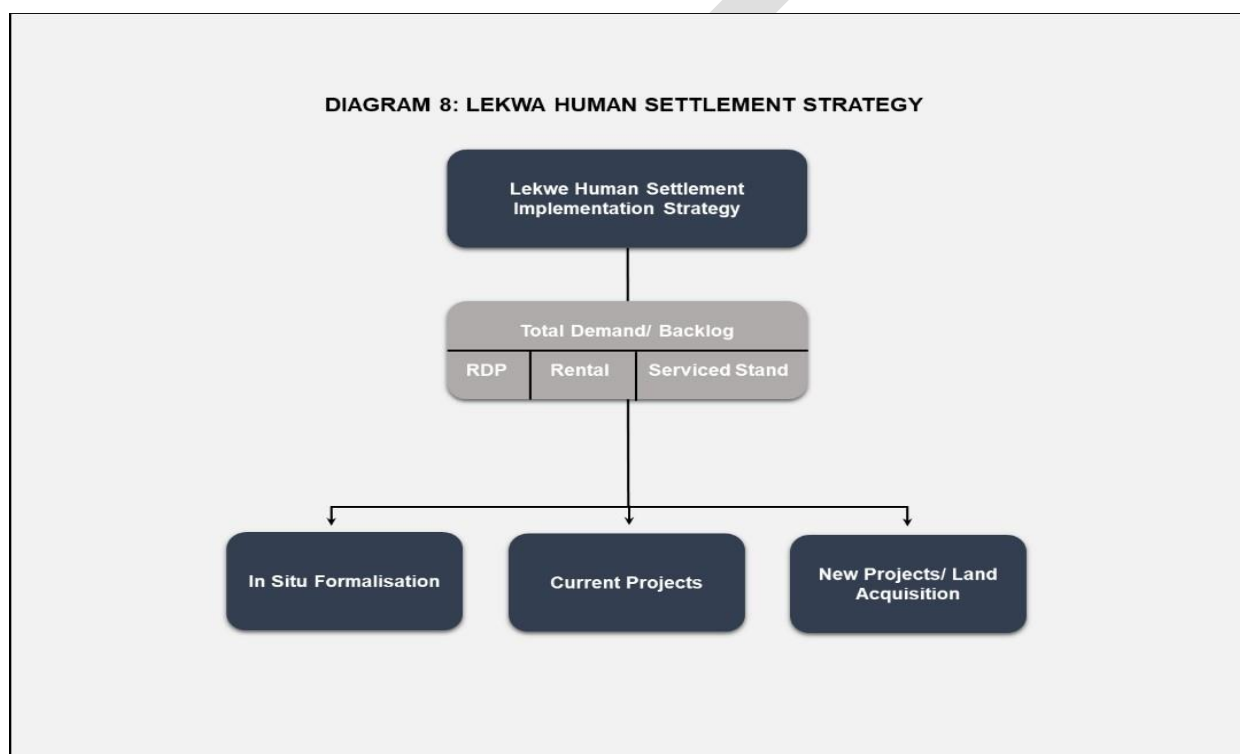


Figure 33 Lekwa Human Settlements Strategy

The strategy deals incrementally with the demand/backlog by firstly providing an overview of all the settlements earmarked for in-situ formalization (Section 5.2.1). The in-situ formalization strategy addresses a certain percentage of the total demand. The section also addresses the additional informal settlements identified.

Informal settlement upgrading strategy

The National Upgrading Settlement Programme (NUSP) for the Lekwa Local Municipality was completed in September 2021. The main objective of the programme is to facilitate the structured in-situ upgrading of 13 informal settlements in the Municipality.

During the NUSP initiative detailed upgrading plans were compiled in order to determine the capacity of each settlement and the number of units to be relocated to receiving areas. Table below provides the breakdown of possible number of units that could be accommodated and the units that need to be relocated to a conclusive receiving area. 2,738 Units can possibly formalize in-situ, while 661 units need to be relocated in the long term and 266 units need to be relocated as a matter of urgency due to life threatening structures, i.e., flood lines, electrical servitudes, etc. Table 19 below also provides the budgeting and prioritization for the proposed upgrade of informal settlements. The budget provides an amount for interim services and an amount for permanent services.

Lekwa LM Housing needs register

Lekwa LM Commissioned a survey to determine the housing needs within the Local Municipality. Table below outlines the results of the survey. Based on the survey data from (207 – 2021) a demand for 8,895 was determined with the majority of respondents opting for a Greenfields own-a-house option.

	HH by area	Land to build on (Land or plot to build own dwelling)	Greenfield (own a house in this area)	House on own site (Other, please specify)	Total	%
1	AZALEA	8	37	4	49	1%
2	DRAAIHOEK	1	7		8	0%
3	JABAVU		1		1	0%
4	LOSS		2		2	0%
5	MAHALA PARK		3		3	0%
6	MOROKA		1		1	0%
7	PHALAMA		3		3	0%
8	ROOIKOPPEN EXT 4	3	10	1	14	0%
9	SAKHILE	233	2 283	20	2 536	29%
10	SAKHILE EXT 2	4	43	3	50	1%
11	SAKHILE EXT 4	11	168	22	201	2%
12	SAKHILE EXT 5	1	21	2	24	0%
13	SAKHILE EXT 6	17	241	5		0%
14	SAKHILE EXT 7	2	22		24	0%
15	STANDERTON	81	4 719	4	4 804	54%
16	STANDERTON EXT 6	9	234	14	257	3%
17	STANDERTON EXT 7	3	87	8	98	1%
18	STANDERTON EXT 8	10	93	1	104	1%
	Standerton	383	7 975	84	8 442	95%
19	THUTHUKANI	2	90		92	1%
	Thuthukani	2	90	-	92	1%
20	MORGENZON	13	348		361	4%
	Morgenzon	13	348	-	361	4%
	Total	398	8 413	84	8 895	100%
	%	4%	95%	1%	100%	

Source: Dept of Human Settlements, 2021

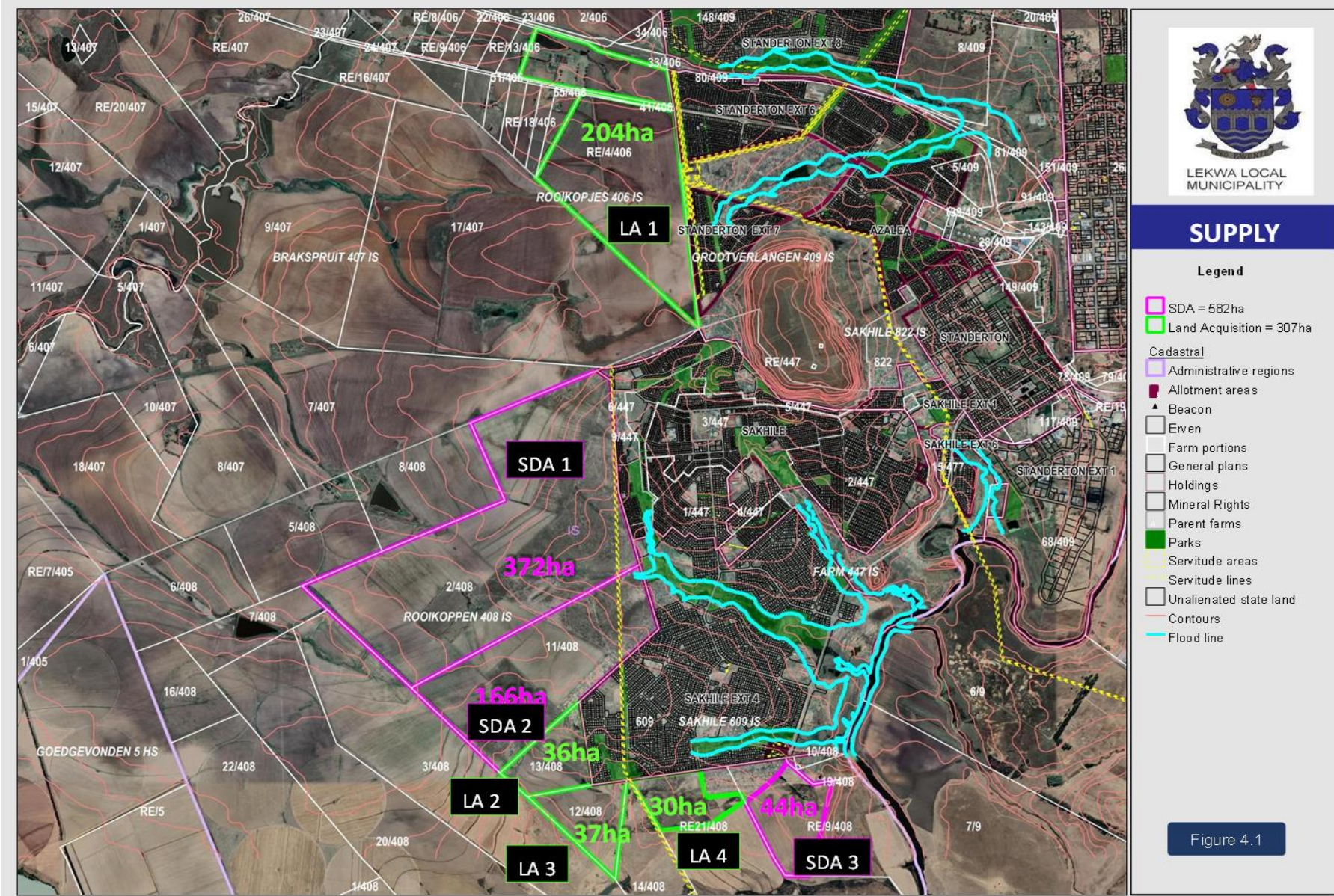
Lekwa LM: NUSP Strategy: Priorities

		DEMAND	NUSP (UISP) ALLOCATION			PRIORITY			BUDGET	
#	Town, Settlement	Existing Informal Units and Infill	B1 (stay - can be accommodated in layout)	B2 (Move later - can NOT be accommodated in layout)	C (Move immediately - situated in flood line)	Short	Medium	Long	Interim Services (Engineering & Prof Fees)	Permanent Services
		2021	2835	928	266					
16	Enkanini Camp	491	263	154	74			•	R0,00	R27 830 042,99
10	Mandela Camp	580	517	63	-			•	R2 337 935,96	R43 882 887,56
6	Shivovo Camp	398	261	137	-		•		R1 760 873,14	R26 490 311,93
9	TLC Camp	150	25	114	11			•	R243 839,20	R4 085 669,90
4	Slovo Camp	344	201	113	30		•		R1 119 475,64	R19 405 446,65
1	Welamlambo Camp	147	148	-		•			R554 292,82	R14 364 014,82
19	Enkanini (south of Sakhile Ext 4)	320	269	51	-	•			R1 219 877,36	R28 528 564,73
20	Stand 8017 Sakhile Ext 4	40	27	-	19	•				R1 513 384,26
21	Stand 8018 Sakhile Ext 4	83	32	-	57	•			R345 562,58	R3 284 262,86
13	Roberts Drift Road	1015	958	15	60		•		R3 859 935,04	R78 778 405,90
18	Mambakazi Clinic	55	37	14	15			•	R297 598,75	R4 370 230,15
29	Enkanini (Sivukile north and south)	252	97	155	-		•		R950 546,26	R4 774 237,77

31	Morgenzon Farm (Orchards)	112	-	112	-	•			R339 823,44	R215 873,00
	Total	3987	2835	928	266				R13 029 760,19	R257 523 332,52

Table 39 NUSP Strategy: Priorities

Below is the strategy for the proposed relocation of the units that cannot be accommodated in-situ. The receiving area is Portions 2 and 11 of the farm Rooikoppen which is owned by the Municipality. The high number of units are structured in flood lines which are required for the relocation of units, and in certain areas the densities are too high for single residential erven which require relocation.



Map 20 Strategy for proposed relocation of units

Apart from the 13 settlements addressed through the NUSP initiative, 18 additional settlements were identified. Table below provides the strategy for the additional 18 settlements. The strategy proposed which settlements can be formulized in-situ, which must be relocated in the long term, immediate relocations (flood lines) and the settlements that require further investigation.

Lekwa LM: Additional Strategy: Priority

		DEMAND	STRATEGY						PRIORITY	
#		Existing Informal Units and Infill	In situ	Move later	Move immediately situated in floodline/servitude	Further investigation needed	Subtotal	Short	Medium	Long
	Town, Settlement	2021	334	343	185	226	1088			
17	Enkanini Camp Expansion	105		105			105			•
26	Erf 6671 Standerton x7	34			23	11	34	•		
27	Erf 6543 Standerton x 7	5			2	3	5	•		
11	Sakhile Floodline	41			11	30	41	•		
12	Sakhile	5		5			5		•	
15	Standerton x 6 Servitude	39			39		39	•		
2	Erf 7888 Sakhile Ext 4	32			2	30	32	•		

3	Sisulu Camp		98		72		26		98	•		
5	Erf 4592 Sakhile Ext 4 (Police station)	)	40		40				40		•	
2 2	Erf 6253 Sakhile Ext 4 (School erf)		53					53	53	•		
2 3	Erf 6254 Sakhile Ext 4 (School erf)		37					37	37	•		
2 8	Rooikopp en 11/408		306	25 1	55				306		•	
7	Taxi Rank Camp		12		12				12		•	
8	Azalea Floodline 1		64				64		64	•		
1 4	Azalea Floodline 2		80				18	62	80	•		
2 4	Taxi Rank Camp 2		35		35				35	•		
2 5	Erf 4319 Standerton x6		15		15				15	•		
3 0	Erven 860-862 Morgenzon	54			54				54		•	

Table 40 Lekwa LM: Additional Strategy: Priority

Current housing projects

Table below outlines the current housing projects which have been commissioned and are currently under planning or construction.

Current housing projects

Town	Project Name	Number of Units	Comments
Standerton	Standerton Ext 8	500 FLISP Units	Ervens are un-serviced and insufficient bulk services
Standerton	Standerton Ext 5 (Erf 8148)	57 Stands	Subdivisions approved. Services required
Standerton	Standerton Ext 5 (Erf 8149)	25 Stands	Subdivisions approved. Services required
Standerton	Standerton Ext 4 (Erf 2731)	96 Stands	Subdivisions approved. Services required
Standerton/Morgenzon	IRDP Units (various locations)	163 Stands	Beneficiary administration process in underway
Total	Total	841	

Table 41 Current housing projects

Vacant public owned land

Table below provides an illustration of the public owned, vacant land which is zoned for single and multiple residential. Through a densification process the possible number of units can be increased from 1,901 to 5,516. Annexure B contains the full breakdown and locality of the vacant erven.

Ward	#	Suburb	Number of erven					Area	Area	Ave. erf Size	Potential number of Units	Density (nett) applied	Note
			Municipal	Provincial Government	Parastatal	RSA	Total	(ha)	(%)	(m²)		du/ha	
4	1	MEYERVILLE	-	2	-	-	2	0,7	0%	3 626	29		
		Zoning: Single Residential		2			2	0,7		3 626	29	40	Can be used for Medium Density Residential
3,7	2	AZALEA	2	-	-	-	2	0,1	0%	279	2		
		Zoning: Single Residential	2				2	0,1		279	2		
10	3	STANDERTON	450	-	-	3	453	54,1	35%	1 194	963		
		Zoning: Single Residential	450				450	50,9		1 131	450		
		Zoning: Single Residential				1	1	1,1		11 429	182	159	Can be used for Medium to High Density Residential
		Zoning: Multiple Residential				2	2	2,1		10 418	331	159	Can be used for Medium to High Density Residential
8	4	STANDERTON EXT 4	1	63	-	-	64	7,7	5%	1 204	64		
		Zoning: Single Residential	1				1	0,1		1 245	1		
		Zoning: Single Residential		63			63	7,6		1 203	63		
8	5	STANDERTON EXT 7	14	-	-	-	14	0,4	0%	302	14		
		Zoning: Single Residential	14				14	0,4		302	14		
15	6	STANDERTON EXT 8	1 073	-	-	-	1 073	74,2	49%	691	4 087		
		Zoning: Single Residential	1 045				1 045	55,0		527	1 045		
		Zoning: Multiple Residential	28				28	19,1		6 834	3 042	159	Can be used for Medium to High Density Residential
4	7	SAKHILE EXT 6	2	-	-	-	2	0,1	0%	577	2		
		Zoning: Single Residential	2				2	0,1		577	2		
		Subtotal Standerton	1 542	65	-	3	1 610	137,3	90%	853	5 161		
14	8	MORGENZON	2	-	-	3	5	1,2	1%	2 416	48		
		Zoning: Single Residential	2				2	0,5		2 456	20	40	Can be used for Medium Density Residential
		Zoning: Single Residential				3	3	0,7		2 390	29	40	Can be used for Medium Density Residential
14	9	SVUKILE EXT 1	19	-	-	-	19	1,3	1%	362	19		
		Zoning: Single Residential	19				19	1,3		362	19		
14	10	SVUKILE EXT 4	2	-	-	-	2	0,6	0%	2 813	23		
		Zoning: Single Residential	2				2	0,6		2 813	23	40	Can be used for Medium Density Residential
		Subtotal Morgenzon	23	-	-	3	26	3,1	2%	707	90		
		Zoning: Single Residential	111				111	6,2		558	111		
		Zoning: Single Residential			154		154	6,0		388	154		
12		Subtotal Thuthukani	111	-	154	-	265	12,2	8%	459	265		
		Grand Total	1 676	65	154	6	1 901	152,6	100%	795	5 516		
		% Ownership	88%	3%	8%	0,3%	100%						

88% of all vacant residential erven belongs to Lekwa LM

Available number of vacant erven: 1 901

Calculated potential number of units: 5 516

Table 42 Public owned vacant land

The third component to the human settlement strategy relates to the acquisition of land. The first step in this regard would be to conduct feasibility studies on various pockets of land at average cost of R650,000 each per area. Such feasibility assessment should cover the following aspects: Title Deed Search, Geotechnical Report, Engineering Services Report, Environmental Scan, and a Land Use (Existing Potential) Report.

Emphases should be placed on the availability of services and the administrative matters to procure the land. The ownership structure should be scrutinized to determine the complexity of obtaining buy-in from the owners to sell the land. This aspect is especially important for CPA owned land.

Land acquisition

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

Table 43 Land acquisition

Consolidated strategy

Table below provides the overall strategy to address the informal settlements, the housing backlog and the expected growth of the Municipality. The table is provided in three Sections. Section 1 represents the strategy for the 13 informal settlements that was planned through the NUSP initiative and the additional 18 settlements. Section 2 of the document addresses the housing backlog which was informed by the surveys undertaken by the Municipality. Section 3 addresses the expected population growth and subsequent demand for housing.

Section 1: The strategy for the first 11 settlements in Standerton and 2 in Morgenzon is addressed through the upgrading plans and SDA 1 has been earmarked to receive the Standerton surplus units that cannot be accommodated, and SDA 4 will serve as the receiving area for Morgenzon. Approximately 886 units will need to be relocated to SDA 1 from the 11 settlements and 321 units to SDA 4. The additional informal units in and around Standerton/ Sakhile can be partially formulated in-situ, while the remainder can be relocated to SDA 1. SDA 1 will still have a surplus of 6,844 units, following the relocation of the current informal settlements. SDA 4 will only have a surplus of 129 units, following the relocation of the existing informal units at Morgenzon/ Sivukile. Thuthukani has 35 informal units and 265 vacant erven. Clarity needs to be obtained if the vacant erven can be utilized for the accommodation of the current informal units.

Section 2: The housing backlog informed by the LM survey indicated a need for 8,895 housing opportunities in Standerton, Morgenzon and Thuthukani. The IDH Housing Chapter proposes that the existing vacant erven coupled with densification (rezoning/ subdivision, existing erven) be utilized for parts of the backlog. Sections of SDA 1, 2 and 4 can also be utilized to accommodate the backlog. Morgenzon is the only subplace area which has a deficient in terms of land/erven supply.

Section 3: The expected population growth for the next 15 years (2035) can be accommodated with the utilization of the remainder of SDA 1 and SDA 2. A small shortfall of 300 erven is at Morgenzon, however, it is anticipated that additional developments can take place in the next 15 years that should be able to address the need. The strategy further outlines that it may not be necessary to activate SDA 3 or any of the land acquisition (LA 1 – 4) in the short- to medium-term to address the human settlement challenges.

Planned engineering service upgrade

Project Name	MTREF_2023	MTREF_2024	MTREF_2025	Total MTREF	Responsible Department
Water Treatment Works: Upgrade Standerton water supply scheme	14 224 800	-	-	14 224 800	Water Services
Water Treatment Works: Refurbish and upgrade Morgenzon treatment works	8 000 000	-	-	8 000 000	Water Services
Pump Station: Muller and Johan Pump Stations	4 500 000	-	-	4 500 000	Wastewater Treatment
INSTAL CAPLE SAKHILE 14/15	1 646 199	-	-	1 646 199	Electricity
Design, Supervision Construction Monitoring - Installation of Steel Elevated Tank	191 590	-	-	191 590	Water Services
IRDP Phase 2: Top Structure. Annual Target: 250 Units	25 750	-	-	25 750	Integrated Development Planning
IRDP Phase 1: Planning & Services. Annual Target: 150 Sites	6 544	-	-	6 544	Integrated Development Planning
Completion and commissioning of sewer pump station No. 2 in Rooikoppen	-	-	754 824	754 824	Wastewater Treatment
Construction of Kieser Pressure Tower	-	8 528 521	-	8 528 521	Water Services
Improvement of Residual Pressure in Supply Area	-	-	20 000 000	20 000 000	Water Services
MEYERVILLE W/WORKS: 2ND PHASE	-	3 421 226	-	3 421 226	Water Services
Morgenzon 1 and Morgenzon 2 sewer pump stations Coligny TLC	-	-	6 900 000	6 900 000	Wastewater Treatment

Refurbishment and upgrade of sewer pump stations and Coligny sewer line	-	13 800 000	7 000 000	20 800 000	Wastewater Treatment
Refurbishment and Upgrading of Morgenzon and Sivukile Bulk Water Supply System	-	5 650 000	-	5 650 000	Water Services
Refurbishment of pump stations and Coligny sewer line in Standerton and Morgenzon	-	-	9 376 927	9 376 927	Wastewater Treatment
Sakhile: Sewer Gravity Main Upgrade	-	-	1 000 000	1 000 000	Wastewater Treatment
Upgrade of portion of Morgenzon water scheme	-	-	400 713	400 713	Water Services
Upgrading of the Standerton Bulk Water Supply System phase 2 - MIG	-	17 057 042	7 073 057	24 130 099	Water Services
TOTAL	28 594 883	48 456 789	52 505 521	129 557 193	

Table 45 Planned engineering service upgrade

Implementation programme

The following tables provide a summary of the projects emanating from the Lekwa Municipal IDP Housing Chapter.

Table 40 comprises the list of the Informal Settlements which Upgrading Plans have been prepared for. The detailed costing of each area is also reflected in the table. The table further provides the prioritization in terms of the short-, medium- and long-term implementation horizon.

Lekwa LM: NUSP Strategy: Priority

#	Town, Settlement	DEMAND	NUSP (UISP) ALLOCATION			PRIORITY			BUDGET	
		Existing Informal Units and Infill	B1 (stay - can be accommodated in layout)	B2 (Move later - can NOT be accommodated in layout)	C (Move immediately - situated in floodline)	Short	Medium	Long	Interim Services (Engineering & Prof Fees)	Permanent Services
		2021	2835	928	266					
16	Enkanini Camp	491	263	154	74			•	R0,00	R27 830 042,99
10	Mandela Camp	580	517	63	-			•	R2 337 935,96	R43 882 887,56
6	Shivovo Camp	398	261	137	-		•		R1 760 873,14	R26 490 311,93
9	TLC Camp	150	25	114	11			•	R243 839,20	R4 085 669,90
4	Slovo Camp	344	201	113	30		•		R1 119 475,64	R19 405 446,65
1	Welamlambo Camp	147	148	-		•			R554 292,82	R14 364 014,82
19	Enkanini (south of Sakhile Ext 4)	320	269	51	-	•			R1 219 877,36	R28 528 564,73
20	Stand 8017 Sakhile Ext 4	40	27	-	19	•				R1 513 384,26
21	Stand 8018 Sakhile Ext 4	83	32	-	57	•			R345 562,58	R3 284 262,86
13	Roberts Drift Road	1015	958	15	60		•		R3 859 935,04	R78 778 405,90
18	Mambakazi Clinic	55	37	14	15			•	R297 598,75	R4 370 230,15
29	Enkanini (Sivukile north and south)	252	97	155	-		•		R950 546,26	R4 774 237,77
31	Morgenzon Farm (Orchards)	112	-	112	-	•			R339 823,44	R215 873,00
	Total	3987	2835	928	266				R13 029 760,19	R257 523 332,52

Table 46 NUSP Strategy: Priority

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

Lekwa LM: Additional Strategy: Priority

#	Town, Settlement	DEMAND	STRATEGY				Subtotal	PRIORITY		
		Existing Informal Units and Infill	In situ	Move later	Move immediately situated in floodline /servitude	Further investigation needed		Short	Medium	Long
		2021	334	343	185	226	1 088			
17	Enkanini Camp Expansion	105		105			105			•
26	Erf 6671 Standerton x7	34			23	11	34	•		
27	Erf 6543 Standerton x 7	5			2	3	5	•		
11	Sakhile Floodline	41			11	30	41	•		

12	Sakhile	5		5			5	•		
15	Standerton x 6 Servitude	39			39		39	•		
2	Erf 7888 Sakhile Ext 4	32			2	30	32	•		
3	Sisulu Camp	98		72	26		98	•		
5	Erf 4592 Sakhile Ext 4 (Police station)	40		40			40		•	
22	Erf 6253 Sakhile Ext 4 (School erf)	53				53	53	•		
23	Erf 6254 Sakhile Ext 4 (School erf)	37				37	37	•		
28	Rooikoppen 11/408	306	251	55			306		•	
7	Taxi Rank Camp	12		12			12		•	
8	Azalea Floodline 1	64			64		64	•		
14	Azalea Floodline 2	80			18	62	80	•		
24	Taxi Rank Camp 2	35	35				35	•		
25	Erf 4319 Standerton x6	15	15				15	•		
30	Erven 860-862 Morgenzon	54		54			54		•	

Table 47 Lekwa LM: Additional Strategy: Priority

Table below provides the list of the township establishments that was to be initiated to pro-actively prepare land before illegal development takes place.

Township Establishment Projects

Project	Property Description	Size	Owner	Yield	Budget
SDA 1	Ptn 2 of the farm Rooikoppen	372	Lekwa	8,430	R 16,860,000
SDA 2	Ptn 11 of the farm Rooikoppen	166	Lekwa	3,900	R 7,800,000
SDA 3	Part of the Rem of Ptn 9 of the farm Rooikoppen 408 IS	44	Lekwa	1,020	R 2,040,000
	TOTAL			13,350	R 26,700,000

Table 48 Township Establishment projects

Table below provides a summary of the human settlement strategy. The housing demands up to 2035 is 19,369 and 3,169 of the existing informal settlements can be formulated in-situ. 5,271 Units can be allocated to existing vacant, municipal owned land and 10,488 of the demand can be accommodated on the municipal owned SDAs (SDA 1, 2, 4). A small shortfall of 441 units remains at Morgenzon.

Strategy summary.

Project Name	Units
Demand	19 369
In-situ Allocated	3 169
Relocated Vacant Land	5 271
Relocated SDA	10 488
Relocated LA	-
Sub-Total Allocated (Excl. IS)	15 759
Sub-Total Dealt with	18 928
Sub-Total Outstanding	441

Table 49 Strategy summary

Table below provides a summary of the possible supply at the vacant municipal owned properties, SDAs and long-term land acquisitions.

Supply summary.

Supply	Units	Allocated	Surplus
Potential on Vacant Land	5 583	5 271	312

Potential on SDA's	13 800	10 488	3 312
Potential on LA's	5 620	-	5 620
TOTAL	25 003	15 759	9 244

Table 50 Supply summary

5.3 Guidelines Towards Sustainability

The primary aim is to create integrated and functional settlements; characterized by a sustainable and expanding local economic base, providing for local job creation and entrepreneurial support, and where the needs of all residents are met in a safe, healthy and sustainable environment.

Human settlements should thus be livable, satisfying more than just the basic needs of its residents, also addressing the degree to which the communities' and individual's needs for social amenity, well-being and health are being met. It is thus closely linked to the concept of quality of life, or the level of satisfaction experienced by the inhabitants.

Consequently, human settlement projects in Lekwa should be characterized by the following qualities:

- **Opportunity generation** – offer a range of economic, social, cultural and recreational opportunities. Opportunity should be generated by the way the settlement is planned and designed.
- **Access** – the settlements should be characterized by equitable, easy and convenient access to opportunities and facilities. Road layout and locations of facilities should ensure that facilities and urban opportunities are accessible by the greatest number of people – the road network should prioritize pedestrian movement and public transport.
- **Place-making** – the settlement should reflect an environment with a unique sense of place based on the nature of its natural and cultural setting, creating identifiable and memorable places.

Development principles

The following development principles should guide the future development of human settlements in Lekwa LM:

- **Respecting the Site and Natural Setting**

Layout Plans and Urban Development Frameworks should respond and be sensitive to the natural features of the area as identified and demarcated. These include features like ridges; the natural drainage lines; the natural orientation of the site; and the density limits imposed by the geotechnical conditions of the site. These elements should be functionally incorporated into the structure of the township area to ensure that it is in harmony with its natural setting.

- **Enhancing Orientation and Place Making**

How a township is put together and how its functional parts relate to each other is important in helping people to find their way around and understand how the area works.

Legibility and a sense of orientation should be further improved by placement of landmark buildings or structures like vistas and concentrating land use activities like commercial, community and civic activities to allow constructive and functionally effective interaction between them.

Focal points positioned at the entrances to the area or at major transport interchanges, should serve to welcome people with a sense of arrival within the area.

Emphasizing the profile of nodes in the area through **physical form** such as height, density, landmarks and **activity patterns** like shopping, business and leisure will also help define the identity of the area.

- **Making Connections and Creating a Balanced Movement Network**

Development sustainability depends on the level of connectivity provided to surrounding communities and the regional economy. It implies accessibility, appropriate connections, availability of public transport and links to locations of desired activities within the area, but also to surrounding nodes of desired activities.

- **Local Connectivity**

On a local development scale, the street network within should be connected as it permits ease of movement. Connected or 'permeable' networks encourage walking and cycling and make places easier to navigate through. The proposed street network should be supplemented with a network of exclusive pedestrian walkways.

Streets give order and structure, their purpose is to facilitate communication, access and transport, and help people know where they are, in relationship to the community and the larger region.

- **An Integrated Network of Streets**

Circulation of all movement should follow a clearly organized system of streets and open spaces comprising a comprehensive movement network, including:

- Regional Connectors;
- Local Connectors;
- Local Streets;
- Pedestrian and Non-Motorized Routes;
- Boulevards;
- Neighborhood Streets.

- **Pedestrian Prioritization**

Every successful street is one that invites leisurely, safe walking. Exclusive pedestrian and non-motorized routes should be developed to promote safety, access and circulation to and through the area. To encourage pedestrian and cycle friendly streets the following aspects need to be addressed:

- Make crossing points visually prominent;
- Minimize street widths at crossings;
- Introduce elements that reduce vehicle speeds and encourage walking and cycling.

- **Creating a Functional Nodal Network**

- **Nodal Network Characteristics**

Pedestrian proximity is the measure by which the nodal network within the entire urban structure should be determined.

- **Benefits of nodal concepts**

- A node represents a management tool that can accommodate change in development patterns, scale or size;
- It is an urban building unit that ensures unique identity among communities in different geographic areas;
- It is an effective mechanism from which development and the proposed public transport network can cluster and focus around;
- It helps limit and concentrate infrastructure expenditure;
- Provide SMME development opportunities and LED support.

All basic daily needs, public amenities, transport access and recreation should be within a seven to-ten-minute walk or $\pm$ 750-800 m radius from any point within the area. Each local node should develop its own distinct character and predominant use and provide a spectrum of amenities:

- A mixture of plot sizes - smaller sites / finer grain should be located at the centre of nodes while large land parcels are to be located at the nodal edges;
- The most prominent 'public square' and community facilities should be positioned in or near the centre;
- Local shops, leisure and other social amenities with public transport stops should be positioned along primary routes serving the nodal areas;
- Parks and recreation areas should define the outer edges of such local nodal areas;
- Small parks, play grounds and squares should spread throughout surrounding residential areas.

- ❖ **Variety in Land Use**

Broadening the mixture and variety of land uses and activities increases choice which in turn implies an urban form that empowers - giving the majority of residents more choices and greater accessibility to basic amenities without being dependent on vehicular transport.

The integration of housing with other urban activities is a powerful mechanism to enrich peoples living environment.

❖ **Variety in Housing Typologies and Tenure Alternatives**

One of the points of departure to residential developments in Lekwa LM should be to include a variety of housing typologies, ranging from limited single residential units to semi-detached and detached row housing; two-, three and four storey walk-up apartments and even flats (limited).

Variety should also be offered in terms of tenure – providing for full title, sectional title and rental stock.

❖ **Implications of Greater Variety**

- Requires variety in layout, plot sizes and land uses;
- Creates places with varied uses, varied building types and varied form;
- Variety attracts varied people, comprising varied income groups for varied reasons;
- Broadening variety is to increase choice – choice for investors, tenants, residents and visitors;
- Mixture of land parcel sizes increases choice for investors, which in turn increases the vitality and sustainability of the development.

❖ **Investing in the Public Environment and Services**

- Public open space not only refers to the grid of streets, but also to the squares, parks and landscaped areas within an area.

❖ **Defined Public Open Spaces**

- Good public space has important underlying characteristics: they have definition, they have boundaries, usually consist of buildings that clearly communicate where the edges are and which sets the public space apart from the private space.

❖ **Benefits to Defined Space**

- Defining the public realm within the built-up fabric has various advantages over that of the typical pavilion type developments that withdraw from the public edge;
- They ensure active street edges, **'eyes on the street'** therefore contribute to a safer urban environment;
- Clear **definition between public and private** improves management, control and security over the public spaces;
- **Perimeter buildings** engage with the precinct/environment and not withdraw from it;
- Creates a **sense of enclosure** and protection;
- Well defined and managed public space enhances private investor confidence which supports local economic development.

❖ **Guidelines for Efficient Public Space**

- Focus on public space as the main structuring element in any nodal area;
- Define hard open spaces and link with soft open spaces;
- Provide accessible public spaces which create opportunity for collective activity;
- Cluster collective services around public spaces and market areas, e.g., informal trade stalls at modal transfer facilities;
- Cluster facilities to enable resource sharing and agglomeration advantages;
- Develop public open spaces as social and environmental assets;

- Ensure that the settlement provides all the social and educational facilities and services required to its inhabitants;
- Develop recreation facilities of various types and maintain it.

Design Guidelines: Informal Trade

Informal trade represents a very important component of the economic base of any township area, and as such it is proposed that formal structures for trading/ hawker stalls be incorporated into the design of public spaces from the outset. Micro and small businesses tend to create more jobs per rand turnover than larger businesses. Furthermore, to many households it may be the only means of income.

It is therefore recommended that the informal sector be actively supported by means of land use planning and infrastructure provision. A variety of trading stalls may be provided at strategic locations including close to (or combined with) retail activity within activity nodes, at public transport facilities (including multi-nodal transfer, bus stop and taxi ranks), and at major intersections within the township. This should go hand in hand with skills training, as well as proper management and regulation of designated informal trade areas.

It is further recommended that a developmental approach be followed concerning informal trade which is as much about minimizing barriers to entry into this sector for the unemployed as it is about assisting people in this group to grow their enterprise.

The first 'level' of structures that could be provided are very basic – comprising non-permanent structures, e.g., wooden shelves on which goods may be displayed (retail); as well as small individual units to accommodate basic service industry activities.

Level 2 structures are typically larger and more permanent additional features. This allows for more comprehensive retail activities, including food preparation, as well as larger service industries.

6.

CHAPTER SIX: IMPLEMENTATION PLANS PER KPA**6.1 KPA 1: Basic Service Delivery and Infrastructure Delivery****Table “A” Integrated Development Plans**

DEPARTMENT: COMMUNITY SERVICES AND SAFETY	
Municipal KPA	Basic Service Delivery and Infrastructure Development (Community Services & Safety)
Problem statement and root causes per KPA:	Inadequate access to basic services. The municipality have infrastructure that is not coping with demand and is poorly maintained and this situation is likely to subject the community to severe inconvenience and even danger without prompt attention
One Plan Transformation Area	Improve provision of solid waste management services Improve provision of fire and emergency services Improve traffic control and law enforcement Improve access to cemetery services. Improve fleet management Improve library services, parks and recreational facilities provision.
2019-24 MTSF Priority	Improved access to basic services (Solid Waste Removal by 100%, emergency fire, Traffic Control, Disaster, Parks & Recreational Facilities and Libraries)
Municipal Priority	Provision of efficient and effective solid waste management service Provision of safe and dependable roads
Strategic objective	Provision of basic services (solid waste removal by 100%, emergency fire, Traffic Control, Disaster, Parks & Recreational Facilities and Libraries)
Impact statement: Improved quality of life and safe living	MTSF Target: Improved access to basic services such as waste 100% emergency fire, Traffic Control, Disaster, Parks & Recreational Facilities and Libraries)

Outcome (Strategic goal)	Outcome indicator (Strategic objective)	Baseline	Situational analysis	5-year IDP target	Intervention/programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved Basic Services provision	Improved access to Solid Waste removal	30518 HH (81%) with access to Solid Waste removal	No refuse collection Illegal dumping No refuse collection fleet	37334 HH (100%) access to Solid waste removal	Procurement of Six additional refuse trucks Development of IWMP Rehabilitation of Standerton & Morgenzon landfill sites	Development of IWMP	32222HH (86%) access to Solid waste removal	33926HH (91%) access to Solid waste removal	35630 HH (95%) access to Solid waste removal	37334 HH (100%) access to Solid waste removal
Improved Comprehensive fire and emergency services	Improved provision of comprehensive fire services	83 fire incidents reported per quarter	High rate of fire incidences Inaccessibility of informal settlements during fire	Reduce the quarterly incidence by 20% per year	Response time to fire call outs Building of new fire station	Quarterly fire incidences reduced to 67	Quarterly fire incidences reduced to 50	Quarterly fire incidences reduced to 34	Quarterly fire incidences reduced to 18	Quarterly fire incidences reduced to 2
	To reduce number of accidents	34 accidents reported per quarter	High number of accidents Shortage of	Reduce road accidents to 10	Increase number of roadblocks Improve road markings and signage	Road accidents reduced to 30	Road accidents reduced to 25	Road accidents reduced to 20	Road accidents reduced to 15	Road accidents reduced to 10

			personnel							
	Improved parks and recreational facilities	28 parks and recreational facilities to be maintained monthly	Shortage of equipment and machinery Shortage of PPE	Improved Parks and recreational facilities maintenance	Procurement of machinery and fleet Recruitment of personnel Procurement of PPE	28 parks and recreational facilities maintained monthly	28 parks and recreational facilities maintained monthly	28 parks and recreational facilities maintained monthly	28 parks and recreational facilities maintained monthly	28 parks and recreational facilities maintained monthly

Table "B" Annual Outputs and Key Performance Indicators

DEPARTMENT: COMMUNITY SERVICES AND SAFETY							
Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION			
				2023/24	2024/25	2025/26	2026/27
Improved Basic Services provision	Improved access to Solid Waste removal and Collection	Landfill sites (Standerton & Morgenzon) Identified and Upgraded	2 - Landfill sites (Standerton & Morgenzon)	1 Landfill sites Standerton Identified and Upgraded	1 Landfill sites Morgenzon Identified and Upgraded		
		Solid Waste removed and collected	37334 HH (100%) access to Solid waste removed and collected	32222HH (86%) access to Solid waste removed and collected	33926HH (91%) access to Solid waste removed and Collected	35630 HH (95%) access to Solid waste removed and collected	37334 HH (100%) access to Solid waste removed and collected
	Enforced By-Law	By-law for illegal dumping enforced or proclaimed	1 (One) illegal Dumping By-Law enforced or proclaimed	1(One) illegal Dumping By-Law enforced or proclaimed			
	Procured Refuse	Refuse Collection Fleet Procured	11 Refuse Collection Fleet Procured	2 Refuse Collection Fleet Procured	2 Refuse Collection Fleet Procured	1 Refuse Collection	

	Collection Fleet					Fleet Procured	
Improved Comprehensive fire and emergency services	Improved fire services stations	Upgraded fire Services Stations	3 Upgraded fire services stations (Morgenzon & Standerton)	1 Upgraded fire services station (Standerton)	1 Upgraded fire services station (Morgenzon)	1 Constructed fire services station (Sakhile)	
	Reduced time lag response to fire call outs emergencies	Upgraded access roads to informal Settlements by emergency vehicles	Maximum 10 minutes response in all emergency call outs				
Enhanced revenue collection	Revenue Collected from Traffic Fines	Increased number of Roadblocks for collection of Traffic fines	240 roadblocks conducted for collection of Traffic fines	48 roadblocks conducted for collection of Traffic fines	48 roadblocks conducted for collection of Traffic fines	48 roadblocks conducted for collection of Traffic fines	48 roadblocks conducted
	Enhanced revenue collection from Grave sites	Revenue collected for grave sites	R650 000.00 Collected from Grave sites	R130 000. 00 Collected from Grave sites	R130 000. 00 Collected from Grave sites	R130 000. 00 Collected from Grave sites	R130 000. 00 Collected from Grave sites
	Improved parks and recreational facilities	Parks and Recreational facilities upgraded and maintained	28 parks and Recreational facilities maintained	28 parks and recreational facilities maintained	28 parks and recreational facilities maintained	28 parks and recreational facilities maintained	28 parks and recreational facilities maintained

Table “C” Community Priorities and Key Issues

DEPARTMENT: COMMUNITY SERVICES AND SAFETY				
Community needs/priorities	Key issues	Affected Ward and Location	2022-27 IDP Intervention	Funding Source
No removal of Waste	Waste collection on stipulated schedule	1, 3, 4, 5, 6, 7, 8, 9 (Ext 8), 10, 11, 12, 14, 15	- Communicate waste schedule/ changes to waste schedule - Procure waste collection trucks - Repair broken waste collection trucks - Conduct cost analysis to determine whether to lease or procure trucks	INTERNAL
	Waste containers for legal dumping sites	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15	Provide containers	INTERNAL

Table “D” Service Delivery and Budget Implementation Plan

DEPARTMENT: COMMUNITY SERVICES AND SAFETY						
KPI	5 Year Target	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Dependable fleet management	30 vehicles procured	Source funding	Develop and submit business plan		Follow up on confirmation of funding	
	Disposal of 40 vehicles	Disposal of 8 vehicles	Identify and submit list of vehicles for disposal	Follow up on progress of disposal	Follow up on progress of disposal	Disposal of 8 vehicles. Transfer of vehicles to new owners.
	Develop maintenance plan	Maintenance plan developed	Draft maintenance plan developed	Draft maintenance plan reviewed	Maintenance plan developed	Maintenance plan approved.

		Maintenance and service plan	Maintain and service vehicles that are due for service	Maintain and service vehicles that are due for service	Maintain and service vehicles that are due for service	Maintain and service vehicles that are due for service
Five (5) additional refuse trucks procured	Five additional refuse trucks procured	One additional refuse truck procured		One additional refuse truck procured		
IWMP Developed	IWMP Developed	IWMP Developed	Professional Service Provider Appointed			IWMP Developed
Reduce the response to fire call outs time	Response to fire call outs time reduced from 25 minutes to 10 minutes	Response to fire call outs time reduced to 20 minutes				Response to fire call outs time reduced to 20 minutes
Conduct awareness campaigns	60 awareness campaigns conducted	12 awareness campaigns conducted	3 awareness campaigns conducted	3 awareness campaigns conducted	3 awareness campaigns conducted	3 awareness campaigns conducted
Procurement of fleet	5 additional firefighting fleet procured	1 additional firefighting fleet procured		1 additional firefighting fleet procured		
Increase number of roadblocks	240 roadblocks added	48 roadblocks added	12 roadblocks added	12 roadblocks added	12 roadblocks added	12 roadblocks added

Table “A” Integrated Development Plans

DEPARTMENT: TECHNICAL SERVICES										
Municipal KPA	Basic Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:	Inadequate access to basic services. The municipality fall under grade D and E in terms of water, sanitation, electricity and roads infrastructure status, that is, we have infrastructure that is not coping with demand and is poorly maintained and this situation is likely to subject the community to severe inconvenience and even danger without prompt attention									
One Plan Transformation Area	Eradicate electricity interruptions. Increase access to portable water Improve quality of roads. Increase access to decent sanitation and eradicate spillages.									
2019-24 MTSF Priority	Improved access to basic services (water 100%, sanitation 100%, electricity 100% and roads 207 km of Roads paved/tarred)									
Municipal Priority	1. Improve Water and Sanitation provision 2. Provide reliable electricity supply 3. Provision of efficient and effective solid waste management service 4. Provision of safe and dependable roads 5. Provision of efficient and effective fleet services									
Strategic objective	Provision of basic services (water 100%, sanitation 100%, electricity 100% and roads 100%)									
Impact statement: Improved quality of life and safe living				MTSF Target: Improved access to basic services (water 100%, sanitation 100%, electricity 100% and roads 207 km of Roads paved/tarred)						
Outcome (Strategic goal)	Outcome indicator (Strategic objective)	Baseline	Situational analysis	5-year IDP target	Intervention / Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improve Basic Services provision	To improve access to Water	33 735HH (90%)	Inadequate bulk infrastructure	100% access to water	Develop Water Master Plan	Develop Water Maser Plan	34 685 HH (92.5%)	35 535 HH (95%) access	36 435 HH (97.5%)	37 334HH (100%) access

		access to water	Uncoordinated developments Fragmented human settlements Ageing infrastructure High water losses Drinking water quality does not meet minimum required standards		Develop Operation and Maintenance Plan Develop WSDP Develop and implement Water Conservation and Water Demand Management plan. Upgrade bulk water pipelines Construction of kisser reservoir and pressure tower Upgrade of Standerton & Morgenzon WTWs Construction of	Development WSDP Develop Water Conservation and Water Demand Management plan. Upgrade	access to water	to water	access to water	to water

					reservoirs and pressure towers					
Improve Basic Services provision	To improve access to Sanitation	32 318 HH (87 %) access to Sanitation	Inadequate bulk infrastructure Uncoordinated developments Fragmented human settlements Ageing infrastructure Sewer spillages	100% access to Sanitation	Develop Sanitation Maser Plan Develop Operation and Maintenance Plan Upgrade bulk and reticulation sewer pipelines Upgrade of Standerton and Morgenzon WWTWs Construction of Coligny sewer line	Develop Sanitation Maser Plan	33572 HH 89%	34826 HH 93%	36080 HH 97%	37334 100%
Improve Basic Services provision	To improve access to electricity	33 991HH (91%) access to electricity	Inadequate bulk infrastructure Uncoordinated developments	100% access to electricity	Develop Electricity Maser Plan Upgrade bulk electricity infrastructure	Develop Electricity Master Plan	34 827HH (93%)	35 653HH (95%)	36 479HH (98%)	37 334HH (100%)

			Fragmented human settlements Ageing infrastructure Inadequate NMD Inadequate lighting		Upgrade main substations Upgrade NMD Repair of street lights and high mast lights					
	To improve access to roads	187 km paved and tarred Road network	Uncoordinated developments settlements Ageing infrastructure	207 km of Roads paved/tarred	Develop Road and Storm Water Maser Plan Upgrade road infrastructure Rehabilitate road infrastructure	Develop Road and Storm Water Maser Plan	192 km paved and tarred Road network	197km paved and tarred Road network	202 km paved and tarred Road network	207 km paved and tarred Road network

Table “B” Annual Outputs and Key Performance Indicators

DEPARTMENT: TECHNICAL SERVICES								
Outcome	Outcome Indicator	KPI	5-year Target	2022/23	2023/24	2024/25	2025/26	2026/27
Improved Basic Services provision	Improved access to basic services (Water)	Upgraded water infrastructure	25km of water infrastructure upgraded	5km	5km	5km	5km	5km
		Reservoirs constructed	Construction of two reservoirs	Construction of Kieser reservoir and pressure tower	Upgrade of 5ML store dam at the Standerton WTW			
		Treatment Plants upgraded	Standerton and Morgenzon Water treatment works upgraded			Standerton Water treatment works upgraded to 50 ML per day	Construction 60%	Morgenzon Water treatment works upgraded TO 3.9ML per day
	Enhanced revenue collection	Number of metering, monitoring and data equipment installed.	13 000 consumption metres replaced and 5 Zoning meter installed and SCADA expansion to water network		3 250 metres replaced 2 Zoning meters SCADA monitoring of Zoning meter area	3 250 metres replaced 1 Zoning meter SCADA monitoring of Zoning meter area	3 250 metres replaced 1 Zoning meter SCADA monitoring of Zoning meter area	3 250 metres replaced 1 Zoning meter SCADA monitoring of Zoning meter area
	Reduced water losses							
	Improved access to Sanitation	Km sewer infrastructure upgraded	30km of bulk sewer pipelines upgraded	6km	6km	6km	6km	6km

		Upgraded of Waste Water treatment works	Standerton and Morgenzon Waste Water treatment works upgraded	Feasibility studies developed		Standerton Waste Water treatment works upgraded	Construction 60%	Morgenzon Waste Water treatment works upgraded
	Reduced sewer spillage	SCADA Level monitoring equipment	15 Sewer sump SCADA warning level monitoring systems installed		5 Sewer sumps monitored	5 Sewer sumps monitored	3 Sewer sumps monitored	2 Sewer sumps monitored
	Improved access to electricity	Km of electricity infrastructure upgraded	20km of bulk electricity lines upgraded	Source funding for upgrading electricity lines	5km electricity lines upgraded	5km electricity lines upgraded	5km electricity lines upgraded	5km electricity lines upgraded
		Upgrade main substations	A, B & C Substations upgraded	A substation upgraded PHASE 1	A substation upgraded	B Substation upgraded	C Substation upgraded	
		Upgrade NMD to 110MVA	NMD upgraded to 110MVA	Expansion of SCADA system	NMD upgraded to 64 MVA	NMD upgraded to 80MVA		NMD upgraded to 110MVA
		Improved public lighting	2500 street lights repaired	500 street lights repaired	500 street lights repaired	500 street lights repaired	500 street lights repaired	500 street lights repaired
			100 high mast lights repaired	20 high mast lights repaired	20 high mast lights repaired	20 high mast lights repaired	20 high mast lights repaired	20 high mast lights repaired
	Enhanced revenue collection	Number of metering, monitoring	28 000 consumption meters		7 000 consumption	7 000 consumption	7 000 consumption	7 000 consumption

	Reduced electricity losses	and data equipment installed.	replaced and 60 Zoning meter installed and SCADA expansion to electricity network 12 Quality of supply meter units (NERSA requirement)		meters installed 15 zoning meters 10 SCADA monitored HV/MV panels 5 mini subs SCADA monitored 3 Quality of Supply meters installed	meters installed 15 zoning meters 10 SCADA monitored HV/MV panels 5 mini subs SCADA monitored 3 Quality of Supply meters installed	meters installed 15 zoning meters 10 SCADA monitored HV/MV panels 5 mini subs SCADA monitored 3 Quality of Supply meters installed	meters installed 15 zoning meters 10 SCADA monitored HV/MV panels 5 mini subs SCADA monitored 3 Quality of Supply meters installed
	Improved road network	Improved road infrastructure	20Km of roads constructed 10Km of roads rehabilitated	5Km of road constructed 2km of road rehabilitated	5Km of road constructed 2km of road rehabilitated	5Km of road constructed 2km of road rehabilitated	5Km of road constructed 2km of road rehabilitated	5Km of road constructed 2km of road rehabilitated
	Dependable fleet Management	Procured fleet	Procurement of 30 vehicles.	6 vehicles procured	6 vehicles procured	6 vehicles procured	6 vehicles procured	6 vehicles procured

Table “C” Community Priorities and Key Issues

DEPARTMENT: TECHNICAL SERVICES				
Community needs/priorities	Key issues	Affected Ward and Location	2022-27 IDP Intervention	Funding Source
Interrupted water supply	Interrupted water supply especially during loadshedding (power outages)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 15	- Generator for water pumps - Water Master Plan - Water Services Development Plan	MIG/WSIG

Inadequate provision of water	Little to no water supply in high laying areas	4,5,11,9	- Water pressure pumps for high laying areas - Upgrade bulk water pipelines - Water Conservation and Water Demand Management plan. - Construction of Kiesser reservoir and pressure tower	MIG/WSIG
Deteriorated water quality	Poor water quality – not drinkable	1,2,3,4,5,6,7,8,9,10,11,13,14,15	Continuous water testing with lab services offered by GSDM	WSIG/RIBG
Unequal distribution of water	Unequal distribution of water during water shedding	1, 2, 3, 4, 5, 6, 7	Monitor water trucks	Internal
Interrupted electricity supply	Internal loadshedding (power outages)	1,2,3,4,5,6,7,8,9,10,11,13,14,15	- Increase NMD - Upgrade electrical power infrastructure - Electricity Master Plan - Install Bulk electricity infrastructure - Upgrade main substations - Install electric meters to curb bridging of electricity	MIG/Internal
Increased crime rate due to non-functional street lights	Non – functional high mast and street lights	Street lights: 1, 3, 4, 5, 6, 7, 8, 10, 11, 12, 14, 15 High mast lights: 1, 2, 4, 5, 6, 7, 8, 9, 11, 12, 14, 15	- Repair street and high mast lights - Provide high mast lights in areas with no lights	Internal
Inadequate access to electrical supply	Inadequate access to electricity in rural wards	9,13	- Electrification of rural wards – connect households from powerlines - Repair substations damaged by contractors	INEP/Internal
Pipe bursts	Upgrade sewage pipes and treatment plant	1, 2, 3, 4, 6, 9 (Ext 08), 11, 14, 15	- Operational and Maintenance plan - Standerton and Morgenzon WTWs - Waste water risk abatement plan - Upgrade bulk and reticulation sewer pipelines	MIG/WSIG/RIBG
No access to basic sanitation in rural areas	Rural households with no access to toilets and municipality not desludging toilets	9 (Holmdene), 13	DE sludge toilets	INTERNAL

Sewer spillages	Health hazards due to sewer spillages	1, 2, 3, 4, 6, 9, 11, 14, 15	- Operational and Maintenance plan - Standerton and Morgenon WTWs - Upgrade bulk and reticulation sewer pipelines	
Non –functional Traffic lights	Installation and maintenance of Functional traffic lights	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15	Repair of Traffic Lights	INTERNAL
No storm water drainages	Maintenance of storm water drainages	11, 3, 15	Storm water Master Plan	MIG
Degradation of Roads	Paving and gravelling of roads	4, 5, 6, 7, 8, 9 (Ext 08), 10, 12	Upgrading and re-gravelling of roads	MIG
No traffic calming measures	Speed humps and road signage	1, 3, 4, 5, 7, 9, 11, 14, 15	- Installation of Speed humps and road signage - Provision of traffic lights	MIG/ INTERNAL

Table “D” Service Delivery and Budget Implementation Plan

DEPARTMENT: TECHNICAL SERVICES						
KPI	5 Year Target	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
100% access to water	Water Master Plan developed	Water Master Plan developed	Follow up on the appointment of Service Provider by DBSA	Water master plan @25%	Water master plan @50%	Water master plan @100%
	WCWDM developed	Develop a water conservation and water demand strategy.	Develop and submit business plan			
		Repair and calibrate 5 pressure reducing valves	Procurement of service provider	1 pressure reducing valves repaired and calibrated	1 pressure reducing valves repaired and calibrated	3 pressure reducing valves repaired and calibrated
		Install check meters on strategic billing meters;	Develop and submit business plan		Follow up on confirmation of funding	

		Calibration of 10 Bulk Meters @ WTW	Procurement of service provider	Calibration of 3 Bulk Meters @ WTW	Calibration of 3 Bulk Meters @ WTW	àz0071
	Reduce water losses	Repair of 1000 water leaks	250 water leaks repaired	250 water leaks repaired	250 water leaks repaired	250 water leaks repaired
	Review water safety plan	Source funding	Develop and submit business plan		Follow up on confirmation of funding	
	Upgrade bulk water infrastructure	Source funding for upgrade of bulk pipelines	Develop and submit business plan		Follow up on confirmation of funding	
	Construction of reservoirs	Construction of Kiesser reservoir and pressure tower	Procurement of Contractor	Construction @25%	Construction @50%	Construction @100%
	Upgrade of Standerton and Morgenzon WTWs	Source funding for upgrade of WTWs	Develop and submit business plan		Follow up on confirmation of funding	
	Provision of water to areas without access	Source funding to eradicate backlogs	Develop and submit business plan		Follow up on confirmation of funding	
100% access to sanitation	Sanitation Master Plan developed	Sanitation Master Plan developed	Follow up on the appointment of Service Provider by DBSA	Sanitation master plan @25%	Sanitation master plan @50%	Sanitation master plan @100%

	Develop Operation and Maintenance Plan	Source funding	Develop and submit business plan		Follow up on confirmation of funding	
	Review waste water risk abatement plan	Source funding to review risk abatement plan	Develop and submit business plan		Follow up on confirmation of funding	
	Construction of Coligny sewer line	Construction of Coligny 2,3km sewer line	Procurement of Contractor	Construction @25%	Construction @50%	Construction @100%
	Standerton and Morgenon Waste Water treatment works upgraded	Confirmation of funding	Develop and submit business plan		Follow up on confirmation of funding	
100% access to electricity	Electricity Master Plan developed	Electricity Master Plan developed	Procurement of Service Provider	Electricity master plan @25%	Electricity master plan @50%	Electricity master plan @100%
	40 Km of bulk electricity infrastructure upgraded	Source funding for upgrading electricity lines	Develop and submit business to DMRE		Follow up on confirmation of funding	
	A, B & C Substations upgraded	A substation upgraded PHASE 1 Source funding for upgrade of B substation	Procurement of Service Providers Develop and submit business to DMRE	Construction @25%	Construction @70%	Construction @100%
	NMD upgraded to 110MVA	Expansion of SCADA system	Source funding for SCADA to include 35 electricity panels		Follow up on confirmation of funding	

	Improve street lighting	Repair 500 street lights	125 street lights repaired	125 street lights repaired	125 street lights repaired	125 street lights repaired
		Repair 20 high mast lights	5 high mast lights repaired	5 high mast lights repaired	5 high mast lights repaired	5 high mast lights repaired
	Develop and Implement EDMS Strategy Document	EDMS Strategy Document developed and implemented	EDMS Strategy Document developed	EDMS Strategy implemented	EDMS Strategy implemented	EDMS Strategy implemented
	Development of Electricity Maintenance Plan	Development of Electricity Maintenance Plan	Electricity Maintenance Plan developed			
192 km of Roads paved/tarred	Roads and Storm water Master Plan Developed	Roads and Storm water Master Plan Developed	Procurement of Service Provider	Roads & Storm water master plan @25%	Roads & Storm water master plan @50%	Roads & Storm water master plan @100%
	20km road constructed	4km road constructed	Develop and submit business plan		Follow up on confirmation of funding	
	20km road rehabilitated	4km road rehabilitated	Procurement of Service Provider	Construction @25%	Construction @70%	Construction @100% (4km road rehabilitated)

6.2 KPA 2: Municipal Transformation and Institutional Development

Table “A” Integrated Development Plans

DEPARTMENT: CORPORATE SERVICES											
Municipal KPA	Municipal Transformation and Institutional Development										
Problem statement and root causes per KPA:	Lekwa Municipality does not exhibit a transparent, accountable, effective and efficient leadership. It therefore this reason that we see numerous incidents of political factions and infighting on the expense of service delivery. This institution requires Organizational restructuring and Good Human resource management in order to ensure a sustainable working environment, maintain and improve the municipal policies and improve performance.										
One Plan Transformation Area	Improve technological skills for the 4IR										
2019-24 MTSF Priority	A Capable, Ethical and Developmental State										
Municipal Priority	Clean Audit outcome (100%) Customer Care										
	Improved organizational performance.										
	Municipal employees and councilors trained – compliance and adherence to the approved WSP										
Impact statement: Improved organizational performance				MTSF Target: A Capable, Ethical and Developmental State							
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 - year IDP target	Intervention/Programme	DDM Stakeholder Intervention	ANNUAL TARGETS				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Reduction of vacancy	Improved Service Delivery	58% Vacancy Rate	Insufficient human	100% filling of	Filling of critical	Internal	20%	20%	20%	20%	20%

in service delivery departments			resource	critical position	vacant positions						
Review the organogram to properly align with the IDP, MSR and budget(date)	Reviewed organizational Structure	Approved organizational Structure	Current organogram not in line with the current IDP	Alignment of IDP and organogram	Develop the organizational Structure to aligned to IDP, Budget and Municipal Staff Relation	COGT A and the Office of the Premier	1				
Conduct skills audit	Skills Audit Conducted	Skills Audit not Conducted	Not all employees' skills known to the municipality	Correct placement of employees and full utilization of HR	Conduct Skills Audit	COGT A and the Office of the Premier	1				
Cascading individual organizational performance to individual	Implementation of logic model	organizational Performance in Place	Only senior managers performance measured/ assessed	Cascading organizational performance to all employees	Implementation of the Individual Performance Management System using	Internal	1	1	1	1	1

perform ance					task grades						
Improve d efficien cy on service delivery	Installati on of Docume nts Manage ment System	2% automa tion of adminis trative process es	Manual systems	100% automati on of systems	Automat ed Administr ative processe d	Nation al and Provin cial Treasur y	50%	50%			
Improve d Records Manage ment	Centralis ed records manage ment	Filing not centrali zed	Decentr alized filing system	Centralis ed records manage ment and achieves	Centraliz ed manage ment of records	Intern al		1			
ICT Program s	Improve d ICT	Improve d internet connec tion	Not all municip al building have internet connec tion	Internet conneci on in all municip al building	Effective internet conneci on	Intern al	1				
Legal services	Effective and efficient handling of legal matters	Delays on finalizin g legal matters	Delays on finalizin g legal matters	% reductio n of litigation s	Effective and efficient handling of legal matters	Intern al	% Reductio n of litigation s	% reductio n of litigation s	% reductio n of litigation s	% reductio n of litigation s	% Reductio n of litigation s
Council support	Effective and efficient council sittings	Long hours of council sittings	Long hours of council sittings	Effective and efficient council sittings	Effective and efficient council sittings	Intern al Driven	4	4	4	4	4

Reduction of disciplinary cases	Improved employee and employee relations	Increasing Disciplinary cases register	9 active disciplinary cases	80% Reduction of disciplinary cases	Improved employee and employee relations	Internal driven	20% Reduction of disciplinary cases	20% Reduction of disciplinary cases	20% Reduction of disciplinary cases	10% Reduction of disciplinary cases	10% Reduction of disciplinary cases
Implementation of WSP and learnerships	Alignment of performance plan with skills development	Individual performance plans not in place	WSP, developed and implemented	100% implementation of WSP on yearly basis	Alignment of performance plan with skills development	Internal	100% implementation of WSP	100% implementation of WSP	100% implementation of WSP	100% implementation of WSP	100% implementation of WSP

Table “B” Annual Outputs and Key Performance Indicators

DEPARTMENT: CORPORATE SERVICES									
Outcome	Outcome Indicator	Responsible unit	KPI	5 - year Target	ANNUAL IMPLEMENTATION				
					2022/23	2023/24	2024/25	2025/26	2026/27
Approved HR Policies aligned to the MSR	Approved HR Policies	HRM, Labor relation, customer care, records and legal	Number of policies developed/reviewed in line with legislations	26 HR policies reviewed, 1 to be developed and aligned with the relevant legislation	27	-	-	-	-

Implement ation of HR Activities in line with legislation and regulation s	Implement ation of HR Activities	HRM	% of critical vacant positions filled	100% critical, vacant and funded positions filled	20%	20%	20%	20%	20%
		HRM	Develop the Organizational Structure to aligned to IDP, Budget and Municipal Staff Regulation	Approved Organizational Structure in line with the municipal staff regulation	1	-	-	-	-
		HRM	Number of WSP developed and implemented	WSP developed within the regulated time frame	1	1	1	1	1
		HRM	Number of skills audits conducted	Skills Audit Conducted	-	1	-	-	-
		HRM (individual performan ce only)	Number of officials with signed performance agreements	487 employees with signed performanc e agreement	30 Manager s to sign performa nce agree ments	491 to sign perform ance agree ments	-	-	-
		HRM	Number of performance assessment conducted	484 employees signed performanc e agreement	32 Manager s signed performa nce agree ments	452 employ ees signed perform ance agree ments	-	-	-

		HRM	Number of wellness programs to be implemented	10 approved wellness programs implemented	2 Wellness programs	2 Wellness programs	2 Wellness programs	2 Wellness programs	2 Wellness programs
		HRM	Number of OHS Committee meetings conducted as per the OHS Act	4 OHS Committee meetings held annually	4 Quarterly OHS Committee meetings held	4 Quarterly OHS Committee meetings held	4 Quarterly OHS Committee meetings held	4 Quarterly OHS Committee meetings held	4 Quarterly OHS Committee meetings held
Digitalized administrative Processes	Digitalized administrative Processes	ICT	% Automated Administrative processes	100%	20%	20%	20%	20%	20%
ICT governance	Functional ICT steering committee		Number ICT steering committee held	20	4	4	4	4	4
Centralized record management	Function record keep and archives	Records	Number of Centralized record management system developed.	1		1			
Effective and efficient council sittings	Accountable and responsive council	Council support	Number of council sitting coordinated/supported	20 meetings	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings
Effective and efficient council sittings	Accountable and responsive council	Council support	Number of portfolio committees coordinated	120	25	25	25	25	25

Effective and efficient council sittings	Accountable and responsive council	Number of mayoral committee meetings	Number of Mayoral Committee held	60	12	12	12	12	12
Fully complaint	0% in litigation	Legal	% Reduction of Litigation	100%	40%	40%	20%	-	-
Functional Local Labor Forum	Improved employer and employee relations	Labor	Number of LLF coordinated	60	12	12	12	12	12
Speedily resolution of disciplinary cases	Improved disciplinary cases management	Labor	% Reduction of disciplinary cases	80%	80%	80%	80%	80%	80%
An automated Customer Care	A fully-fledged centralized Customer Care services with a Call-Centre operating 24/7		Number of policies developed/reviewed in line with legislations	2 reviewed and approved policies	2 reviewed and approved policies	-	-	-	-
Centralize Call-Centre System operating 24/7	Improved efficiency on service delivery	Customer care	Number of functional call centers	4	1	2	1	-	-

Table “C” Community Priorities and Key Issues

DEPARTMENT: CORPORATE SERVICES				
Community needs/priorities	Key issues	Affected Ward and Location	2022-27 IDP Intervention	Finding Source
	▪ Increase in litigation register ▪ Being in contempt of court orders ▪ Noncompliance to legislation and policy ▪ High contingent liability & legal fees ▪ Contract management decentralized	Lekwa Local Municipality internal	▪ Human Resource Development Strategy Formulation or Development (HRD Strategy)	Corporate Services Budget Vote
	▪ Customer care management policy not in place ▪ Staff shortage ▪ No centralized and automated customer care service ▪ Non-adherence to Batho Pele principles	Lekwa Local Municipality internal	▪ Human Resource Development Strategy Formulation or Development (HRD Strategy)	Corporate Services Budget Vote

Table “D” Service Delivery and Budget Implementation Plan

DEPARTMENT: CORPORATE SERVICES						
5-year Target	KPI	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
100% reduction in litigation cases	% Of litigation reduced	20%	4%	4%	4%	4%
60 LLF meetings	An amount of overtime and standby reduced	12	2,4	2,4	2,4	2,4
10 workshops on prosecuting and presiding disciplinary cases	Number of # of LLF meetings held	2	1	1	-	-

Time taken to resolve disciplinary hearings	An amount of overtime and standby reduced	R30 Million	R6m	R6m	R6m	R6m
Centralized 24/7 customer care service	Automated and centralized 24/7 customer care service	1	-	1	-	-
Efficient, effective IT Services	Upgraded IT Infrastructure to meet Business needs	20%	4%	4%	4%	4%
Approved 5-year organogram	Reviewed organizational structure and annual implementation of recruitment plan	1	1	-	-	-
Annual Review of HRD Strategy	Approved HRD Strategy	1	1	-	-	-
Annual development and implementation of WSP	Approved WSP	1	1	-	-	-
Annual development and implementation of EE Plan and Report	Submitted Employment Equity Plan to Dept. of Labour	1	1	-	-	-
Review of HR Policies	Reviewed of HR Policies	23	4,6	4,6	4,6	4,6
Efficient and effective Automated Leave Management	Automated Leave Management	1	1	-	-	-
Develop, approved and implement IPMS	Approved IPMS System	1	1	-	-	-
5 Review of records	Improved document management system	5 Review of records	1	1	1	1

management policy		management policy				
Annual review of Job Descriptions	Updated of Job Descriptions	20%	4%	4%	4%	4%
Audited skills Audit Report	Annual conducted Skills Audit report	1	1			
Verification of qualifications	Qualifications verified	1	1	-	-	-

6.3 KPA 3: Spatial Rationale

Table “A” Integrated Development Plans

DEPARTMENT: PLANING AND ECONOMIC DEVELOPMENT	
Municipal KPA	SPATIAL RATIONALE
Problem statement and root causes per KPA:	Unavailability of land for development, uncoordinated development, high population, Inadequate electronic operating system to assist in spatial planning, political instability, political instigated land invasion and vandalism of technological infrastructure affects efficiency (T)
One Plan Transformation Area	Spatial restructuring and environmental protection
2019-24 MTSF Priority	Spatial integration, human settlements and local government
Municipal Priority	Integrated Human Settlements
Strategic objective	Viable communities
Impact statement: Reduced unemployment and poverty	MTSF Target: Spatial integration, human settlements and local government

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Viable communities	Developed integrated and Sustainable human settlements	Fragmented human settlements	Unavailability of land for development Low population Political instability Political instigated	Develop 5 viable townships	Township establishments	1 Townships establishment (Morgenzon ext. 5 466 IS= 23.59Ha to create 100d/u)	1 Townships establishment (Portion 123 of the farm Grootverlaangen 409IS = 23.4 Ha TO CREATE 70 D/u)	1 Townships establishment Remainder of the farm Rooikopp en 408 IS= 37 HA to create 634 d/u)	1 Townships establishment (Portion 2 of the farm Rooikopp en 408 IS= 368 HA to create 6309 d/u)	1 Townships establishment (Portion 11 Rooikopp en 408 IS= 163 Ha to create 2445d/u)
				Review of legislative frameworks	Review of land use management systems (SDF, LUS & SPLUM By-law	SDF review R2M and SPLUM By-law. Vacant Land Policy R200 000	1 Precinct plan (Sakhile Tsotetsi and Hlongwane drive) R1M	1 Precinct plan (River Park) R1M	Car wash policy (200 000)	Review LUS (Benchmark with budget allocated for LUS 2020
Viable communities	Developed integrated and Sustainable human settlements	Fragmented human settlements	Unavailability of land for development	5020 HA	Review of land use management systems (SDF, LUS & SPLUM By-law	1004 HA	1004 HA	1004 HA	1004 HA	1004 HA

Viab communit ies	Develo ped integrat ed human settleme nts	Fragmen ted human settleme nts	Vandalism of technologi cal infrastru cture Inadequat e electronic operating system Uncoordin ated developm ent Land invasion	Upgrad e 15 informal settleme nts	Upgradin g of informal settleme nts	Upgrade 3 informal settleme nts	Upgrade 3 informal settleme nts	Upgrade 3 informal settleme nts	Upgrade 3 informal settleme nts	Upgrade 3 informal settleme nts
				Relocati on of 5 informal settleme nts	Relocatio n of informal settleme nts	Relocate 1 informal settleme nt	Relocate 1 informal settleme nt	Relocate 1 informal settleme nt	Relocate 1 informal settleme nt	Relocate 1 informal settleme nt

Table “B” Annual Outputs and Key Performance Indicators

DEPARTMENT: PLANING AND ECONOMIC DEVELOPMENT								
Strategic Goal (Outcome)	Strategic Objective (Outcome Indicator)	KPI	5-year target	ANNUAL IMPLEMENTATION PLAN				
				2022/23	2023/24	2024/25	2025/26	2026/27
Viab Communiti es	Developed Integrated and sustainable human settlements	Townships established	5 township establishmen ts	1 township establishme nt Morgenzon Ext 5) to create 340 d/u	1 township establishme nt Standerton Ext 5 to create d/u	1 township establishme nt PNT 11 Rooikoppen 408 IS = 163 Ha to create 2445 d/u	1 township establishme nt PNT 2 Rooikoppen 408 IS = 368 Ha to create 6309 d/u	1 township establishme nt Re/PTN 2 of Farm Groot- Verlangen 409 = 53Ha to create 636 d/u

		Land use management systems reviewed	5 land use management system review	SDF review, SPLUM By-law R2M and (Vacant Land Policy R200 000)	1 precinct plan (Sakhile - Tsotetsi Str & Hlongwane Drive) R1M	1 precinct plan (River Park) R1M	1 precinct plan (Standerton CBD R1M)	LUS review (Benchmark with budget allocated for LUS 2020)
		Informal settlements upgraded (Settlements to be specified)	5 informal settlements upgrading	1 informal settlements upgrade	1 informal settlements upgrade (Mandela Camp)	1 informal settlements upgrade (Shivovo Camp)	1 informal settlements upgrade (Morgenzon Farm)	1 informal settlements upgrade (Wela Mlambo Camp)
		Informal settlements relocated (Settlements to be specified)	Relocation of 5 informal settlements	1 relocation of informal settlement	1 relocation of informal settlement (Enkanini Camp) (Mamsy Village)	1 relocation of informal settlement (TLC Camp)	1 relocation of informal settlement (Slovo Camp)	1 relocation of informal settlement (Stand 8018 & 8017)
Viable Communities	Unlocked land for Development (Public and Private)	Hectares of Land acquired	80 HA	20	20	20	20	20
		Industrial stands prepared for disposal	53 (38 Standerton Ext 1 and 15 Morgenzon)	10 (Standerton ext. 1) (Revenue generated to be calculated as per valuation roll)	10 (Standerton ext. 1) (Revenue generated to be calculated as per valuation roll)	10 (Standerton ext. 1) (Revenue generated to be calculated as per valuation roll)	10 (Standerton ext. 1) (Revenue generated to be calculated as per valuation roll)	10 (Standerton ext. 1) (Revenue generated to be calculated as per valuation roll)

		Hectares on Land Availability Agreements	Review and develop 4 Land Availability Agreements (Standerton R23, Ext 4, 5, 8)	Standerton R23, Ext 4, 5, 8	N/A	N/A	N/A	N/A
Improved Security of Tenure	Decreased Title deed backlog ratio	Title Deeds Transferred (RDP Houses and disposed Erven)	1000	200	200	200	200	200
	Increased access to residential stands	Residential stands to be created	300	60	60	60	60	60
Viable Communities	Improved accuracy in billing	GIS System procured, installed and shared dashboards created between PTO and PED	Procure 1 x full package GIS System, create shared dashboard between PTO & PED, provide trainings on the system	N/A	Procure, install 1 x GIS system and synchronize PED and BTO data on the system. Provide training on the shared dashboard	Maintenance & Training	Maintenance & Training	Maintenance & Training

Table “C” Community Priorities and Key Issues

DEPARTMENT: PLANING AND ECONOMIC DEVELOPMENT				
Community needs/Priorities	Key issues	Affected Ward and Location	2022-27 IDP Intervention	Finding Source
Housing	Lack of housing	Ward 1, 2, 3, 4, 5, 6 Slovo, 7, 9(holm), 10, 11, 12, 13, 14, 15	Township establishments Review of land use management systems (SDF, LUS & SPLUM By-law Release of state-owned land 5020 HA (Public Works)	DOHS
Housing	Property owners with no tittle deeds	Ward 1, 2, 3, 4, 5, 7, 9 (Ext. 8) 12, 13	Issuing of Tittle Deeds particularly Ext: 8	DOHS
Provision of sites for development	Non availability of residential stands	Ward 3, 7, 9(Ext. 8), 10, 12, 13, 14, 15	Review of land use management systems (SDF, LUS & SPLUM By-law Release of state-owned land 5020 HA (Public Works)	Lekwalm
	No graveyard sites	Ward 12	Review of land use management systems (SDF, LUS & SPLUM By-law Release of state-owned land 5020 HA (Public Works)	Lekwalm
	No Grazing land for livestock	Ward 12 and 13	Review of land use management systems (SDF, LUS & SPLUM By-law Release of state-owned land 5020 HA (Public Works)	Lekwalm
	Lack of shopping amenities	Ward 14, 12	Review of land use management systems (SDF, LUS & SPLUM By-law	Developers

Upgrading/formalization of informal settlements	No basic services in informal settlements	Ward 1, 5, 7, 10, 11, 12	Upgrading of informal settlements through (NUSP) Relocation of informal settlements	Missa

Table “D” Service Delivery and Budget Implementation Plan

DEPARTMENT: PLANING AND ECONOMIC DEVELOPMENT						
5-year Target	KPI	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Five (5) township establishments	Five (5) Townships established	Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report
Five (5) land use management system review	Five (5) Land use management systems reviewed	Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report
Five (5) informal settlements upgrading	Five (5) informal settlements upgraded	Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report
Relocation of Five (5) informal settlements	Five (5) informal settlements Relocated	Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report
Review and develop 4 Land Availability Agreements (Standerton R23, Ext 4, 5, 8)	4 Land Availability Agreements (Standerton R23, Ext 4, 5, 8) Reviewed and Developed		Progress Report	Progress Report	Progress Report	Progress Report
Transference of 1000 Title Deeds	1000 Title Deeds Transferred (RDP		Progress Report	Progress Report	Progress Report	Progress Report

(RDP Houses and disposed Erven)	Houses and disposed Erven)					

6.4 KPA 4: Local Economic Development

Table “A” Integrated Development Plans

DEPARTMENT: PLANING AND ECONOMIC DEVELOPMENT (LOCAL ECONOMIC DEVELOPMENT)										
Municipal KPA	LOCAL ECONOMIC DEVELOPMENT									
Problem statement and root causes per KPA:	Inadequate bulk negatively affects LED as we are unable to expand, Inadequate capacity (Human Resources), High unemployment rate & inequality which will lead to land invasion (S), Political instability discourage investment, Lack of regulatory framework to regulate informal business, Poor Business relationship with business communities, New political leadership, Mismatch between skills base and economic sector demands, Mushrooming of informal businesses, Lack of regulatory framework to regulate informal business, Undiversified township economy (Tuckshops) Low population negatively affects economic growth									
One Plan Transformation Area	Economic Repositioning									
2019-24 MTSF Priority	P2: Economic transformation and Job creation									
Municipal Priority	Economic growth									
Strategic objective	Reduce unemployment rate by 10% and grow local economy 3%									
Impact statement: Reduced unemployment and poverty				MTSF Target: Spatial integration, human settlements and local government						
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs

Reduce unemployment rate by 10% and grow local economy 3%	Increased employment rate	25,7% unemployment rate	High unemployment rate & inequality Poor Business relationship with business communities Mismatch between skills base and economic sector demands	Reduce unemployment rate by 10%	Strengthening relationship between government and business community Support all sectors of economy	2%	2%	2%	2%	2%
Reduce unemployment rate by 10% and grow local economy 3%	Improved economic growth	Estimated average annual economic growth of 1.5% over the period 1996 to 2020	Inadequate bulk infrastructure Lack of regulatory framework Undiversified township economy Inadequate capacity Political instability	Grow local economy by 3%	Develop policy framework (LED Strategy) Strengthen intergovernmental relations Supporting key drivers of the economy (GDP contribution and Job Creation)	0.6%	0.6%	0.6%	0.6%	0.6%

Increase Agricultural Contribution by 2-3%	Increased Agricultural Productivity	6.9% contribution to employment in 2020 and 9.5% contribution to Lekwa economy in 2020	Climate change	Increase Agricultural Contribution by 3%	Agriculture Forum Supporting emerging farmers (land release and implements)	0.6%	0.6%	0.6%	0.6%	0.6%

Table “B” Annual Outputs and Key Performance Indicators

DEPARTMENT: PLANING AND ECONOMIC DEVELOPMENT (LOCAL ECONOMIC DEVELOPMENT)								
Strategic Goal	Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Reduce unemployment rate by 10% and grow local economy 3%	Improved economic growth	SMMEs supported	250	50	50	50	50	50
		SLP and CSI projects implemented	20	4	4	4	4	4
	Increased employment rate	LED Forum meetings convened	20	4	4	4	4	4
	Development of informal trader's hawkers' stalls	Summits held	2 Summits	N/A	1 x Economic Summit	1 x Infrastructure Summit	N/A	N/A
		Review and development of legislative frameworks	Review of 5 legislative frameworks	Agricultural sector plan	Tourism sector plan	Review of a generic informal trading by-law	Development of incentive policy	Development of car wash policy

		Informal traders' hawkers' stalls developed	5 informal traders hawkers stalls	1 hawkers stall Standerton CBD	1 hawkers stall in Morgenzon	1 hawkers stall in Sakhile	1 hawkers stall in Standerton Ext. 8	1 hawkers stall in Rooikoppen

Table "C" Community Priorities and Key Issues

DEPARTMENT: PLANING AND ECONOMIC DEVELOPMENT (LOCAL ECONOMIC DEVELOPMENT)				
Community needs/priorities	Key issues	Affected Ward and Location	2022-27 IDP Intervention	Funding Source
Lack of Employment opportunities	High unemployment rate	1,2,3,4,5,6,7, 8,9,10,11,12,13,14,15	- Improved local economic development - Develop incentive policies to attract investment - Bulk infrastructure to attract investment - Implement Lekwa LM LED Strategy	INTERAL
	Lack of training/ skills development programmes	Ward 3, 9, 12, 14	Skills development programmes	INTERNAL/ SANRAL
	Decline in local economic development	Ward 3, 9, 12, 14	- Strengthen intergovernmental relations - Supporting key drivers of the economy (GDP contribution and Job Creation)	INTERNAL
SMME Support	Unequal access to SMME support opportunities	1,4,9,10,11,14	Provide SMME support (fundings, tools, equipment etc.)	INTERAL/ MEGA/DEDT

Table "D" Service Delivery and Budget Implementation Plan

DEPARTMENT: PLANING AND ECONOMIC DEVELOPMENT (LOCAL ECONOMIC DEVELOPMENT)						
5-year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Reduce unemployment rate by 10%	Increased employment rate	Reduce unemployment rate by 2%	Reduce unemployment rate by 0,005	Reduce unemployment rate by 0,005	Reduce unemployment rate by 0,005	Reduce unemployment rate by 0,005

Grow local economy by 3%	Improved economic growth	Grow local economy by 0,6%	Grow local economy by 0,0015	Grow local economy by 0,0015	Grow local economy by 0,0015	Grow local economy by 0,0015

6.5 KPA 5: Public participation and Good governance

Table “A” Integrated Development Plans

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER										
Municipal KPA	Good governance and public participation									
Problem statement and root causes per KPA:	Inability to include the Community in the affairs of the Municipality Non-functional Council and Sub- Committees of Council									
One Plan Transformation Area	Enhancing and strengthening Community Participation Functional, formally constituted Council and Sub- Committees of Council									
2019-24 MTSF Priority	Good governance and Community Participation									
Municipal Priority	Community Participation									
Impact statement: Enhanced and strengthened Community Participation				MTSF Target: Good governance and public participation						
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5-year IDP target	Intervention/Programme	2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs

Enhanced and strengthened Community Participation	Number of Community Meetings Conducted	120 Community Meetings Conducted	Poor Communication between the Community and the Municipality	300 Community Consultation Meetings to be conducted	Public / Community Participation Strategy	60 Community Meetings	60 Community Meetings	60 Community Meetings	60 Community Meetings	60 Community Meetings
Improved relations between the Community and the Municipality	Number of Ward –Based Meetings Conducted Number of Community outreach programme	Less 120 Programmes initiated	No Hailing's Conducted No Public Notices Issued No Programmes Conducted	300 Programmes to be conducted	Recruitment of 6 LCO's	60 Programmes	60 Programmes	60 Programmes	60 Programmes	60 Programmes
Improved functioning of Council and Sub-Committees	Number of Council and Sub-Committees of	Number of Council Meetings Conducted	Non – adherence to Schedule of meetings	20 Council Meetings	Convene meetings as per approved schedule	4 Council Meetings	4 Council Meetings	4 Council Meetings	4 Council Meetings	4 Council Meetings

ees of Council	Council meetings conducted	Number of Mayco Meetings Conducted	Non – adherence to Schedule of meetings	20 Mayco Meetings	Convene mayoral committee meetings as per approved schedule	4 Mayco Meetings	4 Mayco Meetings	4 Mayco Meetings	4 Mayco Meetings	4 Mayco Meetings
		Number of MPAC Meetings Conducted	Non – adherence to Schedule of meetings	20 MPAC Meetings	Convene MPAC meetings as per approved schedule	4 MPAC Meetings	4 MPAC Meetings	4 MPAC Meetings	4 MPAC Meetings	4 MPAC Meetings
		Number of Section 79 & 80 Meetings Conducted	Non – adherence to Schedule of meetings	300 Section 80 & 79 meetings	Convene section 80 & 79 meetings as per approved schedule	60 Section 80 & 79 committee Meetings	60 Section 80 & 79 committee Meetings	60 Section 80 & 79 committee Meetings	60 Section 80 & 79 committee Meetings	60 Section 80 & 79 committee Meetings
				100 section 79 meetings	Convening section 79 meetings per approved schedule	20 section 79 committee meetings	20 section 79 committee meetings	20 section 79 committee meetings	20 section 79 committee meetings	20 section 79 committee meetings
Effective organizational performance	Accountable and transparent	PMS Policy Framework	Organizational performance	5 Reviewal and approval	Review organizational PMS Policy	1 Reviewed and approved	1 Reviewed and approved	1 Reviewed and approved	1 Reviewed and approved	1 Reviewed and approved

nce manage ment	ent organiza tion	approve d on 2022-07- 30	framework in place	of organizat ional PMS Policy Framework	Framework	d organizat ional PMS Policy Framework	organizati onal PMS Policy Framework	d organizat ional PMS Policy Framework	d organizat ional PMS Policy Framework	organizatio nal PMS Policy Framework
		Annually adopted annual report	Delay in compilatio n of performan ce reports	5 Annual reports prepared	Approve annual SDBIP Quarterly performa nce report & prepare Annual performa nce report	1 Annual Report	1 Annual Report	1 Annual Report	1 Annual Report	1 Annual Report
Improve Audit outcome and relations between the Communi ty and the municipa lity		Improve d Audit outcome	No publicatio n or Public Notices of Audit Outcome to the greater communit y	5 Audit Outcom es publicize d for the greater communi ty	Publicize Audit Outcom es publicize d for the greater communi ty	1 Audit Outcom es publicize d	1 Audit Outcom es publicized	1 Audit Outcom es publicize d	1 Audit Outcom es publicize d	1 Audit Outcomes publicized
Improve Risk manage ment		Improve d Strategic Risk manage ment	Non – Complian ce to requireme nts	5 strategic risks mitigatin g action plans	Develop strategic risk mitigatin g action plan	1 strategic risk mitigatin g action plans	1 strategic risk mitigating action plans	1 strategic risk mitigatin g action plans	1 strategic risk mitigatin g action plans	1 strategic risk mitigating action plans

		mitigation								

Table “B” Annual Outputs and Key Performance Indicators

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER								
Outcome (Strategic Goals)	Outcome Indicator Strategic Objective	Key Performance Indicator (Intervention/program)	5 - year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24 Targets	2024/25	2025/26	2026/27
Improved provision	Enhanced and Strengthened Community Participation	Approved Public Participation Strategy	5 review and Approved Public Participation Strategy	1 reviewed Public Participation Strategy	1 review Public Participation Strategy	1 review Public Participation Strategy	1 review Public Participation Strategy	1 review Public Participation Strategy
		Engaged public in the affairs of the municipality	300 Community Consultation Meetings to be conducted	60 Community Consultation Meetings	60 Community Consultation Meetings	60 Community Consultation Meetings	60 Community Consultation Meetings	60 Community Consultation Meetings
	Improved Audit outcome and relations between the Community and	Number of Ward Committee Meetings held (x10 per ward)	900 ward committee meetings to be held	180 meetings to be held	180 meetings to be held	180 meetings to be held	180 meetings to be held	180 meetings to be held
		Number of Community Participation Outreach	300 Public Participation Programme	60 Community Consult	60 Community Consult	60 Community Consult	60 Community Consult	60 Community Consult

	the municipality.	Programme held		tation Meetings	tation Meetings	ation Meetings	tation Meetings	tation Meetings
		Number of Community Feedback programme held	Number of service delivery resolved .	60 Community Consultation Meetings.	60 Community Consultation Meetings.	60 Community Consultation Meetings.	60 Community Consultation Meetings.	60 Community Consultation Meetings.
				50% number of issues to be resolved.	50% number of issues to be resolved.	50% number of issues to be resolved.	50% number of issues to be resolved.	50% number of issues to be resolved.
Improve functioning of Council and sub-committees	Council and Council-Sub-Committees meetings to be Conducted	Number of Sec 79 Oversight Committees held Number of Sec 80 Committees	120 Section 79 Meetings to be convened. 100 Section 80 Committees to be held.	24 Section 79 meetings to be held on a quarterly basis. 20 Section 80 meetings to be held.	24 Section 79 meetings to be held on a quarterly basis 20 Section 80 meetings to be held.	24 Section 79 meetings to be held on a quarterly basis. 20 Section 80 meetings to be held.	24 Section 79 meetings to be held on a quarterly basis. 20 Section 80 meetings to be held.	24 Section 79 meetings to be held on a quarterly basis. 20 Section 80 meetings to be held.

Outco	Outc	Key	5 - year	IMPLEMENTATION PLAN				

me (Strategic Goals)	ome indic ator Strategic Objective	Performan ce Indicator (Intervention/pro gram	Target	2022/23	2023/24 Targets	2024/25	2025/26	2026/27
		Approved Schedule of Council and Sub-committees of Council	5 Approved Council Schedule of Council and Sub-Committees	1 approved Schedule of Council and Sub-Committees	1 approved Schedule of Council and Sub-Committees	1 approved Schedule of Council and Sub-Committees	1 approved Schedule of Council and Sub-Committees	1 approved Schedule of Council and Sub-Committees
	Monitored Progress on the implementation of Council Resolutions	Tracked Council Resolution	Implementation of Council Resolution	50% Council Resolution to be implemented	50% Council to be implemented	50% Council to be implemented	50% Council to be implemented	50% Council to be implemented
	Participative, transparent and accountable Governance ensured	Approved Organizational OPMS Framework	5 Review and Approval of OPMS Framework	1 Review and Approval of OPMS Framework	1 Review and Approval of OPMS Framework	1 Review and Approval of OPMS Framework	1 Review and Approval of OPMS Framework	1 Review and Approval of OPMS Framework
		Approved SDBIP by end July annually	5 SDBIP approved	1 SDBIP	1 SDBIP	1 SDBIP	1 SDBIP	1 SDBIP
		Prepared quarterly SDBIP performance reports	20 quarterly reports prepared	4 quarterly reports prepared	4 quarterly reports prepared	4 quarterly reports prepared	4 quarterly reports prepared	4 quarterly reports prepared
		Tabled annual performance report	5 annuals performance reports prepared	1 annual performance reports prepared	1 annual performance reports prepared	1 annual performance reports prepared	1 annual performance reports prepared	1 annual performance reports prepared

		Adopted oversight and annual report	5 oversight and annual reports tabled	1 oversight and annual reports tabled	1 oversight and annual reports tabled	1 oversight and annual reports tabled	1 oversight and annual reports tabled	1 oversight and annual reports tabled
		Reviewed strategic risk register	5 strategic risks registers	1 strategic risk registers	1 strategic risk registers	1 strategic risk registers	1 strategic risk registers	1 strategic risk registers

Outcome (Strategic Goals)	Outcome indicator Strategic Objective	Key Performance Indicator (Intervention /program)	5 -year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24 Targets	2024/25	2025/26	2026/27
		Developed strategic risk mitigating action plan	5 strategic risks mitigating action plan	1 strategic risk mitigating action plan	1 strategic risk mitigating action plan	1 strategic risk mitigating action plan	1 strategic risk mitigating action plan	1 strategic risk mitigating action plan
		Conducted Anti- fraud and anti-corruption	10 anti-fraud and anti-corruption	2 anti-fraud and anti-corruption	2 anti-fraud and anti-corruption	2 anti-frauds and anti-corruption	2 anti-fraud and anti-corruption	2 anti-fraud and anti-corruption
		Reviewed fraud risk register	5 fraud risk register	1 fraud risk register	1 fraud risk register	1 fraud risk register	1 fraud risk register	1 fraud risk register
		Improved audit outcome by implementing audit	5 Audit action plans	1 Audit action plans	1 Audit action plans	1 Audit action plans	1 Audit action plans	1 Audit action plans

		action plan to clear disclaimer findings						

Table “C” Community Priorities and Key Issues

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER				
Community needs/priorities	Key issues	Affected Ward and Location	2022-27 IDP Intervention	Finding Source
Inability to include the community in the affairs of the Municipality	Lack of Consultation with Community regarding projects to be implemented in their wards	All Wards 1,2,3,4,5,6,7,8,9,10,11,12,13,14 & 15	Public / Community Participation Strategy	MEC Comments & Ward meetings
	Poor Communication between the Community and the Municipality.	All Wards 1,2,3,4,5,6,7,8,9,10,11,12,13,14 and 15	Platform of feedback report to community be provided on issues raised.	AG Report Ward Meetings
	Community not involved in the affairs of the Municipality	All Wards 1,2,3,4,5,6,7,8,9,10,11,12,13,14 and 15	Utilize other methods than social media to coordinate meetings.	MEC Comments; Ward Meetings

Table “D” Service Delivery and Budget Implementation Plan

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER						
5 - year Target	KPI	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
300 Community	Engaged public in affairs of	60 - Community	15 - Community	15 - Community Consultation	15 - Community Consultation	15 - Community Consultation

Consultation Meetings	the municipality	Consultation Meetings	Consultation Meetings	Meetings	Meetings	Meetings
300 Programmes from Speakers Office	Community Participation Outreach Programmes Conducted	60 - Programmes from Speakers Office	15 - Programmes from Speakers Office	15 - Programmes from Speakers Office	15 - Programmes from Speakers Office	15 - Programmes from Speakers Office
20 Council Meetings	Number of Council Meetings held	4 - Council Meetings	1 - Council Meetings	1 - Council Meetings	1 - Council Meetings	1 - Council Meetings
20 MPAC Meetings	Number of MPAC Meetings held	4 - MPAC Meetings	1 - MPAC Meetings	1 - MPAC Meetings	1 - MPAC Meetings	1 - MPAC Meetings
120 Section 79 Meetings to be convened on a quarterly basis. (6) established Section 79 committee	Number of Section 79 Oversight Committees held	24 section 79 committee meetings	6 Section 79 meetings to be held on a monthly basis	6 Section 79 meetings to be held on a monthly basis	6 Section 79 meetings to be held on a monthly basis	6 Section 79 meetings to be held on a monthly basis
100 Section 80 Committee Meetings to be held. (5 committees established	Number of Section 80 Committees meetings held	20 Meeting to be held	5 Meeting to be held	5 Meeting to be held	5 Meeting to be held	5 Meeting to be held

Table “D” Service Delivery and Budget Implementation Plan

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER						
5 - year Target	KPI	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
900 Ward Committee Meetings	Number of Ward Committees meetings held	180 Ward Committee Meetings	45 meeting	45 meetings	45 meetings	45 meetings
review and approved Public Participation Strategy	Approved Public Participation Strategy (Council Resolution)	1 - Approved Community Participation Strategy	By-Laws and Policies Committee analyze the strategy	Council approved the strategy and public consultation to be conducted	Public consultation on the strategy	Implementation of the strategy.
Implement 70% Council Resolutions	Tracked Council Resolutions	50% Council Resolution to be implemented	10% Council Resolutions to be implemented	10% Council Resolutions to be implemented	10% Council Resolutions to be implemented	10% Council Resolutions to be implemented
Review and approve organizational PMS Policy Framework	Reviewed and approved organizational PMS Policy Framework	1 Review and approval of organizational PMS Policy Framework	1 Review and approval of organizational PMS Policy Framework			
Approve 5 SDBIP	Approved SDBIP	1 SDBIP	1 SDBIP			
Prepare 20 quarterly reports	Prepared quarterly reports	4 quarterly reports prepared	1 quarterly report prepared	1 quarterly report prepared	1 quarterly report prepared	1 quarterly report prepared

Prepare 5 annual performances reports	Prepared annual performance reports	1 annual performance reports prepared	1 annual performance report prepared			
Table 5 annual reports	Tabled annual report	1 annual report tabled			1 annual report tabled	
Conduct 5 Audit committee e char	Reviewed and approved committee charter	1 Audit committee charter				1 Audit committee charter
20 Audit committee meeting to be held	Number of audit committee meetings held	4 Audit committee meeting to be held	1 Audit committee meeting	1 Audit committee meeting	1 Audit committee meeting held	1 Audit committee meeting held
5 Internal audit charter	Reviewed and approved Internal	1 Internal audit charter				1 Internal audit charter
5- year Target	KPI	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	audit committee charter					
5 three year rolling internal audit plan	Prepared three year rolling internal audit plan	1 three year rolling internal audit plan				1 three years rolling internal audit plan

20 Reports on implementation of annual audit plan submitted to audit committee	Prepared reports on implementation of annual audit plan submitted to audit committee	4 Reports on implementation of annual audit plan submitted to audit committee	1 Reports on implementation of annual audit plan submitted to audit committee	1 Reports on implementation of annual audit plan submitted to audit committee	1 Reports on implementation of annual audit plan submitted to audit committee	1 Reports on implementation of annual audit plan submitted to audit committee
20 Progress report implemented on action plan	Prepared quarterly reports on action plan	4 Progress report implemented on action plan	1 Progress report implemented on action plan	1 Progress report implemented on action plan	1 Progress report implemented on action plan	1 Progress report implemented on action plan

6.6 KPA 6: Financial Viability and Management

Table “A” Integrated Development Plans

DEPARTMENT: BUDGET AND TREASURY OFFICE	
Municipal KPA	Financial Viability and management
Problem statement and root causes per KPA:	Financial Sustainability with Adverse Impact
One Plan Transformation Area	Financial Sustainability with Adverse Impact
2019-24 MTSF Priority	Incorrect and Inconsistent Billing System Non- functional Meters Improved audit outcome

Municipal Priority	Improve financial viability of the Municipality through the implementation of the Financial Recovery Plan & Financial Long Term Plan									
Strategic objective	To render the Municipality Fully Financially Sustainable									
Impact statement: Reduced unemployment and poverty				MTSF Target:						
Outcome	Outcome indicator	Baseline	Situational analysis	5 - year IDP target	Intervention / Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved Revenue Collection	Increase revenue collection	59%	Low Collection Rate	Collection Rate 95%	Implementation of Revenue Enhancement Strategy	65%	70%	85%	90%	95%
Improved Liquidity Ration	Improved Cash Coverage	Cost / Cash Coverage = 0,5 Months	Inadequate Cash Coverage	Cost / Cash Coverage = 6 Months	Cash Flow Management	1 month	2 months	3 months	5 months	6 months
Compliance with SCM	Improved SCM operations & Reduction in UIFW	UIFW Expenditure R 2.3 billion	Increased UIFW Expenditure Incurred	Reduction of UIFW Expenditure R 100 mil	Implementation of UIFW Expenditure Reduction Strategy	R 1.8 billion	R 1.5 billion	R 1. billion	R 500 million	R 400 million
Cost Reduction and Quality of Services including Efficiency	Compliant Contract Management	R 38 million	Outdated Contract register, irregularly awarded contracts and poor contract management, no monthly performance	Efficient Contract Management	Implementation of Contract Management Framework	R 30 mil	R 20 mil	R 10 mil	R 5 mil	R 0 mil

			e monitoring reports							
Improved Asset Management Accounting & Internal Controls	GRAP Compliant FAR	Not Fully Compliant FAR	Inadequate Asset Management Accounting & Internal Controls	GRAP Compliant FAR	Asset Management: Prepare a GRAP and mSCOA compliant Fixed Asset Register (FAR)	GRAP & mSCOA Compliant Assets Register	GRAP & mSCOA Compliant Assets Register	GRAP & mSCOA Compliant Assets Register	GRAP & mSCOA Compliant Assets Register	GRAP & mSCOA Compliant Assets Register
Cost Reflective Tariffs	Trading Services operating on Surplus	Tariffs not cost reflective	Trading Services Operating on a loss	Cost Reflective Tariffs	Cost of Supply Study	Reduction of Trading Services Operating Deficit	Reduction of Trading Services Operating Deficit	Reduction of Trading Services Operating Deficit	Trading Services operating on Surplus	Trading Services operating on Surplus
Reduction of Funded Budget	Credible and Realistic	Unfunded that is not realistic & credible	Unfunded that is not realistic & credible	Reduction of Accounting deficit on Budget	Demonstrable prove of implementation Budget Funding Plan	(R 252 mil)	(R 182 mil)	(R 103 mil)	(R 97 mil)	R 13 mil
Improved Liquidity	Outstanding creditors reduced by R 152 million	Outstanding creditors R 2.9 billion	Increasing outstanding creditors	Reduce outstanding creditors to R 2.7 billion	Ring Fence Major Creditors under repayment as from 2025 financial year	R –	R –	R 46 mil	R 51 mil	R 55 mil

Improve Audit Outcome	Unqualified Audit Opinion	Disclaimer Audit Opinion	Inadequate Implementation of Audit Action Plan	Unqualified Audit Opinion	Implementation of the Audit Action Plan	Qualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion

Table “B” Annual Outputs and Key Performance Indicators

DEPARTMENT: BUDGET AND TREASURY OFFICE							
Strategic Goals	Strategic Objectives	KPI	5 - year IDP target	ANNUAL IMPLEMENTATION			
				2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved Revenue Collection	Increase revenue collection	% of revenue collected	Collection Rate 95%	70%	85%	90%	95%
Improved Liquidity Ration	Improved Cash Coverage	Liquidity ratio	Cost / Cash Coverage = 6 Months	2 months	3 months	5 months	6 months
Compliance with SCM	Improved SCM operations & Reduction in UIFW	% UIFW Expenditure Reduced	Reduction of UIFW Expenditure by 100%	25%	50%	75%	100%
Cost Reduction and Quality of Services including Efficiency	Compliant Contract Management Framework	Ensure compliance to Contract Management Framework	Efficient Contract Management	100%	100%	100%	100%
Improved Asset Management Accounting & Internal Controls	GRAP Compliant FAR	Prepare a GRAP and mSCOA compliant Fixed Asset Register (FAR)	GRAP Compliant FAR	GRAP & mSCOA Compliant Assets Register	GRAP & mSCOA Compliant Assets Register	GRAP & mSCOA Compliant Assets Register	GRAP & mSCOA Compliant Assets Register
Cost Reflective Tariffs	Trading Services operating on Surplus	Reduction of Operating Deficit on Trading Services	Cost Reflective Tariffs	Reduction of Trading Services	Reduction of Trading Services	Trading Services operating on Surplus	Trading Services operating on Surplus

				Operating Deficit (R 182 mil)	Operating Deficit (R 103 mil)	(R 97 mil)	R 13 mil
Reduction of Unfunded Budget	Credible and Realistic Budget	Reduce the Deficit on the Budget	Reduction of Accounting deficit on Budget				
Improve Audit Outcome	Unqualified Audit Opinion	Number of Audit Findings Resolved in the Audit Action Plan	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion

Table “C” Community Priorities and Key Issues

DEPARTMENT: BUDGET AND TREASURY OFFICE				
Community needs/priorities	Key issues	Affected Ward and Location	2022-27 IDP Intervention	Funding Source
Inaccurate Billing systems	Incorrect and inconsistent billing system	1, 2, 4 (Industrial Area), 8, 10, 11, 14	- Implementation of Revenue Enhancement Strategy - Procure and integrate finance and spatial software	INTERNAL REVENUE
	Inadequate supply. Installation of meters – not all households have their own meters	1,4,5,10 (Vodacom), 11,	Install functional meters and hire meter readers	INTERNAL
	Amnesty for municipal accounts in arrears	1,2,5,8	Explore arrangements for residents to pay their municipal account debt	INTERNAL

Table “D” Service Delivery and Budget Implementation Plan

DEPARTMENT: BUDGET AND TREASURY OFFICE						
5 Year Target	KPI	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Collection Rate 95%	Implementation of Revenue Enhancement Strategy	65%	60%	62%	60%	65%
Cost / Cash Coverage = 6 Months	Cash Flow Management	1 month	0.5 months	0.5 months	0.5 months	1 months
Reduction of UIFW Expenditure R 100 mil	Implementation of UIFW Expenditure Reduction Strategy	R 1.8 billion	R 2.1 billion	R 2. billion	R 1.9 billion	R 1.8 billion
Efficient Contract Management	Implementation of Contract Management Framework	R 30 mil	R 36 mil	R 34 mil	R 32 mil	R 30 mil
GRAP Compliant FAR	Asset Management: Prepare a GRAP and mSCOA compliant Fixed Asset Register (FAR)	GRAP & mSCOA Compliant Assets Register	Assets Verification	Assets Verification	Compilation of FAR	Reconciliation of FAR
Cost Reflective Tariffs	Cost of Supply Study	Reduction of Trading Services Operating Deficit	Reduction of Trading Services Operating Deficit	Reduction of Trading Services Operating Deficit	Trading Services operating on Surplus	Trading Services operating on Surplus
Reduction of Accounting deficit on Budget	Demonstratable prove of implementation	(R 252 mil)	Develop Budget Funding Plan	Implementation of Budget Funding Plan	Implementation of Budget Funding Plan	Implementation of Budget Funding Plan

	Budget Funding Plan					
Reduce outstanding creditors to R 2.7 billion	Ring Fence Major Creditors under repayment as from 2025 financial year	R –	R –	R –	R –	R –
Unqualified Audit Opinion	Implementation of the Audit Action Plan	Qualified Audit Opinion	Implementation of Audit Action Plan	Implementation of Audit Action Plan	Implementation of Audit Action Plan	Implementation of Audit Action Plan

7.

CHAPTER SEVEN: PROGRAMMES AND PROJECTS – YEAR 2 OF 5 IMPLEMENTATION

7.1 MIG PROJECTS

IDP No.	Function	Project Name	Circular 88 Indicators		Ward Location	Project scope	2023/24 FY	2024/25 FY	2025/26 FY	Planned job opportunities 2023/24 FY
			Outcome KPI	Output KPI						
MIG/01/2324	Water	Upgrading of Standerton water bulk system phase 2	Improved water supply	Number of reservoirs constructed	10	Completion of Kieser Reservoir and pressure tower	R27,952,311	-	-	20
MIG/02/2324	Sanitation	Installation of VIP toilets	Improved access to sanitation services	Number of VIP toilets constructed	9,12,13	100 VIP toilets constructed	R2 000 000	-	-	20
MIG/03/2324	Water	Installation of boreholes in rural/farm areas	Improved access to water	Number of boreholes constructed	9,12,13	2 Boreholes constructed	R1 000 000	-	-	4
MIG/04/2324	Road	Reconstruction of tarred roads	Improved access to Roads	Design and Tender Documentation	8,9,10	Rehabilitation of the road (R50/R39)	R500 000	-	-	
MIG/05/2324	Electricity	Installation of High Mast Lights	Improved access to Roads	Design and Tender Documentation	9,12,13,14	26 High mast lights Construction	R500 000	-	-	
MIG/06/2324	Community services	Fencing of Cemeteries	Improved access to Roads	Design and Tender Documentation	4,10,14	Fencing of 4 cemeteries	R184 289	-	-	

TOTAL						R32 136 600			

7.2 INEP PROJECTS

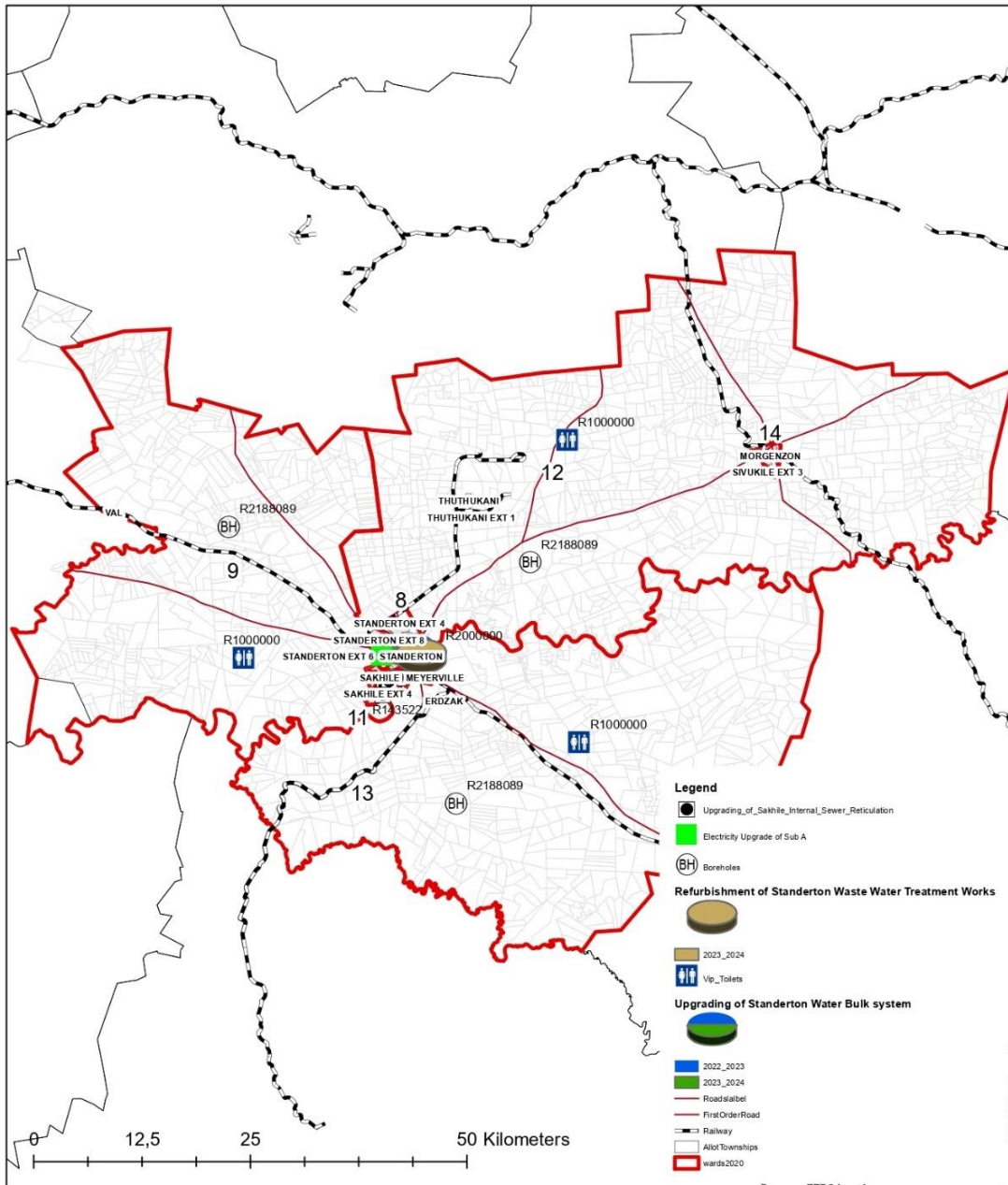
IDP No.	Function	Project Name	Circular 88 Indicators		Ward Location	Project scope	2023/24 FY	2024/25 FY	2025/26 FY	Planned job opportunities 2023/24 FY
			Outcome KPI	Output KPI						
INEP/01 /2324	Electricity	Upgrade of A Sub (Phase 1)	Improved access and reduction of backlogs	Number of electricity connections made	7	Upgrade of A Substation (Phase 1)	R7 000 000	-	-	7
INEP/01 /2324	Electricity	Construction of 11KV bulk line from A-substation to Rooikoppen	Improved access and reduction of backlogs	Design and Tender Documentation	7,11	Bulk line Construction	R1 500 000			
TOTAL						R8 500 000				

7.3 WSIG & RBIG PROJECTS

IDP No.	Function	Project Name	Circular 88 Indicators		Ward Location	Project scope	2023/24 FY R'000	2024/25 FY	2025/26 FY	Planned job opportunities 2023/24 FY
			Outcome KPI	Output KPI						
WSIG/01 /2324	Sanitation	Upgrading of Rooikoppen Internal Sewer Reticulation Phase 6	Improved quality of sanitation services	Number of sewer pump stations upgraded	2, 4, 6 & 11	Upgrade TLC & Rooikoppen Main Sewer Pump Stations, Pumping mains to SWWTP	R148 405	-	-	16
WSIG/02 /2324	Sanitation	Upgrading of Rooikoppen	Improved quality of	Number of sewer	2, 4, 6 & 11	Upgrade the Sewer Internal	R143 522	-	-	28

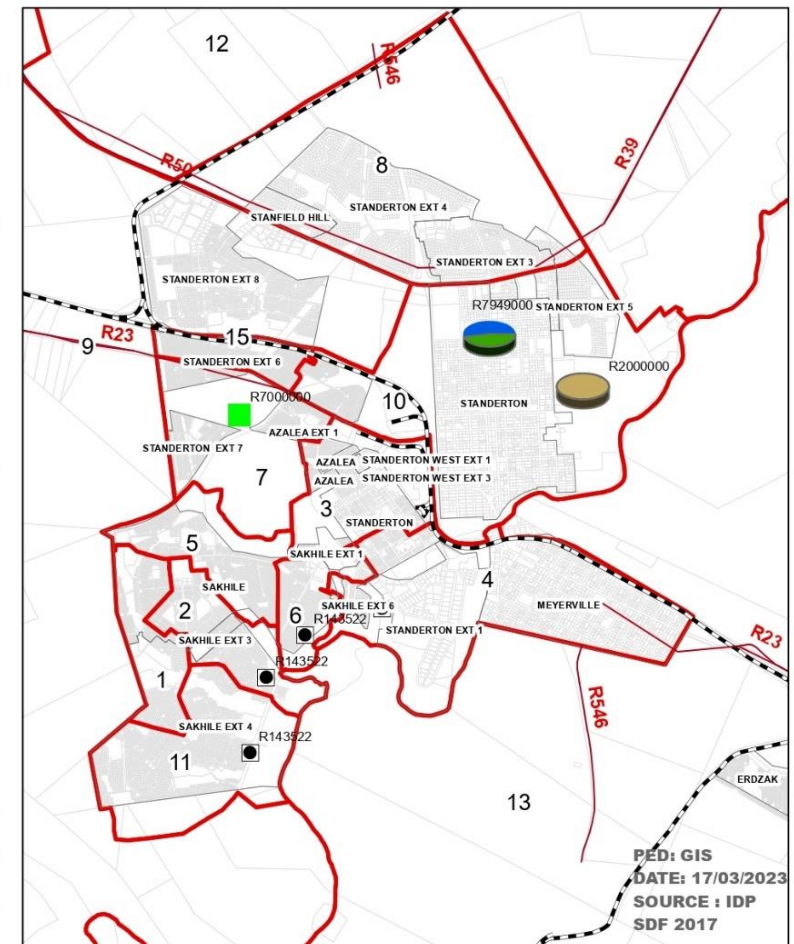
		Internal Sewer Reticulation Phase 1 & 4.	sanitation services	internal reticulations and pump stations upgraded		Reticulation with 160, 250, 315, mm pipe size and upgrade sewer pump station 2.				
TOTAL							R291 927			

LEKWA LOCAL MUNICIPALITY CAPITAL PROJECTS



GERT SIBANDE DISTRICT (LEKWA LOCAL MUNICIPALITY)

IDP PROJECTS 2023-2024 FY
MIG PROJECTS, INEP PROJECTS, WSIG & RBIG PROJECTS



PED: GIS
DATE: 17/03/2023
SOURCE: IDP
SDF 2017

Map 21: Spatial Representation of MIG, INEP, WSIG & RBIG Projects

7.4 WSIG & RBIG Allocation

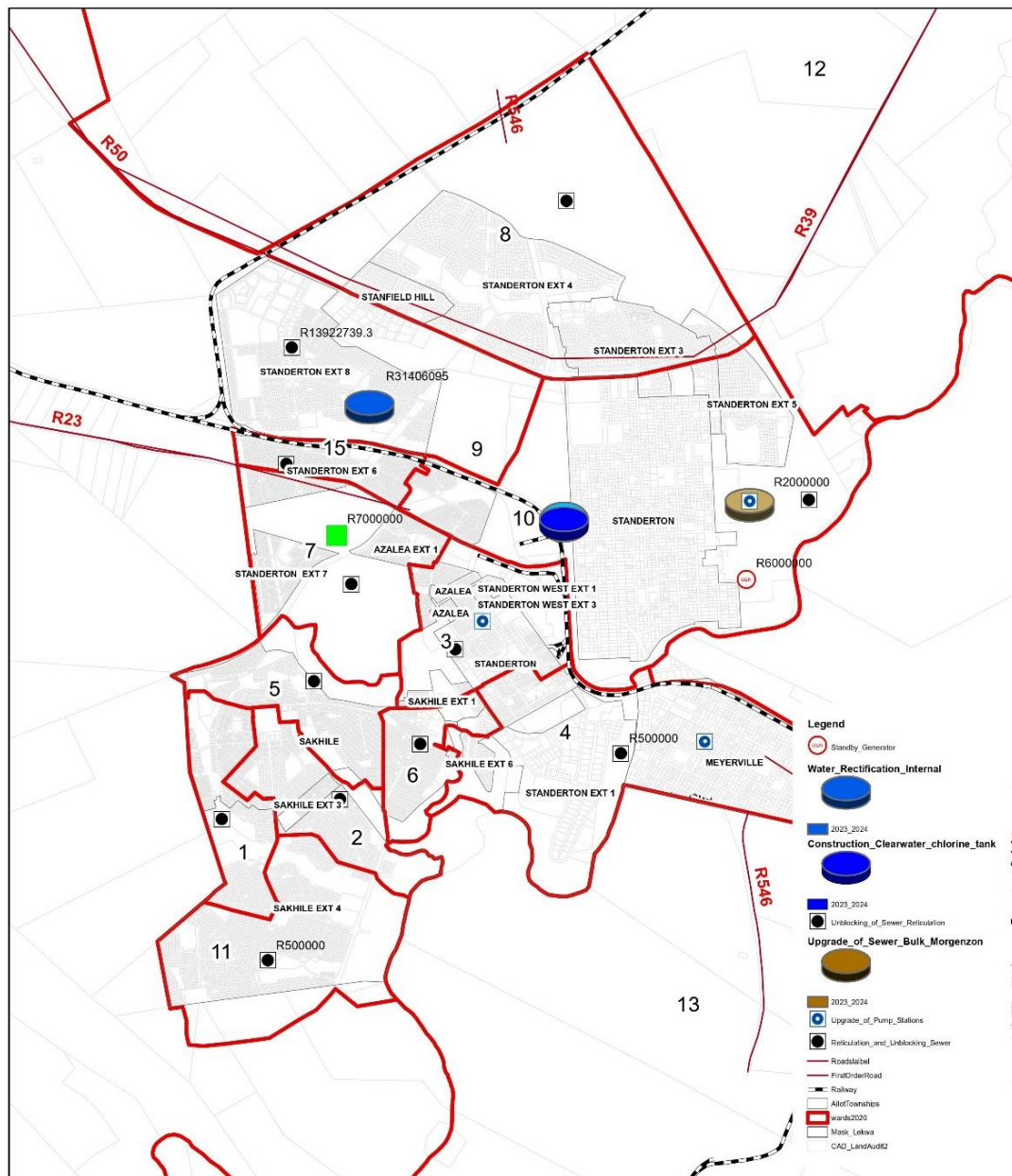
IDP No.	Project/ Programme/ Name/ Description	Project Location/ Ward	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'00
RBIG/01/202324	RGIB Schedule 6B – Lekwa Water Services	Lekwa LM	Lekwa LM	R 175 000	R 334 602
WSIG/01/202324	WSIG Lekwa	Lekwa LM	Lekwa LM	R 50 000	R 261 489
TOTAL				R225 000	R 596 091

7.5 DWS – MINISTERIAL INTERVENTION PROJECTS

IDP No.	Function	Project Name	Ward Location	Project scope	2023/24 FY
DWS/01 /2324	Sanitation	Rectification of internal sewer reticulation at Standerton Extension 8	9 (Ext.8)	Construction and remedial works of the internal sewer services Ext. 8	R 13, 922, 739.30
DWS/02 /2324	Sanitation	Unblocking of sewer pipelines to allow for free flow between Rooikoppen booster 3 & Rooikoppen 1 & rmisp 1 – TLC	11, 4	Unblocking of sewer pipelines	R 500, 000.00
DWS/03 /2324	Sanitation	Upgrading of pump stations and bulk sewer for Morgenzon	14	Upgrading of pump stations and bulk sewer	R 65, 064, 085. 39
DWS/04 /2324	Sanitation	Upgrade of 4 pump station (Vaal, Johan, Taljaard, Muller, & Steyn Street)	3,10,	Upgrade of 4 pump station	R 34, 510, 569. 24
DWS/05 /2324	Sanitation	Repairs of pump station (Rooikoppen 3, 1)	11	Repairs of pump station	R 1, 331, 792. 00
DWS/06 2324	Sanitation	Operations and maintenance of sewer pump stations in Standerton and Morgenzon	Standerton and Morgenzon	Operations and maintenance of sewer pump stations	R 25, 000. 00

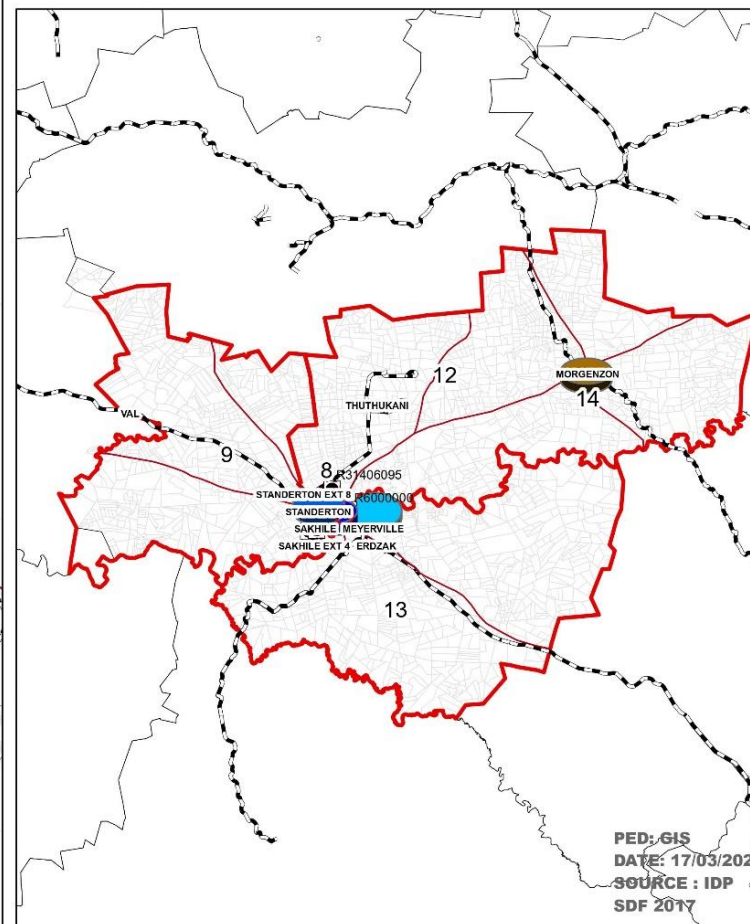
DWS/07 2324	Sanitation	Unblocking of the sewer reticulation system in Standerton	1,2,3,4,5, 6,7,15	Sakhile, Standerton ext. 6 & 7 & tlc area	R 20, 663, 323. 79
			8	Concor drainage	R 9, 303, 215. 87
			10	Standerton CBD drainage	R 8, 542, 727. 29
DWS/08 2324	Water	Water Conservation and Demand Management (installation of PRV, zoning, fixing of leaks, flow measuring devices & Telemetry System)	11	Rooikoppen - of civil engineering and construction of water related infrastructure	R 7, 663, 323. 79
			8	Concor zone - construction of water related infrastructure	R 4, 303, 215. 87
			8	old Standerskop - civil engineering and construction of water related infrastructure	R 6, 542, 727. 29
DWS/09 2324	Water	Construction of 5 ml (swtp) Clearwater chlorine tank	10	Construction of 5 ml (swtp) Clearwater chlorine tank	R 39, 956, 284. 35
DWS/10 /2324	Water	Repairs Standerton water treatment works	10	Repairs Standerton water treatment works	R 29, 080, 555. 01
DWS/11 /2324	Water	Rectification of internal water reticulation at ext. 8	9	Rectification of internal water reticulation at ext. 8	R 31, 406, 095. 33
DWS/12 /2324	Water	Standby generator / back up power to wtp	10	Standby generator / back up power to wtp	R 6, 000, 000. 00
DWS/13 /2324	Water	Standerton water works abstraction	10	Standerton water works abstraction	R 1, 100, 000. 00
TOTAL					R279 915 654

LEKWA LOCAL MUNICIPALITY CAPITAL PROJECTS



GERT SIBANDE DISTRICT (LEKWA LOCAL MUNICIPALITY)

IDP PROJECTS 2023-2024 FY DWS MINISTERIAL INTERVENTION PROJECTS



PED:GIS
DATE: 17/03/2023
SOURCE : IDP
SDF 2017

Map 22: DWS Ministerial Intervention Projects

7.6 SPATIAL RATIONALE PROJECTS

IDP No.	Function	Project Name	Circular 88 Indicators		Ward Location	Project scope	2023/24 FY	2024/25 FY	2025/26 FY	Funding Source
			Outcome KPI	Output KPI						
HS/01 /2324	Integrated Human Settlements	township establishment on Re/Ptn 3 of the farm Morgenzon 466 IS	Number of households developed with access to sites in Morgenzon Ext 5	+/- 340 sites created	14	Township Establishment				GSDM – Feasibility Studies LLM – Public Participation DHS – Eng. Services and top structures
HS/02 /2324	Integrated Human Settlements	township establishment on ptn 123 (ptn of ptn2) of the farm Grootverlangen 409 IS	Number of households developed with access to sites in in Standerton Ext11	+/- 100 sites created	10	Township Establishment				DBSA
HS/03 /2324	Integrated Human Settlements	township establishment on ptn 11 and 2 of the Farm Rooikoppen 408 IS	Number of households developed with access to sites in Sakhile Ext 7 Township	Number of sites created in Sakhile Ext 7 Township	9	Township Establishment				DHS
LLM/01 /2324	Integrated Human Settlements	Precinct Plans			1,2	Sakhile - Tsotetsi Str &Hlongwane Drive Precinct plan	R1 000 000	R1 000 000	R1 000 000	Lekwa LM

LLM/02 /2324	Cemeteries	Establish 2 x regional cemeteries	2 utilised Regional municipal cemeteries available for burial	3 Regional cemeteries utilised	1-15	Establish regional cemeteries (Subdivision)	R2 575 272			Lekwa LM
LLM/03 /2324	Informal Settlements	National Urban Settlements Programme (NUSP) Implementation	% of informal settlements upgraded	Number of informal settlements upgraded to Phase 2	1-15	Continue with infill development as per NUSP report	R2 000 000			Lekwa LM
TOTAL							R5 575 272	R1 000 000	R1 000 000	

7.7 SOCIAL LABOUR PLANS FUNDED PROJECTS

IDP No.	Function	Project Name	Ward Location	Project scope	2023/24 FY	2024/25 FY	2025/26 FY	Funding Source
SLP/01/2324	Local Economic Development	Hawker Stalls	10 (Standerton CBD)	1 hawker stall constructed	R300 000	R300 000	R300 000	Social Labour Plans
TOTAL					R300 000	R300 000	R300 000	

7.8 SECTOR DEPARTMENT PROJECTS**7.8.1 DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT**

IDP No.	Project/Programme /Name/Description	Projects Beneficiary/ Ward/ Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project Cost R'000
DALRRD/01/202324	Acquisition of PTN 1 of the farm Onverwags 411 IS	Mr. Mandla Dlongolo	Acquisition of the farm to secure the legally insecure land tenure rights	R 5 205	R 5 205
DALRRD/02/202324	Acquisition of PTN 44 of the farm Vlaktefontein 386 IS	Ms. Tryphina Nkabinde	Acquisition of the farm to secure the legally insecure land tenure rights	R 3 500	R 3 500
DALRRD/03/202324	Portion 4 (Portion of Portion 2) of the farm Eensgevonden No. 373 IS	Marnard Eiendomme	Infrastructure for the chicken houses	R 18 477	R 18 477
DALRRD/04/202324	Portion 18 (A portion of Portion 3) of the farm Rietkuil 397 IS	N/A	Piggery 39 ha	R 48 000 Asking price	R 48 000 Asking price
DALRRD/03/202324	Portion 1, 11, 15 (Remaining Extent) and 33 & 34 of the Farm Kareebosch 413 IS	N/A	25 200 broilers 225 ha total extent	R 60 000 Asking Price	R 60 000 Asking Price
TOTAL				R 135 182	R 135 182

7.8.2 DEPARTMENT OF AGRICULTURE RURAL DEVELOPMENT, LAND AND ENVIRONMENTAL AFFAIRS

IDP No.	Project/Programme /Name/Description	Projects Beneficiary/ Ward/ Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project Cost R'000
DARDLEA/01 /202324	FMD Vet Vaccines	Mpumalanga	Supply, delivery and administration of FMD Vaccines Output – 100 000 livestock vaccinated	R 3 576	R 5 091
TOTAL				R 3 576	R 5 091

7.8.3 MPUMALANGA DEPARTMENT OF COMMUNITY SAFETY, SECURITY AND LIAISON

IDP No.	Project	Project Beneficiary/ Ward/ Location	2023/24 Budget Allocation (Annual) R'000
DCSSL/01/20324	Educational awareness campaigns Liquor traders event	Standerton	R14 000
DCSSL/02/20324	Rural Safety Initiative	Val	R 12 000
DCSSL/03/20324	Support to Community Safety Forum (CSF)	Lekwa Local Municipality	R 13 000
DCSSL/04/20324	Support to Community Policing Forum (CPFs)	Sakhile Morgenon Standerton	R 39 000
DCSSL/05/20324	Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	5 young people Standerton	R 146 000
DCSSL/06/20324	Transport Regulation Programme - Safety Engineering - Traffic Law Enforcement - Road Safety Education	Lekwa Local Municipality	Operational

	Transport Administration and Licensing and; Overload Control		

7.8.4 OFFICE OF THE PERMIER – MEGA

IDP No.	Project/ Programme/ Name/ Description	Project Beneficiary/ Ward/ Location	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost
MEGA/01/202324	Mpumalanga Youth Development Fund	Youth province-wide	Disbursement of the Mpumalanga Youth Development Fund	R 50m	R 300m
TOTAL				R 50m	R 300m

8.

CHAPTER EIGHT: ORGANIZATIONAL STRUCTURE 2023/24**Human Resource Strategy****Organizational Structure**

An analysis of the workforce profile of the Lekwa Local Municipality as at 2022-05-30 (last reporting cycle for the Employment Equity Report) reveals the following:

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

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

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

Recruitment, Selection and Appointment Policy

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

The municipality must shall develop the strategy to:

- fill funded vacancies; and
- reduce turnaround times for filling of approved vacant funded posts;
- fill all funded vacant posts on the staff establishment within six months of a funded post becoming vacant.
- at all times have the capacity and capability to perform its functions.
- The strategy must include timeframes for the various activities included in the recruitment and selection processes

Human Resources Development Policy

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

advance their career prospects within the municipality. Special attention will be paid to training and development opportunities for employees belonging to designated groups.

Skills development activities of the municipality shall strive:

- To support the achievement of the municipality's goals set out in the Integrated Development Plan by providing critical skills that ensure the delivery of quality services;
- To promote the development and retention of competent municipal staff, including the development of technical, professional and specialist staff who have the required qualifications and skills;
- To support the employment equity objectives of a municipality;
- To be based on high quality provision and effective workplace learning and development practices, including coaching, mentoring, on-the-job learning and opportunities for the practical application of skills in the workplace

The municipality shall support its staff members by:

- clarifying the skills required for jobs, identifying relevant skills needs and developing opportunities to satisfy the skills needs;
- identifying new skills and knowledge required by staff to support their career growth and progression; o creating learning opportunities which will allow their staff to develop the skills and expertise to enable them to compete effectively for placement in new or vacant posts;
- ensuring that skills development is a KPA in senior managers and supervisors performance agreements.

Staff Retention Policy

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

Performance Management Policy

The objectives of implementing a performance management system include:

- Facilitates strategy (IDP) deployment throughout the municipality and align the organization in executing its

strategic objectives;

- Facilitate increased accountability;
- Continues and sustainable service delivery improvement;
- Create an organizational performance culture;
- Provide early warning signals;

- Develop open and constructive relationship between customers, leadership and employees;
- Encourage reward for good performance;
- Manage and improve poor performance;
- Link performance to skills development and career planning, therefore encourage learning and growth; and
- Comply with legislative framework.

PMDS shall, where reasonably practicable, link to:

- the municipality's strategic objectives, integrated development plan and the SDBIP of the relevant municipal department; and o the senior manager's performance plan and the performance plans of the staff members within that senior manager's department.

The system shall be developmental, while allowing for:

- an effective response and relevant measures to manage substandard performance;
- recognition and reinforcement of fully effective performance, performance significantly above expectations and outstanding performance

Occupational Health and Safety Policy

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

Employment Equity Policy

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

HUMAN RESOURCE PLAN

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

ENTRY OF PEOPLE (Recruitment, selection, induction and orientation, remuneration and benefits)				
	PRIORITY PROJECTS	OUTPUT	DUE DATE	BUDGET
ENTRY LEVEL	Review the organizational structure	Revised organizational structure	June 2022	R0
	Introduce and publicize all new and review human resource policies annually	Human Resource Policies and Employee Handbook	Jun 2022, 2023, 2024 and 2025	R8 000
	Ensure qualitative implementation of the Employment Equity Plan	Realization of set employment equity targets with regard to gender and people with disabilities for each year of the plan	Jun 2022, 2023, 2024 and 2025	R 30 000 per annum
	Ensure minimum leave (24 or 27 days) is taken by each employee annually	Leave Report	Jun 2022, 2023, 2024 and 2025	R0
	Reduce and manage excess leave to within 48 days per employee and current only	Excess leave to be within provisions of the collective agreement and current only	Jun 2022, 2023, 2024 and 2025	R0
	Provide Employee Wellness services	Implementation of wellness programs	Dec 2022	R 500 000 per annum
DEVELOPMENT OF PEOPLE (Training, Promotion and Progression, Performance and Talent Management, Culture, Leadership etc.)				
	PRIORITY PROJECTS	OUTPUT	DUE DATE	BUDGET
INTERNAL ENVIRONMENT MANAGEMENT LEVEL	Develop Comprehensive Human Resource Development Strategy	Human Resource Development Strategy	Jun 2022	R80 000
	Ensure all Job Descriptions are updated in line with the provisions of the policy	Job Descriptions	Every five years from August 2022	R0
	Ensure implementation of the Workplace Skills Plan to at least 80% of planned training	Workplace Skills Plan and Training Report	April 2023, April 2024 and June 2025	R0

	Communicate reviewed and newly adopted Human Resource Policies	Register of inducted employees	Dec 2022, 2023, 2024 and 2025	R0
	Adopt and implement Human Resource Service Standards	Human Resource Service Standards	Jun 2025	R0
	Introduce Human Resource Information System (HRIS) to manage all human resources related activities e.g., organogram, employee records, employment equity report, skills development, injuries on duty reports	Progressive introduction of Electronic Human Resource Information System	Jun 2025	R80 000 per annum for skilling personnel
EXIT OF PEOPLE (Death, Injury on Duty, Terminal illness, Retirement Resignation and Dismissal)				
EXIT LEVEL	Determination of future (three years) human resource requirements – Human Resource Planning	Human Resource Requirements (three years)	Jun 2024	R0
	Introduce and maintain medical surveillance programmes	Medical surveillance report	Report quarterly	R200 000
	Conduct Health Risk Assessment every two years	Risk Assessment Report	2024	R0

Table 51 Human Resource Plan

HRM OPERATIONAL PLAN (in order of priority)								
STRATEGIC GOAL	NAME OF HR PROJECT	KEY MILESTONE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	CURRENT STATUS
Ensure alignment of organogram to the Integrated Development Plan (IDP).	Review the organizational structure	Organizational structure aligned to IDP	Necessary approval obtained and new organizational structure implemented					Current structure and job titles not properly aligned to IDP

Recruitment of competent staff	Ensure all Job Descriptions are updated in line with the provisions of the policy	Up to date Job Descriptions		Ensure all Job Descriptions are up to date				New Job Descriptions in place
Introduce new and review human resource policies annually	Introduce and publicize all new and review human resource policies annually	All employees inducted on the newly developed Human Resources Policies	Induct all employees on the newly developed HR Policies	Introduce new and review human resource policies annually	Introduce new and review human resource policies annually			Not all employees inducted on all reviewed and new human resource policies
Training and development to ensure responsiveness.	Develop Comprehensive Human Resource Development Strategy	Human Resource Development Strategy	Strategy approved by Council	Publicize strategy				No comprehensive Human Resource Development Strategy in place
Redress gender imbalances.	Ensure qualitative implementation of the Employment Equity Plan	Employment Equity Plan	Seventy-five percent (75%) of employment equity targets for 2022/2023 with regard to gender and disability realized	Eighty percent (80%) of employment equity targets for 2023/2024 with regard to gender and disability realized	Ninety percent (90%) of Employment equity targets for 2024/2025 with regard to gender and disability realized			Employment Equity targets currently sitting at around 60% of the planned targets
Introduction or improvement of systems	Introduce Human Resource Information System (HRIS)	Electronic Human Resource Information System	Set-up and populate the system and different modules e.g.,	Implement Electronic Human Resource	Implement Electronic Human Resource			No comprehensive Human Resource Information System in place

	to manage all human resources related activities e.g., organogram, employee records, employment equity report, skills		organogram, employee records, employment equity report,	Information System	Information System			
HRM OPERATIONAL PLAN (in order of priority)								
STRATEGIC GOAL	NAME OF HR PROJECT	KEY MILESTONE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	CURRENT STATUS
	development , injuries on duty reports		skills development , injuries on duty reports					
Ensure safety and healthy environment	Provide Employee Wellness services	Develop Employees Wellness Policy	Implementati on of employee wellness programmes	Implementati on of employee wellness programmes	Implementati on of employee wellness programmes			Employee Wellness Officer Appointed
Training and developmen t to ensure responsiveness.	Ensure implementati on of Workplace Skills Plan to at least 80% of planned training	Eighty percent (80%) implementati on of the Workplace Skills Plan	Seventy percent (70%) implementati on of the Workplace Skills Plan	Eighty percent (80%) implementati on of the Workplace Skills Plan				Workplace Skills Plan implemented at 50% of planned

Introduce new and review human resource policies annually	Communicate reviewed and newly adopted Human Resource Policies	Inducted all current and new employees	Inducted all current and new employees	Inducted all current and new employees	Inducted all current and new employees			Employees not inducted on the new policies that are in line with the Municipal Staff Regulation
Ensure safety and healthy environment	Conduct and Medical Surveillance maintain medical surveillance programmes in line with the Occupational Health and Safety Policy	Medical surveillance for high-risk areas conducted	Conduct medical surveillance for high-risk areas and all newly appointees	Conduct medical surveillance for high-risk areas and all newly appointees				No medical surveillance report for old employees
Ensure safety and healthy environment	Conduct Health Risk Assessment every two years	Health Risk Assessment Report		Health Risk Assessment Report				Health Risk Assessment Conducted
Ensure safety and healthy environment	Ensure minimum leave (16 or 19 days) is taken by each employee annually	Leave Report	Minimum leave (16 or 19 days) is taken by each employee annually	Minimum leave (24 or 27 days) is taken by each employee annually	Minimum leave (16 or 19 days) is taken by each employee annually			Challenges with excess leave in some instances

Promote culture of performance in the municipality.	Management of all leave types	Leave managed to in line with the conditions of service (SALGBC agreements)	Re-introduce the leave Schedule in all departments and improve monitoring and reporting on the different leave types	Monitor and control absenteeism				Some adverse findings by Auditor General
Skills Audit	Conduct Skills Audit for All Municipal Employees	Management and staff perform to the prescribed standards	Skills Audit Report					Skills Audit not conducted
HRM OPERATIONAL PLAN (in order of priority)								
STRATEGIC GOAL	NAME OF HR PROJECT	KEY MILESTONE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	CURRENT STATUS
Promote culture of performance in the municipality.	Adopt and implement performance management to all municipal employees	Cascading the Individual Performance Management System to all municipal employees.	Consultation with relevant stakeholders for the adoption and implementation and monitoring of the IPMS	Consultation with relevant stakeholders for the adoption and implementation and monitoring of the IPMS	Implementation and monitoring of the IPMS	Implementation and monitoring of the IPMS		IPMS not in place

Organizational structure to be inserted after approval

9.

CHAPTER NINE: MUNICIPAL BUDGET 2023/24

10.

CHAPTER TEN: DISASTER MANAGEMENT PLAN

Disaster Management Plan

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

Role and Purpose of Disaster Management

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

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

Disaster Planning

- Hazard identification
- Risk and Vulnerability assessment

- Prevention, mitigation, preparedness strategies
- Contingency planning
- The monitoring and evaluation of disaster planning Key Performance Indicators.

Disaster Preparedness and Response

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

Disaster Recovery

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

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

Objectives of the disaster management plan

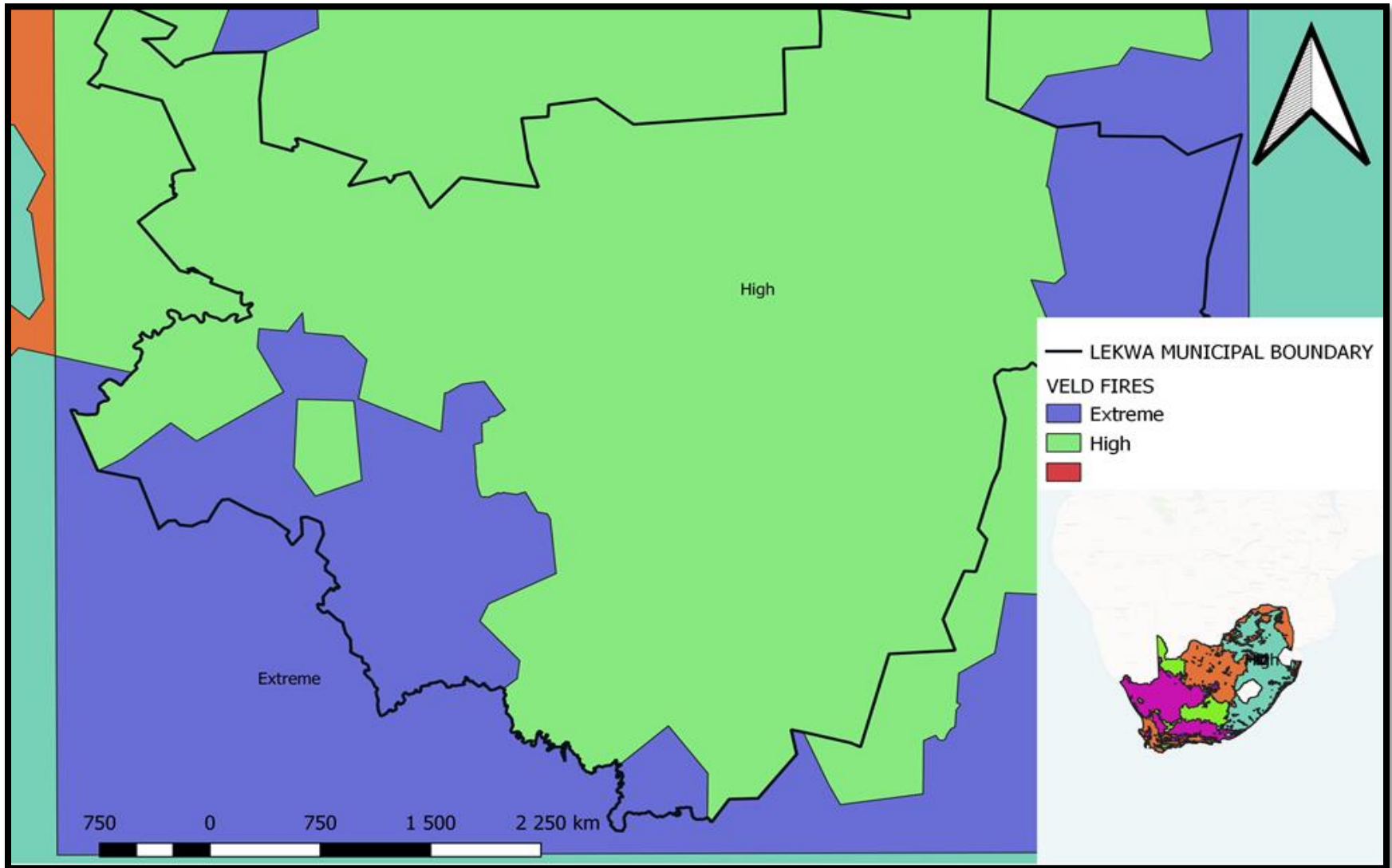
- Prevent or mitigate a disaster
- Maintain resources for rescue operations
- Maintain a 24 hours' day communication at all levels
- Support provincial, national and municipality when disaster overcome available resources
- Provide cooperation and mutual aid to neighboring countries and the world.
-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

Key Service a Disaster Management Plan must deliver

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

DRAFT

Disaster prone areas in Lekwa LM



The purpose of the disaster management plan

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

Disaster Planning	Disaster Preparedness and Response	Disaster Recovery
Hazard identification Risk and Vulnerability assessment	Monitoring of threats Activating contingency plans Informing National & Provincial Centre Deploying response resources to the scene of incident Managing the resources Monitoring of disaster intervention activities Declaring of a "State of Disaster"	Planning for the recovery Disaster recovery activities Monitoring of disaster recovery activities Documentation of disaster occurrences and actions taken Post-mortem analysis to improve systems, plans and methodologies

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

Possible types of disaster, communities at risk and effects

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

TYPE OF DISASTER	COMMUNITY AT RISK	EFFECTS
Floods	Low lying areas in Lekwa Municipality.	Loss of life
		Loss of property and livestock
		Damage to infrastructure
		Leaking of hazardous substances, sewage, etc.
		Disruption of economic and social activities
		Lack of potable water
		Spreading of diseases
Heavy snowfalls	High lying areas, particularly along the borders and also along the R23	Loss of life
		Loss of property and livestock
		Damage to infrastructure

	and other areas within Lekwa municipality	Disruption of economic and social activities
		Lack of food and warm clothing
Veld fires	Farming areas and informal settlements	Loss of life
		Loss of property and livestock
		Damage to infrastructure
		Spreading of diseases
		Disruption of economic and social activities
Drought	Lekwa local but in particular farming areas	Loss of life
		Loss of property and livestock
		Damage to infrastructure
		Spreading of diseases
		Lack of food, Lack of potable water
Fires in built-up areas	Lekwa, particularly densely populated settlements and CBD	Loss of life
		Loss of property and livestock
		Damage to infrastructure
		Spreading of diseases
Transportation Accidents:	Lekwa along major transportation networks	Loss of life
- Rail		Loss of property and livestock
- Air		Damage to infrastructure
- Road		Spillage of hazardous substances
- Pipeline		
Spillage of hazardous and toxic substances	Lekwa along major transportation networks.	Pollution
		Health risks
		Loss of biodiversity, Loss of life
Diseases	Lekwa and the neighboring community	Health risks, Loss of life
		Loss of livestock
Unrest	Lekwa	Loss of life
Mass Events		Loss of property and livestock
		Damage to infrastructure

Possible prevention and mitigation measures

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

TYPE OF DISASTER	COMMUNITY AT RISK	PREVENTION AND MITIGATION MEASURES
Floods	Low laying areas, Standerton, Sakhile, Rooikoppen, TLC and Sivukile.	Prevent illegal occupation of land in low laying areas
		Ensure that townships are established outside 1:50 year flood line
		Plan open spaces along rivers and water courses
Heavy snowfalls	High lying areas, particularly along the border	Ensure that buildings are properly constructed to cope

TYPE OF DISASTER	COMMUNITY AT RISK	PREVENTION AND MITIGATION MEASURES
		with weight of snow on roof structures
		Traffic accommodation
		Salt placement (National Road Agency)
		Early detection system
		Effective communication lines between service delivery agencies
		Information distribution
		Emergency shelter and meals
		Emergency patient treatment
		Emergency communication system
		Emergency rescue and extrication
		Emergency administration functions
		Emergency financial assistance
Veld fires	Farming areas and informal settlements	Awareness campaigns
		Pre-emptive burning
		Firebreaks
Drought	Lekwa but in particular farming areas	Improved farming practices
		Storage of potable water source
		Irrigation scheme
Fires in built-up areas	Lekwa particularly densely populated settlements and CBD area	Fire hydrants
		Density control measures
		Fire walls between buildings
Transportation Accidents:	Lekwa along major transportation networks	Improved road conditions
- Rail		Regular maintenance of transportation infrastructure
- Air		
- Road		
- Pipeline		
Spillage of hazardous and toxic substances	Along major transportation networks and workstations such as Engine and Spoor net	Lower driving speed of hazardous substances
		Emergency response plan
Diseases	Lekwa and its neighboring community	Awareness campaigns
		Emergency response plan
Unrest	Lekwa	Emergency response plan
Mass Events	Lekwa, auditorium, stadiums and public halls	Emergency response plan

Preparedness and institutional capacity

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

Appointment of Disaster Management Advisory Forum

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

Members need to comply with the following:

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

Disaster Management Advisory Forum

DISASTER MANAGEMENT ADVISORY FORUM						
DISASTER MANAGEMENT ROLE-PLAYERS CONTACT LIST						
FUNCTIONARY	INITIALS & SURNAME	CELL NO.	TEL. NO.	FAX. NO.	POSTAL ADDRESS	EMAIL ADDRESS
OFFICE OF THE MAYOR	MR. SB MKHWANAZI	0716886325	017-712-9635	017 712-6808	LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	SMkhwanazi@lekwalim.gov.za
MUNICIPAL MANAGER	MR. MJ LAMOLA		017- 712-9628		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	MM@lekwalim.gov.za
DISASTER MANAGEMENT CENTRE	MR. N.J.A. KOCK	082 855 3497	0177 129 661 0177 125 551		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	
COMMUNITY SERVICES AND SAFETY	MS T MTSHISELWA	0798948466	017-7123- 549 0177 129 678		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	TMtshiselwa@lekwalim.gov.za
TECHNICAL & ENGINEERING	MR M JIYANE	0724526784	017 129 815		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	EMTS@lekwalim.gov.za
PLANNING & ECONOMIC DEVELOPMENT	MR. M PHOSA	0674151157			LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	mphosa@lekwalim.gov.za
FINANCE	MR. K DUBA	0762070147	017- 712-9611		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	kduba@lekwalim.gov.za
CORPORATE SERVICES	MS. L KHOZA		017-712-9 632		LEKWA MUNICIPALITY P.O. BOX 66	EMCS@lekwalim.gov.za

DISASTER MANAGEMENT ADVISORY FORUM						
DISASTER MANAGEMENT ROLE-PLAYERS CONTACT LIST						
FUNCTIONARY	INITIALS & SURNAME	CELL NO.	TEL. NO.	FAX. NO.	POSTAL ADDRESS	EMAIL ADDRESS
WASTE MANAGEMENT	MS. M. MADISHA	0847242260			LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	MMadisha@lekwalim.gov.za
TRAFFIC MANAGEMENT	MR. G MOFOKENG	0716793330		017 712 8802	LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	gmofofokeng@lekwalim.gov.za
LEGAL SERVICES	MR. S MUEDI	082 497 9072			LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	SMuedi@lekwalim.gov.za
IT	MR. L. THOTSE	072 646 8879			LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	LThotse@lekwalim.gov.za
HOUSING	Acting Manager – MR. K MAHLANGU	079 494 1148			LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	kmahlangu@lekwalim.gov.za
FIRE & RESCUE	MR. N.J.A. KOCK	082 855 3497	017 712 5551 017 712 5458	017 712 129 661	LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	
OCCUPATIONAL HEALTH & SAFETY	MS L MAPHOSA	067 658 6781	017 129 645		LEKWA MUNICIPALITY P.O. BOX 66 STANDERTON 2430	

Statutory functionaries

STATUTORY FUNCTIONARIES						
SOCIAL SERVICES	T. Madingaone	0720562153	0177122178	0177191458		
SAPS STANDERTON	Col. Mubane	0825565652	0177191250	0177124039		
SAPS SAKHILE CPF	Lt Col Mbatha	0798915004	0177147149	0177146040		
EMS	Sam Dhlamini	0829093879	0177125369	0177191112		
P/HOSPITAL	C Opperman	0795111288	0177122343	0177191112		
PUBLIC WORKS	P. Ndlovo	0723476338	0178014000	0178117688		
AGRICULTURE	Magolego		0177122243 0177121384			
WATER & FORESTRY/ DWAF	D Sansom	0828084162	0177129424	0177122087		
	A. Sayed	0823284614	0177129400			
EDUCATION	D. Ngwenya	0735715330	0177146113	0177146115		
GSDMC	Mr Selepe	0829040731		0176311607		
MPDMC	S. Dhludhlu P. Dhlamini	082 447 6001 083 566 1440	013 766 6575	013 766 8471	Dpt of LG&H P/Pag X22304 Nelspruit 1200	sdhludhlu@nel.mpu.gov.za pdhlamini@nel.mpu.gov.za
NDMC	Buys P. Motia		012 334 0600			Palesa.motia@ndmc.pwv.gov.za

STATUTORY FUNCTIONARIES						
ESCOM	PP De Wet		0177490000	0177490162		

NON-GOVERNMENTAL ORGANIZATIONS

NON-GOVERNMENTAL ORGANIZATION						
COUNCIL OF CHURCHES	Pastor V Mashinini	0728319478				
YOUTH COMMISSION	MR. T Raletsoho	0828324256	0177129627	0177126808	PO Box 66 Standerton 2430	
TAXI ASSOCIATION	Mr Tshabalala Mr Morajane		0177121912		Cnr Coligny and Mbonani Mayisela Streets Standerton 2430	
BUS COMPANY	Mr Piet Nkosi	0827855490	0177191001		Industrial area	
FPA's	L.Kotze	0825645698			38 Coligny Street Standerton 2430	
ANIMAL CARE	Kharikha	073 220 2920	0177127116		SPCA Industrial Area Standerton 2430	

NON-GOVERNMENTAL ORGANIZATION						
SAMWU	MS. M MNISI	070631787721	0177129713	0177126808	PO Box 66 Standerton 2430	
IMATU	MR JP KHANYE	0762405990	0177129620	0177126808	PO Box 66 Standerton 2430	
COMMUNICATIONS	MS THOBEKA MTSHISELWA	0798948466				
ANGLO COAL	MR. M Yoli	0793534054	01774900155 0177125923	0177490155		

Roles and responsibilities

Designation	Roles and Responsibilities:
Chief Disaster Management	The Chief Disaster Management shall be responsible for all decisions taken and he/she will be the only person to give instructions. Where possible, all decisions taken by the Head shall be in consensus with the Chief Disaster Management. The Chief Disaster Management or the Head of Centre shall conduct all enquiries and requests made to organization outside the area of jurisdiction. Members of Local Government Disaster Management of their authorized delegates shall man the Communication Center. The Chief Disaster Management/Head shall submit a report regarding all disasters and situations to the Provincial Administration and District Council. The Head in collaboration with the JOC control everything in his section and will be in constant contact with other role-players. Communication shall be conducted via the Communication Officer in consultation with the JOC. Information shall be disseminated to the community through Councilors and the Communication Officer.

Head: Disaster Management	Coordination of all information Interrelation to all other sections Communication with the media Promote an integrated and coordinated approach to disaster management with special emphasis to prevention and mitigation. Act as a repository of and conduit for information concerning disasters. Make recommendations regarding the funding of a disaster management. Promote and recruit training and participation of volunteers. Ensure that all departments are taking part on issues relating to disasters.
Communication Convenor:	Communicating with JOC, Province and other sections. Release of information after consultation with JOC, communication to councillors. In collaboration with Section evacuation, feeding and clothing, safety and security, health services, traffic control, fire services, evacuation, animal care, emergency services, administration, fire protection associations, social services, agriculture and public works.
Accommodation Convenor: Housing Department	Supplying of accommodation for victims in collaboration with Section communication, evacuation, safety and security, feeding and clothing, spiritual care, health services, traffic control, fire- fighting, emergency services, administration, finance, essential services.
Financial Convenor:	Receipt of all collected monies, issuing of requisitions for purchases, keeping track of all income and expenditure, compiling statements. In collaboration with: Sectional communication, evacuation, safety and security, feeding and clothing, health services, traffic control, firefighting, animal care, emergency services, administration, essential services.
Corporate Services:	The handling of all correspondence, writing of press release, collection of all reports from other sections, filling of all information/reports.
	Section evacuation, feeding and clothing, safety and security, health services, traffic control, fire services, evacuation, animal care, emergency services, communication, essential services.
Community & Health Services	Make provision of on-site, immediate post-disaster first aid. The provision of medical treatment for minor injuries and secondary illnesses. The treatment of more serious injuries and illnesses at district hospital. Co-ordinate among the health services, feeding, spiritual care, education in order to ensure effective recovery and rehabilitation services. Provide counselling to the affected persons and establish medical post. Identify and record injured persons & arrange for immediate treatment. Introduce environmental health protocol. Mobilize clinic personnel ad establish mobile clinic. In collaboration with:

	Section evacuation, feeding and clothing, safety and security, health services, traffic control, fire services, evacuation, animal care, emergency services, communication, essential services
Technical & Engineering	Cancel leaves for all electrical service personnel in the areas likely to be affected. Review with staff precautions for protecting equipment and post-disaster procedures to be followed. Check emergency tool kits, assembling any other public service offices to make sure that they work properly. Fill department vehicles with fuel and part them in a protected area. Secure all electrical board buildings Cancel of leave for staff. Encourage people to store an emergency supply of drinking water. Establish temporary means of distributing water on an emergency basis. Cover pumps and rotors with timber to prevent damage from falling debris. Ensure that auxiliary generator and standby engines are in good working order. Acquire a buffer stock of fuel for motors and store in a protected place. Establish emergency work gangs for immediate post-disaster repairs. Supply water, sanitation, electricity or and any other form of lighting and heating, cleaning, storm water drainage, cemetery and rubbish removal.
Water & Sewer	
Traffic Management:	
Transport Regulator	Road closure, traffic control & Assistance and transportation of victims in dangerous zones. In collaboration with: Section feeding and clothing, safety and security, accommodation, health services, essential services, education spiritual care, feeding and clothing, emergency services, finance.
Social Services:	Feeding and clothing, food parceling and distribution and education of children.

Department of Education:	In collaboration with: Section communication, evacuation, safety and security, communication, spiritual care, health services, traffic control, fire- fighting, education, emergency services, administration, finances, essential services. Assemble students & teachers and explain the disaster threat, likely effects, and precautionary measures. Close school and ensure that all children are safely returned to their families. Consider boarding students, send boarding students to their parents if at all possible. If not feasible, find a building that is not prone to damage in the disaster; ensure that adequate adult supervision is provided. Acquire stocks of emergency foods. Wrap all books, valuable documents, records and paper supplies. Place all science equipment, teaching aids and other valuable equipment in wall cupboard or any safe compartment. Move all furniture on the first floor to the ground floor, where it is less likely to be damaged. Stalk all desks, chairs and other furniture to one end of the building to minimize exposure. Secure any loose items on the school grounds to prevent them from being blown about by the wind. Secure water containers and cover well.
Council of Churches:	Taking care of Church services and spiritual condition of all affected people. In collaboration with: Sectional communication, evacuation, safety and security, feeding and clothing, health services, traffic control, firefighting, other ministries, emergency services, administration, finance, essential services.
Fire and Rescue / Emergency Convenor:	Evacuation and relocation, search and rescue, contingency measures Utilization of material and personnel Tackle situation(s) Prevent and mitigate disaster Maintain resources for rescue operations Support provincial, National and District Council Provide cooperation.
Health Service:	Treatment, care, nursing and accommodation of injured victims, primary health care services, identification of suitable building in this area. Transportation of the sick and injured. Provide temporary first aid posts.
Emergency Medical Services:	
Animal Care Convenor:	Ensure safety of animals in stalls and safety environment. Give medical treatment

SAPS:	Mobilize all resources to notify the public of the impending danger and provide information on recommended precautionary procedures. Supervise evacuation of communities in potentially dangerous areas, such as those areas prone to flooding or storm surge. Work in close collaboration with the Local Disaster management Centre. Mobilize police reserves and volunteers for immediate needs and in preparation for the post disaster situation. Recommend deploying of auxiliary military services of the disaster-prone areas for assistance in search and rescue, road clearing and emergency communications. Keep the government agencies informed of all relevant developments. Ensure that staff families are prepared for disaster and are in safe place. Protect records by wrapping them in polyethylene to protect them from rainwater damage. Protect all valuable equipment (such as radios, typewriters, furnishings, arms and ammunitions) against possible damage. Close and cover all windows, check catches and bolts on all windows and doors. Check auxiliary generator, ensure that extra fuel is on hand, and protected. See to the safety of all victims. Protection of property In collaboration with: Section communication, evacuation, feeding and clothing, health services, traffic control, traffic control, essential services.
SANDF:	Protection of the community and property. Assist with evacuation and transportation to transit areas. Identify safety relocation area
Department of Home Affairs	Issue of documents that has been destroyed in disaster.
National Disaster Management Office:	Give support and establish funding to assist the disaster-stricken area. Give advice and mutual assistance. Facilitate reporting system in conjunction with the National Framework Assist provincial disaster management centre to ensure that all process of rehabilitation and recovery are arrived at.
Provincial Disaster Management Office:	Coordinate and establish communication links via the district council. Ensure that National Centre is aware of the current state of affairs. Assist in funding and sheltering of the affected communities. Liaise with the local municipality and source possible assistance.

Accommodation available during disaster

Accommodation	Contact number
Community Halls	0177129600
Township B&B	0177192543
Sakhile	
Youth centre	0177129600

Community Halls	0177129600
Schools	0177122233
Church buildings	0728319478
Farming Area	
Lekwa Fire Protection	0825645698

Handling of disaster

Type of Disaster	Critical Response team	Contact Number
Floods	Disaster Office Fire and Rescue Division SAPS SANDF Technical & Engineering Environmental Health & Community Services Emergency Medical Services Public Works	0177125551 / 0177125458 / 0177121070 0177125551 / 0177125458 / 0177121070 0177121250 0177121250 0177129600 0177129600 0177122323 0177122323 / 10177 0177121271
Heavy snowfalls	Disaster management Provincial Inspector Traffic Division SAPS SANDF National Road Agency Public Works and Roads Technical & Engineering EMS	0177125551 / 0177125458 / 0177121070 0177122262 0177122262 0177121250 0177121250 0124266000 0177121271 0177129600 0177122323 / 10177
Veld fires	Fire and Rescue Division Traffic Division FPA's Water & forestry Disaster management EMS	0177125551 / 0177125458 / 0177121070 0177121184 0825645698 0828084162 0177125551 / 0177125458 / 0177121070 10177 / 0177122323
Drought	Water & Forestry Department of Health Social Services	0177125551 / 0177125458 / 0177121070 0177122323 0177122323

Type of Disaster	Critical Response team	Contact Number
	FPA's Disaster Management	0825645698 0177125551 / 0177125458 / 0177121070
Fires in built-up areas	Fire and Rescue Division SAPS Disaster Management EMS	0177125551 / 0177125458 / 0177121070 0177121250 0177125551 / 0177125458 / 0177121070 0177122323/ 10177
Transportation Accidents: - Rail - Air - Road	Department of Public Works Roads and Transport EMS Traffic Officers South African Civil Aviation Authority SAPS Towing Services Outside Competent Agencies Disaster Management	0177125551 / 0177125458 / 0177121070 0177122323 / 10177 0177121184 0115451017 0177121250 0732315678 0606421115 0177125551 / 0177125458 / 0177121070
Spillage of hazardous and toxic substances	Fire and Rescue Division Hazmat Technicians SAPS Traffic Towing Services Disaster Management EMS	0177125551 / 0177125458 / 0177121070 0177125551 / 0177125458 / 0177121070 0177121250 0177121184 0836171594 0177125551 / 0177125458 / 0177121070 10177 / 0177122323
Diseases	Department of Health Social Service Disaster Management EMS	0177122323 0177122323 0177125551 / 0177125458 / 0177121070 10177 / 0177122323
Unrest	SAPS Traffic Fire and Rescue EMS Disaster Management	0177121250 0177121184 0177125551 / 0177125458 / 0177121070 0177122323 / 10177 0177125551 / 0177125458 / 0177121070

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

These should focus mainly on the following aspects:

- Planning and framework – the way in which the concept of disaster management is to be applied in its functional area, e.g., roles and responsibilities.
- Risk and vulnerability Assessment leading to needs analysis
- Evaluation and description of infrastructure
- Prevention through risk elimination – remove hazards/alternative processes.
- Mitigation through risk reduction – engineering solutions/legislative compliance/safety culture
- Preparedness planning for risks that cannot be eliminated (Risk Management) (a) contingency planning based on risk and vulnerability (b) emergency Organization, (c) response planning, (d) notification and activation, (e) recovery plans for business continuity.
- Contingency strategies and emergency procedures in the event of a disaster.
- Line of communication (Protocols) and liaison
- Awareness and education – (Before) prevention and mitigation: (During) notification and advisories: (After) Advisory, public information and education.
- Evaluation and maintenance

Annexure “A” – Community Consultation Issues

SESSION DETAILS	COMMUNITY ISSUES RAISED	SERVICE DELIVERY CATEGORY
WARD 01		
Date: 30 November 2022 Time: 17H00 Location: Social Centre	- Fixin of a big pothole on Sebiloane Street – cars not able to pass - Repair potholes on internal roads not only main roads e.g. Hlongwane Drive. - Interrupted water supply on and off load shedding. - Unclean water (muddy). - Dispatch water trucks equally to all residents especially to the elderly. - Install, repair, and maintain storm water drainages in streets. - Open water trenches that closed due to illegal dumping. - Attend to sewer spillages and sewer pipes that were installed but never connected in Ext. 2. - Interrupted power supply - Electricity to be switched back on equally for all areas. - Provide residents with electrical cables if a resident cannot afford one.	Technical services (Water and sanitation, roads, electricity)
	- Provide support to NPOs not only businesses - Employment opportunities for local community members. - Explore Corporate Social Responsibility for big companies to assist communities.	Local economic development
	Illegal dumping sites (Municipality to provide container on declared legal dumping sites)	Community services
	Hail to notify residents on water interruptions.	Corporate
	- Issue title deeds to residents - Relocated residents staying in shacks to formal structures - Construct RDP houses - Clarify ward boundaries for residents in Ext.2 near the cemetery	Human settlements and Town Planning
	- Incorrect and inconsistent municipal billing system. - Install functional meter readers	BTO
WARD 02		
Date: 01 December 2022 Time: 17H00 Venue: Social Centre	- Protect and fix electrical boxes exposed to water - Install street lights to curb crime - Gravel and pave roads as residents walk in mud when it rains - Attend to sewer spillages at extension 3 - Procure backup generator to address the issue of interrupted water supply - Repair and maintain high mast lights that are always on and those that are not functioning	Technical Services (Water and sanitation, Roads, electricity)

	Fix electrical boxes bridged by municipal officials	
	- Issue title deeds to residents - Upgrade informal settlements for people to have access to housing, water, and electricity - Address flooding of resident's houses. - Construct RDP houses for elderly living in shacks in Ext.3.	Human settlements and Town planning
	- Local projects to benefit local community members - Employment opportunities	Local economic development
	Communicate all projects to the community including starting dates, budgets etc.	Corporate services
	- Incorrect municipal billing systems - Installation of functional meter readers - Amnesty for municipal accounts in arrears	BTO
WARD 03		
Date: 05 December 2022 Time: 17H00 Venue: Stanwest Hall	- Fix potholes on the main road passing through Mahala Park - Gravel and pave roads in Shivovo as ambulances cannot access the area due to bad road conditions - Attend to sewage spillages - Provide speed humps and stormwater drainages on Hlongwane Drive - Uninterrupted water supply during loadshedding - Disruption of water in extension 1 since 2018 - Clean water - Install street lights in ward 03 - Install, repair, and maintain storm water drainages to avoid flooding - Addressing stormwater from the mountain - Cut grass and maintain parks and cemeteries - Attend to flooding of houses occurring in Mahala Park due to the scorpion dam	Technical services (Water and sanitation, roads, electricity)
	- Construct RDP houses - Open the Mahala Park stadium to the community	Social facilities (Sector Departments)
	- Relocate residents in informal settlements - Avail stands - Provide electricity and water for those staying in informal settlements - Issue title deeds for residents in ward 03 (Mahala Park section in particular) - Convert the open space opposite Stanwest Hall into a park - Allow people to utilise open spaces as car washes or parks to curb illegal dumping	Human settlements and Town planning
	Develop a database and screen properly those who need jobs	Local economic development

	▪ Employment opportunities ▪ Engage other companies for job opportunities other than Eskom ▪ Look into other job opportunities not just shut downs ▪ Create job opportunities in the municipality	
	▪ Attend to illegal dumping at open space next to Shanty ▪ Ensure proper cleaning by municipal officials to avoid trash blocking roads ▪ Waste collection in Shivovo, street near Police Station – residents have resorted to dumping at the cemetery.	Community services
	▪ Increase monitoring to hold officials accountable ▪ Communicate to residents when there are electrical faults/ power outages	Corporate Services
WARD 04		
Date: 14 December 2022 Time: 17H00 Venue: Stanwest Hall	▪ Construct a satellite water treatment plant ▪ Build a new water treatment plant in partnership with companies such as Cofco to supply ward 4 ▪ Investigate why residents in high laying areas around Meyerville do not get water ▪ Despatch water trucks to areas with no water in Meyerville ▪ Set up a new substation where all essential entities such as hospitals will be connected ▪ Concerns over diesel that will be required to power the proposed back-up generator ▪ Request SANRAL to repair main roads – main road passing through Meyerville ▪ Sewer spillages ▪ Attend to sewer pumps procured for Meyerville but not functioning ▪ Electrical problems at the industrial area – exposed wires and constant electrical interruptions ▪ Bad road conditions in the industrial area due to trucks going to Cofco, Meadow Feeds etc. ▪ High mast lights in TLC to curb crime ▪ Dig trenches to channel water away from people's houses ▪ Instal sewer in TLC ▪ Repair faulty electrical cables in time to avoid cable theft ▪ Replace the broken circuit breaker on Substation C affecting TLC ▪ High mast lights ▪ Gravel and pave streets – streets are inaccessible when it rains ▪ Overflowing sewer at the corner of the street across Cofco ▪ No sewer, electricity and refuse removal at 15th Industrial street.	Technical services (Water and sanitation, roads, electricity)

	▪ Issue title deeds to residents ▪ Attend to valuation roll challenges as people struggle to transfer property ▪ Avail residential stands in TLC as residents share stands ▪ Change of ownership – address blockages ▪ Construct RDP houses at Enyokeni ▪ Attend to businesses that want to oppose the closure of Commercial Street in the Industrial area ▪ No stand numbers ▪ Formalize informal settlements and assign municipal accounts to residents ▪ Duplicated house numbers in TLC ▪ Collapsing bridge	Human settlements and Town Planning
	▪ Construct a community Hall in ward 4 ▪ Maintain existing community halls	Social facilities (Sector Departments)
	▪ Waste collection at TLC, Nyokeni and Industrial area	Community services
	▪ By-laws to penalize illegal dumping and regulate the use of parks	Corporate
	▪ Billing of residents for services that they don't receive e.g. Kalie De Haas charged for waste that the municipality does not collect ▪ Fix the faulty evaluation roll - municipality is charging business rates to residential stands	BTO
WARD 05		
Date: 7 December 2022 Time: 17H00 Venue: Social Centre	▪ Install pressure pumps for high laying areas ▪ Despatch water trucks to supply water to all residents ▪ Electricity to be switched back on for all areas equally ▪ Sewer spillages ▪ Install and maintain storm water drainages ▪ Utilise old machinery and equipment to close potholes ▪ Construct new infrastructure and maintain the existing – utilise people from wards with qualifications to fix deteriorated infrastructure ▪ Unclean water – muddy and not drinkable	Technical services (Water and sanitation, roads, electricity)
	▪ Issue title deeds to residents ▪ Provide RDP houses and residential sites ▪ Indicate timeframes of when informal settlements will be formalized	Human settlements and Town planning
	▪ Open community hall to the community to utilise free of charge – will assist to get the youth off streets	Social Facilities
	▪ Develop programmes to keep young people away from drugs ▪ Drug rehabilitation centres	Community Services

	No resources in ABET schools	
	- Employment opportunities for the youth - Business opportunities and SMME support - Broaden the scope of LED Forum to not only focus on Eskom - Communicate funding opportunities - Projects to benefit local community members through employment - Request big businesses in Lekwa LM to maintain infrastructure through SLPs and skills development programmes. - Equally distribute jobs amongst wards.	Local Economic Development
	Fix the incorrect and inconsistent municipal billing system.	BTO
	- Ensure that communication sent out by the municipality reaches the elderly on time - Communicate water truck schedule to residents - Tackle the issue of corruption	Corporate
WARD 06		
Date: 15 November 2022 Time: 17H00 Venue: Sakhile Hall	- Short term solution for potholes on Kubheka Street - Incomplete construction of toilets at old Hostels – left with foundation only - Incomplete installation of sewer at the old Hostels - Stormwater drainages for water flooding from the mountain especially for houses around Dutch church	Technical services (Water and sanitation, roads, electricity)
	Fix roof leakages and cracking walls at hostels	Human settlement and Town Planning
	Bad condition of Sakhile Hall	Social Facilities
	Illegal dumping behind old hostels	Community services
WARD 07		
Date: 16 November 2022 Time: 17H00 Venue: Ext 6 Community Hall	- No access to water, especially households placed around Shembe - Despatch water trucks to residents around Shembe - Pave the road from R23 to Bhinda until COJ. - Procure backup generator for water pumps	Technical services (Water and sanitation, roads, electricity)
	Primary school for kids in ward 7	Social facilities (Sector departments)

	▪ Solution for Ext.8 residents who were moved from their houses and placed in flats. ▪ Land to keep livestock and grazing land for farmers around Bhinda ▪ Issue title deeds to residents	Human settlements and Town Planning
	▪ Municipality should communicate/ explain to the community why there is no water. ▪ Indicate deadlines/ timeframes of projects ▪ Provide clear indication of completed projects	Corporate
	▪ Employment opportunities ▪ Provide land to establish an employment site ▪ Municipality should notify communities of vacancies ▪ Information on how businesses can secure store space in the Standerton Mall and Rooikoppen Shopping Centre.	Local Economic Development
WARD 08		
Date: 8 December 2022 Time: 17H00 Venue: Eskom Hall	▪ Long term plan for infrastructure maintenance ▪ Municipality to prioritise the community and not businesses (especially Early Bird) when it comes to water provision ▪ Prioritize water and electricity projects ▪ There should be no power outage for those who pay for electricity – municipality should liaise with Eskom about the matter	Technical services (Water and sanitation, roads, electricity)
	▪ Additional high school in ward 08 as most kids have to leave town when they don't get space in Standerton Highschool	Social facilities (Sector departments)
	▪ Develop programmes to teach the unemployed to maintain/restore infrastructure	Local Economic Development
	▪ Consequence management for underperforming municipal officials ▪ Specify timeframes and budgets linked to the projects to hold officials accountable ▪ Only focus on ward 8 when providing feedback ▪ Law enforcement to implement by-laws ▪ Share transcripts of speaking notes before consultations ▪ Investigate root causes of issues before responding with projects ▪ Strictly focus on ward 8 when providing feedback	Corporate
WARD 09 (Ext. 8)		

Date: 13 December 2022 Venue: Khunjuliwe Secondary School	- Storm water drainages - Equal provision of uninterrupted water supply - Despatch water trucks to Ext.8 phase 1 and the middle section - Request SANRAL to assist with fixing roads as ambulances, taxis and firefighters can't access the area - Sewage spillage - Gravel and pave roads especially the main road - Power outages even when there is no loadshedding from Eskom - Installation of high mast lights - Toilet blockage – municipality should desludge toilets - Construct toilets outside RDP houses - Provide electricity to the 16 houses without electricity - Install electric meter boxes for all households	Technical services (Water and sanitation, roads, electricity)
	- Primary school in ward 9 - Pre-school in ward 9	Social services (Sector departments)
	- Provide dustbins - Attend to dumping site near the flats – dumping site was last cleaned by the district	Community services
	- Issue title deeds to residents - Construct stand-alone houses for people who were moved to flats – can't carry out cultural practises in flats - RDP top structures collapsing - Flooding of houses when it rains	Town Planning and Human settlements
	Notify community of business opportunities	Local Economic Development
	- Municipal officials should attend consultations more than political leadership - Feedback report should be made available at the mayor's office	Corporate services
Ward 9 (KaBhokoro)		
Date: 4 December 2022 Time: 10H00 Location: KaBhokoro	- Fix transformer damaged by a contractor (R23 transformer burnt by Raubex which affects residents on the Suurlemoen farm) - Provide water to residents - Fix transformer – there's a transformer that poses a danger to one house, may fall on top of the house - Deploy technicians to inspect the transformer - Overflowing toilets – desludge toilets - Bad road conditions - Liaise with farmers to assist with providing farm dwellers with electricity and water - Fix communal tap - Enlarge the bridge at Draaihoek to allow people to cross - Provide trailer for water tanks	Technical services (Water and sanitation, roads, electricity)

	- Flooding of houses when it rains – send TLB to dig a channel/trench to channel stormwater - Provide proper progress on the construction of RDP houses for farm dwellers - Land claims	Town planning and Human Settlements
	- Job opportunities for people in ward 9 - Hire local transport (vans) from ward 9 and not taxis from Sakhile to transport the community of ward 9 to meetings - Hire people from ward 9 for CWP programmes - Hire people from farms for big projects (Standerton Mall etc.)	Local Economic Development
Ward 10 (Town)		
Date: 29 November 2022 Time: 17H00 Venue: Town Hall	- Bad road conditions – fix potholes - Water challenges - Power outages in the lower town area. - Internal load shedding by the municipality. - Upgrade water treatment plant to cater to the entire municipality's needs. - Municipality should not approve new developments as there are not enough services to cater to the existing development	Technical services (Water and sanitation, roads, electricity)
	- Job opportunities - No participation of all races in the SMME funding programme – some races were not aware of the SMME support programme - Special Economic Zones to industrialize certain areas for job creation - Make available the list of SMMEs that benefitted from the SMME support programme	Local Economic Development
	Illegal dumping at Riverpark – develop and enforce by-laws to penalize perpetrators	Community Services
Ward 10 (Vodacom)		
Date: 24 November 2022 Time: 17H00 Venue: Ext. 6 Community Hall	- Bad road conditions especially when it rains – roads become muddy and emergency vehicles cant access the area - Pave the Vodacom Street for taxis to have access - Provide water – elderly people are struggling the most - Provision of Jojo tanks at eMawageni (temporary sites) - Install electric meters for all households not just a few - Provide high mast lights and street lights - Sewerage – a pipe was laid but no further connections were made	Technical services (Water and sanitation, roads, electricity)
	Employment opportunities	Local Economic Development

	People who benefitted from previous projects should give others a chance	
	- Alternative housing for people who don't qualify for RDP housing - Flooding of houses when it rains - Clear and fair procedures for the allocation of houses in Ext.8 - Address the issue of people renting out RDP houses	Town Planning and Human settlements
	Substitute the previously requested library with a community park – learners no longer use libraries due to technology advances	Social facilities (Sector departments)
	Clean illegal dumping next to people's houses	Community Services
Ward 11		
Date: 21 November 2022 Time: 17H00 Location: Rooikoppen Hall	- Uninterrupted water supply as people go for long periods without water. - Despatch water trucks to deliver water to all residents - Electricity trips frequently. Provide Rooikoppen with its own substation and line - High mast lights	Technical services (Water, sanitation, roads and electricity)
	- Close the graveyard site in Rooikoppen - Grazing land for livestock.	Human Settlements and Town planning
	- Locals should benefit from projects in ward 11. - Rooikoppen Shopping Centre contractors subcontract local businesses	Local Economic Development
	Install poles on the soccer field.	Social facilities
	- No waste truck has ever collected waste in the Ward 11. - Close hole dug by a contractor as residents struggle to cross.	Community services
	Municipality to be transparent on budgets for projects.	Corporate
Ward 12		
Date: 20 November 2022 Time: 10H00 Location: Thuthukani Hall	- Install paving as taxis don't want drive into the area to pick up commuters due to bad road conditions. - Provide electricity and toilets at Malungelo.	Technical services (Water, sanitation, roads and electricity)
	- Grazing land for livestock - Graveyard site for the community of Thuthukani - Provide an update on the construction of 19 RDPs that were promised. - Redirect funds allocated for ext.8 funds to build RDPs in the ward.	Human settlements and Town planning

	- Ward 12 should be represented in the LED Forum. - Thuthuka Power Station should give first preference to locals.	Local Economic Development
	- Existing clinic should operate 24/7. - Recreational activities for kids besides soccer (e.g. arts and culture classes) - Sport grounds that accommodate other sporting codes besides soccer	Social Facilities (Sector departments)
Ward 13		
Date: 27 November 2022 Time: 10H00 Venue: Imisebeyelanga Primary School	- Procure new jojo tank and replace the 32" pipe with a 40" one. - Desludge toilets in Kromdraai. - Construct RDP houses in Platkop and Erdzak Farm - Bad road conditions - muddy roads, can't drive when it is raining. - Equipment to build windmills. - Road maintenance, scholar transport can't access the farms when it rains especially Erdzak Silo road. - No water for long periods especially after power outages.	Technical services (Water, sanitation, roads and electricity)
	Job opportunities especially for people in Cyrus.	Local Economic Development
	- Intervention at the farm in Elandspruit, as the new farm owner decreased grazing land for farm dwellers. - Negotiate with farm owners to give farm dwellers title deeds. - Land - Intervention by municipality as people get beaten and chased by farmers.	Town planning and Human Settlements
	Fix the storm damaged school in Skoonuitsig.	Social facilities (Sector departments)
	Improve communication between residents and the municipality	Corporate Services
Ward 14		
Date: 28 November 2022 Time: 17H00 Venue: Sivukile Community Hall	- Storm water drainages in Ext.3 - Water issues. - Bad road conditions in Ext 1 and 2 – no access when it rains. - Dispatch water trucks to all residents during water cuts.	Technical services (Water, sanitation, roads and electricity)
	- Employment opportunities: replace jobs of people who used to work at dumping site. - Employ people from Ward 14 for big projects (Standerton Mall etc.)	Local Economic Development

	▪ Equal access to employment opportunities. ▪ Implement the tyre project promised to the community. ▪ Permanent employment not temporary work that comes with projects. ▪ Municipality to pay SMMEs that they still owe.	
	▪ Invite Department of Human Settlements in the next consultation ▪ Church sites ▪ Follow ups of title deeds. ▪ Attend to unfinished RDP top structures ▪ Erect RDP houses for people who were told to demolish their own houses to make room for RDPs ▪ Finalize the ext.5 township establishment project ▪ Permanent places for people to reside	Human Settlement and Town planning
	▪ Community does not want the cemetery proposed by the municipality ▪ Municipality should stop dumping at the closed dumping site ▪ Resuscitate fire station	Community and social services
	▪ Appoint manager at the satellite office ▪ Take action against officials selling houses ▪ Monitor officials to ensure that they work when on duty ▪ Municipality should pay SMMEs that they owe ▪ Conduct oversight on projects implemented in ward 14 (Ext 5,3,1)	Corporate services
	▪ Erase municipal accounts in arrears	BTO
Ward 15		
Date: 23 November 2022 Venue: Ext 6, Community Hall Time: 17H00	▪ Water issues – long periods pass with residents not having water ▪ Dispatch water trucks to reach all households ▪ Utilize solar energy for the water treatment plant ▪ Gravel and pave roads ▪ Provide an indication of how much revenue the municipality collects ▪ Some residents don't have water ▪ Bad road conditions ▪ Stormwater drainages to channel stormwater away from people's houses to curb flooding of people's houses ▪ Request the gravel from Home Affairs to gravel internal roads	Technical Services
	▪ Construct RDP houses and ensure that all people receive houses ▪ Flooding of people's houses when it rains ▪ Construction of RDP houses for people who were told to demolish their structures to make room for RDPs	Human Settlements and Town planning

	▪ Provide sports facilities	Social Facilities (Sector departments)
	▪ Specify timeframes when presenting projects ▪ Outline projects that are already being implemented not proposed ▪ Indication of when projects will commence ▪ Address the community in IsiZulu – provide the feedback report in IsiZulu to accommodate the audience	Corporate Services

ANNEXURE “B” Lekwa LM Financial Recovery Plan

Phase 1 Financial Rescue

N O	FOCUS AREA FINANCIAL RESCUE	KEY ASSESSME NT FINDING (BASELINE)	KEY ACTIVITIES	RESOU RCES REQUIR ED	RESO URCES MOBI LIZED	RESPONSIB LE	STAR T DATE	END DATE	KEY PERFOR MANCE INDICAT OR	PORTFOL IO OF EVIDENC E	BUDGET PARAM ETER/ REVENU E TARGET / SPENDI NG LIMIT/ FINANCI AL IMPACT	MUNICIPAL PROGRESS REPORT			
												STEPS TAKE N	PRO GRES S MAD E	FINA NCIA L IMP ACT	OTHER NOTEW ORTHY DEVELO PMENT S
PILLAR ONE: GOVERNANCE															
1	Govern ance Matter s and Oversig ht	Ineffective governanc e structures and oversight role by Council - Political and administra tive instability - Council failing to meet due lack of quorum - Poor interface between	Develop Institutional Corporate calendar for Council and committee meetings aligned to MFMA and MSA reporting cycle	In house	In house, CoGT A NT PT	MM	01.10 .2021	30.10 .2021	Improve d governanc e and accounta bility. Statutor y reports submitte d timeousl y	Corporat e calendar of meetings , attendan ce registers of meetings	Financia l benefits to be achieve d through improve d operatio nal efficienc ies				
			Council and committee meetings held as scheduled	In house	In house	Speaker	30.11 .2021 altern ativel y 30.03 .2022	Quart erly		Agenda and minutes of Council and committe e meetings					

	Council and administration - Lack of accountability and bad governance practices - Reported allegations of financial misconduct not investigated - Recommendations of forensic investigations not implemented - No clear terms of reference for section 79 and 80 committees - No Go areas - MPAC dysfunctional - Unprotected strikes - Section	Conduct induction for newly elected councillors on governance, financial management and oversight responsibilities	In house	In house SALGA	Administrator	01.10.2021	30.11.2021 alternatively 30.03.2022		Approved programme, induction material, record of induction and attendance register of councillors					
		Develop oversight reports	In house	In house, CoGTA NPT	MM	01.10.2021	Quarterly		Quarterly oversight reports					
		Development of roles and responsibilities for Administrator and Municipal Manager	In house	COGTA	Director: Corporate Services	01.10.2021	30.10.2021	Roles clarified	Approved report by Administrator					
		Develop and implement a stakeholder engagement strategy	In house	In house COGTA	Director: Corporate Services	01.10.2021	30.10.2021	By-in and informed stakeholders	Approval by the Administrator					
		Implementation of recommendations arising from sec 106	In house	In house COGTA	MM	01.10.2021	Monthly	Implementation of sec 106 report recommendation	Consequence management report, disciplinary					

106 investigations	investigation report						endations	process report					
	Conduct section 32 MFMA investigation on all historical and current irregular expenditure	In house	In house NT-MFM A	Disciplinary Board/MPAC	01.10.2021	QUARTERLY	Consequence management	Council approved reports and resolutions					
	Disciplinary Board to report on investigation of all reported allegations of financial misconduct	In house	In house COGT A	Administrator/Executive Mayor	01.10.2021	Quarterly	Quarterly reports	Council approved reports and resolutions					
	Re-establishment of Section 79 and 80 Committees of Council with clear terms of reference	In house	In house COGT A	MM	01.10.2021	30.10.2021	Committees established	Approved report by Administrator					
	Development of a communication plan for the duration of the intervention	In house	In house	MM	01.10.2021	30.10.2021	informed stakeholders	Approved communication plan by Administrator					

2	UIFW Expenditure Management	No UIFW expenditure policy, no consequence management, overspending on budget, late payment of creditors, section 32 investigation not done, non-compliance with supply chain	Investigation on unauthorized, fruitless, wasteful and irregular expenditure in accordance with sec 32 of the MFMA and investigation of financial misconduct Develop schedule of investigations with timelines	In house	In house	Administrator	01.10.2021	30.10.2021 Quarterly	Reduction in historic UIFW expenditure Implementation of consequence management (disciplinary processes, recovery of money, reported criminal cases)	Quarterly Progress reports on investigations Updated schedule on investigations	Financial benefits to be achieved through improved operational efficiencies				
		policy and processes, allegations of financial misconduct not investigated, disclosed expenditure not true reflection,	Implement Consequence management for UIF&W	In-house	In-house	Disciplinary Board, Administrator	01.10.2021	Quarterly	Transgressors disciplined	Written outcome of disciplinary hearings	Financial benefits to be achieved through improved operational efficiencies				

		no internal controls for recognition and record of expenditure.	Develop and implement UIF&W expenditure reduction plan.	In-house and NT-MFMA unit	In-house and NT-MFMA unit	MM CFO	01.10.2021	30.10.2021	UIF&W expenditure reduction plan implementation and percentage reduction in historical expenditure	Approved UIF&W expenditure reduction plan and approval of Administrator. Quarterly reports on progress.	Financial benefits to be achieved through improved operational efficiencies				
			Develop and implement UIFW expenditure policy	In house	In house	MM and CFO	01.10.2021	30.10.2021	UIFW expenditure policy in place and implemented	UIFW expenditure policy and approval by Administrator	Financial benefits to be achieved through improved operational efficiencies				
			Identify, investigate and report on irregular, unauthorized, fruitless and wasteful expenditure in accordance with sec 32 of the MFMA and	In house	In house	MM CFO	01.10.2021	30.10.2021 Quarterly	Reduction percentage in UIF&W expenditure. Legislative compliance.	Quarterly reports on UIF&W expenditure and approval by Administrator	Financial benefits to be achieved through improved operational efficiencies				

			MFMA circular 68												
3	By-laws and enforcement	Ineffective enforcement of by-laws, by-laws promulgated in 2018, enforcement unit established and capacitated but staff doing something else, no reporting on revenue generated	Enforce by-laws	In house	In house	MM	01.10.2021	Monthly	Reduction of electricity and water losses. Law and order	Monthly reports	Financial benefits to be achieved through improved operational efficiencies				
			Develop Code of By-Laws	In house	In house	Director: Corporate Services	01.10.2021	31.01.2022	By-Law Code in place	Updated By-Law Code	Financial benefits to be achieved through improved operational efficiencies				
			Report on revenue generated and enforcement of By-laws	In house	In house	CFO	01.10.2021	Monthly	Revenue generated and reduction in electricity and	Internal quarterly audit reports	Financial benefits to be achieved through improve				

									water losses.		d operational efficiencies				
4	Audit action plan	Disclaimer of opinion for 2019/20 FY; Incomplete, outdated and inadequate implementation of AG audit action plan; Bad practice of bulk reconciliation of accounting records; Lack of accountability for poor performance; reliance on consultants; no reflection on retrieval of supporting	Develop and implement audit action plan	In house	In house	MM	01.10.2021	30.10.2021	Improve d audit outcomes and/reduction of audit findings	Validated quarterly progress reports on the implementation of audit action plan and audit file	Financial benefits to be achieved through improved operational efficiencies				
			Validate progress and verify POE for adequacy and completeness,	In house	In house	MM	01.10.2021	Monthly			Financial benefits to be achieved through improved operational efficiencies				
			Weekly audit steering committee to discuss the implementation of the audit action plan,	In house	In house	MM	01.10.2021	Weekly		Attendance registers and minutes of audit steering committee meetings	Financial benefits to be achieved through improved operational				

		document s that were not provided in prior year; monthly/r egular reconciat ion of accountin g records remain a challenge e.g. Bank reconciat ion; financial misstatem ent findings are yet to be cleared; managem ent use standard and generic progress to respond to number of SCM findings instead of being specific to								efficien ies				
			Implementat ion of audit action plan should be integral part of performance agreement of senior managers	In house	In house	MM	01.10 .2021	30.10 .2021		Signed Individual Performa nce agreeme nts and scorecard s for MM and Heads of departm ent incorpora ting audit action plan	Financia l benefits to be achieve d through improve d operatio nal efficienc ies			
		Internal audit to provide monthly assurance on the implementat ion progress report for the approved audit action plan	In house	In house	Manager: Internal Audit	01.10 .2021	Mont hly	Assuranc e report submitte d	Assuranc e report signed off by Manager: Internal Audit	Financia l benefits to be achieve d through improve d operatio nal efficienc ies Unqualif ied Audit opinion				

		each finding(e.g. all procurement are recommended & approved by the Municipal Manager); no reporting on consequence management; insufficient monitoring of internal controls which result in slow progress; the municipality does not report progress on some of the activities (e.g. ICT, revenue, SDBIP, UIF&W expenditure-	Reporting on implementation progress report for the approved audit action plan to Audit Committee, Mayoral Committee and Council	In house	In house	MM	01.10 .2021	Monthly	Report tabled to Audit Committee, Mayoral Committee and Council	Agenda and minutes of Mayoral committee and Council, and recommendations and resolutions	Financial benefits to be achieved through improved operational efficiencies Unqualified Audit opinion				

		investigations, billing reconciliation, reconciliation of traffic fines listing, VAT, consumer charged on estimates etc.)													
5	Risk Management	Annual risk management documents for financial year 2021/22 approved, Insufficient focus and pre-emptive measures; Non implementation of appropriate risk management activities and	Development of organizational business continuity plan	In house	In house	MM	01.10.2021	28.02.2022	Business continuity	Approved organizational business continuity plan and Council resolution	Financial benefits to be achieved through improved operational efficiencies				
			Risk management must be standing agenda item for all scheduled management and Executive meetings	In house	In house	Administrative or MM CRO	01.10.2021	30.10.2021	Quarterly review of progress on implementation of remedial actions	Agenda or minutes of management and executive meetings	Financial benefits to be achieved through improved operational efficiencies				

		recommendations	Monitor and report on the implementation on risk mitigating measures that may have impact on: implementation of financial recovery plan, audit action plan and other risks identified in the risk registers	In house	In house	Administrator MM CRO	01.10.2021	Quarterly	Quarterly review of progress on implementation of remedial actions	Quarterly risk management reports approved by Administrator. Risk monitoring report. Monthly FRP implementation progress reports	Financial benefits to be achieved through improved operational efficiencies				
6	System of Delegations	Inadequate system of delegations; No sub-delegations below Executive managers, inadequate delegation register	Review system of delegations after local government elections	In-house	In-house	MM Executive Director: Corporate Services	01.10.2021	31.11.2021 alternately 30.03.2022	Systems of delegations in place	Approved system of delegations and approval by Administrator.	Financial benefits to be achieved through improved operational efficiencies				
			Review the delegation of powers and functions on supply chain	In house	In house	Administrator/MM	01.10.2021	30.11.2021	Enhanced accountability and, checks	Signed-off reviewed delegations	Financial benefits to be achieved				

			managemen t						and balances		through improve d operatio nal efficienc ies				
			Update delegations register	In house	In house	MM	31.11 .2021 altern ativel y 30.03 .2022	Quart erly	Account ability	Approve d delegatio ns register	Financia l benefits to be achieve d through improve d operatio nal efficienc ies				
			Sign-off of sub- delegations	In- house	In- house	MM	31.11 .2021 altern ativel y 30.03 .2022	31.12 .2021 altern ativel y 30.04 .2022	Sub- delegati ons in place	Signed sub- delegatio ns and acknowle dgement of receipt	Financia l benefits to be achieve d through improve d operatio nal efficienc ies				
7	Contrac t Manag ement	Outdated Contract register, payments for services not done within thirty	Audit and review all contracts	In- house	In- house	MM Executive Dir: Corporate Services CFO	01.10 .2021	31.12 .2021	No irregular, unnecess ary or expired contracts , and contracts	Updated Contract Register Audit and review report. Approval Administr ator	Financia l benefits to be achieve d through improve d				

		days, irregularly awarded contracts and poor contract management, no monthly performance monitoring reports						register in place		operational efficiencies				
		Negotiate and sign affordable payment arrangements with creditors	In house	In house	MM	01.10.2021	28.02.2022	Honoring of financial commitments and arrear debt payment	New affordable agreements signed off by all parties	Financial benefits to be achieved through improved operational efficiencies				
		Identify goods and services required on an ongoing basis and appoint service providers on three-year contracts	In-house	In-house	Municipal Manager CFO	01.10.2021	31.12.2021	Reduction in operational costs, Reduction in irregular deviations	Annually approved Procurement Plan Reduction in procurement costs as per procurement plan, and appointment letters.	Financial benefits to be achieved through improved operational efficiencies				

			Submission of monthly performance monitoring reports on contracts	In-house	In-house, Contracted Services	CFO	01.10.2021	Monthly	value for money, compliance with legislation	Monthly performance monitoring reports	Financial benefits to be achieved through improved operational efficiencies				
			Review annual procurement plan	In-house	In-house	Administrator CFO	01.10.2021	31.12.2021	Reduction in operational costs related to procurement	Approved reviewed procurement plan Decision of Administrator	Financial benefits to be achieved through improved operational efficiencies				
8	Litigation and Contingent liability	Contingent liability at R1 394 142 652.00, high Risk financial exposure, material non-compliance with legislation,	Report to Administrator/Council on diagnostic analysis of root causes of litigations and claims	In-house	In-house	MM Executive Dir: Corporate Services	01.10.2021	31.01.2022	Root causes identified and Integrated Plan in place to mitigate against such identified root causes	Diagnostic analysis report and Resolution by Administrator	Financial benefits to be achieved through improved operational efficiencies				

		Contractual issues, non-compliance with legislation, supply chain processes, inadequate tools of trade, infrastructure maintenance, poor service delivery, land sales, failure to pay for services rendered, failure to pay for overpayments on client's accounts, veld fire damages.	Conduct a legal assessment on reasonable prospects of success on all pending litigations	In-house	In-house	Executive Dir: Corporate Services. MM	01.10.2021	31.12.2021	Reduction in contingent liability	Report on legal assessment and approval by Administrator. Proof of settlement of matters	Financial benefits to be achieved through improved operational efficiencies					
			Development and implementation of MFMA Legal compliance matrix	In-house	In-house and NT-MFMA unit	MM Executive Dir: Corporate Services	01.10.2021	31.11.2021	Legislative compliance	Institutionalized MFMA legal compliance matrix and AG annual audit reports	Financial benefits to be achieved through improved operational efficiencies					
			Review business plan for legal services unit	In-house	In-house	MM Executive Dir: Corporate Services	01.10.2021	31.12.2021	Improved legal compliance and reduction in contingent liability	Approved reviewed business plan and Approval by Administrator	Financial benefits to be achieved through improved operational efficiencies					

			Investigate default judgements and effect consequence management	In house	In house	MM	01.10.2021	30.11.2021	Accountability	Approved report by Administrator	Financial benefits to be achieved through improved operational efficiencies					
9	Internal Audit	Recommendations of Audit committee not adequately implemented, risk and audit management documents approved for FY2021/22, inadequate implementation of risk and audit strategies and plans, internal audit and risk	Submit quarterly reports on internal audit	In-house	In-house	Manager: Internal Audit	Quarterly	Quarterly	Improved audit outcome	Quarterly reports and approval by Administrator	Financial benefits to be achieved through improved operational efficiencies					
			Quarterly progress reports on implementation of annual audit plan	In-house	In-house	Manager: Internal Audit	01.10.2021	Quarterly	Improved audit outcome and legal compliance	Quarterly reports and approval by Administrator	Financial benefits to be achieved through improved operational efficiencies					

		managem ent not institution alized.															
1 0	Powers and Function s	Municipali ty mandated to provide library services and vehicle license services were handed back to province	Conduct an in-depth analysis of cost implications	In- house, PT	In- house, PT	CFO	01.10 .2021	31.12 .2021	All costs funded mandate d agreeme nt.	Cost analysis report	Financia l benefits to be achieve d through improve d operatio nal efficienc ies						
			Re-negotiate mandate agreements	In- house, PT	In- house, PT	Executive Director: Corporate Services and CFO	31.12 .2021	31.03 .22	Re- negotiat ed mandate agreeme nts and all costs covered for mandate agreeme nts. Reduce operatio nal expendit ure	Signed re- negotiate d agreeme nts	Financia l benefits to be achieve d through improve d operatio nal efficienc ies						
1 1	Immov able propert y portfoli o	Loss of revenue, no approved alienation policy, ineffective managem	Audit of immovable property portfolio	In house	In house	MM	01.10 .2021	28.02 .2022	Increase in revenue	Financial report	Increase d revenue from investm ent properti es as						
			Conduct cost benefit analysis (operational	In house	In house	CFO	28.02 .2022	30.03 .2022	Reductio n in operatio nal	Approve d report by							

		ent, Ineffective collection of revenue on leased properties, illegal occupation of properties, market related rentals need updating, inadequate institutional arrangements	expenditure against revenue collected)						expenditure	Administrator	input on the Budget Funding Plan					
			Review of all lease agreements	In house	In house	MM	01.10.2021	30.03.2022	Increase in revenue	Reviewed signed lease agreements						
			Collection of market related rentals from tenants	In house	In house	CFO	01.10.2021	Monthly	Increase in revenue	Financial report						
			Nonpaying tenants be ejected from the properties	In house	In house	MM Executive Director: Corporate services	01.10.2021	Monthly	Increase in revenue	Tenant management report						
			Identify immovable properties not required for basic municipal services	In house	In house	Executive Director: Corporate Services	01.10.2021	28.02.2022	Increase revenue Reduction of expenditure	Approved report by Administrator						
			Reconcile alienation transactions with Deeds office records for the past five years	In house	In house COGT A	Executive Director: Corporate Services	01.10.2021	28.03.2022	Account for all immovable properties	Council approved reconciliation report and resolution						
1 2	Information and Communication	Lack of ICT general controls, non-compliant server room,	Review ICT Governance framework	In house	In house COGT A	ICT Manager	01.10.2021	31.12.2021	Integrity, confidentiality and security of data. General	Internal audit report and AG audit report						

Technology	non-monitoring of service providers, insufficient Off-site backups, inadequate human resources and vacancies, inadequate restriction of access to internet, insufficient maintenance of ICT infrastructure, ineffective ICT security management							controls in place								
		Review, develop and implement ICT general controls	In house	In house COGT A	ICT Manager	01.10.2021	30.08.2021 Monthly	No findings by Auditor-General	Auditor-General report System generated report to track controls							
		Develop and implement a server downtime monitoring tool	In house	In house COGT A	ICT Manager	01.10.2021	30.03.2022	99.95% uptime	Downtime tracker report							
		Secure data storage, backup and recovery solutions	In house	In house COGT A	ICT Manager	01.10.2021	30.03.2022	Data secured and integrity guaranteed	Internal audit report and AG audit report							
		Update the website	In house	In house COGT A	ICT Manager	01.10.2021	Monthly	Updated website	Updated website							
		Report on Back-office Turnaround times in resolving help desk queries	In house	In house COGT A	All Heads of Directorate	01.10.2021	Monthly	Satisfied customers Increased revenue. 95 % of work orders completed	Customer satisfaction survey and Monthly work order reports							

PILLAR TWO: INSTITUTIONAL AND HUMAN RESOURCES															
1	Change Management	Low Staff Morale Limited buy-in and support for critical processes	Sensitize employees and organized Labour about the current financial state and the introduction of the FRP	In- House	EM:CS NT-MFRS N-COGT A MP-COGT A	Executive Manager: Corporate Services	01.07 .2021	30.09 .2021	Achieved buy-in and support/ Set tone for change. Staff morale boosted. Enhanced service delivery & performance. Increased productivity to support Revenue Management operations.	Attendance Register Completed Employee satisfaction Survey Questions	Only use mobilized resources.				
			Undertake a diagnostic process to determine the level of staff morale and satisfaction	In- House	EM:CS NT-MFRS N-COGT A MP-COGT A	Executive Manager: Corporate Services	01.07 .2021	Annually		Copy of the Change Management Strategy/ Policy	Only use mobilized resources.				
			Develop a change management strategy	In- House	EM:CS NT-MFRS N-COGT A MP-COGT A	Executive Manager: Corporate Services	01.10 .2021	30.06 .2022	Draft Strategy	Change Management Strategy Council resolution	Only use mobilized resources.				

			Initiating and implementing the change management initiatives	In-House	EM:CS NT-MFRS N-COGT A MP-COGT A	Executive Manager: Corporate Services	01.07.2021	30.06.2022	Buy-in Improved performance & service delivery Eradicated tensions	Reports Attendance registers Minutes	Only use mobilized resources.					
2	Organizational Structure	The draft Organizational Structure was approved by council on the 31 March 2021. The approved organizational structure was tabled to the LLF as part of the LLF agenda of the meeting that did not sit in May 2021.	Review the current organizational Structure to ensure it is in line with the current municipal budget & service delivery demands Consultation with organized Labour on the draft Organizational Structure Approval of the Organizational & Structure Development and implementation of job descriptions for all employees	In-House	EM:CS NT-MFRS N-COGT A MP-COGT A	Executive Manager: Corporate Services	01.07.2021	30.09.2021	Functions properly aligned to strategic objectives and legal mandate. Achieved affordability.	Approved Organizational Structure Council resolution Agenda, Minutes & attendance register of the LLF meetings Placements letters Copies of the job descriptions	In line with the approved budget and the funding plan.					

			across the board.													
3	Labour Relations	LLF functional. No official trained as presiding officers and prosecutors. Staff Workshop held on a disciplinary code of conduct. Attendance registers available, monitored and signed-off by managers/supervisors in each department. Workwear provided to employees annually.	Functional LLF-Schedule of meetings	In-House	EM:CS NT-MFRS N-COGT A MP-COGT A	Executive Manager: Corporate Services S56 Manager Managers Supervisors	01.07 .2021	Ongoing	Sound Labour Relations	Calendar of meetings , attendance register, minutes of the LLF meetings and Agenda.	Only use mobilized resources.					
			Training officials as presiding officers and prosecutors assisted by SALGA and District				01.07 .2021	30.06 .2022	Reduced number of disciplinary cases	Records with details of trained officials.						
			Training of supervisors and managers to effect staff discipline				01.07 .2021	Ongoing	Overall reduction in disciplinary cases	Training Report Quarterly disciplinary matters attended to						
			Provision of Workwear and Covid 19 related PPE.				01.07 .2021	Ongoing	Compliance with OHSA							

4	Employee Validation	Staff head count or validation has not been conducted	Conduct an employee head count and identify any ghost employees or employee's surplus to the organization, on the payroll; and	In-House	EM:CS NT-MFRS N-COGT A MP-COGT A	Executive Manager: Corporate Services S56 Managers	01.07 .2021	30.09 .2021	Completeness of employee related costs.	Employee Validation Report	Only use mobilized resources.					
5	Skills Audit	Employees had completed skills audit forms and the skills audit questionnaires are being captured on the COGTA gaps skills tool.	Consult organized Labour. Verify competency levels of Senior, Middle Managers & Employees in the BTO in line with the Regulations on Minimum Competency Levels, 2007.	Outsource	EM:CS NT-MFRS NCOGTA MPCOGTA MPPT	Executive Manager: Corporate Services	01.07 .2021	30.09 .2021	Management and staff perform to the standards. Compliance with the prescribed minimum competency levels required for the position.	Skills Audit report. Status report on staff competency levels.	In line with the approved budget and the funding plan.					
6	Develop and approve the Placement Policy	Placement policy developed and implemented during the period of	Develop a placement Policy Consultation with organized Labour on the draft	In-House	EM:CS NT-MFRS NCOGTA	Executive Manager: Corporate Services	01.07 .2021	30.09 .2021	Functions properly aligned to strategic objectives and	Approved Placement Policy Council Resolution Agenda,	Only use mobilized resources.					

		amalgamation of Municipalities.	Placement Policy						legal mandate .	minutes and attendance register for the LLF meetings					
			Approval of the Placement Policy						Achieved affordability.						
7	Filling of Critical Vacancies	Vacant Senior Managers Posts: Director Technical Services, Director Community Services and Director Cooperate Services	Advertisements of the Senior Management Posts	In-House	EM:CS NT-MFRS NCOG TA	MM Executive Manager: Corporate Services	01.07.2021	30.06.2022	Filled Senior Managers Posts	Job description aligned to the structure and functions Copy of Senior Managers adverts Copy of the Shortlisted candidates Council resolution Copy of the Verification report Copy of the Assessment reports of recommended candidate	Posts to be provided for in the budget.				
			Conduct Shortlisting, verification of qualifications.												
			Conduct interviews and appointment of senior managers												

										es Copies of appointm ent & acceptan ce letters						
		Identificati on and Filling of other Critical Vacant Posts	Develop a model for reprioritizing other critical positions						Model in place	Copy of the model for the identifica tion and filling of the vacant critical positions	Only use the resourc es mobilize d.					
8	Perfor mance manag ement	Inadequat e processes for accountab ility, performan ce assessmen t not conducted , performan ce managem ent system not reviewed	Adoption of performance managemen t systems	In- House	EM:CS NT- MFRS N- COGT A MP- COGT A	MM S56 Managers	01.07 .2021	30.09 .2021	Improve d perform ance manage ment system	Adopted Performa nce manage ment systems aligned to regulatio n 8 of municipal planning and performa nce manage ment regulatio n,	Only use the resourc es mobilize d.					
			Cascade Performance to levels below Senior Managers.	In- House	EM:CS NT- MFRS N- COGT A	MM S56 Managers Supervisors	01.10 .2021	30.06 .2022	Improve d perform ance manage	Performa nce based contracts for snr	Only use the resourc es mobilize d.					

					MP-COGT A				ment system	manager s.						
			Conduct performance assessment Quarterly/ bi-annually	in-House	EM:CS NT-MFRS N-COGT A MP-COGT A	MM S56 Managers Managers Administrator	01.08 .2021	Ongoing	Improve d performance of Senior Managers	Performance assessment Reports	Only use the resources mobilized.					
9	Employ ee Cost	The ratio results are below the norm of 25% - 40%. The (22%) low % could point to a high level of critical vacancies and general understaffing. Given the liquidity position of the Municipality, it will be wise for the Municipality to control its payroll	Conduct an analysis of staff costs Submit a detailed report of the findings with recommendations to the Accounting Officer.	EM:CS Chief Financial Officer NT-Finance Deployed NT-MFRS N-COGTA MP-COGTA SALGA	EM:CS Chief Financial Officer NT-Resident Finance Expert NT-MFRS N-COGT A MP-COGT A MP-PT	Executive Manager: Corporate Services	01.07 .2021	30.08 .2021	Achieved completeness of employee costs. Attained buy-in & support. Report approved for implementation. Reduction in employee costs.	Financial assessment reports	Only use the mobilized resources.					

		budget but plan for the acquisition of skills in line with cash flow improvements. The municipality must consider the filling of critical vacancies in line with any new organogram that may be proposed in the recovery process														
10	Cost Curtailment and review of key policies	Outdated HR Financial Related policies	Review the following policies; Overtime, leave management, HR Recruitment and Selection, Stand-by Policy, Acting Allowances, Travel &	EM:CS NT-MFRS N-COGTA MP-COGTA SALGA	EM:CS NT-MFRS N-COGTA MP-COGTA	Executive Manager: Corporate Services S56 Managers	01.07.2021	30.06.2022	Overtime reduced Improved compliance & professionalism Compliance to BCEA & SALGBC	Attendance register, agenda & Minutes of the LLF consultative meeting. Council resolution Copies of the	Only use the mobilized resources.					

			Subsistence and Bursary Policy.						collectiv e agreeme nt requirem ents	approved policies						
			Consultation with organized Labour on the draft Policies.													
			Approval & Implementation of the policies.													
			Enforcement of compliance to the Basic conditions of Employment Act for the management of overtime by managers													
1 1	Records Management	Poor record management which caused the municipality to not submit of information on reported performance and	Review File Plan	In-House	Provincial Archives	Executive Manager: Corporate Services	01.07 .2021	30.06 .2022	Draft File Plan	Approved File Plan Updated policy Report on the implementation of records management	Only use mobilized resources.					

		financial matters which resulted in AGSA not expressing an opinion.	Solicit File Plan approval from Provincial Archives.	In-house	Provincial Archives	Executive Manager: Corporate Services	01.07.2021	30.06.2022	Improved referencing system and records management Improved Compliance	Approved File Plan						
			Review Records Management Policy.	In-house	In-house	Executive Manager: Corporate Services	01.07.2021	30.06.2022	Draft Policy	Draft Policy						
			Records Management Policy for approval by Council	In-house	In-house	Executive Manager: Corporate Services	01.10.2021	30.06.2022	Improved compliance Protection of information Accessibility	Approved Policy Council Resolution						
PILLAR THREE: FINANCIAL MANAGEMENT																

1	Budget Management (Funded Budget)	Unfunded Budget A4 2021/22 (R335 152) Unfunded A7 2021/22 (R701 038) Unfunded A8 2021/22 (R2,2bn)	Do a special adjustment 2021/22 Budget to address the unfunded position, including a Budget Funding Plan Implement the Budget Funding Plan activities and monthly report on set targets Review all tariffs to reflect cost (include cost-of-supply exercise) Review budgeted related policies inform cost reflective tariffs Austerity and cost cutting measures to be reflected in the 2021/22	In-house	NT MFIP & PT Oversight	CFO (Supported by NT MFIP, PT Oversight)	01.06 .2021	30.09 .2021	3-Year Budget Funding Plan Monthly BFP Progress Reports Adopted Funded 2021/22 MTREF Budget Plan for phasing in of cost-reflective tariffs	Approved 2021/22 MTREF Budget Approved Budget Funding Plan (BFP) BFP Progress Reports Cost-reflective tariff strategy	100% adherence to approved 3-Year Budget Funding Plan BFP include MTREF Financial Targets Target cash flow improvement per annum (in line with BFP)					

			Budget Administrato r to adopt 2021/22 MTREF Budget and BFP, policies, by-laws, IDP and SDBIP Implementat ion and monitoring of the approved budget for 2021/22														

2	Cost Containment	Cost Containment Measures not implemented	Revise or review Cost Containment Policy for Council adoption Implement approved Cost Containment Policy and monitor against control sheet Revise HR policies for alignment with Cost Containment Regulations Implement strategy to reduce employee cost (Overtime, etc.) Manage conditional grant expenditure to not exceed allocation	In-house	NT 2019 Cost Containment Regulations, NT MPIF Advisor	CFO, Director: Corporate Services (Supported by NT MFIP, PT Cash Flow Management Expert)	01.09 .2021	31.08 .2022	Cost Containment Policy approved and implemented. Reduced Employee Cost and Fruitless wasteful expenditure CG spending within Budget	Revised Cost Containment Policy Financial Impact Progress Reports	Compliance to 2019 NT Regulation on cost containment Savings in line with BFP						

3	Cash Flow Management	Cost / Cash Coverage = 0,5 Months	Introduce risk management and internal control processes to ensure adequate supervision of daily cash receipting, banking processes and cash management reporting (<u>considering creditors, unspent conditional grants, other trade and payable</u>) Establish a Cost Containment Committee Maintain robust cash management tool Compile a cash-flow projection for the financial year upon completion	In-house	PT Cash Flow Management Support NT MFRS CFM Tool	MM, CFO, S56 Managers (Supported by NT MFIP Advisors)	01.09.2021	30.08.2022	Improve d Cash Flow position	Cash Flow Management Plan Cash Flow Progress Reports	Adherence to approved Budget Funding Plan and funding requirements Targeted ratios: \$ Cash Coverage: 1 Month \$ Current Ratio: 1.5:1 (Norm = 1.5:2.1)					

			of the 2020/21 Budget, showing realistic monthly projections Management of the cash-flow daily with weekly reporting to the MM and management meetings Ensure that all contracts are current. Continue to review committed contracts to determine which contracts have lapsed or which can be cancelled without the risk of legal action against KLM Continue to investigate contingent liabilities and meetings													

			with claimants to be held where legal action can be suspended to resolve claims amicably Establish effective cash management committee to recommend prioritized payments													

4	Trading Debtor s and Collecti on Rates	Collection Rate = 59%	Revenue Management Value Chain Process Re-engineering	In-house (Munso ftSpatial)	NT MFIP Contracted services: debt collect ion (balanced perfor mance -based agree ment).	MM, CFO (Supported by PT and NT MFIP Advisor)	01.06 .2021	30.08 .2022	Improve the collectio n rate by 15% in year one and 3% in year 2 as per the BFP Reduced governm ent debt Reduce Business debts by 30% Reduce Househo ld debts by 10% (Month 3-6)	Monthly Valuation roll reconcilia tion into Circular 93 Monthly Billing Reconcili ations Monthly Debtor Age Analysis Reports Debtor ratios	Propert y Rates: Bill 100% of Valuatio n Roll Value reconcil ed with billing system. Increase d billed revenue /service s. Achieve collectio n rate anticipa ted in BFP 10% reductio n in unbilled consum ption				

[illegible]

			debts and enter into payment agreements (Month 2)													
			Review Revenue Management System, Policies and Capacity to improve efficiencies													
			Conduct regular meter audit by appointed SP to determine the condition of current meters, identify faulty meters for repair and for the planning of new meters													
			Identification and registration of Indigent Households for free basic services (to													

[illegible]

			meters for repair and for the planning of new meters Identification and registration of Indigent Households for free basic services (to reduce debtors) ??? and vetting of new and existing indigents. Customer Care Charter implemented with standard service element													

			Drive implementation of Top 15 Revenue Enhancement activities: - Valuation Roll - Data Cleansing - Top 100 Debtors - MunSoft FMS functionality - Vodacom Metering Project - Pre-paid reconciliations - FMS Tariff accuracy for billing - Cost-of-Supply and cost reflective tariffs (NT support) - Metering online system - Payment arrangements for Officials and Councilor debt - Curb cable theft (Security)															

			- Indigent Management - Rand-for-Rand Incentive Scheme and Campaign for payment for services - MunSoft Training - Promote IPPs													

5	Expenditure/ Creditor Management	Not all Top 10 Creditors paid within 30 Days Creditor Payment Period Ratio = 879 Days Weak Internal controls in SCM process that enable UIFW to be incurred	Prepare creditors reconciliation for bulk suppliers Enter into / re-negotiate payment plans with major creditors Pay bulk purchase invoices within 30 days of receiving invoice Ensure that creditors paid have a legitimate claim in terms of money owed Manage contingent liabilities to minimize the exposure of financial risk Council to resolve on MPAC reports on UIFW incurred up	In-house	NT UIFW Regulation PT Support Intervention Support Team	MM, CFO	01.07.2021	30.08.2022	Compliance to BFP Budget Parameters Creditor Payment Ratio of 30 Days by June 2022 Enhanced Service Delivery Prevented Irregular Expenditure Reduced UIFW	Creditors reconciliations MPAC reports	100% adherence to payment arrangements Achieve expenditure financial targets per BFP parameters							

			to end of 2019/20													
			Adoption of reviewed SCM policy by Council													
			Procure goods and services in line with SCM policy and regulations													
			Incur expenditure in terms of the approved 2020/21 budget													

6	Ring-fenced Conditional Grants	Unspent CGs used for operational purposes	Contact the original providers of unspent grants to authorize removal of conditions or that it could be recognized as revenue Arrange for monthly cash transfers in accordance with the Cash Flow Management Plan to recover unspent CGs used for operational purposes Adhere to Ring-fencing of 2020/21 grant allocation in accordance with NT guidelines Spend 2021/22 conditional grants strictly in	In-house	PT Oversight NT MFIP Budget Management Advisor	MM, CFO, S56 Managers	01.09.2021	30.11.2021	100% Unspent Conditional Grants cash-backed 100% DORA Compliance	Grant Management Progress Reports	Conditional Grants 100% cash-backed							

			accordance with DORA requirements An effective grant management system put in place to ensure that conditional grants are only used for their intended purpose - ring fencing of grant money.													
7	mSCOA Support	mSCOA Steering Committee	Setup mSCOA Steering Committee	In House	PT Oversight NT MFIP mSCOA Advisor	MM, CFO, S56 Managers	01.10.2021	31.10.2021	Functional mSCOA Steering Committee	STEERCO M ToR	As per approved Municipal Budget					
		mSCOA Road Map	Development of mSCOA Road Map	In House			01.10.2021	31.10.2021	Approved mSCOA Road Map	mSCOA Roadmap	As per approved Municipal Budget					

		Submission of credible Data Strings	Timeously Submission of credible data strings	In House			01.09 .2021	Monthly	Timeously submission of credible data strings	Data Strings submission evidence	As per approved Municipal Budget					
		Implementation of none Functional Modules	Development of implementation plan for none functional modules such as asset management modules etc.	In House			01.09 .2021	30.08 .2022	Full functionality of all modules on the core system	mSCOA Progress Reports	As per approved Municipal Budget					

8	Asset Management	Poor Asset Management Accounting. The municipality included land in the assets register which the municipality did not have control over. Lack of sufficient appropriate audit evidence for the unreconciled difference between assets register and financial statements	On a short-term basis, the audit action plan should be crafted in such a way that it addresses the following • The RDP houses that were included in the FAR • Work in Progress (WIP) Accounting - (An unreconciled difference between WIP balance of R39 658 268 as a result of WIP Register balance of R222 787 507. • The AFS WIP Balance of R183 129 239 resulted in a limitation of scope on WIP balance as management	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	31.08.2022	Improve d Asset Management Accounting	Updated Fixed Asset Register	Not applicable					

			t did not provide reasons and reconciliation. • Infrastructure network assets - unreconciled material differences between the WIP balance on completed assets and transfers to the AFS additions placed a limitation on reliance in the FAR to test the balance of infrastructure network asset.													
9	Asset Management (2)	Asset Management Institutional														
		There are no mechanisms to monitor the asset management	Controls over the management of the consultants	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	30.11.2021	Improved Asset Management Accounting	Updated Fixed Asset Register	Not applicable					

		consultants														
		Asset Management Policy														
		The Policy was not reviewed for the current financial year	Review of the asset management policy before the 2021 FY	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	31.10.2021	Reviewed Asset Management Policy	Asset Management Policy	Not applicable					
		Asset Management Accounting														
		The municipality does not reconcile the rent register to investment property	Reconciliation of the rent register to the investment property register	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	31.10.2021	Improved Asset Management Accounting	Rent register to investment property reconciliation	Not applicable					

		Contrary to the requirements of GRAP 17: Property, Plant and Equipment, the municipality included land valued at R25 787 537 (2018-19: R73 044 944) in the assets register which the municipality did not have control over.	Review procedures of the financial statements and the FAR should be instituted and monitored regularly	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	31.10.2021	Improved Asset Management Accounting	Fixed Asset Register that agrees to the AFS	Not applicable					

		Lack of sufficient appropriate audit evidence for the unreconciled difference between assets register and financial statements to the value of R183 129 239 (2018-19: R18 147 209) as internal controls had not been established to maintain an accurate and complete asset register.	Review procedures of the financial statements and the FAR should be instituted and monitored regularly	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	31.10.2021	Improve d Asset Management Accounting	Fixed Asset Register that agrees to the AFS	Not applicable					

		The AFS WIP Balance of R183 129 239 resulted in a limitation of scope on WIP balance as management did not provide reasons and reconciliations.	Compile supporting journals for WIP balance and adjustments made in the current year	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	31.10.2021	Improve d Asset Management Accounting	Supporting journals for WIP balance and adjustments made in the current year	Not applicable					
		Infrastructure network assets - unreconciled material differences between the WIP balance on completed assets and transfers to the AFS additions placed a limitation on reliance in the FAR to test the balance of infrastructure	Review procedures of the financial statements and the FAR should be instituted and monitored. A file to support the reconciliations should be kept.	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	31.10.2021	Improve d Asset Management Accounting	Fixed Asset Register that agrees to the AFS	Not applicable					

		network assets														
		Asset Management Internal Controls														
		Transfer documents are not completed and properly authorized when assets are being moved between locations	Review of the Transfer documents and ensure that they completed and properly authorized when assets are being moved between locations	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	31.12.2021	Improve d Asset Management Internal Controls	Reviewed Transfer documents for assets that are being moved between locations	Not applicable					

		There are no dedicated control points to verify whether proper authorization was received for Assets being moved between locations before movement takes place	Assign dedicated control points or personnel to verify whether proper authorization was received for Assets being moved between locations before movement takes place	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.10.2021	30.12.2021	Improve d Asset Management Internal Controls	Dedicate d control points or personnel verifying whether proper authorization is being received for Assets being moved between locations before movement takes place	Not applicable					
		Items outstanding for longer than a month from the verification process are not investigated and escalated to senior managers	Investigate and escalate to senior managers Items outstanding from the verification process	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.09.2021	30.11.2021	Improve d Asset Management Internal Controls	Investigations of Items outstanding from the verification process and the resultant action on the FAR	Not applicable					

		Not all journals and supporting documents are reviewed and approved by a duly authorized senior official taking into consideration proper segregation of duties	Review and approve all journals and supporting documents by a duly authorized senior official taking into consideration proper segregation of duties	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.09.2021	Monthly	Improved Asset Management Internal Controls	Approved journals and supporting documents by a duly authorized senior official taking into consideration proper segregation of duties	Not applicable					
		Council does not approve any proposals to transfer or dispose of high value capital assets	Council to consider proposals to transfer or dispose of high value capital assets	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.09.2021	30.08.2022	Improved Asset Management Internal Controls	Council item that considered proposals to transfer or dispose of high value capital assets	Not applicable					

		There are no adequate controls in place to ensure collaboration between Finance and Engineering, Town Planning and other Departments in ensuring that assets are properly valued, exist, valid and etc.	Institute adequate controls to ensure collaboration between Finance and Engineering, Town Planning and other Departments in ensuring that assets are properly valued, exist, valid and etc.	In-house	PT Oversight NT MFIP Advisor	MM, CFO, S56 Managers	01.09.2021	31.10.2021	Improve d Asset Management Internal Controls	Collaboration between Finance and Engineering, Town Planning and other Departments in ensuring that assets are properly valued, exist, valid and etc.	Not applicable					

10	Trading Tariffs	Tariffs not cost reflective Incorrect tariffs to different customers Incorrect categorization of properties. For all trading services including Rates for refuse removal at residential and business stands needs to be confirmed as in line with acceptable tariffs to cover at least the cost to provide the service.	Undertake activity-based costing Implement seasonal and ToU Tariffs for electricity Undertake cost of supply studies for both electricity and water Audit different customer categories and confirm the correct tariffs are charged. Monitor and enforce compliance of municipal bylaws and tariff policy	DBSA, CoGTA, NT MFIP, In-house	DBSA, CoGT A, NT MFIP, In-house	MM, CFO	01.10 .2021	30.04 .2022	Cost-reflective tariffs Cost-of-Supply Studies Trading Services Surpluses	Cost-of-Supply Reports Tariff Structure						

1 1	Supply Chain Management	SCM policy not updated in terms of the required legislative requirements, and other NT Circulars and guidelines Standard Operating Procedures have not been reviewed to ensure compliance to applicable legislation and reforms.	Review the SCM policies to deal with any internal controls weaknesses identified, and ensure they are aligned to all applicable legislation. Designing and implement systems and procedures to ensure total compliance to the policies by the municipality. SCM Checklists to be developed and implemented to provide a step-by-step guide to the Officials	In-house	MFIP Advisor placed at PT	MM, CFO	01.10.2021	31.03.2022	SCM Policy SOPs	SCM Policy SOPs approved and implemented							
PILLAR FOUR: SERVICE DELIVERY																	

1	Asset Management	Limited management of assets based on conditional assessments on asset register. Poor asset management strategies. Management did not maintain proper records to ensure the source documents are readily available for audit purposes. The asset register is not up to date.	Development of the Asset Care Program with DBSA assistance	In-house	In-house, Contracted Services, DBSA	Director: Technical Services, DBSA	1-Oct-21	30-Sep-22	Terms of reference. Procurement of service provider	Terms of reference. PoE for procurement of service provider	GRAP Compliant Asset Register. Target 8% of OpenX.					
			Review and update of Asset Maintenance and Renewal policy and strategy.	In-house	In-house, Contracted Services	Director: Technical Services, DBSA	1-Oct-21	30-Sep-22	Reviewed Asset Maintenance and Renewal Policy and strategy in place	Reviewed Asset Maintenance and Renewal Policy and strategy in place	GRAP Compliant Asset Register. Target 8% of OpenX.					
			Implementation of Asset Maintenance and Renewal policy and strategy.	In-house	In-house, Contracted Services	Director: Technical Services, DBSA	1-Oct-21	30-Sep-22	Program Implementation Report	Program Implementation Report	GRAP Compliant Asset Register. Target 8% of OpenX.					
			Audit of current infrastructure (conditional assessment, determination of the remaining useful life)	In-house	In-house, Contracted Services	Technical Director, CFO, DBSA	1-Oct-21	30-Sep-22	Complete and up to date asset data, including but not limited to asset classification, asset condition, determination of remaining useful	GRAP compliant asset register	GRAP Compliant Asset Register.					

								life, and asset revaluation if still usable after end of life.								
			Work In Progress Management (Record keeping for WIP, Componentization of Assets as part of the consultant's scope of work)	In-house	In-house, Contracted Services	Technical Director, CFO, DBSA	1-Oct-21	30-Sep-22	Asset componentization report for all new infrastructure. Consultant scope of work must incorporate elements of asset management and final payments must not be made without asset component	GRAP compliant asset register	GRAP Compliant Asset Register					

									entization report on asset delivered.								
2	Frictionless Payments	Municipality is losing revenue because it does not have cost reflective tariffs for service provision and has limited revenue collection platforms. The water losses are recorded as 73% and electricity losses are	Enable Mobile Application and USSD (Unstructured Supplementary Service Data) enquiries from customers for utility bills	In-house	In-house, Contracted Services	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	Ability of customers to make payments on multiple mobile platforms	Mobile account enquiry and payment platform	Target a 95% collection rate by increasing a collection rate by at least 5% per month.						
			Enable use of airtime to pay for municipal payments	In-house	In-house, Contracted Services	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	Ability of customers to make payments using airtime	Mobile payment platform	Target a 95% collection rate by increasing a collection						

		recorded as 38%.								n rate by at least 5% per month.					
			Enable e-services on including payment of municipal bills on the municipal website	In-house	In-house, Contracted Services	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	e-services page on the www.lekwa.gov.za website	e-service portal on the municipal website	Target a 95% collection rate by increasing a collection rate by at least 5% per month.				
			Institute compulsory debit orders for defaulting domestic debtors	In-house	In-house, Contracted Services	MM, CFO	1-Oct-21	30-Sep-22	Debit order register	Debit order register	Target a 95% collection rate by increasing a collection rate by at least 5% per month.				
3	Electricity Supply	The municipality has outstanding Eskom debt of R1 308 865 431 (April:2022)	Draw up a payment plan for Eskom	In-house	In-house, Contracted Services, Eskom	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	Proof of payment in line with the payment plan	Proof of payment in line with the payment plan	Complete Eskom payment by March 2022. Negotiate for a waiver				

		1). The electricity losses above the norm of 10% @ 38%. The municipality does not have a payment plan for Eskom debt. There is power rationing due to the Notified Maximum Demand being less than the current municipal demand. There is no full compliance with the court order for payment arrangements with Eskom.								in interest payment (to eliminate fruitless and wasteful expenditure of R107 966 313).					
			Apply for increase in Notified Maximum Demand	In-house	In-house, Contracted Services, ESKOM	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	Application for increased NMD. Increase current NMD cutoff point. Protection co-ordination and grading study outcome. Relay settings adjustment schedule.	Application for increase in NMD. Response to application from Eskom. Proof of payment for application. Increase current NMD cutoff point.	Negotiate for a waiver in interest payment (to eliminate fruitless and wasteful expenditure of R107 966 313).	1947 Vodacom commercial 277 (R210 /month 36 months - R295/ per meter /month 36 months)			

		There is fruitless and wasteful expenditure as a result of interest on Eskom outstanding debt (R107 966 313). There is no master plan and no maintenance plan in place, inadequate staff to implement maintenance plan, GMR non-compliance.	Pay Eskom current account	In-house	In-house, Contracted Services, ESKOM	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	Proof of payment in line with the current account	Proof of payment in line with payment plan	Payment must be in line with current account					
			Pay Eskom historical account	In-house	In-house, Contracted Services, ESKOM	MM, Technical Director, CFO	1-Oct-21	30-Sep-22	Proof of payment in line with payment plan	Proof of payment in line with payment plan	Payment in line with payment plan					
			Develop an Energy Demand Side Management (EDMS) strategy to reduce electricity losses to below 10%.	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	EDMS Strategy Document	EDMS Strategy Document	Reduce losses by 5% in the first three months. Current Baseline (AFS 19/20) = 38%					
			Implementation of the EDMS strategy	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Baseline Assessment and retrofit schedule . Implementation of cut-offs and removal of illegal connecti	Baseline Assessment and retrofit schedule. Implementation of cut-offs and removal of illegal connecti	Reduce losses by 5% in the first three months. Current Baseline (AFS 19/20) = 38%					

								ons register	ons register						
			Complete Cost of Supply Study	Contracted Services , CoGTA funding	Contracted Services	MM, Technical Director, CoGTA	1- Oct- 21	30- Sep- 22	Terms of Reference for Appointment of Service Provider. Appointment letter.	Terms of Reference for Appointment of Service Provider. Appointment letter.	Cost reflective tariffs must be achieved.				
			Training internal staff in order to comply with GMR requirements	In-house	In-house, Contracted Services	MM, Technical Director	1- Oct- 21	30- Sep- 22	HV Reg Certificates Trade Test Certificates	HV Reg Certificates Trade Test Certificates	Not Applicable				
			Development of Electricity Master Plan	In-house, DBSA	In-house, Contracted Services, DBSA	MM, Technical Director	1- Oct- 21	30- Sep- 22	Business Case Development	Business Case, Review and support by PPMU/PS C (Decision letter to the municipality)	Not Applicable				

			Development of Electricity Maintenance Plan	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Electricity Maintenance Plan	Electricity Maintenance Plan	Not Applicable					
			Distribution transformer refurbishment	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Distribution transformer refurbishment plan and progress report	Distribution transformer refurbishment plan and progress report	Not Applicable					
			Repair of Traffic Lights	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Faulty Traffic Light repair schedule	Faulty Traffic Light repair schedule with progress on repairs	Not Applicable					
			Repair of Street Lighting	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Faulty Street Light repair schedule	Faulty Street Light repair schedule with progress on repairs	Not Applicable					
4	Bulk Water Supply	Inadequate Water Supply. The Department of Water and Sanitation	Development of Water Service Delivery Plan	In-house, DBSA	In-house, DBSA	MM, Technical Director	1-Oct-21	30-Sep-22	Draft Water and Sanitation Master Plan	Water and Sanitation Master Plan	Current reported water loss is 73%. The municipality					

		has indicated that an amount of R 401 495 337.39 is outstanding.								must reduce losses by 5% in the first three months.					
		Standerton WTW which has 37 MLX/d design capacity which extract raw water from Vaal River. Morgenzo n WTW has design capacity of 2.7 MI/d and currently producing 2.2 MI/d against the required demand of 3.9 MI/d short term. 11.8km of bulk pumping mains are made up of asbestos	Standerton WTW: Install standby pumping unit to ensure a sustainable supply.	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Funding Business Plan	Funding application outcome	Not Applicable				
			Standerton WTW: Replacement, at the treatment works of the Blowers and Backwash Pumps.	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Funding Business Plan	Funding application outcome	Not Applicable				
			Standerton WTW - Rising main to Concor: Mechanical maintenance to improve hydraulic performance.	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Maintenance Plan	Implementation of the maintenance plan and the system hydraulic performance results.	Not Applicable				
			Standerton WTW - Rising main to Kieser Reservoir: Installation of flow	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Installation of flow meters	Flow meter commissioning report. Output of the	Not Applicable				

		cement pipes and 9.89 km made up of steel pipes and these need to be replaced.	meters in the bulk pipeline to monitor existing demand						pipeline flow meters						
			Standerton WTW - Rising main to Old Standers Kop Reservoir (also known as Square Reservoir): The reservoir and pipeline must be commissioned and be operational	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Commissioning Plan and startup performance report	Commissioning Plan and startup performance report	Not Applicable				
			Standerton WTW - Construct a new approximately 1,5 Km 600 mm diameter raising main connecting the WTW to the newly constructed 315 mm diameter uPVC pipeline	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Funding Business Plan	Funding application outcome	Not Applicable				

			Standerton WTW - Standerton Storage Reservoirs: (Old Standers Kop (Square)/ new Standers Kop (Round)) Both reservoirs must be assessed, water tightened and commissioned	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Assessment Report	Commissioning Plan and startup performance report	Not Applicable					
			Morgenzon WTW - Standby pump must be installed as a backup to the raw water supply pump.	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Funding Business Plan	Funding application outcome	Not Applicable					
			Morgenzon WTW - Filter sand replacement	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Funding Business Plan	Funding application outcome	Not Applicable					

			Morgenzon WTW - Raw water receiving tank liner is worn out and requires urgent replacement .	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Funding Business Plan	Funding application outcome	Not Applicable					
			Morgenzon WTW - Flocculation channel requires cleaning urgently.	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Maintenance Plan	Progress report based on the maintenance plan actions.	Not Applicable					
			Morgenzon WTW - Standby pump to supply clear water reservoir is not working, and pumps are not maintained - pumping maintenance must be done.	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Maintenance Plan	Progress report based on the maintenance plan actions.	Not Applicable					
			Morgenzon WTW - Recommission the Control Room. Conduct water quality tests	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Water Quality Report	Water Quality Report	Not Applicable					

			(Turbidity and PH)													
			Morgenzon WTW - Replacement of Magnetic flow meter.	In-house	In-house, Contracted Services	MM, Technical Director	1-Oct-21	30-Sep-22	Magnetic Flow Meter Replacement Report	Magnetic Flow Meter Replacement Report	Not Applicable					
5	Potable Water Supply	Poor drinking water quality, Water Losses, Water Shortages, Lack of water balance accounting, revenue Collection. Total losses are 73% and technical losses are estimated at 40%.	Develop a water conservation and demand strategy.	In-house	In-house	MM, CFO, Technical Director	1-Oct-21	30-Sep-22	Dynamic Tariff Model Developed	Dynamic Tariff Model	Cost reflective tariffs					
			Implement water conservation and demand strategy.	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	WCDM Performance Report	WCDM Performance Report	Current reported water loss is 73%. The municipality must reduce losses by 5% in the first three months.					
			Water supply rationing must be applied to get the reservoir levels up to	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	Water supply rationing schedule . Reservoir levels	Water supply rationing schedule. Reservoir levels	Current reported water loss is 73%. The municipality					

				ensure that the high areas also get water						must reduce losses by 5% in the first three months.					
		High water losses, unaccounted for water and non-revenue water. Total losses are 73% and technical losses are estimated at 40%.	- Identify top 100 consumers in the municipality per category - Ensure all top consumers have functional meters - Read all top consumer meters on a monthly basis	In-house & WSIG Funding	In-house & contracted services	Director: Technical Services	1-Oct-21	30-Sep-22	Top 100 Consumers identified and meters functional and read	Monthly meter readings	Current reported water loss is 73%. The municipality must reduce losses by 5% in the first three months.				
			- Install check meters on strategic billing meters; - Installation and monitoring of zone meters	In-house & WSIG Funding	In-house & contracted services	Director: Technical Services	1-Oct-21	30-Sep-22	Installation of 20 Check meters	GPS coordinates and photos of meter installations	Current reported water loss is 73%. The municipality must reduce losses by 5% in the first three months.				

			Calibration of Bulk Meters @ WTW	In-house & WSIG Funding	In-house & contracted services	Director: Technical Services	1-Oct-21	30-Sep-22	Calibration of 10 Bulk Meters	10 x Calibration certificates	Current reported water loss is 73%. The municipality must reduce losses by 5% in the first three months.					
			Installation of Billing meters in the peri-urban and rural areas (non-revenue water and infill houses billing)	In-house & WSIG Funding	In-house & contracted services	Director: Technical Services	1-Oct-21	30-Sep-22	250 Billing meters installed	GPS coordinates of 250 billing meters	Current reported water loss is 73%. The municipality must reduce losses by 5% in the first three months.					
			Water Balancing Smart Meter Monitoring	In-house & WSIG Funding	In-house & contracted services	Director: Technical Services	1-Oct-21	30-Sep-22	Electronic Water balance for Alice	Water Balance report for Alice	Current reported water loss is 73%. The municipality must reduce losses by 5% in					

										the first three months.					
			Calculation of cost of supply per water treatment plant.	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	Water Balance Calculation	Water Balance Report	Current reported water loss is 73%. The municipality must reduce losses by 5% in the first three months.				
			Identify areas of largest losses and focus on actions to reduce losses in these areas	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	Area based water balance calculation	Area based water balance calculation	Current reported water loss is 73%. The municipality must reduce losses by 5% in the first three months.				
			Audit Water Meters • Replace malfunctioning meters • Capture non-	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	Meter audit report	Meter audit report	Current reported water loss is 73%. The municip				

			metered households							ality must reduce losses by 5% in the first three months.					
			Implement a vigorous awareness campaign to educate all consumers of their obligations to pay timeously	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	Community Activations in each municipality per month	One activation per municipality per month	One activation per municipality per month				
			Implement water restrictions and cut-offs to non-paying entities, companies; institutions and all other consumers and government departments	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	Cut-off lists for (1) government departments, (2) business and industry and (3) other consumers	Cut-off lists for (1) government departments, (2) business and industry and (3) other consumers	Target a 95% collection rate by increasing a collection rate by at least 5% per month.				
			Water Quality must comply to SANS 0214	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	Comply with SANS 0214	SANS 0214 Compliance Report	Comply with SANS 0214				

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

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

		The WWTW needs to be upgraded to at least 2.5Ml/d.															
7	Fleet Management	Inadequate fleet to perform municipal functions optimally.	Develop a short-term fleet management and funding plan	In-house	In-house	MM, CFO, Technical Director, Corporate Services	1-Oct-21	30-Sep-22	Short Term Fleet Management and Funding Plan	Fleet Performance Progress Report	100% expenditure of funding secured.						
			Implement a Fleet Management System	In-house	In-house, Contracted Services	MM, CFO, Technical Director, Corporate Services	1-Oct-21	30-Sep-22	Fleet Management Parameters (fuel use, harsh braking, kilometers travelled, vehicle licensing, driver licensing, insurance, etc.)	Fleet Performance Progress Report	Not Applicable						
		Inadequate maintenance of municipal fleet	Develop a high-level maintenance plan for on the critical fleet infrastructure assets and based on the conditional	In-house	In-house	MM, CFO, Technical Director, Corporate Services	1-Oct-21	30-Sep-22	Conditional Assessment of Fleet. Maintenance Plan	Fleet Performance Progress Report	Not Applicable						

			assessment on the asset register.													
			Licenses of redundant vehicles to be cancelled, new licenses to be updated.	In-house	In-house	MM, CFO, Technical Director, Corporate Services	1-Oct-21	30-Sep-22	Up to date vehicle licensing register.	Fleet Performance Progress Report	Not Applicable					
			Insurance payments to be reviewed and paid, as necessary. Insurance claims to be submitted as necessary and costs recouped.	In-house	In-house	MM, CFO, Technical Director, Corporate Services	1-Oct-21	30-Sep-22	Insurance Management Parameters (payment of premiums, review of insurance premiums, claims management including recouping of funds from "at fault persons", paying liability if	Fleet Performance Progress Report	Review insurance premiums and target a reduction of 4%-10%					

									municipal at fault, etc.)							
		Inadequate maintenance of municipal fleet	Ensure that the mechanical workshop is functional to repair vehicles and equipment internally	In-house	In-house	MM, CFO, Technical Director, Corporate Services	1-Oct-21	30-Sep-22	Functional Mechanical Workshop	Fleet Performance Progress Report	Not Applicable					
			Repair / salvage dysfunctional equipment	In-house	In-house	MM, CFO, Technical Director, Corporate Services	1-Oct-21	30-Sep-22	Items for repair and salvage	Fleet Performance Progress Report	If repair is more than 20% of the value of asset consider disposing.					

			Auction off redundant equipment in line with legislation and policy	In-house	In-house	MM, CFO, Technical Director, Corporate Services	1-Oct-21	30-Sep-22	Items for disposal and auction date	Fleet Performance Progress Report	Minimum price must be set before bidding based on valuation approved by Technical Director					
8	Waste Management	Integrated Waste Management Plan not in place? Impact management plan not in place. Monitoring as per legislation not in place. Waste Management Control Officer not appointed. The license for Morgenzo	Development of the Integrated Waste Management Plan (IWMP) of Lekwa LM Landfill Sites	In-house, DBSA	In-house, DBSA	Community Services and Safety Director	1-Oct-21	30-Sep-22	Integrated Waste Management Plan	Integrated Waste Management Plan	Not Applicable					
			Monitoring of compliance with Integrated Waste Management Plan (IWMP) of Standerton Landfill Site	In-house	In-house	Community Services and Safety Director	1-Oct-21	30-Sep-22	Monthly Report on Waste Disposal (incl. waste types, tonnage and billing)	Waste Disposal Schedule from landfill gate house. Billing for waste disposal. Submission on the waste information system.	Revenue generated = Recorded disposed waste (according to waste disposal tariffs)					

		n landfill has been indicated to have expired. Solid Waste from Morgenzon is transported by truck over a distance of 39 km to the Standerton landfill site.	Monitoring of compliance with Integrated Waste Management Plan (IWMP) of Morgenzon Site	In-house	In-house	Community Services and Safety Director	1-Oct-21	30-Sep-22	Monthly Report on Waste Disposal (incl. waste types, tonnage and billing)	Waste Disposal Schedule from landfill gate house. Billing for waste disposal. Submission on the waste information system.	Revenue generated = Recorded disposed waste (according to waste disposal tariffs)					
9	Capital Expenditure	Grants are not fully spent and projects are not completed as planned.	Monitoring of grant performance	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	100% Grant Expenditure	Grant Expenditure and Project Progress Report	100% Capital Expenditure					
10	Roads and Storm water	Poor roads and stormwater conditions in the municipality.	Participation in the District Rural Road Asset Management Program	In-house	In-house, Contracted Services	Director: Technical Services	1-Oct-21	30-Sep-22	Rural Road Asset Management Report	Rural Road Asset Management Report, project progress report on resealing and retravelling.	160km targeted for resealing and pothole repair. 100% budget expenditure					
			Develop an Emergency Road Repair Program				1-Oct-21	30-Sep-22								
			Implement the Emergency Road Repair Program				1-Oct-21	30-Sep-22								

			Retravelling and resealing of Roads	CoGTA	CoGT A	Director: Technical Services	1-Oct-21	30-Sep-22	Resealing - km of rehabilitated roads	Project progress report on resealing and retravelling.	160km targeted for resealing and pothole repair. 100% budget expenditure					
11	Reconciliation of Bulk Water and Electricity accounts	Overbilling of bulk water and electricity	- Reconcile billed consumption Department of Water and Sanitation.	In-house	In-house	Director: Technical Services / CFO	1-Oct-21	30-Sep-22	Reconciled billing report	List of all billing points	Calibrate supplier (DWS) metering with municipal metering. Target zero deviation on received billing.					
			- Reconcile Eskom accounts with actual supply points meter readings	In-house	In-house	Director: Technical Services / CFO	1-Oct-21	30-Sep-22	Reconciled billing report	List of all billing points	Calibrate supplier (Eskom) metering with municipal metering. Target zero deviation on					

											received billing.					
1 2	Reduction in the cost of water production	High unit cost of water production	- Optimize chemical dosage at water treatment works to ensure the most cost-effective chemical is being used;	In-house	In-house	Director: Technical Services	1-Oct-21	30-Sep-22	Reduced water production costs	Report on the reduction of chemical consumption	Baseline for chemical dosing expenditure as there is currently no baseline					
		Tariff is not cost reflective	- Investigate and develop water and sanitation tariff structure	MISA	MISA	Director: Technical Services	1-Oct-21	30-Sep-22	Council approved tariff	Report on tariff setting	Cost reflective tariffs					
1 3	Service Delivery Model & Monitoring	No system to instantly monitor service performance	Procurement / development of Project Management System	External / Service provider	Funding	Director: Technical Services	1-Oct-21	30-Sep-22	Project Management System Procured / Developed	Project Management System	100% Capital Expenditure					
		Electromechanical teams not in place	Procure a service provider (including considering a water board) for fulfilling the function	External / Service provider	External / Service provider	Director: Technical Services	1-Oct-21	30-Sep-22	Terms of reference	Terms of reference	Not Applicable					

		Poor procurement of stock items for water, sanitation and electricity maintenance	Procure a material for maintenance for service delivery.	External / Service provider	External / Service provider	Director: Technical Services	1-Oct-21	30-Sep-22	Terms of reference	Terms of reference	Zero UIF&W on maintenance material procurement					
14	Strengthen Coordination Forums	Non coordination and fragmented implementation of programmes and projects by different sector departments	Quarterly meetings with Sector Departments & key stakeholders	In-house	In-house	Director: Technical Services	1-Oct-21	30-Sep-22	Quarterly meetings attended by Sector Departments and key stakeholders	Minutes and attendance register of quarterly meetings	Need to raise R200 000 000 in the financial rescue phase in order to deal with identified backlogs					
15	Funding for Sustainable water, electricity, waste management, fire and local economic development	Insufficient water resources	Development of Business Plans for Sustainable for Sustainable water solutions / projects, lobbying stakeholders	COGTA, MISA, DWS, SALGA, National Treasury	DWS	Director: Technical Services	1-Oct-21	30-Sep-22	Business Plans developed	Business Plans & letters to potential funders	Need to raise R200 000 000 in the financial rescue phase in order to deal with identified backlogs					

	solutions															
16	Social Labour Plans	Businesses in Lekwa Municipality have committed to offer support in infrastructure development in the municipality	Bespoke Iron Ore Mining Engagements	GOLDI		MM, CFO, Director: Corporate Services, Director: Technical Services	1-Oct-21	30-Sep-22	Progress Report and meeting minutes	Progress Report and meeting minutes						
			Sasol Mining Engagements	SERITI		MM, CFO, Director: Corporate Services, Director: Technical Services	1-Oct-21	30-Sep-22	Progress Report and meeting minutes	Progress Report and meeting minutes						
17	Spatial Planning and Human Settlements	Lack of housing development, and bulk infrastructure	Implement the spatial development plan	In-house	In-house	MM, Director: Development and Planning	1-Oct-21	30-Sep-22	Spatial development Framework Implementation Progress Reports	Spatial development Framework Implementation Progress Reports						

			Increase revenue by making land available and attractive to private sector developers.	In-house	In-house	MM, Director: Development and Planning	1-Oct-21	30-Sep-22	List of land available for sale or lease. Government owned land parcels which could be donated to the municipality	List of land available for sale or lease. Government owned land parcels which could be donated to the municipality						
			Review development and land use tariffs. Such as rezoning costs. Update where necessary. Promulgate updated by-laws as required.	External / Service provider	In-house	MM, Director: Development and Planning	1-Oct-21	30-Sep-22	Reviewed Tariffs	Reviewed Tariffs						
			Enforcement of Land Use Scheme and By-law to curb the high number of Illegal land uses	External / Service provider	External / Service provider	MM, Director: Development and Planning	1-Oct-21	30-Sep-22	By-law transgression fines register	By-law transgression fines register						
			Conduct assessments and the alienation	External / Service	External / Service	MM, Director: Development	1-Oct-21	30-Sep-22	Land Disposal Schedule	Land Disposal Schedule						

			and disposal of some of the Council Owned Properties	provide r	provid er	nt and Planning										
			Tribunal Applications; Submit applications to Tribunal and Processing of applications for approval	External / Service provide r	In-house	MM, Director: Developme nt and Planning	1-Oct-21	30-Sep-22	Number of applicati ons processe d	Tribunal Minutes						
			Develop and implement the 30% Project Sub-contract Policy for to support local companies	External / Service provide r	Extern al / Servic e provid er	MM, Director: Developme nt and Planning	1-Oct-21	30-Sep-22	Percenta ge expendit ure on sub-contract or per project monthly spend	Percenta ge expendit ure on sub-contracto r per project monthly spend calculatio n						
			Review and implement application Fees for land developmen t application	External / Service provide r	Extern al / Servic e provid er	MM, Director: Developme nt and Planning	1-Oct-21	30-Sep-22	Revenue Generat ed from fees charged	Revenue Generate d from fees charged						
			Printing of Maps	In-house	In-house	MM, Director: Developme nt and Planning	1-Oct-21	30-Sep-22	Revenue Generat ed	Revenue Generate d						
			Issue Zoning certificates	In-house	In-house	MM, Director: Developme	1-Oct-21	30-Sep-22	Register for issue of	Register for issue of						

						nt and Planning			certificat es	certificat es						
1 8	Public Safety, Traffic and Licensi ng	Law enforceme nt activities is affected by Inadequat e equipmen t. Lack of Human resources Outdated By-Laws. Poor collection of traffic fines.	Appointmen t of a service provider to assist in collection of traffic and other by-law infringement fines.	External / Service provide r	Extern al / Servic e provid er	MM, Director: Community Services	1- Oct- 21	30- Sep- 22	Intensive Law enforce ment activities . Monthly operatio ns. Intensify inspectio n of trading permits. Complia nce	Collected Revenue Register						