



LEKWA LOCAL MUNICIPALITY

5TH GENERATION INTEGRATED DEVELOPMENT PLAN (IDP) 2022-2027

As prescribed by Section 34 of the Local Government: Municipal Systems Act (Act No. 32 of 2000) (MSA)

2025/2026 Financial Year Review

DRAFT



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

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Acronyms and Abbreviations

CAPEX	Capital Expenditure
CRU	Community Residential Units
CS	Community Survey
CSIR	Council for Scientific and Industrial Research
DDM	District Development Model
EPWP	Expanded Public Works Programme
ERRP	Economic Reconstruction and Recovery Plan
FPSU	Framer Production Support Units
GDP	Gross Domestic Product
GIS	Geographic Information System
GRDP	Gert Sibande Rural Development Plan
GSDM	Gert Sibande District Municipality
HDI	Human Development Index
HRD	Human Resource Development
ICT	Information and Communications Technology
IDP	Integrated Development Plan
INEP	Integrated National Electricity Program
ITP	Integrated Transport Plan
IUDF	Integrated Urban Development Framework
KPA	Key Performance Area
KPI	Key Performance Indicator
LBPL	Lower Bound Poverty Line
LED	Local Economic Development
LLM	Lekwa Local Municipality
LUMS	Land Use Management System
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MSA	Municipal Systems Act
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NPC	National Planning Commission
NUSP	National Upgrading Support Programme
PA	Per Annum
PMS	Performance Management System
RIA	Rural Intervention Area
SDF	Spatial Development Framework
SPLUMA	Spatial Planning and Land Use Management Act 16 of 2013

1 CHAPTER ONE INTRODUCTION AND BACKGROUND



1.1 LEKWA LOCAL MUNICIPALITY HISTORICAL BACKGROUND

The Lekwa Local Municipality is Category B municipality situated within the Gert Sibande District in the Mpumalanga Province. The municipality was established on the 5th of December 2000 after the amalgamation of 3 former Transitional Local Councils namely Standerton, Sakhile and Morgenzon. Standerton was founded in 1876 on a farm called Grootverlangen and named after its owner Commandant Adriaan Henrik Stander. The South African Republic's Volksraad approved the formation of a town at the drift in 1876 and proclaimed it two years later. It was granted municipal status in 1903.

Standerton played a role in South African history when, during the Second Boer War, a British garrison was besieged in the town for three months by Boer forces. The town also has a political history as in 1950, Robert Sobukwe was appointed as a teacher at Jandrell Secondary School, where he taught History, English, and Geography. In 1952 he lost his teaching position after speaking out in favour of the Defiance Campaign. His dismissal, however, did not last long and he was soon reinstated. Robert Sobukwe also served as secretary of the ANC's Standerton branch from 1950 to 1954.

The position of Standerton was significant during the height of the wool trade in that it was halfway between Heidelberg and Marthinus Wesselström (Wakkerström today). Following the discovery of gold on the Witwatersrand, Standerton became a hive of activity with transport wagons loaded with mining equipment destined for Johannesburg traversing through town.

Morgenzon, which formed part of the amalgamation, was laid out in 1912 on the farm Morgenzon and was administered by a village council from 1920. It was established around the Marnico Hotel which was built in 1912 on a wagon stopover between Standerton and Ermelo. During the early 1990s, Morgenzon was the site of a failed attempt to set up a homeland for white South Africans. The idea originated in the early 1980s, when Hendrik Verwoerd Jr, son of the former prime minister Hendrik Verwoerd, moved to Morgenzon along with a group known as Oranjewerkers. Ultimately only 20 families followed him, as his plans required them to give up their black servants and labourers, and most of Morgenzon's whites were reluctant to perform the menial tasks that were otherwise reserved for blacks.

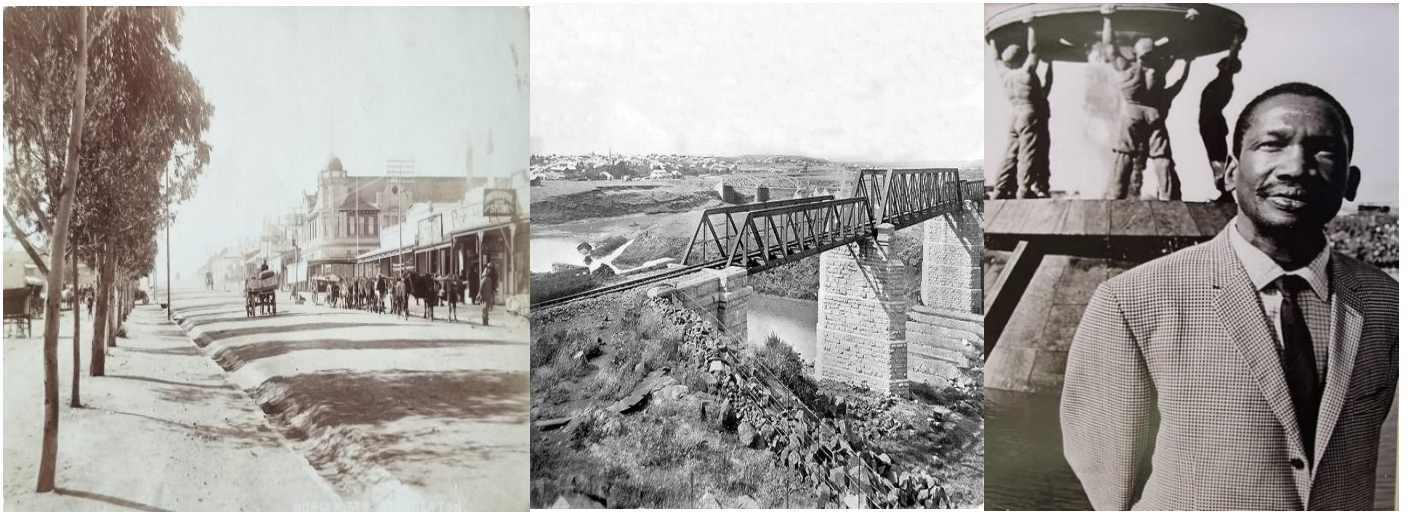


Figure 1: Pictures of Burger Street, old Kruger bridge and Robert Sobukwe

1.2 GEOGRAPHIC AREA

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, characterised by tall grass and the Vaal River which transverses the municipality 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. It covers a total area of 4585km² and is rural in character.

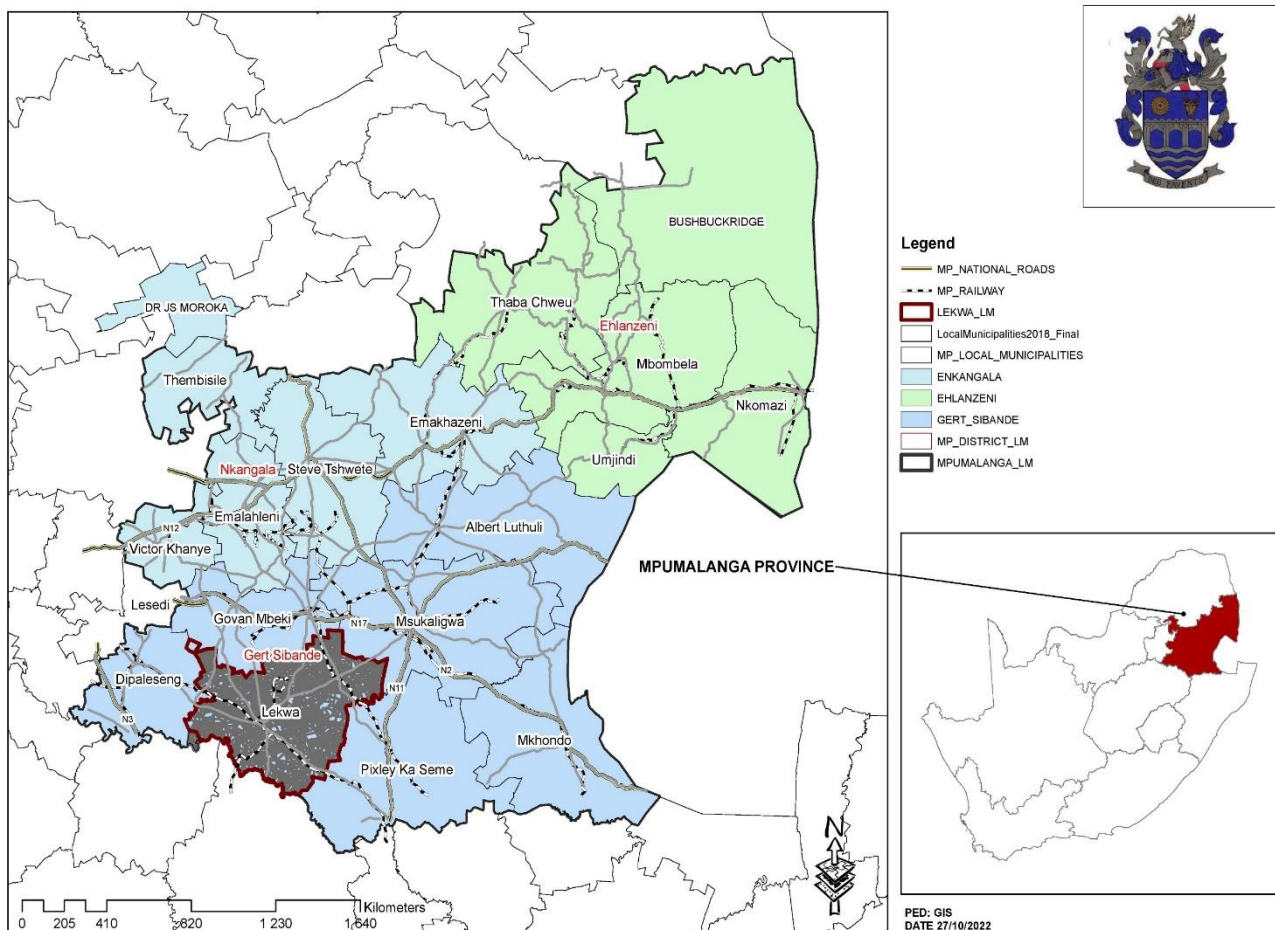


Figure 2: Lekwa Local Municipality contextual map

1.3 WHAT IS THE INTEGRATED DEVELOPMENT PLAN?

The Integrated Development Plan (IDP) is the central strategy of 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, to help identify challenges that the municipality needs to address to achieve its vision. A list of priorities and objectives are developed to 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.

Once the IDP has been adopted by Council, each department and entity must implement programmes aligned to the IDP. In-year monitoring occurs to ensure that the targets that the municipality sets out to achieve are on track, and if there are any challenges, these are detected through monitoring mechanisms and addressed accordingly. A reflective assessment against the IDP for the year is captured through the Integrated Annual Report. The outcomes for the year captured in the Integrated Annual Report serve as one source to inform the review of the IDP in the ensuing year.

1.4 THE IDP PROCESS

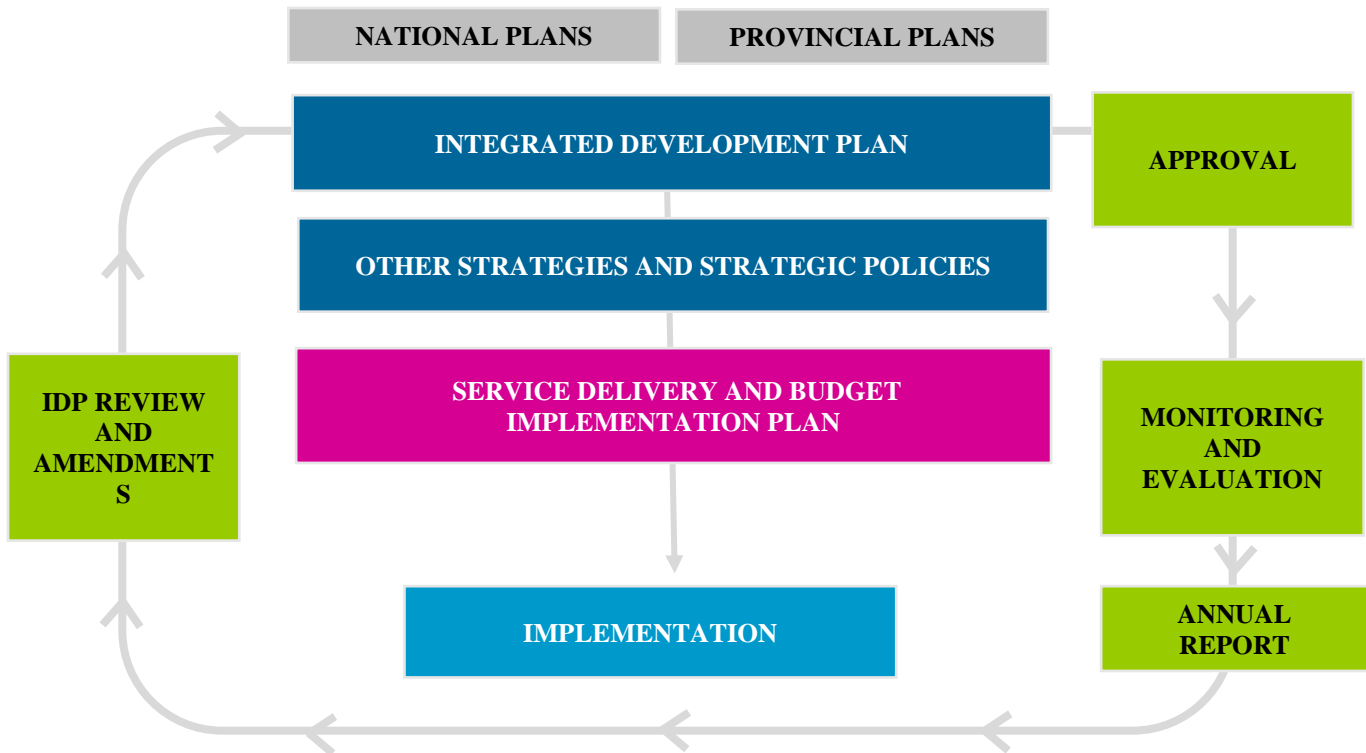


Figure 3: IDP Process

1.5 2024/2025 IDP REVIEW PROCESS

In August 2024, Lekwa LM adopted the 2025/2026 IDP, Budget and PMS process plan in accordance with the Municipal Systems Act. The process plan provides a schedule of all activities involved in the 2025/2026 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 2024	Aug 2024	Sept 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	March 2025	Apr 2025	May 2025	June 2025
Compilation and approval of 2025/2026 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 1: 2025/2026 IDP Review Timeframes

1.6 ROLES AND RESPONSIBILITIES IN THE IDP REVIEW

Distribution of roles and responsibilities within the Municipality	
Municipal Council	<p>As the ultimate political decision-making body of the municipality, the Municipal Council must:</p> <ul style="list-style-type: none"> ▪ Consider and adopt a Process Plan. ▪ Consider, adopt, and approve the IDP.
Executive Committee or Mayor	<p>As the senior governing body of the municipality, they must:</p> <ul style="list-style-type: none"> ▪ 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 oversee the different roles, activities and responsibilities of the process and drafting.
Ward Councillors	<p>Councillors are the major link between the municipal government and the residents. As such, their role is to:</p> <ul style="list-style-type: none"> ▪ 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	<p>The Municipal Manager or a senior official being charged with the function of an IDP Manager on his/her behalf must manage and co-ordinate to IDP process. This includes to:</p> <ul style="list-style-type: none"> ▪ 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	<p>As the persons in charge for implementing IDPs, the technical/sectional officers must be fully involved in the planning process to:</p> <ul style="list-style-type: none"> ▪ 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

	<ul style="list-style-type: none"> ▪ 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
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Table 1: Roles and responsibilities of stakeholders

IDP Stakeholders

Governmental Sector Departments	Stakeholders/ Social Partners/ Private Sector	Public/ NPOs/Forums/ Churches
<input type="checkbox"/> Cooperative Governance and Traditional Affairs <input type="checkbox"/> National & Provincial Treasury <input type="checkbox"/> Department of Human Settlements <input type="checkbox"/> Department of Water and Sanitation <input type="checkbox"/> Department of Agriculture, Land Reform and Rural Development <input type="checkbox"/> Department of Agriculture Rural Development, Land and Environmental Affairs <input type="checkbox"/> Department of Community Safety, Security and Liaison <input type="checkbox"/> Office of the Premier <input type="checkbox"/> Department of Community Safety, Security and Liaison <input type="checkbox"/> Department of Culture, Sports, And Recreation <input type="checkbox"/> Department of Economic Development and Tourism <input type="checkbox"/> Department of Public Works, Roads & Transport <input type="checkbox"/> SANRAL <input type="checkbox"/> Department of Education <input type="checkbox"/> Department of Health <input checked="" type="checkbox"/> SALGA	<input type="checkbox"/> Eskom Tutuka Power station <input type="checkbox"/> Seriti Coal Mining / New Denmark Colliery <input type="checkbox"/> Seriti Green <input type="checkbox"/> Transnet <input type="checkbox"/> Seriti Institute <input type="checkbox"/> Sasol mining <input type="checkbox"/> Goldi <input type="checkbox"/> Standerton Mills <input type="checkbox"/> Cofco International <input type="checkbox"/> Meadow Feeds <input type="checkbox"/> Astral Foods <input type="checkbox"/> SARS <input type="checkbox"/> Banks/ Financial institutions	<input type="checkbox"/> Civil Society (Ward 1 – 15) <input type="checkbox"/> Lekwa Pastors Forum <input type="checkbox"/> Siyaqhuba Lekwa Business Chamber <input type="checkbox"/> Mashikashika Lekwa Women In Business Chamber <input type="checkbox"/> South African National Cooperatives <input type="checkbox"/> Lekwa Youth Development Forum <input type="checkbox"/> Gert Sibande Chamber of Business <input type="checkbox"/> Lekwa Combined Business Chamber <input type="checkbox"/> Seratu <input type="checkbox"/> SAYEC

1.7 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 2024/2025 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 February and March 2024. 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 (Facebook).

Summary of issues raised during community consultations per ward

Community Need	Ward	Community Need	Ward	Community Need	Ward
Water provision	1, 2, 9 Holm, 5, 6 Slovo, 7, 10 Voda, 13, 11, 15,	Land for livestock and grazing	3,8, 12	Streetlights & high mast lights	1, 5, 9 Holm, 8, 11, 15,
Job opportunities/ Unemployment & skills development	1, 2, 3, 9 Holm, 5, 6, 8, 10 Voda, 11, 14	Desludge toilets	9 Holm, 13,	Renovation, maintenance and provision of community facilities	2, 3, 6, 8, 9 Ext. 8
SMME support and business opportunities	1, 3, 9 Holm, 6, 11, 14	Sewer spillages	3, 4 TLC, 5, 6, 7, 14,	Informal settlements/ RDP housing	3, 4 TLC, 9 Holm, 5, 7, 10 Voda, 11, 12, 14
Incorrect billing & Amnesty for municipal account debt	1, 5, 7, 8, 9 Ext. 8, 11	Flooding of houses due to lack of storm water drainage	3, 5, 6, 14,	High crime rate	5, 9 Ext. 8, 10 Voda, 11,
Interrupted electrical supply & Electricity provision	2, 4 TLC, 5, 7, 8, 9 Ext. 8, 10 Voda, 11, 13	Title deeds	4 TLC, 10 Voda,	School	7, 8, 14,
Poor road conditions	2, 3, 5, 6, 7, 8, 9 Ext.8, 10 Voda, 11, 12, 14,	Eradication of illegal dumping sites	2, 4 TLC, 5, 11, 12	Land tenure at farms & disputes between farmers and occupants	9 Holm,
Drug abuse	1, 2, 3, 5	Mobile clinics and libraries	9 Holm, 13,	Learnerships, bursaries & internships	11

1.8 STRUCTURE OF THE IDP DOCUMENT

Chapter 1: Introduction and background

Provides the geographic context of Lekwa Local Municipality and background information pertaining to the concept of Integrated Development Planning.

Chapter 2: Legislative and policy imperatives

Outlines the legislative and policy framework guiding socio-economic development in South Africa, with a particular focus on the local government sphere. Provisions of policy instruments such as the National Development Plan, Medium Term Strategic Framework, South African Economic Reconstruction and Recovery Plan amongst other. The chapter ends with the IDP processes and methodology followed in the development of the Integrated Development Plan.

Chapter 3: Leadership and governance

Provides the leadership and governance of the municipality. This includes a brief overview of the Lekwa LM Council, mayoral committee, top management, and functions of the various departments within the municipality.

Chapter 4: Situational analysis

Provides the situation of development including statistics for various indicators. The chapter also 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 5: Development of strategies

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

Chapter 6: Integrated Human Settlements Chapter

Provides an overview of the municipality’s housing chapter. This includes a status quo on informal settlements, housing needs register, township establishment projects, land acquisition and matters related to the provision of housing within the municipality.

Chapter 7: Implementation Plans per KPA

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 8: Programmes and Projects for 2025/2026

Reflect on all planned Programmes and Projects for 2025/2026 financial year including projects planned by sector departments for the municipality.

Chapter 9: Organizational Structure

A Consolidated Organizational Organogram in line with IDP and Budget.

Chapter 10: Disaster Management Plan

Reflects initiatives to minimize the impact of a disaster, controlling and mitigating disaster, and ensuring assistance to affected communities located in and around Lekwa Local Municipality. The plan also includes a guide for management and stakeholders on what is expected during a disaster, monitoring, evacuations. The plan also includes an overview of operations to ensure the prevention of disasters and a plan on how affected communities should be placed at places of safety to ensure that they receive disaster relief.

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.

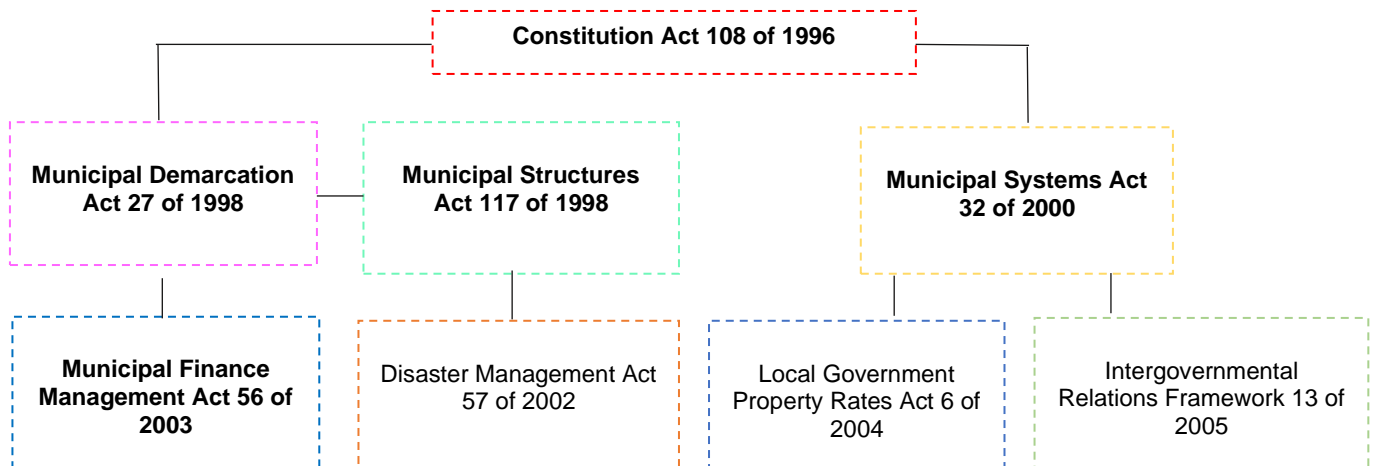


Figure 4: Local Government Legislations

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 must 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 State-owned 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.

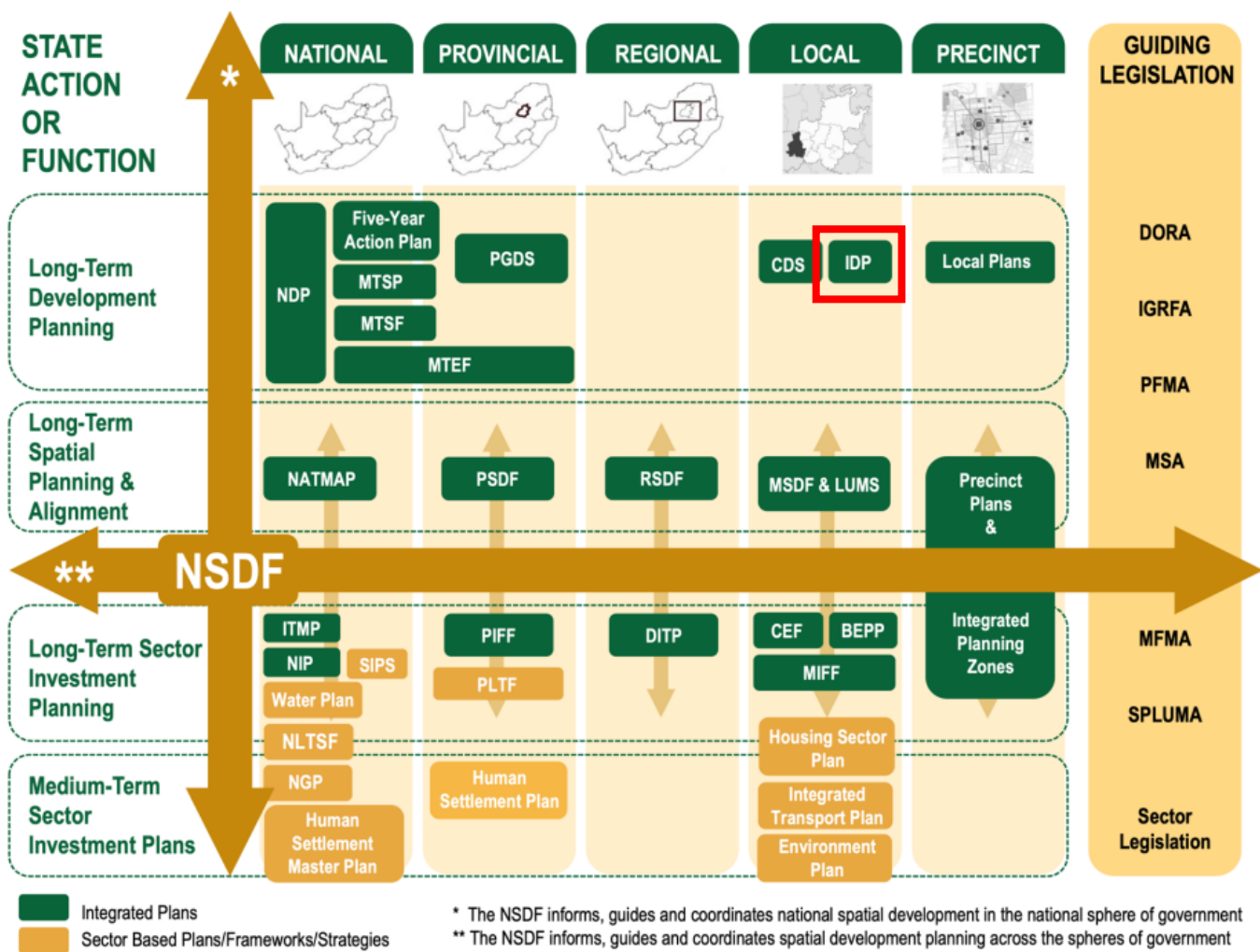


Figure 5: National Spatial Development Framework

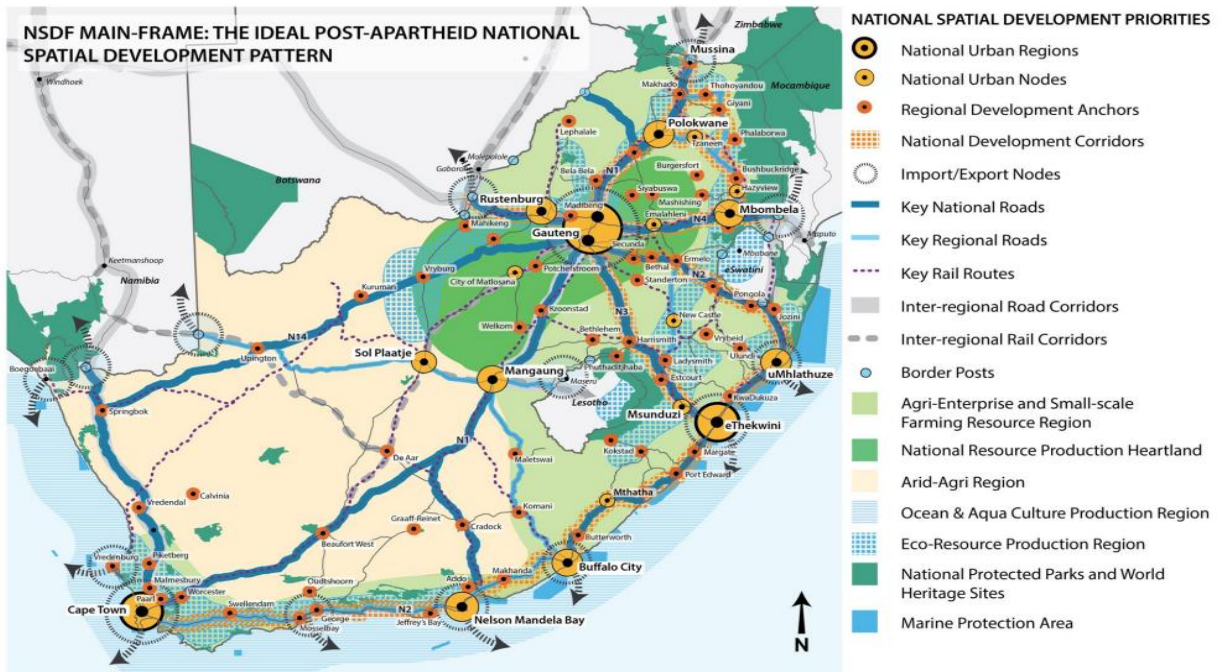


Figure 6: NSDF Main-frame: The ideal post-apartheid National Spatial Development Pattern, NSDF 2022

NSDF Implications for Lekwa Local Municipality

Key Area	KPA	Local Implications
Nodal & Corridor Development	Spatial Rationale	<input type="checkbox"/> Standerton: Regional Development Anchor <ul style="list-style-type: none"> <input type="checkbox"/> Transit Town <input type="checkbox"/> Morgenzon: Rural Service Centre
Economic Transformation	Local Economic Development	<input type="checkbox"/> Agri-Enterprise and Small-Scale Farming Resource Region
Infrastructure Development	Basic Service Delivery and Infrastructure Development	<input type="checkbox"/> Key Rail Routes
Climate Change and Environmental Protection	Spatial Rationale	<input type="checkbox"/> Vaal Catchment Area <ul style="list-style-type: none"> <input type="checkbox"/> Climate change

Table 2: NSDF Implications for Lekwa LM

State of the Nation Address (SONA) and State of the Province Address (SOPA)

SONA 2025 Priorities	SOPA 2025 Priorities
<ul style="list-style-type: none"> ▪ Economic Growth & Investment: Targeting over 3% GDP growth with R940 billion allocated for infrastructure over the next three years. ▪ Energy & Water Infrastructure: Enacted the Electricity Regulation Amendment Act to foster a competitive electricity market. Secured R23 billion for major water projects and plans to establish the National Water Resource Infrastructure Agency. 	<ul style="list-style-type: none"> ▪ Economic Growth and Job Creation: A target to create approximately 300,000 additional and sustainable work opportunities over the next five years. ▪ Healthcare: Plans to sustain HIV/AIDS programmes despite the suspension of U.S. foreign aid; construction and maintenance

<ul style="list-style-type: none"> ▪ Public Sector Reform: Introducing a graduate recruitment scheme to attract top talent and enhancing digital government services, including a national digital identity system. ▪ Business & Trade: Modernizing industrial policy with a focus on localization and digitization. Streamlining the visa system with an Electronic Travel Authorization System to boost tourism and investment. ▪ Social Development & Housing: Using the Social Relief of Distress Grant as a foundation for sustainable income support. Redesigning housing policies to encourage affordable inner-city housing. ▪ Justice & Anti-Corruption: Reforming the anti-corruption framework to enhance whistleblower protections and strengthen enforcement against financial crimes. ▪ National Unity & Dialogue: Calling for a National Dialogue to collaboratively define a vision for the next 30 years, reinforcing the importance of cooperation across diverse backgrounds. ▪ Foreign Policy Stance: Responded to U.S. President Donald Trump's threat to cut funding over land reform laws by asserting that South Africa "will not be bullied." 	<p>of healthcare facilities, including the new Middelburg Hospital and others.</p> <ul style="list-style-type: none"> ▪ Basic Services: Advanced planning for bulk infrastructure projects. ▪ Safety and Security: Deployment of 1,200 crime prevention wardens in crime hotspots; provision of an additional 80 vehicles for traffic officers. ▪ Education: Continued investment in Early Childhood Development (ECD); successful transfer of the ECD function to the Department of Education; support for 1,463 registered ECD centres benefiting 59,825 children aged 0-4. ▪ Infrastructure Development: Implementation of solar panel technology at Mmamelthake Hospital and the Mpumalanga Government Complex, creating approximately 1,000 jobs over the next five years. ▪ Agriculture: The Mpumalanga International Fresh Produce Market is expected to create 156 sustainable direct jobs at the market floor upon operationalisation and 115,000 sustainable direct jobs at the farm level.
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Table 3: SONA & SOPA 2025 Priorities

Implications for the municipality:

- Diversify the local economy to cushion the impact of decommissioning Tutuka power station;
- Re-skill and upskill the most vulnerable in the labour force; and
- Support small businesses and co-operatives in local communities to access emerging opportunities in the green economy sector.
- Roll out green economy initiatives, industrialization through localization, employment stimulus initiatives, tourism and agriculture/ agro-processing.
- Work closely with our social partners in all sectors
- Continue with strategic infrastructure development initiatives to unlock investment and growth.
- Fill vacancies and professionalize the workforce

Local Government Summit Resolutions

Resolutions applicable to municipalities:

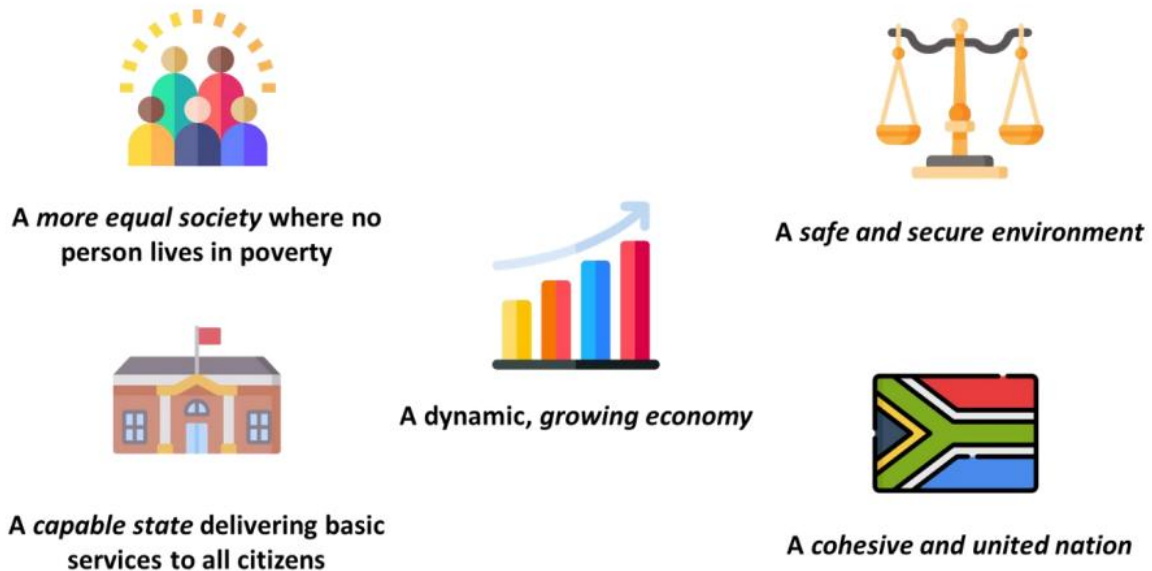
- Professionalization of local government - Municipalities to ensure the appointment of capable and qualified officials. Skills audit to be conducted per municipality.
- Local LED Units and Programmes - Municipalities are to strengthen their LED Units and review the competency requirements whilst ensuring that they have research, evidence-based data and information gathering capacities
- Partnership "Mobilisation Plan" - Municipalities with the support of the Province and National must formulate partnerships with key stakeholders here and abroad, as we take advantage of continental programmes such as the Africa Continental Free Trade Area, to boost our local economies and development

- Supporting localisation in mobilising investment - Municipalities to strengthen their economic intelligence
- SEZ (Special Economic Zones) - Municipalities must provide equitable attention and support to identify and attract opportunities for anchor businesses with and value-chain opportunities for SMMEs
- Land Use Framework - Geo referencing economic activities and correlating it with community migratory patterns and trends. Department of Agriculture, Land Reform and Rural Development to support Municipalities in this regard.
- Rural LED Programmes and Invest Rural
- Maintenance of the Yellow Fleet and Asset Management
- Vandalization and theft of infrastructure by community members
- Community Empowerment and Education - Educate communities on how to become climate smart communities.

DRAFT MEDIUM TERM DEVELOPMENT PLAN 2024 - 2029

The MTDP 2024–2029 aligns with the goals and objectives of the NDP and the minimum programme of priorities of the GNU. The NDP remains South Africa's long-term country plan towards 2030 and is aligned with its international commitments on the continent and globally. The introduction of the MTDP 2024–2029 as the implementation plan of the NDP, replacing the Medium Term Strategic Framework (MTSF), serves to align with international naming conventions and to place a greater emphasis on development outcomes. The MTDP 2024–2029 sets out five goals missions for the next five years. These are intended to guide the actions of government in pursuing the goals of the NDP.

Figure 1: Five core goals of government



To achieve these five core goals, the MTDP identifies the following three Strategic Priorities that will be implemented across the state:

- Strategic Priority 1: Drive inclusive growth and job creation.
- Strategic Priority 2: Reduce poverty and tackle the high cost of living.
- Strategic Priority 3: Build a capable, ethical and developmental state

Strategic Priority 1 Drive inclusive growth and job creation.

Drive inclusive growth and job creation Inclusive growth and job creation is the Apex Priority for the Seventh Administration. All spheres of government, clusters and sectors must prioritise interventions aimed at

stimulating more rapid and inclusive growth. The MTDP 2024–2029 focuses on the following nine outcomes to achieve this Strategic Priority:

- Increased employment and work opportunities;
- Accelerated growth of industrial and labour-intensive sectors;
- Structural reforms to drive growth and competitiveness;
- Increased infrastructure investment and job creation;
- Energy security and a just energy transition;
- Increased investment, trade and tourism;
- A dynamic science, technology and innovation ecosystem for growth;
- A supportive and sustainable economic policy environment; and
- Economic transformation for a just society

Strategic Priority 2: **Reduce poverty and tackle the high cost of living.**

The MTDP 2024–2029 focuses on the following seven outcomes to achieve the goals and objectives of Strategic Priority 2 in reducing poverty and tackle the high cost of living:

- Reduced poverty and improved livelihoods;
- Optimised social protection and coverage;
- Improved access to affordable and quality healthcare;
- Improved education outcomes and skills;
- Spatial transformation for a more just society;
- Skills for the economy; and
- Social cohesion and nation-building.

Strategic Priority 3: Build a capable, ethical and developmental state

The following six outcomes were identified to achieve the goals and objectives of Strategic Priority 3: Build a building a capable, ethical and developmental state:

- Improved service delivery by local government;
- Improved governance and performance of public entities;
- A capable and professional public service
- Digital transformation across the state;
- Safer communities and increased business confidence; and
- Effective border management and development in Africa and globally

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
<ul style="list-style-type: none"> • Saving lives • Macro 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. 	<ul style="list-style-type: none"> • Restart economy while controlling health risks to avoid a total collapse in employment, investment and production • strengthen SME supply chain inclusion • maintainance and roll out of infrastructure • Macro economic interventions • SOE, strategic sector reform package focusing on boosting industrial and trade competitiveness • public employment programmes • Transformation, strategic partnership and social compacting • Localization through industrialization • Support for tourism • Green economy interventions • energy and food security 	<ul style="list-style-type: none"> • 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 economy • strategic partnerships and social compacting

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
<ul style="list-style-type: none"> ▪ Planned “massive” rollout of infrastructure across South Africa. ▪ Rapidly expand energy generation capacity. ▪ Drive for industrial growth; and ▪ Employment stimulus. 	<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ 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.
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Table 4: Responding to Covid EERP

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 outcome and outcome indicators to Circular 88 as reflected in the implementation plans in Chapter 8.

Mpumalanga Vision 2030: Implementation Framework and Plan 2013-2030

The objective of the Implementation Framework and Plan is to ensure that all stakeholders approach the implementation of Vision 2030 through agreed strategies and programmatic interventions. The plan rests on a multidimensional framework that seeks to “bring about a virtuous cycle of development, with progress in one area supporting advances in others.” The focus plan is: “on rolling back poverty and inequality” by “raising living standards to a minimum and entails a combination of interventions directed at increasing employment, improving quality of education, providing growth, a social wage and good quality public services.”

The spatial implication towards the future development of Mpumalanga is determined by the collective application of the following identified key drivers:

- Key driver 1: Nodal development
- Key driver 2: Business, commercial and industrial development
- Key driver 3: Tourism development
- Key driver 4: Forestry development
- Key driver 5: Agricultural development
- Key driver 6: Mining and energy development
- Key driver 7: Urban development
- Key driver 8: Rural development

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
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 agro-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.
Siyathuthuka Enterprise Development Programme	District Wide	To develop self-sustainable SMME's and co-operatives businesses that can create jobs for local communities

Figure 2: Prioritised catalytic projects of the MERRP. Source: DEDT Socio-Economic Profile 2024

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 3: Roadmap of the MERRP

Mpumalanga Human Settlements Master Plan

The Department of Human Settlement introduced a programme for the compilation of in-situ upgrading plans for Lekwa and other municipalities in Mpumalanga Province as part of a national Upgrading of Informal Settlements Programme (UISP).

The objectives of the Mpumalanga Sustainable Human Settlement Master Plan can thus be summarised as follows:

- To ensure effective allocation of limited resources, financial and human, to a wide variety of potential development initiatives;
- To provide guidance in prioritising human settlement projects in order to obtain consensus for the timing and order of their implementation;
- To ensure more integrated development through co-ordinating cross-sector departments to aligning their development interventions and provincial priorities (like social infrastructure, economic infrastructure, basic services and non-motorized transport, public transport, and Transit-Oriented Development), into one plan;
- To ensure budget allocations are most effectively applied for maximum impact;
- To provide effective linkages between the Provincial, District and Local Spatial Development Frameworks and the location of human settlement projects which include a range of social, economic, environmental and infrastructure investments;
- To ensure there is a definite human settlement focus in the IDP's and SDF's of municipalities in the province with clear direction for future housing delivery across all social and economic categories and locations in the province;
- To provide the Mpumalanga Department of Human Settlement Budgeting process with adequate information about the human settlement plan, its choices, priorities, parameters as well as strategic and operational requirements; Ensure that the contents and process requirements of planning for human settlements are adequately catered for in the integrated development planning processes of provincial departments, district municipalities and local municipalities in the province.

Lekwa Local Municipality (Secondary Node) is listed as one of the priority areas for project implementation in the short, medium, and long term. One of the main objectives for this programme is the compilation of a database to determine the extent of the backlog in housing and to enable the unit to develop a detailed multi-year implementation programme. In the absence of such a plan the unit indicated that Lekwa is one of the third term priorities. It is reported by the Department that the Farm Residents Housing Assistance programme can be better implemented if an off-farm option is utilised. This would, however, require that the affected municipalities to avail suitable sites for this purpose. Another alternative could be the construction of houses for rental occupation (not full ownership) to provide residents the alternative of qualifying for another house should they leave that farm.

Lekwa Local Municipality will receive longer term priority attention. The public sector rental stock through the Community Residential Units (CRU) programme should provide affordable, good quality rental accommodation to a substantial number of the poor with an income of below R3500 per month. In certain areas it should also be utilised to relief slum conditions, Lekwa is one of the current focus areas for CRU funded projects. CRU funded projects in the short term will be focused around Lekwa and other Municipalities. Lekwa as a secondary area with a high demand of backyard (rental, site, and service) and informal settlements should be high on the priority list. In terms of the Informal settlements' intervention, Lekwa is on the National Priority Areas in Mpumalanga as per the National Department of Human Settlement.

National Transport Master Plan (NATMAP) 2050

The NATMAP 2050 vision reinforces that transport is the heartbeat of the economy and the fabric of our socio-economic development in South Africa. Vision - By 2050, transport in South Africa will meet the needs of freight and passenger.

Objectives:

- Creating an improved sustainable public transport system that is sufficiently funded, which aims to reduce subsidy burden, better and safer access, more frequent and better-quality services, and facilities to an agreed standard;
- Supplementary mobility options especially for those who do not have cars;
- Non-motorized transport network development with improved infrastructure

- A transport system that promotes integration between land use planning and transport planning, in order to encourage densification and sustainable development in supporting high volumes of travel required for public transport;
- Upgraded infrastructure, maintained road and rail networks with proper management and operations practices that links and provides interchange opportunities for different modes of transport across the entire country; A transport system that considers of the needs of people living in different parts of South Africa, as well as the different affording abilities for travel;
- A transport system that charges the traveller a fair reflection of the costs of making a journey – financially, socially, and environmentally;
- A transport system that supports focused funding of transport priorities;
- A transport system that has sufficient human capital to drive the transport vision forward;
- A transport system that enables and supports rural development

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 must 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 4: DDM Transformation Areas

- **Governance and financial management**

The process by which leadership and management is exercised 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 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 must 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.

3 CHAPTER THREE LEADERSHIP AND GOVERNANCE



3.1 INSTITUTIONAL OVERVIEW

3.1.1 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 various social programmes in the municipal area.

Table 5: 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	2
ATM – African Transformation Movement	1
Independent	1
Total	30

3.1.2 LEKWA LM ORGANIZATIONAL STRUCTURE

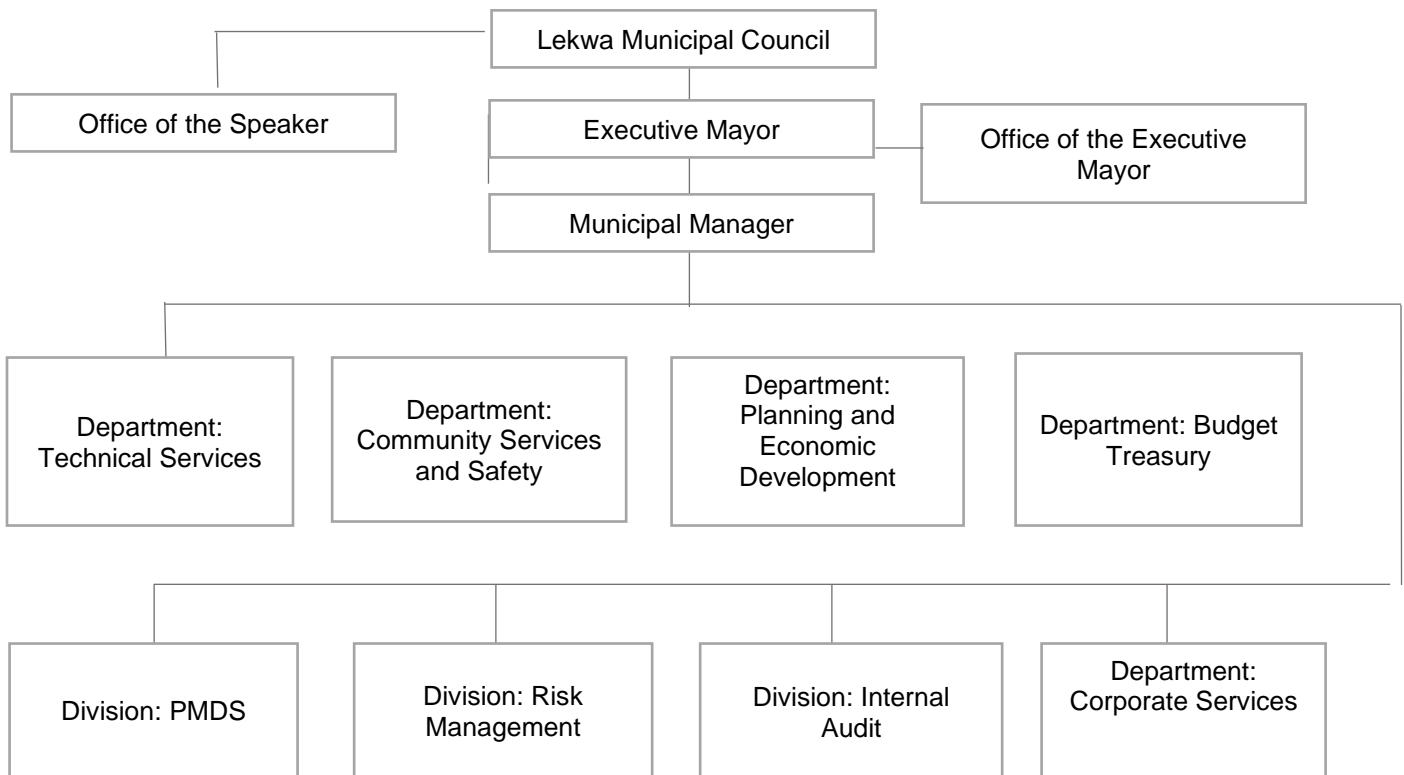


Figure 5: Lekwa Local Municipality Organizational Structure

3.1.3 POLITICAL LEADERSHIP

	Councillor	Ward	Area	Position
1.	Sifiso Mngomezulu	1	Ext 2, Mqashi, Loss, Welamlambo	Executive Mayor & Ward Councillor
2.	Piet Radebe	2	BJ, Ext 3, Ext 9, Loss	Ward Councillor
3.	Mapaseka Molaba	3	Ext.1, Shivovo, Mahala Park, Stanwest	Ward Councillor & MMC Community Services
4.	Jacobus Stoltz	4	Meyerville, TLC	Ward Councillor
5.	Litheko Marago	5	Jabavu, Ext 2, Phalama, Mapheshini	Ward Councillor & MMC Technical Services
6.	Smanga Ngwenya	6	Khilani, Simendeni	Ward Councillor
7.	Swazi Tshabalala	7	Ext. 7	Ward Councillor
8.	Carlos Franco	8	Kosmos and Flora Park	Ward Councillor
9.	John Nkutha	9	Holmdene, Ext. 8	Ward Councillor
10.	Wilma Venter	10	Town, Vodacom	Chair Technical
11.	Sibusiso Ngqulunga	11	Rooikoppen	Ward Councillor
12.	Thabang Motaung	12	Thuthukani and surrounding rural areas	Ward Councillor & MMC Finance
13.	Sesana Masondo	13	Platrand and surrounding farms/ rural areas	Ward Councillor & MMC Planning and Economic Development
14.	Doctor Manana	14	Morgenzon	Ward Councillor & Chairperson: MPAC
15.	Rose Motloug	15	Ext.6	Chief Whip
16.	Delani Thabethe	PR	N/A	Councillor
17.	Sipho Majosi	PR	N/A	Councillor
18.	Dumisani Msibi	PR	N/A	Speaker of Council
19.	Deon Bekker	PR	N/A	Councillor
20.	Gibson Xulu	PR	N/A	Councillor
21.	Seipati Modise	PR	N/A	Councillor
22.	Sithi Silosini	PR	N/A	Councillor
23.	Dorcas Rakitta	PR	N/A	Councillor
24.	Phindile Mahlaba	PR	N/A	MMC: Corporate Services
25.	Amanda Mthimkulu	PR	N/A	Councillor
26.	Jan Sebilwane	PR	N/A	Councillor
27.	Nrateng Selepe	PR	N/A	Councillor
28.	Nomakhosi Nhlapho	PR	N/A	Councillor
29.	Sello Tsotetsi	PR	N/A	Councillor
30.	Daniel Venter	PR	N/A	Councillor

Table 6: Political leadership and Lekwa Local Municipality Council

3.1.4 DEPARTMENTS WITHIN THE MUNICIPALITY

Manager	Department	Functions of the Department
Municipal Manager: Mr. Malose Lamola	Office of the Municipal Manager	<ul style="list-style-type: none"> ▪ Manage technical services ▪ Coordinate the provision of community services ▪ Coordinate municipal planning and economic development ▪ Manage financial matters ▪ Manage corporate services ▪ Render internal audit services ▪ Render risk management services. ▪ Manage performance management and development system
Head of Department: Mr. Mthembeni Jiyane	Technical Services	<ul style="list-style-type: none"> ▪ Provision Water and Sanitation Services. ▪ Provision of Reliable Electricity supply ▪ Provision of safe and dependable roads. ▪ Improve fleet management. ▪ Implementation of capital projects. ▪ Operation and maintenance (O&M) of infrastructure e.g., water sanitation, electricity, roads & storm-water, Municipal buildings and mechanical.
Head of Department: Ms. Thobeka Mtshiselwa	Community Services and Safety	<ul style="list-style-type: none"> ▪ Render traffic management and law enforcement services. ▪ Render fire and disaster management services. ▪ Coordinate waste management services. ▪ Coordinate the maintenance of parks, gardens, cemeteries and amenities. ▪ Manage transversal services. ▪ Render library and information services ▪ Render security services
Acting Head of Department: Mr. Khosiwe Mahlangu	Planning and Economic Development	<ul style="list-style-type: none"> ▪ Coordinate the development and implementation of integrated development plan; ▪ Render spatial planning and land use management services; ▪ Promote local economic development (LED); ▪ Render sustainable and integrated human settlements planning ▪ Render land and property management services;
Acting Head of Department:	Corporate Services	<ul style="list-style-type: none"> ▪ Render HRM and HRD services. ▪ Render labour relations services. ▪ Render legal services.

Mr. Phello Mohlamonyane		<ul style="list-style-type: none"> ▪ Render administrative support services. ▪ Manage information and communication technology services. ▪ Customer care and ▪ Manage municipal communication services
Chief Financial Officer: Ms. Vukosi Nkhata	Budget and Treasury Office	<ul style="list-style-type: none"> ▪ Manage municipal budget and financial reporting. ▪ Render revenue management services. ▪ Manage expenditure services. ▪ Render supply chain management services. ▪ Manage municipal assets

Table 7: Departments within the Municipality

4 CHAPTER FOUR SITUATIONAL ANALYSIS



4.1 STATISTICAL OVERVIEW OF LEKWA LOCAL MUNICIPALITY












Population				Households							
		Population Number: 119 669 (Stats SA – Census 2022)				Households: 38 583 (Stats SA – Census 2022)					
Education				Poverty							
		Matric Pass Rate	89.4% (2024 NSC Results)			Population below the Lower Bound Poverty Line (LBPL) in 2023	37.0%				
		Admission to B Degree studies	42.3% (2024 NSC Results)			Number of poor households in 2024 as estimated by National Treasury	23 187 (60%)				
Access to Basic Service Delivery											
		Access to piped water in the dwelling	69.1%			Flush toilets connected to sewerage	91.4%			Electricity for lighting	94.8%
		Weekly refuse disposal service						Formal Dwellings		77.7%	90.5%
Labour and Economic Indicators											
Contribution to provincial economy in 2023		3.8%	Official/ strict unemployment rate 2023		22.6%	Average annual economic growth 2019-2023		2.1%			
Number of job gains in 2023		2 731	Official youth (15-34yr) unemployment rate 2023		34.5%	Estimated average annual growth 2024-28		3.3%			
Structure of Lekwa's Economy in constant 2015 – prices											
Personal Services	Finance	Trade	Manufacturing	Agriculture	Mining	Utilities	Government Services	Transport	Construction		
15.5%	15.1%	14.0%	12.5%	10.4%	10.3%	8.3%	6.5%	5.6%	1.8%		
Health Indicators											
		HIV Prevalence amongst 15-24 year olds					Teena ge Pregna ncy		Teenage deliveries 2023/2024		347
		April 2021 – March 2022							Teenage deliveries 2021/2022		378
		April 2020- March 2021									
		195									
		157									

Table 8: Socio-Economic Overview of Lekwa LM

4.2 POPULATION

According to Stats SA's Census 2022, Lekwa's population increased from 115 662 in 2011 to 119 669 people in 2022 – 12th largest population in 2022 within the Mpumalanga province. The population increased by 4 007 between 2011 and 2022 with a population growth rate of 0.3% per annum, which was slower than the corresponding economic growth of 1.3% p.a. These statistics indicate that the municipality is growing at a slow rate which indicates that there are people leaving the municipal area possibly to further their studies and seeking employment opportunities elsewhere. According to the 2016 In-migration as discussed under factors affecting population change, the top five (5) reasons for migration in the Gert Sibande District include: 1) moving to be with or closer to a spouse; 2) job transfer/ taking up a new job opportunity; 3) looking for paid work; 4) education and 5) relocation of household.

Local Municipal Area	Population number		Average annual population growth 2011-22	Average annual economic growth 2011-22
	2011	2022		
Chief Albert Luthuli	186 010	247 664	2.8%	1.1%
Msukaligwa	149 377	199 314	2.8%	1.5%
Mkhondo	171 982	255 411	3.8%	0.8%
Dr Pixley Ka Isaka Seme	83 235	115 304	3.2%	3.5%
Lekwa	115 662	119 669	0.3%	1.3%
Dipaleseng	42 390	35 980	-1.6%	4.0%
Govan Mbeki	294 538	310 117	0.5%	-0.2%
Mpumalanga	4 039 938	5 143 324	2.3%	0.9%

Table 9: Population number per municipal area, 2011 & 2022. Sources: Stats SA Census 2011 & 2022 and S&P Global - ReX, October 2023

The Stats SA 2021 mid-year population estimates further indicate that the population of Lekwa would have grown to 155 094 in 2031. This indicates that Lekwa will continue growing at a slow pace which also indicates possible brain drain within the municipality and the lack of economic diversity as most opportunities are within the trade, community services and finance sectors.

Year	Estimated Population	Year	Estimated Population
2021	137 124	2027	148 176
2022	139 046	2028	149 892
2023	140 970	2029	151 626
2024	142 846	2030	153 366
2025	144 687	2031	155 094
2026	146 472		

Table 10: Lekwa LM Population Figures, Stats SA 2021 Mid-year population estimates

Population growth rate

Population growth rate refers to how fast a population changes in size over time. A positive growth rate signifies that more people are settling in the municipality and a negative growth rate signifies that people are moving out of the municipality. The graph below indicates that the growth rate in Lekwa LM is positive, meaning that Lekwa's population is growing. However, it is growing at a slower pace than it was in the previous years. In the period 2021-2022 the population grew at a rate of 1.4, this has decreased to 1.3 in 2023-2024. It will further decrease to 1.1 in 2030-2031. This implies a decline in the attractiveness of the municipality and more numbers in fertility. The population of Lekwa will mainly grow due to fertility rather than people settling in search of socio-economic opportunities.

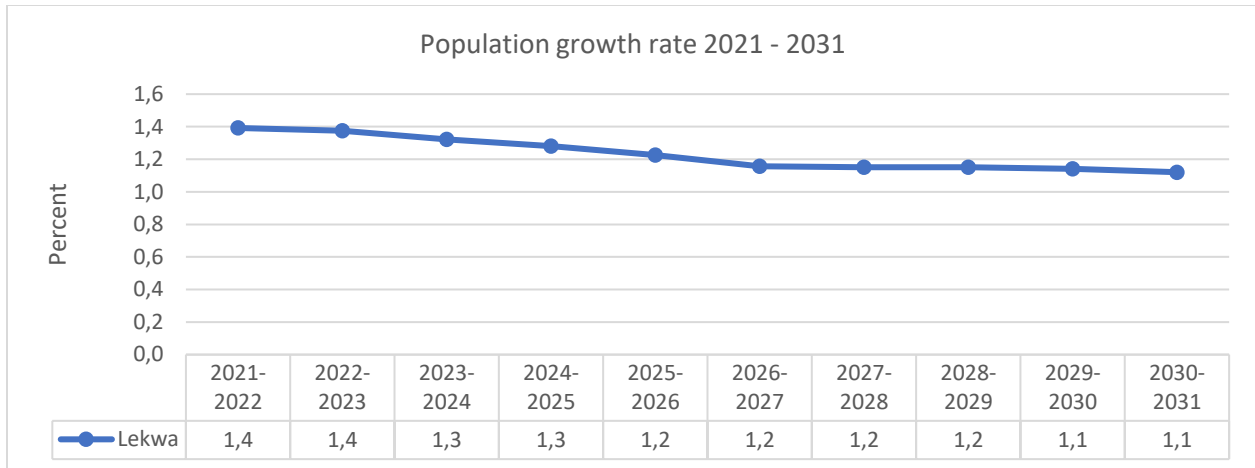


Figure 6: Population growth rate graph, Stats SA 2021 Mid-year population estimates

What does this mean for Lekwa Local Municipality (Implications for service delivery)?

The municipality needs to prioritize economic development and education as these are amongst the reasons why people migrate in the Gert Sibande District. This is to avoid brain drain/ out-migration of skilled labour due to the lack of employment opportunities. As education is cited as one of the main factors, the municipality should provide support to stakeholders that run educational facilities such as Gert Sibande Tvet College to grow and attract more people to the municipality. However, this means that the municipality will also have to upgrade its infrastructure and services to provide for the growing population.

Population Distribution

The municipality has a population density of 26.05 people/ km². A large portion of Lekwa's population reside in Sakhile, followed by the Standerton town area. However, new settlements established such as Ext. 4, 6, 7 & 8 have grown tremendously and more people are settling in these areas. The demand for services comes mainly from the Sakhile and the Town area (See map below). Rural areas such as Holmdene and Platrand have fewer people which is a challenge in the provision of services. As such, rural wards are mostly provided with boreholes and VIP toilets due to the extra cost associated with extending bulk infrastructure to the outskirts of the municipality.

Lekwa

- **119,669** Population [2022] - Census
- **4,594 km²** Area
- **26.05/km²** Population Density [2022]
- ↻ **0.33%** Annual Population Change [2011 → 2022]

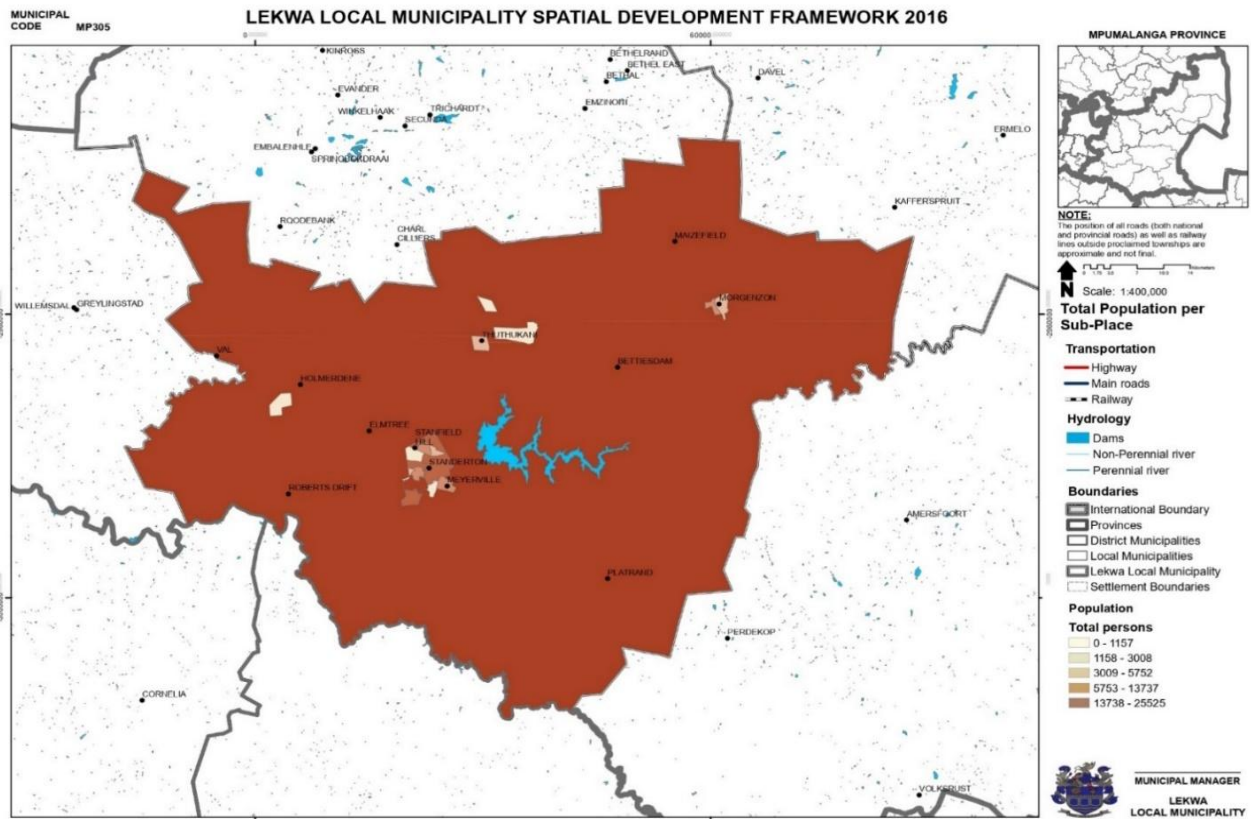


Figure 7: Population Distribution Map, Lekwa SDF 2017

Households and average households size

The number of households in Lekwa increased from 31 071 in 2011 to 38 583 households in 2022 – an increase of 7 512 households and a growth rate of 2.1% per annum. Lekwa’s share of Mpumalanga’s households declined from 2.9% in 2011 to 2.7% in 2022. The household size declined from 3.7 in 2011 to 3.1 in 2022. This implies that the size of households in Lekwa are decreasing. This may be due to young adults moving out and establishing their own households, a direct impact of illegal settlements and increased land invasions or families having less kids due to the economic conditions.

Local Municipal Area	Households number		Average annual household growth 2011-2022	Household size	
	2011	2022		2011	2022
Chief Albert Luthuli	47 705	63 303	2.7%	3.9	3.9
Msukaligwa	40 932	67 827	4.9%	3.6	2.9
Mkhondo	37 433	58 504	4.3%	4.6	4.4
Dr Pixley Ka Isaka Seme	19 838	32 972	4.9%	4.2	3.5
Lekwa	31 071	38 583	2.1%	3.7	3.1
Dipaleseng	12 637	13 129	0.4%	3.4	2.7
Govan Mbeki	83 869	103 864	2.1%	3.5	3.0
Mpumalanga	1 075 466	1 421 721	2.7%	3.8	3.6

Table 11: Household number per municipal area, 2011 & 2022. Source: Stats SA - Census 2011 & 2022

Sex of head of households

Approximately 20 764 (54%) of households within Lekwa are headed by males while 17 819(46%) of households are headed by females. Female household headship is generally associated with higher poverty incidence relative to male headship. Female-headed households tend to face greater social and economic challenges, making them more vulnerable to lower household incomes and higher rates of poverty.

Municipality	Number of Male-headed Households	% of Male-headed Households	Number of Female-headed Households	% of Female-headed Households	Total
Gert Sibande	200 232	53	177 951	47	378 182
Chief Albert Luthuli	31 944	50	31 359	50	63 303
Msukaligwa	37 135	55	30 692	45	67 827
Mkhondo	28 710	49	29 794	51	58 504
Dr Pixley Ka Isaka Seme	16 447	50	16 525	50	32 972
Lekwa	20 764	54	17 819	46	38 583
Dipaleseng	7 304	56	5 825	44	13 129

Table 12: Sex of head of households, 2022. Source: Stats SA - Census 2022

Child headed households

A child-headed household is a household in which all members are younger than 18 years. These households are also commonly referred to as "child-only households". In Lekwa Local Municipality, approximately 176 (0.5%) households are headed by children between the ages of 12-17. A large portion of households (22 109) are headed by persons between the ages of 35-39. Child headed households are a challenge as the eldest are forced to drop out of school to make means of taking care of the rest of the households. This implies that the municipality in partnership with the Department of Social Development should provide support to ensure that children leading the households continue with school and that provision of basics is available.

Municipality	12 - 17	18 - 24	25 - 34	35 - 59	60 +	Total
Gert Sibande	1 655	21 755	68 634	215 669	70 471	378 182
Chief Albert Luthuli LM	375	4 335	10 445	34 900	13 248	63 303
Msukaligwa LM	172	4 102	13 189	39 811	10 552	67 827
Mkhondo LM	349	3 481	10 704	33 257	10 713	58 504
Dr Pixley Ka Isaka Seme LM	104	1 708	5 390	18 395	7 375	32 972
Lekwa LM	176 (0.5%)	2 141	6 346	22 109	7 812 (20.2%)	38 583
Dipaleseng LM	48	617	1 835	8 074	2 555	13 129
Govan Mbeki LM	430	5 371	20 724	59 123	18 216	103 864

Table 13: Age of head of households by local municipality in Gert Sibande District, 2022. Source: Stats SA Census 2022

Age and sex composition

The age structure of a population is important for planning purposes, as it provides insight into what services may be required, and the level to which such services are required. Age structure closely relates to birth rate, death rate and migration of the population. For example, higher birth rates in a region tend to correlate with high fertility rate and population growth rate, while a higher elderly ratio indicates a longer life expectancy within a region.

In 2022, the youth population (0-34 years) formed 60.1% of the local municipal area's population and the elderly population (60+ years) 9.6%. In 2022, the female population's share was 51.3% and that of males 48.7%. The age profile characteristic of the Lekwa LM skews more towards a decreasing population pyramid. It can be observed from the below pyramids that the population of Lekwa LM is slowly growing and that there is a relatively large portion of young individuals. This could have implications on future demographic trends, such as changes in workforce, demands on social services, and overall economic development. It also evident that in 2011, the bulk of the population fell within the 20-24 age group. In 2022, the female 30-34 age group is the largest. The 2022 pyramid also indicates that the municipality has a large base of working age population groups.



Male Population Share 2022: **48.7%** (Stats SA - Census 2022)



Female Population Share 2022: **51.3%** (Stats SA - Census 2022)



Youth (0-34 years) 2022: **60.1%** (Stats SA - Census 2022)



Children between the ages 0-14 years in 2022: **24.4%** (Stats SA - Census 2022)



Elderly (65+ years) share 2022: **5.9%** (Stats SA - Census 2022)

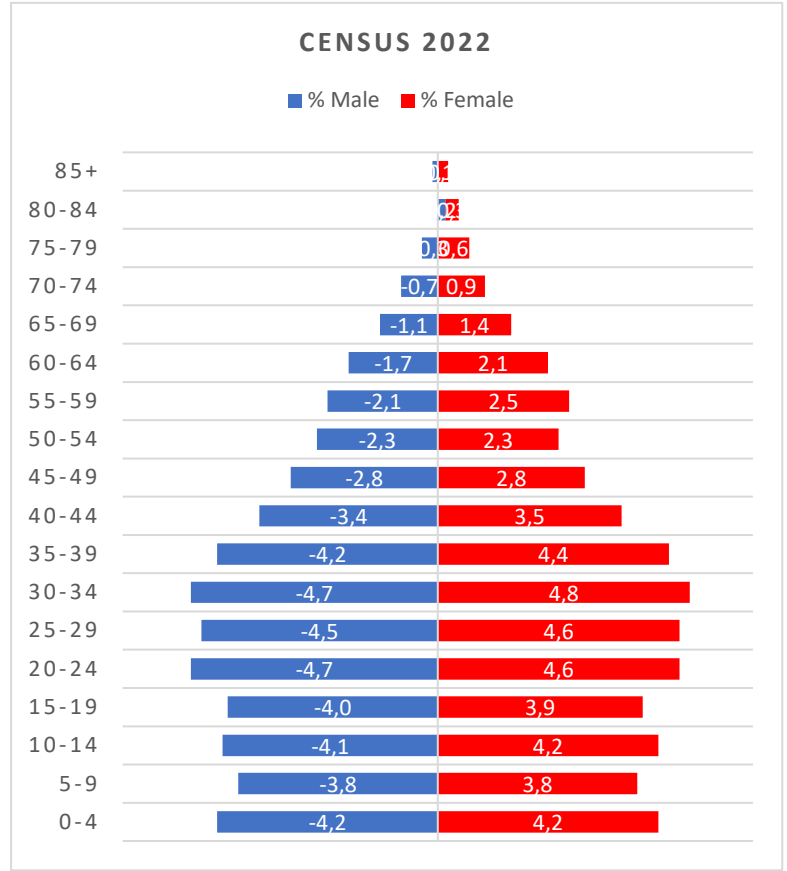
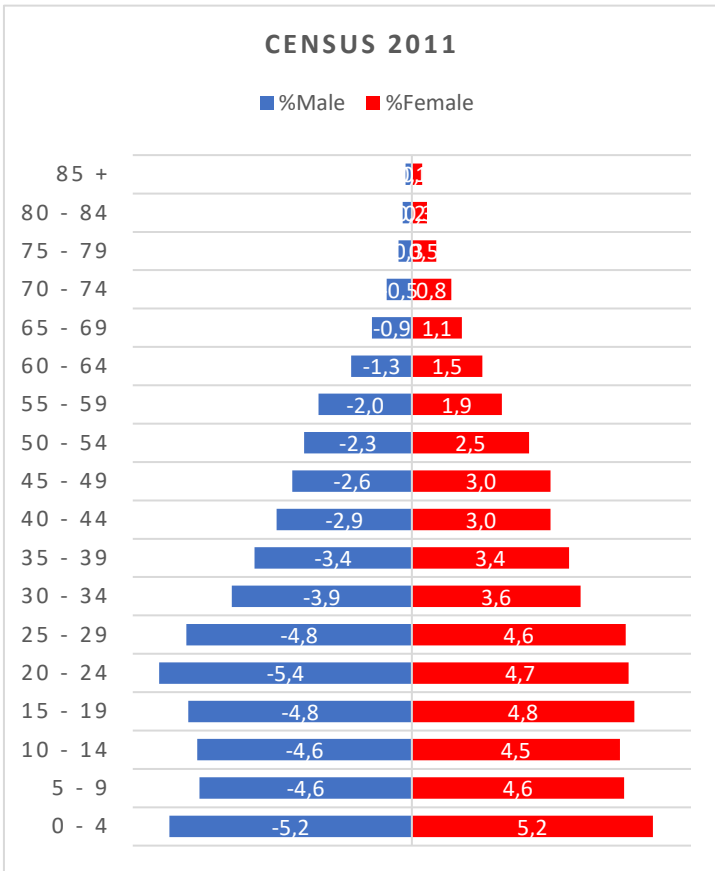
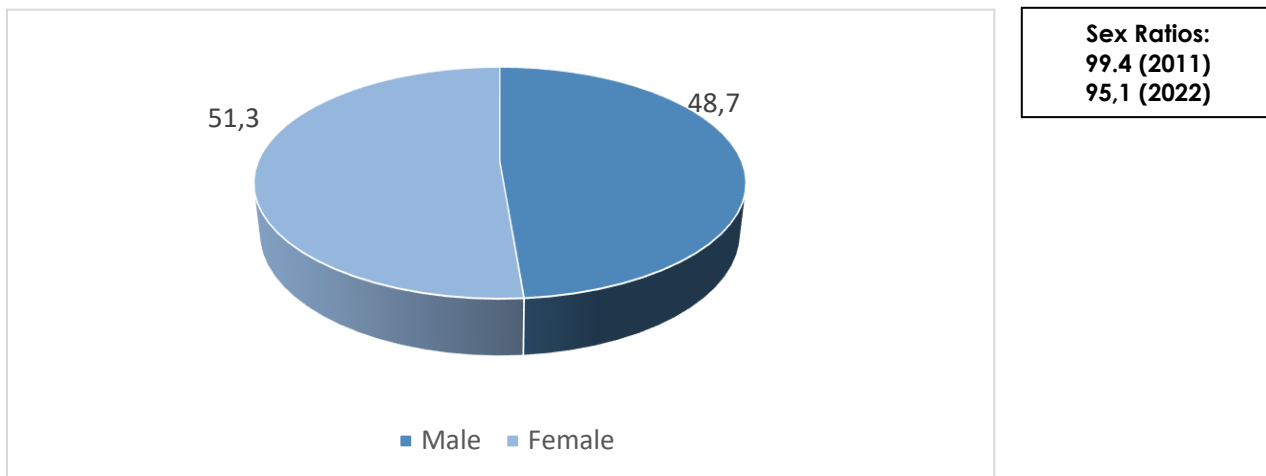


Figure 8: Population pyramid reflecting age and sex composition. Source: Stats SA - Census 2022

ing of gender roles prevalent within an area. In the case of Lekwa LM, the gender distribution is female skewed. Specifically, the population of Lekwa LM was in 2022 composed of 48.7% male and 51.3% female, similar to Gert Sibande DM which had a female skewed distribution. The Mpumalanga Province and South Africa had a higher female distribution, in particular the Mpumalanga Province had a 52.0% female and 48.0% male distribution. Across South Africa, a 51.5% female and 48.5% male distribution.



Number of People by Different Age Groups, 2011 & 2022

Lekwa Local Municipality witnessed a decrease in youth population (aged 0-14 years) and increase in the population over the age of 65 from 2011 to 2022, as a result the dependency of the region increased from 2016 to 2022. Similarly, the youth population decreased and the elderly population increased in the Gert Sibande DM in the same period. The dependency in Lekwa increased from 32.2% in 2016 to 33.5% in 2022, due to changes outside the 15 to 65 age group. The dependency of Lekwa implies that less than half of the population (34 individuals out of every 100 people) were considered dependent. Additionally, the dependency ratio in Gert Sibande increased from 34.2% in 2016 to 34.4% in 2022.

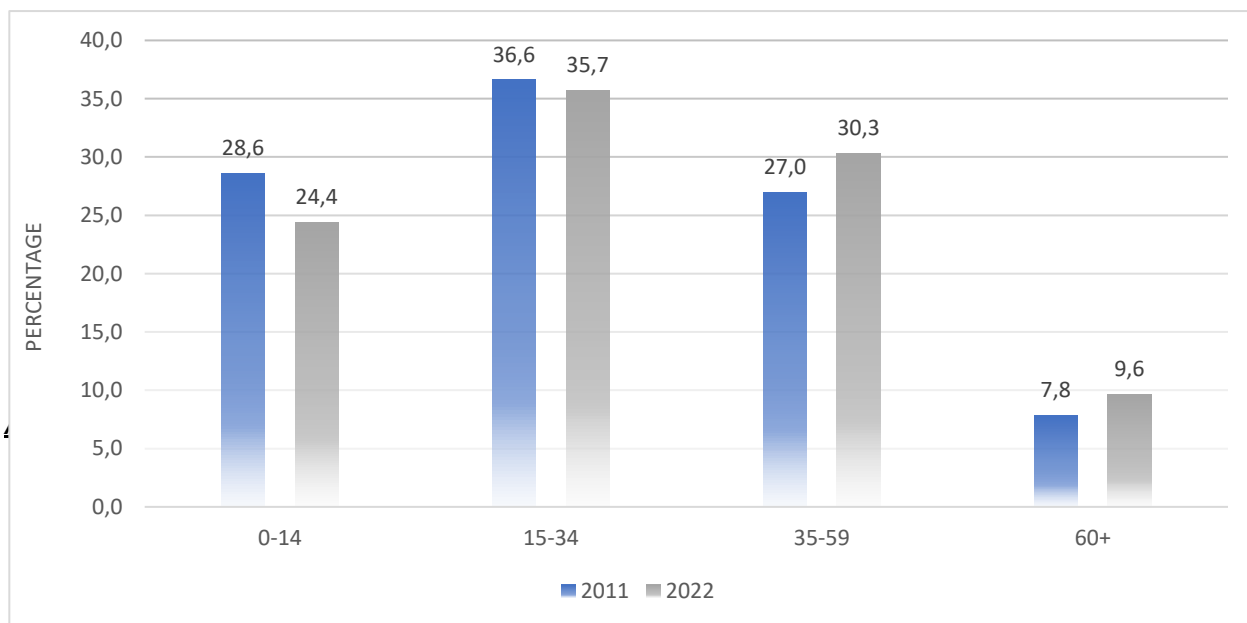


Figure 9: Number of people by different age groups 2011 & 2022. Source: Stats SA Census 2011 & 2022

The graph below depicts that the municipality's annual growth rate for children between 0-14 years for 2023-2024 is **-0.6**. This is a decrease from the -0.4-rate recorded in 2022-2023 and the 0.1 rate in 2021-2022. The annual growth rate will further decrease to -0.7 in 2024/25. The statistics below can be directly linked to the demand and supply of ECD services. According to the graph, the demand for ECD services will decrease in the 2024/2025 financial year. Schools will have fewer children during this period. However, the graph also indicates that the demand will eventually increase between the 2025/26 and 2030/20231 periods.

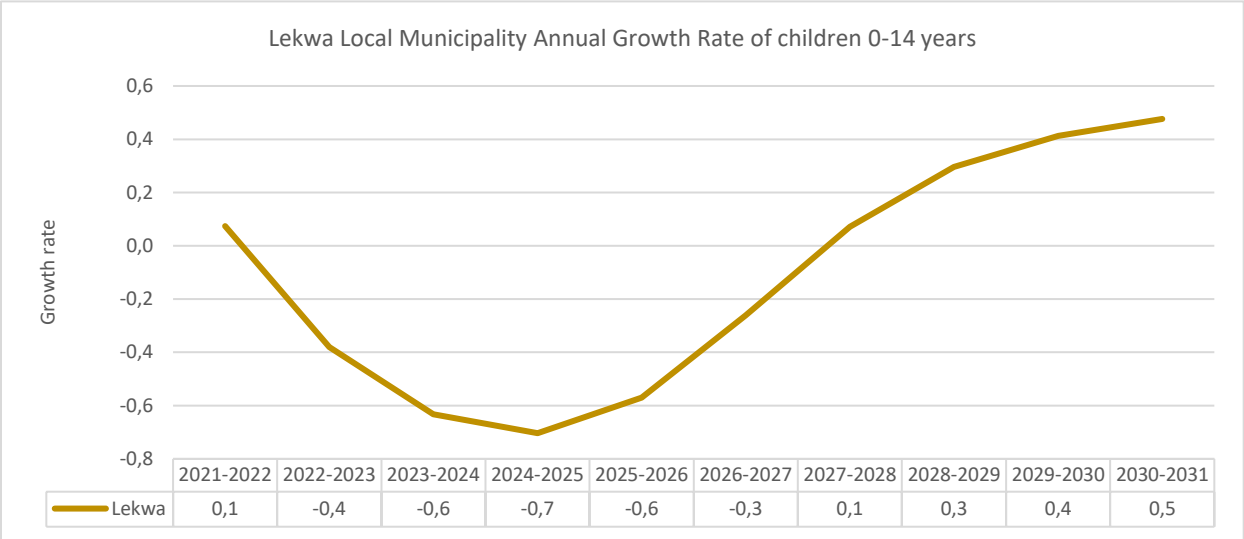


Figure 10: Annual growth rate for children (0-14 years), Stats SA Mid-year population estimates

Population Groups/Race

The Census 2022 data showed that the population of Lekwa LM is predominantly composed of black Africans (88.2%), followed by the White population at 8.6%. The Indian/Asian population group is the minority at 1.4% after the 1.8% of coloured group. Similarly, the Gert Sibande DM's population was mostly Africans accounting for 93.5% of the population, while the white population made up 5% of the population. These group dynamics are comparable to those of the Mpumalanga Province, specifically with a similar proportion of black Africans at 95.3%.

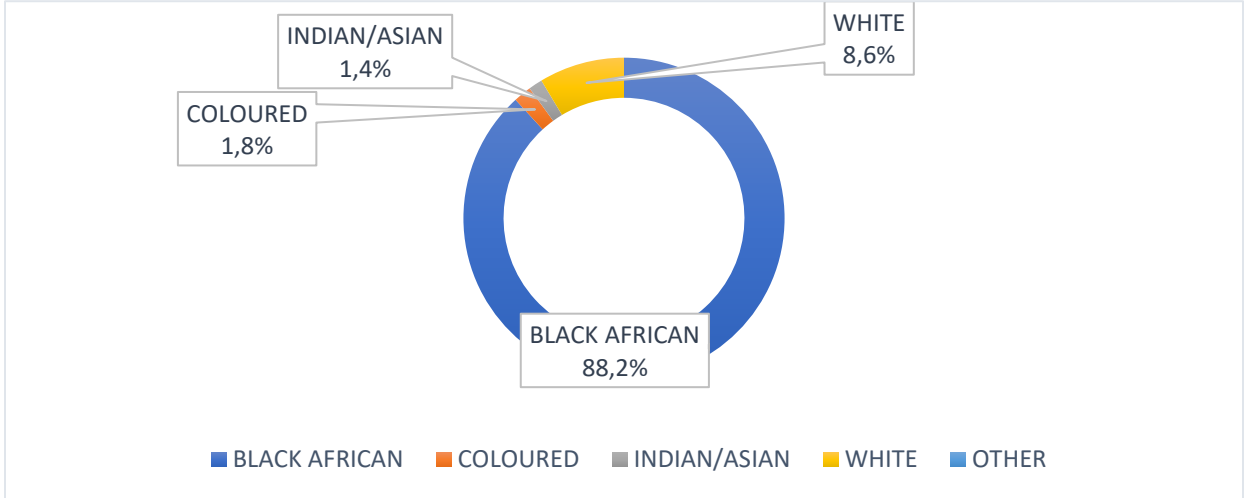


Figure 6: Population group for 2011 and 2022, Census 2022

Distribution of language

According to Census 2022, the dominant home language within Lekwa Local Municipality is IsiZulu as indicated in the map below. The distribution of language means that the municipality should communicate notices and information in IsiZulu, English and Afrikaans to cater for the population groups. The dominance of IsiZulu also means that schools in Lekwa provide the language as a Home Language within the curriculum, although there are few schools that also provide SeSotho as a Home Language.

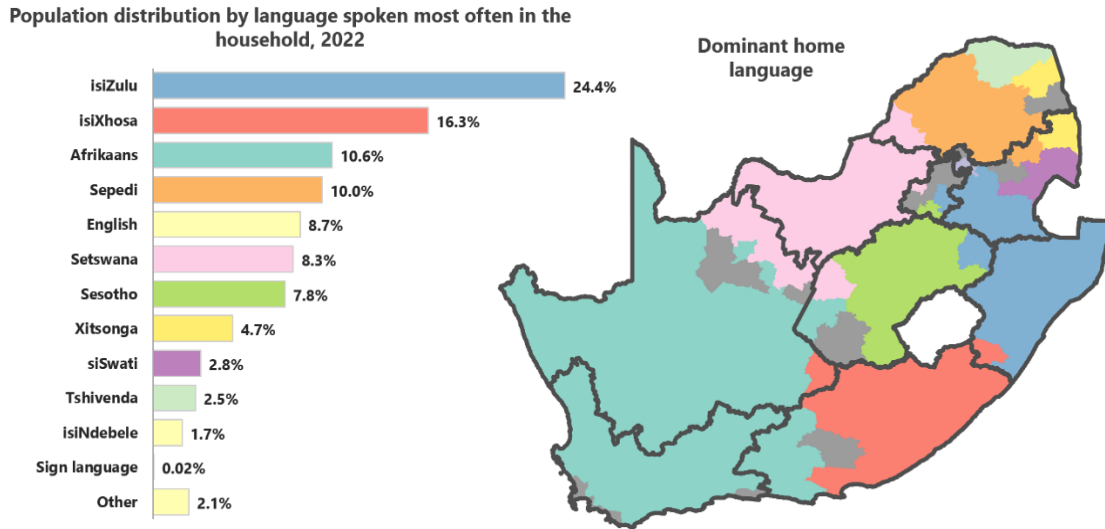


Figure 11: Population distribution by language. Source: Stats SA - Census 2022

What does this mean for Lekwa Local Municipality (Implications for service delivery)?

Child-headed households need to be catered for in partnership with the Department of Social Development. The municipality should also ensure that these households are registered on the indigent register for access to basic services. This will alleviate the burden on child-headed households. It is also evident that Lekwa has a large number of people falling within the working age category. The municipality should thus develop policies and ensure that the municipality creates an enabling environment to attract investment that will ultimately lead to job creation and entrepreneurship.

4.3 EDUCATION

Education plays a pivotal role in community development. The level of education influences growth and economic productivity of a region. There is a positive correlation between a higher level of education and the level of development, and standard of living. Education levels in any given population will influence both economic and human development. While low levels of education typically lead to a low skills base within an area. High levels of education have the opposite effect, resulting in a skilled or highly skilled population. Household and personal income levels are also either positively or adversely affected by education levels. Education had undergone some changes in the Lekwa LM and Gert Sibande DM from 2011 to 2022. In 2022, 35.7% of the entire population had completed secondary school and obtained matric certificates. This was an increase from the 25.8% of persons who had matric in 2011. This indicates that more people in Lekwa are obtaining Grade 12. There is a positive trend under the no schooling category as in the number of people with no schooling within Lekwa decreased from 11.2 in 2011 to 7.6 in 2022. This means that more people are now accessing education within the municipality. There has been a slight decline in higher education as 9.6 of the population proceeded to obtain higher education compared to the 9.4 in 2022.

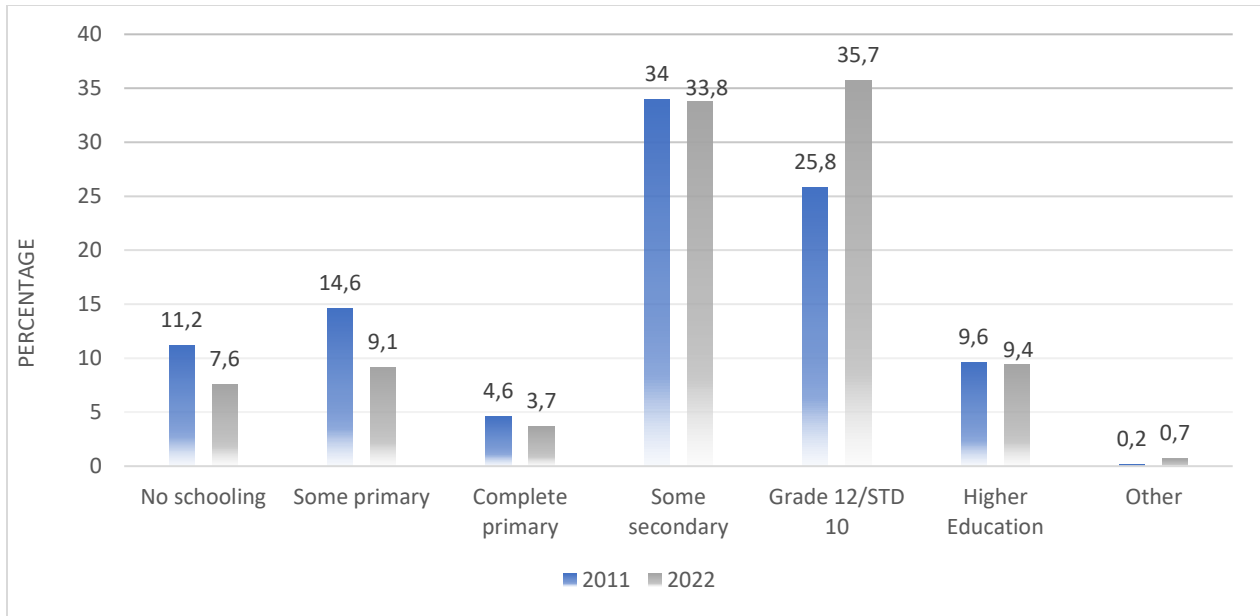


Figure 12: Highest level of education (20+ years), 2011 & 2022. Source: Stats SA - Census 2011 & 2022

ECD Attendance by Children 0-4 Years of age

ECD refers to the physical, psychological, cognitive, and social development that a child experiences between infancy and middle childhood. Early childhood development plays a key role in a child's capacity to reach their full potential. Development that occurs during these years is likely to have a lasting impact on the growth that occurs throughout their life

Through the provision of appropriate care and creating sufficient opportunities for learning, parents and teachers can help children develop their full potential. This, in turn, will help to break the cycle of poverty, reduce social inequality, and improve economic activity. The graph below reflects ECD attendance of children between 0-4 years recorded in 2022. According to Stats SA 2022 data, 3311 children were attending creches or educare centres in 2022 while 3757 children were not attending any ECD centre at all. Apart from children attending creche/educare centres, approximately 709 children attend pre-school/ nursery school/ Grade 00/ Grade R. There was 1235 children looked after by Day mothers, gogos and child minders.

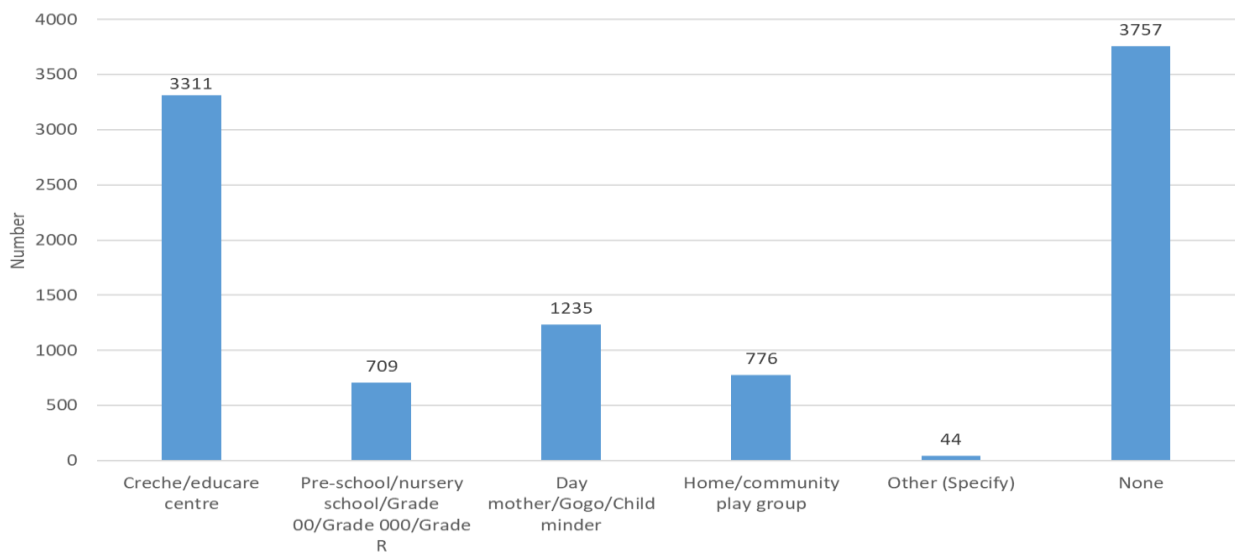


Figure 13: ECD Attendance by Children 0-4 years of age, 2022. Source: Stats SA - Census 2022

Grade 12 Performance within Lekwa

Lekwa's grade 12 pass rate deteriorated from 84.7% in 2014 to 75.6% in 2023, which was the 7th highest of the municipal areas in the Province. Lekwa's pass rate deteriorated between 2022 and 2023 by 4.9 percentage points. The only area in the district that recorded a deterioration. The area's admission rate to university/degree studies also deteriorated from 30.6% in 2022 to 28.7% in 2023, which was the 13th highest/5th lowest of the 17 municipal areas.

Local municipal area	Grade 12 Pass Rate					Trend	Admission to B degree studies	
	2014	2021	2022	2023	2024	2022-2023	2023	2024
Lekwa	84.7%	75.9%	80.5%	75.6%	89.4%	Decreased	28.7%	42.3%

Table 14: Basic education data and performance. Source: Mpumalanga Department of Education, 2024

No schooling and tertiary education

The proportion of population 20 years and older with no schooling improved between 2011 and 2022 – the indicator shows a marked decline from 11.2% in 2011 to 7.6% in 2022. The proportion of population 20 years and older with a tertiary qualification declined between 2011 and 2022 – the indicator deteriorated from 9.6% in 2011 to 9.4% in 2022. The statistics indicate that less people are accessing tertiary institutions to further their education. As such, career exhibitions should be rolled out and support in the form of bursaries should be prioritized to ensure that those who qualify to pursue their studies further are able to do so.

Local Municipal area	Share of population 20 years & older with no education			Share of population 20 years and older with tertiary education		
	2011	2022	Trend 2011-22	2011	2022	Trend 2011-22
Chief Albert Luthuli	19.9%	14.1%	Increased	6.0%	5.6%	Decreased
Msukaligwa	12.3%	10.9%	Increased	9.2%	7.1%	Decreased
Mkhondo	18.1%	11.2%	Increased	5.2%	4.0%	Decreased
Dr Pixley Ka Isaka Seme	19.3%	12.3%	Increased	6.8%	6.5%	Decreased
Lekwa	11.2%	7.6%	Increased	9.6%	9.4%	Decreased
Dipaleseng	12.0%	7.7%	Increased	5.3%	5.4%	Increased
Govan Mbeki	7.9%	7.1%	Increased	11.8%	8.1%	Decreased

Table 15: No schooling and tertiary education, 2011 & 2022. Source: Stats SA Census 2011 & 2022

Functional literacy

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. In 2022, the functional literacy rate (86.5%) was the 8th highest in the province and showed an improving trend. A high functional literacy rate implies that community members can read and engage with content produced by the municipality. This makes public participation more fruitful as communities are equipped to read and provide comments for the improvement of the municipality.

Local municipal area	Age 15yr+ & completed gr 7 or higher		Trend	Age 15yr+ & completed gr 7 or higher		Trend
	2014	2018	2014-2018	2019	2022	2019-2022
Chief Albert Luthuli	74.5%	77.6%	Increased	79.4%	84.2%	Increased

Msukaligwa	80.4%	83.1%	Increased	84.4%	88.0%	Increased
Mkhondo	71.9%	75.2%	Increased	77.0%	82.1%	Increased
Dr Pixley Ka Isaka Seme	72.1%	74.9%	Increased	76.6%	81.7%	Increased
Lekwa	78.5%	81.4%	Increased	82.5%	86.5%	Increased
Dipaleseng	75.7%	78.8%	Increased	80.2%	84.4%	Increased
Govan Mbeki	84.6%	86.7%	Increased	87.7%	90.7%	Increased

Table 16: Functional literacy rate per municipal area, 2011-2022. Source: S&P Global - ReX, October 2023

What does this mean for Lekwa Local Municipality (Implications for service delivery)?

The municipality needs to develop programmes to encourage and ensure that there is an interest from community members to pursue education. The drop in people pursuing tertiary education reflects that matriculants may not be informed about tertiary education options and may also be coming from poor background with no money to either, apply, register or cover tuition fees. The Transversal unit needs to have career exhibitions and bursary programmes to help learners from disadvantaged backgrounds. This has a strong bearing on the workforce of the municipality.

4.4 HEALTH

Health indicators are quantifiable characteristics of a population which researchers use as supporting evidence for describing the health of a population. Typically, researchers will use a survey methodology to gather information about a population sample, use statistics in an attempt to generalize the information collected to the entire population, and then use the statistical analysis to make a statement about the health of the population. Health indicators are often used by governments to guide health care policy or to make goals for improving population health. The section below indicates HIV prevalence and disability within the municipality. The indicators below reflect the health status of the Lekwa LM population:

75.5%	77.3%	74.1%
<ul style="list-style-type: none"> • 2021/22 < 1 year immunisation rate • Proportion of children <1 year who complete their primary course of immunisation 	<ul style="list-style-type: none"> • 2021/2022 • Proportion of children 1 year who received measles 2nd dose, as proportion of the 1 year population 	<ul style="list-style-type: none"> • 2021/22 TB client treatment success rate • The percentage of TB clients cured plus those who completed treatment
75.3%	15.2%	270
<ul style="list-style-type: none"> • 2021/22 maternal mortality in facility per 100 000 live births • Death resulting from childbearing 	<ul style="list-style-type: none"> • 2021/22 infant mortality rate per 1000 live births • Number of children <1 year who die 	<ul style="list-style-type: none"> • COVID-19 related fatalities in-facility between June 2020 & June 2022

Figure 14: Health indicators in Lekwa. Source: Mpumalanga Department of Health, 2022

HIV Prevalence

The graph below shows the HIV prevalence amongst 15-24 year olds for the period 2020 – 2022. In April 2020 to March 2021, 157 15–24-year-olds tested positive for HIV in Lekwa Local Municipality. This increased to 195 between April 2021 to March 2022. The graph indicates that HIV prevalence is increasing in the municipality amongst 15-25 year olds. This age group is typically in high school, tertiary institutions and young professionals. It is thus imperative to carry out awareness programmes on the dangers of unprotected sexual relations.

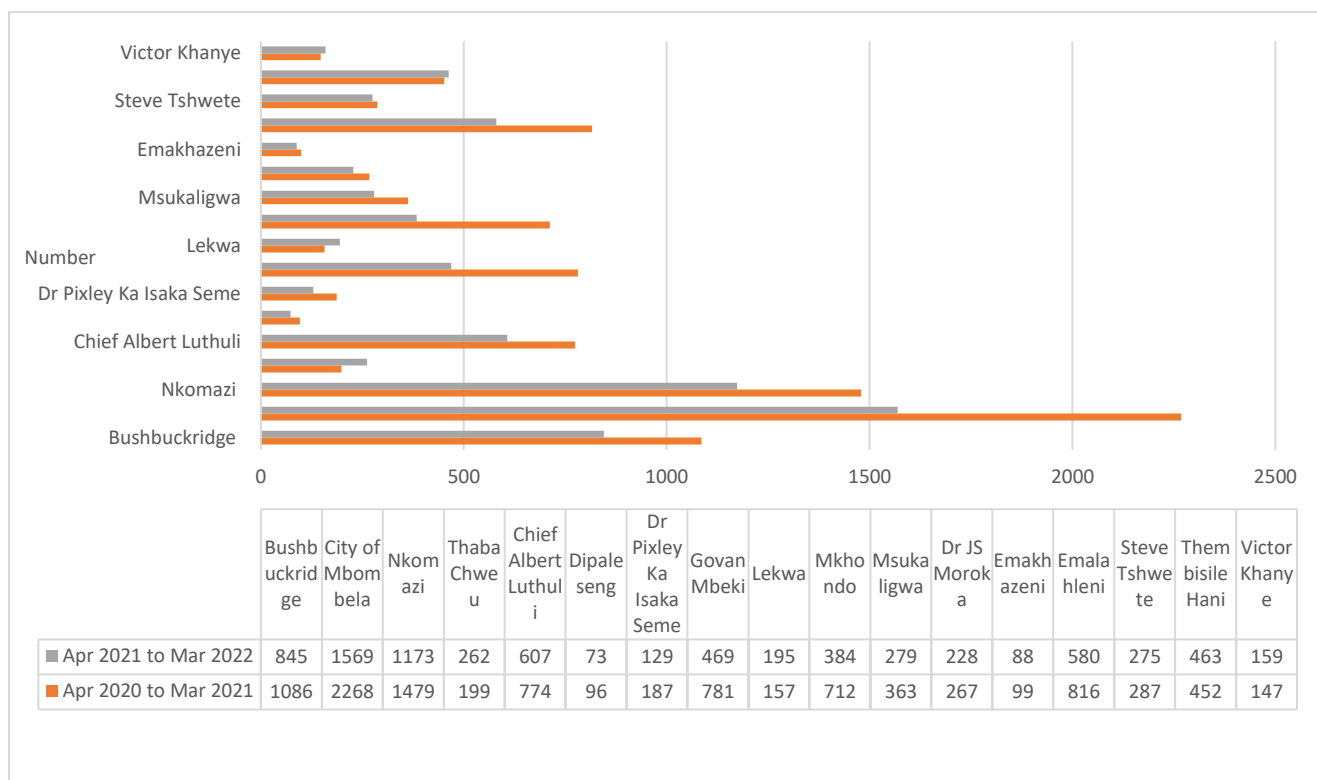


Figure 15: HIV Prevalence amongst 15-24 year olds, 2022/21 and 2021/2022. Source: Mpumalanga Department of Health, 2022

Disability

A person is regarded as having a disability if they reported any of the following degrees of difficulty in the six functional domains, namely seeing, hearing, communicating, walking/climbing stairs, remembering or concentrating and self-care:

- A person who reported “some difficulty” in at least two domains of functioning.
- A person who reported “a lot of difficulty” in any of the six domains of functioning.
- A person who reported “cannot do at all” in any of the six domains of functioning.

The table below indicates the extent of disability in Lekwa Local Municipality for 2022. The dominating disability is seeing as 10 881 of the population have difficulty seeing. Self-care is the least at 1 619.

Disability	Some difficulty	A lot of difficulty	Cannot do at all	Total
Seeing	8 999	1 763	119	10 881
Hearing	2 962	550	78	3 590
Communication	1 685	295	115	2 095
Walking	2 604	793	201	3 598
Remembering	2 467	499	79	3 045
Self-care	1 142	327	150	1 619

Table 17: Extent of disability in Lekwa Municipality, 2022. Source: Stats SA - Census 2022

According to Census 2022, 13 307 people in Lekwa use eye glasses followed by 2 052 of persons using walking sticks/ frames. The large use of eye glasses could be attributed to the rapid use of electronic devices such as laptops and cell phones. The use of wheelchairs is recorded at 925 and prosthesis/ artificial limb at 929.

Municipality	Eye glasses	Hearing aid	Walking stick or frame	A wheelchair	Prosthesis /artificial limb	Other assistive devices	Total

Gert Sibande	90 013	12 516	21 876	9 040	9 504	9 253	117 978
Chief Albert Luthuli	11 644	2 351	5 599	1 917	2 289	2 061	18 260
Msukaligwa Local	15 058	1 809	2 952	1 232	1 346	1 122	18 792
Mkhondo Local	9 125	2 113	4 102	1 728	1 837	2 049	15 467
Dr Pixley Ka Isaka Seme	7 438	1 173	2 168	841	797	934	10 273
Lekwa	13 307	1 317	2 052	925	929	949	15 634
Dipaleseng	3 079	394	620	297	227	206	3 788
Govan Mbeki	30 362	3 359	4 382	2 099	2 078	1 932	35 763

Table 18: Use of assistive devices by people with disabilities by local municipality in GSDM, 2022. Source: Stats SA – Census 2022

Challenges experienced by persons living with disability

- **Physical Inaccessibility:** Many public spaces, transportation systems, and buildings in South Africa lack the necessary infrastructure to accommodate individuals with disabilities. Inaccessible environments restrict their mobility and participation, preventing them from enjoying basic rights and opportunities.
- **Discrimination and Stigma:** Negative attitudes, misconceptions, and discrimination towards people with disabilities persist in South African society. This stigma can lead to social isolation, limited educational and employment opportunities, and unequal treatment in various aspects of life.
- **Limited Access to Education:** People with disabilities often face challenges in accessing quality education. Inadequate support and accommodations can hinder their learning, perpetuating inequality and limiting their future prospects.
- **Unemployment and Underemployment:** The unemployment rate among individuals with disabilities is disproportionately high. Stereotypes about their capabilities and the lack of accessible work environments contribute to their exclusion from the labor market.
- **Inadequate Healthcare Services:** Access to healthcare services for individuals with disabilities can be limited, leading to unmet medical needs and reduced overall well-being.

Inkazimulo Stimulation Centre – Seriti CSI Project

The table below reflects the Seriti's New Denmark Colliery CSI project for the construction of the Inkazimulo Stimulation Centre in Standerton. The Centre is a non-profit organization which was established in 1993 to provide a holistic and complete continuum of care for people living with disabilities including epilepsy, down syndrome, and autism. They provide this service within the Lekwa municipality, in Standerton. Seriti is building a new centre for the organization as the current centre is in a bad condition. The mining company acquired land and are currently busy constructing the new centre.

Project	Stage of implementation	Intergovernmental support?	Funding Source
Inkazimulo Stimulation Centre	Construction	Yes – support from Department of Social Development as the it is a special kids needs school	Seriti CSI – Corporate Social Investment

The table below indicates various support programmes provided by the Department of Social Development within Lekwa Local Municipality. The aim of these programmes is to aid marginalized groups.

Table 19: Support Programmes for various groups, Department of Social Development

CARE AND SUPPORT SERVICES TO OLDER PERSONS

Name of Organization	Programme	Ward	Target	Amount Funded
Vukuzimele Club for the Aged	<ul style="list-style-type: none"> ▪ Community based care ▪ Home community-based care services 	6	<ul style="list-style-type: none"> ▪ 70 older persons in community-based care services ▪ 50 home community-based care services 	R400 920
Siyathuthuka Aged Club	Community based care	15	50 older persons	R157 800
Masizenzele Aged Group	<ul style="list-style-type: none"> ▪ Community based care ▪ Home community-based care services 	14	<ul style="list-style-type: none"> ▪ 45 older persons in community-based care services ▪ 45 home community-based care services 	R304 020
Kopano Kematla Service centre	Community based care	12	70 older persons in community-based care services	R220 920
CARE AND SUPPORT SERVICES TO PERSONS WITH DISABILITIES				
Inkazimulo kaNkulunkulu Stimulation centre	Partial care services	3	100 - Partial care service	R624 613
Ithemebhile Protective workshop	Community based care services	3	25 people with disabilities	R 90 000
Mthunzini protective workshop	Community based care services	14	25 people with disabilities	R90 000
CHILD CARE AND PROTECTION SERVICES				
Sithembinkosi Drop-in centre	Psychosocial support services	14	60 orphans, vulnerable children and	409 362
Ekukhanyeni Drop in centre	Psychosocial support services	4	60 orphans, vulnerable children and	490 962
Sinenjabulo Drop-in centre	Psychosocial support services	6	60 orphans, vulnerable children and	429 762
Sakhisizwe Social Responsibility	Psychosocial support services	4	340 orphans, vulnerable children and	957 500
George Hof Meyer Child and Youth Care Centre	Residential care services	10	46	Government institution
SAVF Child and Family Care	Social work services	10	1 Senior Social worker 1 Social worker	R566 520
Tutela Family Care	Social work services	10	3 Social workers	R705 780
CARE AND SERVICES TO FAMILIES				
Savf Family Crisis Centre	Care and services to families	10	Care Giver and 1 Social Worker	R482 337

Savf Women's Group	Care and services to families	10	Programme Funding	R60 000
COMMUNITY DEVELOPMENT				
Sub Programme: Youth and Women Development				
Sivukile Youth Development Centre	Youth development	14	1200	R381 120
Sakhile Youth Development Centre	Youth development	5	1200	R0
Nqubeko Youth Development Centre	Youth development	15	1200	R0
COMMUNITY DEVELOPMENT				
Sub Programme: Youth Development and Women Development				
EPWP	Youth development	14, 5 AND 15	15	R429 102
Youth In National Youth service program	Youth development	15 and 5	40	R16 000
Sub Programme: Poverty Alleviation and Sustainable Livelihood				
Poverty Reduction initiatives	Poverty Alleviation initiatives		02	R162000

What does this mean for Lekwa Local Municipality (Implications for service delivery)?

The municipality needs to invest in disability inclusive infrastructure. Services rendered by the municipality should also make provision for disabilities. This includes schools for persons living with disability. Community halls should have ramps for those who cannot walk, provision of walkways that accommodate wheelchairs, access to parks, signboards for those struggling with remembering, communication should be in the form of brail letters and loud hailing to accommodate those who cannot see or communicate. The following measures should be pursued to improve community and health services in the region: 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. Coordinate among health care services, feeding, spiritual care, education in order to ensure effective recovery and rehabilitation services. Provide counselling to affected persons and establish medical posts. Identify and record injured persons and arrange for immediate treatment. Mobilize clinic personnel and establish mobile clinics.

4.5 FACTORS CONTRIBUTING TO POPULATION CHANGE

Migration

Migration refers to the movement of people to a new area for better living conditions including work, services, and any other opportunities. In-migration means people are moving into the municipality and out-migration means people are leaving the municipality. In 2022, 1014 persons migrated from KwaZulu-Natal and 902 persons from Gauteng into Lekwa Local Municipality. This indicates that most of the people flocking into the municipality are from Kwazulu-Natal and Gauteng. This could also be attributed to the fact the Lekwa is on the border of Kwazulu-Natal and Gauteng.

Municipality	WC	EC	NC	FS	KZN	NW	GP		MP	LP	Outside South Africa	Do not know	Un-specified	N/A	Total Pop
Gert Sibande	552	2 246	329	1 918	8 974	649	7 974		1 219 149	1 891	5 436	42	25 000	9 300	1283459
Chief Albert Luthuli Local Municipality	35	89	7	34	723	28	1 248		237 190	233	1 076	8	5 796	1 199	247664
Msukaligwa Local Municipality	83	157	166	184	1 622	94	1 157		189 631	349	829	11	3 689	1 342	199314
Mkhondo Local Municipality	17	41	3	40	1 485	35	802		244 715	102	779	8	5 384	2 001	255411
Dr Pixley Ka Isaka Seme Local Municipality	46	43	17	71	838	36	828		109 568	64	233	5	2 602	955	115304
Lekwa Local Municipality	98	174	34	477	1 014	100	902		112 779	233	418	8	2 114	1 316	119669
Dipaleseng Local Municipality	51	91	39	210	276	53	727		33 484	69	146	-	621	214	35980
Govan Mbeki Local Municipality	222	1 651	64	902	3 015	304	2 310		291 781	842	1 955	2	4 795	2 273	310117

Table 20: Migration status by province/area of previous residence, 2022. Source: Stats SA - Census 2022

Age-sex composition of Migrants, 2022

According to Census 2022, a large portion of migrants within Lekwa are males between the age of 18-34. This can be attributed to 18-34 years migrating to Lekwa to study at the Gert Sibande TVET College and job opportunities available in the community services, finance, trade and mining sectors.

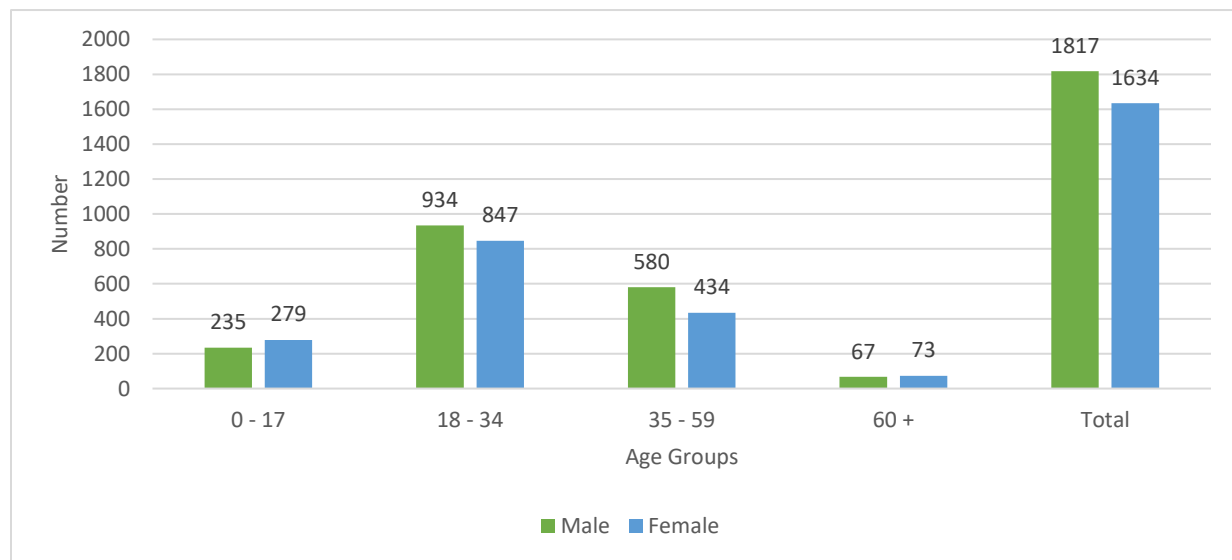


Figure 16: Age-sex composition of migrants, 2022. Source: Stats SA - Census 2022

Reasons for migration

A large portion of people in Gert Sibande mainly migrate to be or closer to a spouse as is recorded at 22,5%. This is followed by job transfers and new job opportunities at 14,9%. Looking for paid work is also a big reason for migration including education.

Reasons	Gert Sibande	Nkangala	Ehlanzeni	MP
Divorce/separation	1,3	1,0	1,4	1,2
Education	11,2	9,7	6,5	9,1
Better services	2,3	3,0	2,6	2,7
Health	1,0	1,0	1,3	1,1
High levels of crime	0,4	0,4	0,7	0,5
Job loss/retrenchment/contract ended	2,2	1,1	1,4	1,5
Job transfer/take up new job opportunity	14,9	11,9	12,9	12,8
Look for paid work	11,3	15,1	11,1	13,1
Relocation of household	8,4	8,1	6,8	7,8
Moving to be with or be closer to spouse	22,5	18,7	26,9	21,9
New dwelling for household	0,6	0,9	1,2	0,9
Other business reason	0,8	1,3	0,8	0,9
Political instability/religious conflict/persecution	0,2	0,2	0,3	0,2
Retirement	0,1	4	2	0,3
Start a business	0,9	0,7	0,4	0,6
Other	4,4	5,3	3,7	4,6

Table 21: Reasons for migration

Fertility

Teenage pregnancy is a serious social, economic, and health problem in South Africa. The issue is still a major contributor to maternal and child mortality, ill-health, and poverty. The duration between sexual debut and first pregnancy is very short in South Africa, usually a year. Approximately 347 teenage deliveries were recorded in Lekwa in the 2023/2024 financial year. The number decreased from 472 in 2020/2021 and 378 as was recorded for the 2021/22 financial year. The decrease in teenage pregnancy is a positive trend as this means that more children are in school and not dropping out due to teenage pregnancy. This ultimately results in better prospects for the children if they are in school and not disturbed by having to raise a child.

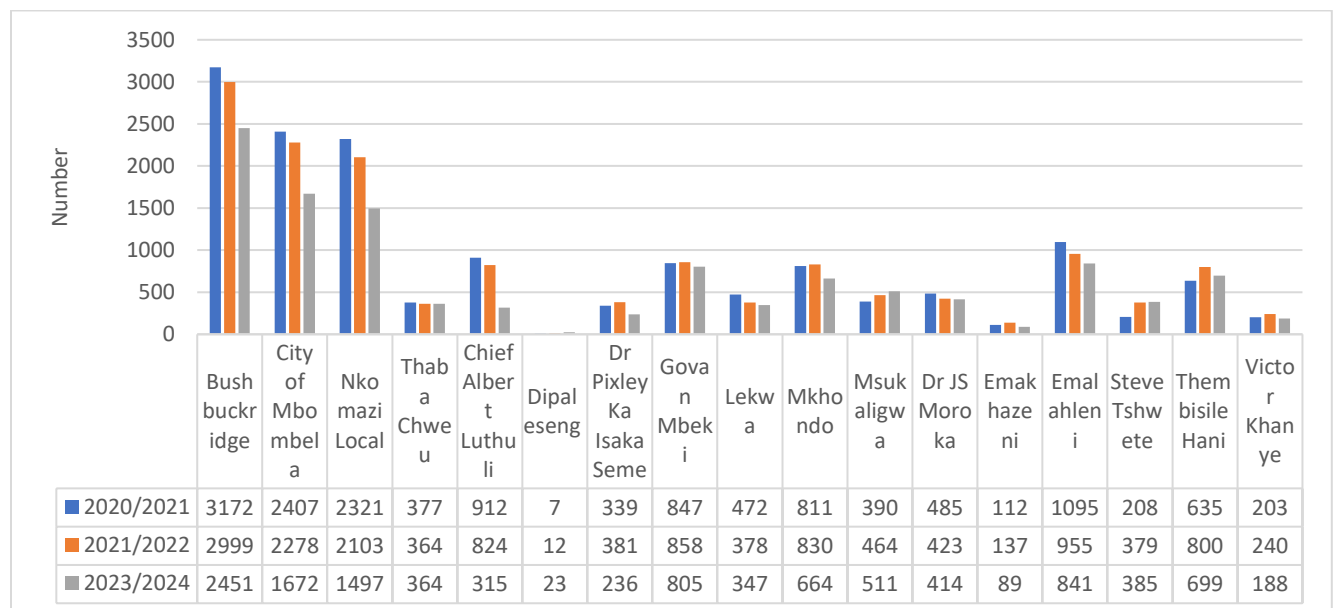


Figure 17: Teenage deliveries in MP Health Facilities, 2020/2021, 2021/2022 & 2023/2024 Source: Mpumalanga Department of Health, 2023/2024

Deliveries by children aged 10-14 years

According to the Mpumalanga Department of Health, in the period between 2020/21 to 2021/2022 there were eight (8) deliveries made by children aged 10-14 years between April 2020 and March 2021. This is a positive indicator as it means that less children between the ages of 10 and 14 are having children of their own. More interventions are required in the form of programmes to ensure that the number decreases until zero.

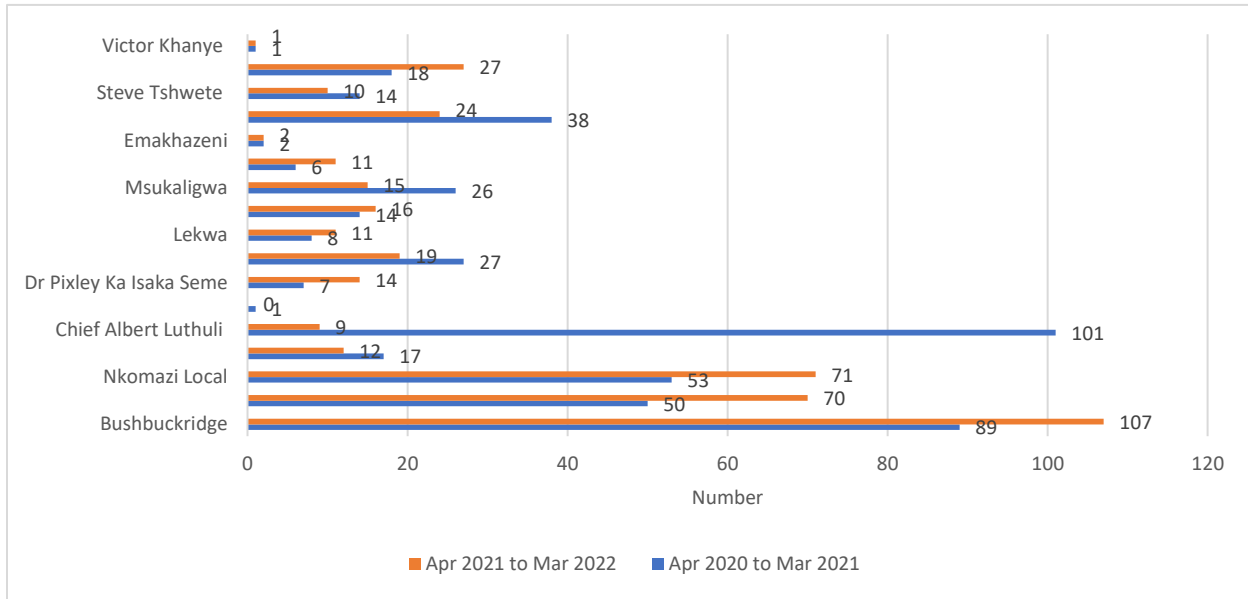


Figure 18: Deliveries by children aged 10-14 years, 2020/2021 - 2021/2022. Source: Mpumalanga Department of Health, 2022

Deliveries by children aged 10-19 years, April to September 2023

Local Municipality	Delivery by 10-14 Year Olds	Delivery by 15-19 Year Olds	Total
Govan Mbeki	13	447	460
Mkhondo	12	318	330
Msukaligwa	5	285	290
Lekwa	7	174	181
Dr Pixley Ka Isaka Seme	1	107	108
Chief Albert Luthuli	9	31	40
Dipaleseng	0	8	8

Table 22: Deliveries by children aged 10-19 years, April to September 2023. Source: Mpumalanga Department of Health, 2023

Mortality

Mortality refers to the state of being subject to death or the number of deaths in each area or period from a particular cause. In Lekwa childbearing is a large contributor to mortality within the municipality. Approximately 270 fatalities were linked to Covid-19 between June 2020 and June 2022.

75.3	15.2	270
<ul style="list-style-type: none"> 2021/22 maternal mortality in facility per 100 000 live births Death resulting from childbearing 	<ul style="list-style-type: none"> 2021/22 infant mortality rate per 1000 live births Number of children <1 year who die 	<ul style="list-style-type: none"> Covid-19 related fatalities in-facility between June 2020 and June 2022.

Figure 19: Mortality in Lekwa Local Municipality, SERO Report 2022

What does this mean for Lekwa Local Municipality (Implications for service delivery)?

Factors contributing to population change include migration, fertility and mortality. The municipality should plan for the large number of migrants moving into the municipality that will need basic service delivery. The number of births recorded amongst children and teenagers is still of great concern and indicates the need for programmes to educate teenagers on the consequences of sexual intercourse. The transversal unit must partner with the Department of Health to develop awareness programmes. The Disaster Management Plan should also include pandemics such as Covid.

4.6 HOUSEHOLD SERVICES

Basic services such as electricity, water, sanitation, refuse and waste removal are considered critical for the improvement of people's quality of life, and adequate supplies of basic services are also necessary to ensure life, well-being, and human dignity (Stats SA 2017). Access to basic services is assessed at a household level. An overview of households within Mpumalanga Province, Gert Sibande and Lekwa LM access to basic services is described in this section. South Africa's policy framework for basic services is aimed at the rights of all citizens to basic services, including access to water and sanitation, energy and waste services. South Africa has itself a target of achieving access to improved drinking water services to all its citizens.

In general, there has been some good improvement with household services in Lekwa between 2011 and 2022 according to Census 2022 of Stats SA, however, challenges remain especially in terms of informal dwellings and refuse removal. Lekwa ranks 9th highest/best in Mpumalanga in the *Out of Order* municipal rankings by News24 in October 2021 and scored 48/100. Lekwa was 1 of 6 Municipalities in Mpumalanga that featured on National COGTA's list of 66 dysfunctional municipalities in 2023.

Name	Census 2011	Census 2022
Formal dwellings	72,4%	88,0%
Flush toilets connected to sewerage	66,0%	73,2%
Weekly refuse disposal service	63,6%	66,8%
Access to piped water in the dwelling	44,3%	56,5%
Electricity for lighting	83,4%	91,8%

Table 23: Basic service delivery statistics for Lekwa, 2022. Sources: Stats SA - Census 2022

The share of households in informal dwellings is recorded at 9.5%, which is an improvement from the 23.9% in 2011. In 2022, 3.6% of the share of households were without access to piped water, which was a deterioration from 2.4% in 2011. Approximately 1.9% of households did not have access to sanitation (toilets) in 2022, this is an improvement from the 4.1% in 2011. 20.9% of households were without refuse removal by the local authority, a deterioration from 17.0% in 2011. In 2022, 5.2% of households did not have electricity, this improved from 11.2% in 2011.

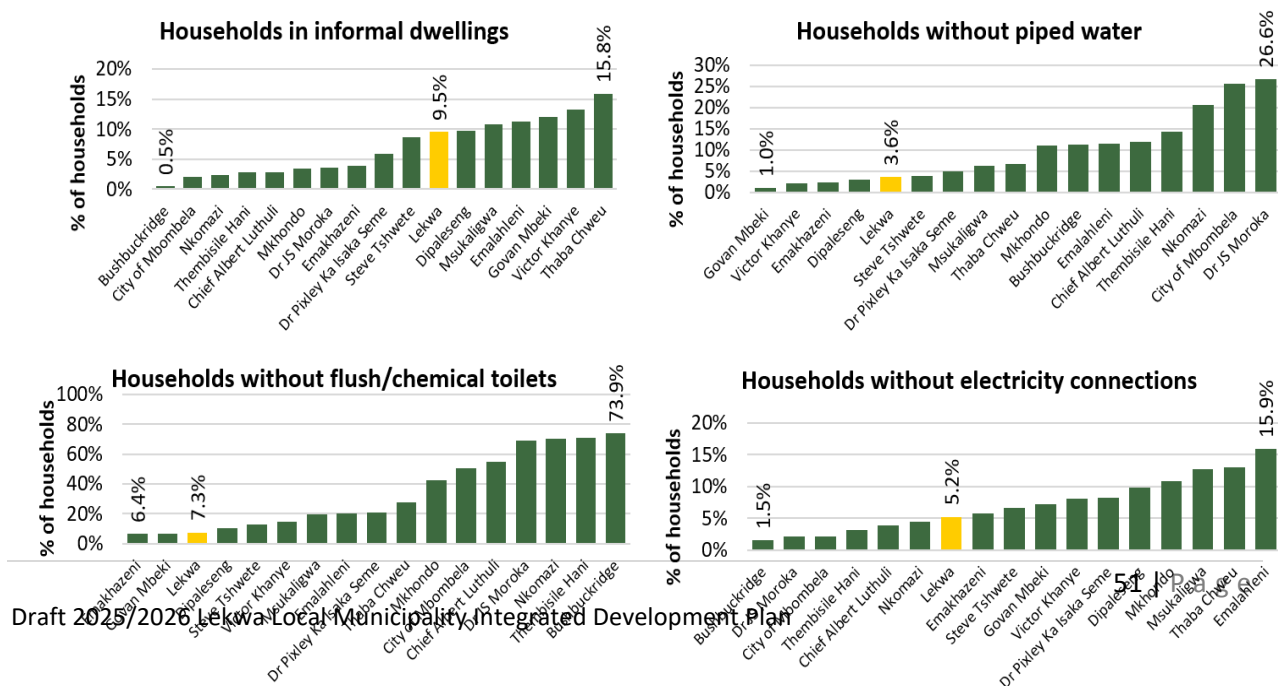


Figure 20: Household services performance of Lekwa, 2022. Source: Stats SA - Census 2022

Informal dwelling

The number of informal dwellings declined/improved from 7 414 to 3 669 between 2011 and 2022 – an improvement of 3 745 households. Despite the improvement, 9.5% of households still lived in informal dwellings. This can be attributed to new developments such as Extension 8.

Local Municipal Area	Number of households in informal dwellings		Share of total households	
	2011	2022	2011	2022
Chief Albert Luthuli	2 857	1 823	6.0%	2.9%
Msukaligwa	5 715	7 354	14.0%	10.8%
Mkhondo	1 150	1 970	3.1%	3.4%
Dr Pixley Ka Isaka Seme	1 448	1 935	7.3%	5.9%
Lekwa	7 414	3 669	23.9%	9.5%
Dipaleseng	3 985	1 273	31.5%	9.7%
Govan Mbeki	23 365	12 567	27.9%	12.1%

Table 24: Informal dwelling number and share, 2011 & 2022. Source: Stats SA - Census 2011 & 2022

Piped water

In 2022, 37 206 households had access to piped water, either in the house, yard or through a communal tap. This 96.4% access was lower/worse than in 2011 & 1 377 or 2.4% of households still without access to piped water in 2022. Areas such as Ext. 2, Phalama, Cross Road etc. have been without water for more than five years. These areas should be prioritized and more water related infrastructure projects should be invested in.

Local Municipal Area	Number of households without access		Share of total households	
	2011	2022	2011	2022
Chief Albert Luthuli	8 690	7 511	18.2%	11.9%
Msukaligwa	3 841	4 301	9.4%	6.3%
Mkhondo	8 039	6 433	21.5%	11.0%
Dr Pixley Ka Isaka Seme	1 410	1 653	7.1%	5.0%
Lekwa	731	1 377	2.4%	3.6%
Dipaleseng	688	380	5.4%	2.9%
Govan Mbeki	885	1 061	1.1%	1.0%

Table 25: Piped water backlog number and share, 2011 & 2022

Access to sanitation

Ensuring access to basic functional sanitation is a critical development priority for South Africa as it promotes the well-being of communities. According to the Census 2022, Community Survey 2016 and Census 2011, the number of flushing and chemical toilet facilities in Lekwa LM saw an increase from 2011 at 86.6% to 92.7% in 2022. In 2022, there were still 2 834 households without a flush/chemical toilet and 724 of households without any toilet facility. Pit latrines were significantly higher in Gert Sibande DM than in the Lekwa LM at 19.2% compared to 3.9%

Local Municipal area	Number of households without flush/chemical toilets		Share of total households	
	2011	2022	2011	2022
Chief Albert Luthuli	36 959	34 574	77.5%	54.6%
Msukaligwa	10 788	13 254	26.4%	19.5%
Mkhondo	20 812	24 753	55.6%	42.3%
Dr Pixley Ka Isaka Seme	6 789	6 749	34.2%	20.5%

Lekwa	4 171	2 834	13.4%	7.3%
Dipaleseng	2 846	1 323	22.5%	10.1%
Govan Mbeki	7 604	6 958	9.1%	6.7%

Table 26: Toilet provision in 2011 & 2022. Source: Stats SA - Census 2011 & 2022

Toilet backlog

Approximately 1 280 (4.1%) households in 2011 did not have access to a toilet. This decreased to 724 (1.9%) households in 2022. The toilet backlog is mostly in rural wards 9, 12 and 13. The households still dig holes and uses that as toilets. More projects should be done for the installation of toilets especially in the rural wards.

Local Municipal Area	Number of households without toilets		Share of total households	
	2011	2022	2011	2022
Chief Albert Luthuli	2 476	1 287	5.2%	2.0%
Msukaligwa	1 987	1 195	4.9%	1.8%
Mkhondo	4 823	2 273	12.9%	3.9%
Dr Pixley Ka Isaka Seme	907	863	4.6%	2.6%
Lekwa	1 280	724	4.1%	1.9%
Dipaleseng	766	217	6.1%	1.7%
Govan Mbeki	1 519	1 102	1.8%	1.1%

Table 27: Toilet backlog 2011 & 2022. Source: Stats SA - Census 2011 & 2022

Electricity

Energy is required for cooking, heating and lighting purposes. Individuals' access to different energy sources for cooking, heating, and lighting purposes is significant, as the burning of fuel sources such as wood, coal, and/ or animal dung over extensive periods of time could result in negative health impacts for household members.

The share of households connected to electricity improved to a level of 94.8% in 2022, however, 2 003 households were still not connected to electricity at all. The Census 2022 indicated that majority of households in Lekwa LM (75.6%) and Gert Sibande DM (61.4%) use electricity as their main source for cooking. Similarly, the majority of households in Lekwa LM (94.8%) AND Gert Sibande DM (91.8%) use electricity as their main source for lighting.

Local Municipal area	Number of households not connected		Share of total households	
	2011	2022	2011	2022
Chief Albert Luthuli	5 868	2 470	12.3%	3.9%
Msukaligwa	10 315	8 695	25.2%	12.8%
Mkhondo	12 315	6 333	32.9%	10.8%
Dr Pixley Ka Isaka Seme	2 877	2 698	14.5%	8.2%
Lekwa	3 480	2 003	11.2%	5.2%
Dipaleseng	2 098	1 286	16.6%	9.8%
Govan Mbeki	7 884	7 447	9.4%	7.2%

Table 28: Electricity backlog 2011 & 2022. Source: Stats SA - Census 2011 & 2022

Refuse removal

The share of households with no refuse collection by local authorities deteriorated from 17.0% in 2011 to 20.9% in 2022. In 2022, 8 061 households still lacked regular refuse removal. The decrease in refuse removal could be due to the increase in population and areas expanding while municipal resources (refuse trucks) are still the same number.

Local Municipal area	Number of households with no weekly/less often refuse removal	Share of total households with no weekly/less often refuse removal
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	2011	2022	2011	2022
Chief Albert Luthuli	38 641	41 919	79.6%	66.2%
Msukaligwa	14 072	16 854	34.4%	24.8%
Mkhondo	24 893	29 663	65.0%	50.7%
Dr Pixley Ka Isaka Seme	7 395	9 058	37.0%	27.5%
Lekwa	5 435	8 061	17.0%	20.9%
Dipaleseng	2 332	1 941	18.3%	14.8%
Govan Mbeki	6 775	13 030	7.7%	12.5%

Table 29: Refuse removal 2011 & 2022. Source: Stats SA - Census 2011 & 2022

Indigent support

The primary objective of the Indigent Programme is to alleviate poverty among residents who are unable to afford basic day to day municipal services. This is done by availing such services to them free of charge. Lekwa has 1 420 households on the indigent register.

Area	Indigent households identified	Water	Electricity	Sewerage and sanitation	Solid waste management
Chief Albert Luthuli	808	635	808	635	635
Msukaligwa	6 006	6 006	6 006	6 006	6 006
Mkhondo	1 837	1 837	1 837	1 837	1 837
Dr Pixley Ka Isaka Seme	1 250	1 250	1 250	1 250	1 250
Lekwa	1 420	1 420	1 025	1 420	1 420
Dipaleseng	375	375	375	375	375
Govan Mbeki	1 420	1 420	1 025	1 420	1 420

Source: Stats SA – Non-financial Census 2021 (the 0 is reflecting what was submitted by some of the Municipalities to Stats SA)

Blue Drop Risk Rating

The Blue Drop Risk Rating is a tool developed by the Department of Water and Sanitation to manage risks associated with the drinking water service provision. According to the Blue Drop Progress Report 2022, the Morgenzon WSS falls in the low-risk category and the Standerton WSS falls in the medium-risk category. According to the *Blue Drop Report 2023*, Lekwa received a “high” Blue Drop Risk Rating (BDRR). The BDRR deteriorated from “medium” in 2022 to “high” in 2023 & was the 3rd highest in Mpumalanga. 1 of the 2 water supply system held a “medium” risk, & 1 a “high” risk.

Area	Year		Trend	Number of water supply systems per risk category 2023			
	2022	2023		2022-2023	Low risk	Medium risk	High risk
Chief Albert Luthuli	63.9%	78.5%		-	-	7	1
Msukaligwa	52.3%	76.3%		-	1	4	-
Mkhondo	37.9%	44.4%		3	2	-	-
Dr Pixley Ka Isaka Seme	59.1%	56.8%		1	2	1	-
Lekwa	60.5%	80.9%		-	1	1	-
Dipaleseng	97.0%	100.0%		-	-	-	1
Govan Mbeki	40.8%	32.4%		1	-	-	-
Mpumalanga	54.8%	54.0%		52	16	23	9
South Africa	52.3%	47.2%		577	184	102	95

BDRR categorisation

Low	Medium	High	Critical
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<50%	50% - <70%	70% - <90%	90% - 100%
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Source: Blue Drop Report Mpumalanga 2023 – Department Water & Sanitation, 2023

Green Cumulative Risk Rating

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. According to the *Green Drop Progress Report 2023*, Lekwa received a “high” Cumulative Risk Rating (CRR). The CRR improved from “critical” to “high” between 2022 and 2023 and was the 7th highest/worst among the municipal areas. Both waste water treatment works held a “high” risk.

Area	Year		Trend	Number of waste water treatment works per risk category 2023			
	2022	2023		2022-2023	Low risk	Medium risk	High risk
Chief Albert Luthuli	94.4%	100%		-	-	-	5
Msukaligwa	93.7%	91%		-	-	3	4
Mkhondo	62.8%	67%		-	2	-	-
Dr Pixley Ka Isaka Seme	92.9%	83%		-	-	4	1
Lekwa	94.8%	84%		-	-	2	-
Dipaleseng	95.6%	100%		-	-	-	3
Govan Mbeki	60.7%	70.0%		1	1	4	-
Mpumalanga	74.1%	80.4%		4	14	36	24
South Africa	70.1%	76.5%		74	217	298	278

GDRR categorisation

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

Source: Green Drop Progress Report 2023 – Department Water & Sanitation, 2023

No Drop Score

The No Drop report assesses the efficiency of drinking water distribution systems in municipalities, measuring water use and management. It focuses on water loss and non-revenue water across municipalities nationwide. According to the *No Drop Report 2023*, Lekwa received a “critical” No Drop categorisation in 2021/22. Lekwa’s weighted No Drop score was the joint lowest/worst among the municipal areas.

Area	Water Conservation/Water Demand Management Strategy	Asset Management	Technical Skills	Compliance & Performance	Weighted No Drop Score 2021/22	Ranking
Chief Albert Luthuli	0%	0%	0%	0%	0%	
Msukaligwa	17%	40%	40%	40%	35%	
Mkhondo	66%	0%	60%	20%	43%	
Dr Pixley Ka Isaka Seme	15%	40%	60%	0%	17%	
Lekwa	0%	0%	0%	0%	0%	
Dipaleseng	0%	0%	0%	0%	0%	
Govan Mbeki	15%	0%	60%	48%	35%	
Victor Khanye	60%	0%	80%	24%	53%	
Emalaheni	70%	40%	20%	42%	62%	
Steve Tshwete	45%	40%	0%	54%	43%	
Emakhazeni	10%	0%	0%	0%	5%	

Thembisile Hani	46%	0%	0%	34%	42%	
Dr JS Moroka	28%	0%	0%	20%	20%	
Thaba Chweu	15%	0%	50%	22%	19%	
Nkomazi	76%	40%	80%	49%	73%	
Bushbuckridge	24%	0%	20%	6%	15%	
City of Mbombela	80%	0%	80%	38%	67%	

No Drop categorisation

Critical	Poor	Average	Good	Excellent
0% to <31%	31% to <50%	50% to <80%	80% to <90%	90% to 100%

Source: No Drop Report National 2023 - Department of Water & Sanitation, 2023

What does this mean for Lekwa Local Municipality (Implications for service delivery)?

The household service statistics indicate that the municipality still has extensive work to be done on the provision of water. The blue drop report indicates that the municipality needs to invest more in the water treatment plant and ensure that proper maintenance is done and safe drinking water provided to all wards. Although informal dwellings have decreased, the municipality still needs to create townships to accommodate the increasing population.

4.7 ECONOMIC LANDSCAPE

Over the period 1996 to 2022, the economic growth rate for Lekwa was 1.5% p.a., & 2.5% p.a. between 2019 & 2022. The Lekwa economy expanded in 2019 with growth of 3.5%, contracted by 2.5% in 2022 & is expected to expand by 5.1% in 2023. The estimated average annual GDP growth between 2023 & 2027 for Lekwa is 3.2% p.a. In 2022, the size of the economy was estimated at R19.6 billion in current prices & R12.5 billion in constant 2015 prices. In 2022, the four largest industries (community services, finance, trade, & manufacturing) contributed 61.9% to the economy of Lekwa. Lekwa holds comparative advantages in agriculture, mining, & utilities. In 2019, tourism spend totalled R621 million or equal to 4.2% of the district's GDP in current prices. By 2022, it declined to R544 million, which was equal to 2.8% of the district's GDP in current prices.

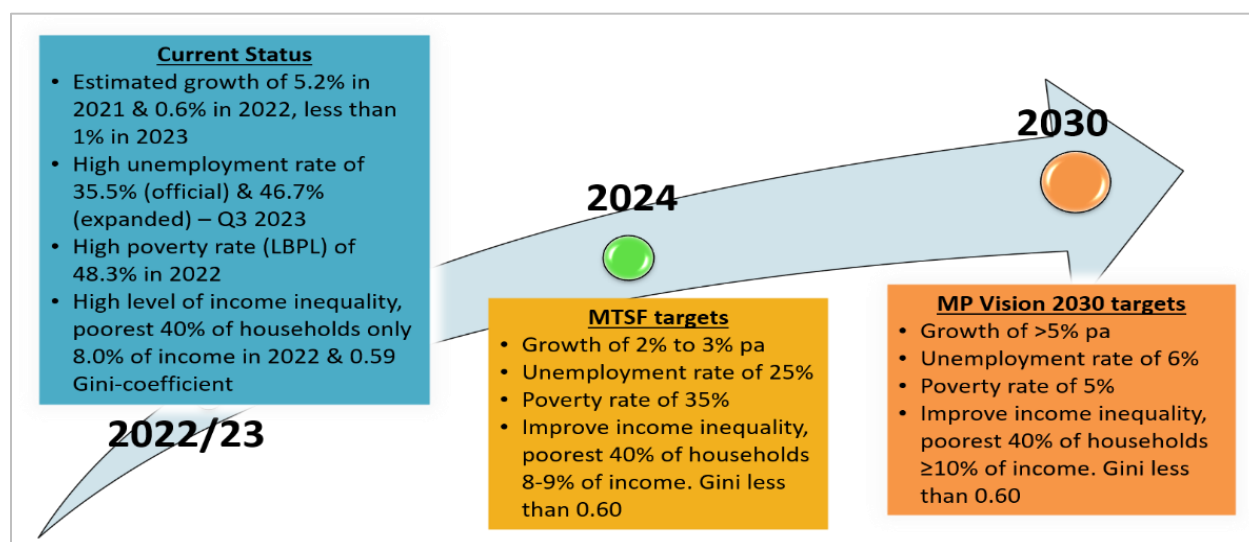


Figure 21: Mpumalanga economic targets and status

Lekwa Economy

Lekwa was the leading contributor to the district's agriculture and utilities industries. It also made significant contributions to the district's trade industry. Tourism declined from 4.2% in 2019 to 2.8% which indicates that the municipality is not developing or investing in the tourism industry.

3.8%	1.6%	2.1%
<ul style="list-style-type: none"> • Contribution to provincial economy in 2023 (constant prices) – 7th largest in MP • 14.1% contribution to the district economy (3rd largest & dominant in agriculture % electricity) 	<ul style="list-style-type: none"> • Average annual economic growth 1996-2023 • R21 billion economy • 2nd slowest in the district • Below the provincial average growth 	<ul style="list-style-type: none"> • Average annual economic growth 2019-23 • 3rd fastest in the district • Competing with Msukaligwa to be no 6 in the province
3.3%	57.1%	4.0%
<ul style="list-style-type: none"> • Estimated average annual growth 2024-28 • 2nd fastest in the district • Higher than MP average 	<ul style="list-style-type: none"> • Contribution by 4 largest industries in 2023 (constant prices) • Diverse economy 	<ul style="list-style-type: none"> • Total tourism spend as % of GDP 2023 (R800 mil) • Declined however, from 4.2% in 2019

Figure 22: Key economic indicators in Lekwa. Source: S&P Global - ReX, October 2024

Structure of the economy in Lekwa

The economy of Lekwa consists of nine (9) industries with community services being the largest at 21.4% in 2022. This is followed by finance at 14.5% and trade at 13.7%. Construction contributes the least at 1.8% in 2022. In 2019, the mining industry was the second largest contributor at 14.7% but decreased to 11.4% in 2022. The decrease in the contribution of the mining industry can be linked to when Seriti acquired the colliery from Anglo American in 2018. Utilities also contracted from 10.3% in 2019 to 8.6% in 2022 which could be attributed to Thuthuka Power Station not operating at full capacity. The figures below indicate that community services, finance and trade are the dominating industries within Lekwa Local Municipality.

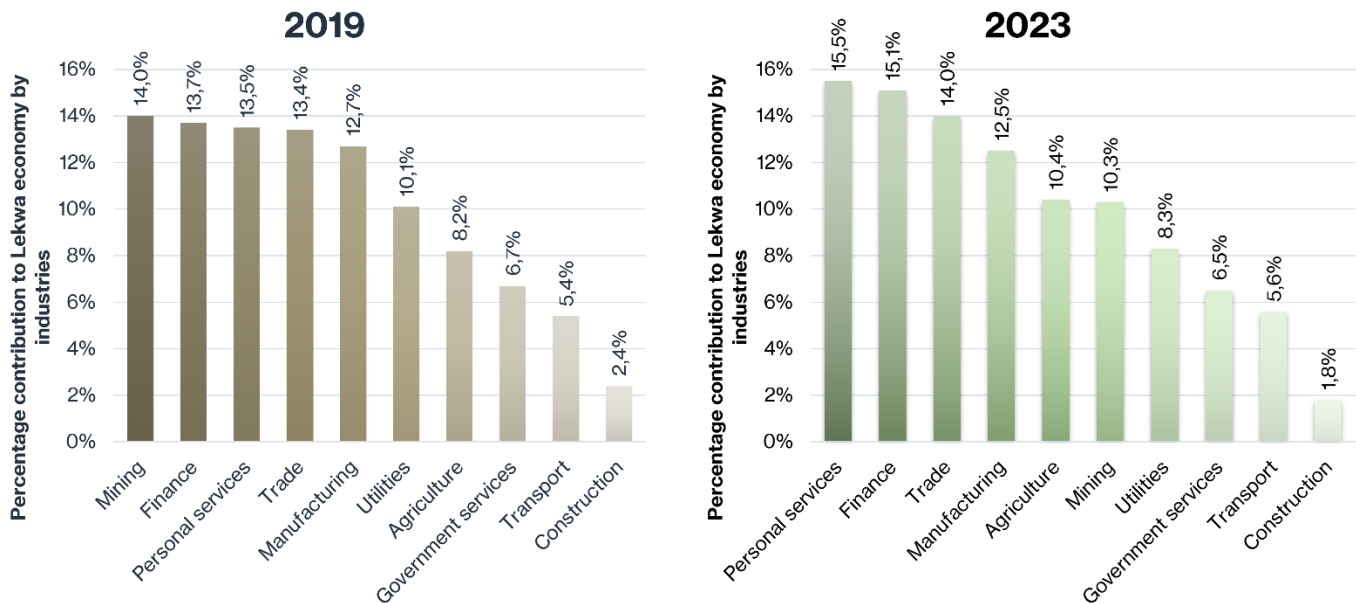


Figure 23: Structure of Lekwa's economy in constant 2015-prices. Source: S&P Global - ReX, October 2024

Contribution of Lekwa to Mpumalanga's economy

In 2022, Lekwa's contribution to the Mpumalanga economy was 3.6% – which was the 7th largest contribution among the local municipal areas. According to the Census 2020, Lekwa's contribution to the district economy of 14.1%.

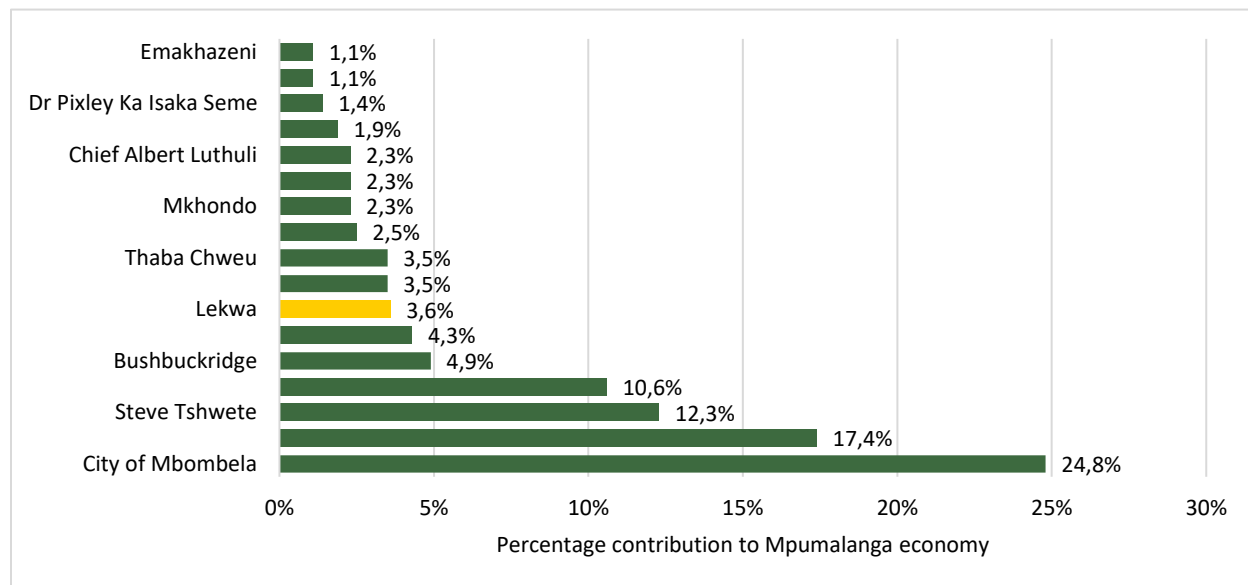


Figure 24: Contribution to Mpumalanga's economy in constant 2015-prices. Source: S&P Global - ReX, October 2023

Economic contribution to Gert Sibande's industries

Lekwa contributes approximately 14.1% in the Gert Sibande industries. The largest contributor is utilities at 26.6% followed by agriculture at 24.4%. The least contribution is derived from manufacturing at 10.3% and mining at 10.4%.

Industry	Chief Albert Luthuli	Msukaligwa	Mkhondo	Dr Pixley Ka Isaka Seme	Lekwa	Dipaleseng	Govan Mbeki	Gert Sibande
Agriculture	11.1%	17.0%	11.5%	12.5%	24.4%	11.4%	12.0%	100.0%
Mining	6.8%	7.4%	3.2%	0.5%	10.4%	4.6%	67.2%	100.0%
Manufacturing	2.0%	5.4%	7.7%	1.8%	10.3%	1.8%	71.0%	100.0%
Utilities	9.1%	19.4%	7.4%	11.4%	26.6%	5.4%	20.6%	100.0%
Construction	8.4%	15.3%	9.3%	15.4%	12.4%	4.4%	34.7%	100.0%
Trade	8.6%	21.6%	13.1%	6.1%	14.1%	5.8%	30.6%	100.0%
Transport	9.0%	29.0%	11.4%	6.5%	13.4%	4.1%	26.6%	100.0%
Finance	7.4%	23.5%	10.2%	6.0%	14.6%	3.0%	35.3%	100.0%
Community services	15.7%	21.0%	10.4%	7.0%	13.9%	4.3%	27.7%	100.0%
Total	8.8%	16.7%	9.1%	5.6%	14.1%	4.4%	41.2%	100.0%

Table 30: Economic contribution to Gert Sibande industries. Source: S & P Global - ReX, October 2023

Economic contribution and growth

Lekwa contributes 3.6% in the economy of Mpumalanga, the third largest contributor within the Gert Sibande District Municipality. The average economic growth between 1996 and 2022 is 2.2%. It is estimated that the average economic growth between 2023 and 2027 will be 3.2%.

Local municipal area	% contribution to Mpumalanga economy in constant 2015-prices 2022	Average annual economic growth 1996-2022	Average annual economic growth 2019-2022	Average annual economic growth 2023-2027
Govan Mbeki	10.6%	0.2%	-2.8%	0.8%
Msukaligwa	4.3%	2.2%	1.2%	1.7%
Lekwa	3.6%	1.5%	2.5%	3.2%
Mkhondo	2.3%	2.2%	-1.0%	1.4%
Chief Albert Luthuli	2.3%	2.2%	-1.7%	1.0%
Dr Pixley Ka Isaka Seme	1.4%	2.6%	4.6%	4.7%
Dipaleseng	1.1%	3.3%	3.0%	2.9%

Table 31: Economic contribution and growth. Source: S&P Global – ReX, October 2023

Estimated economic growth by industry

Agriculture is forecasted to have the biggest growth potential in 2023 of 7.9%. Mining is on the decline due to the decommissioning of power stations and the shift from coal to green energy. The closure of mines are inevitable and the municipality needs to start diversifying the economy of Lekwa to ensure that the closure of mines does not affect the economy of the municipal area.

Industry	Economic growth		Forecasted economic growth
	2019	2022	2023
Agriculture	-5.2%	-0.8%	7.9%
Mining	12.2%	-17.9%	1.0%
Manufacturing	5.8%	-3.7%	7.8%
Utilities	-2.9%	-6.7%	5.8%
Construction	-0.2%	-2.9%	3.5%
Trade	2.4%	2.0%	8.2%
Transport	2.4%	10.1%	5.3%
Finance	5.2%	1.2%	6.0%
Community services	4.0%	1.5%	5.8%
Total	3.5%	-2.5%	5.1%

Table 32: Estimated economic growth by industry in Lekwa. Source: S&P Global - ReX, October 2023

Employment and GDP

Employment and GDP are related concepts that measure the level and growth of economic activity. Employment depends on GDP, which is the broadest indicator of output, and on productivity, which is the amount of output per unit of labour. In Lekwa, trade is the highest employer at 25.7% followed by community services at 24.9%. GDP is highest within the community services sector at 21.4% followed by finance at 14.5%. It is interesting to note that employment in mining and utilities is the lowest which may be attributed to the limited functioning of Thuthuka power station and mining companies that have left the municipality. This makes one reconsider classifying Lekwa as a mining town.

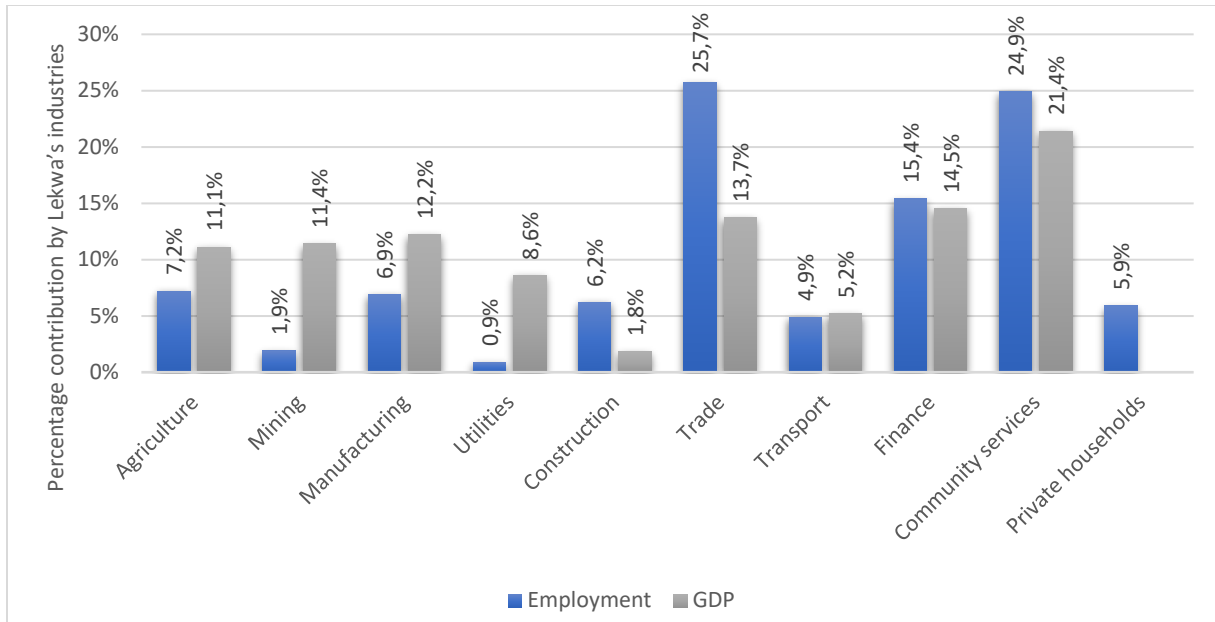


Figure 25: Lekwa contribution by industry - employment & GDP in constant 2015-prices. Source: S&P Global - ReX, October 2023

Tourism in Lekwa

As reflected in the figure below, the total tourism spent in Lekwa decreased from R620.6 million in 2019 to R544.2 million in 2022.

Local Municipal Area	Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
	2019	2022	2019	2022
Gert Sibande	5 796.6	4 532.0	4.9%	3.1%
Chief Albert Luthuli	1 248.0	591.5	12.6%	5.3%
Msukaligwa	990.7	912.5	5.7%	4.3%
Mkhondo	576.2	503.9	5.6%	4.3%
Dr Pixley Ka Isaka Seme	624.4	350.4	11.7%	5.1%
Lekwa	620.6	544.2	4.2%	2.8%
Dipaleseng	237.2	211.2	5.5%	3.5%
Govan Mbeki	1 449.4	1 418.3	2.7%	2.1%
Mpumalanga	27 913.4	23 615.6	6.4%	4.4%

Table 33: Tourism by local municipal area. Source: S&P Global - ReX, October 2023

What does this mean for Lekwa Local Municipality (Implications for service delivery)?

At the local level, it is easier to stimulate economic development based on existing economic activity than to facilitate entirely new economic activities. Strategies that encourage innovation in existing economic sectors and that aim to increase the value added of existing economic activities are more likely to succeed than strategies that aim to attract new sectors. This also implies working with the informal sector to incorporate it into local economic development plans, since it constitutes a large fraction of the economic activity in the municipality.

4.8 TRIPLE CHALLENGES (UNEMPLOYMENT, POVERTY & INCOME INEQUALITY) HDI AND CRIME

In 2023, 37.0% of the population was below the lower-bound poverty line (LBPL), slightly worsening from 36.6% in 2019. This equates to 46,541 individuals, with 40,272 receiving social assistance grants. The number of poor households is estimated at 23,187 in 2024, making up 60% of total households. Despite this, income distribution among the poorest 40% saw a slight improvement, rising to 8.0% from 7.9% in 2019. The Human Development Index (HDI) also increased from 0.64 in 2019 to 0.65 in 2023. However, crime worsened, with serious crimes rising to 293 per 10,000 people in 2023/24, making it the 3rd highest in the region, compared to 271 in 2018/19.

37.0%	46 541	23 187
<ul style="list-style-type: none"> Share of population below LBPL in 2023 6th lowest in MP Deteriorated slightly from 36.6% in 2019 	<ul style="list-style-type: none"> Number of people below LBPL in 2023 Deteriorated slightly from 45 950 in 2019 40 272 social assistance grants – 6th lowest in MP 	<ul style="list-style-type: none"> Number of poor households in 2024 as estimated by National Treasury 60% of households
8.0%	0.65	293
<ul style="list-style-type: none"> Share of income by poorest 40% in 2023 Improved slightly from 7.9% in 2019 	<ul style="list-style-type: none"> HDI level in 2023 Higher than 0.64 in 2019 	<ul style="list-style-type: none"> Number of serious crimes per 10 000 population in 2023/24 (3rd highest in MP) Deteriorated from 271 in 2018/19

Figure 26: Key poverty, inequality, HDI and crime indicators. Sources: S&P Global – ReX, October 2024, National Treasury – 2024 LGES Summary data & SAPS – Annual Crime Stats, 2023/24

Employment by industry

The graphs compare the percentage contribution of different sectors to local employment in 2019 and 2023. In both years, Trade remained the largest employer, contributing 26.9% in 2019 and 26.0% in 2023. Community Services saw a notable increase from 22.0% to 25.2%, while Finance declined from 17.0% to 15.5%. Employment in Manufacturing, Construction, and Transport remained relatively stable, with minor declines. Agriculture and Private Households maintained a steady contribution of 6.8%, while Mining and Utilities saw slight decreases, remaining the least significant sectors for employment. Overall, while Trade and Community Services continued to dominate employment, Finance experienced a slight decline, and other sectors showed marginal shifts..

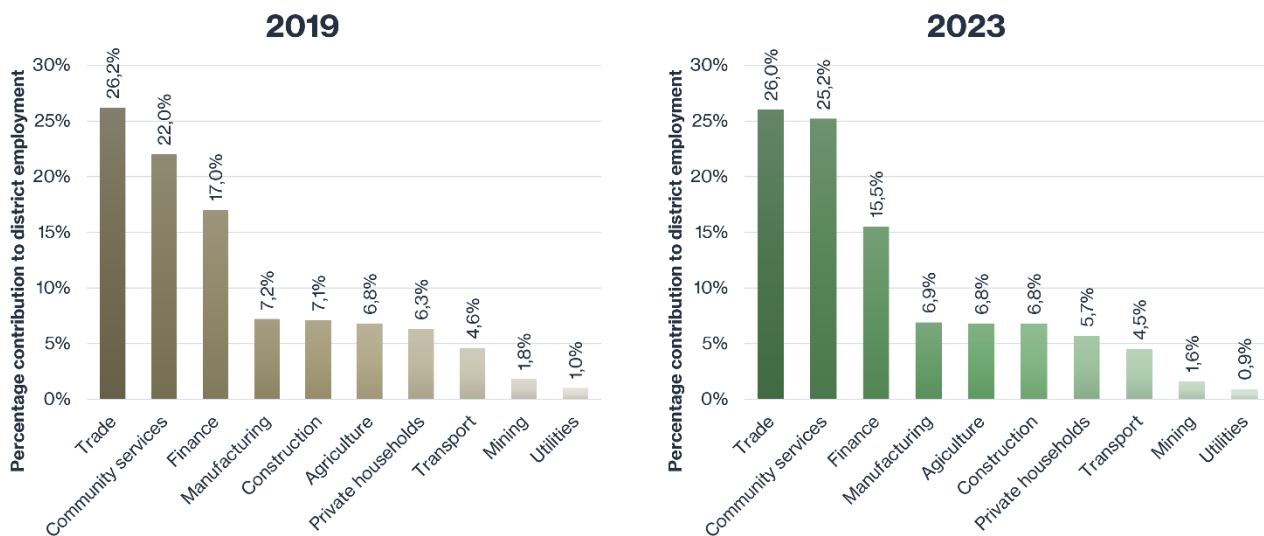


Figure 27: Employment by industry in Lekwa. Source: S&P Global - ReX, October 2024

Strict and expanded unemployment rate

In 2023, Lekwa Local Municipality recorded an official unemployment rate of 22.6%, the lowest in the district, though slightly worsening from 22.3% in 2019. Female unemployment stood at 27.6%, while youth unemployment (ages 15-34) was 34.5%, both experiencing minor increases from 27.0% and 33.3% in 2019, respectively. Employment growth averaged 0.7% annually from 2019 to 2023, significantly lower than the 2.2% annual growth seen between 2014 and 2019. The municipality's share of Mpumalanga's employment increased to 4.3% from 4.1% in 2019, with a target of creating 4,000 jobs per year. In 2023, 2,731 jobs were gained, following 5,713 job gains in 2022 and 4,121 job losses in 2021. Despite modest employment growth, unemployment indicators have slightly deteriorated over time.

22.6%	27.6%	34.5%
<ul style="list-style-type: none"> • Official/strict unemployment rate 2023 (lowest in the District) • Deteriorated slightly from 22.3% in 2019 	<ul style="list-style-type: none"> • Official female unemployment rate 2023 • Deteriorated slightly from 27.0% in 2019 	<ul style="list-style-type: none"> • Official youth (15-34 yr) unemployment rate 2023 (lowest in the District) • Deteriorated slightly from 33.3% in 2019
0.7%	4.3%	2 731
<ul style="list-style-type: none"> • Average annual employment growth 2019-23 • Lower than 2.2% p.a. growth 2014-19 	<ul style="list-style-type: none"> • Share of Mpumalanga's employment in 2023 • Increased from 4.1% in 2019 • Should create 4 000 jobs pa (of 100 000 of MP) 	<ul style="list-style-type: none"> • Number of job gains in 2023 • 5 713 job gains in 2022 & 4 121 job losses in 2021

Table 34: Strict and expanded unemployment rates 2019 - 2022. Source: S&P Global - ReX, October 2024

Social grant assistance

Lekwa Local Municipality has approximately 27 237 grant beneficiaries registered for social assistance grants. This should be also linked to Indigent support for service delivery that these beneficiaries should receive.

Local Municipal Area	Grant specific beneficiaries as share of total beneficiaries per area						Total number of beneficiaries
	CDG	CSG	DG	FCG	GIA	OAG	
Chief Albert Luthuli	1.2%	57.8%	9.3%	1.1%	4.9%	25.6%	65 486
Msukaligwa	1.6%	63.1%	8.7%	1.5%	1.0%	24.0%	34 084
Mkhondo	1.2%	61.5%	9.8%	1.0%	0.7%	25.8%	44 894
Dr Pixley Ka Isaka Seme	0.8%	62.4%	5.6%	1.8%	0.7%	28.7%	20 793
Lekwa	1.1%	60.2%	6.2%	1.4%	1.6%	29.5%	27 237
Dipaleseng	1.0%	57.4%	10.3%	2.3%	0.9%	28.2%	11 892
Govan Mbeki	1.2%	60.8%	6.7%	1.5%	1.0%	28.8%	54 071
Total	1.1%	61.6%	7.3%	1.3%	2.6%	26.2%	1 074 295

Source: SASSA – May 2023

Dependency ratio

An area's dependency ratio provides an indication of that portion of the population which is dependent on the economically active portion of the population based on functional age groups. The dependent portion of the population typically comprises of youth below 15 years of age which are yet to enter the workforce,

and individuals 65 years and older which would typically already have retired from the workforce. In addition to not contributing towards the economy, such individuals are also likely to have additional needs which need to be catered for, such as access to suitable education facilities for the school going population, and access to health care facilities in the case of aged the aged population. The dependency ratio is calculated by combining the number of children aged under 15 years, the number of adults aged 65 years and older and dividing this by the working age population (i.e., those ages between 15 and 64 years of age).

Crime Indicators

Annual Crime Stats for 2022/23 indicate that the number of serious crimes reported in Lekwa LM increased from 271 in 2018/19 to 299 in 2022/23. The municipality has a ranking of 15, which is 2 ranks away from being the worst. More work needs to be done to curb crime. Lekwa is the only municipality within the Mpumalanga province that has worsened in crime statistics.

Local Municipal Area	17 Serious Crimes/10 000		Ranking (1=best to 17=worst)	Trend
	2018/19	2022/23		
Mkhondo	176	128	4	Green
Chief Albert Luthuli	149	147	5	Green
Msukaligwa	238	186	7	Green
Dr Pixley Ka Isaka Seme	275	221	10	Green
Govan Mbeki	320	281	13	Green
Lekwa	271	299	15	Red
Dipaleseng	426	330	16	Green

Source: South African Police Service – Annual Crime Stats, 2022/23

Crime categories

The highest crime committed is driving under the influence of alcohol and drugs followed by malicious damage to property. Not many carjacking crimes are reported as well as public violence. Many crimes are detected due to action taken by police.

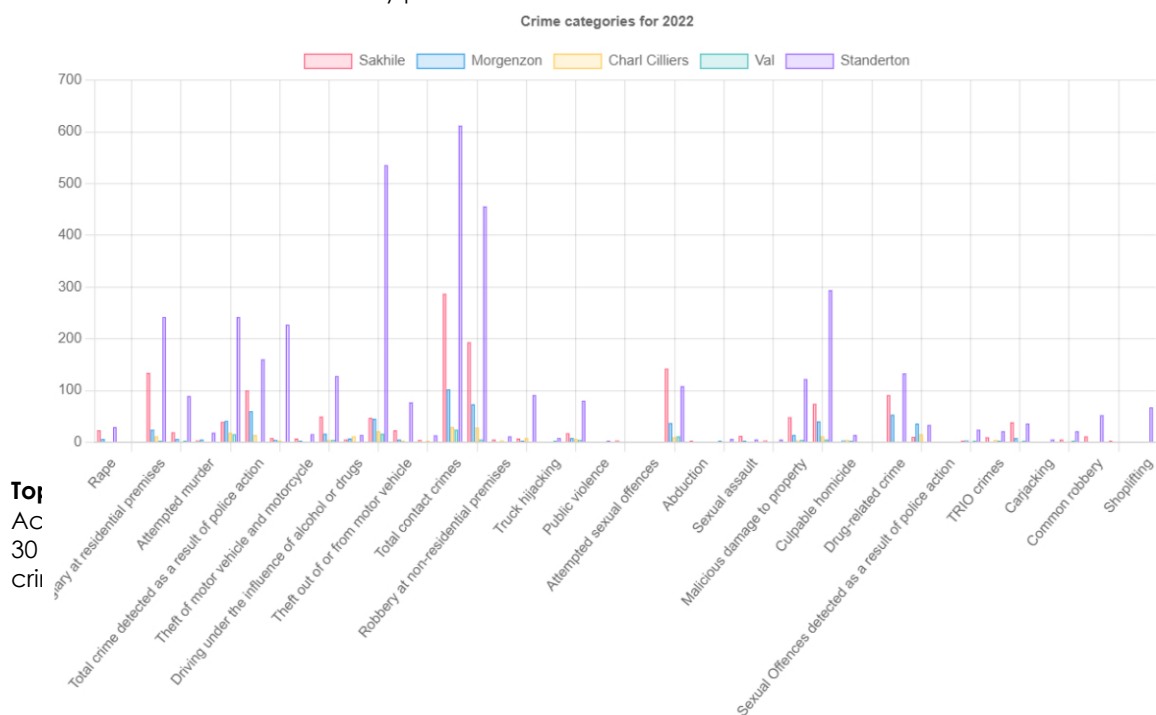


Figure 28: Categories of crime for 2022

Position	Station	District	Cluster	October to December 2019	October to December 2020	October to December 2021	October to December 2022	October to December 2023	Count Difference	% Change
1	NELSPRUIT	EHLANZENI DISTRICT	PIENAAR CLUSTER	1 459	1 515	1 208	1 410	1 346	-64	-4,5%
2	WITBANK	NKANGALA DISTRICT	WITBANK CLUSTER	2 062	1 852	1 458	1 386	1 340	-46	-3,3%
3	MIDDELBURG MPUMALANG	NKANGALA DISTRICT	MIDDELBURG CLUSTER	1 297	1 319	1 237	1 211	1 168	-43	-3,6%
4	VOSMAN	NKANGALA DISTRICT	WITBANK CLUSTER	1 236	1 177	952	1 126	1 116	-10	-0,9%
5	KWAMHLANGA	NKANGALA DISTRICT	KWAMHLANGA CLUSTER	755	810	829	956	884	-72	-7,5%
6	ERMELO	GERT SIBANDE DISTRICT	ERMELO CLUSTER	816	826	727	723	725	2	0,3%
7	EMBALENHLE	GERT SIBANDE DISTRICT	SECUNDA CLUSTER	776	769	655	740	718	-22	-3,0%
8	CALCUTTA	EHLANZENI DISTRICT	ACORNHOEK CLUSTER	492	526	565	648	704	56	8,6%
9	STANDERTON	GERT SIBANDE DISTRICT	STANDERTON CLUSTER	562	693	539	656	650	-6	-0,9%
10	BUSHBUCKRIDGE	EHLANZENI DISTRICT	ACORNHOEK CLUSTER	455	456	442	487	645	158	32,4%
11	DELMAS	NKANGALA DISTRICT	WITBANK CLUSTER	559	697	581	744	622	-122	-16,4%
12	KABOKWENI	EHLANZENI DISTRICT	PIENAAR CLUSTER	736	650	621	629	603	-26	-4,1%
13	PIET RETIEF	GERT SIBANDE DISTRICT	PIET RETIEF CLUSTER	708	583	590	564	575	11	2,0%
14	MASOVI	EHLANZENI DISTRICT	PIENAAR CLUSTER	525	537	547	552	557	5	0,9%
15	SIYABUSWA	NKANGALA DISTRICT	KWAMHLANGA CLUSTER	619	577	501	554	553	-1	-0,2%
16	PIENAAR	EHLANZENI DISTRICT	PIENAAR CLUSTER	595	501	493	556	548	-8	-1,4%
17	BARBERTON	EHLANZENI DISTRICT	PIENAAR CLUSTER	618	605	546	693	542	-151	-21,8%
18	ACORNHOEK	EHLANZENI DISTRICT	ACORNHOEK CLUSTER	511	570	584	601	507	-94	-15,6%
19	SECUNDA	GERT SIBANDE DISTRICT	SECUNDA CLUSTER	476	501	473	479	505	26	5,4%
20	WITRIVIER	EHLANZENI DISTRICT	PIENAAR CLUSTER	461	450	441	490	469	-21	-4,3%
21	KWAGGAFONTEIN	NKANGALA DISTRICT	KWAMHLANGA CLUSTER	380	290	338	427	402	-25	-5,9%
22	MHLUZI	NKANGALA DISTRICT	MIDDELBURG CLUSTER	609	522	468	408	395	-13	-3,2%
23	MHALA	EHLANZENI DISTRICT	ACORNHOEK CLUSTER	345	361	334	379	387	8	2,1%
24	VOLKSRUST	GERT SIBANDE DISTRICT	STANDERTON CLUSTER	309	419	292	320	368	48	15,0%
25	LYDENBURG	EHLANZENI DISTRICT	ACORNHOEK CLUSTER	488	460	360	347	362	15	4,3%
26	ELUKWATINI	GERT SIBANDE DISTRICT	ERMELO CLUSTER	361	359	338	392	360	-32	-8,2%
27	TONGA	EHLANZENI DISTRICT	TONGA CLUSTER	413	405	333	296	324	28	9,5%
28	HAZVIEW	EHLANZENI DISTRICT	ACORNHOEK CLUSTER	315	258	275	279	279	0	0,0%
29	SCHOMEMANSDAL	EHLANZENI DISTRICT	TONGA CLUSTER	240	251	232	214	277	63	29,4%
30	KRIEL	NKANGALA DISTRICT	WITBANK CLUSTER	283	232	209	292	268	-24	-8,2%

Figure 29: Top 30 stations where 17 community-reported serious crimes. Source: South African Police Services

BUDGET

Budget refers to equitable share, conditional grants and own revenue as a tool for growth and development. Lekwa LM spent 101.6% of its adjusted budget in 2022/23. This is above what the municipality was expected to spend.

Local Municipal Area	2022/23 Adjusted Budget	2022/23 Actual Expenditure	Actual Expenditure as % of Adjusted Budget
Chief Albert Luthuli	R361.7 million	R341.3 million	94.3%
Mskaligwa	R299.1 million	R237.5 million	79.4%
Mkhondo	R107.5 million	R74.3 million	69.1%
Dr Pixley Ka Isaka Seme	R54.7 million	R35.3 million	64.5%
Lekwa	R54.9 million	R55.7 million	101.6%
Dipaleseng	R38.9 million	R44.4 million	114.1%
Govan Mbeki	R198.3 million	R176.8 million	89.2%
Victor Khanye	R63.4 million	R38.0 million	60.0%

Table 35: Capital expenditure by local municipalities. Source: National Treasury - MFMA Section 71 Information, 2022/23

Conditional grant expenditure

The municipality was also allocated R40.2 million in the form of conditional grants. However, there is no data recorded on how much the municipality spent under conditional grants 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 will thus ensure that all funds allocated for the 2023/2024 financial year are spent to avoid penalties imposed by National Treasury.

Local Municipal Area	2022/23 budget	Adjusted	2022/23 Expenditure	Actual	Actual Expenditure as % of Adjusted Budget
Chief Albert Luthuli	R359.6 million		R283.3 million		78.8%
Msukaligwa	R303.8 million		-		-
Mkhondo	R127.0 million		R63.2 million		49.8%
Dr Pixley Ka Isaka Seme	R40.0 million		R3.2 million		7.9%
Lekwa	R40.2 million		-		-
Dipaleseng	R47.2 million		R4.0 million		8.5%
Govan Mbeki	R135.5 million		R150.9 million		111.4%
Bushbuckridge	R508.7 million		-		-
City of Mbombela	R643.6 million		R399.6 million		62.1%

Table 36: Capital expenditure by local municipalities. Source: National Treasury – MFMA Section 71 information, 2022/2023

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.

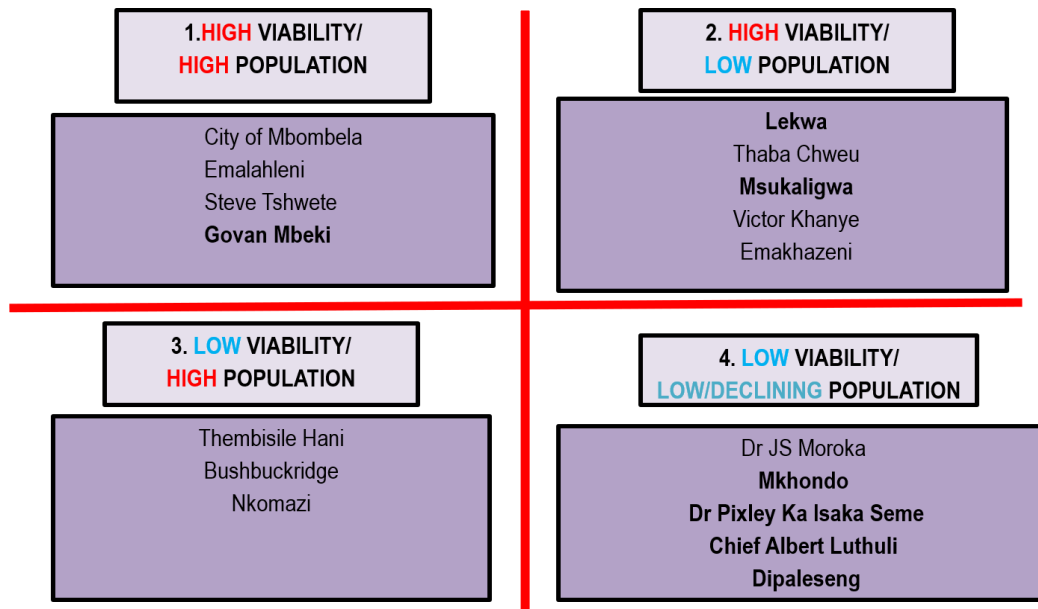


Figure 30: Strategic Development Areas

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.

Relevant economic plans and opportunities for Lekwa

Importance and relevance of:

- The implementation of the Provincial Spatial Development Framework (SDF) by COGTA and of a Provincial LED strategy framework by DEDT. The importance of a functional and vibrant LED Forum and reviewed LED Strategy.
- Roll-out of the DDM, as well as the MERRP.

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:

- Opportunities around manufacturing, mining, agriculture, agro-processing & tourism. Working closely with MEGA and MTPA.
- Green Economy projects/initiatives. Working closely with the Mpumalanga Green Cluster Agency.
- The importance of a LED Forum to facilitate growth and job creation in this area. Working closely with companies such as Tutuka, Seriti New Denmark, Astral Foods etc.
- Support to SMMEs and Cooperatives and also the informal sector to promote job creation and develop the economy.
- Rejuvenation of township businesses with initiatives to transform townships and villages from labour and consumption reserves into thriving productive investment hubs

Lekwa Green and Red flags

Green Flags	Red Flags
1. Potential in developing key industries such agriculture, agro-processing/manufacturing & tourism	1. Challenge in terms of informal dwellings & refuse removal
2. Close cooperation with the MTPA on tourism development in Lekwa	2. Deterioration in piped water access
3. Good location and key transport nodal point	3. Deteriorating unemployment & poverty rates
4. Advantageous location – relatively close to Gauteng	3.10 Limiting revenue base
5. Relatively low unemployment rate	3.11 Adequacy of youth development strategy to curb high youth unemployment
6. Potential in developing Green Economy opportunities (impact on coal industry?)	4. Decline in tourism contribution to the GDP
7. The LED Forum as a vehicle for growth and development in Lekwa	5. Deteriorating safety and security (crime)
	6. Relationship with the business sector?
	7. Retention and attraction of businesses/investment?

Figure 31: Lekwa Green and Red flags, SERO Report 2024

7.10 STATUS QUO ASSESSMENT OF SPATIAL RATIONALE

Lekwa Local Municipality Spatial Development Framework, 2017 in line with SPLUMA

The Lekwa Local Municipality Spatial Development Framework (SDF) is a framework that seeks to guide the overall spatial distribution of current and desirable land uses within the 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 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 (Tutuka 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 always wear name tags;
- 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 single storey shopping mall with an underground taxi rank 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 MSDF, 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

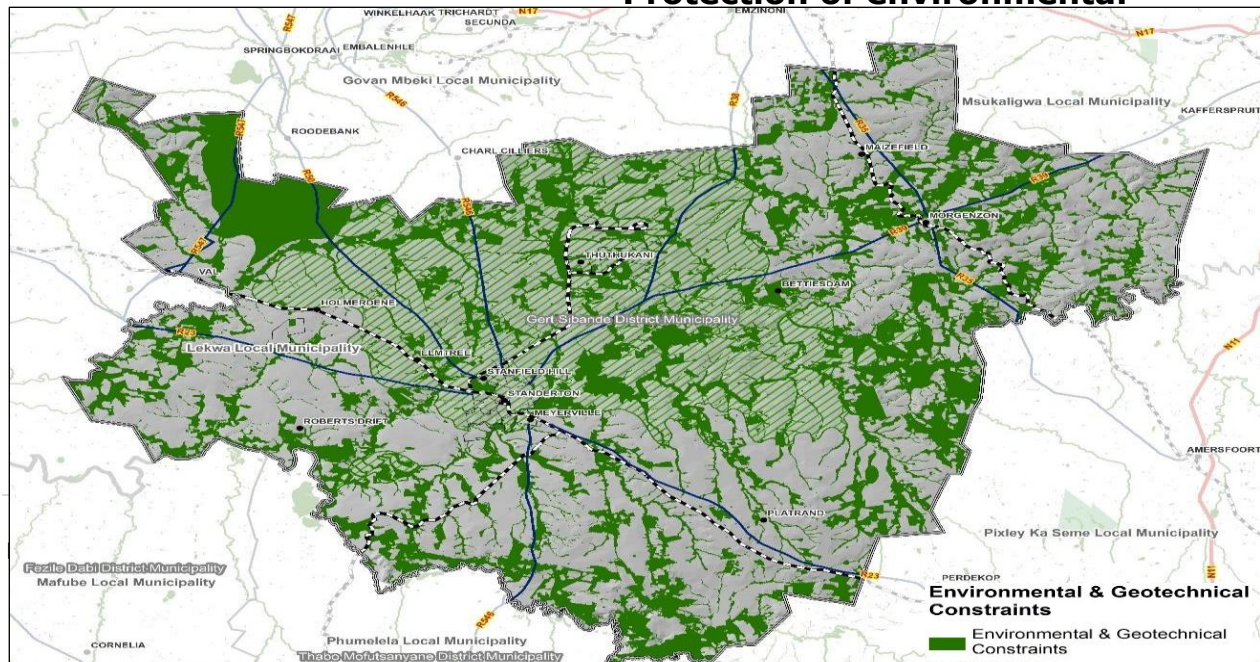
Year	Households	Population
2011	31 071	115 662
2016 (base year)	37 334	123 419
2021	40 370	133 221
2026	43 593	143 857
2035	49 844	164 485

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 1: Protection of environmentally sensitive areas Source: Lekwa SDF 2016

Protection of environmental



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.

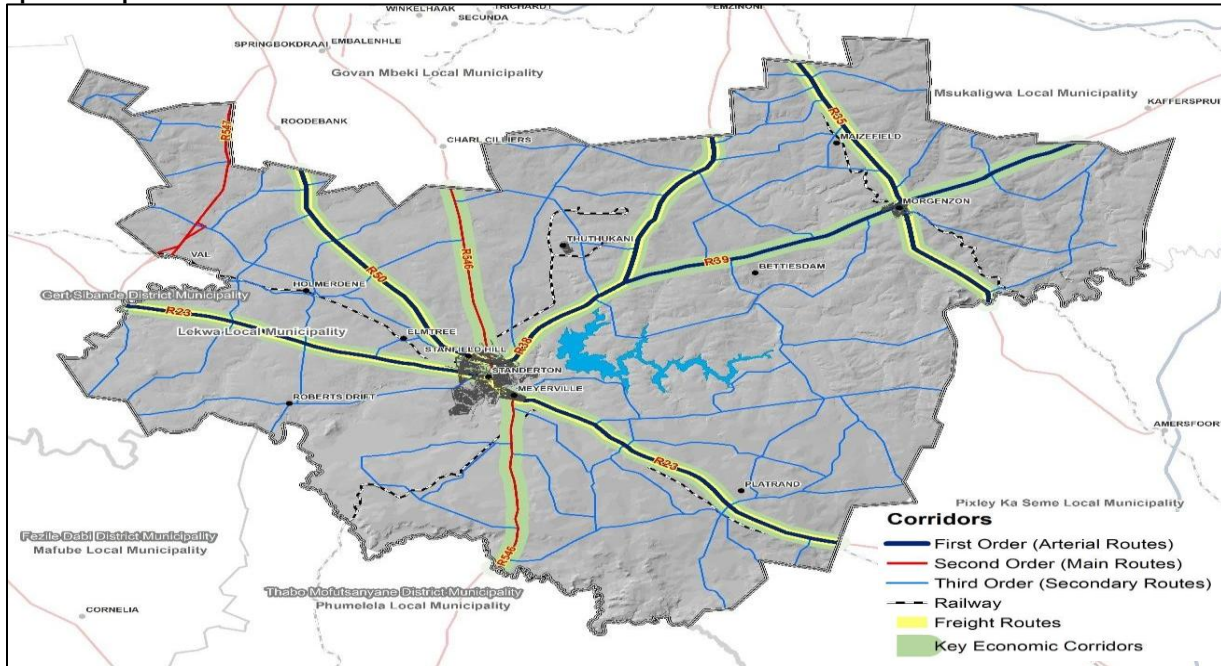
Table 37: First order roads

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	Very poor conditions: 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 38: Second order nodes

Spatial Representation of Lekwa LM Order Roads

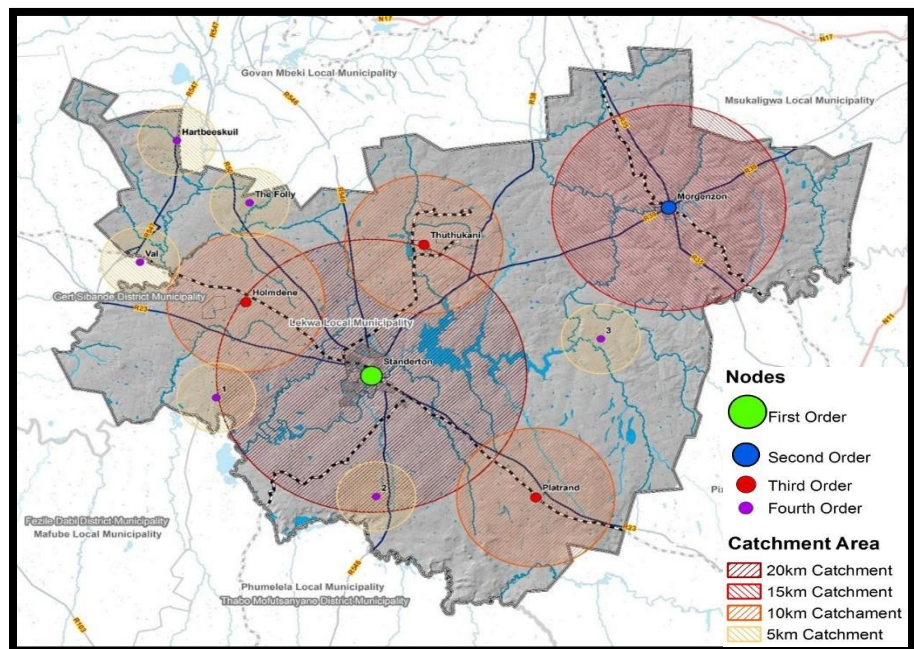


Map 2: Order roads in Lekwa

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 3: 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 nit 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 are 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
Hartbeeskuil	North-western municipal boundary. Next to the R547	R547	<ul style="list-style-type: none"> ▪ An existing settlement ▪ Two schools ▪ Some commercial activity 	<ul style="list-style-type: none"> ▪ Existing agricultural practices ▪ High potential agricultural land ▪ Agricultural rural character 	
The Folly	North-western municipal boundary. Next to the R50	R50	<ul style="list-style-type: none"> ▪ Existing settlement ▪ A school 	<ul style="list-style-type: none"> ▪ Existing agricultural practices ▪ High potential agricultural land ▪ Agricultural rural character 	


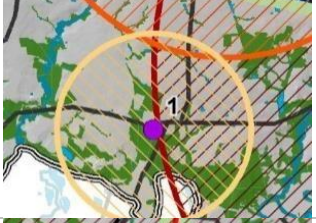

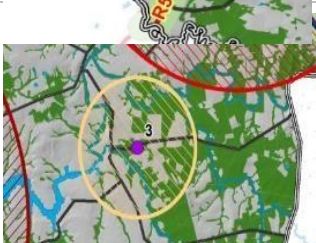
Val	Western municipal boundary. Next to R547 and railway line	R547 and railway line	<ul style="list-style-type: none"> ▪ Existing settlement ▪ A school ▪ Val railway station ▪ Silos ▪ Hotel 	<ul style="list-style-type: none"> ▪ Existing agricultural practices ▪ Agricultural rural character ▪ Some small commercial activity 	
1	South west municipal boundary. West of Standerton	R23 and S48	School	<ul style="list-style-type: none"> ▪ Agricultural practices ▪ Environmentally sensitive areas ▪ Vastly rural character 	
2	Southern municipal boundary. South of Standerton	R546	Two schools	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ Agricultural practices ▪ Environmentally sensitive areas ▪ Vastly rural character ▪ Next to Grootdraai Dam and the Vaal River 	

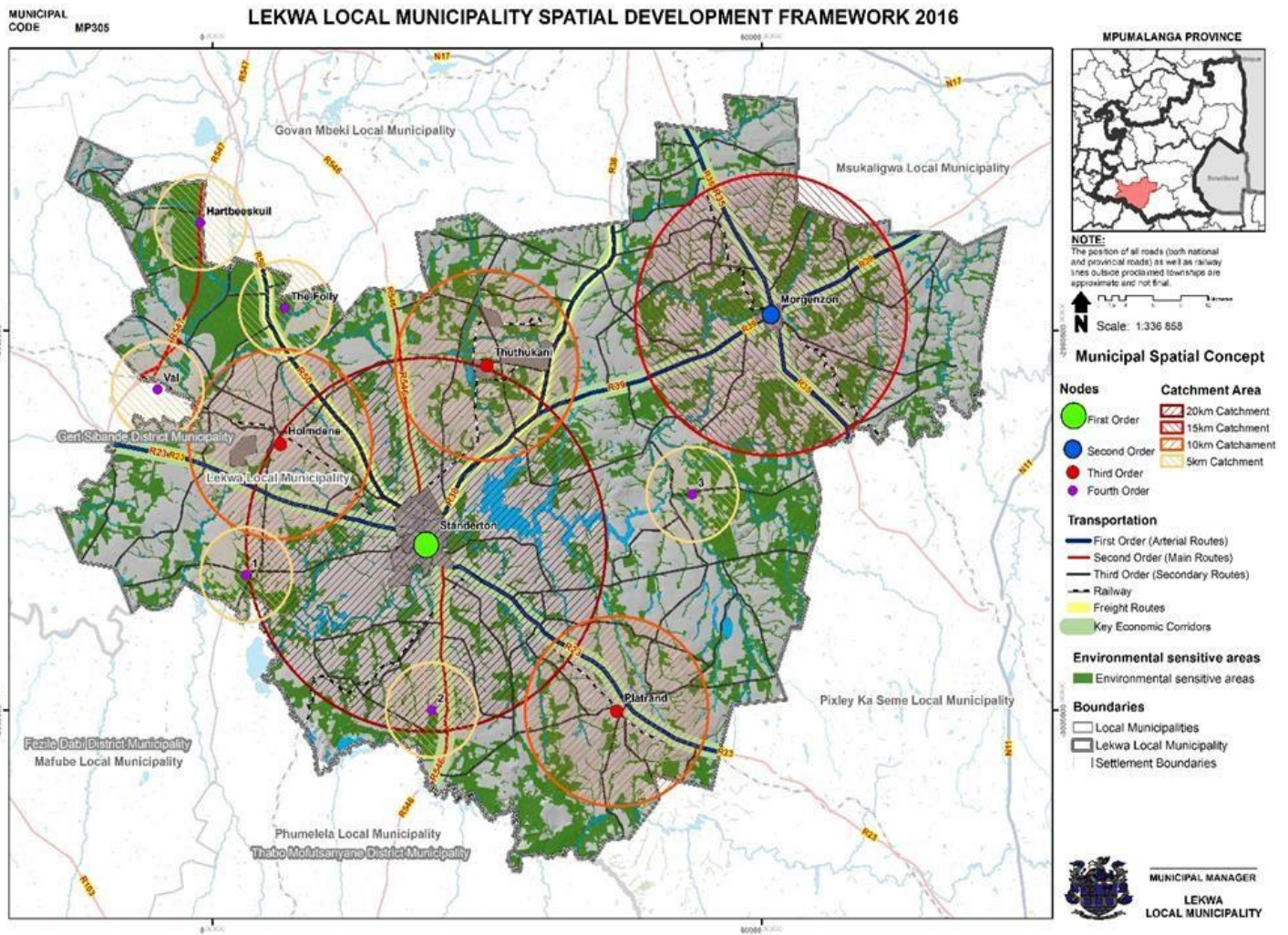
Table 39: Description of fourth order nodes

Macro level: Municipal spatial concept

The municipal spatial concept was based on the three principles as stated in the above. In summary these principles include:

- Areas that should be protected from development because of environmental sensitivity or agricultural potential;
- The main road networks that should be maintained and upgraded; and - The hierarchy of nodes to be established and invested in.

Municipal spatial concept

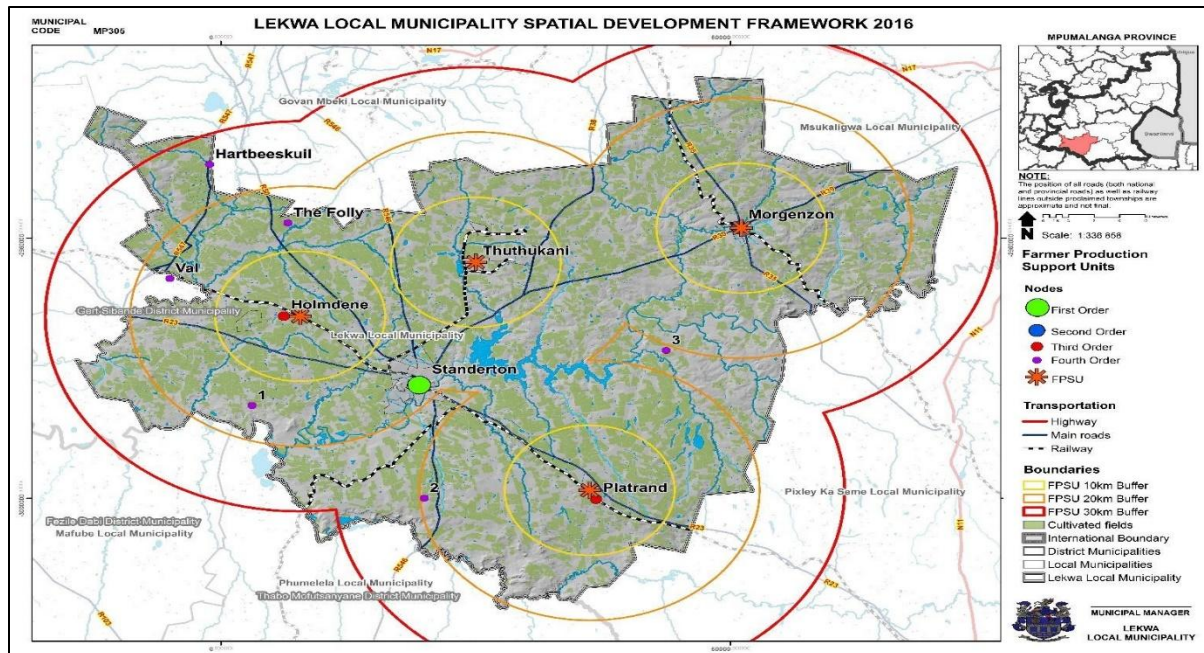


Map 4: Municipal Spatial Concept

Macro Level: Rural Spatial Concept

Outside the boundaries of the three main urban nodes within Lekwa Local Municipality (Standerton, Morgenzon and Thuthukani), the landscape is dominated by a vast number of farmlands, a mine, and a power station. When driving towards the towns in the municipality 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.



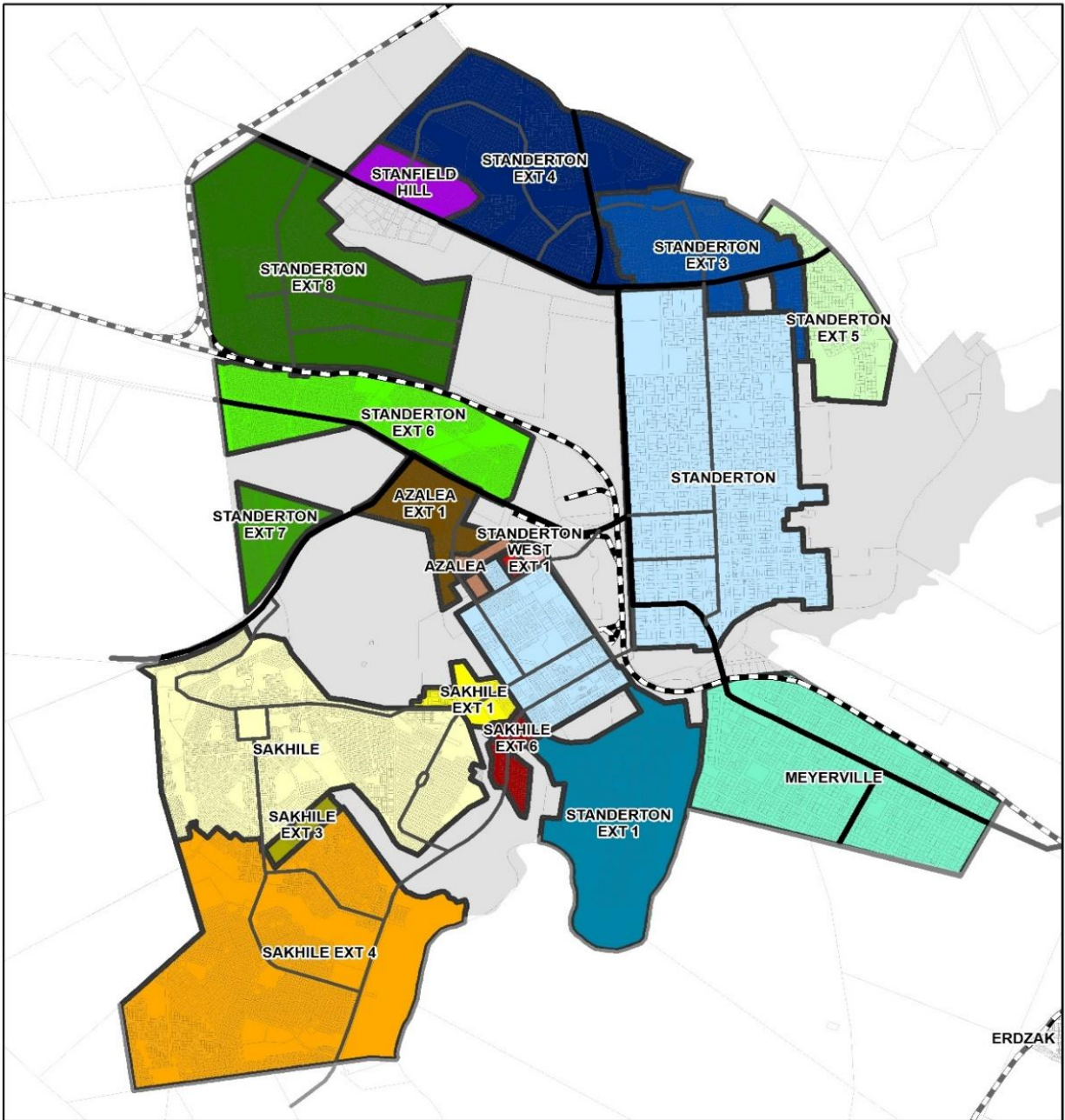
Map 5: Proposed farmer production support units

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 R23 and R50



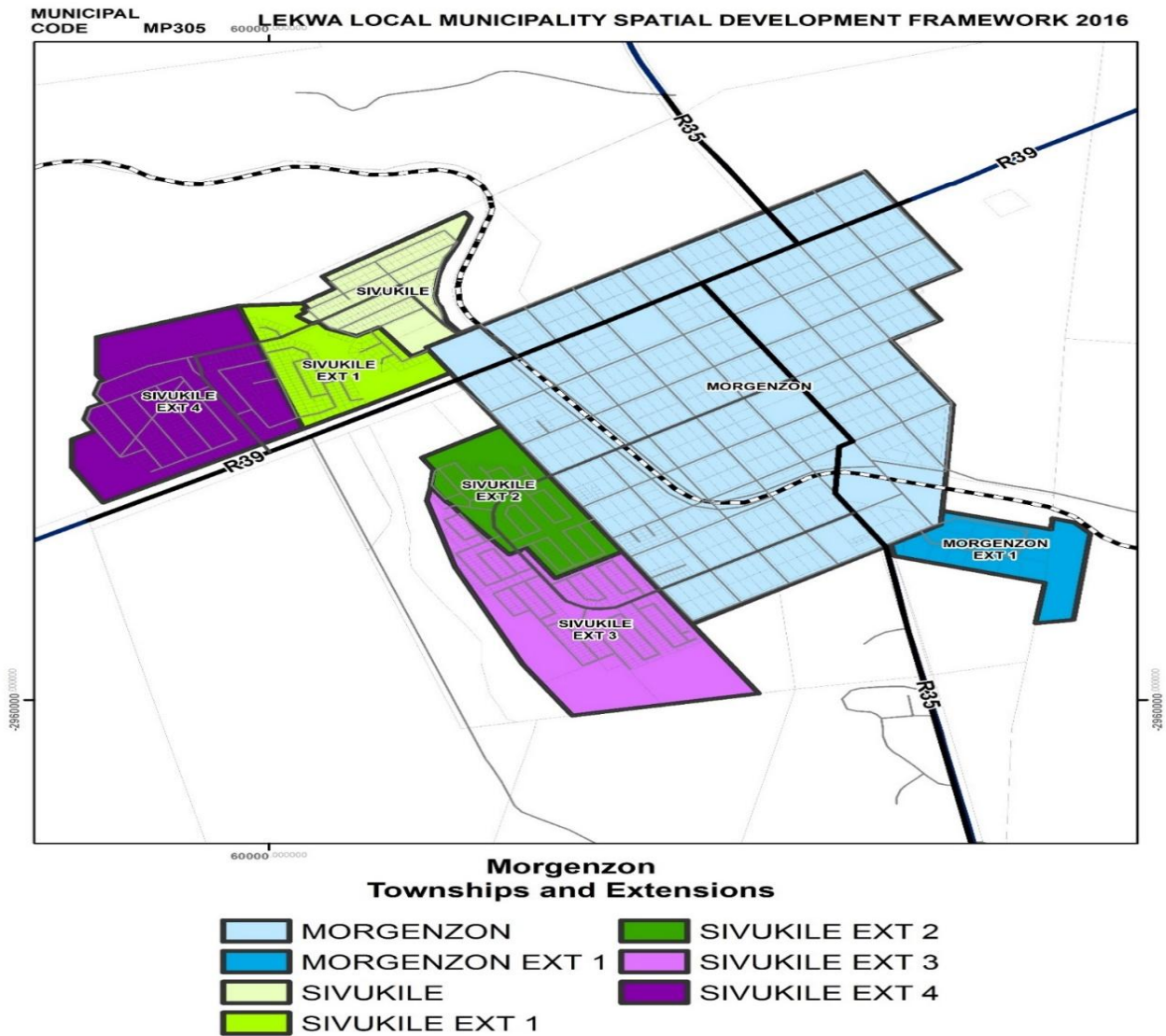
Standerton Townships and Extensions

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 6: Standerton townships and extensions, Lekwa SDF 2016

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).



Map 7: Morgenzon townships and extensions, Lekwa SDF 2016

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.



**Thuthukani
Townships and Extensions**

-  THUTHUKANI
-  THUTHUKANI EXT 1
-  ESKOM HOSTELS

Map 8: Thuthukani townships and extensions, Lekwa SDF 2016

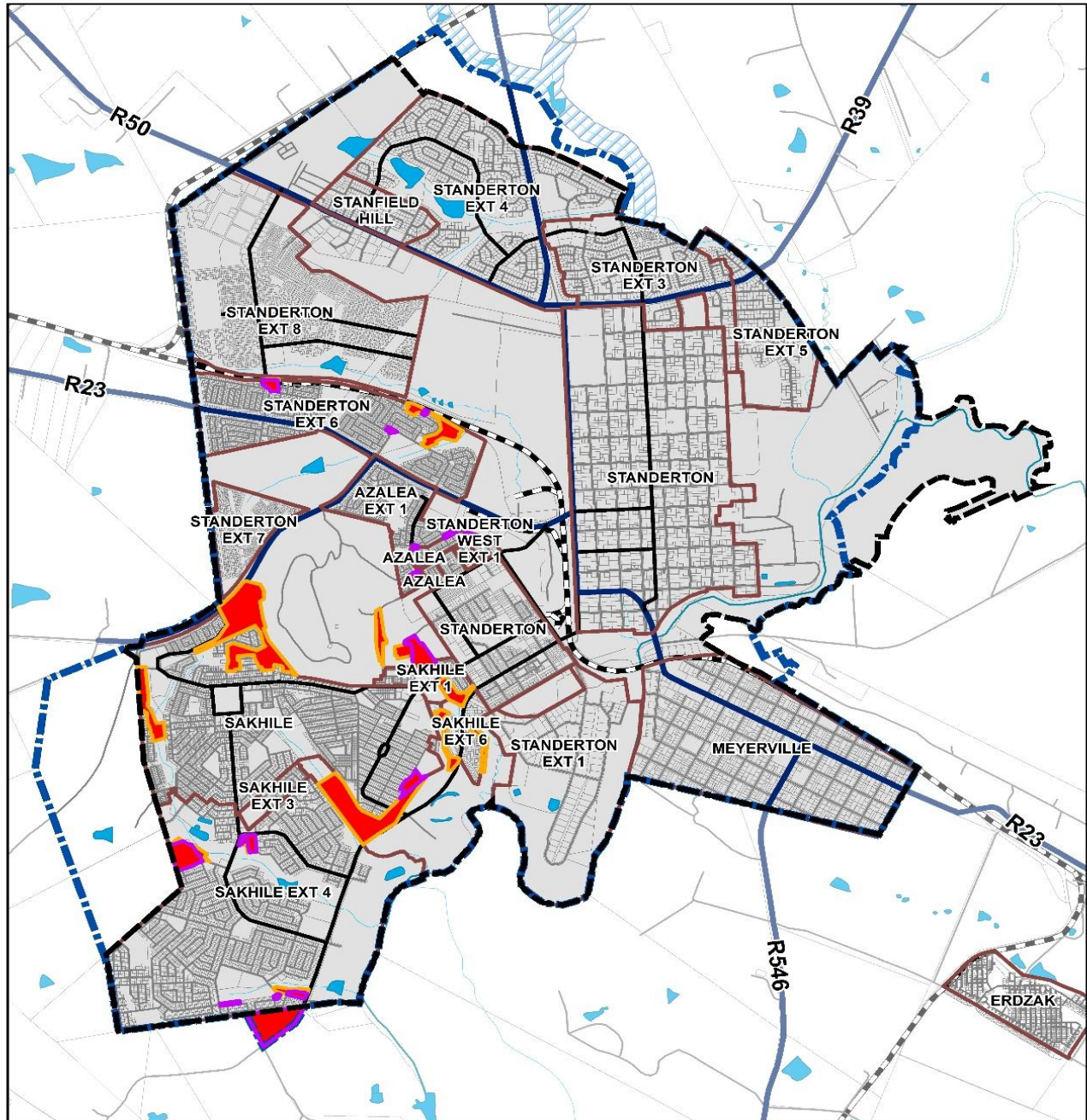
Informal Settlements and Land invasion cases in Lekwa

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	Pubic 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.	Private	11	339	2017

	A portion of this informal settlement is on municipal owned land.				
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 40: Informal settlements and land invasion cases in Lekwa LM



Informal Settlements within Standerton

Standerton

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

Scale: 1:49 626

LEKWA LOCAL MUNICIPALITY

Map 9: 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, upgrading of road infrastructure, encroachment of commercial facilities into residential areas, and the upgrade of the sports and civic precincts 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 to high 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 mushrooming of informal settlements which requires the formalization of informal settlements, 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. There is currently no sufficient bulk infrastructure (electricity, water, and sanitation) to cater the proposed development.

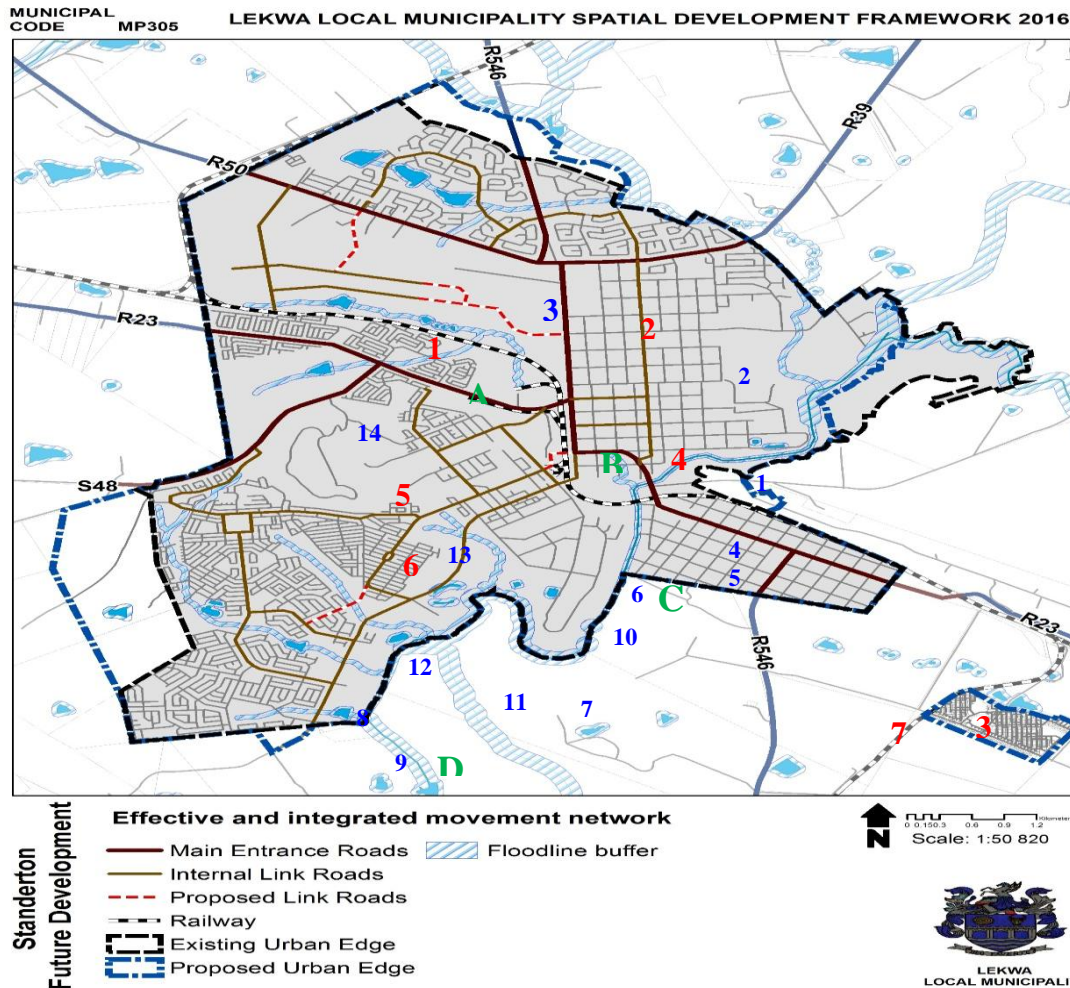
Transportation links

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.



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. However, there are challenges with bulk infrastructure that need to be attended to as a matter of urgency.

Infill Development Areas

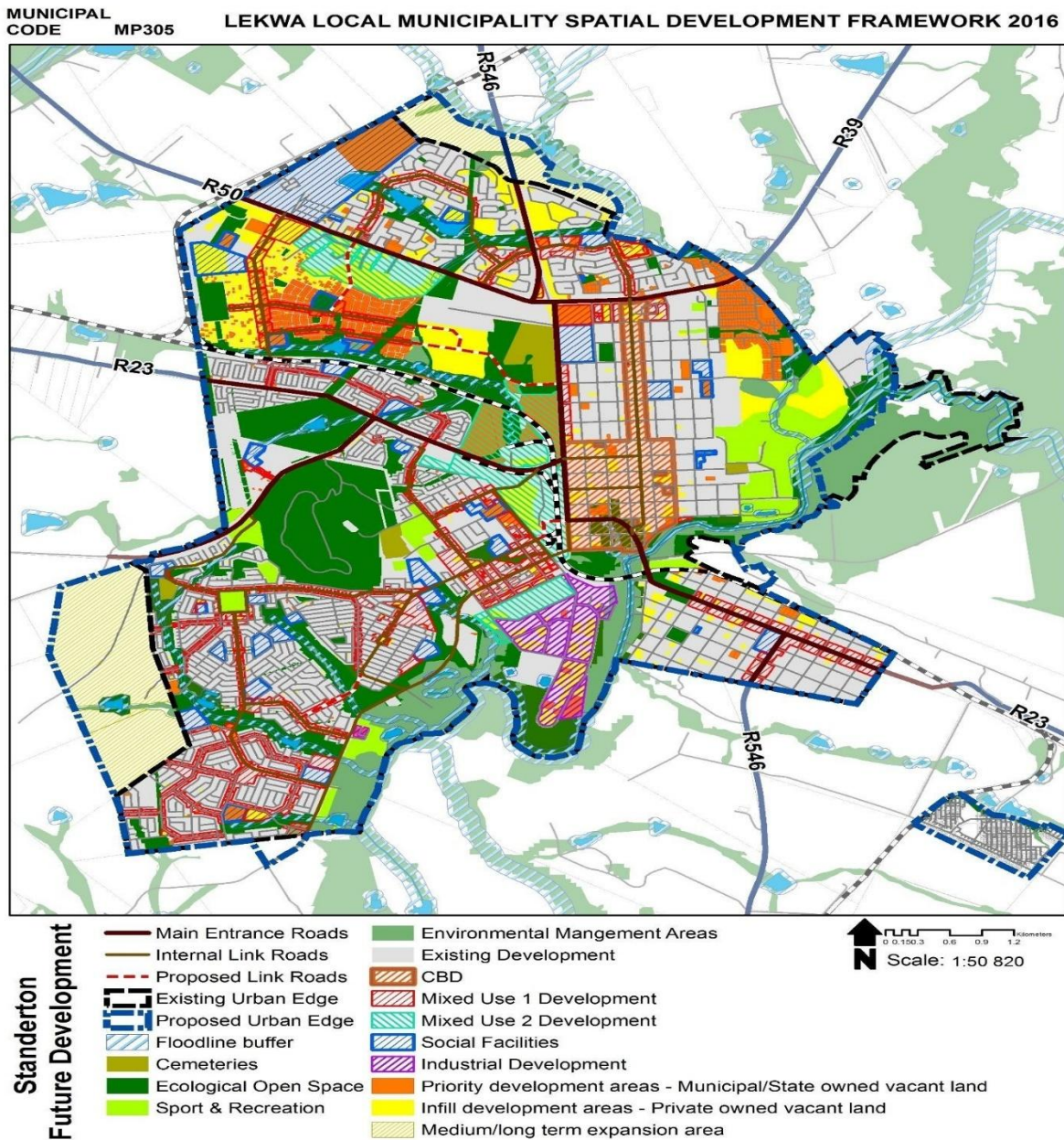
The areas identified as “infill development areas” are represented by land that is currently vacant but has private ownership. These areas should be the second priority to develop. The SDF highlights the fact of developing on vacant land within the proposed urban edge as priority. Private owned land 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. The municipality needs to augment bulk services to support densification.

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, Morigenzon and Thuthukani.

Standerton Future Development Spatial Concept



Map 11: 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. For the 2022/23 and 2023/24 financial years, the municipality will be implementing the River Park Precinct Plan and Sakhile Tsoetsi Corridor Development.

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 considered.
- 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 Tsoetsi 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.

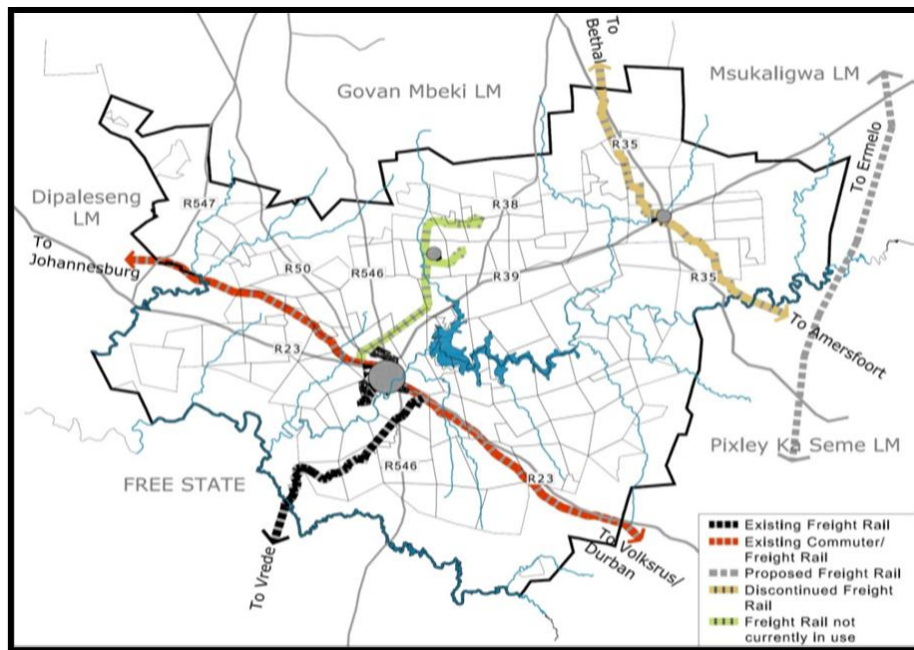
Road and rail network

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 (Shosholoz 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 Tutuka 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 12: 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 must 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 Ermelo, this will also assist the municipality to attract people from other municipalities to spend money in Lekwa.

SDF Implementation Projects

Note: Costs were estimated in 2017, there is a need to add a certain percentage to ensure that costs are market related.

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 was amended and approved in 2020. 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.
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. The policy is currently in draft and awaiting a council resolution.
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 – Land Use Scheme amended and approved in 2020	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 incentivize developers to correspond with proposals made within the SDF and Land Use Scheme. The municipality has developed a draft policy and is awaiting council consideration.
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, utilize 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. The municipality has a system in place funded by the district. The municipality needs access to more functionalities on the current package.
Implementation of important municipal ICT: <ul style="list-style-type: none"> ▪ 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
Flood line 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 realize the desired spatial form proposed by the SDF the precinct plans play an important role in targeting specific development areas within the municipality. The River Park and Tsotetsi Road Sakhile precinct plants are to be implemented in the 2022/23 and 2023/24 financial years.
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 41: 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. According to the Lekwa LM Spatial Development Framework (2017), as of 30 March 2016, there were 52 claims recorded.

LAND CLAIMS				
	Researched	Accepted	Gazetted	Total
Outstanding Land Claims	13	8	5	26

Not Spatially Identified	5	0	0	5
TOTAL	18	8	5	31

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).

The municipality has approved the following policies:

- Bulk Contribution Policy
- Land Alienation and Leasing of Immovable Properties

In the final stages of developing the following policies:

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

Lekwa LM makes use of the Land Use Scheme to control and manage illegal land uses. There is no strategy part of the LUS for illegal land uses as the scheme is sufficient to address the illegal land uses. Town planning division issues out contravention notices to illegal land use. In addition, the municipality developed a municipal management and control of informal settlements by-law in 2018 to address land invasions and informal settlements. The human settlements unit has squatter controllers that assist the town planning division with enforcement.

The naming of streets and townships in the municipality is done through the National Geographical Names Council Act (Act 118 of 1998). Lekwa LM established a Section 79 Oversight Committee named "Local Geographic Name Committee" for the naming streets and townships. The municipality is yet to develop a policy to guide the naming of streets and townships.

Gert Sibande District Municipality procured a ArcGIS license for the municipality. However, the license is not a full software package. The municipality plans on procuring a full ArcGIS software package to develop a dashboard between Planning and Economic Development and the Budget and Treasury Office to ensure that land uses are aligned to the municipality's billing system.

The municipality has introduced an electronic system called MunAdmin which is a system designed for electronic record keeping, document management and general administration. The municipality currently does not utilise any electronic system such for processing land use applications due to insufficient network connection.

Lekwa LM Bulk Contribution Policy

Lekwa LM has a Bulk Contribution Policy in place. 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

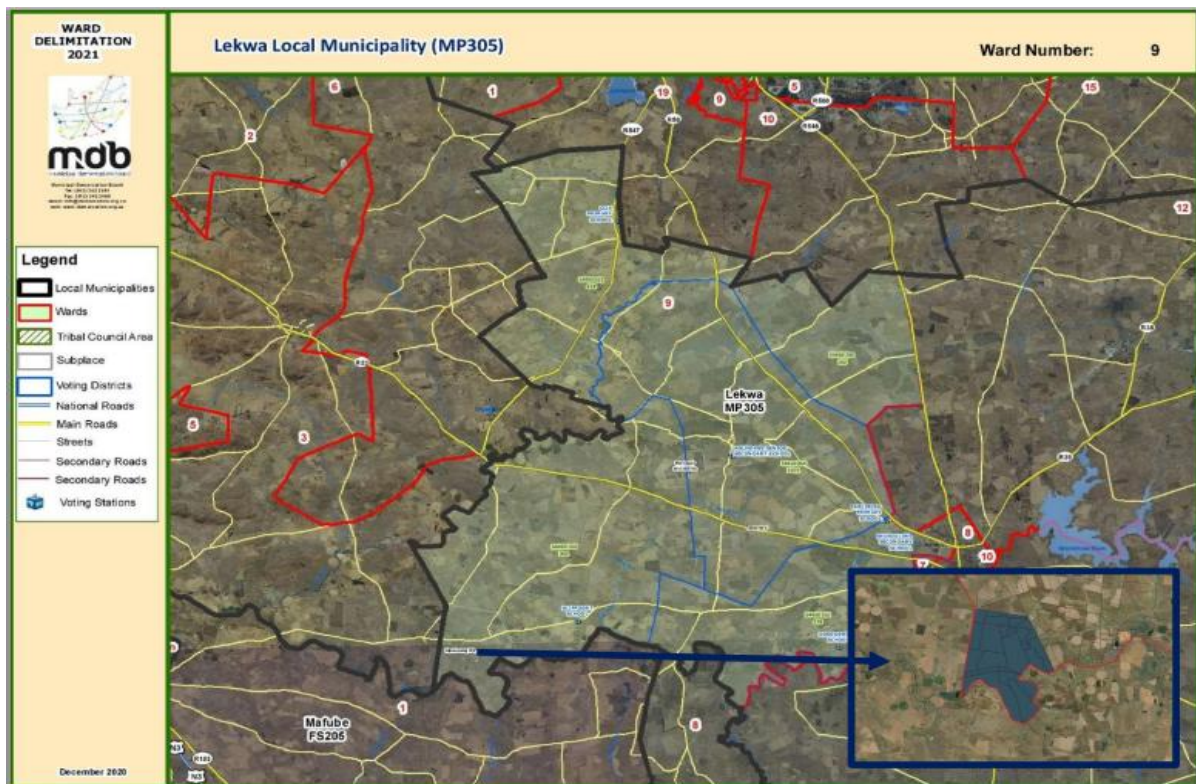
The objectives of the Bulk Services Contributions Policy are to:

- Recover the portion of the capital cost of economic infrastructure that is attributable to 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 way 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 embarked on a land audit project to identify ownership of all the parcels of land within Lekwa Local Municipality in 2021. 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 municipal area of Lekwa as illustrated the map 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 from the current Valuation Roll when compared to the latest cadastral data from the surveyor-general. The land ownership categories are as per the diagram below.



Map 13: Lekwa LM Land audit

Land Uses

Land Use Category	Quantity
Residential	21 933
Industrial	79
Business	563
Agriculture	2 417
Mining	5
Government	124
(PSI) Public Service Infrastructure	201
(POB) Properties Owned by Public Benefit Societies	46
Vacant	112
Other	449

Property Ownership in Lekwa

Ownership Category	Number of parcels	%
National Government	279	1%
Provincial Government	141	1%
Local Government	3 864	13%
Private (Close corporation, Trust and PTY Ltd)	18 902	65%
All state-owned enterprises	1 370	5%
Undetermined	4 381	15%
Total	28 993	

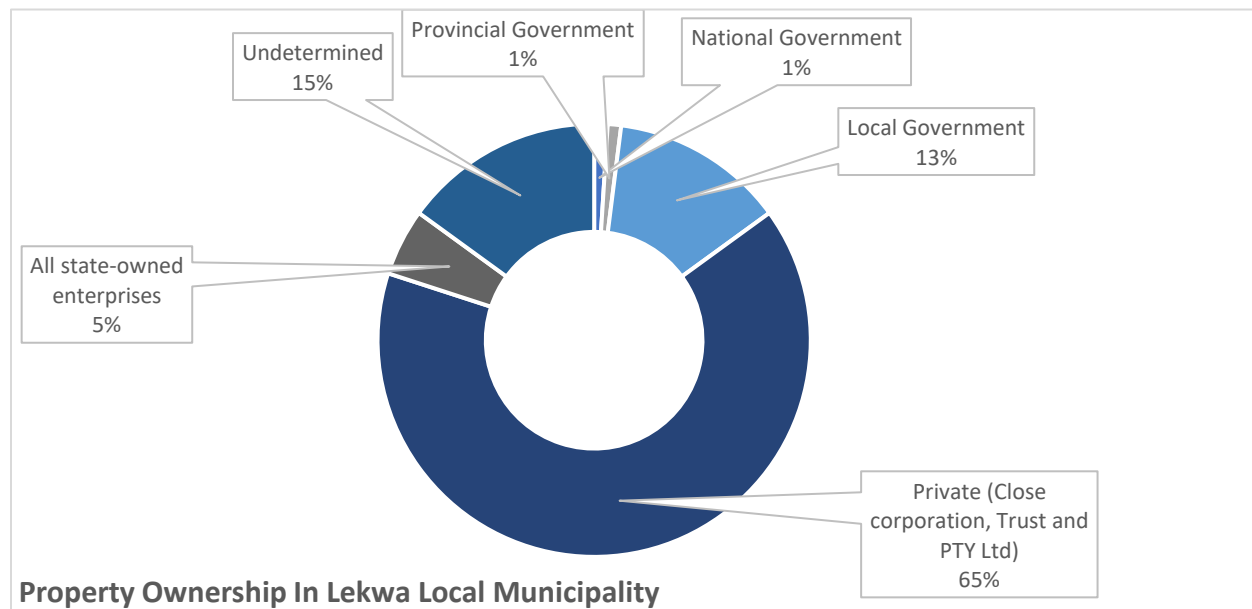


Figure 32: Ownership of land in Lekwa

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 4: Land Disposal Policy Implementation
- Proposal 5: Update Cadastral Data Regularly
- Proposal 6: Land Registration
- Proposal 7: Investigate inconsistencies between Cadastral and Physical
- Proposal 8: Land Audit Projects
- Proposal 9: In-situ upgrade projects
- Proposal 10: Design and implementation of a vacant land tariff policy
- Proposal 11: 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; <ul style="list-style-type: none"> ▪ 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; <ul style="list-style-type: none"> ▪ 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; <ul style="list-style-type: none"> ▪ Provide a framework, ▪ Guidelines and procedures that are intended to be followed by the Council for the disposal and letting of various types of immovable properties 	Inhouse

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; <ul style="list-style-type: none"> ▪ 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; <ul style="list-style-type: none"> ▪ 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
Investigate inconsistencies between Cadastral and Physical	Inconsistencies between Cadastral and Physical need to be investigated and plans should be put in place to normalize or illuminate the inconsistent information; <ul style="list-style-type: none"> ▪ The field surveys will improve the data collection process which will provide public land managers and the public with essential information 	Outsource
Land Audit Projects	Land audit to be considered during IDP Project Identification and Programming.	Outsource
In-situ upgrade Projects	When intervening in an informal settlement the municipality should; <ul style="list-style-type: none"> ▪ Adhere to the Informal Settlement Upgrading Programme and; ▪ Subdivisions are to be registered. 	Outsource
Vacant Land Policy	Lekwa Local Municipality is couple with various vacant land which are not being billed by the municipality. Under such circumstances, a policy detailing the vacant land tariff should be proposed: <ul style="list-style-type: none"> ▪ Property owners that have vacant land in Standerton, Morgenzon, and Thuthukani should therefore be guided by this policy. 	Inhouse
Sale of Properties	Municipal land should consider selling properties for revenue increase, there are different ways of buying municipal land: <ul style="list-style-type: none"> ▪ A private treaty between buyer and municipality where offers are made, and negotiations concluded in terms of Section 14(2) of the MFMA. ▪ A public auction where the property is sold to the highest bidder. 	Inhouse

	<ul style="list-style-type: none"> ▪ Public tender where the municipality puts out a notice for 30 days calling for tenders. The municipal council or committee will decide on the winning tender in terms of its supply chain policies. ▪ Public/private partnership in terms of Section 120 of the MFMA. 	
Design and implementation of a development incentives policy	<p>The introduction of a Development Incentives Policy is to motivate and entice investors to invest particularly within the city as guided by spatial, land use and economic policies</p> <ul style="list-style-type: none"> ▪ to make the city the first-choice destination for investment and ▪ to demonstrate commitment in growing the economy, providing tangible jobs, and supporting small and emerging businesses. ▪ The value adds of the proposed incentive program to developers and business, benefit received shall be reasonably proportional to enhance value of the land and market rate of return to the development's capital. 	Inhouse

Table 42: 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:

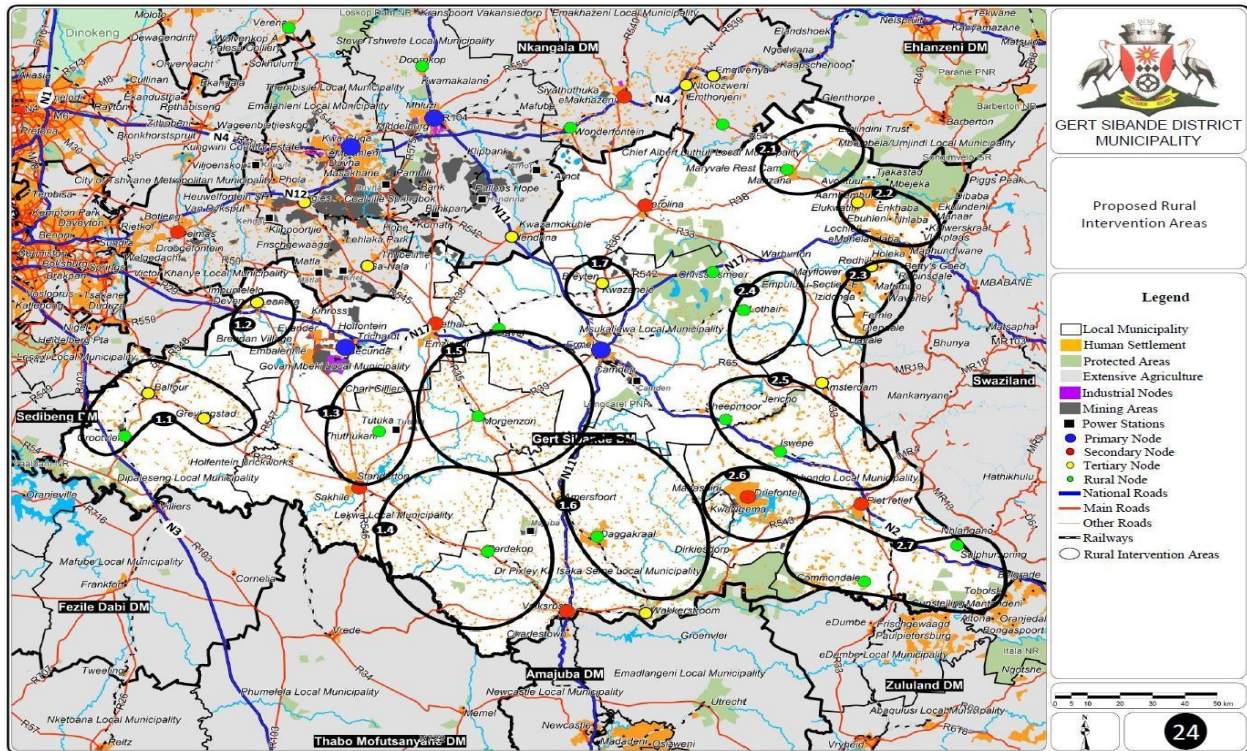
- Standerton in the central part of the municipality identified as a First Order Node, while Morgenzon was identified as a Second Order Node.
- Third and Fourth Order Nodes were identified to serve the areas which are far located from Standerton and Morgenzon.
- The northern, central, and southern extents 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 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 14: GSDM Rural development initiatives Source: Lekwa SDF, 2016

The Rural Intervention Areas applicable to Lekwa Local 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 falls 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

SPLUMA Implementation

The table below provides an overview of SPLUMA implementation within Lekwa Local Municipality for the period of June 2023 to June 2024. The focus on the implementation of the SPLUMA includes the development, customization and gazetting of the SPLUMA compliant Municipal Bylaws; establishment of Municipal Planning Tribunals; development of delegations and tariffs; and the provision of training. The Lekwa Local Municipality is a member of the Joint District Tribunal under the Gert Sibande District Municipality. The municipality only has a Authorized Official who considers certain applications while the rest of the applications are referred to the District Municipal Tribunal.

The table below indicates that there is development within the municipality as there are land development applications submitted to the municipality. However, it is also evident that the municipality does not have adequate capacity to handle all land use management matters. As per the table below, the municipality issued 13 non-compliance letters and only fined 1 activity. There is a need to employ land use inspectors to dedicated to ensure that all development complies with SPLUMA.

Table: SPLUMA Implementation for the period July 2023 – June 2024

Administration	Number of Land use applications received by the municipality in terms of the by-law [a-g below]	22	Consent use – 3 Subdivision/ Consolidation – 1 Removal of conditions - 3 Rezoning - 8 Other applications - 67
LDO	Number of land use applications received by the Authorised Official (AO)/Land Development Officer	39	Applications approved – 25 Applications declined – 6 Applications pending - 4
MPT	Number of category 2 land use applications received by the Municipality in terms of the By-Law.	2	Applications referred to MPT – 2 Applications decided upon by MPT - 3
Appeals Authority	Number of appeals received by the secretariat to the Appeal Authority.	0	No applications referred to appeals authority
Building Control	Number of building plans received.	63	Building plans examined within the time frame - 63 Building plans finalized - 49
Land Use Enforcement	Number of applications for SPLUMA compliance certificates received	312	Applications for SPLUMA compliance certificates finalized – 263 Complaints received regarding illegal land use – 54 Compliance /legal notices issued for non-compliance with LUS and by-laws – 13 Fines issued for non-compliance with LUS and by-laws - 1
Land Use By-Law And Scheme	Number of proclaimed LUS amendments for this month*	1	

Organizational structure of Planning and Economic Development

DIVISION	NUMBER OF POSITIONS	TOTAL FILLED	NUMBER OF POSITIONS VACANT	VACANCY RATE
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				(No of Vacant Positions/Total No. of Positions * 100)
Executive Manager's office	2	1	0	50%
Land and Property Management	7	4	3	43%
GIS	2	1	1	50%
Town planning	6	2	4	67%
IDP	2	2	0	0%
LED	4	2	2	50%
Human settlements	11	6	5	45%
Total PED positions	34	18	15	44%

Table 43: 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.

4.9 STATUS QUO ASSESSMENT OF LOCAL ECONOMIC DEVELOPMENT

Lekwa Local Municipality's LED goals and objectives

LED objectives revolve around a set of common issues of job creation, empowerment, the pursuit of economic growth, community development, the restoration of economic vitality and diversification in areas subject to recession (World Bank, 2001). South Africa's Department of Trade and Industry links LED firmly to mainstream economic development and small business promotion in particular (Rogerson, 2002). While LED must be focused on development and growth, it also needs to be responsive to the needs of the poor. Therefore, the official conception of LED in South Africa accommodates elements of market-led and market-critical approaches toward LED.

The World Bank (2001; 2002) suggests the following ten issues as a representative of the most important and frequent sets of LED interventions:

1. Ensuring that the local investment climate is functional for local enterprises;
2. Supporting Small and Medium-sized enterprises;
3. Encouraging new enterprises;
4. Attracting inward investment;
5. Investing in physical (hard) infrastructure by improving the built environment for businesses
6. Investing in soft infrastructure, including human resource development, institutional support, and regulatory issues;

7. Supporting the growth of business clusters;
8. Targeting particular geographical areas for regeneration of growth (i.e. spatial targeting);
9. Supporting survivalist, primarily informal sector enterprise;
10. Targeting certain disadvantaged groups.



Figure 33: Lekwa LM LED Strategic goals and objectives

Economic profile of Lekwa Local Municipality

Lekwa was the leading contributor to the district's agriculture and utilities industries. It also made significant contributions to the district's trade industry. Over the period 1996 to 2022, the economic growth rate for Lekwa was 1.5% p.a., & 2.5% p.a. between 2019 & 2022. The Lekwa economy expanded in 2019 with growth of 3.5%, contracted by 2.5% in 2022 & is expected to expand by 5.1% in 2023. The estimated average annual GDP growth between 2023 & 2027 for Lekwa is 3.2% p.a. In 2022, the size of the economy was estimated at R19.6 billion in current prices & R12.5 billion in constant 2015 prices. In 2022, the four largest industries (community services, finance, trade, & manufacturing) contributed 61.9% to the economy of Lekwa. Lekwa holds comparative advantages in agriculture, mining, & utilities. In 2019, tourism spend totalled R621 million or equal to 4.2% of the district's GDP in current prices. By 2022, it declined to R544 million, which was equal to 2.8% of the district's GDP in current prices.

3.6%	1.5%	2.5%
Contribution to provincial economy in 2022 (constant prices) 14.1% contribution to the district economy	Average annual economic growth 1996-2022 5 th slowest growth among the local areas	Average annual economic growth 2019-22 4 th fastest growth among the local areas

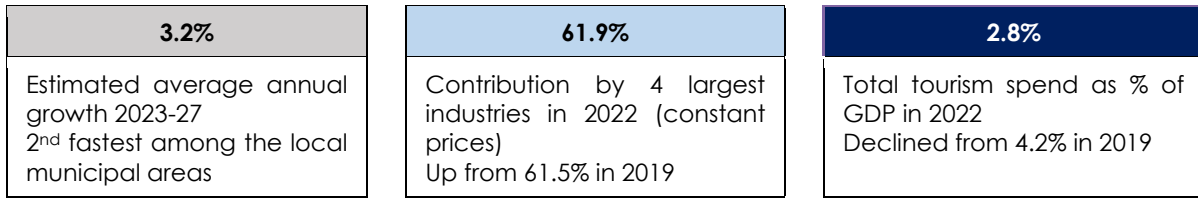


Figure 34: Key economic indicators in Lekwa. Source: S&P Global - ReX, October 2023

Structure of the economy in Lekwa

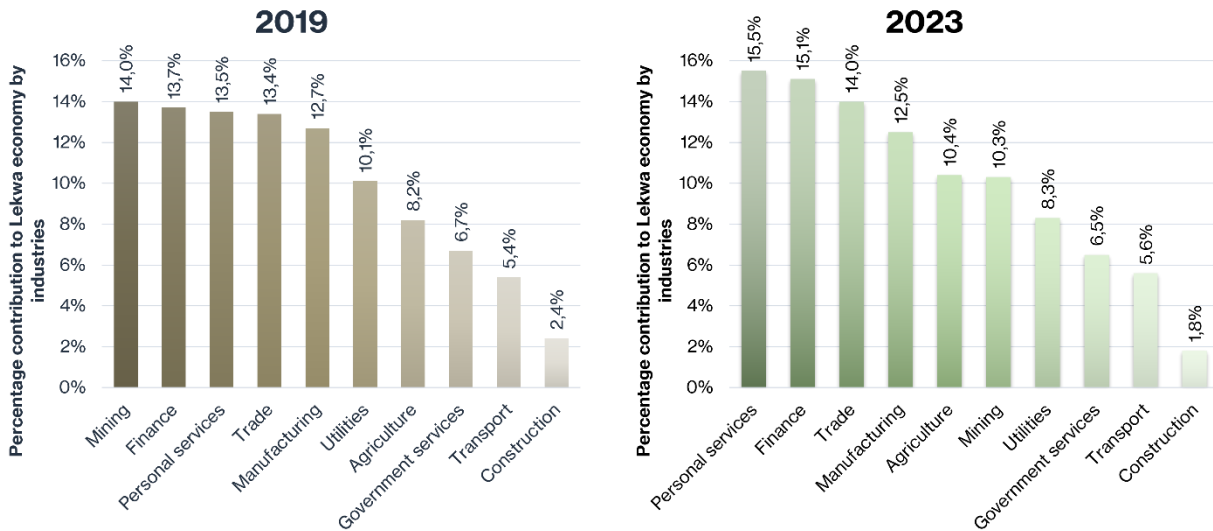


Figure 35: Structure of Lekwa's economy in constant 2015-prices. Source: S&P Global - ReX, October 2024

In 2022, the contribution to the Mpumalanga economy was 3.6% – 7th largest contribution among the local municipal areas. Contribution to the district economy of 14.1%.

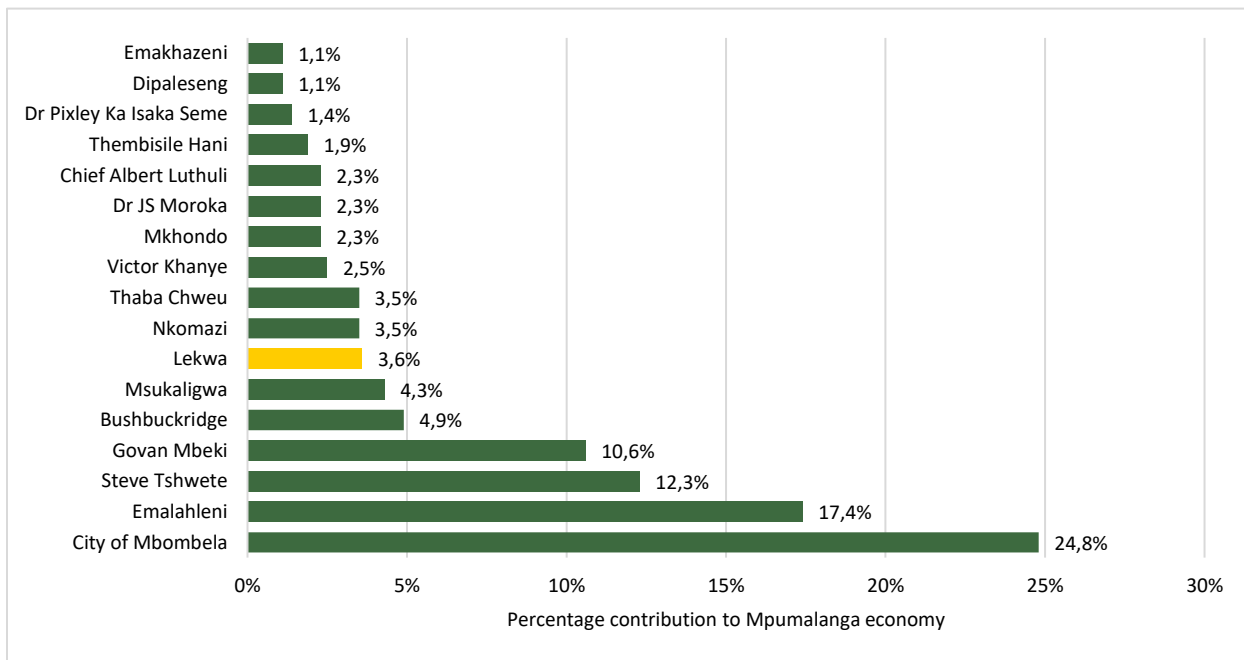


Figure 36: Contribution to Mpumalanga's economy in constant 2015-prices. Source: S&P Global - ReX, October 2023

The role of Lekwa Local Municipality in Local Economic Development

It is important to understand the Municipality's duties and role in developing the local economy. One of the local government's key contributions to economic development is providing basic services. It is clear from the regulatory framework that it is mandatory for a municipality to create a conducive environment by delivering quality services that promote local economic development. The role of the Municipality is to facilitate an economic climate that supports growth, improvement of quality of life and tax base enhancement. Improving the economic climate should enable sustainable growth and job creation, increasing per capita income and improving acceptable income distribution. This will, in turn, support improvements in quality of life and broaden the tax base. Provision of public safety, cleansing services, maintenance or upgrading of the urban public environment and infrastructure, and social services that address social issues in the area allow individual property owners to benefit from a well-managed and safe neighbourhood. A supportive business environment also attracts investment to the area.

The top ten (5) industries i.t.o. contribute most to creating job opportunities employment are:

- Wholesale and retail trade
- Community, social and personal services
- Agriculture, forestry, and fishing
- Business activities
- Mining and quarrying

Notably, the wholesale and retail trade, agriculture, forestry and fishing and community, social and personal services are significant contributors to employment numbers in Lekwa Local Municipality. Notably, the mining and quarrying industry is among the top 10 industries contributing to LLM's employment. The importance of agriculture and mining is reiterated through the high number of employment opportunities provided by these sectors. The agricultural and mining sector typically employs unskilled workers. Globally and in SA, the agricultural sector is shrinking, putting a large number of low-skilled workers' employment at risk due to vulnerability to external shocks such as environmental and climate change.

Key Success Factors for LED in Lekwa

Poor service delivery and inadequate infrastructure are major obstacles to development in the municipality. Investment in infrastructure will expand the capital base of Lekwa Municipality and create jobs. An infrastructure program will undoubtedly create employment if the resources used are sourced from local suppliers. The infrastructure should include water, sanitation, transport, electricity, housing, and connectivity, which are all necessary for business growth and investment. Fixing the infrastructure will negate unfavourable instances, such as when Astral Foods, one of South Africa's largest poultry producers with a processing plant in Standerton, took legal action against it due to severe supply disruptions caused by disintegrating infrastructure.

Public LED Priority Index of Lekwa Municipality

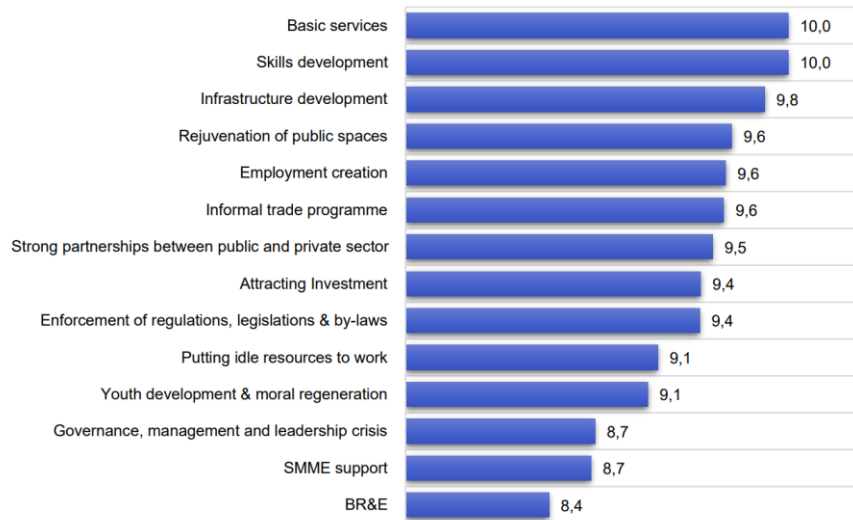
The top six LED priorities according to the public, LED officials and councillors are depicted in the figure below and are as follows:

- Basic services
- Skills development
- Infrastructure development
- Rejuvenation of public spaces
- Employment creation
- Informal trade programme

LED Strategy

The Lekwa Local Municipality shows great growth potential due to its resource endowments, comparative advantage in multiple sectors and strategic location being home to the Vaal River and having immediate entry points to some of the largest Provinces in South Africa. To unleash the growth potential of the municipality, there need to be improvements in service delivery, infrastructure, and governance. The high unemployment rate, which is worse amongst the female population and the youth, requires labour reforms that will reduce the cost of hiring.

A Special Economic Zone in Lekwa Municipality has great potential to attract businesses and investors who will then absorb the excess labour in the municipality while contributing to the GDP of the municipality. The improvement in employment will reduce the high rates of poverty and inequality in the municipality. The growth potential of the Lekwa Municipality is high as it has untapped human and natural resources and room for expansion in the current industries.



Excellent Basic Service Delivery

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

Form (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 LED Strategy Action Plan

The action plans included in the economic strategy include the following:

1. Excellent Basic Service Delivery
2. Communication Plan to forge strong relationships with stakeholders
3. Easy Wins:
 - a. Putting idle resources to work
 - b. Support NGOs and NPOs by establishing a Welfare Forum
 - c. Participation in Employment programmes through EPWP and CWP
4. Business Retention and Expansion Plan (BRE)
5. Youth development 6. Recycling Action Plan (Green Economy)
6. Action plan to promote agriculture
7. Tourism Promotion Plan
8. Investment Attraction Plan

The Implementation Plans for the Action Items are discussed in detail in the Lekwa LED Strategy.

Lekwa Local Municipality Tourism Strategy

Lekwa LM council approved the Draft Tourism Strategy in May 2022, The objectives of the strategy are to:

- Enable all stakeholders in the Municipality to work together in promoting Tourism
- Improve structures and systems of investment promotion and facilitation, and working together;
- Attract investment to meet job targets in line with MTFS and NDP; (Reduce the high levels of Unemployment);
- Channel resources to where they have the greatest impact for Job creation and economic growth;
- Ensure that competitive advantages are utilised to the fullest (Boost economic growth through tourism);
- Align and integrate with national, provincial, and local policies, strategies, and programme
- Maximise job creation and retention through business retention & expansion; (Boost economic growth through tourism)

Status Quo of Tourism in Lekwa LM

Lekwa Municipality is within Mpumalanga Province in the Gert Sibande District, the Municipality is currently faced with high rate of unemployment which is at 27.5%. The Tourism sector is not creating jobs as expected, this due to the lack of coordination and common vision between stakeholders.

The Local Government is unable to create enabling environment for tourism development and also supporting the existing Tourism business, there Council owned tourism attractions which have potential to enhance tourism development in the Municipality, such attractions facilities are not properly managed, not maintained and are underutilised.

There is no local tourism association to coordinate stakeholders and encourage development of new tourism products that are needed by the tourist, lack of events that can attract tourist is also a challenge for the tourism sector to create the needed jobs. Lekwa Municipality (Standerton) was a battlefield of the Anglo-Boer war as a result the Municipality has heritage sites which are not marketed as tourist attractions for the Municipality.

Tourism Opportunities in Lekwa Local Municipality

Grootdraai Dam

Grootdraai dam was built in 1982 mainly to support the water needs of Sasol at Secunda and Eskom Powers stations such as Tutuka, Matla, Kriel, Duvha, and Kendal as these power stations are located on the coal fields in the adjacent Olifant river basin. Grootdraai dam is used mainly for industrial purpose, and to a lesser extent domestic and recreational purposes. The Tourism Growth Strategy called this area "Cosmos Country" and noted that it is valuable in offering easy weekend access for visitors. Grootdraai Dam was also noted as a popular water sports destination. Events in the area include

- Birdwatching;
- Shoreline fishing;
- Camping;
- Boardsailing/Windsurfing;
- Kite Surfing;
- Fishing from Boats;
- Paddle skiing /Rowing/Canoeing;
- Yachting;
- Swimming;
- Skiing and Powerboating;
- Competitive and Recreational angling
- Picnicking and Sunbathing.
- Music on the dam

The development of Grootdraai Dam should be prioritised as an urgent mechanism to support tourism development in Lekwa LM, during the profiling of Tourism attraction it become evident that there are currently limited tourism facilities within the LLM and tourism does not make a meaningful contribution to employment or GVA in the area. It was also found that Grootdraai dam has dilapidated and vandalized ablution facilities, play grounds and picnic facility. The facilities have been neglected for a long time, and there is no specific official event management system in place, access road to the dam is also a challenge.

Activities that can be supported

The Dam would then serve as the centre for several family, water sports and adventure related activities. Income could be generated through entrance fees and for the use of facilities. The Dam could also serve as a wedding and Music Festival venue (as well as other events, with a view to becoming the meeting place for the town). Flea markets and picnic sites would also encourage regular visits from the local community and serve to develop SMMEs. Given the strategic location of the Grootdraai dam this tourism attraction it can attract more tourism from the neighbouring provinces as well as tourist from other countries to visit Lekwa Municipality.

Vaal River

The Vaal river is one of the defining features of Lekwa Local Municipality and is important both from an environmental and historic point of view. The name of the river is an image that Lekwa Local Municipality should strive to uphold. Vaal River is the greatest asset of Lekwa and should be used as a tool to enhance Tourism Development.

An unpolluted river would encourage water activities ranging from kayaking to rafting to guide boat trips. If Lekwa Local Municipality is to sell Vaal rive as tourism (recreational) product which majors on nature and adventure activities then it is essential that the river be well looked after.

The Municipality should consistently monitor pollution levels in the river and adopt a set of water quality standards; Prevent dumping in or along the river;

Consistently monitor pollution levels in the river and adopt a set of water quality standards;
Prevent dumping in or along the river, Vaal is beautiful scenery that present the following

- Birdwatching
- Fishing from the boats
- Paddle skiing /rowing/canoeing;
- Picnicking on the river banks of Vaal

The tourism attraction profiling report indicated that, there are Council owned Tourism attraction facilities on the bank of the Vaal River. It was also established that there is a lack of capacity and funding mechanism in place to ensure that the tourism attractions are unable to attract tourist to Lekwa, as a results, attractions as a result the facilities are run down and have been vandalised. This prevents tourist both domestic and

external to fully utilise the facilities. It is therefore required that mechanisms to be put in place in order to be able to attract tourist to Lekwa LM taking the advantage of Vaal River

Township Tourism

Township tours: As part of collective Mpumalanga's Heritage Route via several targeted towns), add to Nicholas Bhengu as Religious Route. Using a Soweto-style approach to township tourism, that include developing cultural tours/ experiences (people, place, food, and entertainment experience of local townships) in different towns that focus on

Developing a potential Arts and crafts centre (with home grown artists – focus on youth and women entrepreneurs), including strengthening township culture 'look and feel', such as local graffiti artists/ youth to brighten certain township landmarks (such as the iconic Seratu Mountain)

Clothing specially made (by local entrepreneurs) using cultural designs sold via local retailers Township stores) develop a route through township displaying local art and special attractions (Soweto-style) that incorporates Sakhile Township Tourism initiative i.e., Shisanyama and Popular car washes, Offer of Homestays (extend sharing of residence in the township) to allow tourists to feel and experience local culture and traditional foods). This will help to change perceptions and a mindset change to improve township/ cultural tourism

Linking with other industries (mining, manufacturing, agriculture, etc) that will stimulate flow of tourism into and out of the townships (such as volunteer tourism for those volunteering at township-based community food gardens (sponsored projects)

Historical Sites

Standerton was named after Adriaan Hendrik Stander, a Boer leader who owned the farm on which Standerton was established in 1876. Standerton was once a battlefield where the Anglo-Boer war took place, this town also was a town for prominent politician and prominent religious leaders

Lekwa Local Municipality has a number of historical sites of high national significance. These include:

- the Garden of Remembrance,
- Voortrekker Monument,
- Anglo-Boer war concentration camp,
- Nicholas Bhengu memorial
- Old Kruger Bridge

As part of a tour package, an historical site need not have much actual substance as the tour puts the site into its historical context by emphasizing its relationship with other sites as well as by providing effective historical narration at the site.

Lekwa LM Agricultural Strategy

Lekwa LM council approved the Draft Agricultural Strategy in May 2022. The purpose of the strategy is:

- To promote transformation in agriculture and agro-processing sectors.
- To increase food security in the Lekwa Local Municipality.
- To increase farming community safety and reduce stock theft.
- To create effective farmer support, agro-processing, and agriculture market.

Agriculture Status Quo

Local municipality	Crop		Livestock		Mixed farming		Other		Total
	No.	Contri.	No.	Contri.	No.	Contri.	No.	Contri.	Contri.
Albert Luthuli	1019	72.6	51	3.6	322	23.0	11	0.8	1403
Dipaliseng	446	86.8	47	9.1	21	4.1	-	-	514
Dr Pixley ka Seme	353	98.9	-	-	4	1.1	-	-	357

Govan Mbeki	93	83.8	8	7.2	10	9.0	-	-	111
Lekwa	157	37.6	159	38.1	99	23.7	2	0.5	417
Mkhondo	570	93.1	1	0.2	41	6.7	-	-	612
Msukaligwa	124	24.7	72	14.3	306	61.0	-	-	502
TOTAL	2762	70.5	338	8.6	803	20.5	13	0.3	3916

Implementation Plan

Programme	Project
Programme 1: Food Security	Research on modern farming methods. Encouraging home gardens
Programme 2.: Farming community safety and reduction of stock theft	Circle of defence
Programme 3.: Transformation of the agricultural sector and agro-processing	Provision of land to emerging farmers Agro-processing
Programme 4: Support to emerging farmers	Support to emerging farmers Access to the markets

Green Economy

Renewable energy

Umbila Emoyeni is a renewable energy facility located between Bethal and Morgenzon in Lekwa Local Municipality in Mpumalanga. Umbila Emoyeni is a 900 MW renewable energy cluster that combines wind energy facilities and solar photovoltaic (PV) plants. The first phase of this project is a 155 MW wind energy facility¹²³. The facility is designated as a Strategic Integrated Project by the Department of Public Works and Infrastructure. It aims to supply Seriti's coal mining operations with 75% of their power requirements via a wheeling arrangement with Eskom. The remaining capacity of the 900 MW project is expected to be fully commissioned by 2027, providing electricity for approximately 500,000 South African households¹⁴.



Wind Energy: The wind energy component of Umbila Emoyeni consists of 750 MW of wind energy facilities. These facilities utilize wind turbines to generate clean electricity. Solar PV Plants: The project also includes 150 MW of solar photovoltaic (PV) plants. Solar PV technology converts sunlight directly into electricity using solar panels. Commissioning: The initial 155 MW wind energy facility is expected to commence commercial operation in 2025¹²³. The entire Umbila Emoyeni project will contribute significantly to South Africa's renewable energy goals.

Project	Reflection on the stage of implementation	Are there any challenges?	Is there intergovernmental support?	What financing instruments are being utilised?
Umbila Emoyeni Wind and Solar Facility	SPUMA application approved by Tribunal Currently awaiting approval of building plans	None	None	Privately funded - IPP (Independent Power Producers) initiative

Recycling

In the light of the increased importance of a green economy and the movement toward the concept of a circular economy, it is recommended that the Lekwa municipality focus on creating policy regarding the green economy or at least introduce green economy requirements in their existing policies for instance in the Procurement Policies regarding Waste management. The investigation of several policy options and the implementation thereof should be addressed.

Recycling (contributing and supporting solid waste management) can be rolled out as an income-generating activity for the poor and unemployed. The benefits to the municipality will include increased diversion rates to save landfill space and achieve targets set by legislation. The benefits to the community and the welfare forum would include revenue and creating employment.

Potential synergies between Municipalities and Recyclers:

Potential synergy	Practical Implementation
Recyclers' need for increased volumes of waste can be offset by the need of municipalities to reduce the volume of waste at landfills (increase the volume of diverted waste).	<ul style="list-style-type: none"> • Implement separation at source in all areas • Collaboration between recyclers and municipalities to divert waste away from landfills through implementing a dual-bag system and facilitating access to waste for recyclers. Municipalities must supply households with clear bags and drive recycling awareness • Municipalities have a crucial role in changing the perception and attitudes of local officials and the general public towards the recycling industry. The efficient recovery of large volumes of high-quality recyclables is dependent on active citizen involvement
The legal obligation of municipalities to render waste management services is offset by recyclers' need for a suitable premises and equipment for a suitable premises and equipment	<ul style="list-style-type: none"> • Municipalities can leverage infrastructural resources by appointing recyclers to operate transfer stations/ equipped premises adjacent to transfer stations. Recyclers can benefit from the infrastructure municipalities are required to have in place, and municipalities can leverage the resources and benefit from the specialist skills and activities of the recyclers. • Investing in improved transfer stations and equipment is less capital intensive than high-technology alternative waste treatment plants and saves municipalities transport costs. If an appointed recycler can access infrastructural resources, it would greatly enhance their capacity. • Contracts for collecting and removing recyclables should be separated from contracts to operate transfer stations on behalf of the municipality. Service providers who are paid to transport materials do not have such a strong incentive as local recyclers to increase the volume of material diverted away from landfills.
The high transport cost of waste to landfills for municipalities can be reduced through higher diversion rates. Higher diversion rates will enhance recyclers' volume, enabling them to reduce their transport cost.	<ul style="list-style-type: none"> • Facilitating agreements between appointed municipal service providers and local recyclers to supply recyclables directly to service providers at competitive prices • Facilitating the development of processing capabilities in line with Operation Phakisa.

Recycling action plan

Action plan	Recycling
<ul style="list-style-type: none"> ▪ Conveyer/ sorting tables ▪ Safety gear for workers ▪ Recycling service provider to manage and oversee ▪ Buy-back centres where recyclables can be bought from collectors 	

Project actions (a list of steps to be taken)
<ul style="list-style-type: none"> ▪ Implement a dual bag system in all households and businesses to facilitate separation at the source ▪ Embark on a recycling awareness drive through municipal communication platforms ▪ Ensure that infrastructure such as premises, transport, baler and forklift are in place ▪ Appoint service provider to conduct recycling as per municipal procurement processes ▪ Facilitate agreements between the service provider and smaller recyclers/ waste collectors to ensure that materials are bought in at buy-back centres at competitive prices.
Timing (i.e. short, medium or long term, and how long should it take?)
Implement a dual bag and awareness campaign in the short term and continue over the long term. The establishment of infrastructure and appointment of service provider could happen within one (1) year.
Communication (how will the project be communicated, i.e. direct engagement, post on Facebook, send out e-mail etc. and to whom)
Service provider contracted on a bid-basis Awareness programs to be rolled out on all municipal communication platforms
Municipal official responsible
Waster Manager
Key performance indicators (how will the success of the project be measured, e.g. for training, the number of delegates who completed the training and obtained certificates; the number of delegates trained who found employment)
Number of jobs created Tonnes of recyclable materials diverted from the landfill
Role players
The community, Department of Environmental Affairs and Development Planning (offers support to Waste Entrepreneurs), local recyclers, schools and local businesses.
Municipality's role
The municipality should facilitate the process and provide infrastructure and compensation for the service provider.

Agriculture SMME support action plan

Action Plan	Promote Agriculture sector
Problem Statement?	The agriculture industry is one of the industries that contribute most to creating employment and has the potential to create livelihoods in rural areas.
Short-, medium- or long-term implementation?	Phased in over the medium to long term
Background information/ broad description of the plan and its rationale?	Traditionally a key economic driver in Lekwa, the agricultural sector faces many macro-economic and environmental constraints. Supporting the agricultural sector, including emerging farmers, was prioritised during stakeholder engagements.
Resources required?	<ul style="list-style-type: none"> ▪ Infrastructure for emerging farmers ▪ Funding for agriculture skills development programme ▪ Volunteers ▪ Facility to host the after-school skills development programme
What are the plan's outputs?	<ul style="list-style-type: none"> ▪ After school agriculture skills development programme ▪ Support for emerging farmers ▪ Agriculture awareness program
Plan outcomes	<ul style="list-style-type: none"> ▪ Youth development ▪ Job creation ▪ Support to SMMEs in the agricultural sector

Plan activities and actions?
<ul style="list-style-type: none"> ▪ Provide emerging farmers with technical and infrastructure support ▪ Link emerging farmers with established commercial farmers to offer support and training to emerging farmers. ▪ Training farmers in modern and sustainable farming techniques ▪ Agri-processing facilities to capitalise on value-added opportunities ▪ Include agricultural SMMEs in Small Business Development initiatives and link agricultural SMMEs with broader initiatives to support agri-businesses. ▪ Develop an after-school skills program to reach young people on farms.
Municipality's role?
The municipality should play a facilitative and leadership role in coordinating efforts by key role players.
Key role players?
<ul style="list-style-type: none"> ▪ Department of Agriculture and rural development ▪ Local Farmers ▪ Local Schools ▪ Department of Land Reform and Rural Development
How will the project be communicated to participants/ role players?
The program must be communicated to stakeholders through direct engagement and discussion.
Key performance indicators
<ul style="list-style-type: none"> ▪ The number of emerging farmers supported ▪ Number of participants in training programs ▪ The number of students that receive a job after completing the after-school skills development programme.

Investment Attraction Plan

To attract foreign investment and capture the advantages thereof, the government should establish support infrastructure and be committed to a pro-business (private sector) attitude. Possible tools for achieving this include setting up export processing zones and industrial parks, introducing investment incentives, and offering tax holidays (Fafchamps, 2000). In addition, the local workforce should be well-trained, basic infrastructure should be in place, and international links should be fostered. Potential investors are also attracted by good governance and capable market institutions.

Incentives are special interventions in the form of rewards designed to boost investment and stimulate economic growth and job creation in a particular area. Investment incentives are specific because they are restricted to investors who meet the criteria. While incentive packages can encourage investment, there are revenue implications that have to be considered. Research indicates that, although incentives are rarely the most important factor in the choice of location, they influence business decisions and can play an influential role when considered in addition to other factors. This is commonly referred to as a "tipping point" influence.

Other government spheres, such as the Department of Trade and Industry (dti), offer various incentives. Standard incentive packages range from financial rewards to tax exemptions and non-financial inducements such as regulatory exemptions or the provision of information. However, for local governments, using financial rewards is generally not advised because of the direct and indirect cost implications of ad hoc financial incentives. However, ad hoc financial incentives may be considered if they provide a tipping point factor.

Action Plan Name:	Investment Attraction Plan
Problem Statement?	It is desirable to attract new investment to the area to increase economic growth. This can be achieved by marketing Lekwa as an investment destination (to businesses and individuals) and "grow your own" initiatives.
Short-, medium- or long-term implementation?	Phased in over the medium to long term
Background information/ broad description of the plan and its rationale?	

Investment creates jobs and the infrastructure required for economic growth. Private sector investment enhances the economic base of an area and promotes economic development.
Resources required?
<p>Human Resources:</p> <ul style="list-style-type: none"> ▪ Human resources for the One-Stop-Shop/ Investment desk (at least one individual with industrial investment knowledge and experience). ▪ Administrative support from the municipality. ▪ Strong internal links within the Municipality and other relevant departments. <p>Facilities and Infrastructure:</p> <ul style="list-style-type: none"> ▪ Office space and equipment for the One-Stop-Shop/ Investment desk team. Office to be suitable to accommodate and welcome walk-ins. ▪ Website for marketing the area to investors. <p>Budget:</p> <ul style="list-style-type: none"> ▪ Funding for Marketing plan (branding, marketing material and marketing message). ▪ Funding for promotional activities. ▪ Travelling expenses to visit potential investors and invite potential investors to the area. ▪ Budgetary provision for incentives and services to new industrial developments. ▪ Maintenance and enhancements to the area to meet market preferences.
What are the plan's outputs?
<ul style="list-style-type: none"> ▪ Attracting established businesses in Lekwa. ▪ Establishing an economic hub in Lekwa ▪ Establishment of new factories and businesses in the area. ▪ An effective marketing plan and establishment of the Lekwa brand. ▪ A functioning One-Stop-Shop ▪ Reducing red tape for investors
Plan outcomes
<ul style="list-style-type: none"> ▪ Increased capital investment levels ▪ Improved infrastructure ▪ Increase in the employment rate ▪ Increased job opportunities ▪ Accelerate economic growth
Plan activities and actions?
<p>Develop a marketing plan</p> <ul style="list-style-type: none"> ▪ Research, develop and implement a marketing plan. ▪ Research market needs and investment best-practice ▪ Ensure that key drawing cards are in place. ▪ Position the area as a suitable and desirable investment destination. ▪ Identify key factors that influence investment decisions and build local capabilities. The municipality should consider risk factors faced by investors and investigate ways to mitigate the factors within its control. ▪ Marketing efforts should focus on Lekwa's assets and the advantages of doing business in the area. ▪ Lekwa should be promoted as a modern, vibrant and accessible agri-processing and green economic zone – a complementary addition to the investment attraction of its neighbours. ▪ When establishing economic clusters, it is important to target a specific industry and effectively sequence the establishment of additional clusters. <p>Create an Enabling Environment for Investment</p> <ul style="list-style-type: none"> ▪ For Lekwa to become an investment destination of choice, it is imperative that basic service delivery, and infrastructure to enhance the attractiveness of the area, be maintained. ▪ Ensure that the necessary road infrastructure is in place. Lekwa will suffer from a competitive disadvantage due to high transport costs if the necessary transport and road infrastructure are not in place. ▪ Create a safe and clean public environment. ▪ Reduce red tape in handling property re-zoning applications, building plan approvals and property inspections.

- Develop an effective information and communication technology strategy to enhance connectivity in the Lekwa area

Establish a "One-Stop-Shop" type service delivery vehicle

The immediate actions to establish a One-Stop-Shop include:

- Recruit and employ an investment manager. A key component of the one-stop-shop service is creating a post for a dedicated investment facilitation professional. The investment facilitator's main responsibility would be to provide a single contact for investors wishing to do business in Lekwa. The skills of such an investment professional can be leveraged to engage potential investors one-on-one.
- Set up investment website and contact numbers/ e-mail addresses;
- Get the investment office ready to be operational (equipment, furniture etc.);
- Develop and gain approval for incentives;
- Compile stakeholder charters to identify potential role-players and map synergies with the investment initiative. Engage role player and sign MOU for future co-operation.

A One-Stop-Shop should be able to:

- Engage investors on a case-by-case basis to remove blockages and provide tailored assistance
- Provide a single point of contact for all potential investors (handle enquiries via e-mail, telephone or consultation).
- Unblock hurdles through facilitation of processes (expediting process and exemptions where appropriate and applicable) and provide specific assistance with registration procedures.
- Provide services to speed up the granting of necessary permits and licenses in a centralised and comprehensive manner.
- Provide information on registration, legal framework and investment climate.
- Facilitate and mediate in case of conflicts.
- Facilitate seamless investment and reduce red tape and inefficiencies for potential investors.

Set up a dedicated events and marketing office/ task team whose responsibilities include the promotion of Lekwa at home and abroad, as well as the management of major events.

Ensuring that applicable incentives are offered to each potential investor and that the benefits are explained in detail.

Municipality's role?

The municipality's role is to promote and facilitate inward investment in the area and play a leadership role in marketing the area and promoting ease of doing business through establishing an investment desk/one-stop shop.

Key role players?

- The dti is a key role player
- Invest SA
- Department of Economic Development
- DEA
- Department of Public Works and Transport
- Local and District Municipalities
- DRDLR
- Private sector businesses.

How will the project be communicated to participants/ role players?

The project will be communicated to the market via a carefully developed marketing plan and direct engagements.

Key performance indicators

- The number of enquiries handled by the One-Stop-Shop.
- The number of actual investments facilitated by the One-Stop-Shop.
- The number of blockages (to investment) removed by the One-Stop-Shop.
- Number of new industrial investments in the 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 recorded as 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	<ul style="list-style-type: none"> All Business chambers Big companies Government Departments 	LED Forum launched 3 November 2022	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	<ul style="list-style-type: none"> DEDET LED Directorate COGTA LED Directorate GSDM LED Directorate SALGA LED Directorate Appointed service provider LEDF Member 	Council approved LED Strategy in 2022/23 FY.	X			Council approved LED Strategy in 2022/23 Financial Year
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.	<ul style="list-style-type: none"> Develop Business licencing policy Review Street Trading By-law, 2017 Building Plans and Rezoning processes (SOPs)- turnaround times. 	<ul style="list-style-type: none"> DEDET Business Regulation Directorate Department Trade and industry COGTA GSDM LED Forum Stakeholders 	30 June 2022 – Activity achieved	X	X		Business Licensing policy approved in 2022/23 financial year.
Tourism (Development and promotion in Lekwa LM)	<ul style="list-style-type: none"> Engage Tourism business Profile all Local Tourist attractions Explore all types of tourism sectors 	<ul style="list-style-type: none"> Establish Local Tourism Organisation Marketing Local Tourist Attractions (Development and Refurbishment) 	<ul style="list-style-type: none"> DEDE(MTPA) GSDM LED GSD RTO Tourism Product owners B&B 	Activities achieved 30 June 2022	X			<ul style="list-style-type: none"> LTO to be established after launch of LED Forum. TORs for the establishment

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
	<ul style="list-style-type: none"> ▪ Providing rebates for Tourism establishments 		<ul style="list-style-type: none"> ▪ Guest Houses ▪ Restaurants 	30 Sept 2021 — Achieved				<p>of the LTO have been developed.</p> <ul style="list-style-type: none"> ▪ Local tourist attractions have been profiled and are marketed through the GSDM website)
Agricultural Development	<ul style="list-style-type: none"> ▪ Partner with all Agricultural Business and institutions for Agro processing opportunities ▪ Mentorship opportunities ▪ Facilitate access to the market • Land release and acquisition 	<ul style="list-style-type: none"> ▪ Develop Agriculture sector plan ▪ Conducting Land Audit ▪ Develop lease agreements for Council owned farms ▪ Develop Agri-villages 	<ul style="list-style-type: none"> ▪ Dep of Agriculture ▪ Farmers for a ▪ Agric Corps ▪ GSDM Agric 	30 June 2026			X	

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
Mining (Social Labour Plans)	<ul style="list-style-type: none"> ▪ Engagement with mining companies to strengthening working relationships. ▪ Review percentage allocation on SLPs ▪ Enterprise Development 	<ul style="list-style-type: none"> ▪ Upgrading of Morgenzon water plant ▪ Storm water project ▪ Provision of water to rural wards (9,12 &13) 	<ul style="list-style-type: none"> ▪ DMR&E ▪ Sasol mining ▪ Seriti Coal ▪ GSDM 	30 June 2023		X		<ul style="list-style-type: none"> ▪ Morgenzon water plant project – completed. ▪ Storm water project – project completed, however not handed over to the municipality yet. ▪ Water provision - Complete, However, challenges of water quality.
GREEN ECONOMY	<ul style="list-style-type: none"> ▪ Waste Reduction in Lekwa LM through recycling opportunities ▪ Mobilise and profile all recycling companies 	<ul style="list-style-type: none"> ▪ Provide Support to recycling business based on SANTA road Sakhile Ext4 	<ul style="list-style-type: none"> ▪ DEDET ▪ GSDM ▪ Recyclers 	30 June 2022 – Achieved		X		<ul style="list-style-type: none"> ▪ All recyclers were profiled. ▪ Recyclers supported through the DSBD. ▪ Two recyclers received equipment to the value of R 10 000. One cooperative supported through the Siyathuthuka Enterprise Development.

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
Standerton Corridor Development	Development of strategic corridors to support transit town concept	<ul style="list-style-type: none"> Upgrading of R23 road Establishment of a Truck stop Development of Standerton Rail way station Development of Corridor Precincts (Beyers Naude & Tsotetsi Streets) 	<ul style="list-style-type: none"> SANRAL PRASA Lekwa Local Municipality Other social partners 	30 December 2024		X		R23 road upgraded by SANRAL.
Nodal Development	Development and implementation of nodal precinct Plans	<ul style="list-style-type: none"> Standerton Mall – mall approved by Tribunal Standerton CBD Precinct plan Standerton Ext8 Mixed Development 	<ul style="list-style-type: none"> NHBR Developers Construction companies 	30 June 2026		X		
Automobile Sector	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Profiling of all Auto mobile companies 	<ul style="list-style-type: none"> Panel Beaters Tyre fitment centre Spray Painters Motor mechanics Automobile spare retailers 	30 June 2024				Leasing and Disposal of immovable assets policy approved in 2022/23 FY.
Construction Sector	<ul style="list-style-type: none"> Develop and implement 30 % localisation and 	<ul style="list-style-type: none"> Develop and implement 30 % localisation and 	<ul style="list-style-type: none"> Develop and implement 30 % localisation and 	30 June 2024		X		<ul style="list-style-type: none"> Policy developed, awaiting

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
	<p>empowerment Policy (local contractors)</p> <ul style="list-style-type: none"> CIDB training Supporting construction sector for job creation. 	<p>empowerment Policy (local contractors)</p> <ul style="list-style-type: none"> CIDB trainings Supporting construction sector for job creation. 	<p>empowerment Policy (local contractors)</p> <ul style="list-style-type: none"> CIDB trainings Supporting construction sector for job creation. 					<p>approval from Council.</p> <ul style="list-style-type: none"> CIDB Trainings to be provided by SANRAL
Transport and Logistics	Develop and implement Integrated Transport Master Plan	<ul style="list-style-type: none"> Construction of Morgenzon Taxi Rank - Redevelopment of Standerton Taxi Rank Development of integrated Transport Master Plan Development of Truck Stop 	<ul style="list-style-type: none"> Local Taxi associations Department of Public works and transport Lekwa Local Municipality Private Sector 	30 June 2024		X		
Township/informal economy	<ul style="list-style-type: none"> Reducing Red tapes Relaxation of Land use scheme, bylaws 	<ul style="list-style-type: none"> Formalization of businesses operating in Townships. – Through business licensing policy as approval by council. Licensing of informal businesses Relaxation of Land Use Management Systems 	<ul style="list-style-type: none"> Department of Small Business Development DEDET SEDA Tuckshops Salons Shisanyama Car washes Fruits & veg corners 	30 June 23		X		Business Licensing Policy approval by council in 2022/23 FY.
Real Estate (Property Market)	<ul style="list-style-type: none"> Township Establishments Operating system for property market value chain. Develop and implement infrastructure master plans. 	<ul style="list-style-type: none"> Standerton Extension 5 Township Establishment Morgenzon Extension 5 Township Establishment Review Billing System Data cleansing (Link GIS and financial systems) 	<ul style="list-style-type: none"> Human Settlement Private developers Real estate companies Lekwa Local Municipality 	30 June 2024		X		

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
	<ul style="list-style-type: none"> Subdivisions of municipal land and service stands 							
Renewable Energy	<ul style="list-style-type: none"> Review SDF and identify land for renewable energy infrastructure 	<ul style="list-style-type: none"> Renewable energy projects, recycling. 	<ul style="list-style-type: none"> Independent Power Producers. DMRs 	30 June 2024		X		
Information Technology	Facilitation of access to information and communication technology.	<ul style="list-style-type: none"> Review Tariffs on telecommunication infrastructure¹⁵ Policy/By-Law on telecommunication infrastructure (Cell Mast and Fibre installations) 	Lekwa LM	30 June 2023		X		
Education	Engagement with institution of Higher Learning	Skills Development projects	<ul style="list-style-type: none"> Department of Education GS College Lekwa LM 	30 June 2024		X		

Policy framework

- S152: LED- Promote social and economic development

Additional SMMEs supported

Support provided	Funding for SMME support
<ul style="list-style-type: none">▪ Recyclers training - 51 recyclers trained▪ SANRAL Training – 24 contractors trained▪ Certificates of acceptability – 15 SMMEs provided with certificates▪ Enterprise Development – 12 companies trained	SMME Support funded by private sector: SANRAL Training – R400 000 Enterprise Development – R1 100 000

Public Employment Programmes

CWP (Community Work Programme)

The Community Work Programme (CWP) was established to provide an employment safety net to eligible members of target communities by offering them a minimum number of regular days of work each month. The programme targets unemployed and underemployed people. The stipends participants receive supplement their existing livelihood means and provide them with a basic level of income security. They also assist those whose livelihood activities are insufficient to lift them out of abject poverty.

The CWP is an innovative offering from government to provide a job safety net for unemployed people of working age. It provides a bridging opportunity for unemployed youth and others who are actively looking for employment opportunities. The programme provides them with extra cash to support them in their search for full-time or part-time employment. Programme participants do community work thereby contributing to improvements that benefit all community members.

Purpose of the CWP

- To provide an employment safety net. The CWP recognises that sustainable employment solutions will take time, particularly in reaching marginal economic areas.
- To contribute to the development of public assets and services in poor communities.
- To strengthen community development approaches.
- To improve the quality of life for people in marginalised economic areas by providing work experience, enhancing dignity and promoting social and economic inclusion.

EPWP (Expanded Public Works Programme)

The EPWP Unit in the Department of Public Works prepared a strategic review of the first phase of the EPWP which was presented to Cabinet in June 2008. This review was based on extensive evaluations of the first phase of the programme and made a number of key recommendations for the second phase of the programme in order to increase the scale and impact in the second phase.

While the EPWP achieved its target of one million work opportunities one year ahead of time, some constraints were identified that limited its further expansion. These included the limited authority of the Department of Public Works to demand contributions by provinces and municipalities, the lack of incentives in place for provinces and municipalities to maximise their employment creation efforts, lack of capacity among certain public bodies and insufficient political mobilisation in some areas. Improved mechanisms were required to making fighting unemployment a priority for all spheres of government.

Objectives of the EPWP

To create 4.5 million work opportunities for poor and unemployed people in South Africa so as to contribute significantly to halving unemployment by 2014, through the delivery of public and community services. Public bodies from all spheres of government (in terms of their normal mandates and budgets) and the Non State sector (supported by government incentives) are anticipated to optimise the creation of work opportunities

for unemployed and poor people in South Africa through the delivery of public and community services. Training and enterprise development are implemented in sector specific programmes to enhance service delivery and beneficiary well-being.

Programme	Number of people employed	Duration	Rate
CWP	962	Continuous	R960
Siyathuthuka – EPWP Programme	26	6 months	R2050
EPWP	--	1 Year	R3500
DFFE	130 General Assistants 6 Supervisors 2 Clerks	July 2023 – June 2024	R130
			R231
			R231

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 44: Organisational structure of LED in Lekwa LM

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.

4.10 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

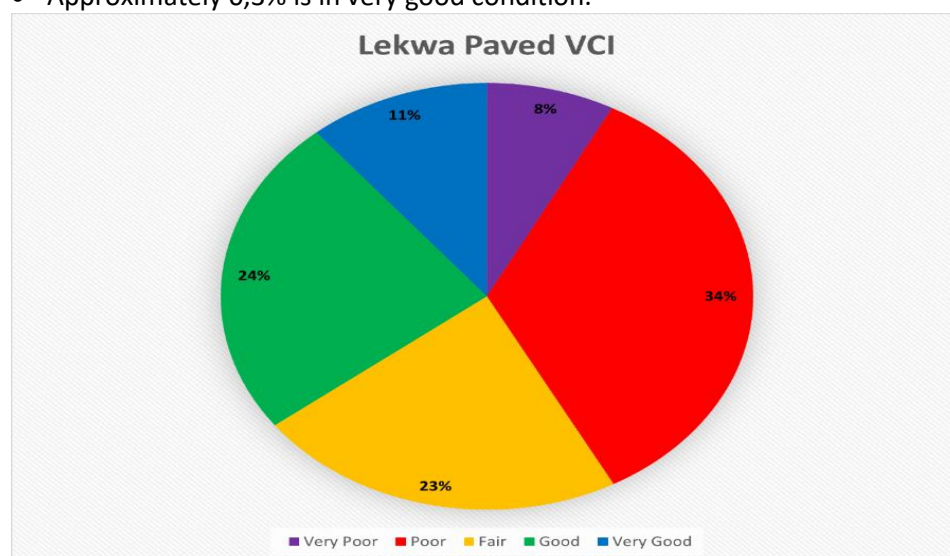
- Total Network extent in Lekwa local municipality is approximately 1312,38 km.
- Approximately 261,43 km are paved roads
- Approximately 1050,95 km are gravel roads

Local Municipality	Lekwa LM Gravel VCI					Total (%)
Lekwa	Very Poor(%)	Poor(%)	Fair(%)	Good(%)	Very Good(%)	
	34,33	48,44	16,72	0,22	0,29	100

Local Municipality	Lekwa LM Paved VCI					Total (%)
Lekwa	Very Poor(%)	Poor(%)	Fair(%)	Good(%)	Very Good(%)	
	7,79	34,31	22,57	24,26	11,07	100

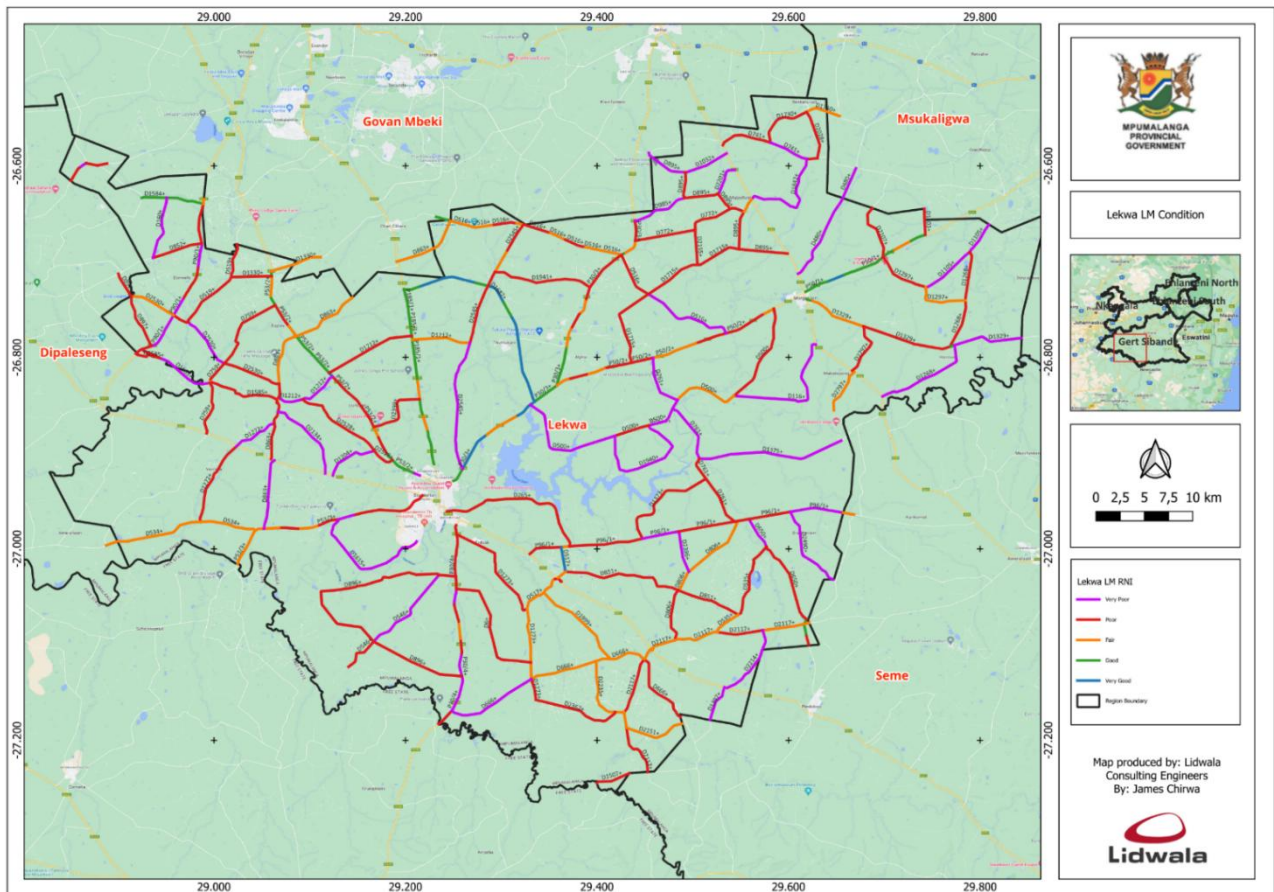
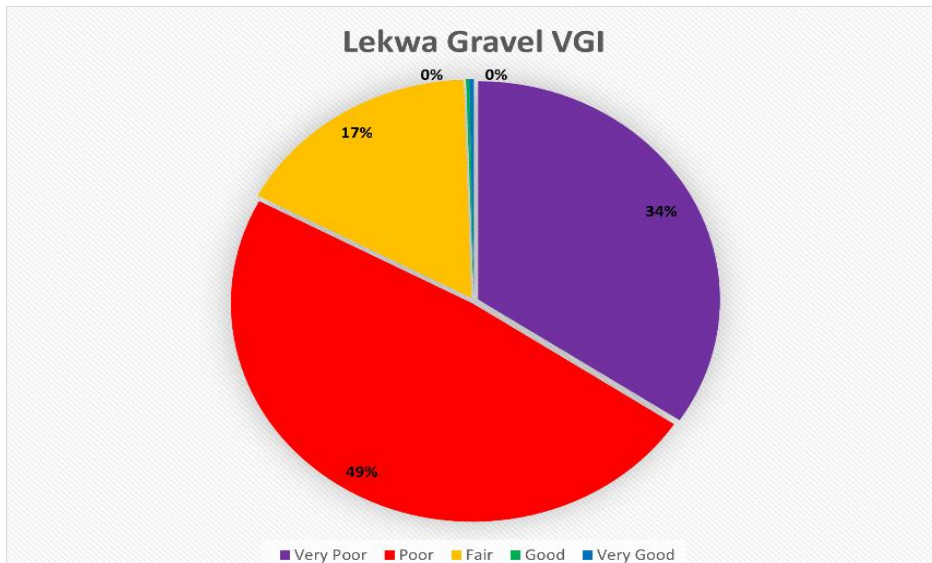
The chart below shows an approximate condition of gravel roads that were assessed in Lekwa LM.

- Approximately 34% is in very poor condition.
- Approximately 49% is in poor condition.
- Approximately 17% is in fair condition.
- Approximately 0,2% is in good condition.
- Approximately 0,3% is in very good condition.



The chart above shows an approximate condition of paved roads that were assessed in Lekwa LM.

- Approximately 8% is in very poor condition.
- Approximately 34% is in poor condition.
- Approximately 23% is in fair condition.
- Approximately 24% is in good condition.
- Approximately 11% is in very good condition



The table below provides a summary of paved roads in Lekwa Local Municipality that require treatments per treatment type and estimate treatment costs.

Local Municipality	Surface Type	Length KM	Treatment Type	Treatment Cost (Rand '000)
Lekwa	Paved Roads	100,08	Heavy Rehabilitation	1 100 515
		84,22	Light Rehabilitation	482 399
		14,7	Fogspray	3 652
		175,65	Reseal	264 080
	Total	374,65		1 850 646

The table below provides a summary of gravel roads in Lekwa local Municipality that require treatments per treatment type and estimate treatment costs.

Local Municipality	Surface Type	Length KM	Treatment Type	Treatment Cost (Rand '000)
Lekwa	Gravel Roads	709,74	Regravel	365 697
		349,81	Spot Regravel	18 355
		24,98	Upgrade	224 820
	Total	1084,53		608 872

Lekwa's stride to get rid of potholes is progressing well due to the support of SANRAL, The Provincial Transport Department, and Gert Sibande District Municipality. With the support of these departments, the municipality has managed to get rid of potholes in the following streets:

- Dr Beyers Naude
- Krough Street
- Bauman Street (R39)
- Langebaan Street (R50 passing through Early Bird Processing Plant)
- Walter Sisulu Drive
- R546 intersection with Nelson Mandela Drive (Vrede direction)

The Valazonke pothole patching programme that was launched by the National Transport Minister, Sindisiwe Chikunga at Lang Street in Ward 3, Sakhile is still continuing to ensure motorists have a better driving experience in internal streets. The Valazonke is now patching potholes in Kosmos Park (Ward 8) and will continue to other parts of the municipality. The municipality is working towards improving road conditions and therefore stimulate economic growth of the town. Plans are underway to complete the Hlongwane Drive Ext 2 unit at the Roberts Drift Road. The plans also include the upgrade of the following streets:

- Sydney De Lange Street
- Mngomezulu Street
- Mncube Street
- Palmer and other critical main roads in Sakhile
- Ext 6 and Rookoppen



Water infrastructure

The Lekwa Local Municipality supplies approximately 105 155 people with potable water through two water supply systems with two water treatment plants with a total capacity of 29 200 kl/day. The Standerton WTW has a capacity of 37 Ml/day Raw water is abstracted from the Vaal Catchment Management Area. None of the plants have abstraction authorisations, and the Municipality is recommended to review their Water Use License urgently. The Standerton WTW is in a poor condition. Process units that scored less than 50% and need attention included general aspects and physical appearance, the raw water pipeline, the flocculant dosing, lime dosing, the sludge ponds, bulk pipelines, the command reservoir, and the booster pump station.

Water challenges and proposed solutions

CHALLENGES	PROPOSED SOLUTIONS
Water supply shortages to the community	Upgrade of Standerton and Morgenzon water treatment Works
Insufficient water storage capacity at Morgenzon water treatment Works	Upgrade of Morgenzon water treatment plant storage tank
Leaking of the following reservoirs; Old Standerskop (Round), New Standerskop Round (Round and Square	Refurbishment and sealing of reservoirs
Aged, under capacity and asbestos Bulk water pumping mains linked to off takes on some of the pumping mains	Replacement and upgrade of bulk water pipelines
Aged water reticulation infrastructure	Replacement of aged reticulation infrastructure
Water supply shortage to ward 5	Construction of pressure tower and booster pump[station (Interim measure)

Blue Drop Findings

The technical capacity of the WSI in the water and sanitation section comprises of one engineer, one technologist and two technicians. There is a shortage of four process controllers and a supervisor complying with Regulation 813 between the two plants. An internal organisational structure was submitted indicating the internal electrical and maintenance capacity. No proof of specific outsourced contracts was provided. The WSI is recommended to make provision for the calibration of flow meters and testing equipment. The WSI submitted an unsigned copy of a Water Safety Plan dated 2018. available. The WaSP includes the responsible team, details the systems, and includes the system specific hazard risk ratings and adequate control measures. An incident management protocol is also included and the WSI keeps an incident register and logbook for addressing any incidents. The WaSP needs to be reviewed.

The WSI makes use of the Gert Sibande District Municipality's and the Mhlathuze Laboratories for the compliance monitoring analysis. The laboratories both have accreditation, but the CoA shows that some of the methods are non-accredited. At times there are unacceptable long periods between sampling events and completion of analysis. Proof of credible data is required in view of this. An operation monitoring plan must be drafted and records of the relevant constituents for raw water, pre-filtration, post filtration and final water, for each shift must be kept.

According to the monitoring programme, the only chemicals that are monitored are free chlorine, fluoride, and nitrate. E. coli is monitored but not at all the required monitoring points, e.g., no micro monitoring in the reservoirs. Financial statements were provided for budgets and expenditure, ringfenced for global water services. The statements do not include energy costs and do not provide an operational cost determination per kl of water treated. The statements indicated that the expenditure for the audit period was within budget. No engineering designs indicating the capacity of the WTW's were submitted, and the only indication of capacity is found in the WaSP dated 2018. The design capacities of all WTWs need to be confirmed and flow records of water treated must be kept. Water balances or water loss monitoring and demand management must be implemented. A complete asset register for the total water supply system detailing all the required items but excluding the replacement cost of items, is on record. No process condition assessments, process audits or reticulation inspections were done during the audit period. The training of one of the process controllers provided a small bonus. Based on the low WQ compliance data for micro and disinfectant, it was safe to assume that there were sustained failures and penalties were therefore applied.



Standerton WTW Vaal River abstraction pump station



Standerton WTW rapid gravity filters



Standerton WTW settling tanks

Progress on Blue and No-drop improvement plans

Assessment KPA	Progress	Challenges	Improvement plans
Capacity Management	<ul style="list-style-type: none"> Water Use Authorisations are in place and uploaded. WTWs are licenced and the process of reviewing classifications is underway. Forms were completed and uploaded on the IRIS system All Process Controllers are registered and classified PC and Plumbers received training during the 2023/24 FY on WTW and reticulation supervision 	<ul style="list-style-type: none"> Shortage of technical staff to do maintenance and repairs particularly electrical and mechanical components 	<ul style="list-style-type: none"> Filling of vacant posts Reviewal of organogram to include an Artisan and Technical Assistant
Drinking Water Quality Risk Management	<ul style="list-style-type: none"> Water Quality Failure Register has been developed and utilized Water quality results are continuously loaded on the system 	<ul style="list-style-type: none"> Water Safety Plan is outdated , O&M plans and Standard Operating Procedures (SOP) will be developed by Municipal Infrastructure Support Agency (MISA) 	<ul style="list-style-type: none"> Development and uploading of the plans IRIS
Financial Management	<ul style="list-style-type: none"> There is a budget for Operation and Maintenance of Infrastructure 	<ul style="list-style-type: none"> The O&M budget is not sufficient and it is not allocated per water supply system 	<ul style="list-style-type: none"> The municipality will consider the unbundling and set budgets separately for the two-water supply systems Technical team to meet with finance to determine water supply and water treatment operational costs for the 2024/2025 FY

Technical Management	<ul style="list-style-type: none"> o Water and Sanitation Asset Register is in place o Development of Water and Sanitation By-laws are in progress o Water Loss Management Plan is in place o Schematic diagrams for some WTWs are not available 	<ul style="list-style-type: none"> o As-built drawings for distribution networks is not consolidated into one report o Condition Assessment reports are not in place o Process audit not conducted 	<ul style="list-style-type: none"> o Development of as built drawing and consolidate into report o Develop condition assessment of Infrastructure o Conct process audit
Drinking Water Quality Compliance	<ul style="list-style-type: none"> o Water quality reports are captured on the IRIS system 	<ul style="list-style-type: none"> o Shortage of staff for the upload of data 	<ul style="list-style-type: none"> o Recruitment of personnel to upload data on IRIS
Bonuses	<ul style="list-style-type: none"> o Refurbishment of Standerton water treatment Plant o High alerts and precautionary advice is communicated to communities 	<ul style="list-style-type: none"> o The capacity of the Water Treatment does not meet the demand o Drinking water quality results are not published 	<ul style="list-style-type: none"> o Upgrade of water treatment plant o Municipality to consider a plan to publish water quality results on quarterly basis
WC/WDM STRATEGY, PLANNING AND IMPLEMENTATION	<ul style="list-style-type: none"> o Water resource diagram is in place o IWA is developed and submitted quarterly 	<ul style="list-style-type: none"> o Water conservation and Demand Management Strategy is not developed o Shortage of staff 	<ul style="list-style-type: none"> o Development of Water Conservation and Demand Management Strategy o Recruitment of staff
Asset Management	<ul style="list-style-type: none"> o Check meters installed o The water meter audit and replacement is conducted by internal staff o Asset register is in place 	<ul style="list-style-type: none"> o Lack of water conservation and demand management strategy 	<ul style="list-style-type: none"> o Recruitment of staff o Development and implementation of Water conservation and demand management Strategy
Technical skills	<ul style="list-style-type: none"> o Water meter audit and replacement are conducted by internal staff 	<ul style="list-style-type: none"> o Shortage of staff for water loss management 	<ul style="list-style-type: none"> o Recruitment of staff
Performance and compliance	<ul style="list-style-type: none"> o Repairs of water leaks id done within 48 hours o Top 250 consumers have been identified and the Municipality ensure that the water meters are factional 	<ul style="list-style-type: none"> o Water conservation and Demand management strategy is not in place 	<ul style="list-style-type: none"> o Development of Nonrevenue water plan o Develop condition assessment of Infrastructure
Bonuses	<ul style="list-style-type: none"> o Water balance sheet is submitted quarterly 	<ul style="list-style-type: none"> o Shortage of staff 	<ul style="list-style-type: none"> o Recruitment of staff

Sanitation

The capacity of the Standerton wastewater treatment works is 9ml/d, while the current demand is 23ml/d. In Morgenzon the plant capacity is 02,ml/d with a current demand of 1.5ml/d. According to the Green Drop Report of 2023, the municipality was identified to have the following wastewater treatment systems in critical state and was advised by the Regulator to issue a Corrective Action Plans (CAPs) and ringfenced grant

allocation to the identified systems. The following results were found following analysis of the CAPs and funds as submitted by the WSA during the period 1 April 2022 to 31 March 2023.

BASELINE:

WSI Name	WSI 2021 GD Score	WSI TSA Score	Total VROOM Cost	WWTW Names (<31% score)	WWTW 2021 GD Score
Lekwa LM	17%	39%	R11,155,000	Standerton	16.7%
				Morgenzon	21.0%

Watch Area 1: PLANNING - Corrective Action Plan to improve on the Green Drop Scores

WSI Name	WWTW Name	Compliance Letters Issued	WSA Requested Support to develop the CAP	DWS Schedule Engagement with WSIs	# CAPs recd by DWS	Date of CAPs receipt by DWS	CAP Implementation Status: Progress @ 31 Mar 2022	Quality of CAP
Lekwa LM	Standerton	Yes	None	Further Engagements	0	None	No Progress	NI
	Morgenzon	Yes	None	Further Engagements	0	None	No Progress	NI

Watch Area 2: IMPLEMENTATION - Securing of water services grants, funding, and appropriate resources to implement the CAP

WSI Name	WWTW Name	CAP Implementation Monitoring	KPA Areas Targeted via CAP	Resources Secured/ Mobilised for CAP implementation, i.e. Turnaround of <31% GD % TSA
Lekwa LM	Standerton	None	KPA A: Capacity Management (15%) KPA B: Environmental Management (15%) KPA C: Financial Management (20%) KPA D: Technical Management (20%) KPA E: Effluent & Sludge Compliance (30%)	Other
	Morgenzon	None		

Watch Area 3: INTERVENTION – Status and types of interventions by DWS

WSI Name	WWTW Name	Regulator's Compliance Monitoring and Enforcement Status	Action to follow and other comment
Lekwa LM	Standerton	Case Reported and Registered on ECMS. Complaint investigated on 27 Oct 16 Issued non-compliance letter (S9(4) or 10(4); Issued NWA Notice (Pre-directive); Issued NWA Directive; Criminal charges laid (Case No 3161/2020 Court Order, CAS TBC)	Further Engagements Court Order issued on 04 December 2020. Follow-Up conducted. Lekwa LM is in Contempt of Court Order. Court hearing scheduled for the criminal case opened.
	Morgenzon	Case Reported and Registered on ECMS. Complaint investigated on 17 Feb 22 Issued NWA Notice (Pre-directive)	Further Engagements

Grant expenditure

Year	Grant	Allocation	Expenditure
2024/2025	MIG	R33 077 000	R22 589 991
	INEP	R14 620 000	R16 013 698
	MDRG (Recovery) (Project Implementation March 2024 to February 2025)	R10 059 731	R3 378 462
	EEDSM	R4 000 000	R1 658 067
2023/2024	MIG	R31,565,000	R13,397,806
	INEP	R8,500,000	R3,878 721
	MDRG	R6,625,000	R 3,882,553
2022/2023	MIG	R67,880,766	R62,926,861

	INEP	R3,000,000	R1,139,731
2020/2021	MIG	R28,320,000	R28,320,000
	INEP	R10,000,000	R10,000,000
2019/2020	MIG	R28,844,600	R28,844,600
	INEP	R4,000,000	R4,000,000
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
2017/2018	MIG	R29,292,000	R19,292,000
	INEP	R8,000,000	R8,000,000
	WSIG	R30,000,000	R8,000,000
2016/2017	MIG	R38,531,000	R38,531,000
	INEP	R7,000,000	R7,000,000

Table 45: Grant investment for the past five years

Organisational structure of Technical Services

Department Name	Sub-Department/ Division	Number of Positions	Total Filled	Number of Positions Vacant	Vacancy Rate = (No of Vacant Positions/Total No. of Positions * 100)
Technical Services	Office of the Executive Manager	9	8	1	11%
	Fleet Management	26	9	17	66%
	PMU	6	4	2	%
	Electrical	57	32	25	44%
	Roads	108	31	77	71%
	Water services	65	27	38	58%
	Sanitation	93	38	55	59%
	Engineering	7	2	5	71%

Table 46: Organisational structure of Technical Services

4.11 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.

Waste Management

The Lekwa Municipal Area incorporates the towns of Standerton and Morgenzon as well as the township areas of Sakhile and Sivukile. No other settlements were identified in the Municipal area that would have to be included for service delivery. Currently, some form of a waste collection service is rendered to all developed and proclaimed areas of the Municipality. All the waste management for the municipality is coordinated from Standerton Sakhile municipal offices. There are currently 15 wards in the municipal area. The two town of Standerton and Morgenzon utilize the waste disposal sites Standerton and Morgenzon respectively for their waste disposal requirements.

The municipality also has a relatively large portion of households that are informal. To offer a refuse collection service to these households are often problematic due to the accessibility to the households, the high density of the households per area and the lack of revenue generation in the form of rates for refuse collection.

National Domestic Waste Collection Standards

Item	Total number
Households	37334
Serviced households	30518
Unserviced households	6816
Indigent households	0
Unserviced indigent households	0
Service Level A: On-site appropriate and regularly supervised disposal	0
Service Level B: Community transfer to central collection point:	0
Service Level C: Organised transfer to central collection points and/or kerbside collection:	30518
Service Level D: Mixture of Service Level B and Service Level C:	0
Total Serviced households as per the National Domestic Waste Collection Standards:	30518

Financing of Waste Management

Item	Amount
------	--------

Collection	
Transportation	R 0
Capex-purchase (vehicles)	R 0
Maintenance	R 600 000
Fuel	R 1 500 000
Receptacles	R 0
General	R 0
Subtotal	R 2 100 000
Governance	
Staff (remuneration)	R 10 549 900
Education and awareness	R 0
IWMPS	R 0
By-laws	R 0
Subtotal	R 10 549 900
Disposal	
Transfer station	R 0
Disposal sites	R 1500000
Acquisition of land, equipment	R 0
Regulatory compliance, EIAs and licence	R 0
Subtotal	R 1500000
Total	R 133 499 00

Revenue Sources

Source	Amount
Funding sources	R 0
MIG Funding	R 2 640 000
Equitable share funding	R 0
Revenue from waste disposal fees	R 0
Total	R 2 640 000

Fleet

REGISTRATION	TYPE OF VEHICLE	CONDITION		
		GOOD	FAIR	POOR
JZD 822 MP	Dumper Truck		✓	
JSX 731 MP	Compactor Truck		✓	
JSX 708 MP	Compactor Truck		✓	
JSX 722 MP	Compactor Truck		✓	
KFJ 847 MP	Compactor Truck		✓	

KFJ 806 MP	Compactor Truck		✓	
JMP 237 MP	Compactor Truck		✓	
JVK 610 MP	Front end loader		✓	
KCN 905 MP	Landfill site compactor		✓	

Status quo of waste disposal facilities

Standerton landfill site

The Standerton waste disposal sites is licensed in terms of Section 20 (b) of the National Environmental Management: Waste Act, (Act 59 of 2008). The site is operated by the municipality. The site is operated by following the cell method, but is not operated according to license conditions. Cover material is not readily available and no regular covering of waste is occurring as required in the license issued for the site.

The uncontrolled reclaiming of waste on the waste disposal sites is interfering with the operational activities and should be formalized. There is regular burning of waste taking place which is done mainly by the informal reclaimers on site. The site operations should be upgraded to comply with the license conditions and/or Minimum Requirements for Waste Disposal by Waste disposal sites document, published by DWAF in 1998.

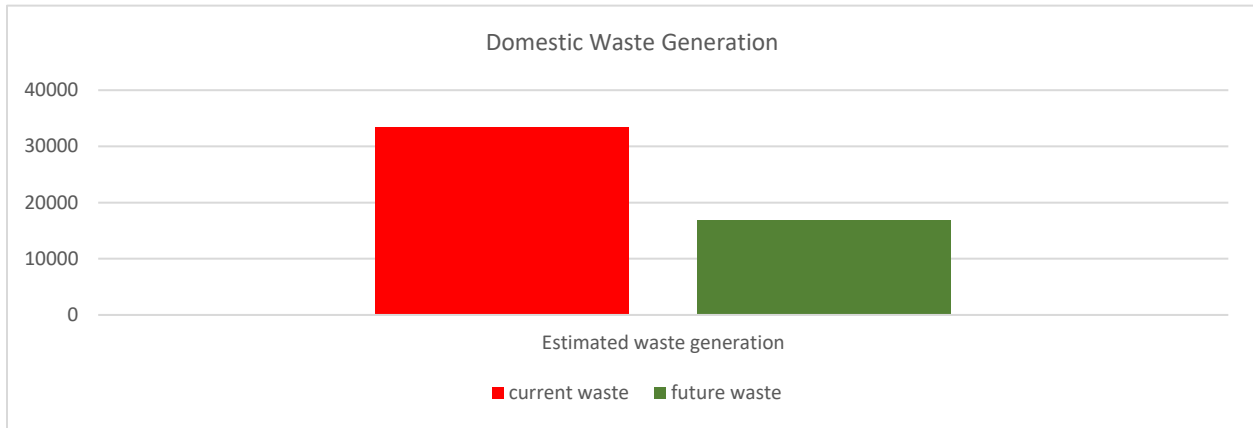
The main access route to the Standerton waste disposal sites is the Walter Sisulu Drive and the R 546 and the waste disposal sites is approximately 7 km from the centroid of Standerton Town.

Position of site:	7 km North from the Standerton town Centre (Co-ordinates:26°54'28.03S 29°14'27.20E)
License:	Yes
Year issued:	2008
Classification of site:	Class G: S: B-
Type of Operation (end – tip, trench, cell):	Cell method
Estimated size of site:	19 Ha
Estimated remaining life of site:	20 years
Separation of fresh and contaminated water:	No
Groundwater monitoring:	No
Estimated Volumes per day, week or month:	20 000 t/annum
Is cover material available?	No, covering does not occur as required
Is the drainage sufficient	No
Is there access control?	No
Does the site have a sufficient buffer zone?	yes

Domestic Waste Generation

Current waste generation and estimated future waste generation	
Current domestic waste generation rates	33420.1
Future domestic waste generation rates (in 10 years)	16710

Domestic waste generation graph:



Waste Stream Analysis

Standerton		
Waste type/streams	Waste disposed per annum (tons)	Total percentages
General waste	33420.1	93.3%
Garden waste	1105.3	3.09 %
Construction and demolition waste	1291	3.60 %
Tyres	0	0 %
Other	0	0 %
Total		100 %

Other waste facilities

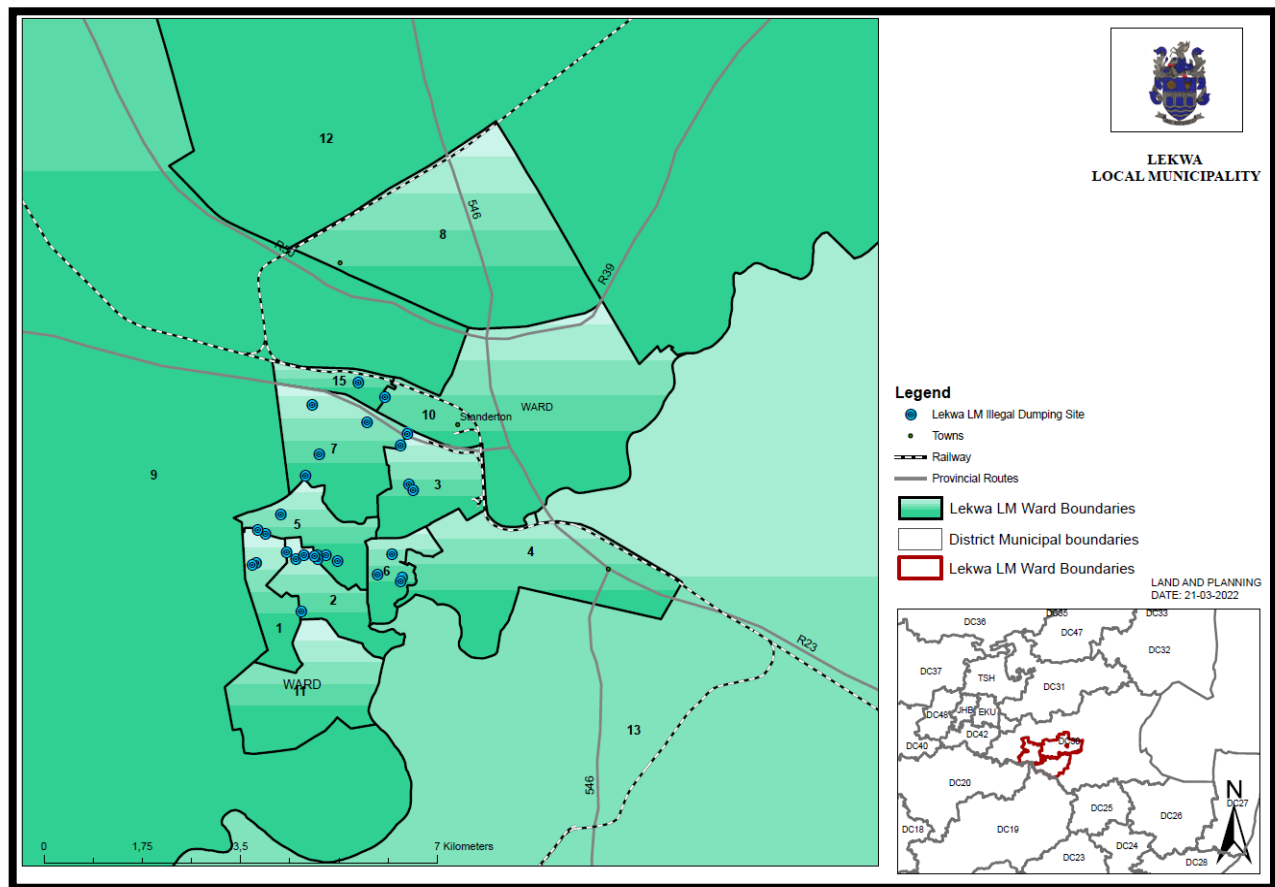
The municipality does not have other waste facilities. However, the IWMP reflects plans to Conduct a feasibility study to determine whether there is a need to establish buy back centres.

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 47: Community services organisational structure

Illegal dumping sites per ward in Lekwa LM



Map 15: Illegal dumping sites in wards 1-15

Recommendations

- 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.

4.12 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 goals 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 insure 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 communities.

Air quality is a shared service between the district and municipality. Municipality to develop its own air quality plan through the district's assistance. DFFE has ambient air quality monitoring stations within the LM. The municipality does not have its own yet. The municipality does not have air quality by-laws as yet.

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;

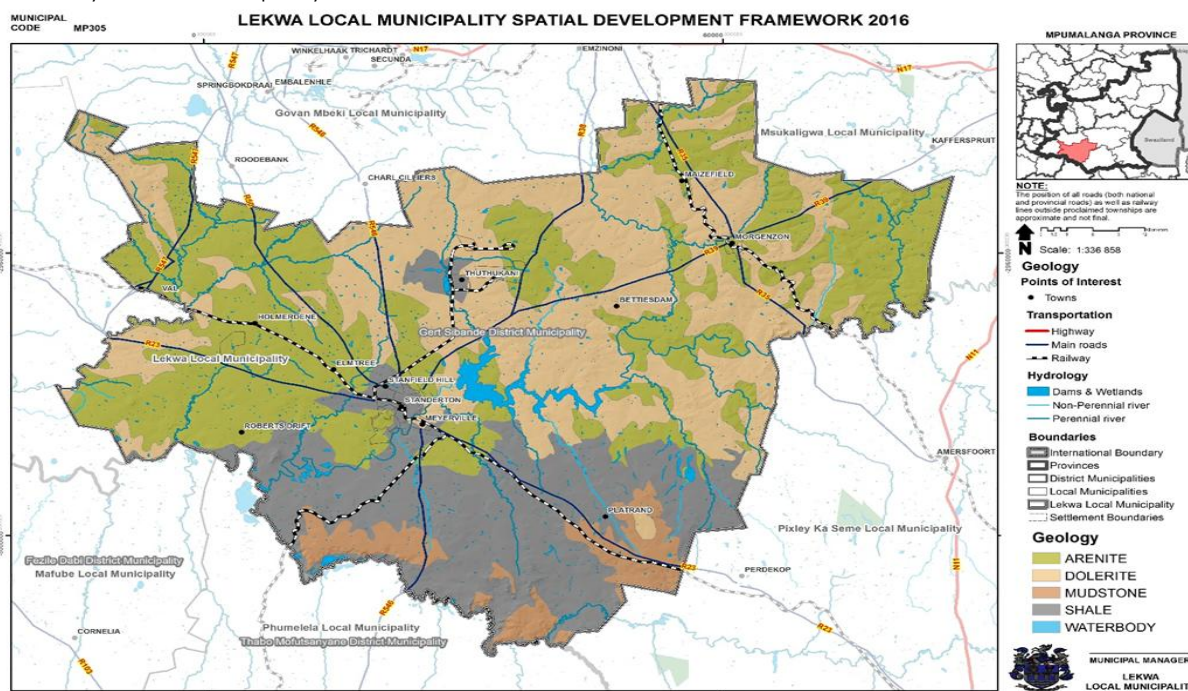
Soils, Topography, and geomorphology

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 16: 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 consider 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 must 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 must play its part in climate change mitigation and adaptation.

Gert Sibande District Municipality is in possession of the CCRP, the LM needs to make use of the District plan and customize it. 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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. ▪ Develop strategy to stop sewage leakages, as it is harmful to the environment and eventually contributes to harsh climate conditions.
Storm water and roads	<ul style="list-style-type: none"> ▪ Incorporate climate change considerations into Storm Water Master Planning and include eco-mobility to be in integrated into transport planning.
Electricity and Energy	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ Lekwa Local Municipality should develop and adopt open space plan to include all key ecological infrastructure for conservation and management
Waste management	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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 48: Climate change response action

Open Space Management

Places earmarked for open spaces are reflected within the Spatial Development Framework. Open spaces are further regulated through the Land Use Scheme. The town planning division ensures that all open spaces remain as such. In the case of development encroaching an open space/ land invasion takes place on an

open space, squatter controllers within the human settlements division are on the ground to enforce the by-law.

Standerton

The natural open space system in Standerton mostly consists of the following elements:

- The Vaal River entering Standerton from the east running southwards splitting Meyerville and the industrial area and passing by Sakhile Extension 4.
- Other streams flowing into the Vaal River
- Standerskop located within the urban boundary just north of Sakhile Proper, it is the only koppie in the area and forms a distinct landmark.
- Just north of Standerskop a Pan of water exists forming an ecological open space.
- Along with these natural open spaces, areas of environmental sensitivity and sports fields form part of the ecological corridor allowing fauna and flora to move across a wider territory within Standerton

Morgenzon

The natural open space system in Morgenzon mostly consist of the following elements:

- Local open spaces or parks, the railway reserve, and a tributary of the Osspruit running through Sivukile Extension 1 and along the western side of Sivukile Extension 3.
- All these open spaces play a different role, but is equally important.
- These open spaces are vulnerable and once replaced with other land uses it loses a great deal of its ecological value.
- Natural open spaces should be protected against development and pollution, and ideally these natural open spaces should be linked to form a network creating environmental corridors for the migration of fauna and flora.
- The open space at the railway reserve next to Sivukile and the area next to Sivukile Extension 3 are threatened by informal settlements. These informal settlements should be relocated on vacant land within Sivukile, Sivukile Extension 1 and Sivukile Extension 4 or should be settled in the proposed Agri-Village

Thuthukani

The natural open space system in Thuthukani mostly consist of the following elements:

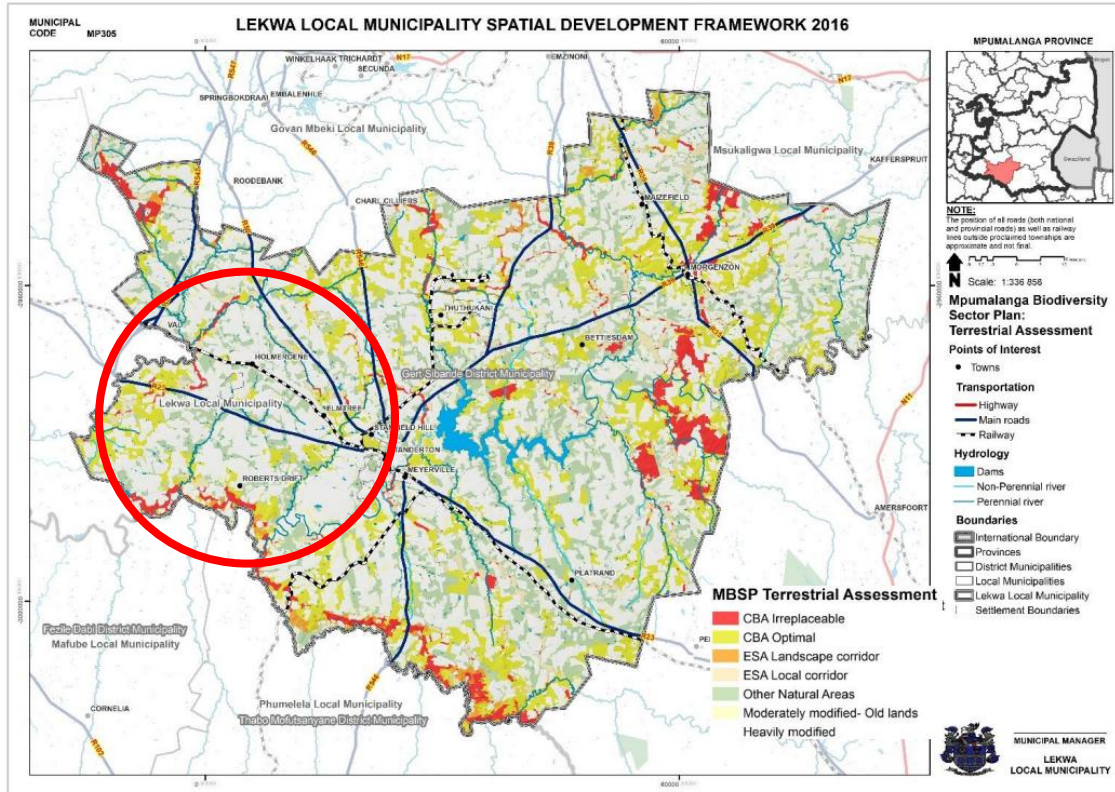
- Three sites zoned for public open space
- Natural open spaces traversing Thuthukani Proper
- An area of environmental sensitivity dividing Thuthukani and Thuthukani Extension 1.
- Sports fields

MPUMALANGA BIODIVERSITY SECTOR PLAN

The municipality does not have a biodiversity plan and is yet to establish a biodiversity budget. However, the Mpumalanga Biodiversity Sector Plan refers to Lekwa LM. The Mpumalanga Biodiversity Sector Plan (MBSP) terrestrial assessment is based on a systematic biodiversity planning approach to identify spatial priority areas that meet both national and provincial targets in the most efficient way possible, while trying to avoid conflict with other land-uses. It actively tries to build-in landscape resilience to a changing climate. These spatial priorities are used to inform sustainable development within Mpumalanga.

The MBSP terrestrial assessment is meant to serve as an important land-use decision support tool, and the foundation for the development of any Bioregional plans within Mpumalanga. The broad categories recognized are: Protected Areas (PA), Critical Biodiversity Areas (CBAs), Ecological Support Areas (ESAs), Other Natural Areas (ONA), and Modified Areas.

The largest part of the Lekwa LM is defined by the Mpumalanga Biodiversity Sector Plan as heavily or moderately modified (55.33% of the municipality) as illustrated in the map it can be assumed that these areas represent all the cultivated agricultural fields and urban built-up areas in the municipality. This is followed by critical biodiversity (CBAs) covering 21.76% of the municipality and ecological support areas (ESAs) covering 4.38% of the municipality and other natural areas covering 18.54% of the municipal area. There are no protected areas within the municipality.



Map 17: Mpumalanga Biodiversity Sector Plan: Terrestrial Assessment

Table 23: MBSP Terrestrial Assessment

MBSP Terrestrial Assessment	Hectare	% of the Municipality
CBA Irreplaceable	20897	4.56%
CBA Optimal	78858	17.20%
ESA Landscape corridor	4470	0.97%
ESA Local corridor	15593	3.40%
Heavily modified	207205	45.19%
Moderately modified- Old lands	46513	10.14%
Other Natural Areas	85003	18.54%

Source: (MTPA, 2014)

Implications for land use management

Critical Biodiversity Areas (CBA's)

- o Further development highly discouraged
- o Maintain in a natural or near-natural state with no loss of natural habitat.

Ecological Support Areas (ESA's)

- o Areas that are the ideal or best option to support existing biodiversity.
- o Should be considered within further development.
- o As far as possible maintain ecological functionality in support of biodiversity and connectivity by retaining existing natural vegetation.

Environmental Impact Assessments

The Lekwa LM SPLUM by-law indicates that applications lodging any land use application should indicate the environmental implications of the proposed land development. The by-law further highlights that an

applicant must indicate whether an application must be made for environmental authorization in terms of the National Environmental Management Act (Act 107 of 1998). To this effect, certain applications due contain EIA studies as mandated by the by-law.

Municipal projects triggering EIA

- Township establishment of Morgenzen Extension 5
- Township establishment Extension 10 & 11
- Standerton mall development
- Township establishment Portion 11 and 4 Rooikoppen
- Regional cemeteries, Standerton, Thuthukani & Morgenzen
- Upgrade of Standerton and Morgenzen landfill site

SAWIS reporting

The municipality is reporting manually and is yet to register on SAWIS as required by the National Environmental Management Waste Act.

DRAFT LEKWA MUNICIPALITY BIODIVERSITY MANAGEMENT PLAN

Purpose

The purpose of the Biodiversity Management Plan (BMP) is to provide a framework for biodiversity management plan across the Lekwa Local Municipality as well as providing information which is to be used in decision making and project management, detail planning and methods of work and provide for a record of performance. The plan has been developed to outline of the actions and methods required to mitigate likely impacts on biodiversity including:

- Procedure to be adopted during alien invasive vegetation clearing.
- Weed management.
- Mitigation of potential impacts on rare and threaten species.

Subsection (4) of Nemba of 2004 declared that an invasive species monitoring, control and eradication plan must include;

- a) a detailed list and description of any listed invasive species occurring on the area
- b) a description of the parts of that land that are infested with such listed invasive
- c) an assessment of the extent of such infestation;
- d) a status report on the efficacy of previous control and eradication measures;
- e) the current measures to monitor, control and eradicate such invasive species;
- f) measurable indicators of progress and success, and indications of when the relevant land; species; and control plan is to be completed,

Objectives

To control invasive and alien plant infestation to bring the infestation on the properties under control by 2035. Secondly, prevention by placing measures in place to prevent the introduction of new NEMBA listed invasive and alien plant species onto the properties, and from spreading from our properties to neighbouring properties and preventative action.

This management plan aims to reduce the impacts of Lekwa Municipality on biodiversity at and adjacent to the private owned properties through the following process:

- Identifying the key biodiversity issues that require control measures.
- Developing strategies to manages impacts on biodiversity and implementing strategies
- Assigning responsibilities for impacts monitoring and management
- Providing sufficient information to assist with auditing the implementation of the BMP
- Establishing a biodiversity monitoring programme and appropriate measures.
- The objectives of this alien vegetation management plan are to:
 - Control alien invasive species present on site;
 - Prevent the invasion of new species and those that have been successfully controlled;
 - Develop and implement a monitoring programme to ensure invasive species are controlled before they become a threat to the indigenous vegetation; and
- Conserve and rehabilitate existing indigenous species and species of conservation importance present on site.

Four Categories of Listed Invasive Species

Listed invasive species are assigned to four categories:
5.1. Category 1a:
5.1.1. Species which must be combatted or eradicated. 5.1.2. Immediate steps must be taken to combat or eradicate. 5.1.3. Authorised officials must be permitted to enter properties to monitor, assist with or implement the combatting or eradication. 5.1.4. If an Invasive Species Management Programme has been developed, a person must combat or eradicate the listed invasive species in accordance with such programme.
5.2. Category 1b:
Species which must be controlled.
5.2.1. Property owners and organs of state must control the listed invasive species within their properties. 5.2.2. If an Invasive Species Management Programme has been developed, a person must control the listed invasive species in accordance with such programme. 5.2.3. Authorised officials must be permitted to enter properties to monitor, assist with or implement the control of listed species. 5.2.4. Any Category 2 listed species (where permits are applicable) which fall outside of containment and control, revert to Category 1b and must be controlled. 5.2.5. Any Category 3 listed species which occur within a Protected Area or Riparian (wetland) revert to Category 1b and must be controlled. 5.2.6. The Minister may require any person to develop a Category 1b Control Plan for one or more Category 1b species occurring on a property.
5.3. Category 2:
Any species listed under Category 2 requires a permit issued by the Department of Forestry, Fisheries and the Environment (DFFE) to carry out a restricted activity (See Permit Applications.)
5.3.1. A permit is required to carry out any restricted activity. 5.3.2. No person may carry out a restricted activity in respect of a Category 2 listed invasive species without a permit. 5.3.3. A person in control of a Category 2 listed species must take all necessary measures to ensure that specimens of the species do not spread outside of the land or area, such as an aviary) specified in the permit.
5.4. Category 3:
Category 3 listed invasive species are subject to certain exemptions in terms of section 70 (1)(a) of the NEMBA Act, which applies to the listing of alien invasive species.
5.4.1. Any Category 3 listed plant species that occurs in riparian areas, must be considered as Category 1b and the appropriate control measures instituted.

Control Guidelines

This section provides an outline of the overall approach that should be adopted at the site to minimize the probability of invasive alien plants becoming established and ensuring that any outbreaks are managed quickly to ensure that they do not become a long-term problem on site. The establishment of any dense infestations will be expensive to eradicate and will require more complex control measures than would be necessary for low density invasions.

- **Prevention**

A prevention strategy could include monitoring for invasive alien plants, effective rehabilitation of disturbed areas and prevention of unnecessary disturbance of natural areas. Prevention could also include measures such as washing the working parts and wheels of earth-moving equipment prior to it being brought onto site, visual walk-through surveys every three months and other measures,

- **Early identification and eradication**

Keeping up to date on which weeds are an immediate threat to the site is important, and efforts should be made to update this information as may be required. When new Invasive Alien Plant Species are spotted an immediate response of locating the site for future monitoring and either hand-pulling the weeds or an application of a suitable herbicide should be planned. It is, however, better to monitor regularly and act swiftly than to allow invasive alien plants to become established on site.

Containment and control

If any alien invasive plants are found to become established on site, action plans for their control should be developed, depending on the size of the infestations, budgets, manpower considerations and time. Separate plans of control actions should be developed for each location and/or each species. Appropriate registered chemicals and other possible control agents should be considered in the action plans for each site/species. The key is to ensure that no invasions get out of control. Effective containment and control will ensure that the least energy and resources are required to maintain this status over the long-term. This will also be an indicator that natural systems are impacted to the smallest degree possible.

Control methods.

This section provides specific generic methods for controlling alien and invasive plants. It is an outline of existing control measures that have been published for the various alien plant species that could potentially occur on site. The section is a summary of control measures – there are more detailed publications for control measures. Some of these publications are referenced. It includes physical removal methods, use of herbicides and biocontrol methods.

- **Mechanical control**

Many invasive plants can be removed manually or with the help of simple tools. This entails damaging or removing the plant by physical action. Different techniques could be used, e.g. uprooting, felling, slashing, mowing, ringbarking or bark stripping. This control option is only really feasible in sparse infestations or on small scale, and for controlling species that do not coppice after cutting. Species that tend to coppice, need to have the cut stumps or coppice growth treated with herbicides following the mechanical treatment. Mechanical control is labour intensive and therefore expensive and could cause severe soil disturbance and erosion.

Advantages	Disadvantages
Effective method in areas with low infestation.	Not an effective method for dense infestations, as the cost of clearing is extremely high, with little or no impact.
High job creation and associated poverty alleviation potential.	Time consuming.
No contamination of water with herbicides.	If no herbicides are used then the manual control techniques must be very well executed to ensure success.

- **Chemical control**

Chemical control should only be used as a last resort since it is hazardous for natural vegetation. It should not be necessary if regular monitoring is undertaken, which should be effective for controlling invasive alien plants. Chemical control involves the use of registered herbicides to kill the target weed. Managers and herbicide operators must have a basic understanding of how herbicides function. The use of inappropriate herbicides and the incorrect use of the appropriate herbicides are wasteful, expensive practices and often do more harm than good, especially when working close to watercourses. Some herbicides can quickly contaminate fresh water and/or be transported downstream where they may remain active in the ecosystem.

Contractors using herbicides are required to have a permit according to Fertilizer, Farm Feeds, Agricultural Remedies and Stock Remedies Act (Act No. 36 of 1947). Herbicides are either classified as selective or non-selective. Selective herbicides are usually specific to a particular group of plants, e.g. those specified for use on broad leaf plants, but should not kill narrow-leaf plants such as grasses. Non-selective herbicides can kill any plant that they come into contact with and are therefore not suitable for use in areas where indigenous vegetation is present.

Chemical application techniques include foliar (leaf) application, stem applications (basal stem, total frill, stem injections) and stump applications (cut stump, total stump, scrape and paint).

Advantages	Disadvantages
Complements mechanical control methods, increasing the effectiveness of control activities.	May kill non-target plants or species. This is a very important consideration and poses risks for remaining natural areas on site.
Achieve results over short period (within 6 weeks of application).	Herbicides are expensive.

Large areas can be treated quickly.	The use of herbicides may contaminate sites used for drinking water, for washing and for fishing, and can therefore threatened human and animal health.
	Specialized training and certification is required for use of herbicides.

- **Resprouting plants**

Known as regenerative plants, this group of resprouting invaders are designed by nature to survive ravaging veld fires. Resprouting IAPs have a variety of survival techniques. Eucalyptus species have woody lignotubers capable of resprouting indefinitely. Many wattles (*Acacia mearnsii*, *A. pycnantha*, *A. saligna*, *A. melanoxylon*) and red sesbania (*Sesbania punicea*) have a section of bark situated at ground level, where the fire is coolest, which is more moist and spongier than normal bark. This section is well supplied with undeveloped buds and acts as a 'bud bank'. The bud bank extends about 4cm below the surface of the ground to the point where the roots begin to form. Due to the size of the surviving rootstock, post-fire regeneration is extremely fast, with the plant able to seed itself again usually in as little as two years. Physical removal of the bud bank or lignotuber is quite easy to do on plants that are too big to pull up by hand, but not so big as to require sawing down. The best tool to use is a pair of long-handled clippers or loppers. Keep the blades closed and push the clippers into the ground next to the main root. Use the clippers to widen a space large enough for the clippers to be opened. Then clip off the root below the bud bank. Loosen the soil around the bud bank and pull out the plant. If there are lateral roots on the end, you know you've removed the whole bud bank. Without the bud bank the plant can't resprout, while the use of this method ensures that there is minimal disturbance to the soil, and so less germination of alien seeds. Another way of destroying the bud bank of a plant that is too big to clip is to peel the bark down to just below ground level, pulling outwards. To have enough bark to hold on to, saw the tree off at 30cm above ground level and peel from the top. Herbicides will destroy large plants with bud banks or lignotubers. First, saw the trunk of the plant off at ground level. Then, immediately dab herbicide onto the trunk.

- **Biological control**

Biological weed control consists in the use of natural enemies to reduce the vigour or reproductive potential of an invasive alien plant. Biological control agents include insects, mites, and micro-organisms such as fungi or bacteria. They usually attack specific parts of the plant, either the reproductive organs directly (flower buds, flowers or fruit) or the seeds after they have dropped. The stress caused by the biological control agent may kill a plant outright or it might impact on the plants reproductive capacity. In certain instances, the reproductive capacity is reduced to zero and the population is effectively sterilized. All of these outcomes will help to reduce the spread of the species.

Advantages	Disadvantages
Most environmentally friendly and most sustainable of all control methods.	Generally slow, especially initially.
Usually does not require high or long-term maintenance.	Low levels of infestation, with occasional outbreaks, will remain a feature of systems under biological control.
Relatively low-cost implication over the long term.	Any use of chemicals around biocontrol agent colonies may adversely affect the potency of this control method.
	Cannot be used where the biocontrol agent would threaten commercial populations of the target species that may exist nearby.
	Biocontrol agents are not available for all target species.

Rehabilitation should follow these steps:

- Monitor cleared areas on a regular basis (monthly during construction and three-monthly during operation) for emergent seedlings of invasive alien species and remove these (hand pulling or chemical control).
- All areas of exposed soil should immediately be protected by placing packed brush on the slope, or creating erosion control barriers using branches, sticks or logs placed horizontally across the slope at 1m

intervals (the steeper the slope the closer the barriers should be placed to one another). If topsoil has been lost, rehabilitation of indigenous vegetation will be a difficult and expensive process.

- If the soil remains relatively undisturbed and the area has some indigenous vegetation left intact, the natural regeneration process of the indigenous vegetation on the site should be managed. This involves regular follow-up to remove emerging invasive alien plants and protecting the area from other forms of disturbance (heavy grazing, trampling, disturbance by vehicles, etc.) while the vegetation re-establishes naturally.
- If required, indigenous vegetation can be planted on the cleared areas. This can be in the form of a seed mix or plants rescued from previous clearing.

Invasive Alien species management plan

This section provides details on the actions that are required to control any alien and invasive species within the areas in and adjacent to the footprint of development.

- Monitoring requirements

This section provides a description of a possible monitoring programme that will provide an assessment of the magnitude of alien invasion on site as well as an assessment of the success of the management programme. In general, the following principles apply for monitoring:

- ✓ Photographic records must be kept of areas to be cleared prior to work starting and at regular intervals during initial clearing activities. Similarly, photographic records should be kept of the area from immediately before and after follow-up clearing activities. Rehabilitation processes must also be recorded.
- ✓ Simple records must be kept of daily operations, e.g. area/location cleared, labour units and, if ever used, the amount of herbicide used.
- ✓ It is important that, if monitoring results in detection of invasive alien plants, that this leads to immediate action.

- Timeframes for follow-up clearing.

The following table provides a timeframe for the follow-up program, however, please note that this is a guideline. Alien vegetation on site needs to be monitored and follow-up implemented according to the site-specific results. Clearing alien plants at a young age is more cost effective as it does not require machinery such as chainsaws and prevents vegetation reaching maturity and seeding. The first two follow-up operations are extremely important and must be carried out within the timeframes indicated in the table. These timeframes indicated are a guideline only i.e. monitoring may suggest shorter or longer follow-up intervals for the 1st three (3) follow-ups. Long term follow-up (fourth follow-up and onwards) must always remain on-going.

Program Follow-up intervals.	Timing
First follow up	Must take place and be completed within 4 – 6 months of completion of the initial clearing.
Second follow up	Must take place and be completed within 4 – 6 Months of completion of the first follow up
Third follow up	Must take place midway through the first spring following the second follow up
Fourth follow up	Must take place annually midway through spring, starting in the first spring following the third follow up and into perpetuity.

Guidelines for monitoring, control, and eradication plans-(BMP)

The Listed Invasive Species in Management Unit

Management unit	Size	Group	Plant species	Common name	NEMBA category	Prioritisation (/10) 0=low 4=medium 8=high	Control Action & Method	Risk of invasion
Parks Office	5 ha	Plants	Acacia mearnsii	Black wattle	2	High (8)	Mechanical	high
			Melia azedarach	Syringa	1b			
			Ligustrum lucidum	Chinese wax-leaved privet	1b			
River Park	35 ha	Plants	Populus alba	White poplar	2			
			Robinia pseudoacacia	Black locust	1b			
Standerton water treatment		Plants						
Walter Sisulu	23 ha	Plants						
Grootdraai dam		Plants						
Municipal open spaces along Walter Sisulu street	27 ha	Plants						
Landfill sites x 2								
Morgenzon landfill site	1.2 ha	Plants						
Standerton landfill site	19.5 ha	Plants						
Municipal workshop	0.4 ha	Plants						
Standerton Water treatment	34 ha	Plants						
Total hectares								

4.13 STATUS QUO ASSESSMENT OF PUBLIC PARTICIPATION AND GOOD GOVERNANCE

2023 – 2024 LEKWA LOCAL MUNICIPALITY AUDIT OUTCOMES

According to the Auditor General, the overall audit outcome of the Municipality is qualified with findings for the financial year ended 30 June 2024. The opinion was maintained as it is the same as that of the previous year's (2022/2023) audit outcome. At an overall level, the audit outcome for the 2023/2024 financial year remained qualified with findings. However, with a deeper analysis of the outcome on the financial statements audit, it is evident that there is a progressive positive trend in terms of the number of areas that are qualified. This is a positive note that the accounting officer can take away and is attributed to the significant work by senior management. Despite the reduction of the number of uncorrected misstatements, there are still areas of improvement in financial reporting considering the misstatements identified during the audit and corrected by management. The submission of information requested for audit purposes has also improved.

Status	Audit Opinion					
	2023-24	2022-23	2021-22	2020-21	2019-20	2018-19
Improved	Qualified with findings	Qualified with findings	Disclaimer with findings	Disclaimer with findings	Disclaimer with findings	Disclaimer with findings

The following is stated as basis for the qualified opinion by the Auditor General:

- **Irregular expenditure**

The municipality did not include all instance of irregular expenditure in the notes to the financial statements, as required by section 125(2)(d) of the Municipal Financial Management Act 56 of 2003 (MFMA). This was due to expenditure incurred in contravention of supply management requirements which was not disclosed. I was unable to determine the full extent of the understatement of irregular expenditure stated at R 93, 89 million (2021-22: R 715,49 million) in note 47 to the financial statements, as it was impracticable to do so.

- **Property, plant, and equipment**

The municipality did not recognised all property, plant and equipment in accordance with GRAP 17, Property, plant and equipment. As the depreciation was not correctly calculated. Consequently, property, plant and equipment was understated by R 32, 34 million and accumulated depreciation was overstated by the same amount. Additionally, there was an impact on the deficit for the period and on the accumulated surplus in the financial statements.

- **Cash flow statement**

The municipality did not correctly prepare and disclose the net cash flows from operating and investing activities, as required by GRAP 2, Cash flow statements. This was due to multiple errors in determining cash flows from operating and investing activities. I was unable to determine the full extent of the errors in the net cash flows from operating and investing activities as it was impracticable to do so.

Consequently, I was unable to determine whether any adjustments were necessary to cash flows from operating and investing activities, stated at R239,58 million (2021-22: 274,08 million) and R234,30 million (2021-22: R262,24 million);, respectively, in the financial statements.

- **Segment reporting**

The municipality did not accurately disclose segment reporting in the financial statements, as required by GRAP 18, Segment reporting for current and prior year. The segment information disclosed for expenditure in the current year and assets in the prior year did not reconcile back to the GRAP amounts disclosed in the financial statements. Consequently, segment information was misstated by R534, 92 million (2021-22: R290, 33million).

Audit action plan

An audit action plan was developed as a crucial component in addressing the 2022/23 audit findings and ensuring compliance with internal and external regulations. As per the table below, there thirty-five (35) findings, three (3) affecting the audit report and thirty-two (32) which fall under other important matters. The

municipality has started implementing the audit action to address these findings. There are five (5) findings that have been addressed and twenty-five (25) in progress with four (4) not yet started.

Development	No of Findings		
	Matters Affecting Audit Report	Other Important Matters	Total
Not Yet Started	0	4	4
Under Development	0	21	21
Developed - Management Approved	1	2	3
Developed - CFO Approved	1	3	4
Developed - Internal Auditor Approved	1	2	3
Developed - Audit Committee Approved	0	0	0
Developed - Council Approved	0	0	0
Total	3	32	35
Implementation			
Not Yet Started	0	4	4
In Progress	3	22	25
Completed	0	1	1
Agreed Findings Addressed	0	5	5
Total	3	32	35
Findings also addressed in current year	0	3	3

Line Item	Finding	Amount	Finding Details	Root Cause	Recommendation	Due Date	Action Plan
Cash flow statement	Incorrect inclusion of non-cash items in the cash flow statement	150 450 666	<p>Inclusion of non-cash items Municipality's cash received from interest received on bank account and other financial assets was incorrectly calculated as it did not include other financial assets which departure from GRAP 2, Consequently the interest received on bank and financial asset was understated by R105,52 million.</p> <p>The municipality's cash paid to suppliers was incorrectly calculated included unallocated deposits, income received in advance and retention. The suppliers payments were overstated with R38,36 million.</p>	Management did not exercise oversight over the cash flow statement to ensure that it is free of material issues which were caused by the inclusion of non-cash items	Cash flow statement should balance without the inclusion of non-cash items.	15-Aug-2024	<p>Ensure the interim & Annual Financial Statements Cash Flow Statement does not include non-cash items.</p> <p>Develop a cashflow template to be used for population of data which is compliant to GRAP 2.</p> <p>The Accountants in Budget & Reporting office have applied with FASSET to participate in a program aimed to equip municipal employees on the preparation of Annual Financial Statements. .Ensure calculation of cash flow statement are in line with the GRAP2.</p>
	Irregular expenditure understated		The municipality did not have adequate systems to identify and disclose all irregular expenditure incurred during the period as required by MFMA 125 (2)(b). I was unable to quantify the extent understatement, as it was impractical to do so	No systems to identify irregular expenditure	Management should investigate irregular expenditure timelessly	30-Jun-2024	<p>Irregular Expenditure has been written off until 2021. Management have taken an initiative to investigate expenditure incurred through normal SCM process and Tender process from period 2020-2021. Investigate the entire population starting from the 2021FY to identify expenditures that were not reported resulting in the understatement reported in the audit report. Conduct compliance training for SCM staff and BID committees.</p>

Property, plant and equipment	Management did not appropriately account for changes in useful lives	26 860 000	PPE changes in remaining useful lives of the assets were incorrectly accounted as an error instead of changes in accounting estimates. Consequently the opening balance of the PPE was understated by 26 million and opening balance of accumulated depreciation was overstated	Lack of understanding or interpretation of GRAP 17	Management should account for PPE changes as per the GRAP standard	29-Feb-2024	The finding arose due to incorrect description of the correction made on the prior period error note. Management incorrectly narrated that we did a change in useful life instead of narrating that we changed the depreciation accounting policy. As such, we will update the narrations on the face of the AFS to comply with the retrospective adjustment done on the AFS.
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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:

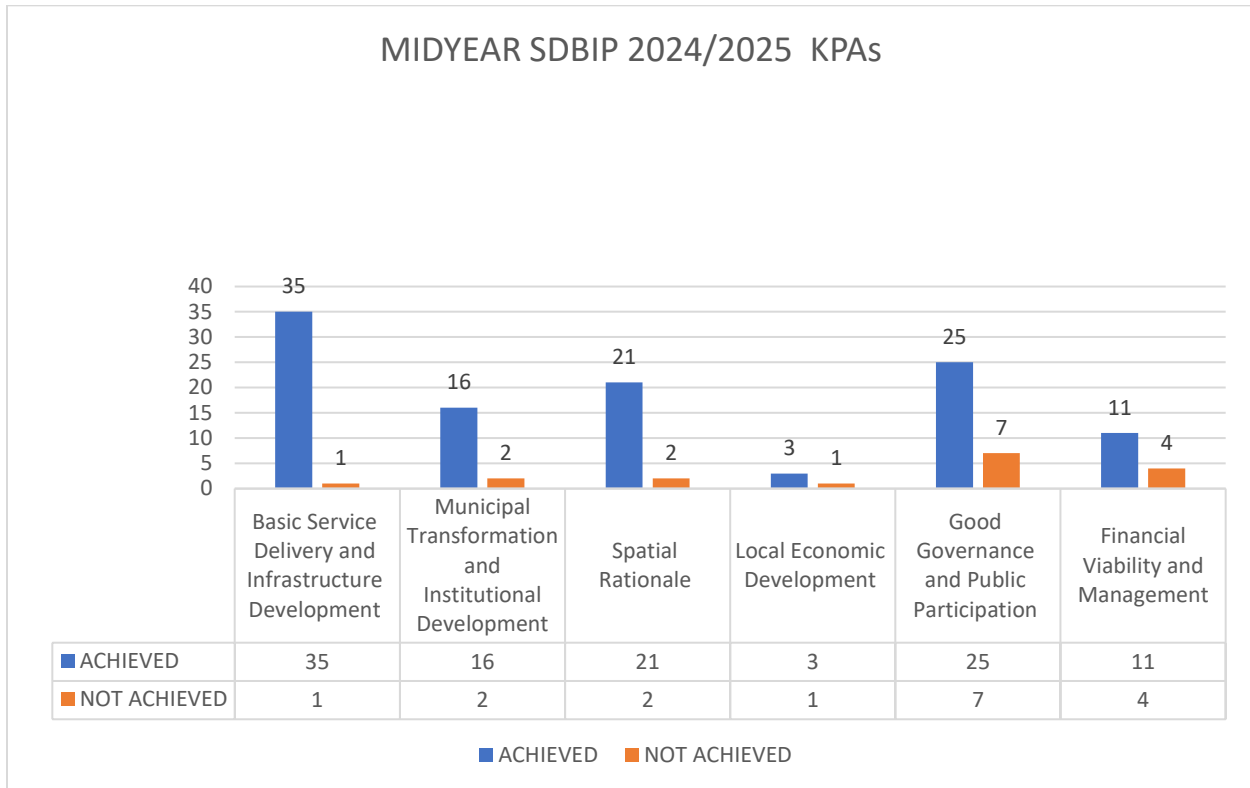
- The financial statements to be provided to the Audit Committee in advance for the review.
- No leave to be taken by officials in management positions.
- Better communication channels between the office of the AG and the municipal officials.
- Efficient monitoring of the audit recovery plan by Council, 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.

2024/2025 MIDYEAR SDBIP PERFORMANCE

The overall midyear performance of 87%, which is a slight improvement in performance when compared to the midyear performance for the 2023/2024 financial year which was 76%; Budget expenditures, commensurate to the approved budgets is not reported for all achieved targets, where applicable; The said midyear performance will be used as the basis for reviewing and adjusting indicators (performance measures) and targets for the remainder of the year, noting the 2023/2024 audit findings raised in respect of performance information;

KPAs	KPIs ACHIEVED	% KPIs ACHIEVED	KPIs NOT ACHIEVED	% KPIs NOT ACHIEVED	KPIs FOR REPORTING AT MIDYEAR
Basic Service Delivery and Infrastructure Development	35	97	1	3	36
Municipal Transformation & Institutional Development	16	89	2	11	18
Spatial Rationale	21	91	2	9	23
Local Economic Development	3	75	1	25	4

Good governance and public Participation	25	78	7	22	32
Financial Viability and Management	11	73	4	27	15
TOTALS	111	87%	17	13%	128



LEKWA LM RISK AND FRAUD MANAGEMENT

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 regarding 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.

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.

2024/2025 Risk register

Strategic Objective / Outcome	Risks/ Threats to achieving objective or planned output	Risk Description	Contributing factors	Consequences	Current controls	Future action/ treatment
Provision of basic services (water 100%, sanitation 100%, electricity 100% and roads 100%)	Inadequate provision of access to basic services for the 2024/2025 financial year.	Failure to sustain the current infrastructure and to provide additional required infrastructure.	1. Aged and inadequate electricity infrastructure	Litigation, administration issues, service delivery protests, resistance to pay	Reactive maintenance, network upgrade, draft maintenance plan	1.1 Implementation of electricity infrastructure upgrade
			2. Lack of energy master plan		None	2.1 Development of the energy master plan (EMP) with the assistance of DBSA 2.2 Development of the management plan to reduce non-revenue electricity (MPNRE) with the assistance of DBSA
			3. Aged and dilapidated road infrastructure		Preventative maintenance conducted	3. Rehabilitation of tarred roads
			4. Lack of roads & storm water master plan		None	4. Development of the roads and stormwater master plan (RSWMP) with the assistance of DBSA
			5. Aged and inadequate water infrastructure		Service provider appointed for construction of Kieser reservoir and pressure tower (15% completion); refurbishment of Morgenzon water treatment plant	5.1 Implementation of refurbishment and upgrade of water infrastructure
			6. Aged and inadequate		Installation sewer reticulation system in Ext 8	6.1 Refurbishment and upgrade of sanitation infrastructure

			sanitation infrastructure			6.2 Refurbishment and upgrade of sanitation infrastructure
			7. Lack of water & sanitation master plans		None	6.3 Refurbishment and upgrade of sanitation infrastructure
			8. Outdated investment incentive policy			7.1 Development of the water services master plan (WSMP) with the assistance of DBSA
			9. Inadequate implementation of the bulk contribution policy			7.2 Development of the water services development plan (WSDP) with the assistance of DBSA
						7.3 Development of the management plan to reduce non-revenue water (MPNRW) with the assistance of DBSA
					Draft investment incentive policy	8. Review the investment incentive policy
					Bulk contribution policy	9. Implementation of the bulk contribution policy
Provision of basic services (solid waste removal by 100%, emergency fire, traffic control, disaster, parks & recreational facilities and libraries)	Inadequate provision of basic community services	Failure to provide needs for basic social, health and security services to the community	1. Insufficient firefighting equipment	Loss of life; Loss of revenue; Injury on duty; Poor service delivery; Litigations; Environmental hazards	1 fire engine, 1 RIV, qualified fire fighters, monthly community fire awareness campaigns, departmental fire reps	1.1 Source funding for hazmat unit
			2. Non-compliant landfill site (Morgenzon)			1.2 Allocate fire engine and personnel at Sakhile offices during fire season
			3. Non-compliant landfill site (Standerton)			1.3 Maintenance and marking of all fire hydrants
					Integrated waste management plan, appointed consultant	2. Rehabilitation and closure of the Morgenzon landfill site
					Landfill site SOP, Signed SLA with the appointed landfill site service provider	3. Maintenance of the Standerton landfill site

Improved records management	Inadequate safeguarding of municipal information	Municipal information lost and being misused	1. Non-compliance with POPI Act	Litigation, financial loses, data loss	POPI action plan	1.1 Implementation of the POPI action plan 1.2 Raising awareness on the POPIA
			2. Inadequate implementation of the records management policy & records registry manual (SOP)		Records management policy, Records registry manual, MunAdmin system	2.1 Conduct workshop on records management policy & records registry manual (SOP)
			3. Inadequate implementation of the ICT general controls		ICT Security policy (firewall), Munsoft & pre-paid SLA, one UPS, internal/external back-ups	3.1 Perform on-site backups 3.2 Ensure that an updated and effective anti-virus software is installed 3.3 Ensure an updated and effective firewall system
Municipal employees and councillors trained - compliance and adherence to the approved WSP	Ineffective human resource and administrative systems	Unskilled and insufficient human resources to achieve the municipality's operational and strategic objectives	1. High vacancy rate in service delivery positions	Administrative Instability; Poor service delivery; Poor management performance systems; poor recruitment processes	Reviewed recruitment policy; Organisation structure; Recruitment plan	1.1 Review and approve a recruitment plan 1.2 Monitor implementation of the recruitment plan 1.3 Conduct awareness on HR recruitment processes
			2. Inadequate implementation of the Work Skills Plan (WSP)		Approved WSP	2.1 Conduct skills audit 2.2 Implementation of the approved WSP
			3. Ineffective implementation of Individual performance management system (IPMS)		IPMS policy	3.1 Signing of individual performance agreements 3.2 Conduct IPMS assessments 3.3 Conduct coaching and mentoring sessions on IPMS cycles
			4. Ineffective implementation of organisational		OPMS framework, signed performance	4.1 Conduct quarterly performance assessments for senior managers

			performance management (OPMS)		agreement of senior managers	4.2 Institute and implement performance appraisal
			5. Inadequate customer care management		Customer care policy, Customer care SOP, Customer care service standards	5.1 Conduct awareness on the customer care enabling documents 5.2 Conduct community survey on customer care management documents
			6. Litigations against the Municipality		Legal services SOP, Litigations register with diagnostic assessment of root causes, panel of attorneys	6. Implementation of the Legal services SOP
			7. Lack of and outdated bylaws		None	7.1 Development of the index by-laws by each department 7.2 Update/review bylaws
Viable communities	Uncoordinated development	Increased informal settlement and failure to provide land for business & recreational needs of the community	1. Inadequate implementation of the policy framework to manage municipal land or any immovable asset.	Mushrooming of human settlements, land invasions, community protest	Alienation and leasing property policy	1. Implementation of alienation and leasing of immovable property policy
			2. Mushrooming of informal settlement, illegal sale and occupation of municipal properties		Awareness campaigns, Informal settlement by-laws, regular land inspections	2.1 Conduct community awareness campaigns on land invasion, human settlements, building controls, land uses 2.2 Implementation of informal settlement By-Laws 2.3 Conduct regular land inspection on the Municipal land
			3. Aged and inadequate bulk infrastructure		Reactive maintenance, network	3.1 Implementation of electricity infrastructure upgrade

					upgrade, draft maintenance plan	3.2 Implementation of refurbishment and upgrade of water infrastructure 3.3 Commitment to augment and provide bulk services 3.4 Development of the energy , roads & storm water and water services master plans
			4. Insufficient serviced land for Business development		Land availability agreements; SDF; IDP; Land use scheme; Land audit; Land invasion officers; Informal settlement by-law; Spatial planning and land use by-law	4. Provision of demarcated land for business development
			5. Insufficient burial land		Cemetery By-Law, identified land for 3 regional cemeteries	5. Establishment of 3 regional cemeteries
			6. Non-compliance with the Land use management systems (Land use scheme, SPLUM By-Law & SDF)		Regular land use inspections, issuing of contravention notices, issuing of developments rights	6.1 Conduct land use inspections 6.2 Issue contravention notices 6.3 Review SDF 6.4 Issuing the development rights
Viable communities	Failure to comply with the housing policy on allocation of beneficiaries	Misalignment between national and provincial housing allocation guidelines	1. Non-compliant Beneficiary Management Policy 2. Contravention of beneficiary management policy by the allocation committee	Possible litigations and tarnished municipal image; Continues and unresolved complaints to the municipality by beneficiaries; Illegal occupation of complete and incomplete housing structures/units.	Beneficiary Management Policy	1. Review the Beneficiary Management Policy to ensure alignment 2.1 Conduct workshop on the beneficiary management policy 2.2 Restructure the beneficiary housing allocation committee

Reduce unemployment rate by 10% and grow local economy by 3%	Poor business environment	Increased levels of unemployment.	1. Poor governance	High rate of unemployment, increased crimes, disinvestments	Tourism strategy, draft LED strategy, LED Forum, local business indaba, Sec 79 committee, established LED unit	1.1 Approval of the LED strategy
			2. Inadequate policy framework			1.2 Implementation of the LED strategy
					Draft LED strategy, SDF, draft incentive policy, agricultural plan, tourism plan	1.3 Monitor functionality of the LED Forum
Enhancing and strengthening community participation	Inadequate public participation in respect of IDP budget consultations	Disruptions of the IDP budget consultations	1. Inadequate IDP budget consultations	Bad reputation, service delivery protests & property damage, non-payment of services, disruption of projects	Public participation strategy, IDP process plan	2.1 Review the investment incentive policy
						2.3 Development of the red tape reduction policy
Improved functioning of Council and Sub-Committees of Council. Accountable and transparent organisation	Inadequate adherence to legislative prescripts, policies and standards	Governance failure resulting in non-compliance to laws, policies, standards, best practices and mal-administration practices	1. Implementation of Council resolution tracker	Litigations; Loss of data; Vulnerability to disasters; Poor service delivery; Non-compliance; Negative audit outcome; Negative reputation, Section 139 of the constitution	Council calendar; Council resolutions register	1.2 Review 2024/2025 ward operational plans
Ensure participative, transparent and accountable governance	Ineffective control measures to manage catastrophic incidents that can happen to the municipality	Natural / Manmade /epidemics Disasters are not anticipated and planned for by the municipality	1. Lack of Business Continuity Management	Loss of life, litigation, shut down	ICT continuity plan, disaster management plan	1.4 Conduct budget & IDP consultations
			2. Inadequate implementation of	Litigation, poor performance,	One UPS; MUNSOFT & Pre-Paid SLA; ICT	1.2 Development of organisational business continuity plan

			the ICT continuity plan	financial loses, service delivery protests, data loss, Property vandalised	Service Continuity Plan; Internal/external back-ups	2.2 Procurement of the back-up software
Reduction of unfunded budget (credible and realistic budget)	Inability to meet financial obligations	Expenditure commitment exceed available revenue	1. Unfunded budget	Financial instability, inability to maintain service delivery	Approved budget, Budget funded plan, established revenue enhancement committee	1.1 Implementation of the budget funded plan
						1.2 Monitor functionality of revenue enhancement management committee
Improved revenue collection (Increase revenue collection) and cost reflective tariffs (trading service operating on surplus)	Failure to achieve 100% of the budgeted revenue for the 2024/2025 financial year	Insufficient collections from revenue streams	1. Inaccurate billing data	Going concern issues , Job losses	Reconciliation of valuation roll to the billing system, replacement of conventional electricity meters with prepaid meters, set-up customer care office for queries, meter readings, approved tariffs and approved revenue policies	1.1 Audit different customer categories and confirm the correct tariffs charged
						1.2 Perform electricity meter readings electronically
			1.3 Conduct audit on electricity meters			
			1.4 Conduct billing reconciliation			
			2. Low revenue collection		Control and debt collection policies, bad debts policy, integration of prepaid system & financial system, implementation of credit control, appointed service provider to assist with cut-offs, revenue enhancement committee established, credit control policy	2.1 Review and publish the 2024/2025 Credit Control & Debt Collection policies, writing off bad debts policy and tariff review & costing for all essential services
						2.2 Improve collection rate to 80% (meter installations, billing reconciliations, creating awareness, data cleansing, credit control)

						2.3 Creating awareness on payment of municipal services
						2.4 Conduct internal & external data cleansing/data analysis
						2.5 Develop contracts for investment properties and ensure they are market related
Compliance with SCM (Improve SCM operations & reduction in UIFW) and Improved audit outcome (unqualified audit opinion)	Uncontrollable UIFW, non-compliance, poor set of financial statements and ineffective controls, (Ineffective implementation of the audit action plan)	Receiving unfavourable audit opinion from AGSA	1. Non-compliance with legislations	Bad reputation, Placed under administration, going concern issues	Compliance register	1. Monitor progress of the compliance register
			2. Non-compliance with the MFMA sec 32 & sec 122		Budget confirmation of expenditure before procurement, centralise SCM, payment voucher	2.1 Continue with budget confirmation and circulate the departmental income & expenditure report
			3. Material misstatements on the annual financial statements		AG audit action plan, external reviews from Provincial Treasury and Internal Audit	2.2 Implement automative procurement processes below R300 000
			4. Monitoring the implementation of audit action plan		Internal audit action plan, AG audit action plan, Signed performance agreements	3.1 Review the AFS by the service provider before submission to CFO
			5. Ineffective implementation of		Financial Recovery Plan	3.2 Review AFS by the CFO
						3.3 Audit the AFS by Internal Audit
						3.4 Review AFS by Audit Committee
						4.1 100% implementation of internal audit action plan
						4.2 100% implementation of AG audit action plan
						4.3 Incorporate internal and external audit action plan into the signed performance agreements
						5.1 Implementation and monitoring of the FRP

			FRP implementation plan			5.2 Include FRP monitoring and implementation as an indicator in the SDBIP
Cost reduction and quality of services including efficiency (Compliant contract management framework)	Poor contract management	Inefficient contract management	1. Monitoring of contract management	Rise in litigations, bad reputation, going concern issues, investment & financial loses	Procurement plan, updated contract register, monitoring of performance of the service providers	1.1 Develop and approve the 2024/2025 procurement plan
						1.2 Monitoring of the approved procurement plan
						1.3 Continue updating the contract register
						1.4 Monitoring performance of service providers
Improved asset management accounting and internal controls (GRAP compliant FAR)	Inadequate safeguarding of municipal assets	property vandalised, misuse of fleet, loss of assets	1. Inadequate internal control measures on municipal assets	Poor performance, financial loses, service delivery protests	Insurance cover, GRAP and mSCOA compliant assets management register, inventory lists, asset management policy	1.1 Establish asset disposal committee
						1.2 Monitoring the functionality of the asset disposal committee
						1.3 Develop the loss control policy
						1.4 Conduct physical assets verifications
						1.5 Investigate items outstanding from the physical verification process

PUBLIC PARTICIPATION STRATEGY

The municipality approved a Draft Public Participation Strategy in the 2022/23. The strategy aims to ensure that the gap between the municipality and community is reduced. The plan also attempts to assist elected representatives to know and understand the views, needs and aspirations of their constituency whenever they are making decisions on their behalf. Furthermore, the plan assists the municipality to illicit participation of the public during programme and project planning and development as well as implementation to strengthen the relationship between the municipality and its community, sector government departments as well as neighbouring municipalities.

The municipality has developed affordable and efficient communication systems to communicate regularly with communities and disseminate urgent information. The basic measures to be monitored include:

- The functionality of Ward committees;
- Full functionality of war rooms in all wards;
- The number of effective public participation programmes conducted by Councils;
- Sittings of public meetings as per legislation requirement;
- The regularity of community satisfaction surveys.

Defining the “public” in the case of Lekwa Local municipality

It is for the purposes of this plan that the following is considered as the public whose participation is sought:

- Community interest organizations
- The business community
- Community members of the municipal area in general
- The youth of Lekwa
- The women of Lekwa
- The man of Lekwa
- The people living with disabilities
- The Elderly people
- The children
- The Pastors organisations

Means of communicating with communities

- Meefings
- Established structures in the wards
- Hailing
- Community Radio
- WhatsApp group,
- Bulk SMS,
- Notices
- Facebook
- Flyers

New technological mechanisms for future pandemics:

- Microsoft Teams
- Whatsapp Line
- Videos
- Municipal website
- Polls/Surveys

The scope of public participation

The following issues are prioritized for public participation in this municipality: 1. Annual planning processes (IDP review) 2. Annual budgeting processes (Budget review) 3. Performance management system 4. Policies and By-laws development and implementation 5. Project planning, implementation and monitoring. 6. Long term strategic planning for the municipal area.

Public participation for the review of the IDP and Budget - 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 2025/2026 financial year. The public participation primarily focused on community engagements through physical meetings across all fifteen (15) wards. The councillors, Municipal Manager, Heads of Departments and Divisional Managers attended the various meetings. The meetings took place in the months of November and December 2024. The municipality used a hailing system to notify residents of the consultations. In addition, the schedule of meetings was published on the municipality's social media page.

Performance Report

The table 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.

First Round of consultations

Ward	Date	Venue and Time	Achieved / Not achieved
1	18/11/2024	Social Centre/17:00 pm	Achieved
2	19/11/2024	Social Centre/17:00 pm	Achieved
3	20/11/2024	Stanwest Hall/ 17:00 pm	Achieved
4	21/11/2024	Stanwest Hall/ 17:00pm	Achieved
4	25/11/2025	Kalie de Haas/ 17:00pm	Not Achieved
5	26/11/2024	Social Centre/ 17:00 pm	Achieved
6	27/11//2024	Sakhile Hall/17:00 pm	Achieved
7	28/11/2024	Ezinyamazoneni/ 17:00pm	Achieved
8	02/12/2024	Eskom Hall/17:00 pm	Achieved
9	24/11/2024	Holmdene Secondary School/ 10:00 am	Achieved
9	03/12/2024	Khunjuliwe Secondary School/ 17:00pm	Achieved
10	04/12/2024	Ext.6 Community Hall / 17:00pm	Achieved
10	05/12/2024	Microsoft Teams/ 17:00pm	Not Achieved
11	09/12/2024	Rooikoppen Hall/ 17:00 pm	Achieved
12	01/12/2024	Thuthukani Hall/10:00 am	Achieved
13	08/12/2024	Qondulwazi Secondary School/10:00 am	Achieved
14	10/12/2024	Sivukile Community Hall/17:00 pm	Achieved
15	11/12/2024	Community Hall Ward 15/:17:00	Achieved

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 NGOs 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 based on 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 based on 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.

To this effect, the Lekwa Local Municipality held a Gender Based Violence on the 8th of December 2022 to raise awareness on the matter. More GBV related projects are planned by the Wellness office.

Persons with disability

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

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

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.

ORGANIZATIONAL STRUCTURE

Unit	Number of Posts	Number of Posts Filled	Number of Posts Vacant	Vacancy Rate
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Risk Management	3	2	1	33%
Performance Management	3	2	1	33%
Internal Audit	6	4	2	25%
Office of the Speaker & Public Participation	8	5	3	38%
Office of the Executive Mayor	7	5	2	29%
Office of the Whip of Council	1	1	0	0%
Legal Services	3	3	0	0%
Department Totals	31	22	9	29%

4.14 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
Auxiliary Services	54	31	23	42%
Information Communication Technology	5	3	2	50%
Communications	5	2	2	66%
Human Resources	13	7	6	46%
Human Resources Development and IPMDS	8	2	6	75%
Labour Relations	2	1	1	50%
Council support	8	5	5	62%

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			
1.	Draft Integrated Waste Management Plan	Approved	2022/23
2.	Draft Lekwa Cemetery By-law	Approved	2022/23
3.	Draft Traffic By-Law	Approved	2022/23
4.	Draft Waste Management Bylaw	Approved	2022/23
5.	Service Standards and Service Charter	Approved	2022/23
6.	Fleet management policy	Approved & Implemented	5/06/2023
7.	Small scale embedded generation policy draft	Submitted for review and input to MISA	
8.	Application for the connection of SSEG form draft	Submitted for review and input to MISA	
9.	Preventive and predictive maintenance for electrical network procedure, draft	Submitted for review and input to MISA	
10.	Electricity demand-side management draft	Submitted for review and input to MISA	
11.	Electricity maintenance policy draft	Will be submitted for Council consideration	
12.	Water conservation and demand management strategy.	MISA requested for assistance	
13.	Project Steering Committee Policy Draft	Draft to be reviewed before submission to Council	
14.	Storm water management plan	Management plan to be developed.	
15.	Water Safety Plan	Water safety plan to be reviewed	
16.	Waste Water Risk Abatement Plan	W2RAP for Standerton reviewed. Outstanding review for Morgenzon	
17.	Water supply by laws	None	
18.	Sanitation by laws	None	
19.	Infrastructure investment policy	Draft developed	
KPA 2: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT			
20.	Acting Appointment Policy	Approved – To be reviewed to align and amended to align with Municipal Staff Regulations	2022/23
21.	Affirmative Action	Forms part of the Employment Equity Policy	--
22.	Annual Leave Policy	Approved	2018/19

23.	Attendance and Punctuality Policy	To be reviewed	2018/19
24.	Backup and Recovery Policy	Approved	2021/22
25.	Bereavement Policy	To be reviewed	2018/19
26..	Bursary Policy for Employees of Council	To be reviewed to align with Municipal Staff Regulations	2018/19
27.	Bursary Policy for External Candidates	To be reviewed	2018/19
28.	Cellphone Policy	Approved	2021/22
29.	Change Management Policy	Approved	2021/22
30.	Covid-19 Policy	Approved	2021/22
31.	Customer Care Management Policy	Approved	2022/23
32.	Danger Allowance Policy	Approved	2022/23
33.	Delegations, Authorization & Responsibility	Draft developed	--
34.	Disaster Recovery and Business Continuity Plan for ICT Services	Approved	2021/22
35.	Disciplinary Code and Procedures	SALGBC Main Collective Agreement provision	--
36.	Draft Contract Management Policy	Approved	2022/23
37.	Draft Customer Care Management Policy	Approved	2022/23
38.	Draft Work Sports Policy	Approved	2022/23
39.	Duty Accident Prevention Policy	Approved	2018/2019
40.	Electronic Communications Policy	Approved	2021/22
41.	Employee Transfer Policy	Approved	2018/2019
42.	Employment Equity Policy	Approved	2022/23
43.	Firewall Policy	Approved	2021/22
44.	Grievance Procedures	SALGBC Main Collective Agreement provision	
45.	HIV/Aids Policy		
46.	Human Resource and Development Strategy	Approved	
47.	Human Resources Development Policy	Approved – To be reviewed to align and amended to align with Municipal Staff Regulations	2022/23
48.	ICT Continuity Policy	Approved	2021/22
49.	ICT Policy Framework	Approved	2021/22
50.	ICT Security Policy	Approved	2021/22
51.	ICT Strategy	Approved	2021/22

52.	Incapacity due to Ill Health/Injury Policy	To be reviewed	28-Aug-18
53.	Incapacity Due to Poor Work Performance	To be reviewed	28-Aug-18
54.	Induction Policy	Approved	28-Aug-18
55.	Information Security Policy	Approved	2021/22
56.	Injuries on Duty Policy	Approved	28-Aug-18
57.	Intoxication and Substance Abuse Policy	To be reviewed	28-Aug-18
58.	Job Evaluation		
59.	Laptop Security Management Policy	Approved	2021/22
60.	Name Tag Policy	To be reviewed	28-Aug-18
61.	Occupational Health and Safety Policy	Approved	30-Sep-21
62.	Occupational Health and Safety Policy	To be reviewed	28-Aug-18
63.	Official Housing		
64.	Official transport to attend Funerals		
65.	Organizational Rights	SALGBC Main Collective Agreement provision	--
66.	Overtime Policy for Employment	To be reviewed	2018/19
67.	Patch Management Policy	Approved	2021/22
68.	Payroll Deductions		
69.	Performance Management and Development		29-Jul-21
70.	Performance Management System Policy Framework	Approved	2022/23
71.	Personal Protective Equipment Policy	Approved	2018/19
72.	Physical and Environmental Security Policy	Approved	2021/22
73.	Placement Policy	Approved	2021/22
74.	Reasonable Accommodation for people with disability Policy	Approved	2018/19
75.	Records Management Policy and Registry Procedure Manual	Approved	2022/23
76.	Recruitment, Selection and Appointment of staff Policy	Approved – To be reviewed to align and amended to align with Municipal Staff Regulations	2021/22
77.	Remuneration Scales and Allowances		--
78.	Resettlement		--
79.	Scarce Skills Policy	To be reviewed	2018/19
80.	Sexual Harassment Policy	To be reviewed	2018/19

81.	Smoking Policy	To be reviewed	2018/19
82.	Staff Retention Policy		--
83.	Subsistence and Travelling Allowance Policy	Approved	30-Jun-21
84.	Succession Planning Policy	Approved	2018/19
85.	Telephone Policy	To be reviewed	2018/19
86.	Training and Development Policy	To be reviewed	2018/19
87.	User Access Management Policy	Approved	2021/22
88.	Virus and Malware Management Policy	Approved	2021/22
89.	Work Organization		--
KPA 3: SPATIAL RATIONALE			
90.	Alienation and Leasing of Immovable Property Policy	Approved	2022/23
91.	Business Licensing Policy	Approved	2022/23
92.	By-laws relating to the management and control of informal settlements	Approved	2022/23
93.	Draft Bulk Contribution Policy	Approved	2022/23
94.	Draft By-Law Relating to Streets, Public Places And The Prevention Of Noise Nuisances	Approved	2022/23
95.	Spatial Development Framework 2017	Due For Review	30/03/2017
96.	Lekwa Land Use Scheme 2020	Approved	31/07/2020
97.	Draft Encroachment on property by-laws	Adopted	2022/23
98..	Housing Beneficiary Management Policy	Approved	2021/22
99.	Human Settlements Sector Plan	Approved	2022/23
100.	Tourism Development Sector Plan	Approved	2023.05.04(A61)
101.	Agriculture Development Sector Plan	Approved	2023.05.04 (A61)
102.	LED Strategic Plan	Draft	
103..	Outdoor Advertising Policy	To be reviewed	2018
KPA 4: LOCAL ECONOMIC DEVELOPMENT			
104..	Business Licensing Policy	Approved	2022/23
105.	LED Strategy	Approved	2022/23
106.	Agricultural Sector Plan	Approved	2022/23
107.	Tourism Development Strategy	Approved	2022/23
108.	Localization Policy	Draft	To be sent to Council

109.	30% Subcontracting Policy	Draft	To be sent to Council
110.	Street trading by-law	To be reviewed	--
KPA 5: PUBLIC PARTICIPATION AND GOOD GOVERNANCE			
111..	Draft Public Participation Strategy	Approved	2022/23
112.	Fraud prevention policy	The policy served before the RMAFACC & Council, and it was approved accordingly	31 July 2023
113.	Fraud prevention plan	The plan served before the RMAFACC & Council, and it was approved accordingly	31 July 2023
114.	Private work and declaration of interest policy	The policy served before the RMAFACC & Council, and it was approved accordingly	31 July 2023
115.	Risk management and fraud prevention implementation plan	The plan served before the RMAFACC & Council, and it was approved accordingly	31 July 2023
116.	Risk management committee charter	The charter served before the RMAFACC & Council, and it was approved accordingly	31 July 2023
117.	Risk management policy	The policy served before the RMAFACC & Council, and it was approved accordingly	31 July 2023
118.	Risk management strategy	The strategy served before the RMAFACC & Council, and it was approved accordingly	31 July 2023
119.	Whistle blowing policy	The policy served before the RMAFACC & Council, and it was approved accordingly	31 July 2023
120.	OPMS Policy	Reviewed	30 June 2023
121.	Contract management policy	Approved	To be confirmed.
122.	POPIA AND PAIA Compliance framework and policy	InProgress	Not yet approved by council
123.	Audit committee charter	Approved by council	31 July 2023
124.	Public Participation	To be reviewed before end of March 2024	31 March 2023
125.	Business continuity policy	The provincial treasury will provide training for the development of BCM in local government by 31 March 2024	N/A
KPA 6: FINANCIAL VIABILITY AND MANAGEMENT			
126.	Asset Management Policy	Approved – to be reviewed	2021/22
127.	Bad Debt Provision & Write-off Policy	Approved – to be reviewed	2021/22
128.	Banking and Investment Policy	Approved – to be reviewed	2021/22
129.	Budget Policy (Virement Policy)	Approved – to be reviewed	2021/22
130.	Cost Curtailment Austerity Policy	Approved – to be reviewed	2021/22

131.	Credit control and debt collection	Approved – to be reviewed	2021/22
132.	Credit Control and Debt Collection By-Law	Approved – to be reviewed	2021/22
133.	Indigent Policy	Approved – to be reviewed	2021/22
134.	Meter Reading Policy	Approved – to be reviewed	2021/22
135.	Petty Cash Policy	Approved – to be reviewed	2021/22
136.	Property Rates Policy	Approved – to be reviewed	2021/22
137.	Subsistence Travel Allowance Policy	Approved – to be reviewed	2021/22
138.	Supply Chain Management Policy	Approved – to be reviewed	2021/22
139.	Tariff Policy	Approved – to be reviewed	2021/22
140.	Unauthorized Irregular Fruitless Expenditure Policy	Approved – to be reviewed	2021/22

Table 49: Status Quo of policies, by-laws and plans in place

4.15 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 plan
- 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	3	0	0%
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 50: Organisational capacity of the office of the MM

4.16 STATUS QUO ASSESSMENT OF FINANCIAL VIABILITY AND MANAGEMENT

National Treasury has issued Municipal Finance Management Act (MFMA) circular numbers 126 and 128 to guide the compilation of the 2024/2025 medium term revenue and expenditure framework (MTREF) which emphasises that during this tough economical period the municipalities should tighten their spending and reduced unnecessary or nice to have expenditures, improve and prioritise service delivery.

The National Treasury projects real economic growth of 0.6 per cent in 2023. Real GDP growth is expected to moderate to 1.6 per cent over the medium term.

The weak economic growth has put pressure on consumers' ability to pay for services, this including slow growth in transfers from national government (GRANTS) resulted in the municipality falling into financial distress and facing liquidity problems. These include the municipality being unable to meet its payment obligations to Eskom, water boards and other creditors. There is a need for municipality to focus on collecting revenues owed to it and eliminate wasteful and non-core spending.

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

We must ensure that expenditure is limited to the maximum revenue collected and not spend on money that it does not have. We are also reminded that; the local government equitable share allocation is mainly to fund the costs of free basic services and to subsidise some of the administrative costs. The increasing unemployment and growth in the number of persons per household means that the revenue foregone in respect of free basic services will likely increase and it will become even more difficult to collect revenue. The household budget will be under pressure and trade-offs will be applied as it may be unaffordable to pay all household expenses with regularity.

The budget preparation process is confronted with numerous challenges, significantly complicating financial management and service delivery. These challenges encompass:

- **Aging Infrastructure Requiring Extensive Maintenance:** The municipality's infrastructure is in dire need of repair and maintenance, which demands considerable financial resources.

- **Inefficient Revenue Collection:** The municipality faces issues with collecting enough revenue, critically impacting its ability to cover operational costs and invest in necessary projects.
- **Losses from Trading Services:** Essential services are operating at a loss, diminishing the municipality's revenue and contributing to financial difficulties.
- **Unfunded Budget:** The municipality's budget shows expenditures that exceed its revenue, leading to an unfunded budget and financial instability.
- **Challenges with Long-term Financial Obligations:** Managing long-term financial obligations, including debts to creditors and collections from debtors, presents a significant challenge.
- **Over-reliance on Service Providers:** This reliance has led to increased costs for contracted services, further straining the budget.
- **Failure to Meet Eskom Debt Relief Conditions:** The inability to comply with the conditions for Eskom debt relief adds to the municipality's financial strain.
- **Projected 2023/24 Deficit Budget:** The anticipated budget for 2023/24 reveals a deficit, with spending outstripping revenue, threatening to further weaken the municipality's financial health.
- **Absence of Cash Reserves:** The lack of cash reserves restricts the municipality's capacity to address emergencies, unexpected expenses, or critical infrastructure needs.

In terms of Section 9 of the Municipal Budget and Reporting Regulations, the Annual Budget and Supporting documentation of the municipality must be in a format specified in Schedule A and include all the required tables, explanatory information, taking into account any guidelines issued by the Minister of Finance in terms of Section 168(1) of the MFMA.

The budget's financial structure is underpinned by a combination of an operational grant (equitable share), capital grant, and internal revenue generated from rates, taxes, and service charges. In response to inflation and rising operational costs, the municipality proposes the following tariff adjustments:

- **Property Rates:** There will not be any increases on property rates, the municipality will be implementing a new General Valuation Roll with effect from 01 July 2024.
- **Sewerage Services:** To support the ongoing provision and maintenance of sewerage services, an adjustment of approximately 4.9% is suggested.
- **Refuse Collection:** For the continuation of efficient refuse collection services, a 4.9% increase is proposed, aiding in maintaining community cleanliness and health standards.
- **Water Supply:** An enhancement in water tariffs by 4.9% is recommended to address the cost pressures of supplying this vital service, ensuring its sustainability and reliability. (DWS)
- **Electricity Supply:** Due to significant cost pressures in energy provision, a notable tariff hike of 12.72% is advised to ensure the municipality can continue to offer reliable electricity services and invest in sustainable energy initiatives. (awaiting Nersa guideline)

These adjustments are critical for the municipality to maintain and improve service delivery within the context of current economic challenges, ensuring financial viability and sustainability.

Financial implications

The annual budget has an operating deficit of **R 324 million**. Currently the municipality's creditors amount to R 2 913 041 223.60 with Eskom and DWS debt totalling to **R 2 849 849 545.22**. The current outstanding creditors is not in line with the cash flow, therefore the municipality is unable to pay its creditors timeously which might lead to litigations. Based on the payment rate of 60% it is not adequate to cover the outstanding creditors and operational expenditures of the municipality. The municipality will be unable to pay the obligations when they become due and that will result in non-compliance with section 99(2)(b) of the Municipal Finance Management Act.

Financial Sustainability

The municipality's financial position is showing concerning signs of deterioration over the medium term. The financial ratios are explained below.

- **Liquidity ratio:** The liquidity ratio remains below the recommended norm of 1.0 the situation is not showing signs of improvement over the MTREF from the negative 0.56 in the 2024/25 financial year

to a negative 0.67 in the 2025/26 financial year and a negative 0.73 in the 2026/27 financial year. This indicates a potential strain on the municipality's ability to meet its short-term financial obligations over the medium term. There is a need for prudent financial management and strategies to enhance liquidity and measures to strengthen the municipality's financial health.

- **Cost coverage ratio:** This ratio indicates the municipality's ability to meet its monthly fixed operating commitments from available cash and short-term investments without collecting additional revenue during that month. The Provincial Treasury applied 58 per cent consumer collection rate and achieved a negative cost coverage of 10 months in the 2024/25 financial year which is below the norm of between 1 to 3 months. The situation is projected to deteriorate to 15 months in the 2025/26 financial year and 19 months in the 2026/27 financial year.
- **Current ratio:** This ratio measures the municipality's ability to repay its short-term liabilities with its short-term assets. The norm ranges from 1.5 to 2.1. The municipality has a ratio of 0.1 for the 2024/25 financial year, 0.1 in the 2025/26 financial year and 0.1 in the 2026/27 financial year which is below the acceptable norm in terms of MFMA Circular No. 71.
- This analysis indicate that the municipality has inefficiencies in its operation which results in high distribution losses that are above the acceptable norm as per the MFMA circular no 71.
- The budget for repairs and maintenance is R38.5 million or a negative 62 per cent, this is below the 8 per cent norm of circular 71 of the MFMA.
- The municipality does not have cash-backed reserves.
- The Municipality is 14 per cent reliant on grants for operational revenue and 83 per cent on capital transfers.
- The Municipality cannot fund all current year's commitments, which results in increased creditors that leads to fruitless and wasteful expenditure on interest charged by suppliers due to late payments.
- The budget of the municipality on Table A8 indicates a shortfall of R2.7 billion for 2024/25, R2.8 billion in the 2025/26 and R2.8 billion in the 2026/27 financial years as per Provincial Treasury's calculations after taking into confederation the effect of the Eskom debt relief when one third (R620 million) has been written off for the next three financial years.
- The municipality applied for Debt Relief on the 28th of September 2023 and the application was subsequently approved by National Treasury on the 1st of December 2023. It should be noted that the application met the minimum information requirements for applications set out in MFMA Circular No. 124 (paragraph 3).
- At the time National Treasury approved the application Eskom's MFMA s.41 statement included that the municipality as of 31 March 2023 owed Eskom R1.8 billion including interest and penalties (excluding the March 2023 current account).
- During the course of the financial year the municipality has defaulted on the payment of the Eskom current account, However the municipality is further going to benefit with debt write-off as Eskom is going to ring fence the new debt accumulated since March 2023 to December 2023. This new debt is not going to be subjected to a repayment plan. It will be written off with the historical debt.
- A Budget Funding Plan and the Financial Recovery Plan has been developed in the previous financial years however the unfunded position of the municipality has not shown been positive signs of improvement. This is an indication that the current Budget Funding Plan and the FRP are not being fully implemented.

Budget Funding Plan

Purpose

The purpose of this budget funding plan in a municipal context is designed to assist those municipalities that are facing financial challenges in meeting their operational expenditures against collected income and to show a road map of how the municipality is going to improve the financial situation through revenue collection and cost reduction.

Background

Chapter 4 of the Municipal Finance Management Act No.56 of 2003 ("MFMA") deals with the drafting and adopting of municipal budgets by municipalities. Section 18(1) of the MFMA states that an "annual budget may only be funded from – a) realistically anticipated revenues to be collected. b) cash-backed accumulated funds from previous years' surpluses not committed for other purposes; and c) borrowed funds, but only for the capital budget referred to in section 17(2)." Section 18(2) adds that "revenue projections in the budget must be realistic, taking into account d) projected revenue for the current year based on collection levels to date; and e) actual revenue collected in previous financial years."

The Municipal Budget and Reporting Regulations ("MBRR") sets out standards for sound and sustainable management of the budgeting and reporting practices in municipalities. It states in paragraph 10(1)(b) that "the funding of an annual budget must be consistent with the trends, current and past, of actual funding collected or received." It further states in paragraph 10(4) that "the cash flow budget required in terms of Schedule A must reflect all funds realistically forecast to be collected, including arrears.

The table below details the budget funding plan for Lekwa Local Municipality for the 2024/2025 financial year.

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

Functions

- Manage municipal budget and financial reporting.
- Render revenue management services.
- Manage expenditure services.
- Render supply chain management services.
- Manage municipal assets

Organizational structure

DIVISION	NUMBER OF POSITIONS	TOTAL FILLED	NUMBER OF POSITIONS VACANT	VACANCY RATE
Budget and Financial reporting	10	4	6	60%
Revenue Management	51	26	25	49%
Expenditure Management	15	8	7	46.67%
Supply Chain Management	18	7	11	61%
Assets Management	8	5	3	37.5%
Total BTO positions	102	50	52	51%

Lekwa LM Capital Expenditure 2024/2025

SUMMARY OF BUDGET ALLOCATION AND EXPENDITURE PER SOURCE					
GRANT	TOTAL ALLOCATION	AMOUNT TRANSFERRED TO DATE	EXPENDITURE BY 31 January 2025	EXPENDITURE % ALLOCATION	BALANCE OF TRANSFERRED
MIG	R33 077 000	R25 684 000	R22 589 991	68	R3 094 009
INEP	R14 620 000	R12 620 000	R16 013 698	100	R0
MDRG (Recovery) (Project Implementation March 2024 to February 2025)	R10 059 731	R10 059 731	R3 378 462	37	R6 681 269
EEDSM	R4 000 000	R3 200 000	R1 658 067	41	R0
TOTAL	R61 756 731	R51 563 731	R43 640 218		R9 775 278

Table 51: Summary of budget allocation and expenditure per source

Problem Statement (i.e. issue that led to the project)	Project/ Programme description	Ward/Project Location	Funding Agent	Budget	Expenditure to date	No of jobs created / No of SMMEs benefitted	Progress to date/ Status (i.e., 85% completed)	Beneficiaries/ Outcome after completion	Challenges	Required intervention
No and inadequate lighting resulting in crime hot spots	Installation of 26 high masts lighting in Sakhile ext 8, Thuthukani, Sivukile and rural areas	Wards 9,12,13 & 14	MIG	R16 634 70	R14 527 779	34 job created and 3 SMME'S Subcontractors	Practical completion.	1 000 households with access to lighting	N/A	N/A
Harzadous site and litigation from Dardlea	Rehabilitation of Morgenzon Landfill site	Ward 14	MIG	R4 250 653	R744 868	0	Design phase in progress and re-application for new closure licence	2 242 households with cleaner environment	N/A	N/A
Inadequate burial space	Development of Thuthukani Cemetery	Ward 12	MIG	R4 800 000	R1 037 300	8 Jobs created and	Construction @ 8%	1 000 households with access to burial sites	N/A	N/A

No and inadequate lighting resulting in crime hot spots	Installation of 26 high masts lighting in Sakhile ext 8, Thuthukani, Sivukile and rural areas	Wards 9,12,13 & 14	MIG	R16 634 70	R14 527 779	34 job created and 3 SMME'S Subcontractors	Practical completion.	1 000 households with access to lighting	N/A	N/A
Harzadous site and litigation from Dardlea	Rehabilitation of Morgenzon Landfill site	Ward 14	MIG	R4 250 653	R744 868	0	Design phase in progress and re-application for new closure licence	2 242 households with cleaner environment	N/A	N/A
Inadequate burial space	Development of Thuthukani Cemetery	Ward 12	MIG	R4 800 000	R1 037 300	8 Jobs created and	Construction @ 8%	1 000 households with access to burial sites	N/A	N/A
Interrupted electricity supply	Construction of 6km, 11KV from Substation A to Rooikoppen.	1,5,7 & 11	R4 620 000	INEP	R8 325 164	24 job created	Construction@60%	4 000 households in Rooikoppen will have improved electricity supply	N/A	N/A
Interrupted electricity supply	Construction of 11KV Switching Station for Rooikoppen.	11	R10 000 000	INEP	R7 688 533	10 jobs created and 7 SMME'S Sub-contractors	Construction @ 40%	4 000 households in Rooikoppen will have improved electricity supply	N/A	N/A
Dilapidated road infrastructure	Rehabilitation of Vry Street (1KM)	10	R10 699 769	MDRG (Recovery)	R4 378 500	8 jobs created and 3 SMME'S sub-contractors	Construction @ 55%	1km improved road infrastructure	N/A	N/A

Inadequate and interrupted water supply	SAKHILE EXTENSION 2, PHALAMA AND CROSS ROAD WATER PROJECT	5	SASOL	R15 000 000	RO	0	MOA signed between SASOL and Lekwa LM. Preliminary design developed.	4 140 households in Sakhile ext 2, Phalama and Crossroads	N/A	N/A
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WSIG & RBIG									
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 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	Practical Completion	February 2022	December 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.	Upgrade the Sewer Internal Reticulation with 160, 250, 315, mm pipe size and upgrade sewer pump station 2.	R143 522	Practical Completion	30 Nov 2022	December 2025	1136	22

Ministerial Intervention Projects							
Intervention No	Project Name	Project Location (Ward, area,	Budget	Project status	Start date	Planned completion date	Work opportunities created
1	Refurbishment of Standerton Water Treatment Works	Ward 10	R164,000,000	construction @ 54%	September 2023	June 2025	41

2	Upgrading of Johan and Steyn Pump station	Ward 4	R 13 658 664	Practical Completion	January 2024	December 2024	9
3	Upgrading of Vaal and Muller Pump station	Ward 4,10	R 10 930 539	Practical Completion	January 2024	December 2024	5
4	Construction of 5ML Underground Clearwater Tank at the Standerton Water Treatment Works	Ward 10	R 44 554 625	Construction @ 35%	May 2024	June 2025	10
5	Construction and Remedial Works of internal Sewer Services in Standerton Ext 8 Phase 2	Ward 9	R 17 013 818	Site establishment	January 2025	September 2025	0

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

4.17 COMMUNITY NEEDS ASSESSMENT

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 2025/2026 financial year. The public participation primarily focused on community engagements through physical meetings across all fifteen (15) wards. The councillors, Municipal Manager, Heads of Departments and Divisional Managers attended the various meetings. The meetings took place in the months of November and December 2024. The municipality used a mailing system to notify residents of the consultations. In addition, the schedule of meetings was published on the municipality's social media page.

Performance Report

The table 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.

First Round of consultations

Ward	Date	Venue and Time	Achieved / Not achieved
1	18/11/2024	Social Centre/17:00 pm	Achieved
2	19/11/2024	Social Centre/17:00 pm	Achieved
3	20/11/2024	Stanwest Hall/ 17:00 pm	Achieved
4	21/11/2024	Stanwest Hall/ 17:00pm	Achieved
4	25/11/2025	Kalie de Haas/ 17:00pm	Not Achieved
5	26/11/2024	Social Centre/ 17:00 pm	Achieved
6	27/11/2024	Sakhile Hall/17:00 pm	Achieved
7	28/11/2024	Ezinyamazoneni/ 17:00pm	Achieved
8	02/12/2024	Eskom Hall/17:00 pm	Achieved
9	24/11/2024	Holmdene Secondary School/ 10:00 am	Achieved
9	03/12/2024	Khunjuliwe Secondary School/ 17:00pm	Achieved
10	04/12/2024	Ext.6 Community Hall / 17:00pm	Achieved
10	05/12/2024	Microsoft Teams/ 17:00pm	Not Achieved
11	09/12/2024	Rooikoppen Hall/ 17:00 pm	Achieved
12	01/12/2024	Thuthukani Hall/10:00 am	Achieved
13	08/12/2024	Qondulwazi Secondary School/10:00 am	Achieved
14	10/12/2024	Sivukile Community Hall/17:00 pm	Achieved
15	11/12/2024	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 the type of assistance to request through the district development model.

Ranking scale

Critical
High
Medium
Low

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	Access to water	No water for long periods of time, years, months etc. in various areas	1, 2, 3, 4, 7, 8, 9 (Ext8), 10 (Voda), 11, 12, 13, 15	Upgrade water infrastructure
		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. Explore solar for backup generator
		Alternative water sources in informal settlements and rural wards	7, 11, 13, 15,	Provide electric pumps for windmills. Drill boreholes deeper. Provide jojo tanks at informal settlements
		High laying areas in the municipality do not 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).	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 also unclean.	1, 2, 3, 4, 5, 6, 7, 9 (Ext8), 10 (Voda), 15	Monitor water trucks to ensure that residents receive water equally	
Electricity	Smart Meters	Clarity/ consultation on the installation of smart meters	1, 2, 3, 4, 6, 7, 8, 9 10, 11, 13, 15,	Provide information on smart meters
	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 do not have access to electricity.	4, 7, 9 (Ext 8 & Holm),12,13	Connect electricity from powerlines to houses without	
Sanitation	Sewer spillages	Provision and maintenance of toilets.	9, 3 (Stanwest Hall),7, 12, 13	Provide toilets for dwelling units without

		Toilets are full and need to be desludged.	9,11, 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), 10 (Town)11, 14, 15	Upgrade sewage pipes and treatment plant	
		Sewer pipes were installed but never functional	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, 2, 4, 7, 9, 10 (Voda), 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, 3, 5, 11, 13, 15,	Provide road signages and traffic calming measures such as speed humps on high order roads	
Waste	Waste removal	Illegal dumping sites	1, 2, 3, 4, 5, 7, 9, 10 (Town), 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
		Frequent waste collection	1, 3, 4, 5, 6, 7, 8, 9 (ext. 08), 10, 11, 12, 15	Notify residents when waste will not be collected	
KPA: LOCAL ECONOMIC DEVELOPMENT					

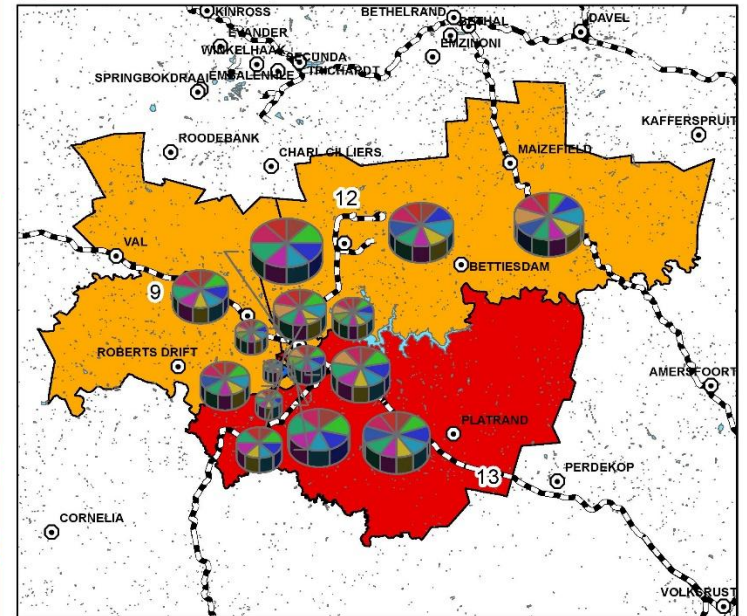
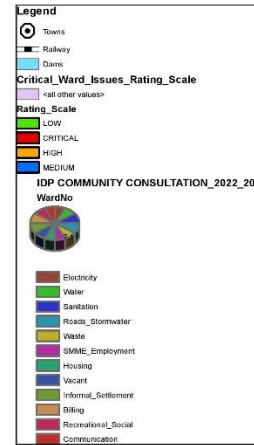
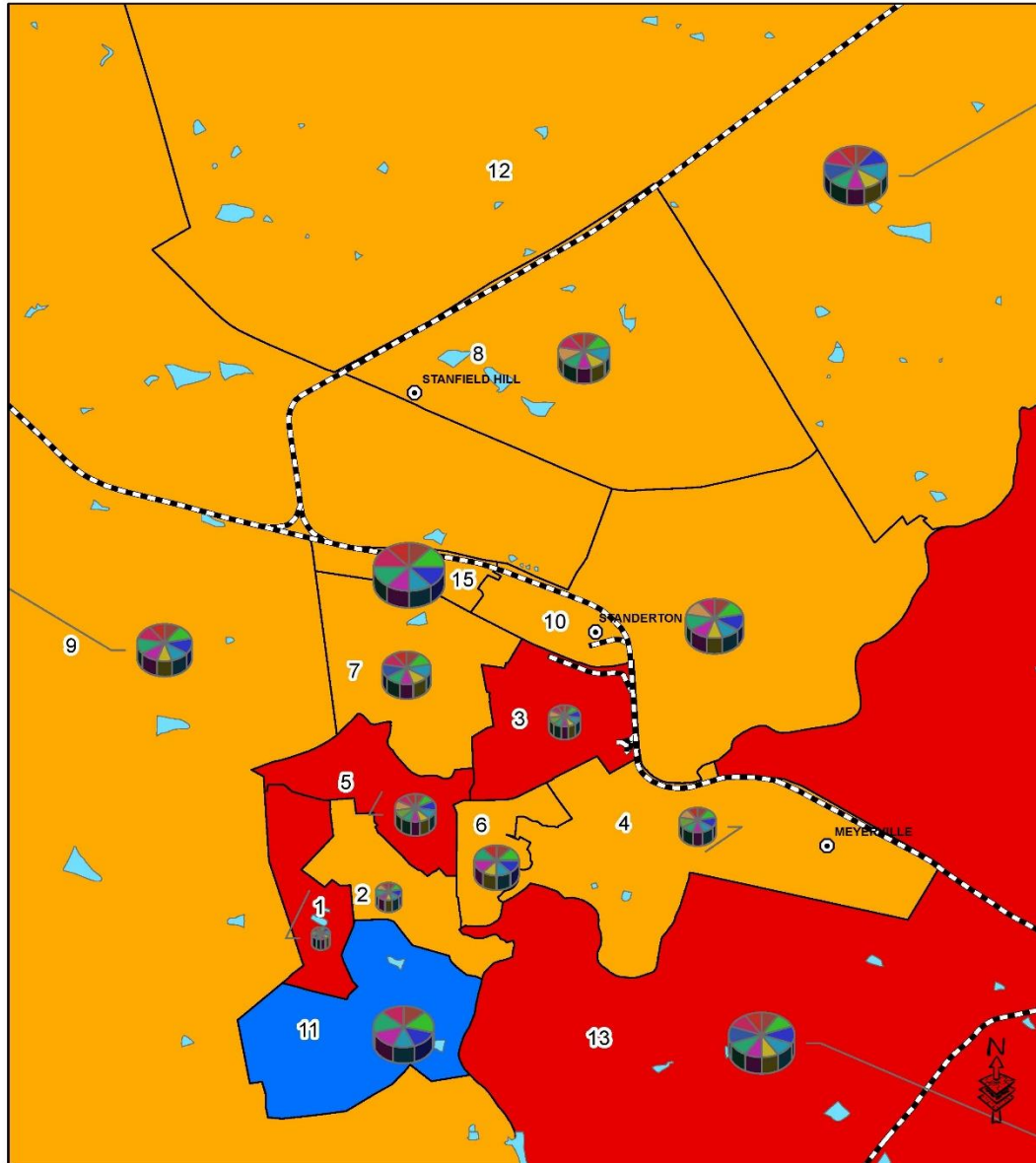
Employment	High unemployment rate	Employment opportunities for local people. Locals should benefit from projects. Corporations around Standerton should give first preference to locals especially for work that does not require specialised skills.	1,2,3,5,6,7,8,9,10,11, 12,13,14,15	Explore ways to create a conducive environment for job creation, to attract investment and encourage local economic development	Planning and Economic Development
SMM E Support	Subcontract SMMEs	Subcontract SMMEs in the projects	1, 2, 12, 9 (Holm), 10	Explore ways to subcontract SMMEs in local projects	
	Skills development for SMMEs	Provision of SMME trainings	2, 7,	Provide SMMEs with training to capacitate companies	
	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 cannot 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.	1, 3,4, 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, 7, 10 (Voda), 11	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, 15	Procure and integrate finance and spatial software to bill residents correctly	BTO

	Meter readers	Some households do not 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, satellite police station and a rehabilitation centre for those struggling with addiction.	Sector Departments
		Mobile clinic	12, 13		
		Community Hall	4		
		Satellite police station	12		
		Rehabilitation centre	5		
KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT					
Communication	Communication between residents and municipality	Communication between residents and the municipality: <ul style="list-style-type: none"> - 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 these platforms.	Corporate Services

Table 52: Community priorities

5th Generation Integrated Development Plan 2022 - 2027

LEKWA LOCAL MUNICIPALITY
GERT SIBANDE DISTRICT



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

SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • 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 • Lack of oversight for service delivery
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
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5 CHAPTER FIVE DEVELOPMENT OF STRATEGIES



5.1 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.

5.2 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

5.3 Corporate Values

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

5.4 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

5.5 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

5.6 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

6 CHAPTER SIX INTEGRATED HUMAN SETTLEMENTS CHAPTER



6.1 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.

6.2 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.

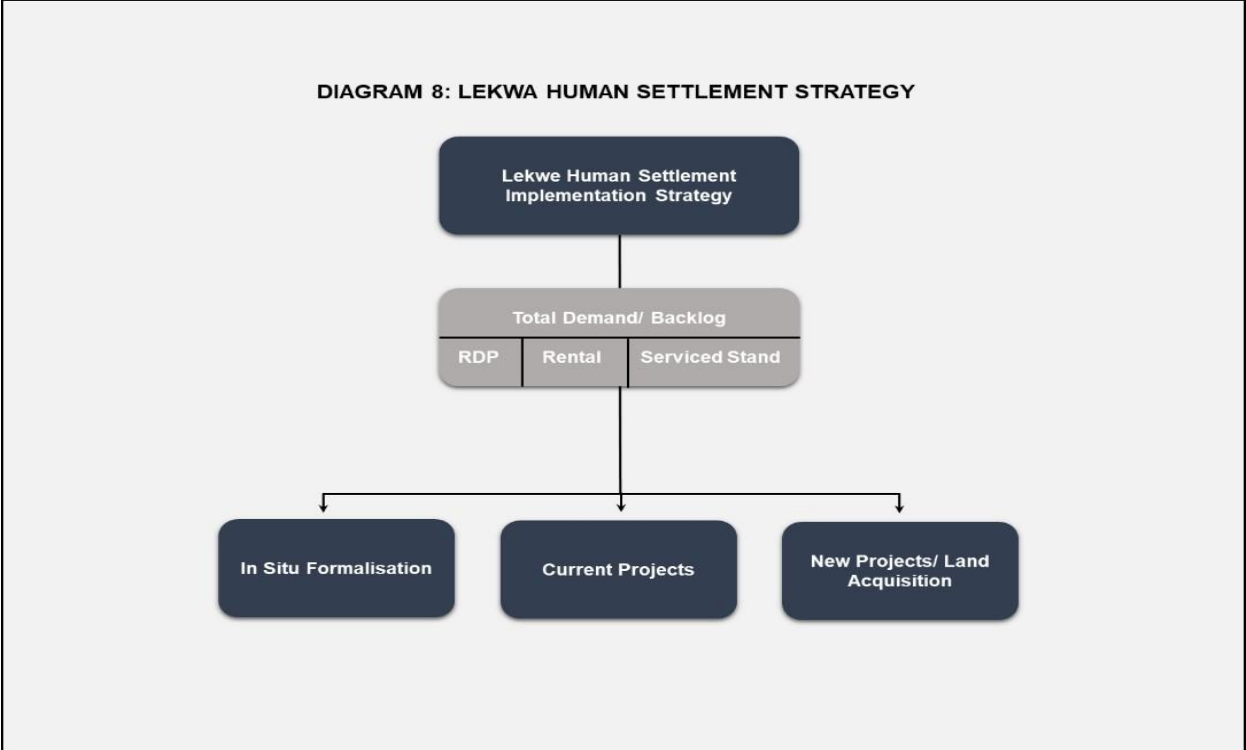


Figure 37 Lekwa Human Settlements Strategy

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 most 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

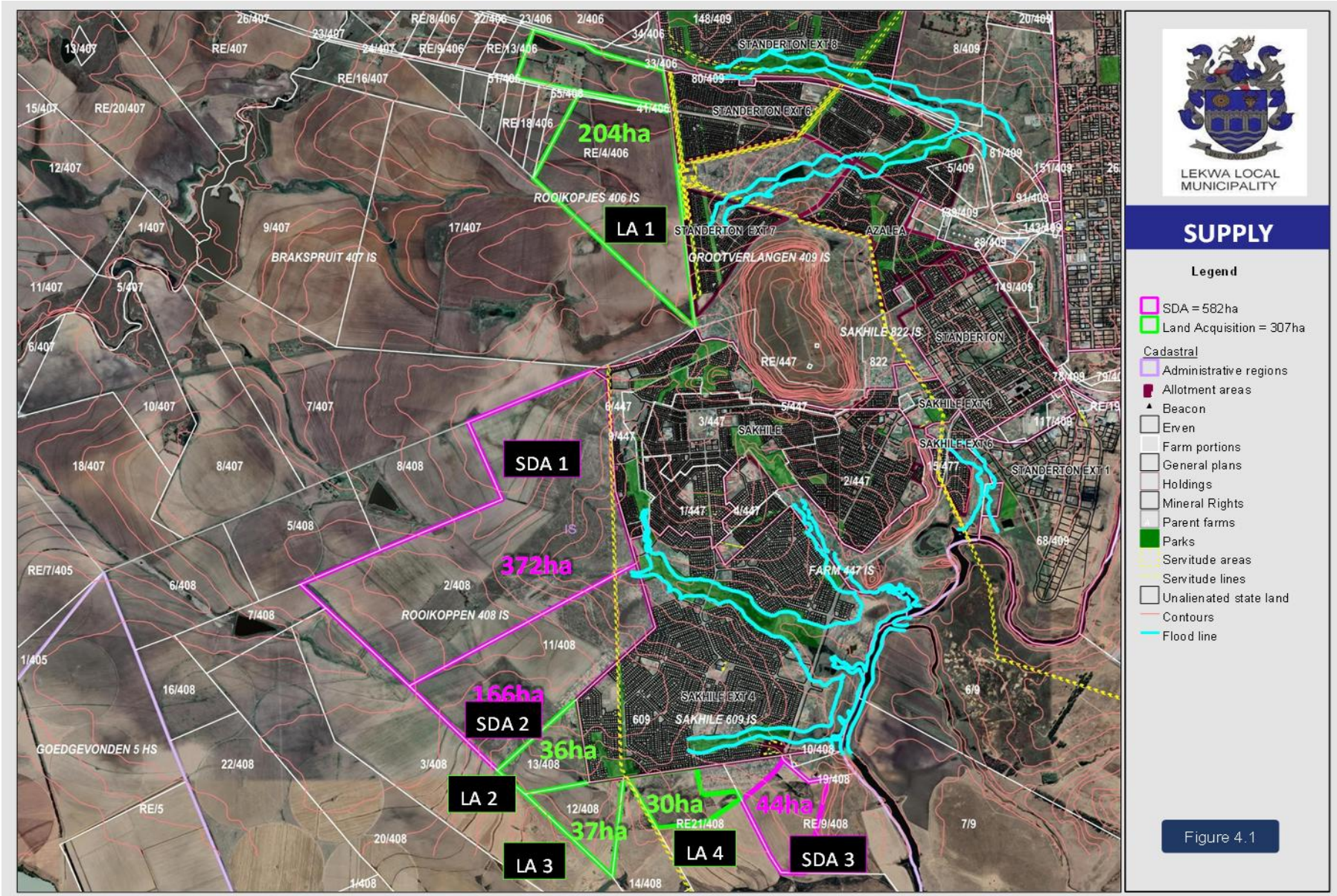
Lekwa LM: NUSP Strategy: Priorities

#	Town, Settlement	DEMAND Existing Informal Units and Infill 2021	NUSP (UISP) ALLOCATION			PRIORITY			BUDGET	
			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
16	Enkanini Camp	491	2835	928	266			•	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 53 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 18 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

#	Town, Settlement	DEMAND		STRATEGY			Subtotal	Short	PRIORITY	
		Existing Informal Units and Infill	2021	In situ	Move later	Move immediately situated in flood line/servitude			Further investigation needed	Medium
			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 Flood line	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 Flood line 1	64				64		64	•	
14	Azalea Flood line 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 54 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	Erven 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 55 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 (ha)	Area (%)	Ave. erf Size (m²)	Potential number of Units	Density (nett) applied du/ha	Note
			Municipal	Provincial Government	Parastatal	RSA	Total						
4	1	MEYERVILLE	-	2	-	-	2	0,7	0%	3 626	29		
		Zoning: Single Residential		2			2	0,7	0%	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	0%	279	2		
10	3	STANDERTON	450	-	-	3	453	54,1	33%	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	9%	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	0%	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	0%	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	SIVUKILE EXT 1	19	-	-	-	19	1,3	1%	362	19		
		Zoning: Single Residential	19				19	1,3		362	19		
14	10	SIVUKILE EXT 4	2	-	-	-	2	0,6	0%	2 813	23		
		Zoning: Single Residential	2				2	0,6	0%	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

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	Ownership	Responsibility	Cost
1	Part of Remainder of Ptn 21 of the farm Rooikoppen 408 IS	Siza Kancane Communal Prop Assoc	Mpumalanga	R 650,000.00
2	Portion 12 of the farm Rooikoppen 408 IS	Impumelelo Communal Prop Assoc	Mpumalanga	R 650,000.00
3	Portion 13 of the farm Rooikoppen 408 IS	Impumelelo Communal Prop Assoc	Mpumalanga	R 650,000.00
4	Remainder of Ptn 4 of the farm Rooikoppen 408 IS	Lekwa Local Municipality	Mpumalanga	R 650,000.00

Table 57 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/erf 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.

Lekwa LM: Housing Strategy: Urban Informal / Backlog Strategy / Expected Growth Strategy

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 Kiesser 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 59 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 60 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 flood line /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 Flood line	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 Flood line 1	64			64		64	•		
14	Azalea Flood line 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 61 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 62 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 63 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 64 Supply summary

5.1 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 most 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.

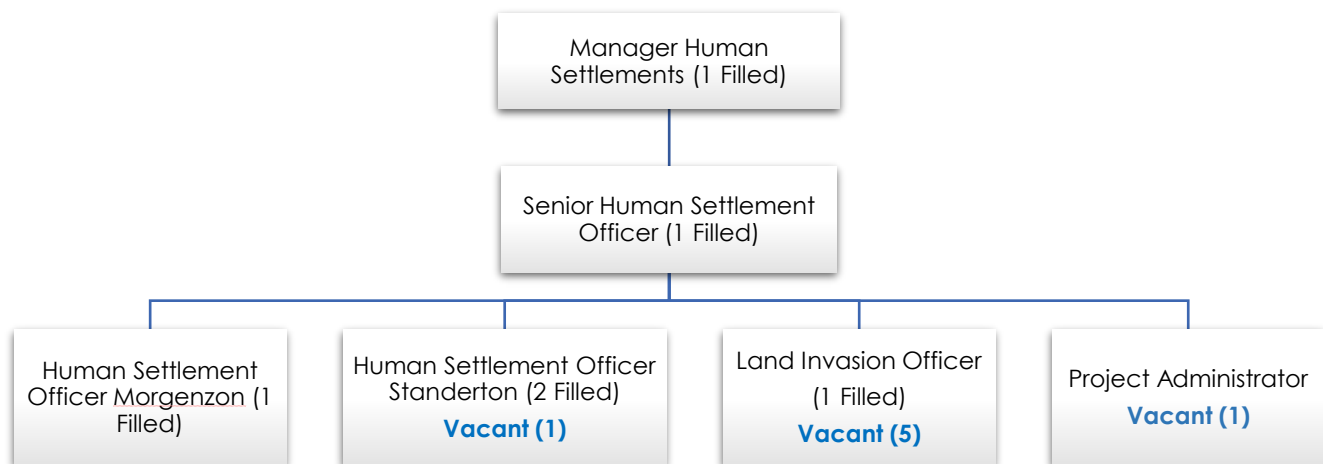
Level 2 structures are typically larger and more permanent additional features. This allows for more comprehensive retail activities, including food preparation, as well as larger service industries.

Human Settlements Unit

The municipality has an established Human Settlements unit that falls under the Planning and Economic Development department. The Unit has 9 positions filled out of 16 positions which equates to a vacancy rate of 47.06%. The unit works in collaboration with the Department of Human Settlements for housing development. However, the municipality is not the implementing agent, thus no budget is allocated for housing within the municipality.

Functions of the Unit:

- Facilitate the identification and registration of potential beneficiaries
- Conduct consumer education services
- Develop and maintain data of informal settlements
- Render human settlements planning
- Rendering of rental housing stock
- Manage and monitor housing projects



Lekwa LM Municipal Management and Control of Informal Settlements By-law, 2018

The municipality adopted the Municipal Management and Control of Informal Settlements by-law in 2018. The by-law seeks to provide for the prevention, regulation, monitoring and control of informal settlements. The by-law also makes provisions for the control and management land invasion incidences.

7 CHAPTER SEVEN IMPLEMENTATION PLANS PER KEY PERFORMANCE AREA



7.1 KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DELIVERY

Table “A” Integrated Development Plans

DEPARTMENT: TECHNICAL SERVICES	
Municipal KPA	Basic Service Delivery and Infrastructure Development (Community Services & Safety)
Problem Statement and root causes per KPA	<p>Water:</p> <ul style="list-style-type: none"> 1 623 households do not have access to water. Inadequate bulk water infrastructure to support existing and new developments; aging infrastructure (pipes, water treatment plants, reservoirs); poor water quality; pipe leaks; low rating in blue drop; demand higher than existing infrastructure. Filling of vacancies, obtain equipment and vehicles to improve on maintenance. Inadequate water supply e.g. Ward 5 (Ext. 2, cross roads, Palama). Water: Demand of 47 megaliters greater than the current supply of water 37 Megaliters. <p>Sanitation:</p> <ul style="list-style-type: none"> 1 474 households do not have access to sanitation Poor maintenance and upgrading of existing infrastructure (waste water treatment pl; vandalism and theft; high vacancy rate; demand higher than existing infrastructure; low rating in green drop. Inadequate bulk network. Aged infrastructure. Filling of vacancies, obtain equipment and vehicles to improve on maintenance. High levels of sewer spillages and overflowing manholes spilling into residents' houses. <p>Roads:</p> <ul style="list-style-type: none"> 229 km gravel/unpaved. Potholes; lack of maintenance of storm water management and maintenance; no yellow fleet to maintain and fix roads; high vacancy rate. Dilapidated road infrastructure. Filling of vacancies, obtain equipment and vehicles to improve on maintenance <p>Electricity:</p> <ul style="list-style-type: none"> 997 households do not have access to electricity Inadequate NMD from Eskom; vandalism and theft of infrastructure (cables etc.); frequent breakage of breakers etc.; bridging of electric meters; high vacancy rate. Shortage of resources. Skill training. Aged infrastructure. Filling of vacancies, obtain equipment and vehicles to improve on maintenance Increase electrical supply NMD at Eskom. Electricity: Demand of 68-70 NMD greater than the current supply of electricity of 55 NMD received from Eskom.
One Plan Transformation Area	<ul style="list-style-type: none"> Eradicate electricity interruptions. Increase access to portable water Improve quality of roads. Increase access to decent sanitation and eradicate spillages.
2024- MTDP	Improved access to basic services (water 100%, sanitation 100%, electricity 100% and roads 207 km of Roads paved/tarred)
Municipal Priority	<ul style="list-style-type: none"> Improve Water and Sanitation provision Provide reliable electricity supply Provision of efficient and effective solid waste management service Provision of safe and dependable roads

		<ul style="list-style-type: none"> Provision of efficient and effective fleet services SCADA installation to perform internal Eskom load shedding to keep water treatment works on during Eskom load shedding periods SCADA installation on water and sewer networks to monitor water losses and limit sewer spillage into Vaal system. 									
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	Outcome Indicator	Baseline	Situational Analysis	5-year IDP target	Intervention /Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23	2023/24	2024/25	2025/26	2026/27
Improved access to water	Increased number of households with access to basic water supply	33 735 HH (90%) access to water	<p>Inadequate bulk infrastructure</p> <p>Uncoordinated developments</p> <p>Fragmented human settlements</p> <p>Ageing infrastructure</p> <p>High water losses</p> <p>Drinking water quality does not meet minimum required standards</p>	38 583HH (100%) with access to water	Upgrade and refurbishment of bulk infrastructure Reduce water backlogs	<p>DWS to assist with funds to upgrade water related infrastructure</p> <p>Social Labour Plans to focus on infrastructure related challenges</p>	<p>Develop Water Maser Plan</p> <p>Develop ment WSDP</p> <p>Develop Water Conservation and Water Demand Management plan.</p> <p>Upgrad e</p>	37 206 HH (96%) access to water	37 256 HH (96%) access to water	37 306 HH (97%) access to water	38 583 HH (100%) access to water
Improved access to electricity	Increased number of households with access	33 991HH (91%) access to electricity	Inadequate bulk infrastructure	38 583HH (100%) with access to electricity	Upgrade NMD and bulk infrastructure	DMRE to assist with negotiations with	Develop Electricity Master Plan	36 580 HH (95%)	36 580 HH (95%)	37 580 HH (97%)	38 583 HH (100%)

	to electricity		Uncoordinated developments Fragmented human settlements Ageing infrastructure Inadequate NMD Inadequate lighting			Eskom to increase the municipality's NMD DMRE assistance with rural electrification					
Improved quality of municipal road network	Decreased kms of roads in poor condition	187 km paved and tarred Road network	Uncoordinated settlements Ageing infrastructure	207 km of Roads paved/tarred	Upgrade and rehabilitate road infrastructure	GSDM, DWRT to assist with yellow fleet to rehabilitate internal roads SANRAL/ DOT/DPWRT to assist with rehabilitating provincial roads that pass through the town	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
Improved access to sanitation	Increased number of households with access to basic sanitation.	33 735 HH (90%) access to sanitation	Inadequate bulk infrastructure Uncoordinated developments	38 583HH (100%) with access to sanitation	Upgrade of bulk sewer infrastructure	DWS to assist with funds to upgrade sanitation related	Develop sanitation Maser Plan	37 057 HH (96%) access to sanitation	37 207 HH (96%) access to	37 357 HH (97%) access to	38 583 HH (100%) access to sanitation

			Fragmented human settlements Ageing infrastructure Sewer spillages. Litigation. Environmental pollution.			infrastructure Social Labour Plans to focus on infrastructure related challenges	Development WSDP Upgrade and refurbish sanitation infrastructure	WSDP in process of development with assistance from MISA District in process of upgrade and refurbish of infrastructure. Feasibility study for bulk infrastructure has been developed.	sanitation District in process of upgrade and refurbish of infrastructure.	sanitation District in process of upgrade and refurbish of infrastructure.	
Improved fleet accessibility and availability	Decreased down time for fleet	56 vehicles in services	Poor payments to service providers creates backlog in servicing and repair vehicles	Procure additional fleet	Fleet Policy approved May 2023 Training of operators Training of Fleet Officers Auction of redundant fleet						86 vehicles operational

Table B “Annual outputs and Key Performance Indicators

Strategic Goal	Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improved access to water	Improved access to basic services (Water)	Water master plan and WSDP developed	Water master plan and WSDP developed	N/A	N/A	Water master plan and WSDP developed		
		Operation and maintenance plan developed	Operation and maintenance plan developed		Operation and maintenance plan developed	Implementation	Implementation	Implementation
		Water conservation and water demand strategy developed and implemented	Water conservation and water demand strategy developed and implemented			Water conservation and water demand strategy developed and implemented	Implementation	Implementation
		Upgrade bulk water networks	25km of water infrastructure upgraded	5km	5km	5km	5km	5km
		Reservoirs constructed	Construction of two reservoirs	Construction of Kieser reservoir and pressure tower	Construction of Kieser reservoir and pressure tower	Upgrade of 5ML store dam at the Standerton WTW		
		Treatment Plants upgraded	Standerton and Morgenon Water treatment works upgraded			Standerton Water treatment works refurbished.		Morgenon Water treatment works upgraded to 3.9ML per day. Standerton Water treatment works upgraded to 50 ML per day
		Boreholes installed	10 boreholes installed	2 boreholes installed	2 boreholes installed	2 boreholes installed	2 boreholes installed	2 boreholes installed
	Enhanced revenue collection	Number of metering, monitoring	13 000 consumption metres		3 250 metres replaced	3 250 metres replaced 1 Zoning meter	3 250 metres replaced 1 Zoning meter	3 250 metres replaced 1 Zoning meter

Strategic Goal	Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
	Reduced water losses	and data equipment installed.	replaced and 5 Zoning meter installed and SCADA expansion to water network		2 Zoning meters – (Not installed) SCADA monitoring of Zoning meter area – SCADA not installed	SCADA monitoring of Zoning meter area	SCADA monitoring of Zoning meter area	SCADA monitoring of Zoning meter area
Improved access to electricity	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
		Electricity master plan developed						
		Upgrade main substations	A, B & C Substations upgraded	A substation upgraded PHASE 1	A substation upgrade in progress		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
			<ul style="list-style-type: none"> • 100 high mast lights repaired • Improve reaction time towards complaints and meter complaints antify informal settlements for	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

Strategic Goal	Strategic Objective	KPI	5-year Target			ANNUAL IMPLEMENTATION		
			2022/23	2023/24	2024/25	2025/26	2026/27	
			Electrical provision.					
		Installation of high mast lights	26 high mast lights installed			12 high mast lights installed	7 high mast lights installed	7 high mast lights installed
		Switching Station Constructed	Rooikoppen switching station constructed			Construction of Rooikoppen switching station	Construction of Rooikoppen switching station	
	Enhanced revenue collection	Number of metering, monitoring and data equipment installed.	28 000 consumption meters replaced and 60 Zoning meter installed and SCADA expansion to electricity network 12 Quality of supply meter units (NERSA requirement)		7 000 consumption meters installed 15 zoning meters	7 000 consumption meters installed 15 zoning meters 10 SCADA monitored HV/MV panels 5 mini subs SCADA monitored 3 Quality of Supply meters installed	7 000 consumption meters installed 15 zoning meters 10 SCADA monitored HV/MV panels 5 mini subs SCADA monitored 3 Quality of Supply meters installed	7000 consumption meters installed 15 zoning meters 10 SCADA monitored HV/MV panels 5 mini subs SCADA monitored 3 Quality of Supply meters installed
	Reduced electricity losses					15 zoning meters 10 SCADA monitored HV/MV panels 5 mini subs SCADA monitored 3 Quality of Supply meters installed		
Improved access to Sanitation	Improved access to Sanitation	Rural Sanitation installed	600 VIP toilets installed	50 VIP toilets installed	100 VIP toilets installed	150 VIP toilets installed	150 VIP toilets installed	150 VIP toilets installed
		Upgrade of bulk sewer networks	Upgrade 15km of sewer network	N/A	N/A	5km upgraded	5km upgraded	5km upgraded
		Upgrade of sewer pump stations		N/A	N/A	N/A	Upgrade of sewer pump stations	

Strategic Goal	Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
		Upgrade Standerton and Morgenzon WWTW	Upgrade Standerton and Morgenzon WWTW	N/A	Designs underway and finalization of Implementation Readiness Study	N/A	Upgrade of Morgenzon WWTW	Upgrade Standerton WWTW
		Development of master plan	Development of master plan	N/A		Development of master plan		
		Development of maintenance plan	Development of maintenance plan	N/A		Development of maintenance plan		
		Develop by laws	Develop by laws	N/A		Develop by laws		
Improved quality of municipal road network	Improved road network	Improved road infrastructure	20Km of roads constructed	5Km of road constructed	5Km of road constructed	5Km of road constructed	5Km of road constructed	5Km of road constructed
			10Km of roads rehabilitated	2km of road rehabilitated	2km of road rehabilitated	2km of road rehabilitated	2km of road rehabilitated	2km of road rehabilitated
		Roads and Strom water master plan developed	Roads and Strom water master plan developed			Roads and Strom water master plan developed		
Improved fleet accessibility and availability	Dependable fleet Management	Procured fleet	Procurement of 30 vehicles.	3 vehicles procured	7 vehicles procured	2 vehicles procured	9 vehicles procured	9 vehicles procured

Table “C” Community Priorities and Key Issues

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Operational and Maintenance plan Standerton and Morgenzon WTWs Waste water risk abatement plan Upgrade bulk and reticulation sewer pipelines 	MIG/WSIG/RIBG

Community needs/priorities	Key issues	Affected Ward and Location	2022-27 IDP Intervention	Funding Source
No access to basic sanitation in rural areas	Rural households with no access to toilets and municipality not desludging toilets	9 (Holmdene), 13	<ul style="list-style-type: none"> DE sludge toilets 	INTERNAL
Sewer spillages	Health hazards due to sewer spillages	1, 2, 3, 4, 6, 9, 11, 14, 15	<ul style="list-style-type: none"> Operational and Maintenance plan Standerton and Morgenzon 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	<ul style="list-style-type: none"> Repair of Traffic Lights 	INTERNAL
No storm water drainages	Maintenance of storm water drainages	11, 3, 15	<ul style="list-style-type: none"> Storm water Master Plan 	MIG
Degradation of Roads	Paving and gravelling of roads	4, 5, 6, 7, 8, 9 (Ext 08), 10, 12	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Installation of Speed humps and road signage Provision of traffic lights 	MIG/ INTERNAL

Table “D” Service Delivery and Budget Implementation Plan

KPI	5 Year Target	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget
100% access to water	13 000 consumption metres replaced and 5 Zoning meter installed and SCADA expansion to water network	5 Bulk water meters @ WTW calibrated	Procurement of service provider	Calibration of 1 Bulk Meters @ WTW	Calibration of 2 Bulk Meters @ WTW	Calibration of 2 Bulk Meters @ WTW	
		1000 water leaks repaired	250 water leaks repaired	250 water leaks repaired	250 water leaks repaired	250 water leaks repaired	
		300 water meters replaced	75 water meters replaced	75 water meters replaced	75 water meters replaced	75 water meters replaced	
	10 boreholes installed	3 boreholes installed	Procurement of Contractor.	1 borehole installed	1 borehole installed	1 borehole installed	R2 827 340

		6 boreholes refurbished	Procurement of Contractor.	2 Boreholes refurbished	2 Boreholes refurbished	2 Boreholes refurbished	
100% access to sanitation	600 VIP toilets installed	150 VIP toilets installed	Procurement of Contractor	50 VIP Toilets installed	50 VIP Toilets installed	50 VIP Toilets installed	R2 500 000
		150 VIP toilets desludged	Procurement of Contractor	50 VIP toilets desludged	50 VIP toilets desludged	50 VIP toilets desludged	

KPI	5 Year Target	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget
100% access to electricity	Rooikoppen switching station constructed	Construction of Switching Station at Rooikoppen. – Phase 1	Procurement of Contractor	Construction @15%	Construction @25%	Construction @50%	R10 000 000
	20km of bulk electricity lines upgraded	Construction of 6km, 11kV line between A Substation and Rooikoppen.- Phase 1	Procurement of Contractor	Construction @15%	Construction @25%	Construction @50%	R4 620 000
	NMD upgraded to 110MVA	Submit request to Eskom for upgrade of NMD	Submit request to Eskom for upgrade of NMD	Follow up on request submitted to Eskom	Follow up on request submitted to Eskom	Follow up on request submitted to Eskom	
	Improve street lighting – • 26 high mast lights installed • 2500 street lights repaired • 100 high mast lights repaired	10 high mast lights installed Repair 400 street lights Repair 20 high mast lights Retrofit high mast lights and street lights with energy efficient lights	Procurement of Contractor	2 high mast lights installed 100 street lights repaired 5 high mast lights repaired Construction @ 25%	3 high mast lights installed 100 street lights repaired 5 high mast lights repaired Construction @ 50%	5 high mast lights installed 100 street lights repaired 5 high mast lights repaired Construction @ 75%	5 high mast lights installed 100 street lights repaired 5 high mast lights repaired Construction @ 100%

KPI	5 Year Target	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget
	28 000 consumption meters replaced and 60 Zoning meter installed and SCADA expansion to electricity network 12 Quality of supply meter units (NERSA requirement)	100 electricity meters installed	25 electricity meters installed	25 electricity meters installed	25 electricity meters installed	25 electricity meters installed	
192 km of Roads paved/tarred	20km road rehabilitated	Rehabilitation of 1km Vry street	Constructions @ 25%	Construction @50%	Construction @75%	Designs @100%	R11 000 000 (From 202324 FY)
		10 000 square meters of pothole patching	2500 square meters of potholes patched	2500 square meters of potholes patched	2500 square meters of potholes patched	2500 square meters of potholes patched	
Dependable fleet management	30 vehicles procured	4 Vehicles procured	Not Applicable for reporting in Q1	Supply Chain processes completed	Not Applicable for reporting in Q3	4 Vehicles procured	
	Disposal of 40 vehicles	8 vehicles disposed	Identify and submit list of vehicles for disposal	Follow up on progress of disposal	Follow up on progress of disposal	Transfer of disposed vehicles.	
	Develop maintenance plan	Maintenance plan developed	Draft maintenance plan developed	Draft maintenance plan reviewed	Maintenance plan developed	Maintenance plan approved.	

7.2 KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DELIVERY – COMMUNITY SERVICES AND SAFETY

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	<p>Solid waste management: 77,7% of HH have access to waste collection service The municipality has 6 trucks which are not sufficient to service the entire municipality; regular maintenance of refuse trucks not done; non-adherence to licensing conditions on landfill sites; promulgation of by-laws to control illegal dumping. The Standerton landfill site is being upgraded. The municipality is currently using four trucks and collecting once a week. The community requires refuse removal on a weekly basis and the removal of illegal dumping sites.</p> <p>Fire and emergency services: Limited fire and rescue equipment and machinery; continuous breakdown of fire engines; slow pace on maintenance of fire engines. Non-accessibility of certain residential areas due to damaged road surfaces and poor topography. Inability to communicate effectively due to lack of radio communication system. Currently two Fire vehicles operational running 24 hours, rehabilitation of the radio communication system.</p> <p>Traffic control: Minimum law enforcement due to the shortage of traffic officers. The conditions of road infrastructure makes it impossible for road marking, vandalism of road signs. The division currently utilizes a trailer to collect traffic fines.</p> <p>Parks: unmaintained parks and cemeteries and open spaces limited machinery to cut grass and street trees. Allocation of land for burial space, theft and vandalism, and non-maintenance of privately owned land.</p> <p>Recreational facilities: lack of recreational facilities management and administration; dilapidated recreational facilities.</p> <p>Library services: general decline in the usage of physical libraries due to the internet and digital technology,</p> <p>Transversal: High youth unemployment and HIV prevalence and High number of GBV incidences</p> <p>Security Services & Crime Prevention and gatherings: High crime rate due to high unemployment rate and planned sabotage (internal/external) of Municipal Infrastructure. Poor maintenance of municipal facilities compromises security management.</p>
One Plan Transformation Area	<p>Improve provision of solid waste management services</p> <p>Improve provision of fire and emergency services</p> <p>Improve traffic control and law enforcement</p> <p>Improve access to cemetery services.</p> <p>Improve library services, parks, and recreational facilities provision.</p> <p>Reduce youth unemployment rate and HIV prevalence</p>
Medium Term Development Plan (MTDP) 2024–2029	<p>Strategic Priority 3: Build a capable, ethical and developmental state.</p> <ul style="list-style-type: none"> ▪ Improved service delivery by local government; ▪ Safer communities and increased business confidence;
Municipal Priority	Provision of efficient and effective solid waste management service, law enforcement, Fire and rescue services, Disaster, Parks & Recreational Facilities, Library Services and Transversal. Revenue generation through traffic control.
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	Improved access to basic services such as waste 100% emergency fire, Traffic Control, Disaster, Parks & Recreational Facilities and Libraries) Transversal
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Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention /Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23	2023/24	2024/25	2025/26	2026/27
Improved access to Solid Waste removal	Increased number of households with access to basic refuse removal services	29980 HH with (77,7%) access to weekly waste collection service	<ul style="list-style-type: none"> – Improved refuse collection – Illegal dumping – Not enough refuse collection fleet – Residential stands not rezoned – Rezoning of sites not gazetted – Bylaws – The valuation roll not updated 	38583 HH (100 %) access to Solid waste removal	<ul style="list-style-type: none"> – Rezoning and valuation roll update – Procurement of Six additional refuse trucks – Introduction of shift system – Rehabilitation of Morgenzon and upgrading of Standerton landfill sites(completed) – Regular maintenance of refuse trucks – Recruitment of additional staff – Environmental awareness campaigns – Create database and formalisation of recyclers – Public participation, Council approval and gazetting of 	<p>GSDM conducted EIA at Morgenzon on a proposed site to established a new landfill site.</p> <p>GSDM to set aside a budget for construction. Procurement of two tipper trucks and one front-end loader</p> <p>Endorsement of IWMP by MEC</p>	Development of IWMP	29980 HH (77,7%) access to Solid waste removal	35 110 HH (91%) access to Solid waste removal	36 654 HH (95%) access to Solid waste removal	38583 HH (100%) access to Solid waste removal

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention /Programme	DDM Intervention	ANNUAL IMPLEMENTATION					
							2022/23	2023/24	2024/25	2025/26	2026/27	
					bylaws(Corporate Services							
Mitigate effects of fires	Improved provision of comprehensive fire services	83 fire incidences reported per quarter	<ul style="list-style-type: none"> – High rate of fire incidences – Inaccessibility of informal settlements during fire 	Reduce the quarterly incidence by 20% per year	<ul style="list-style-type: none"> – Building of two new fire stations – Procurement of emergency vehicles and equipment – Learner Firefighter programme aimed at youth. 	COGTA to assist with the construction of a Satellite fire-station through MIG. (Sakhile) COGTA (PDMC) to assist with funding for procurement of emergency vehicles and equipment.	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	
Improve road safety	Reduced number of road accidents	34 accidents reported per quarter	<ul style="list-style-type: none"> – High number of accidents – Shortage of personnel – Condition of roads – Visible road traffic signs. – Heavy loaded trucks in CBD – Coordination of 	Reduce road accidents to 10 % quarter	<ul style="list-style-type: none"> – Recruitment of traffic officers – Improve road markings and signage – Introduction of parking meters. – Installation of speed cameras. – Learner Traffic Officer programme aimed at youth. – 504 – Female: 262 – Male: 362 	Provincial Traffic, SAPS	Road accidents reduced to 30 per quarter	Road accidents reduced to 25 per quarter	Road accidents reduced to 20 per quarter	Road accidents reduced to 15 per quarter	Road accidents reduced to 10 per quarter	

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention /Programme	DDM Intervention	ANNUAL IMPLEMENTATION					
							2022/23	2023/24	2024/25	2025/26	2026/27	
			Transport Sector									
Improved access to parks and recreational facilities ,cemeteries	Improved maintenance of parks and recreational facilities	3 parks and recreational facilities to be maintained quarterly.	Overgrown and unmaintained parks, cemeteries and recreational facilities. Unsecured and unfenced cemeteries. Limited burial space at Walter Sisulu. Lack of maintenance for parks and recreational facilities. Centralised budget for maintenance.	Improved Parks and recreation facilities maintenance	Procurement of machinery and fleet Recruitment of supervisors and utilisation of EPWP Allocation of land for a new cemetery. Rezoning of unused Rooikoppen cemetery to sports facilities. Engagement with the owners of the private land Convert some of open space to sport fields ground. Decentralised maintenance budget Project to eradicate alien	Budget allocation during 2024/25 financial year. (External) MIG DFFE Program for working on Parks program.(Working on water program and etc)	3 parks and recreational facilities maintained monthly	3 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	

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention /Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23	2023/24	2024/25	2025/26	2026/27
			<p>Alien invasive species plants(Biodiversity)</p> <p>Stray animal roaming in open spaces and cemeteries.</p> <p>Lack of sport fields ground</p>		<p>invasive species plants</p> <p>Resize the number of parks and create 1 fully equipped park per area.</p> <p>EPWP and CWP to be utilised to clean parks and cemeteries.</p> <p>Internal training of CWP and EPWP to operate bush cutters.</p> <p>Application of pre and post herbicides to control grass on the cemeteries.</p> <p>Upgrade of Municipal livestock animal auctioneering to Animal pound and outsource the service to interested parties.</p>						

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention /Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23	2023/24	2024/25	2025/26	2026/27
Improved social responsibility	Reduced GBVF incidents	4 GBVF Campaigns annually	<ul style="list-style-type: none"> High rate of GBVF incidents High HIV prevalence High Youth unemployment 	20 GBVF Campaigns 20 HIV campaigns	Awareness campaigns Community Dialogues Mainstreaming of youth, women's, persons with disability Relaunch and revive all transversal structures. Capacity building for transversal structures. Formal appointment of members serving transversal structures	Budget for awareness campaigns and programs (DOH and GSDM)	4 GBV/ HIV and AIDS Awareness Campaigns	4 GBV/ HIV and AIDS Awareness Campaigns	4 GBV/ HIV and AIDS Awareness Campaigns	4 GBV/ HIV and AIDS Awareness Campaigns	4 GBV/ HIV and AIDS Awareness Campaigns
Increased access to and utilisation of social and community facilities	Increased numbers of library visits	4 library promotions convened	<ul style="list-style-type: none"> Decline in the use of physical libraries as a result of internet and digital technologies. 	20 library promotions	<ul style="list-style-type: none"> Introduce E-library service Conduct awareness campaigns to promote libraries 	DCSR Procurement of digital systems to migrate to E-Library	4 library promotions convened	4 library promotions convened	4 library promotions convened	4 library promotions convened	4 library promotions convened

Table “B” Annual Outputs and Key Performance Indicators

Outcome / Strategic Goal	Outcome Indicator/ Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improved Basic Services provision	Improved access to Solid Waste removal and Collection	Number of landfill sites Upgraded	1 - Landfill site upgraded Standerton	0 Landfill sites Standerton Identified and Upgraded	1 Landfill sites Standerton Identified and Upgraded	1	0	-
Improved Basic Services provision	Improved access to Solid Waste removal and Collection	Number of landfill site rehabilitated	1 - Landfill site rehabilitated Morgenzon	1 Landfill sites Morgenzon Identified and rehabilitated			1 Landfill site Morgenzon rehabilitated	
Improved access to refuse removal	Increased households with access to waste removal	Number of HH with access to weekly waste collection service	38583HH (100%) access to Solid waste removed and collected	29980HH (77.7%) access to Solid waste removed and Collected	29980HH (77.7%) access to Solid waste removed and Collected	35 110 HH (91%) access to Solid waste removed and Collected	36 654 HH (95%) access to Solid waste removed and Collected	38583 HH (100%) access to Solid waste removed and Collected
Minimised illegal dumping sites	Approved and 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	By-Law Enforcement/ Implementation	By-Law Enforcement/ Implementation	By-Law Enforcement/ Implementation	By-Law Enforcement/ Implementation
Minimised illegal dumping sites	Clean environment	Number of illegal dumping sites cleared per quarter	24 illegal Dumping sites cleared	12 illegal dumping sites cleared	12 illegal dumping sites cleared	12 illegal dumping sites cleared	12 illegal dumping sites cleared	12 illegal dumping sites cleared
Improved access to refuse removal	Procured Refuse Collection Fleet	Number of waste collection trucks procured	5 Refuse Collection Fleet Procured	1 Refuse Collection Fleet Procured	0 Refuse Collection Fleet Procured	0 Refuse Collection Fleet Procured	2 Refuse Collection Fleet Procured	2 Refuse Collection Fleet Procured
Minimised illegal dumping sites	Clean environment	Number of environmental campaigns conducted	20 environmental campaigns conducted	-	-	-	4 environmental campaigns conducted	4 environmental campaigns conducted

Outcome / Strategic Goal	Outcome Indicator/ Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improved access to refuse removal	Procured Refuse Collection Fleet	Number of recyclers database created	1 database created	-	-	-	1 data base created	1 data base created
Improved Comprehensive fire and emergency services	Improved fire services stations	Number of fire stations upgraded	3 Upgraded fire services stations (Morgenzon, Standerton & Sakhile)	0 Upgraded fire services station	0 Upgraded fire services station	0 Constructed fire services station	3 Fully operational and equipped Fire stations with adequate staff compliment.	Improved Comprehensive fire and emergency services
Mitigated effects of fires	Reduced time lag response to fire call outs emergencies	Building of two new fire stations Procurement of emergency vehicles and equipment	Maximum 10 minutes response in all emergency call outs	appointment of additional Firefighters to reduce staff shortage.	Appointment of Fire prevention officers to enable By-law enforcement and Revenue collection.	Implementation of By-Laws and Peace officer duties. Implement Learner Firefighter program Appointment of Leading Firefighter	Introduction of PIER program to promote community interaction and Public interaction.	Mitigated effects of fires
Enhanced Revenue collection	Improved revenue and law enforcement.	Number of Roadblocks for collection of Traffic fines.	240 roadblocks conducted for collection of Traffic fines	48 roadblocks (Revenue Enhancement)	48 roadblocks (Revenue Enhancement)	48 roadblocks (Revenue Enhancement)	48 roadblocks (Revenue Enhancement)	48 roadblocks (Revenue Enhancement)
Enhanced revenue collection	Improved revenue and law enforcement.	Number of parking meters	12 parking meters installed	0	0	0	6	6
Improved road safety	Reduced number of road accidents	Number of speed cameras	2 speed cameras procured	0	0	0	1	1

Outcome / Strategic Goal	Outcome Indicator/ Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION					
				2022/23	2023/24	2024/25	2025/26	2026/27	
Improved revenue collection for the municipality	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	R130 000. 00 Collected from Grave sites	Improved revenue collection for the municipality
Improved access to parks and recreational facilities	Provide and improve cemeteries ,parks and recreational facilities	No of machinery procured. Number of supervisors recruited Maintenance of cemeteries and recreational facilities. Develop a master plan for management and administratio n of facilities	205 cemeteries, parks and Recreational facilities maintained	41 cemeteries, parks and recreational facilities maintained	41 cemeteries, parks and recreational facilities maintained	41 cemeteries, parks and recreational facilities maintained	41 cemeteries, parks and recreational facilities maintained	41 cemeteries, parks and recreational facilities maintained	Improved access to cemeteries, parks and recreational facilities
Safer communities	Reduced GBVF incidents	Awareness campaigns Community Dialogues	20 GBVF Campaigns	4 GBVF Campaigns	4 GBVF Campaigns	4 GBVF Campaigns	4 GBVF Campaigns	4 GBVF Campaigns	4 GBVF Campaigns
Healthy Communities	Reduced HIV/AIDS prevalence	Awareness campaigns Community Dialogues	20 HIV/AIDS Campaigns	4 HIV/AIDS Campaigns	4 HIV/AIDS Campaigns	4 HIV/AIDS Campaigns	4 HIV/AIDS Campaigns	4 HIV/AIDS Campaigns	4 HIV/AIDS Campaigns
Increased access to and utilisation of	Increased numbers of library visits	Introduce e-library services	20 library promotions	4 library promotions convened	4 library promotions convened	4 library promotions convened	4 library promotions convened	4 library promotions convened	Increased access to and utilisation of social and

Outcome / Strategic Goal	Outcome Indicator/ Strategic Objective	KPI	5-year Target					ANNUAL IMPLEMENTATION					
			2022/23	2023/24	2024/25	2025/26	2026/27	2022/23	2023/24	2024/25	2025/26	2026/27	
social and community facilities													community facilities

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	Finding Source
No removal of Waste	Waste not collected according to the stipulated schedule	1, 3, 4, 5, 6, 7, 8, 9 (Ext 8), 10, 11, 12, 14, 15	<ul style="list-style-type: none"> 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 	IDP Community Consultations
	Illegal dumping sites	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15	<ul style="list-style-type: none"> Provide containers at illegal dumping site hotspots Approve and enforce by-law of illegal dumping Clean up dumping sites 	IDP Community Consultations

Table D Service Delivery and Budget Implementation Plan

KPI	5 Year Target	2025/2026 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Percentage households with refuse removal services	100% households with access to refuse removal service	Percentage of households with access to refuse removal	100% (23862) households with access to refuse removal	100% households with access to refuse removal service	100%	100%
Percentage businesses with refuse removal services	100% of businesses with access to refuse removal service	Percentage of businesses with	100% (720) businesses with	% of businesses with access to	100%	100%

		access to refuse removal	access to refuse removal services	refuse removal service		
Number of illegal dumping sites cleaned	24 illegal dumping sites cleaned	Number of illegal dumping sites cleaned	12 Illegal dumping sites cleaned	12 Illegal dumping sites cleaned	3 Illegal dumping sites cleaned	3 Illegal dumping sites cleaned
Percentage emergency, fire and rescue incidents attended	100% Emergency, fire and rescue incidents attended	Percentage emergency, fire and rescue incidents attended	100% Emergency, fire and rescue incidents attended	100% Emergency, fire and rescue incidents attended	100% Emergency, fire and rescue incidents attended	100% Emergency, fire and rescue incidents attended
Number of safety awareness campaigns conducted	60 Safety awareness campaigns conducted	Number of safety awareness campaigns conducted	12 Safety awareness campaigns conducted	12 Safety awareness campaigns conducted	3 Safety awareness campaigns conducted	3 Safety awareness campaigns conducted
Number of roadblocks conducted	240 roadblocks conducted	48 Roadblocks conducted	12 Roadblocks conducted	12 roadblocks conducted	12 roadblocks conducted	12 roadblocks conducted
Number of signage replaced	60 road signage maintained	12		4	4	4
Number of road markings maintained	60 Road markings maintained	12		4	4	4
Number of cemeteries maintained	20 Cemeteries maintained	12 Cemeteries maintained	3 Cemeteries maintained	3 Cemeteries maintained	3 Cemeteries maintained	3 Cemeteries maintained
Number of parks and amenities maintained	20 Parks and amenities maintained	12 Parks and amenities maintained	3 Parks and amenities maintained	3 Parks and amenities maintained	3 Parks and amenities maintained	3 Parks and amenities maintained
Number of library promotions conducted	20 Library promotions conducted	4 Library promotions conducted	1 Library promotion conducted	1 Library promotion conducted	1 Library promotion conducted	1 Library promotion conducted

7.3 KPA 2: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Table "A" Integrated Development Plans

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER & 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	Improved and capable institution Customer Care	
	Improved individual and organizational performance	
	Municipal employees and councillors trained – compliance and adherence to the approved WSP	
Impact statement: Improved organizational performance	MTSF Target: A Capable, Ethical and Developmental State	

DEPARTMENT: CORPORATE SERVICES											
Outcome	Outcome indicator	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 in service delivery departments	Improved Service Delivery	58% Vacancy Rate	Insufficient human resource	100% filling of critical position	Filling of critical vacant positions	Internal	20%	20%	20%	20%	20%
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 MSR	Alignment of Organizational Structure with MSR and compliance with Collective Agreement	Develop a structure that comply with MSR and in sync with the Collective Agreement	LLF, COUNCIL AND COGTA, BARGAINING COUNCIL to ensure alignment with MSR	10%				
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 to identify existing gaps and propose long term solutions	COGTA and the Office of the Premier to assist with skills audit	1				
Fast tracking of resolution	Percentage of cases resolved	37% matters resolved.	Delay in the finalisation of	100%	Training of employer representa	South African Local	20% Reduction of	20% Reduction of	20% Reduction of	20% Reduction of	20% Reduction of

Outcome	Outcome indicator	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
of disciplinary matters.			disciplinary cases.		tives and presiding officers.	Government Association (SALGA) to assist with the training of representatives	disciplinary cases	disciplinary cases	disciplinary cases	disciplinary cases	disciplinary cases
Introduction of shift system	% Reduction of overtime spending	+ 3 Million spend on overtime	Non-compliance with legislation regulating overtime and rest period.	100%	Conduction of workshops.	Internal	100%	100%	100%	100%	100%
Cascading individual organizational performance to individual performance	Percentage of performance contract signed.	100% Individual performance contracts cascaded	All employees performance measured/ assessed	100% Individual performance contracts cascaded	Continuous training of employees on PMS – COGTA/SALGA	COGTA and SALGA to assist with providing training for PMS officials	100%	100%	100%	100%	100%
Skilled workforce and improved performance	Percentage of alignment of performance with skills development.	100% Implementation of WSP.	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
Accelerate implementation of Document Management System (DMS)	Percentage of the installation and full implementation of Documents	70% implementation.	Non utilisation of mun admin. Inability to access the system remotely	100% automation of systems and reduction of paper use.	Fully automated Administrative processes	MPG. National and Provincial Treasury to assist with the funds to		70%	100%	100%	100%

Outcome	Outcome indicator	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
	Management System		due limited VPN availability			procure automation systems					
Improved Records Management	Percentage in Centralised records management.	50% Implementation of centralising records management.	Non adherence to filing plan and records management policy,	100%.	Creating awareness and training on records management.	DCSR, GSDM COGTA Provincial Treasury to partner with creating awareness.	20%	20%	20%	20%	20%
ICT Programs	% of Improved ICT Infrastructure and Internet connectivity	70% of improved ICT Infrastructure and internet connectivity	Unstable internet connection	100% implementation of Internet connection in all municipal building	Approval and installation of Fibre to improve the internet connection	Internal		70%	10%	10%	10%
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	Internal Driven	4	4	4	4	4
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	-	-	-
Implementation of HR Activities in line with legislation and regulation	Implementation 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 performance only)	Number of officials with signed performance agreements	100% employees with signed performance agreement	100% Managers with signed performance agreements	100% employees with signed performance agreements	-	-	-
		HRM	Number of performance	100% employees with	100% Managers performan	100% employees	-	-	-

Outcome	Outcome Indicator	Responsible unit	KPI	5 - year Target	ANNUAL IMPLEMENTATION				
					2022/23	2023/24	2024/25	2025/26	2026/27
			assessment conducted	performance assessments conducted	performance assessments conducted	performance assessments conducted			
		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			
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%

Outcome	Outcome Indicator	Responsible unit	KPI	5 - year Target	ANNUAL IMPLEMENTATION				
					2022/23	2023/24	2024/25	2025/26	2026/27
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
	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ Human Resource Development Strategy Formulation or Development (HRD Strategy) 	Corporate Services Budget Vote
	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ Human Resource Development Strategy Formulation or Development (HRD Strategy) 	Corporate Services Budget Vote

Table “D” Service Delivery and Budget Implementation Plan

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER

5-year Target	KPI	2023/24 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
100% senior management with signed performance agreements	% signed performance agreements	100%	100%	100%	100%	100%
100% senior management performance assessments conducted	% performance assessments conducted	100%	100%	100%	100%	100%
Number of Top Management formal (minuted) meetings attended by senior managers	Number of Top Management meetings held	12 Top Management meetings held	3 Top Management meetings held	3 Top Management meetings held	3 Top Management meetings held	3 Top Management meetings held

DEPARTMENT: CORPORATE SERVICES

KPI (Align to Circular 88)	5 Year Target	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Approved 5-year organogram	Developed recruitment plan and review of Organogram	Annually reviewed organogram and recruitment plan	1 Recruitment plan	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	1 Reviewed organogram
Annual Review of HRD Strategy	Approved HRD Strategy	1	1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4
Annual development and implementation of WSP	Approved WSP	1	1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4
Annual development and implementation of EE Plan and Report	Submitted Employment Equity Plan to Dept. of Labour	1	1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4

KPI (Align to Circular 88)	5 Year Target	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Efficient and effective Automated Leave Management	Automated Leave Management	1	1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4
Develop, approved and implement IPMS	Implementation report on IPMS	4	1	1	1	1
% Individual Employees with signed performance agreements	100 % signed performance agreements	100%	25%	25%	25%	25%
Number of reports on document management system	Improved document management system	4 Reports on document management system	1	1	1	1
Annual review of Job Descriptions	% Updated Job Descriptions	20%	4%	4%	4%	4%
% completion of skills audit	Completion of skills audit report	100%	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	100%
Verification of qualifications	Qualifications verified	1	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	1
5 Approved Council Schedule of Council and Sub-Committees	Approved Schedule of Council and Sub-committees of Council	1 approved Schedule of Council and Sub-Committees	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	1 approved Schedule of Council and Sub-Committees
100% Implementation of Council Resolution	number of Implementation of Council Resolution register submitted to council	4 Council Resolutions implementation tracking register	1	1	1	1

KPI (Align to Circular 88)	5 Year Target	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
60 LLF meetings	Number of LLF meetings held	12 LLF Meetings held	3 LLF Meetings held	3 LLF Meetings held	3 LLF Meetings held	3 LLF Meetings held
10 workshops on prosecuting and presiding disciplinary cases	Number of workshops conducted	2	1	1	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4
Number of reports on disciplinary hearings	Reports on disciplinary matters attended to	4 Reports	1 Report	1 Report	1 Report	1 Report
Number of report on Centralized 24/7 customer care service	Centralized 24/7 customer care service	4 Reports	1 Report	1 Report	1 Report	1 Report
Efficient, effective IT Services	Upgraded IT Infrastructure to meet Business needs	20%	4%	4%	4%	4%

7.4 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:	<p>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; slow state land release process; limited human capacity for enforcement. Community issues include lack of serviced stands, backlog in the construction of RDP houses, no title deeds for residents who purchases serviced stands from the municipality, lack of bulk infrastructure for new developments as a result most developments are put on hold.</p> <p>Root causes: Inadequate bulk infrastructure; Uncoordinated development; Unavailability of serviced land for development; Land Invasions; Political instability, Inadequate Human Capital</p>
One Plan Transformation Area	Spatial restructuring and environmental protection

Medium Term Development Plan (MTDP) 2024–2029	Strategic Priority 2: Reduce poverty and tackle the high cost of living. <ul style="list-style-type: none"> Spatial transformation for a more just society; Strategic Priority 3: Build a capable, ethical and developmental state Safer communities and increased business confidence; and
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	DDM Intervention	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	<ul style="list-style-type: none"> Unavailability of land for development. Political instability Political instigated Land invasion No serviced stands No forward planning Insufficient Bulk engineering services for the 	Develop 5 viable townships	<ul style="list-style-type: none"> Township establishments Source funds for Bulk Infrastructure and reticulation Source funding for opening of township register/conveyancing. 	<ul style="list-style-type: none"> Funding for bulk engineering services (DBSA & Cogta) Neighbourhood development Grant-National Treasury 	1 Township establishments (Morgenzon ext. 5 466 IS= 23.59Ha to 241 stands	0 Townships establishment (Portion 123 of the farm Grootverlaangen 409IS = 23.4 Ha TO CREATE 70 D/u)	1 Township establishments Remainder of the farm Rooikopen 408 IS= 37 HA to create 634 d/u)	1 Township establishments (Portion 2 of the farm Rooikopen 408 IS= 368 HA to create 6309 d/u)	1 Township establishments (Portion 11 Rooikopen 408 IS= 163 Ha to create 8213d/u)
			<ul style="list-style-type: none"> No forward planning Insufficient Bulk engineering services for the 	Review of legislative frameworks	Review of land use management systems (SDF, LUS & SPLUM By-law	<ul style="list-style-type: none"> Funding for bulk engineering services (DBSA & Cogta). Funding for SDF Review 	0 SDF review R2M and SPLUM By-law. TORS For SDF	0 Precinct plan (Sakhile Tsotetsi and Hlongwane drive) R1M	1 Precinct plan (River Park) R1M	Car wash policy (200 000 1 Precinct plan (Sakhile Tsotetsi and	Review LUS (Benchmark with budget allocated for LUS 2020

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			<p>proposed township Establishments projects.</p> <ul style="list-style-type: none"> No political support No forward planning Insufficient Bulk engineering services for the proposed township Establishments projects. No political support 			and Precinct Plans	Developed Tender re-advertised Vacant Land Policy R200 000	TORS Developed Tender re-advertised NO Budget allocation	TORS Developed No Budget allocation	Hlongwane drive) R1M SDF review R2M)	
Viable communities	Developed integrated and Sustainable human settlements	Fragmented human settlements (5 Nodes: Standerton, Sakhile Thuthukani, Morgenzone,	<p>Unavailability of land for development</p> <p>Land invasions on vacant land in Standerton, Sakhile a Morgenzone</p>	5020 HA	Land acquisition Unlock the release of land through Subdivisions. Service and Dispose Vacant land Identify land for high priority developments	State land release from DPW and Department of Agriculture	1004 HA	1004 HA	1004 HA	1004 HA	1004 HA

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	DDM Intervention	2022/23 Outputs	ANNUAL IMPLEMENTATION				
								2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs	
		Holmdene, Platrand)	, and Thuthukani Lack of human resource capacity.									
Viable communities	Developed integrated human settlements	Fragmented human settlements	<ul style="list-style-type: none"> Vandalism of technological infrastructure Inadequate electronic operating system Uncoordinated development 	Upgrade 15 informal settlements	<ul style="list-style-type: none"> Upgrading of informal settlements Conduct Consumer education programmes Establish land invasion committee Fencing of Vacant land Capacitate By-law enforcement 	<ul style="list-style-type: none"> Funds for Bulk Infrastructure and reticulation Neighborhood Development Grant) Priority Development Area-Spatial Restructuring 	Upgrade 3 informal settlements	Upgrade 3 informal settlements	Upgrade 3 informal settlements	Upgrade 3 informal settlements	Upgrade 3 informal settlements	

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	DDM Intervention	ANNUAL IMPLEMENTATION					
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs	
								Sakhile Ext. 4 176 du (In-situ UP grading- Welamlambo)				
			<ul style="list-style-type: none"> Land invasions identified on Portion 11 of the farm Rooikopp en 408 IS. (Mamsy Village) 	Relocation of 5 informal settlements (2381)	Relocation of informal settlements		Relocate 1 informal settlement	Relocate 1 informal settlement Township Establishment on PTN 2 & 11 of farm Rooikopp en 408 IS. Yield= 8213 stands.	Relocate 1 informal settlement	Relocate 1 informal settlement	Relocate 1 informal settlement	Relocate 1 informal settlement

Table "B" Annual Outputs and Key Performance Indicators

DEPARTMENT: PLANNING AND ECONOMIC DEVELOPMENT

Strategic Goal	Strategic Objective	KPI	5-year target	ANNUAL IMPLEMENTATION PLAN				
				2022/23	2023/24	2024/25	2025/26	2026/27
Viable Communities	Develop integrated and sustainable human settlements for increased access to residential stands	Townships established for	Five (5) townships established	1 township establishment Morgenzon Ext 5) to create 340 d/u	1 township establishment Standerton Ext 5 to create d/u	1 township establishment PNT 11 Rooikoppen 408 IS = 163 Ha to create 2445 d/u	1 township establishment PNT 2 Rooikoppen 408 IS = 368 Ha to create 6309 d/u	1 township establishment Re/PTN 2 of Farm Groot-Verlangen 409 = 53Ha to create 636 d/u
	Integrated and sustainable land use management	Land use management systems reviewed	Five (5) land use management system review/developed	SDF review and SPLUM By-law approved	1 precinct plan (Sakhile -Tsoetsi Str &Hlongwane Drive)	1 precinct plan (River Park)	1 precinct plan (Standerton CBD)	LUS review
	Develop integrated and sustainable human settlements for increased access to residential stands	Informal settlements upgraded	5 informal settlements upgrading	1 informal settlement upgraded	1 informal settlement upgraded (Welamlambo Camp)	1 informal settlement upgraded (8017 & 8017 Ext 4 Sakhile)	1 informal settlement upgraded (Mandela Camp Phase 1)	1 informal settlement upgraded (Mandela Camp Phase 2)
Conducive environment for local economic development	Alienation and leasing of immovable property policy implemented	Stands identified for disposal	65 Stands disposed	0 stands disposed	15 Stands disposed	15 stands disposed	15 stands disposed	20 stands disposed
Regional cemeteries established	Create adequate burial space	Establishment of regional cemeteries	3 Regional cemeteries established	Thuthukani regional cemetery established	2 regional cemeteries established (Standerton & Morgenzon)	Subdivision of properties identified for cemeteries	N/A	N/A
Implementation of Building	Compliant buildings	Percentage compliance	100% Compliance of buildings	100%	100%	100%	100%	100%

Strategic Goal	Strategic Objective	KPI	5-year target	ANNUAL IMPLEMENTATION PLAN				
				2022/23	2023/24	2024/25	2025/26	2026/27
control and contraventions in terms of National Building Regulations		and adherence to building control regulations	applications received					
Management of outdoor advertising		Implementation of approved outdoor advertising policy	20 reports on implementation of outdoor advertising management	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports
Improved security of tenure	Formalised residential development	Informal settlements relocated	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)
	Title deeds issued to rightful owners	Title Deeds Transferred (RDP Houses and disposed Erven)	1000 Title Deeds transferred (RDP Houses and disposed Erven)	200 Title deeds transferred	200 Title deeds transferred	200 Title deeds transferred	200 Title deeds transferred	200 Title deeds transferred

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, Community Consultations

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; Community Consultations
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)	Lekwa LM; Community Consultations
	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)	Lekwa LM; Community Consultations
	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)	Lekwa LM; Community Consultations
	Lack of shopping amenities	Ward 14, 12	Review of land use management systems (SDF, LUS & SPLUM By-law	Community Consultations
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	NUSP Report, 2023/2024 Community Consultations

Table D Service Delivery and Budget Implementation

5-year Target	KPI (Align to Circular 88)	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Five (5) annual reviews of 2022/23-2026/27 IDP	Approved 2024/25 IDP	2024/25 IDP approved	Situational Analysis Report	Strategic Development Report	Draft IDP	Final IDP
Five (5) IDP, Budget and PMS process plans	Number of IDP/ Budget/ PMS process plans	Council adopted IDP, Budget and PMS process plan	One (1) IDP, Budget and PMS process plan	N/A	N/A	N/A
Five (5) Strategic Planning Sessions	Number of Strategic Planning Sessions	1 Strategic Planning Session	N/A	N/A	1 Strategic Planning Session	N/A

5-year Target	KPI (Align to Circular 88)	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
20 IDP Representative Forum meetings	Number of IDP Representative Meetings Convened	4 IDP Representative Forum meetings	One (1) IDP Rep Forum meeting	One (1) IDP Rep Forum meeting	One (1) IDP Rep Forum meeting	One (1) IDP Rep Forum meeting
20 IDP/Budget/PMS Steering Committee meetings	Number of IDP / Budget/ PMS Steering Committees	4 IDP/ Budget/ PMS Steering Committee meetings	One (1) IDP Steering Committee meeting	One (1) IDP Steering Committee meeting	One (1) IDP Steering Committee meeting	One (1) IDP Steering Committee meeting
300 community consultations	Number of IDP Community Consultations Convened	60 IDP Community Consultations convened	N/A	Thirty (30) community consultations conducted	N/A	Thirty (30) community consultations conducted
20 Reports on Human Settlements Projects	Number of Reports on Human Settlements Projects	4 Reports on Human Settlements Projects	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report
5000 Beneficiaries registered on NHNR	Number of Housing Beneficiaries Registered	1000 beneficiaries registered on NHNR 4660 beneficiaries captured	250 beneficiaries registered on NHNR	250 beneficiaries registered on NHNR	250 beneficiaries registered on NHNR	250 beneficiaries registered on NHNR
20 Human Settlements Awareness Campaigns	Number of Human Settlements Awareness Campaigns Held	50 Human Settlements Awareness Campaigns	10 Human Settlements Awareness Campaign	10 Human Settlements Awareness Campaign	10 Human Settlements Awareness Campaign	10 Human Settlements Awareness Campaign
20 Land Invasion Reports on Council land.	48 Hours turn around time on land invasions	4 Land Invasion Reports	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report
1000 Title Deeds transferred (RDP Houses and disposed Erven)	Title deeds issued to rightful owners	4 Progress reports on 200 Title deeds transferred. 119 title deeds issued (RDP Houses & Disposed Properties). 500 title deeds underway Standerton Ext	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report

5-year Target	KPI (Align to Circular 88)	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		8, Conveyancers appointed Sakhile Ext 4 and Azalea: Panel of Attorneys appointed				
Five (5) township establishments	Number of progress reports on townships established	4 Progress reports on 3 townships established (Morgenzon Ext 5, Sakhile Ext 7, Standerton Ext 11)	1 Progress report	1 Progress report	1 Progress report	1 Progress report
20 Reports on Development Applications	Number of Progress Reports on Development Applications Processed and Approved.	4 Reports on Development Applications. Establish Internal Municipal Planning Tribunal	1 Progress report	1 Progress report	1 Progress report	1 Progress report
20 Reports on revenue generated from Bulk Contribution tariffs	Revenue Generated from Bulk Contribution Tariffs	4 Reports on Implementation of Bulk Contribution Policy. Policy approved by council. R0 revenue collected.	1 Progress report	1 Progress report	1 Progress report	1 Progress report
Reviewed Spatial Development Framework	Frequency Review of SDF	Review of Spatial Development Framework	1 Progress report	1 Progress report	1 Progress report	1 Progress report
Registration of subdivided properties with Deeds Office	Number of progress reports on registration of subdivided properties with Deeds Office	4 progress reports on registration of subdivided properties with Deeds Office Erf 8148 and 8149 Sakhile Ext 5 Erf 4592 Sakhile Ext 3 & 2731 Standerton Ext 4	1 Progress report	1 Progress report	1 Progress report	1 Progress report

5-year Target	KPI (Align to Circular 88)	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		Yield= 186 Residential, 8 Churches and 1 institutional				
Five (5) land use management system review/developed	Number of progress reports on precinct plans developed	4 Progress reports on development of 2 precinct plans for Sakhile -Tsotetsi Str &Hlongwane Drive	1 Progress report	1 Progress report	1 Progress report	1 Progress report
65 Stands disposed	Number of Stands identified for disposal	4 Progress reports on stands identified for disposal. 15 Properties to be disposed.	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report
20 Reports Property Lease Agreements	Number of Municipal Owned Properties Leased	4 Progress Reports on Leased Properties 48 leases concluded.	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report
3 Regional cemeteries established	Establishment of regional cemeteries	4 progress reports on the establishment of 1 regional cemetery - Standerton	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report
250 Building Plans Approved within 30 Days	Number of building plans approved within 30 days	50 Building Plans Approved within 30 Days	1 Report on Building Plans Approved within 30 Days	1 Report on Building Plans Approved within 30 Days	1 Report on Building Plans Approved within 30 Days	1 Report on Building Plans Approved within 30 Days
20 reports on implementation on outdoor advertising management	Implementation of approved outdoor advertising policy	Management of outdoor advertising. Lease agreement signed on 04/05/2024	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report
Relocation of Five (5) informal settlements	Five (5) informal settlements Relocated	4 Progress reports on 1 informal settlement relocated (Enkanini Camp) (Mamsy Village)	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report

7.5 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. Community members are in need of job and SMME opportunities. Community cite challenges of the lack of skills to qualify to enter the market in business and areas of employment.
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	Outcom e indicator	Baseli ne	Situational analysis	5-year IDP target	Intervention/ Programme	DDM Intervantion	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%	Increase d employment rate	25,7% unem ployment rate	High unemployment rate & inequality Poor Business relationship with business communities	Reduce unemplo yment rate by 10%	Strengthening relationship between government and business community Support all sectors of economy		2%	2% Decrease d by 0,3%	2%	2%	2%

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			Mismatch between skills base and economic sector demands		Implementation of LED Strategy						
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)	DEDET COGTA GSDM	0.6%	Growth of 1,3%	0.6%	0.6%	0.6%
Increase Agricultural Contribution by 2-3%	Increase Agricultural Productivity	6.9% contribution to employment in 2020 and 9.5% contribution to	Climate change	Increase Agricultural Contribution by 3%	Agriculture Forum Supporting emerging farmers (land release and implements)		0.6%	Increase d by 0,5%	0.6%	0.6%	0.6%

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
		Lekwa economy in 2020									

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	LED Forum meetings convened	20 LED Forums convened	4 LED Forums convened	4 LED Forums convened	4 LED Forums convened	4 LED Forums convened	4 LED Forums convened
		SMMEs supported	250	50	50	50	50	50
	Increased employment rate	Reports on SLP and CSI projects implemented	20 Reports	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports
		Summits held	2 Summits	N/A	1 x Economic Summit	1 x Infrastructure Summit	N/A	N/A
		Hawkers' stalls constructed	5 informal traders hawkers stalls	1 hawkers stall in Standerton CBD	1 hawkers stall in Morgenzon	1 hawkers stall in Sakhile	1 hawkers stall in Standerton Ext. 8	1 hawkers stall in Rooikoppen
		Agricultural development strategy implemented	20 Reports on agricultural development strategy implemented	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports

Strategic Goal	Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
		Tourism support and development strategy implemented	20 Reports on tourism and support development strategy implemented	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports

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	<ul style="list-style-type: none"> Improved local economic development Develop incentive policies to attract investment Bulk infrastructure to attract investment Implement Lekwa LM LED Strategy 	INTERNAL
	Lack of training/ skills development programmes	Ward 3, 9, 12, 14	<ul style="list-style-type: none"> Skills development programmes 	INTERNAL/ SANRAL
SMME Support	Decline in local economic development	Ward 3, 9, 12, 14	<ul style="list-style-type: none"> Strengthen intergovernmental relations Supporting key drivers of the economy (GDP contribution and Job Creation) 	INTERNAL
	Unequal access to SMME support opportunities	1,4,9,10,11,14	<ul style="list-style-type: none"> Provide SMME support (fundings, tools, equipment etc.) 	INTERNAL/ MEGA/DEDT

Table "D" Service Delivery and Budget Implementation Plan

DEPARTMENT: PLANING AND ECONOMIC DEVELOPMENT (LOCAL ECONOMIC DEVELOPMENT)

5-year Target	KPI	2024/2025 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
20 Reports on agricultural development strategy implemented	Agricultural development strategy implemented	4 Reports on implementation of agricultural development strategy. Strategy approved in October 2023. Implemented	1 Report	1 Report	1 Report	1 Report

20 Reports on tourism and support development strategy implemented	Tourism support and development strategy implemented	4 Reports on implementation of tourism development strategy. Strategy approved in October 2023. Implemented	1 Report	1 Report	1 Report	1 Report
250 SMMEs supported	Number of SMMEs supported	50 SMMEs supported through training interventions	N/A	25 SMMEs trained.	25 SMMEs trained	N/A
Functional Led Forum	Number of LED Forums.	4 LED Forums	1 Report	1 Report	1 Report	1 Report.
	Number of Economic Development Summit	1 Economic Development Summit.	N/A	N/A	N/A	1 Progress Report. Attendance register and Minutes.

7.6 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Table "A" Integrated Development Plans

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER & CORPORATE SERVICES	
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	Improved audit outcome Community Participation
Impact statement: Enhanced and strengthened Community Participation Accountable governance	MTSF Target: Good governance and public participation

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Effective and efficient handling of legal matters	% Reduction in litigious matters against the Municipality	Four active litigious matters.	Improved, due to settlement of litigations, approved by Municipal Council.	100%	Targeted settlement negotiation by Legal Services led by the MM	Internal	82 % Reduction of litigations.	42 % reduction of litigations	100%	100%	100%
Improved municipal administration	% audit findings resolved (Improved audit outcome)	4 past year's disclaimers; 2022/2023 qualified audit outcome	Improved audit outcome	% audit findings resolved	Three-year risk based internal audit plan developed; External audit action plans audited to resolve findings ; Monitoring of audit action plan implementation		% audit findings resolved	% audit findings resolved	% audit findings resolved	% audit findings resolved	% audit findings resolved
Improved organisational performance	Annually reviewed OPMS Policy	PMS Policy Framework approved	Organizational performance framework in place	5 Reviewal and approval of organizational PMS Policy Framework	Review organizational PMS Policy Framework		1 Reviewed and approved organizational PMS Policy Framework	1 Reviewed and approved organizational PMS Policy Framework	1 Reviewed and approved organizational PMS Policy	1 Reviewed and approved organizational PMS Policy Framework	1 Reviewed and approved organizational PMS Policy Framework

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
		2022-07-30							Framework		
		Annually adopted annual report	Delay in compilation of performance reports	5 Annual reports prepared	Approve annual SDBIP Quarterly performance report & prepare Annual performance report		1 Annual Report	1 Annual Report	1 Annual Report	1 Annual Report	1 Annual Report
Improve Risk management	Reviewed strategic risk register	Strategic Risk register approved for 2023-2024 financial year	Strategic risk register in place and mitigating action plans monitored monthly	5 strategic risks registers	Review and approve strategic risk register	Internal	1 strategic risk register	1 strategic risk register	1 strategic risk register	1 strategic risk register	1 strategic risk register
Improve community participation	1. Number of public participation strategy reviews 2. Number	Public participation strategy approved for 2023-2024;	to engage public in the affairs of the municipality	5 Approved Public Participation Strategy	Public and community participation for consistent and regular communication and interaction with Residents		1 reviewed Public Participation Strategy 4 Ward Councillors Forms 180 Ward Committee	1 reviewed Public Participation Strategy 4 Ward Councillors Forms 180 Ward Committee	1 reviewed Public Participation Strategy 4 Ward Councillors Forms 180 Ward Committee	1 reviewed Public Participation Strategy 4 Ward Councillors Forms 180 Ward Committee meetings	1 reviewed Public Participation Strategy 4 Ward Councillors Forms 180 Ward Committee meetings

Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
	3. Number of ward committee meetings 4. Number of Ward community meetings 5. % of community issues raised						60 Ward Community meetings	60 Ward Community meetings	60 Ward Community meetings	60 Ward Community meetings	60 Ward Community meetings

Table “B” Annual Outputs and Key Performance Indicators

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER

Outcome	Outcome indicator	KPI	5 - year Target	jjjANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Effective and efficient handling of legal matters		1. % Reduction in litigious matters against the Municipality	1. 100% Reduction in litigious matters against the Municipality			100%	100%	100%
		2. % Increase in litigation in favour of the Municipality	2. 100% Increase in litigation in favour of the Municipality			100%	100%	100%
		3. % of purchased land transfers processed.	3. 100% of purchased land transfers processed.			100%	100%	100%
Improve Risk management	Reviewed strategic risk register	Number of Strategic risk assessment conducted	5 strategic risks registers	1 strategic risk register	1 strategic risk register	1 strategic risk register	1 strategic risk register	1 strategic risk register
	Risk committee meetings	Number of Risk committee meetings held	20 RMAFACC meetings held	4 risk committee meetings	4 risk committee meetings	4 risk committee meetings	4 risk committee meetings	4 risk committee meetings
	Anti-fraud, anti-corruption workshops conducted	Number of anti-fraud and anti-corruption workshops conducted	10 anti-fraud and anti-corruption workshops conducted	2 anti-fraud and anti-corruption workshop conducted	2 anti-fraud and anti-corruption workshop conducted	2 anti-fraud and anti-corruption workshop conducted	2 anti-fraud and anti-corruption workshop conducted	2 anti-fraud and anti-corruption workshop conducted

Outcome	Outcome indicator	KPI	5 - year Target	jjjANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
	Ethics, anti-fraud and anti-corruption awareness campaigns conducted via emails	Number of ethics, anti-fraud and anti-corruption awareness campaigns conducted.	10 anti-fraud and anti-corruption awareness campaigns conducted via emails	2 ethics, anti-fraud and anti-corruption awareness campaigns conducted via emails	2 ethics, anti-fraud and anti-corruption awareness campaigns conducted via emails	2 ethics, anti-fraud and anti-corruption awareness campaigns conducted via emails	2 ethics, anti-fraud and anti-corruption awareness campaigns conducted via emails	2 ethics, anti-fraud and anti-corruption awareness campaigns conducted via emails
Improved municipal responsiveness	Date of Public Participation Strategy approval	Approved Public Participation Strategy	5 reviewed and approved Public Participation Strategy	5 reviewed and approved Public Participation Strategy	5 reviewed and approved Public Participation Strategy	5 reviewed and approved Public Participation Strategy	5 reviewed and approved Public Participation Strategy	5 reviewed and approved Public Participation Strategy
	Number of Ward Councillors forums	Number of Ward Councillors Forum held	20 Ward Councillors Forum meetings held	4 ward Councillors Forum	4 ward Councillors Forum	4 ward Councillors Forum	4 ward Councillors Forum	4 ward Councillors Forum
	Number of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	Number of Ward Committee Meetings held	900 ward committee meetings to be held	180 ward committee meetings to be held	180 ward committee meetings to be held	180 ward committee meetings to be held	180 ward committee meetings to be held	180 ward committee meetings to be held
	Number of wards that have held a quarterly councillor-convened	Number of ward community consultation programmes held	300 ward Community Consultations held	60 ward Community Consultations held	60 ward Community Consultations held	60 ward Community Consultations held	60 ward Community Consultations held	60 ward Community Consultations held

Outcome	Outcome indicator	KPI	5 - year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
	community meeting							
	Number of community outreach programmes conducted	Number of community outreach programmes conducted	20 Community outreach programmes conducted	4 Community outreach programmes conducted	4 Community outreach programmes conducted	4 Community outreach programmes conducted	4 Community outreach programmes conducted	4 Community outreach programmes conducted
		% of community issues resolved	100% of community issues resolved	100% of community issues resolved	100% of community issues resolved	100% of community issues resolved	100% of community issues resolved	100% of community issues resolved
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

Outcome	Outcome indicator	KPI	5 - year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improved municipal administration	Number of repeat audit findings		5 Audit action plans		1 Audit action plan monitored	1 Audit action plan monitored	1 Audit action plan monitored	

Table “B” Annual Outputs and Key Performance Indicators

DEPARTMENT: CORPORATE SERVICES

Outcome	Outcome indicator	Key Performance Indicator	5 - year Target	IMPLEMENTATION PLAN				
				2022/23	2023/24	2024/25	2025/26	2026/27
Effective and efficient council sittings	Accountable and responsive council	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
		% Implementation of Council Resolution	100% Implementation of Council Resolution	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented
		Number of council sitting coordinated/supported	20 council sittings	4 council sittings	4 council sittings	4 council sittings	4 council sittings	4 council sittings
Effective and efficient council sittings	Accountable and responsive council	Number of Mayoral Committee held	20 mayoral Com sittings	4 mayoral Com sittings	4 mayoral Com sittings	4 mayoral Com sittings	4 mayoral Com sittings	4 mayoral Com sittings
Effective	Accountable	Number of Section 79	120 Section	24 Section	24 Section	24 Section	24 Section	24 Section

Outcome	Outcome indicator	Key Performance Indicator	5 - year Target	IMPLEMENTATION PLAN				
				2022/23	2023/24	2024/25	2025/26	2026/27
and efficient Section 79 Committee sittings	and responsive council	meetings held	79 meetings to be held	79 meetings to be held	79 meetings to be held	79 committee sittings	79 committee sittings	79 committee sittings
Effective and efficient Section 80 Committee sittings	Accountable and responsive council	Number of Section 80 meetings held	60 Meeting to be held	12 Meeting to be held	12 Meeting to be held	12 Section 80 committee sittings	12 Section 80 committee sittings	12 Section 80 committee sittings

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: CORPORATE SERVICES				
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KPI	5 Year Target	2024/2025 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5 Approved Council Schedule of Council and Sub-Committees	Approved Schedule of Council and Sub-committees of Council	1 approved Schedule of Council and Sub-Committees	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	1 approved Schedule of Council and Sub-Committees
Percentage implementation of Council Resolutions	100% Implementation of Council Resolution	100% implementation of council resolutions	100%	100%	100%	100%
Number of Mayoral Committee held	20 Mayoral Committee sittings	4 mayoral Com sittings	1 Mayoral Committee sitting	1 Mayoral Committee sitting	1 Mayoral Committee sitting	1 Mayoral Committee sitting
Number of Section 79 meetings held	120 Section 79 meetings to be held	24 Section 79 meetings to be held	6 Section 79 meetings held	6 Section 79 meetings held	6 Section 79 meetings held	6 Section 79 meetings held
Number of Section 80 meetings held	60 Section 80 meetings held	20 Section 80 meetings to be held	5 Section 80 Meetings held	5 Section 80 Meetings held	5 Section 80 Meetings held	5 Section 80 Meetings held

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER

KPI	5 Year Target	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
% Reduction in litigious matters against the Municipality	100%	100%	25%	25%	25%	25%
% Increase in litigation in favour of the municipality	100%	100%	25%	25%	25%	25%
% of purchased land transfers processed	100%	100%	25%	25%	25%	25%
% Improvement in municipal responsiveness	5 review and Approved Public Participation Strategy	1 reviewed and approved Public Participation Strategy	1 reviewed and approved Public Participation Strategy	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4

Number of functional Ward Committees		4 ward Councillors Forum	1 ward Councillors Forum	1 ward Councillors Forum	1 ward Councillors Forum	1 ward Councillors Forum
	900 ward committee meetings to be held	180 Ward Committee meetings to be held	45 Ward Committee meetings held	45 Ward Committee meetings held	45 Ward Committee meetings held	45 Ward Committee meetings held
Number of ward Community Consultations held	300 ward Community Consultations held	60 Ward Community Consultation Meetings	15 Ward community consultation meetings held	15 Ward community consultation meetings held	15 Ward community consultation meetings held	15 Ward community consultation meetings held
Number of Community outreach programmes conducted	20 Community outreach programmes conducted	4 Community outreach programmes conducted	1 Community outreach programmes conducted	1 Community outreach programmes conducted	1 Community outreach programmes conducted	1 Community outreach programmes conducted
% reduction in community issues resolved	100% of community issues resolved	100% of issues resolved.	100% of issues resolved.	100% of issues resolved.	100% of issues resolved.	100% of issues resolved.
Number of programmes aimed at Improving relations between the Community and the Municipality	20 Programmes from Speakers Office conducted	4 Programmes	1 Programme	1 Programme	1 Programme	1 Programme
% of senior managers with signed performance agreements	% signed performance agreements for senior managers	100%	100%	100%	100%	100%
% of senior management performance assessments conducted	% performance assessments conducted for senior managers	100%	100%	100%	100%	100%

Number of formal (minuted) meetings - to which all senior managers were invited- held	Number of departmental meetings held	12 Departmental meetings held	3 Departmental meetings held	3 Departmental meetings held	3 Departmental meetings held	3 Departmental meetings held
Number of Reviewed and Approved OPMS Framework	5 Review and Approval of OPMS Framework	1 Review and Approval of OPMS Framework	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	1 Review and Approval of OPMS Framework
Number of SDBIP documents approved	5 SDBIP approved	1 SDBIP	1 SDBIP	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4
Number of quarterly reports prepared	20 quarterly reports prepared	4 quarterly reports prepared	1 Report	1 Report	1 Report	1 Report
Number of annual performance reports prepared	5 annuals performance reports prepared	1 annual performance reports prepared	1 annual performance report prepared	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4
Number of oversight and annual reports tabled	5 oversight and annual reports tabled	1 annual report tabled	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Tabled annual report	Not Applicable for reporting in Q4
		1 oversight report adopted	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Oversight report adopted	Not Applicable for reporting in Q4
Number of Strategic risk assessments conducted	5 Strategic risk assessments conducted	1 strategic risk assessment conducted	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Conduct Strategic risk assessment to develop strategic risk register
Number of reports on strategic risk mitigating action plans implemented	20 reports on strategic risk mitigating action plan implementation	4 reports on strategic risk mitigating action plan implementation	1 Progress report on risk mitigation plan implementation	1 Progress report on risk mitigation plan implementation	1 Progress report on risk mitigation plan implementation	1 Progress report on risk mitigation plan implementation
Number of RMAFACC meetings	20 RMAFACC meetings	4 RMAFACC meetings	1 RMAFACC meeting	1 RMAFACC meeting	1 RMAFACC meeting	1 RMAFACC meeting
Number of anti-fraud and anti-corruption workshops/awareness campaigns conducted	20 Anti-fraud and anti-corruption workshops/ awareness	4 Anti-fraud and anti-corruption workshops/ awareness	1 Awareness campaign conducted	1 Workshop conducted	1 Awareness campaign conducted	1 Awareness campaign conducted

	awareness conducted	campaigns conducted				
Number of Audit committee charters approved	5 reviewed and approved audit committee charter	1 Audit committee charter	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	1 Audit committee charter approved
Number of Audit committee meetings to be held	20 audit committee meetings held	4 Audit committee meetings to be held	1 Audit committee meeting	1 Audit committee meeting	1 Audit committee meeting held	1 Audit committee meeting held
Number of rolling internal audit plan developed	5 Three year rolling internal audit plan developed	1 Three year rolling internal audit plan developed	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	1 Three year rolling internal audit plan developed
Number of reports on implementation of annual audit action plan submitted to Audit Committee	20 Reports on implementation of annual audit action plan submitted to Audit Committee	4 Reports on implementation of annual audit action plan submitted to Audit Committee	1 Report on implementation of annual audit action plan submitted to Audit Committee	1 Report on implementation of annual audit action plan submitted to Audit Committee	1 Report on implementation of annual audit action plan submitted to Audit Committee	1 Report on implementation of annual audit action plan submitted to Audit Committee
Number of progress reports on implementation of AGSA audit action plan	20 Quarterly reports on AGSA audit action plan implementation	4 Progress reports on AGSA audit action plan implementation	1 Progress report on AGSA audit action plan implementation	1 Progress report on AGSA audit action plan implementation	1 Progress report on AGSA audit action plan implementation	1 Progress report on AGSA audit action plan implementation
Number of reports on Internal Audit action plan implementation	20 prepared quarterly reports on Internal Audit action plan implementation	4 Progress reports on internal audit action plan implementation	1 Progress report on internal audit action plan implementation	1 Progress report on internal audit action plan implementation	1 Progress report on internal audit action plan implementation	1 Progress report on internal audit action plan implementation

7.7 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	The organization faces significant financial and operational challenges stemming from a combination of an unfunded budget, escalating debtor and creditor levels, compromised billing credibility, and unfavourable audit outcomes.

root causes per KPA:	<p>This multifaceted problem has led to a precarious financial position, characterized by inadequate funding to support planned expenditures and a ballooning debt profile that threatens long-term sustainability.</p> <p>High levels of creditors further exacerbate liquidity issues, placing the organization in a vulnerable negotiation position and potentially leading to costly financial obligations. Additionally, the lack of billing credibility undermines confidence among stakeholders, eroding trust and potentially leading to decreased revenue from stakeholders hesitant to engage in financial transactions.</p> <p>Finally, unfavourable audit outcomes have revealed weaknesses in financial management and control mechanisms, casting doubts on the organization's ability to manage its finances effectively.</p> <p>Root causes:</p> <ul style="list-style-type: none"> ▪ Trading service operating at a loss ▪ High UIFW ▪ Lack of implementation of credit control and policies ▪ Incorrect billing ▪ Cost reflective Tariffs <p>Community members cite challenges of incorrect billing by the municipality which often leads to the non-payment of services.</p>
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	DDM Intervention	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%

Outcome	Outcome indicator	Baseline	Situational analysis	5 - year IDP target	Intervention/ Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
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 1 billion	Increased UIFW Expenditure Incurred Lack of adequate internal control and implementation High level of historic UIFW expenditure not investigated Decentralised supply chain (user dep sourcing quotations) Non utilisation of procurement system Splitting of orders	Reduction of UIFW Expenditure R 2.8 billion	<ul style="list-style-type: none"> • Implementation of UIFW Expenditure Reduction Strategy. • Provide capacity building programmes • Training of Bid Committees • Development/ review of SOPs and policies • Capacitation of MPAC (Qualified and experienced researcher) • Centralise all SCM processes 	MPAC Training (Cogta/GS district MunicipalityPT, SALGA	R 1.8 billion	R 1.5 billion	R 600 Million	R 250 million	R 400 million

Outcome	Outcome indicator	Baseline	Situational analysis	5 - year IDP target	Intervention/ Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
					• Development of procurement plans for all services above R30 000.00						
Cost Reduction and Quality of Services including Efficiency	Compliance Contract Management	R 38 million	Outdated Contract register, irregularly awarded contracts and poor contract management, no monthly performance monitoring reports	Efficient Contract Management	Implementation of Contract Management Framework		R 30 mil	R 20 mil	R 10 mil	R 5 mil	R 0 mil
Improved Asset Management Accounting & Internal Controls	GRAP Compliance FAR	Not Fully Compliant FAR	Inadequate Asset Management Accounting & Internal Controls	GRAP Compliance 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	Cogta to assist with the cost of supply study	Reduction of Trading Services Operating Deficit	Reduction of Trading Services Operating Deficit	Reduction of Trading Services Operating Deficit	Reduction of Trading Services Operating Deficit	Reduction of Trading Services Operating Deficit

Outcome	Outcome indicator	Baseline	Situational analysis	5 - year IDP target	Intervention/ Programme	DDM Intervention	ANNUAL IMPLEMENTATION					ng Deficit us
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs	
Reduction of Funded Budget	Credible and Realistic budget	Unfunded budget that is not realistic & credible	<ul style="list-style-type: none"> Unfunded budget that is not realistic & credible Low collection rate Incorrect billing Data integrity (inaccurate consumer date) Wrong tariff application High Distribution losses Metering Non-functional meters Illegal connection Department working in silos Lack of implementation of 	Approved funded Budget	<ul style="list-style-type: none"> Develop and review of revenue value chain Training of personnel and political office bearers Data cleansing (data analyses and correction) Verification system for indigent Collaboration with other department (Eg DSG , Justice) Community awareness about importanc 	Salga, PT , GSDM and Cogta	(R 252 mil)	(R 252 mil)	(R 103 mil)	(R 97 mil)	(R 13 mil)	

Outcome	Outcome indicator	Baseline	Situational analysis	5 - year IDP target	Intervention/ Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			<ul style="list-style-type: none"> council resolution Low indigent register 		<ul style="list-style-type: none"> • e of payments of services • Filling of vacancies • Enforcement of cost containment • Roll out of performance management • Review of a Budget funding plan • Development of long term financial plan (10 years) 						
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	Qualified Audit Opinion	<ul style="list-style-type: none"> • Inadequate Implementation of Audit Action Plan 	Clean Audit Opinion	<ul style="list-style-type: none"> • Implementation of the Audit Action Plan. 		Qualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Clean Audit Opinion	Clean Audit Opinion

Outcome	Outcome indicator	Baseline	Situational analysis	5 - year IDP target	Intervention/ Programme	DDM Intervention	ANNUAL IMPLEMENTATION				
							2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
			<ul style="list-style-type: none"> Reliance on external consultants Lack of adequate skills Inadequate organisational structure Lack of SOP Lack of adequate internal control and implementation 		<ul style="list-style-type: none"> Review the Organogram Continuous skills development to BTO staff on GRAP & Mscoa knowledge Provide capacity building programmes Reduce reliance on consultant Development of SOP 						

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

Strategic Goals	Strategic Objectives	KPI	5 - year IDP target	ANNUAL IMPLEMENTATION			
				2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
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 Operating Deficit	Reduction of Trading Services Operating Deficit	Trading Services operating on Surplus	Trading Services operating on Surplus
Reduction of Unfunded Budget	Credible and Realistic Budget	Reduce the Deficit on the Budget	Reduction of Accounting deficit on Budget	(R 182 mil)	(R 103 mil)	(R 97 mil)	R 13 mil
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	<ul style="list-style-type: none"> 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	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Reduction of UIFW Expenditure R 100 mil	Implementation of UIFW Expenditure Reduction Strategy	R 600 Million	R 150 million	R 150 million	R 150 million	R 150 million
Number of service provider performance Monitoring Reports Prepared	20 Reports on service provider performance monitored	4 Reports on service provider performance monitoring	1 Report on service provider performance monitored	1 Reports on service provider performance monitoring	1 Reports on service provider performance monitoring	1 Reports on service provider performance monitoring
Reduce outstanding creditors to R 606 Million	Ring Fence Major Creditors under repayment as from 2025 financial year	R 100 Million	R 25 Million	R 25 Million	R 25 Million	R 25 Million
Compliance with SCM	0 irregular expenditure /Reduction of UIFW Expenditure by 100%	Annual procurement plans approved by Council from R30 000 and above (Operational and Capital)	Annual procurement plan approved	N/A	N/A	N/A
		Training of Bid committees	The training of Bids Committees and SCM Official will be done by PT	N/A	N/A	N/A
		Fully systematic supply chain process(quotation	Training for user department will	N/A	N/A	The system must be fully implemented

		that less than R300 000)	be done in quarter 1			
		Centralised Supply chain	Sourcing of quotations must be done in SCM as soon as possible,	N/A	N/A	N/A
Improved Revenue Collection	Collection Rate 90%	Collection Rate 90%	75 %	80%	85%	90%
	Credible billing data 100% of Consumer Accounts	Data cleaning and data analysis 51% 9000 households	1000	2000	1500	1500
	Review of tariff on the system	Bi-annually	First Review	N/A	Second review	N/A
	70% write off and update on late Estate account	30% (Confirm the value of estate)	N/A	N/A	N/A	30%
Improved Liquidity Ration	Cost / Cash Coverage = 6 Months	2 months	1 month of cost coverage ratio calculated	1 month of cost coverage ratio calculated	2 months of cost coverage ratio calculated	3 months of cost coverage ratio calculated
Cost Reflective Tariffs	Cost of Supply Study	Reduction of Trading Services Operating Deficit	N/A	Prepare the cost of supply	N//A	Update the tariffs
Reduction of Accounting deficit on Budget	Approved funded Budget and Long-term financial plan	(R 252 mil) Approved Long term financial plan	Review the Budget Funding Plan	Implementation of Budget Funding Plan	Implementation of Budget Funding Plan	Implementation of Budget Funding Plan
	Cashflow management	Budget adherence, cost reduction and revenue growth	Monthly income and expenditure assessment report	Monthly income and expenditure assessment report	Monthly income and expenditure assessment report	Monthly income and expenditure assessment report
Improve Audit Outcome	Unqualified Audit Opinion	Unqualified Audit Opinion Training of staff	1 AFS submitted to AG	1x Unqualified AFS Opinion 2019/2020	Grap training	N/A
Number of reports on FRP implementation	Implementation of mandatory financial recovery intervention	12 Reports on FRP Implementation	3 FRP Reports	3 FRP Reports	3 FRP Reports	3 FRP Reports
1 IDP, Budget and PMS process plan per year	5 Approved IDP, Budget and PMS process plan	1 IDP, Budget and PMS process plan per year	1 IDP, Budget and PMS process plan per year	N/A	N/A	N/A

Number of budget steering committee meetings held	20 meeting held	4 Budget Steering committee meetings	1 Budget Steering committee meetings	1 Budget Steering committee meetings	1 Budget Steering committee meetings	1 Budget Steering committee meetings
Improved Asset Management Accounting & Internal Controls	GRAP Compliant FAR	Updated Compliant Fixed Assets	1 Fixed assets register submitted to AG by 31 August 2023	The fixed Assets register its updated with Additions.	Assets verification to locate and update the register.	Compilation of GRAAP assets register
Comply with Eskom Debt relief requirement as per circular 124	Reduction of the historical Eskom debt to current Account	600 Million	150m	150M	150M	150M

**8 CHAPTER EIGHT
PROGRAMMES AND PROJECTS FOR 2025/2026
(CATALYTIC, INTERNAL, SOCIAL LABOUR PLANS,
CSI, SECTOR DEPARTMENT)**



MIG									
IDP No	Project name	2025/2026 FY	2026/2027 FY	2027/2028 FY	Scope for 2025/2026 FY	Planned job opportunities for 2025/2026 FY	Ward Location	Ward/s Benefitting	
MIG 01/2526	Installation/Refurbishment/Desludging or rural VIP toilets and provision of chemicals for the VIP toilets	471	7 977 647	13 827	10 000 000	Installation of 450 VIP toilets	30	9,12 & 13	9,12 & 13
MIG 02/2526	Refurbishment/Installation of boreholes in rural/farm areas	000	2 400 344	8 733	10 000 000	Refurbishment of 12 boreholes	6	9,12 & 13	9,12 & 13
MIG 03/2526	Rehabilitation of Morgenzon Landfill site	324	4 697	-	-	Rehabilitation of Morgenzon Landfill site	10	14	14
MIG 04/2526	Rehabilitation of tarred roads - Hlongwane Drive - Phase 2	055	12 117	-	-	Rehabilitation of 1km	15	5	1,2,5
MIG 05/2526	Development of Thuthukani Cemetery	000	5 700	5 000 000		Development of Thuthukani Cemetery	10	14	14
MIG 06/2526	Fencing of 2,2 km Walter Sisulu Cemetery		5 598 485				10	12	12
	Project Management Unit	1 731 150	1 731 150		1 868 200	PMU Operational Cost			
	TOTAL	34 623 000	34 890 626	21 868 200					

Table 1: MIG Projects for the 2025/2026 financial year.

INEP									
IDP No	Project name	2025/2026 FY	2026/2027 FY	2027/2028 FY	Scope for 2025/2026 FY	Project category	Planned job opportunities for 2025/2026 FY	Ward Location	Ward/s Benefitting

INEP 01/2526	Construction of 11KV Switching Station for Rooikoppen	8 344 241	5 000 000	5 000 000	Construction of 11KV Switching Station for Rooikoppen - Phase 2	Electricity	10	11	11
INEP 02/2526	Construction of 6km ,11KV line from Substation A to Rooikoppen	8 063 105	5 380 000	4 764 000	Construction of 6km ,11KV line from Substation A to Rooikoppen - Phase 2	Electricity	10	7,11	11
	TOTAL	16 407 346	10 380 000	9 764 000			20		

Table 2: INEP Projects for the 2025/2026 financial year

EEDSM									
IDP No	Project name	2025/2026 FY	2026/2027 FY	2027/2028 FY	Scope for 2025/2026 FY	Project category	Planned job opportunities for 2025/2026 FY	Ward Location	Ward/s Benefitting
EEDSM 01/2526	Implementation of energy efficiency and energy demand management within Lekwa LM	4 000 000	4 000 000	4 000 000	Retrofitting of Municipal Buildings.	Electricity	4	1,2,3,4,5,6,7,8,9,10,11,12,13,14 & 15	1,2,3,4,5,6,7,8,9,10,11,12,13,14 & 16
	TOTAL	4 000 000	4 000 000	4 000 000			4		

Table 3: IEEDSM Projects for the 2025/2026 financial year

EPWP							
IDP No	Project name	2025/2026 FY	Scope for 2025/2026 FY	Project category	Planned job opportunities for 2025/2026 FY	Ward Location	Ward/s Benefitting
EPWP 01/2526	Keep Lekwa Clean	1 760 000	Keep Lekwa Clean	Environment	60	1,2,3,4,5,6,7,8,10,11,14 &15	1,2,3,4,5,6,7,8,10,11,14 &15
	TOTAL	1 760 000					

**9 CHAPTER NINE
ORGANIZATIONAL STRUCTURE**



9.1 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 shall develop the strategy to:

- 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 of 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 the 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 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;
- Continuous 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, were reasonably practicable, link to:

- the municipality's strategic objectives, integrated development plan and the SDBIP of the relevant municipal department; and to 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.

Individual Performance Management Systems - IPMS

The municipality has finalized the establishment of IPMS within the institution. In 2024, the municipality appointed an IPMS Officer to coordinate IPMS. To date, performance agreements have been developed for all employees through various training sessions. Job descriptions were also reviewed to ensure alignment between performance agreements and job descriptions. All employees have signed their respective performance agreements for the 2023/2024 financial year. New performance agreements will be developed and signed for the 2024/2025 financial year. IPMS has thus been cascaded to all levels within the municipality.

The municipality embarked on cascading individual performance management to all staff members below senior managers in compliance with section Chapter 4 of the Municipal Staff Regulation. The process started in July 2023 with the completion and signing of performance compacts. In January 2024, the municipality appointed the IPMDS Officer who will be responsible for facilitation and monitoring of IPMDS at the municipality, who resumed duty in February 2024. The IPMDS section conducted mini-workshop in February and March 2024 to coach Managers and Supervisors on how to conduct reviews and assessments. That all departments in cooperation with Human Resource section start the process of correcting the misalignment between the job descriptions and the KPA's on the signed performance agreements. The process has encountered a number of challenges but it worth noting that the municipality has managed to sign at least 95% of the performance agreements for all staff members.

- **First quarter** – The signing of performance agreements was introduced to employees by conducting workshops for all departments to encourage, guide and assist on the development of compacts.
- **Second Quarter** – Compacts were signed by 417 employees and submitted to the Human Resource Section for processing and record keeping.
- **Third Quarter** – The IPMDS officer was appointed and embarked on a process of sectional consultation to conduct workshops on performance assessments. 4 employees have signed and submitted performance agreements to the IPMDS section. 24 newly appointed employees will be assisted to complete their agreements during the review period.

Below is a table on the estimated percentages of submission on performance agreements and assessments:

DEPARTMENT	PERFORMANCE AGREEMENTS SIGNED	PERFORMANCE ASSESSMENTS SUBMITTED
CS – Corporate Services	100%	80%
CSS – Community and Safety Services	92%	70%
OMM – Office of the Municipal Manager	100%	30%
BTO – Budget and Treasury Office	90%	90%
TS – Technical Services	95%	60%
Total	98%	90%

Complaints Management System

The municipality procured a complaints management system through MunSoft when the institution was placed under administration in 2019. Trainings were provided from November 2021 and 2023 for document management and customer care was one of the modules provided. However, to date, complaint management is not yet automated due to unreliable internet connection and a proper telephone system. A service provides has been appointed and is currently busy with installing internet and a telephone system. The municipality has customer care system (DMS) procured in 2019, however complaints management still operates manually. The municipality keeps a book to record all complaints received which are then referred to the relevant department through the call centre.

9.2 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 2023	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 regarding 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	Annually	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 2023	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 65 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 regarding gender and disability realized	Eighty percent (80%) of employment equity targets for 2023/2024 regarding gender and disability realized	Ninety percent (90%) of Employment equity targets for 2024/2025 regarding gender and disability realized			Employment Equity targets currently sitting at around 60% of the planned targets

Introduction and or improvement of systems	Introduce Human Resource Information System (HRIS) to manage all human resources related activities e.g., organogram, employee records, employment equity report, skills	Electronic Human Resource Information System	Set-up and populate the system and different modules e.g., organogram, employee records, employment equity report,	Implement Electronic Human Resource Information System	Implement Electronic Human Resource Information System			No comprehensive Human Resource Information System in place
HRM OPERATIONAL PLAN (in order of priority)								
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	Implementation of employee wellness programmes	Implementation of employee wellness programmes	Implementation of employee wellness programmes			Employee Wellness Officer Appointed
Training and development to ensure responsiveness.	Ensure implementation of Workplace Skills Plan to at least 80% of planned training	Eighty percent (80%) implementation of the Workplace Skills Plan	Seventy percent (70%) implementation of the Workplace Skills Plan	Eighty percent (80%) implementation of the Workplace Skills Plan				Workplace Skills Plan implemented at 50% of planned

Introduce new and review human resource policies annually	Communicate reviewed and newly adopted Human Resource Policies	Inducted all current and new employees	Inducted all current and new employees	Inducted all current and new employees	Inducted all current and new employees			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	Monitor and control absenteeism				Some adverse findings by Auditor General

			the different leave types					
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 of culture 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 officer appointed and performance agreements developed for all employees and signed. Job descriptions reviewed to align to performance agreements

9.3 RECRUITMENT PLAN 2024/2025

According to the Lekwa LM recruitment plan, the municipality plans on employing 155 persons within the 202/2025 financial year. The positions prioritised are according to the needs of the municipality which includes service delivery and revenue enhancement. As a result positions from the technical services, community services and safety as well as planning economic division are prioritised.

No.	Post	Dept.	Internal Advert (Closing date)	External Advert (Closing Date)	Shortlisting	Interviews	Screening	Appointment	Assumption of duty
	Manager HRD and IPMDS	CS	N/A	15/07/2024	5/08/2024	20/08/2024	09/08/2024	12/09/2024	01/10/2024
	Marketing and Graphics Officer	CS	N/A	15/07/2024	5/08/2024	20/08/2024	09/08/2024	12/09/2024	01/10/2024
	Work-study Officer	CS	N/A	15/07/2024	5/08/2024	20/08/2024	09/08/2024	12/09/2024	01/10/2024
	SNR Committee Officer X2	CS	N/A	15/07/2024	5/08/2024	20/08/2024	09/08/2024	12/09/2024	01/10/2024
	Legal Officer	MM	N/A	15/07/2024	5/08/2024	20/08/2024	09/08/2024	12/09/2024	01/10/2024
	OPMDS Officer (M&E)	MM	N/A	15/07/2024	5/08/2024	20/08/2024	09/08/2024	12/09/2024	01/10/2024
	Risk Officer (Compliance & Ethics)	MM	N/A	15/07/2024	5/08/2024	20/08/2024	09/08/2024	12/09/2024	01/10/2024
	SNR Internal Audit Officer	MM	N/A	15/07/2024	5/08/2024	21/08/2024	09/08/2024	12/09/2024	01/10/2024

No.	Post	Dept.	Internal Advert (Closing date)	External Advert (Closing Date)	Shortlisting	Interviews	Screening	Appointment	Assumption of duty
	LED Officer	PED	N/A	15/07/2024	5/08/2024	21/08/2024	09/08/2024	12/09/2024	01/10/2024
	Town Planner	PED	N/A	15/07/2024	5/08/2024	21/08/2024	09/08/2024	12/09/2024	01/10/2024
	Head of Committees	CS	N/A	15/07/2024	5/08/2024	21/08/2024	09/08/2024	12/09/2024	01/10/2024
	Land surveyor	PED	N/A	15/07/2024	5/08/2024	21/08/2024	09/08/2024	12/09/2024	01/10/2024
	SNR Human Resources Officer	CS	N/A	15/07/2024	5/08/2024	21/08/2024	09/08/2024	12/09/2024	01/10/2024
	SNR ICT Technician	CS	N/A	15/07/2024	5/08/2024	21/08/2024	09/08/2024	12/09/2024	01/10/2024
	Supervisor Sewer Pump Stations	TS	N/A	15/07/2024	5/08/2024	21/08/2024	09/08/2024	12/09/2024	01/10/2024
	Supervisor Waste Management	CSS	N/A	15/07/2024	5/08/2024	21/08/2024	09/08/2024	12/09/2024	01/10/2024
	Supervisor Roads X2	TS	N/A	15/07/2024	5/08/2024	21/08/2024	09/08/2024	12/09/2024	01/10/2024
	Supervisor Operations and Maintenance	TS	N/A	15/07/2024	5/08/2024	21/08/2024	09/08/2024	12/09/2024	01/10/2024
	SNR Customer Care Agent	CS	04/07/2024	05/08/2024	30/08/2024	13/09/2024	25/09/2024	30/09/2024	01/10/2024
	Switchboard Operator	CS	04/07/2024	05/08/2024	30/08/2024	13/09/2024	25/09/2024	30/09/2024	01/10/2024
	SNR Clerk HR	CS	04/07/2024	05/08/2024	30/08/2024	13/09/2024	25/09/2024	30/09/2024	01/10/2024
	SNR IPMS Clerk	CS	04/07/2024	05/08/2024	30/08/2024	13/09/2024	25/09/2024	30/09/2024	01/10/2024
	Special worksman Parks & Gardens	CSS	04/07/2024	05/08/2024	30/08/2024	13/09/2024	25/09/2024	30/09/2024	01/10/2024
	Special Worksman X2	TS	04/07/2024	05/08/2024	30/08/2024	13/09/2024	25/09/2024	30/09/2024	01/10/2024
	Support Officer in the Office of the Chief Whip	MM	04/07/2024	05/08/2024	30/08/2024	13/09/2024	25/09/2024	30/09/2024	01/10/2024
	Youth Dev. Coordinator	CS	N/A	15/07/2024	5/08/2024	20/08/2024	09/08/2024	12/09/2024	01/10/2024
	Electrical Network Inspector	TS	04/07/2024	05/08/2024	30/08/2024	13/09/2024	25/09/2024	30/09/2024	01/10/2024
	Millwright	TS	04/07/2024	05/08/2024	30/08/2024	13/09/2024	25/09/2024	30/09/2024	01/10/2024
	Construction Electrician	TS	04/07/2024	05/08/2024	30/08/2024	13/09/2024	25/09/2024	30/09/2024	01/10/2024
	Security Officer	CSS	04/07/2024	05/08/2024	30/08/2024	13/09/2024	25/09/2024	30/09/2024	01/10/2024

No.	Post	Dept.	Internal Advert (Closing date)	External Advert (Closing Date)	Shortlisting	Interviews	Screening	Appointment	Assumption of duty
	Junior Fire Fighter X4	CSS	04/07/2024	05/08/2024	30/08/2024	13/09/2024	25/09/2024	30/09/2024	01/10/2024
	Human Settlement Officer	CS	04/07/2024	05/08/2024	30/08/2024	13/09/2024	25/09/2024	30/09/2024	01/10/2024
	By-law enforcement OfficerX4	CS	04/07/2024	05/08/2024	30/08/2024	13/09/2024	25/09/2024	30/09/2024	01/10/2024
	Caretaker/Janitor	CS	27/09/2024	17/10/2024	04/10/2024	17/10/2024	04/11/2024	14/11/2024	02/12/2024
	Records Officer	CS	27/09/2024	17/10/2024	04/10/2024	17/10/2024	04/11/2024	14/11/2024	02/12/2024
	Customer Care Operator X 2	CS	27/09/2024	17/10/2024	04/10/2024	17/10/2024	04/11/2024	14/11/2024	02/12/2024
	Control Room Attendant	CSS	27/09/2024	17/10/2024	04/10/2024	17/10/2024	04/11/2024	14/11/2024	02/12/2024
	Traffic Officer X4	CSS	27/09/2024	17/10/2024	04/10/2024	17/10/2024	04/11/2024	14/11/2024	02/12/2024
	Lab Technician	TS	27/09/2024	17/10/2024	04/10/2024	17/10/2024	04/11/2024	14/11/2024	02/12/2024
	Cable man	TS	27/09/2024	17/10/2024	04/10/2024	17/10/2024	04/11/2024	14/11/2024	02/12/2024
	Welder	TS	27/09/2024	17/10/2024	04/10/2024	17/10/2024	04/11/2024	14/11/2024	02/12/2024
	Accountant Demand Man.	BTO	27/09/2024	17/10/2024	07/10/2024	21/10/2024	04/11/2024	14/11/2024	02/12/2024
	Plumber X4	TS	27/09/2024	17/10/2024	07/10/2024	21/10/2024	04/11/2024	14/11/2024	02/12/2024
	SNR Clerk Creditors	BTO	27/09/2024	17/10/2024	07/10/2024	21/10/2024	04/11/2024	14/11/2024	02/12/2024
	SNR Clerk Budget	BTO	27/09/2024	17/10/2024	07/10/2024	21/10/2024	04/11/2024	14/11/2024	02/12/2024
	SNR Credit Control	BTO	27/09/2024	17/10/2024	07/10/2024	21/10/2024	04/11/2024	14/11/2024	02/12/2024
	SNR Clerk Movable Assets	BTO	27/09/2024	17/10/2024	07/10/2024	21/10/2024	04/11/2024	14/11/2024	02/12/2024
	Office Cleaner	CS	27/09/2024	17/10/2024	08/10/2024	22/10/2024	04/11/2024	14/11/2024	02/12/2024
	Facility Cleaner X4	CS	27/09/2024	17/10/2024	08/10/2024	22/10/2024	04/11/2024	14/11/2024	02/12/2024
	Millwright Assistant	TS	27/09/2024	17/10/2024	08/10/2024	22/10/2024	04/11/2024	14/11/2024	02/12/2024
	Refuse Collector X4	CSS	27/09/2024	17/10/2024	08/10/2024	22/10/2024	04/11/2024	14/11/2024	02/12/2024
	Honey Sucker Operator	TS	27/09/2024	17/10/2024	08/10/2024	22/10/2024	04/11/2024	14/11/2024	02/12/2024
	Roads Assistant X4	TS	27/09/2024	17/10/2024	08/10/2024	22/10/2024	04/11/2024	14/11/2024	02/12/2024
	Plumber Assistant X4	TS	27/09/2024	17/10/2024	08/10/2024	22/10/2024	04/11/2024	14/11/2024	02/12/2024
	Electrical Assistant X4	TS	27/09/2024	17/10/2024	08/10/2024	22/10/2024	04/11/2024	14/11/2024	02/12/2024
	Pump Operator X4	TS	27/09/2024	17/10/2024	08/10/2024	22/10/2024	04/11/2024	14/11/2024	02/12/2024
	CA Properties, Clearance &Evaluation	BTO	27/09/2024	17/10/2024	08/10/2024	22/10/2024	04/11/2024	14/11/2024	02/12/2024
	Heavy Machine Operator	TS	27/09/2024	17/10/2024	08/10/2024	22/10/2024	04/11/2024	14/11/2024	02/12/2024

No.	Post	Dept.	Internal Advert (Closing date)	External Advert (Closing Date)	Shortlisting	Interviews	Screening	Appointment	Assumption of duty
	Road Signs and Markings Assistant X4	CSS	04/07/2025	24/07/2025	13/08/2025	29/08/2025	18/09/2025	25/09/2025	01/10/2025
	Welder Assistant	TS	04/07/2025	24/07/2025	13/08/2025	29/08/2025	18/09/2025	25/09/2025	01/10/2025
	Customer Care Agent X2	CS	04/07/2025	24/07/2025	13/08/2025	29/08/2025	18/09/2025	25/09/2025	01/10/2025
	GIS Analyst (GIS Clerk)	PED	04/07/2025	24/07/2025	13/08/2025	29/08/2025	18/09/2025	25/09/2025	01/10/2025
	Workstudy Clerk	CS	04/07/2025	24/07/2025	13/08/2025	29/08/2025	18/09/2025	25/09/2025	01/10/2025
	OHS Clerk	CS	04/07/2025	24/07/2025	13/08/2025	29/08/2025	18/09/2025	25/09/2025	01/10/2025
	Electrical network Inspector Assistant	TS	04/07/2025	24/07/2025	13/08/2025	29/08/2025	18/09/2025	25/09/2025	01/10/2025
	Refuse Collector X4	CSS	04/07/2025	24/07/2025	14/08/2025	01/09/2025	18/09/2025	25/09/2025	01/10/2025
	Roads Assistant X4	TS	04/07/2025	24/07/2025	14/08/2025	01/09/2025	18/09/2025	25/09/2025	01/10/2025
	Plumber Assistant X4	TS	04/07/2025	24/07/2025	14/08/2025	01/09/2025	18/09/2025	25/09/2025	01/10/2025
	Sports Development Coordinator	CSS	04/07/2025	24/07/2025	14/08/2025	01/09/2025	18/09/2025	25/09/2025	01/10/2025
	By-law enforcement Officer X3	CSS	04/07/2025	24/07/2025	14/08/2025	01/09/2025	18/09/2025	25/09/2025	01/10/2025
	Land Invasion Officer X3	PED	04/07/2025	24/07/2025	14/08/2025	01/09/2025	18/09/2025	25/09/2025	01/10/2025
	Traffic Officer X4	CSS	04/07/2025	24/07/2025	14/08/2025	01/09/2025	18/09/2025	25/09/2025	01/10/2025
	Information Technology Security Officer	CS	N/A	15/09/2025	03/10/2025	16/10/2025	28/10/2025	31/10/2025	03/11/2025
	Supervisor Waste Water Purification	CSS	N/A	15/09/2025	03/10/2025	16/10/2025	28/10/2025	31/10/2025	03/11/2025
	Supervisor Roads X2	TS	N/A	15/09/2025	03/10/2025	16/10/2025	28/10/2025	31/10/2025	03/11/2025
	Sup. Law Enforcement Morgenson	CSS	N/A	15/09/2025	03/10/2025	16/10/2025	28/10/2025	31/10/2025	03/11/2025
	Accountant PMU	TS	N/A	15/09/2025	03/10/2025	16/10/2025	28/10/2025	31/10/2025	03/11/2025
	Waste Management Officer	CS	N/A	15/09/2025	03/10/2025	16/10/2025	28/10/2025	31/10/2025	03/11/2025
	Committee Officer	CS	12/09/2025	09/10/2025	28/10/2025	06/11/2025	26/11/2025	28/11/2025	01/12/2025
	SNR Clerk EE	TS	12/09/2025	09/10/2025	28/10/2025	06/11/2025	26/11/2025	28/11/2025	01/12/2025
	Data Capturer	TS	12/09/2025	09/10/2025	28/10/2025	06/11/2025	26/11/2025	28/11/2025	01/12/2025
	Junior Fire Fighter X4	CSS	12/09/2025	09/10/2025	28/10/2025	06/11/2025	26/11/2025	28/11/2025	01/12/2025
	Tractor Driver X4	CSS	12/09/2025	09/10/2025	28/10/2025	06/11/2025	26/11/2025	28/11/2025	01/12/2025
	Special Workman X2	TS	12/09/2025	09/10/2025	28/10/2025	06/11/2025	26/11/2025	28/11/2025	01/12/2025
	Fire Prevention Officer	CSS	12/09/2025	09/10/2025	28/10/2025	06/11/2025	26/11/2025	28/11/2025	01/12/2025
	Land Use Inspector	PED	12/09/2025	09/10/2025	28/10/2025	06/11/2025	26/11/2025	28/11/2025	01/12/2025
	Outdoor Advertisement	PED	12/09/2025	09/10/2025	30/10/2025	07/11/2025	26/11/2025	28/11/2025	01/12/2025
	Plant Operator X2	TS	12/09/2025	09/10/2025	30/10/2025	07/11/2025	26/11/2025	28/11/2025	01/12/2025
	Pump Operator X4	TS	12/09/2025	09/10/2025	30/10/2025	07/11/2025	26/11/2025	28/11/2025	01/12/2025
	Plumber X4	TS	12/09/2025	09/10/2025	30/10/2025	07/11/2025	26/11/2025	28/11/2025	01/12/2025

9.4 WORKPLACE SKILLS DEVELOPMENT PLAN

Qualification Profile

Below NQF Level 1	NQF Level 1	NQF Level 2	NQF Level 3	NQF Level 4	NQF Level 5	NQF Level 6	NQF Level 7	NQF Level 8	NQF Level 9	NQF Level 10	Total
LEGISLATORS											
1	0	1	5	13	6	0	0	0	0	0	30
MANAGERS											
0	0	0	0	0	2	9	23	0	0	0	34
PROFESSIONALS											
0	0	0	0	3	2	8	13	0	0	0	26
TECHNICIANS AND ASSOCIATE PROFESSIONALS											
0	1	0	3	7	6	8	7	0	0	0	32
CLERICAL SUPPORT WORKERS											
0	0	0	3	12	11	22	7	0	0	0	55
SERVICE AND SALES WORKERS											
0	0	0	0	15	31	7	1	0	0	0	54
SKILLED AGRICULTURAL, FORESTRY, FISHERY, CRAFT AND RELATED TRADE WORKERS											
0	0	1	3	7	21	1	0	0	0	0	33
PLANT AND MACHINE OPERATORS AND ASSEMBLERS											
3	11	6	8	5	1	0	0	0	0	0	34
ELEMENTARY OCCUPATIONS											
4	45	48	58	35	9	0	0	0	0	0	199
8	57	56	80	101	89	55	51	0	0	0	497

Table 66: Qualification profile of the Municipality

Planned Training Budget for 1 May 2023 - 30 April 2024

Funding Source	Planned Training Budget - Employed	Planned Training Budget - Unemployed	Committed Expenditure - Employed	Committed Expenditure - Unemployed
Mandatory Grant Funds	3120010	0	2500 000	0
Outstanding Mandatory Grant funds from previous year	84052	0	84052	0
Discretionary Grants funds	0	100000	0	100000
Additional funding (Municipality/entity, donor funds, other government funds etc.)	1172919	765000	1172919	765000
Total	4376981	865000	3756971	865000

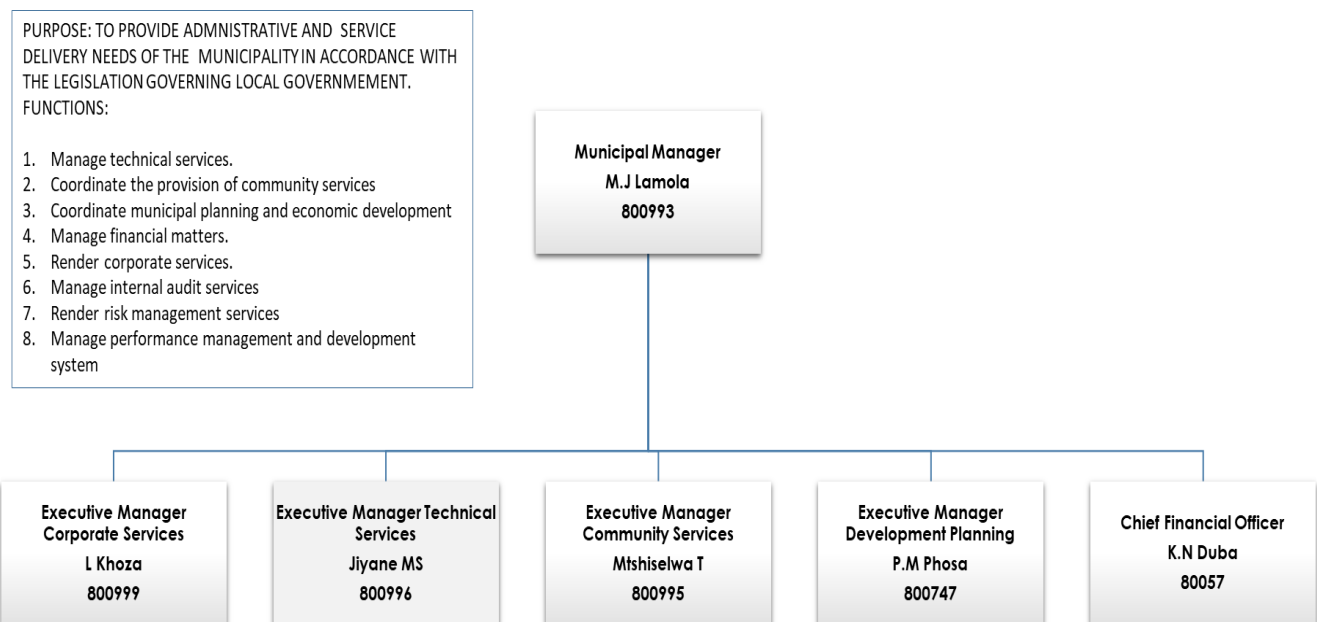
Table 67: Planned training budget 1 May 2023 - 30 April 2024

Total Planned Training Beneficiaries for 1 May 2023 - 30 April 2024

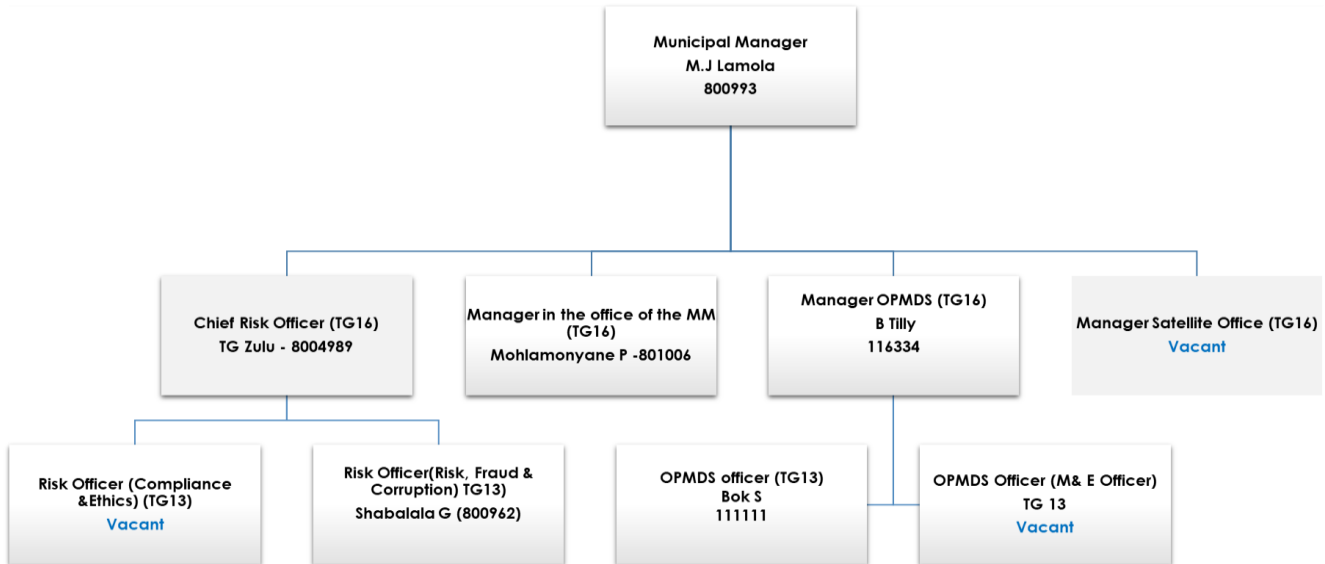
LGSETA Strategic Focus Area	Municipal Key Performance Area	Main IDP Priority Linked to Key Performance Area	Female - Employed	Male - Employed	Total	Female - Unemployed	Male - Unemployed	Total
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	To promote sound governance to improve municipal overall performance.	27	26	53	0	0	0

Promoting Sound Financial Management & Financial Viability	Municipal Financial Viability and Management	To improve revenue collection and ensuring that the municipality is financially sustainable.	18	8	26	4	2	6
Enhancing Infrastructure and Service Delivery	Basic Service Delivery and Infrastructure Development	To provide quality service delivery efficiently and effectively.	28	60	88	1	1	2
Enhancing Municipal Planning	Municipal Transformation and Institutional Development	To improve human capital in order to enhance municipal transformation and corporate image	2	1	3	3	0	3
Promoting Spatial Transformation and Inclusion	Sustainable Local Economic Development	To promote sustainable economic growth and business opportunities	0	0	0	4	1	5
TOTALS			75	95	170	12	4	16

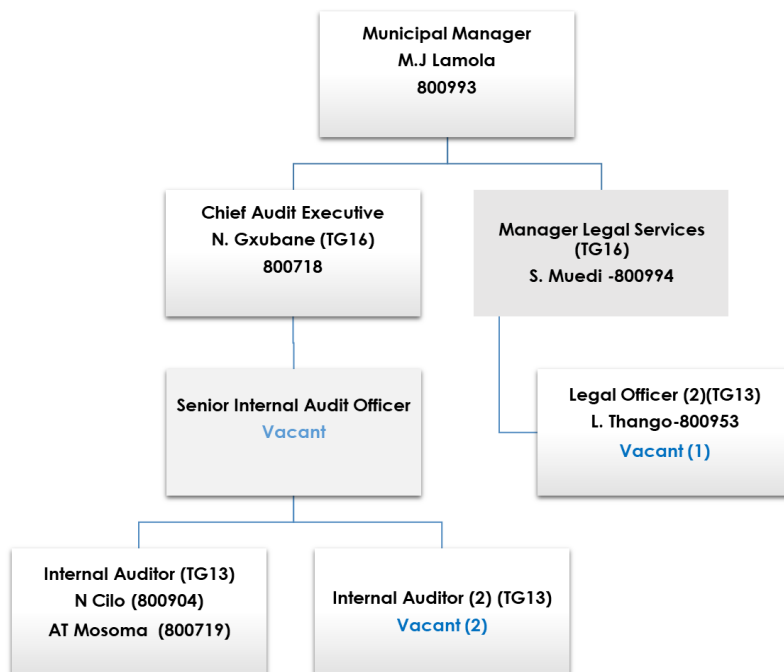
Table 68: Total planned beneficiaries for 1 May 2023 - 30 April 2024



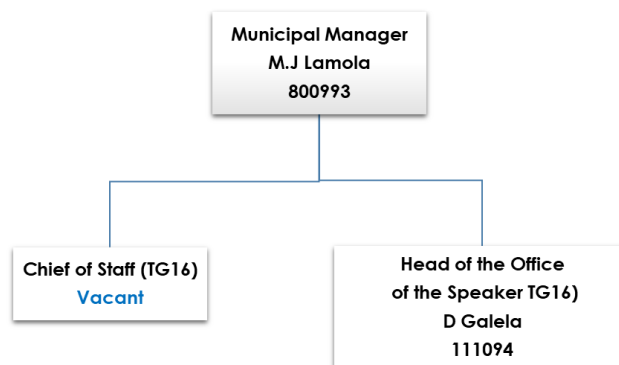
OFFICE OF THE MUNICIPAL MANAGER



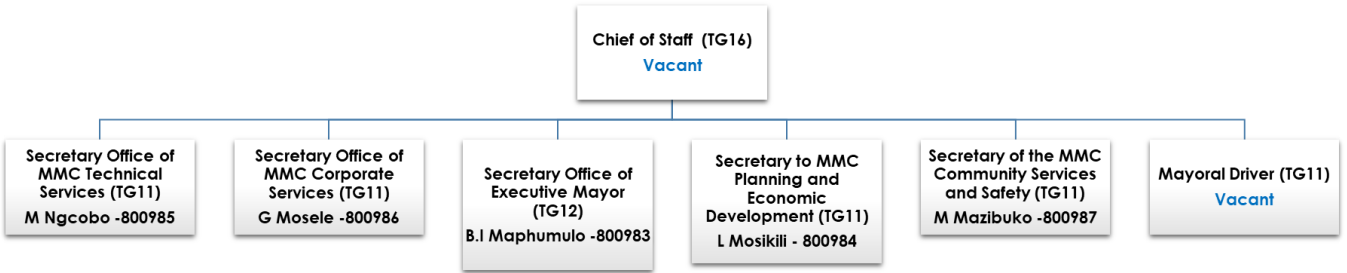
OFFICE OF THE MUNICIPAL MANAGER



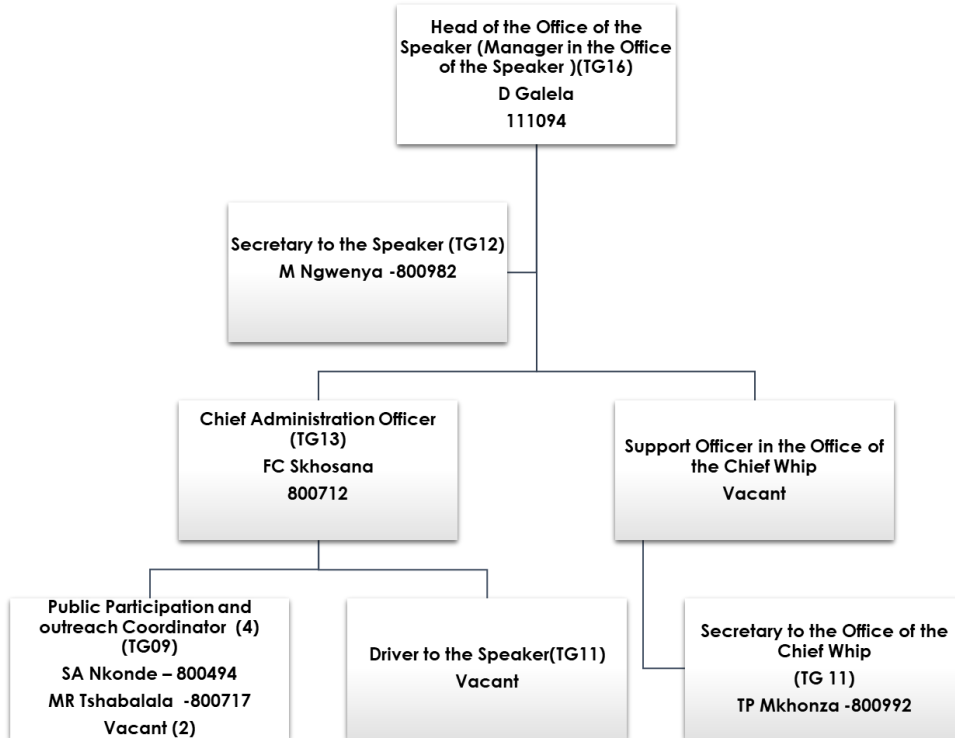
OFFICE OF THE MUNICIPAL MANAGER



OFFICE OF THE EXECUTIVE MAYOR



OFFICE OF THE SPEAKER



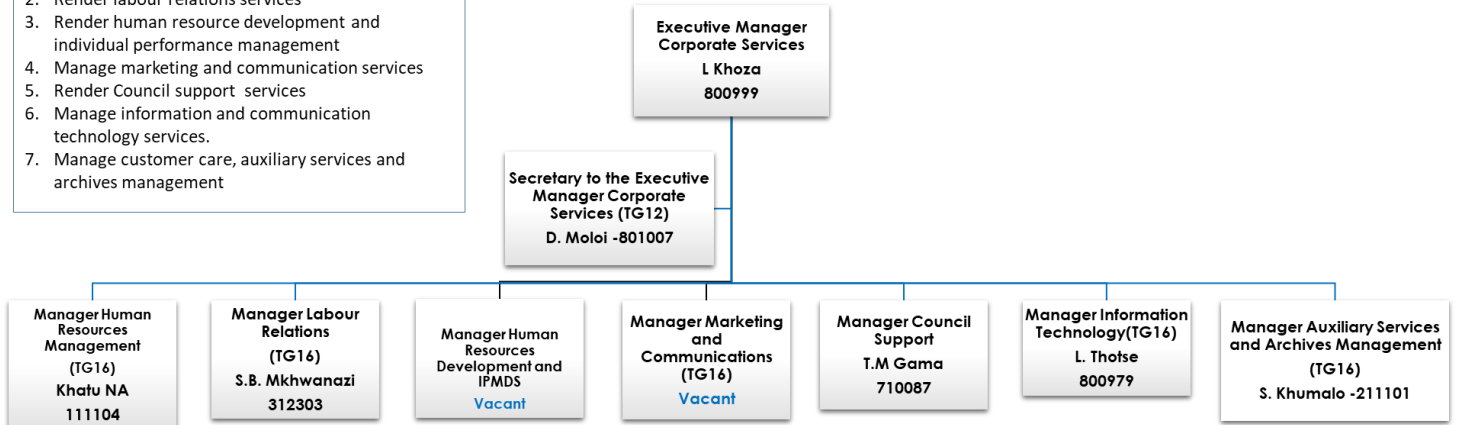
CORPORATE SERVICES

OFFICE OF EXECUTIVE MANAGER CORPORATE SERVICES

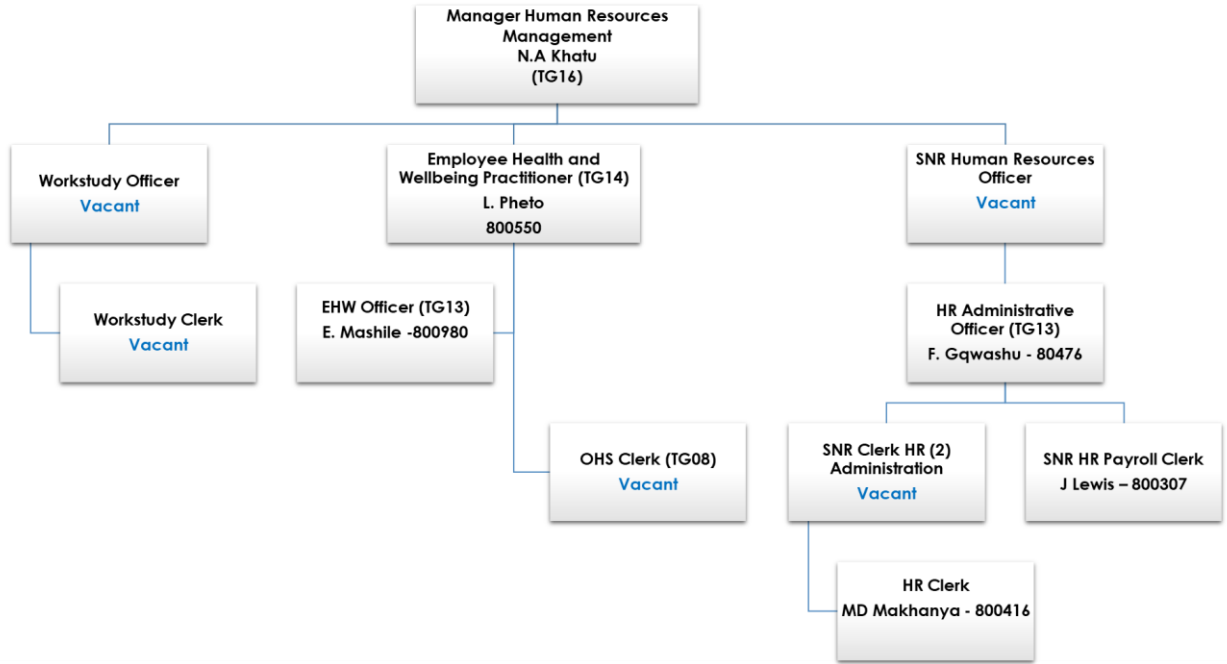
PURPOSE: TO RENDER CORPORATE SERVICES.

FUNCTIONS:

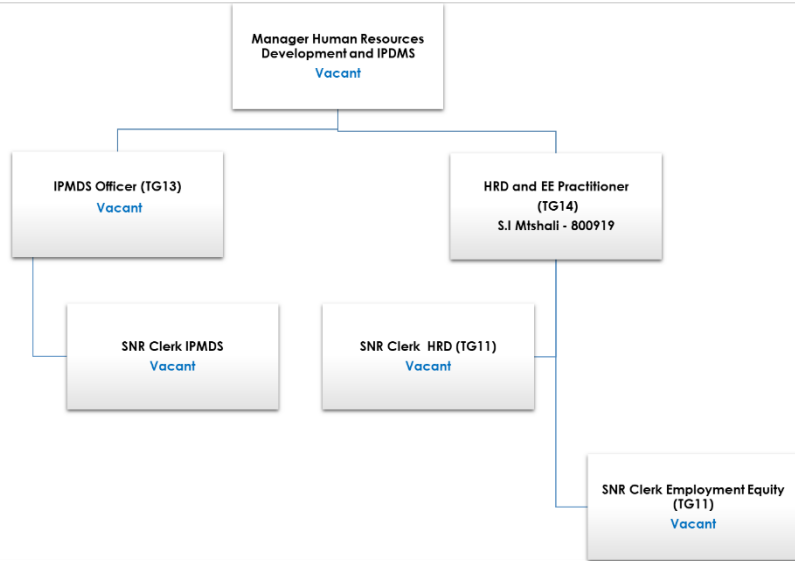
1. Render human resource management.
2. Render labour relations services
3. Render human resource development and individual performance management
4. Manage marketing and communication services
5. Render Council support services
6. Manage information and communication technology services.
7. Manage customer care, auxiliary services and archives management



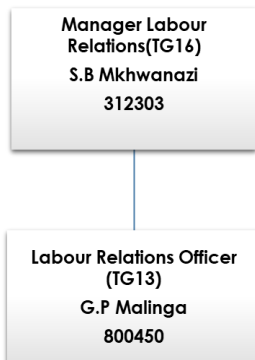
HUMAN RESOURCES MANAGEMENT



HUMAN RESOURCES DEVELOPMENT AND IPDMS



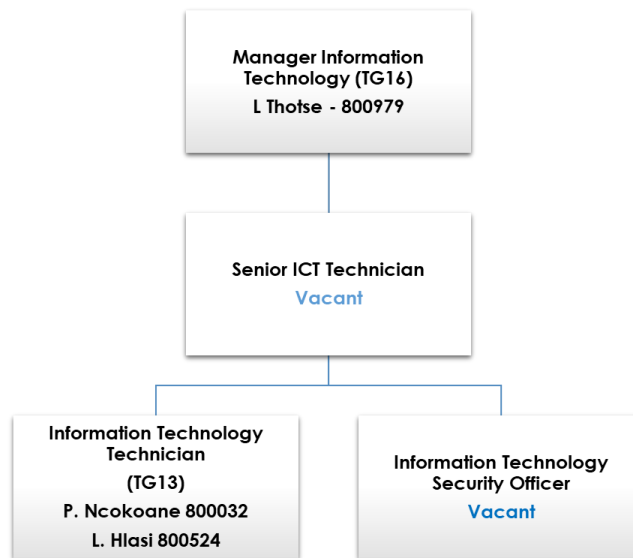
LABOUR RELATIONS



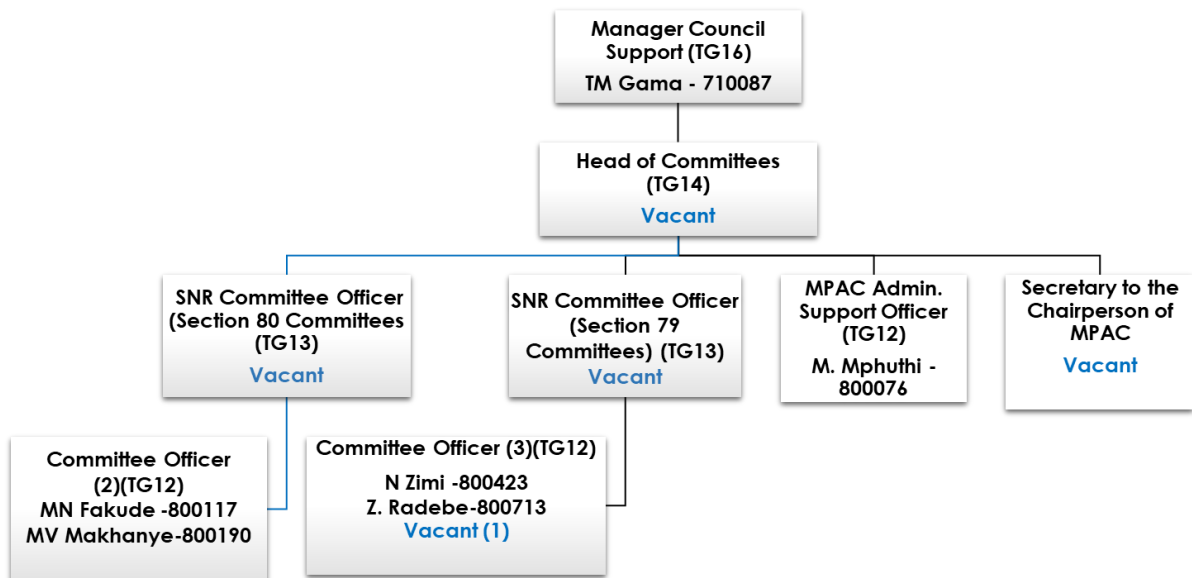
MARKETING AND COMMUNICATIONS



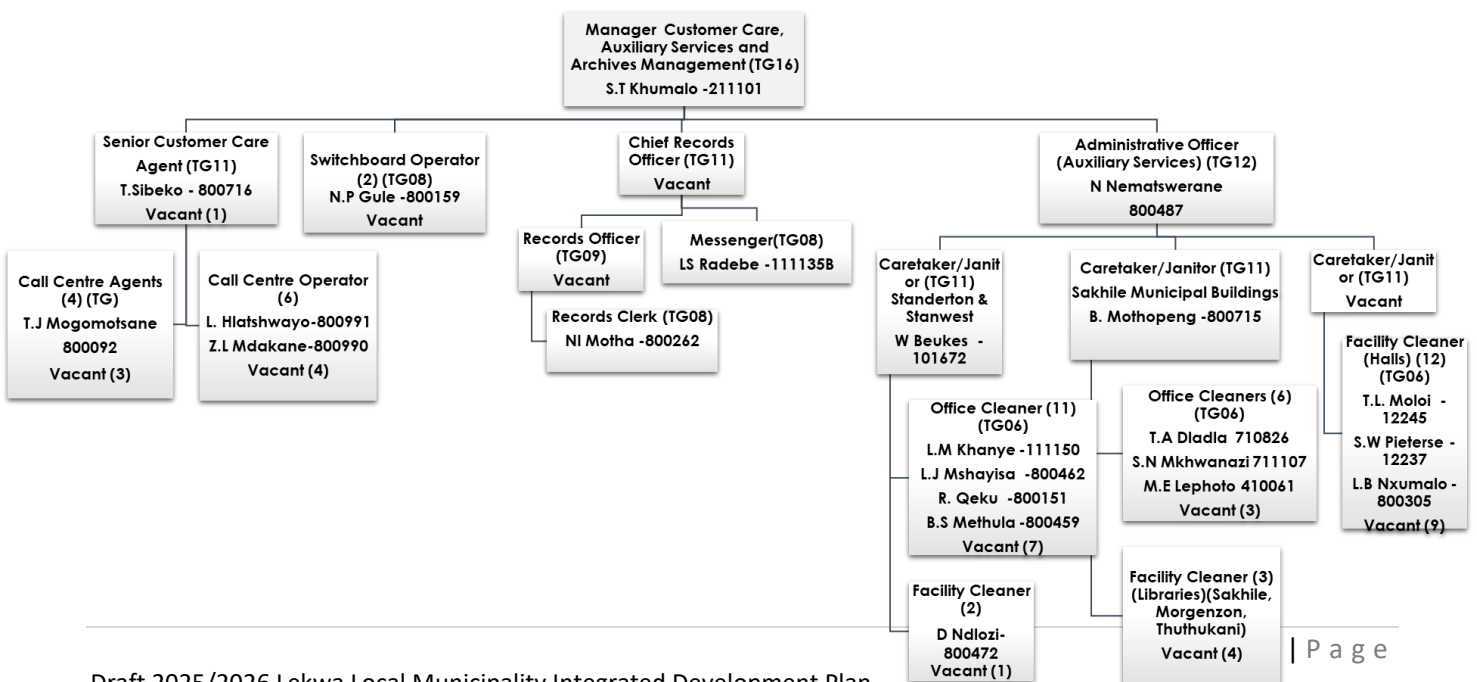
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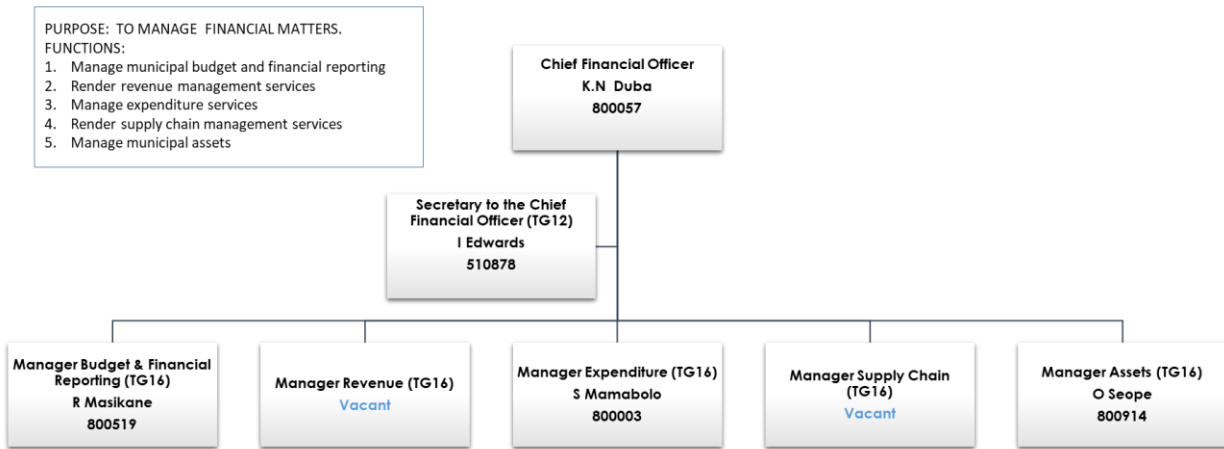
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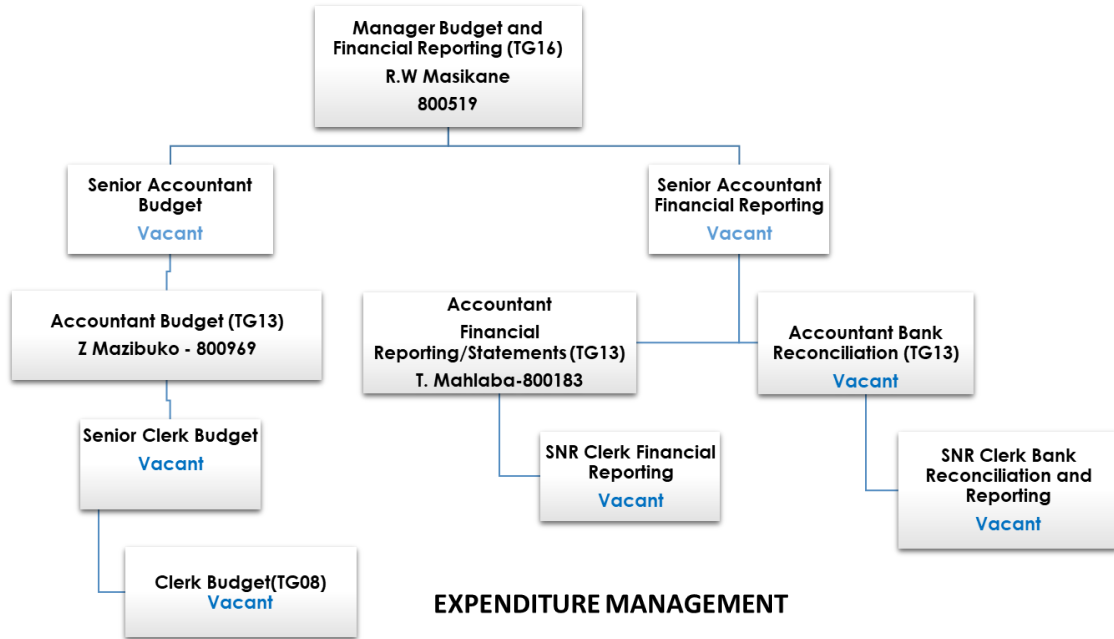
AUXILIARY SERVICES AND ARCHIVES MANAGEMENT



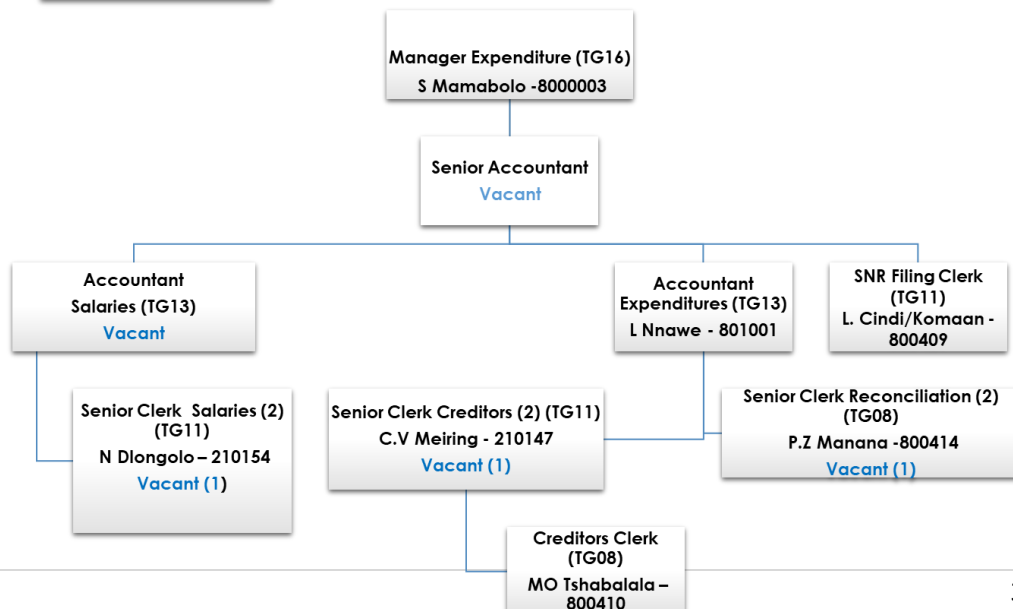
**BUDGET & TREASURY OFFICE
OFFICE OF THE CHIEF FINANCIAL OFFICER**



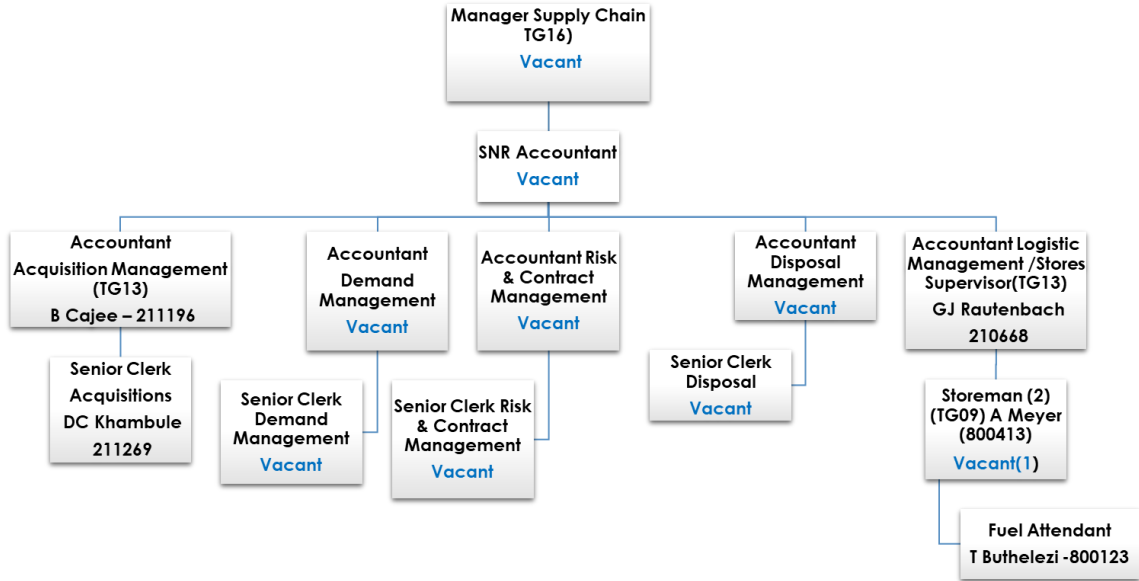
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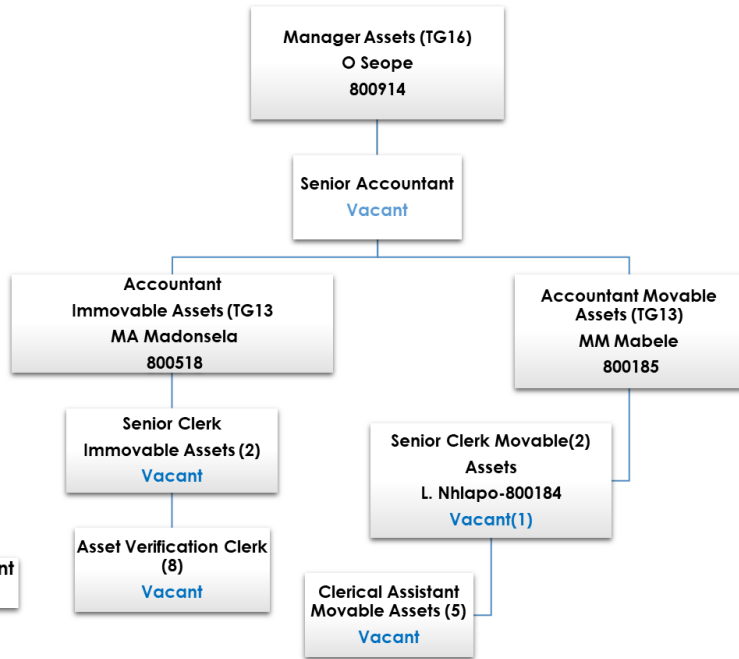
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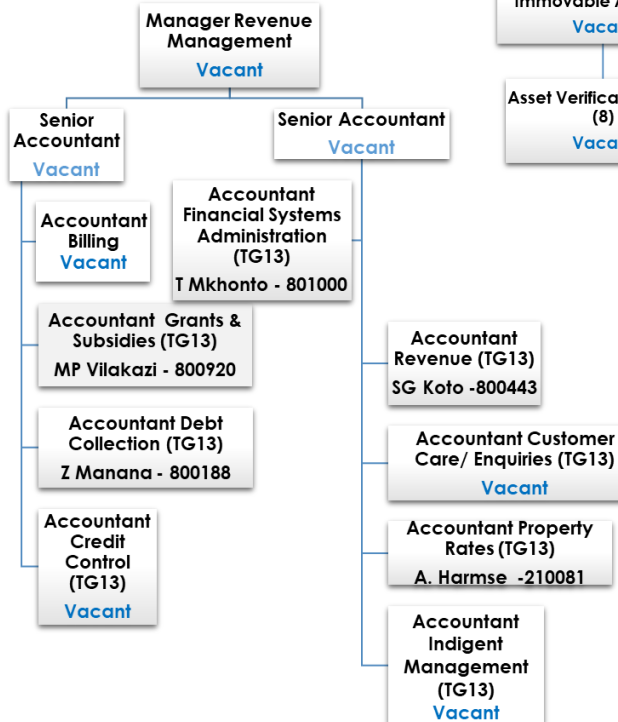
SUPPLY CHAIN MANAGEMENT



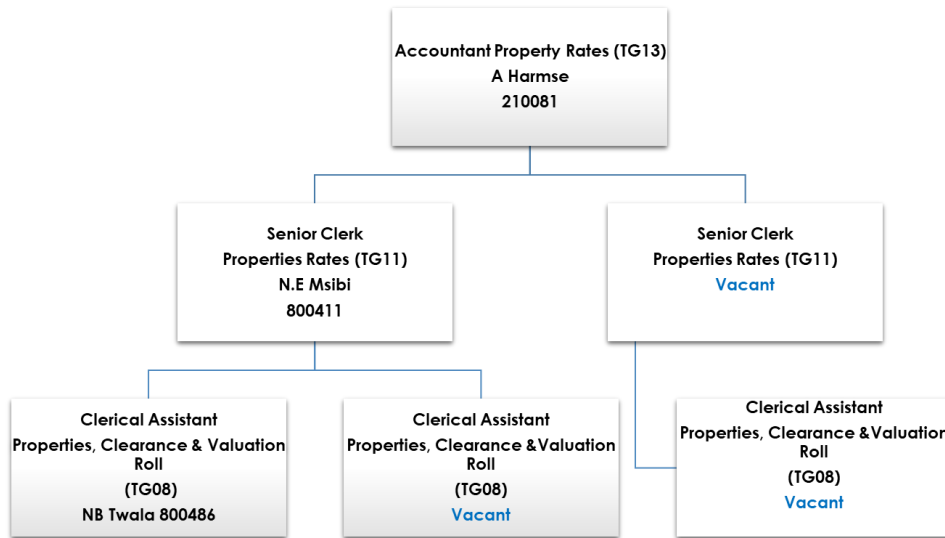
ASSETS MANAGEMENT



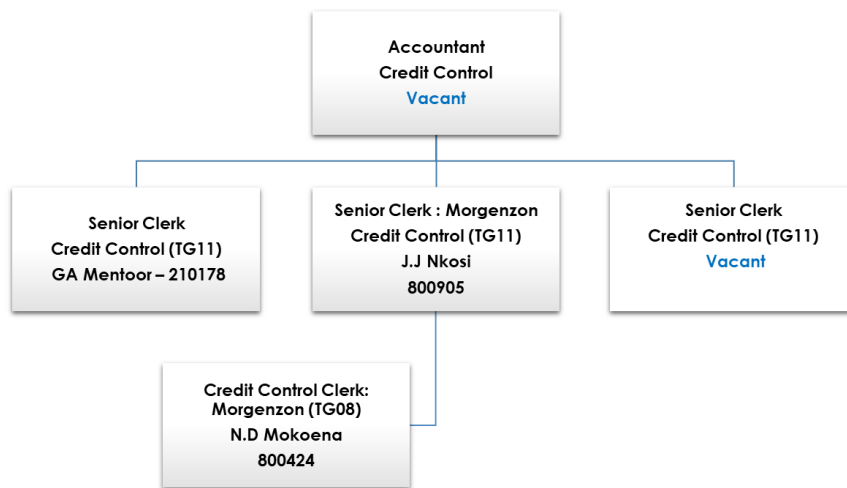
REVENUE MANAGEMENT



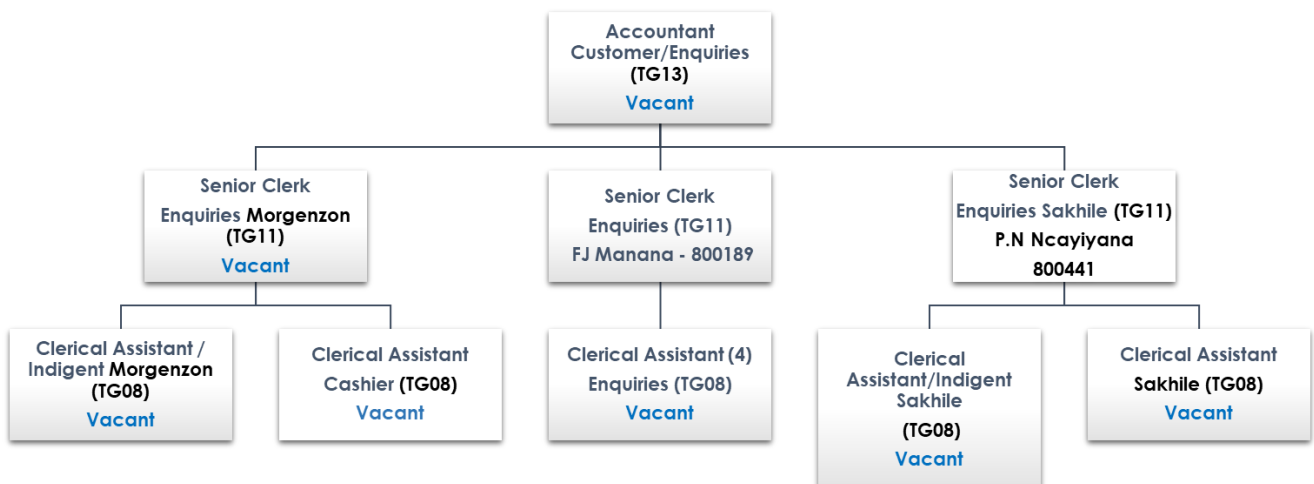
REVENUE MANAGEMENT



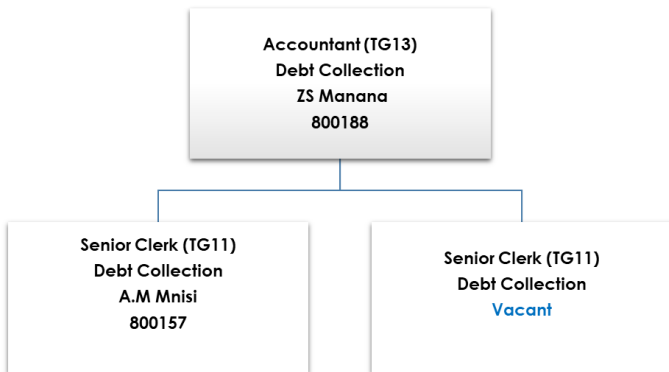
REVENUE MANAGEMENT



REVENUE MANAGEMENT



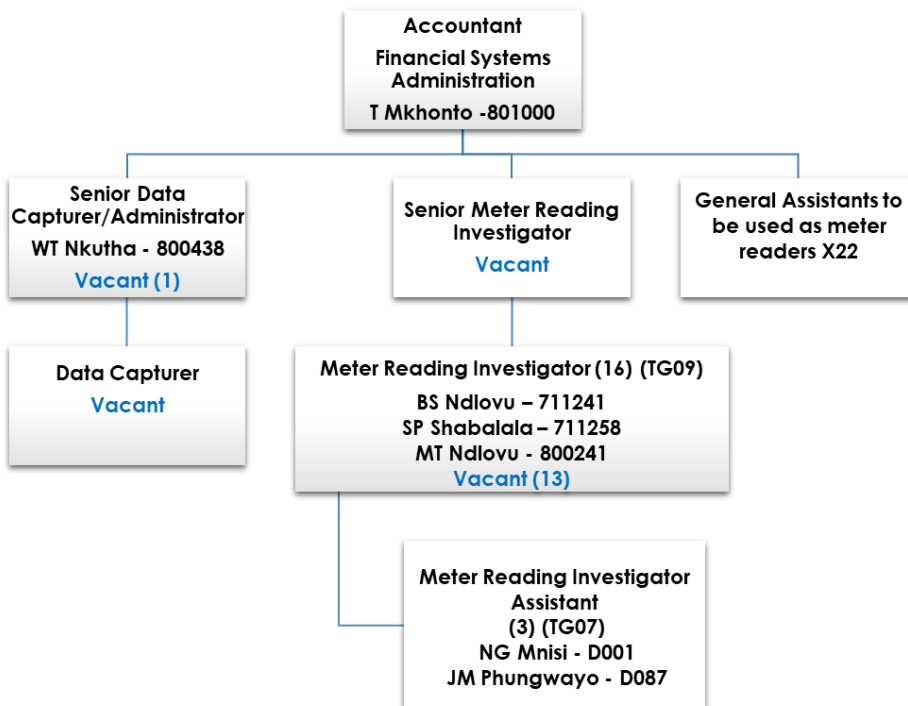
REVENUE MANAGEMENT



REVENUE MANAGEMENT



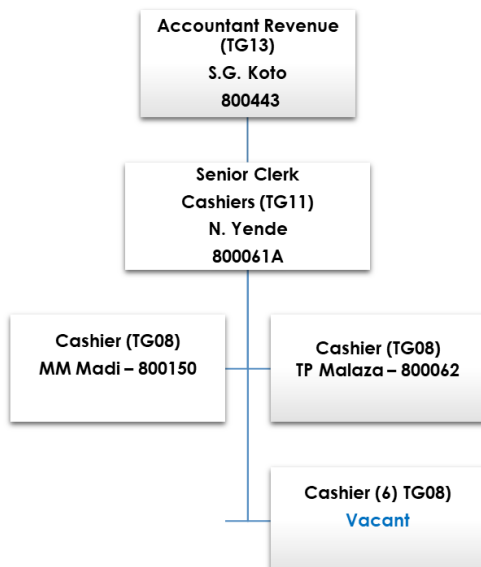
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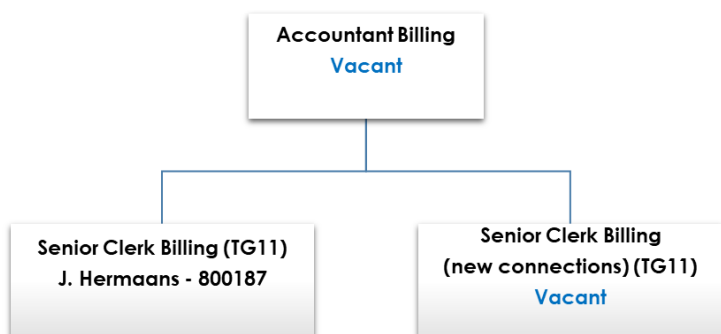
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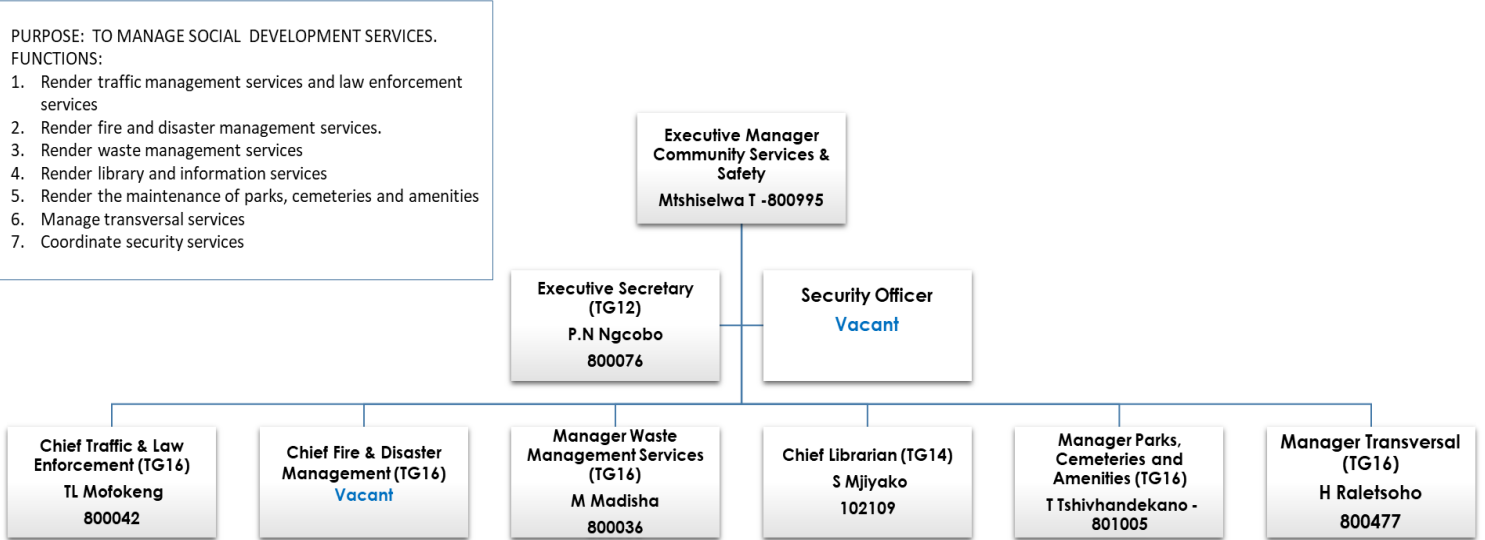
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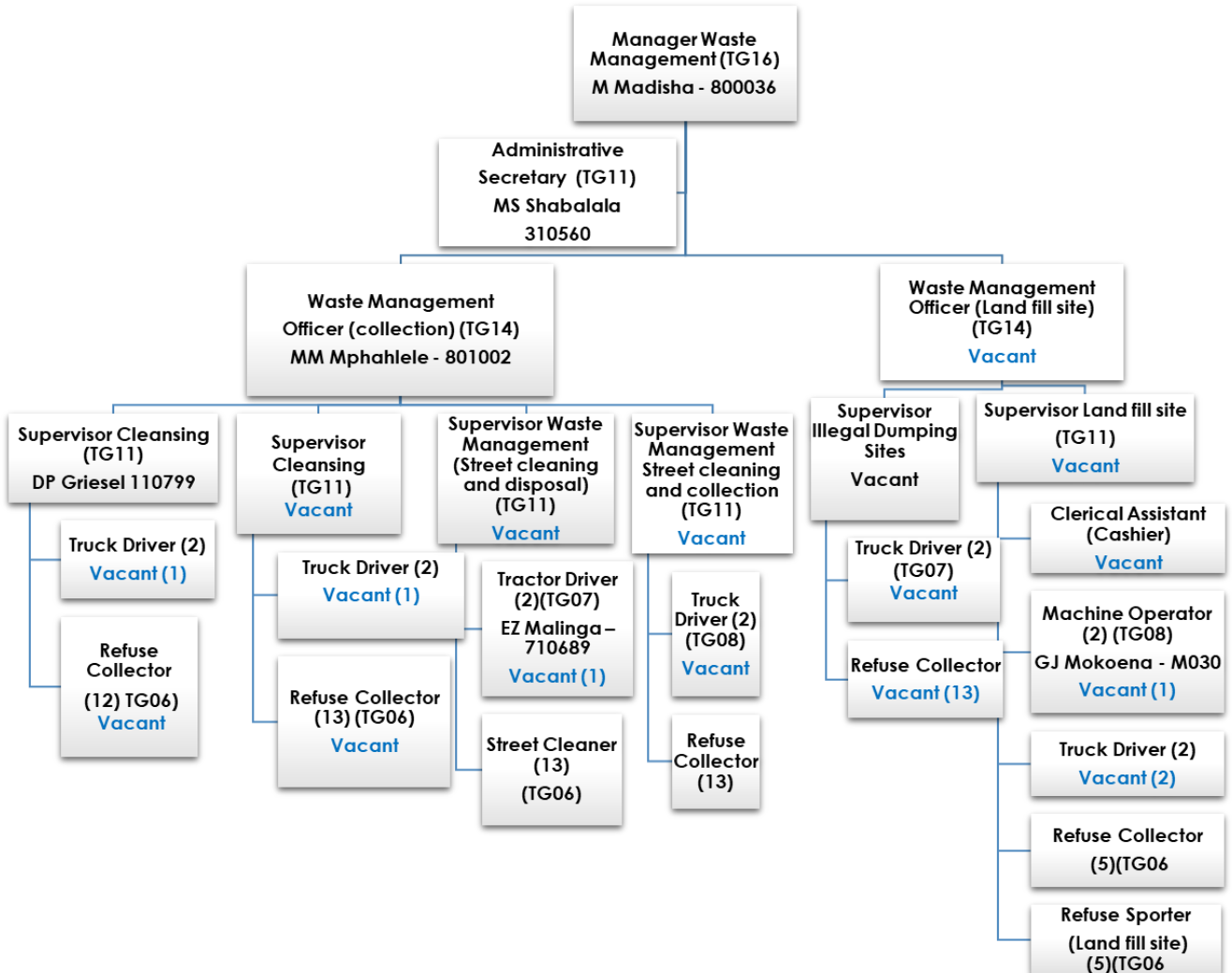
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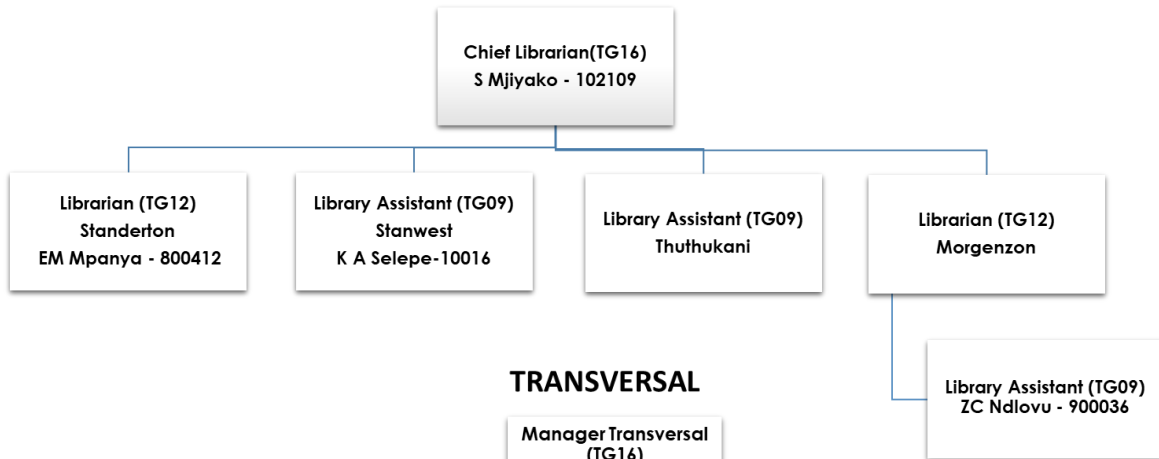
COMMUNITY SERVICES AND SAFETY: OFFICE OF EMCSS



WASTE MANAGEMENT

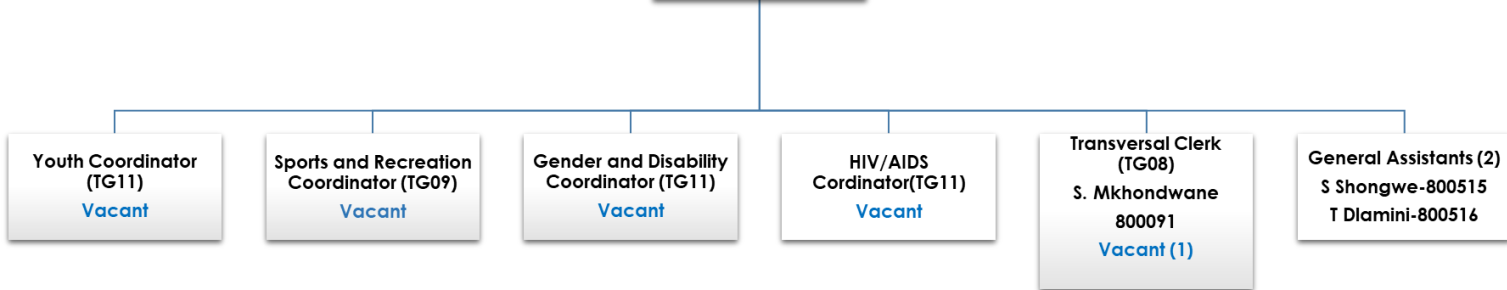


LIBRARY SERVICES



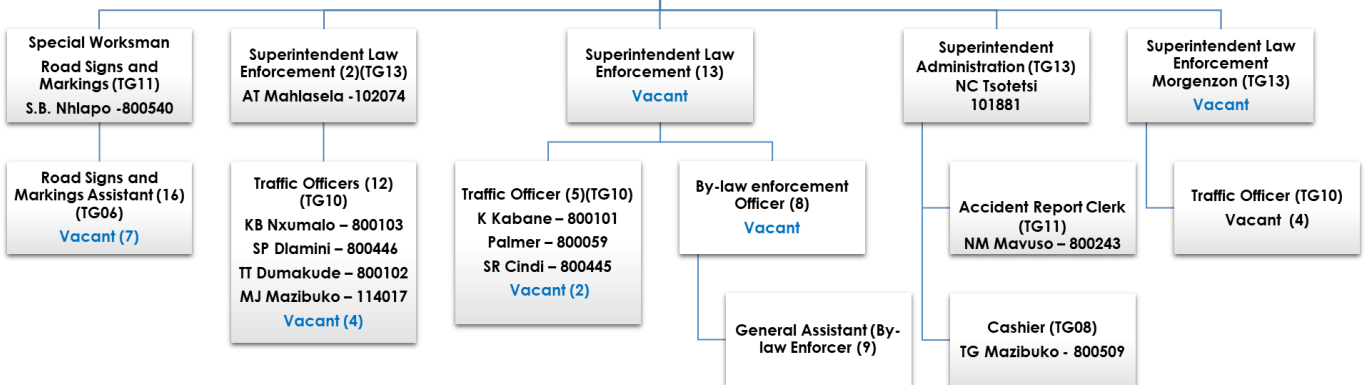
TRANSVERSAL

Manager Transversal (TG16)
H Raletsoho
800477

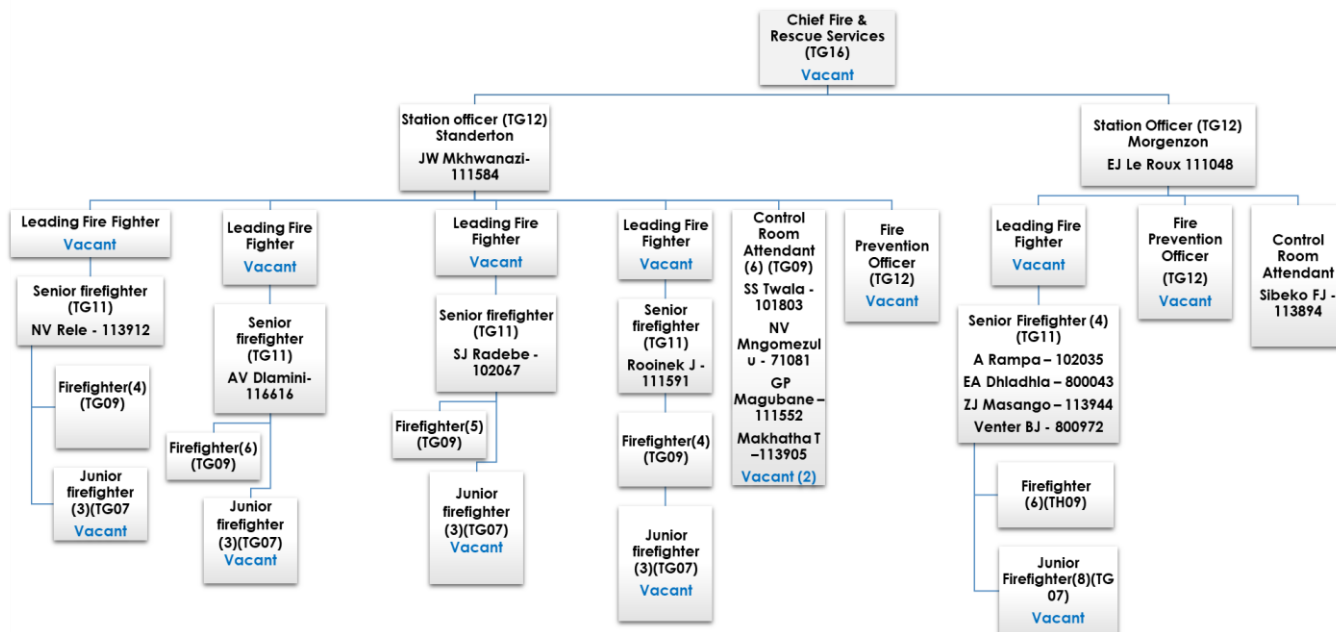


TRAFFIC AND LAW ENFORCEMENT

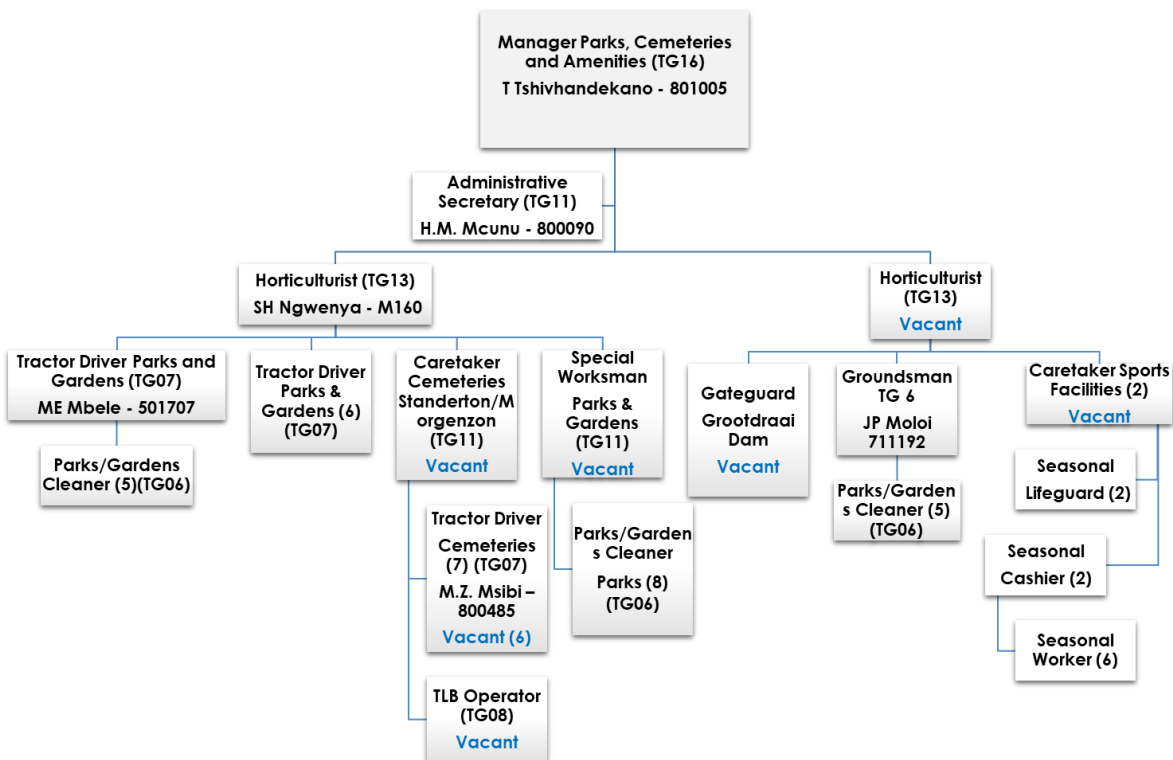
Chief Traffic & Law Enforcement (TG16)
TL Mofokeng
800042



FIRE & RESCUE SERVICES



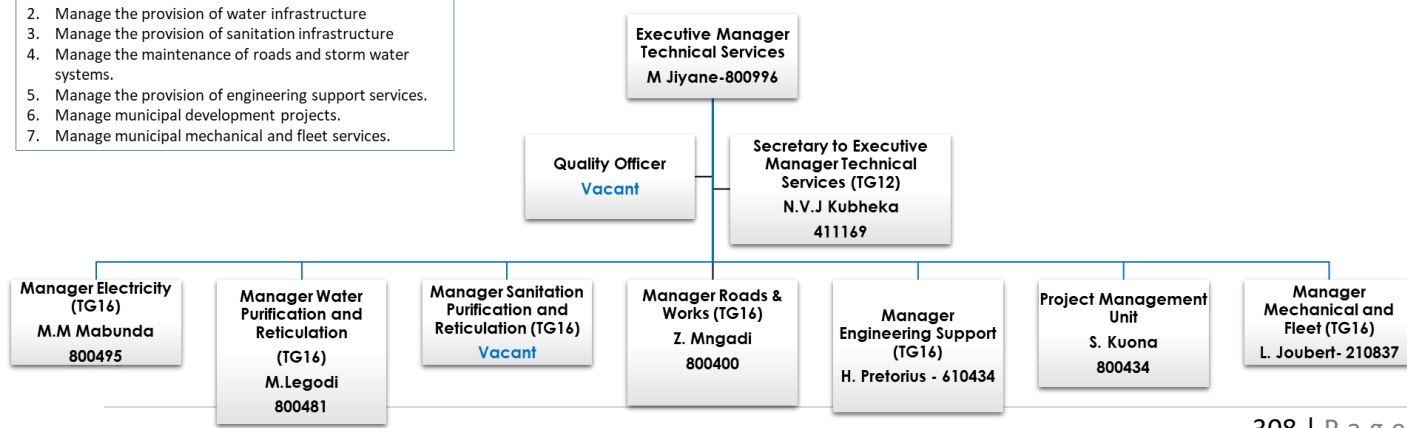
PARKS, CEMETERIES AND AMENITIES



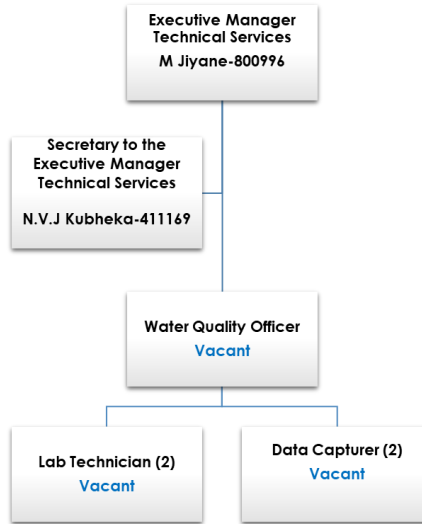
OFFICE OF EXECUTIVE MANAGER TECHNICAL SERVICES

PURPOSE: TO RENDER TECHNICAL SERVICES.
FUNCTIONS:

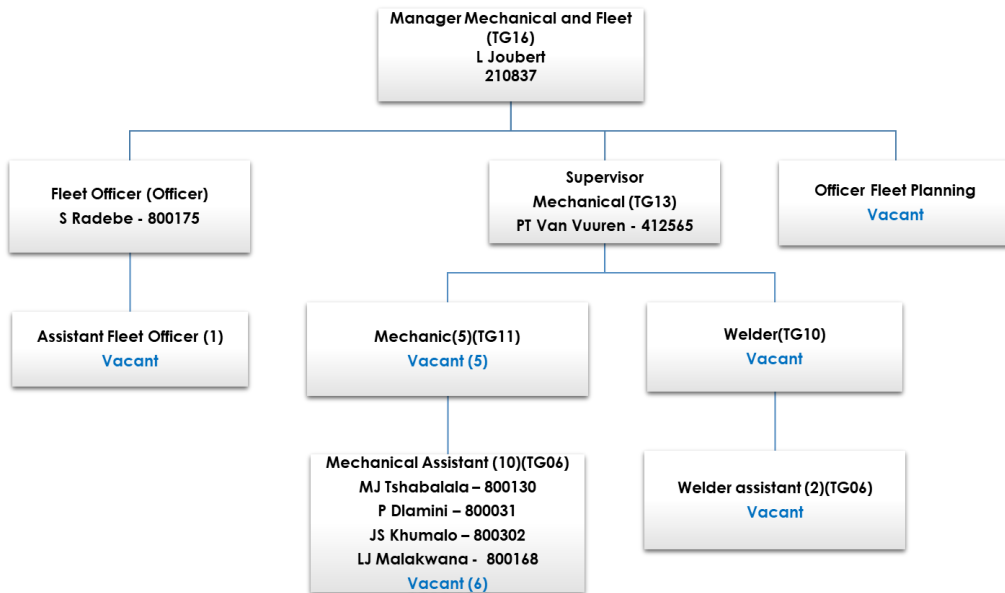
1. Manage maintenance of electricity municipal infrastructure.
2. Manage the provision of water infrastructure
3. Manage the provision of sanitation infrastructure
4. Manage the maintenance of roads and storm water systems.
5. Manage the provision of engineering support services.
6. Manage municipal development projects.
7. Manage municipal mechanical and fleet services.



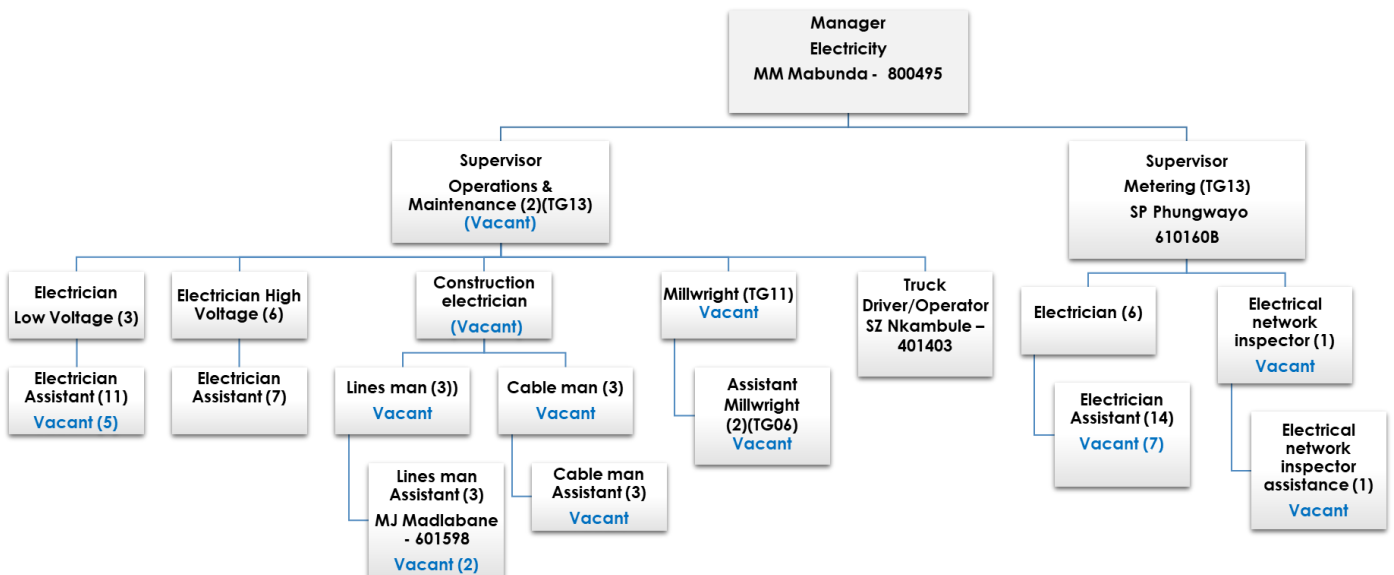
OFFICE OF THE EXECUTIVE MANAGER TECHNICAL SERVICES



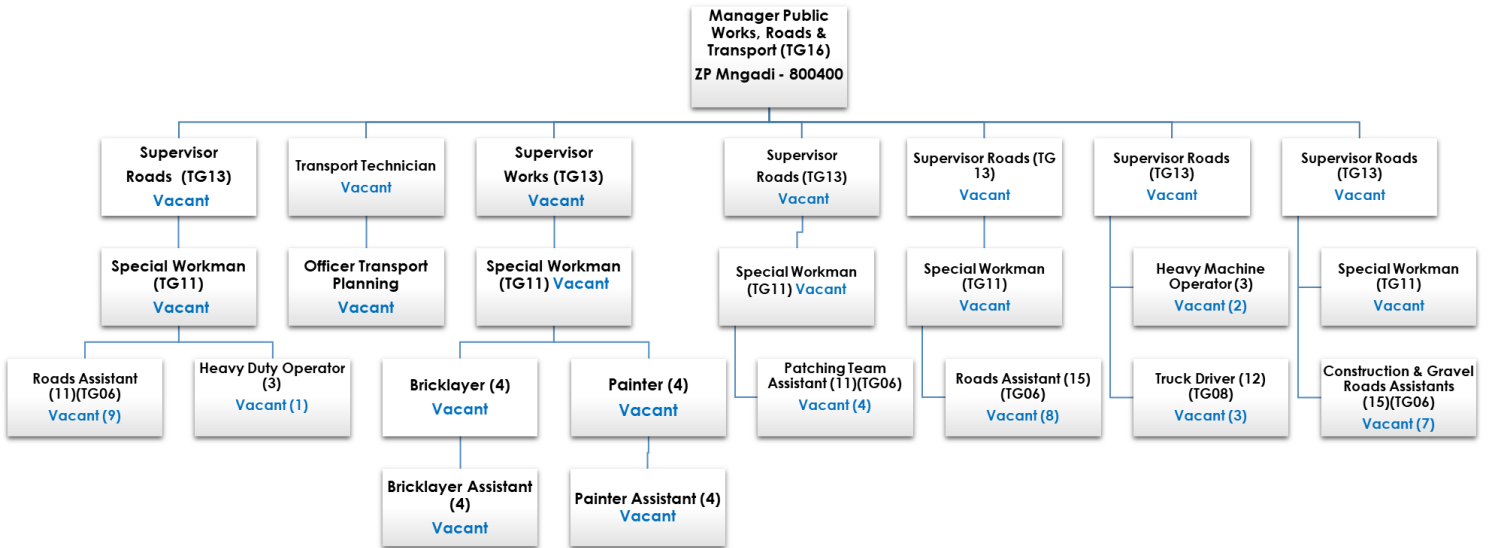
MECHANICAL AND FLEET SERVICES



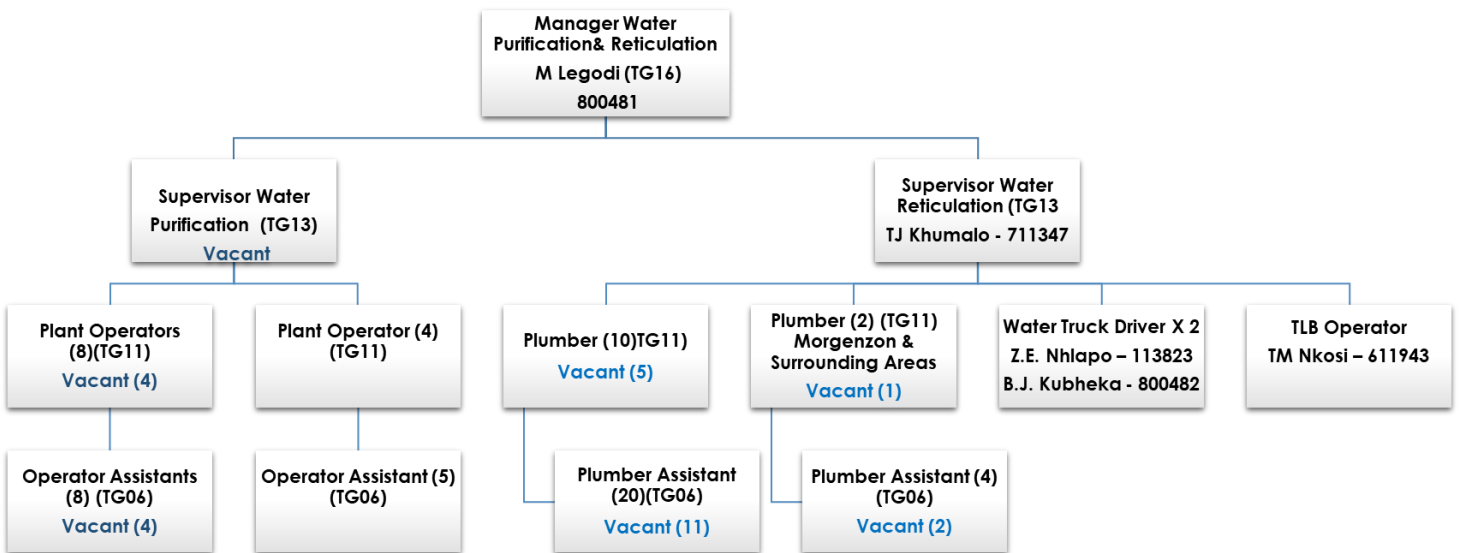
ELECTRICITY AND ENGINEERING SERVICES



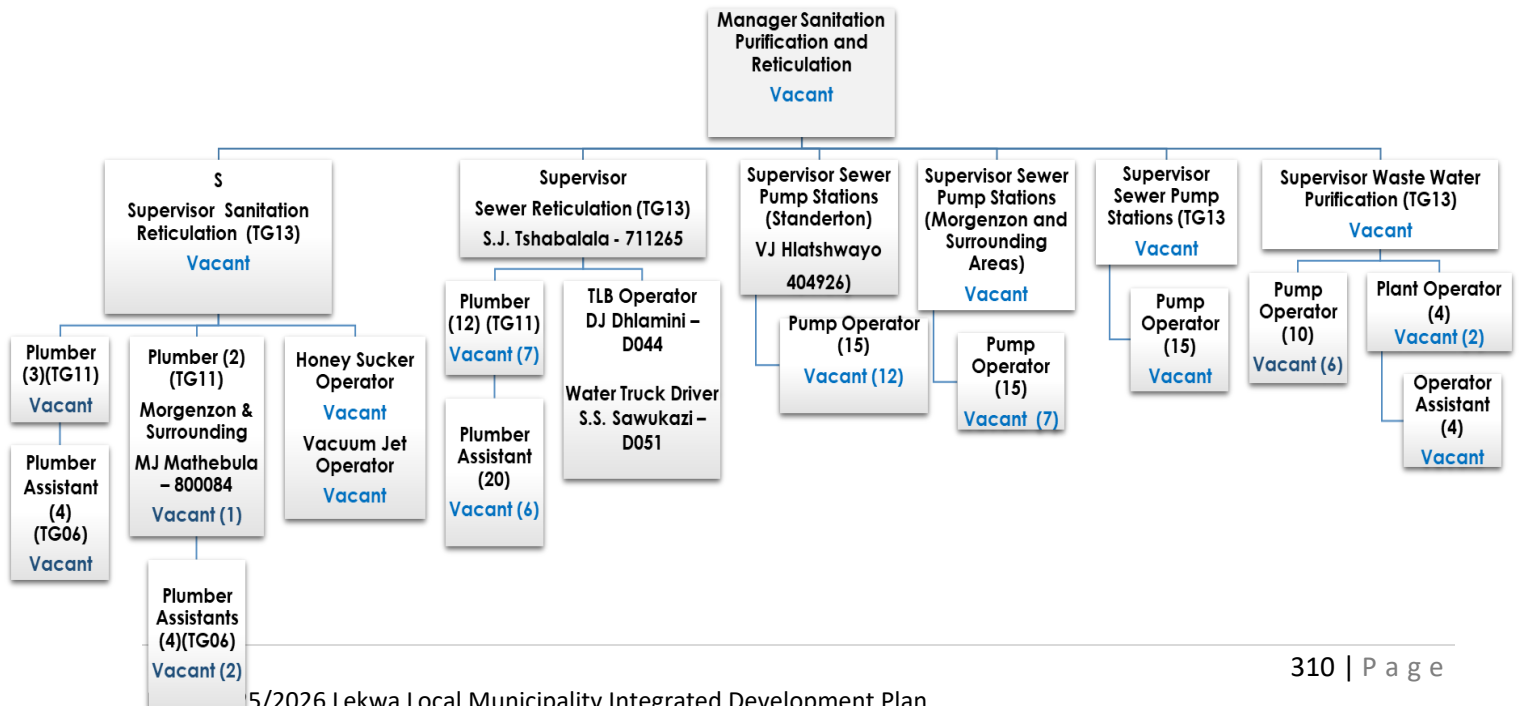
PUBLIC WORKS, ROADS & TRANSPORT



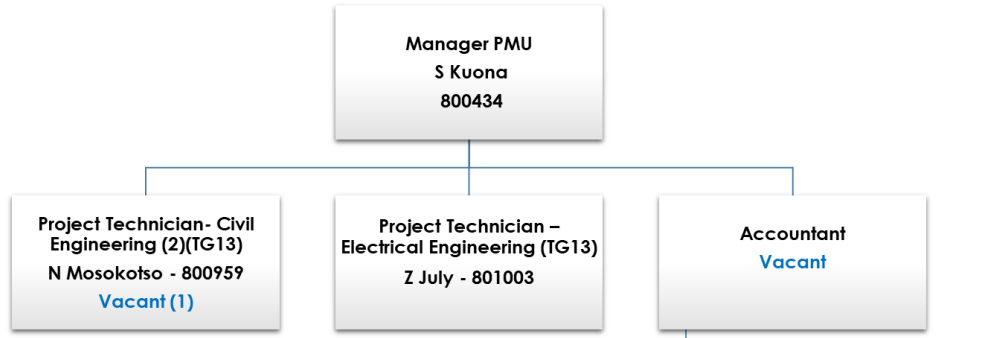
WATER PURIFICATION AND RETICULATION



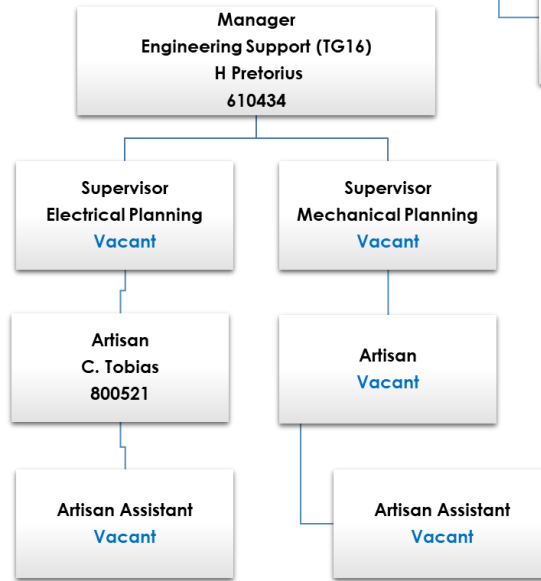
SANITATION, PURIFICATION AND RETICULATION SERVICES



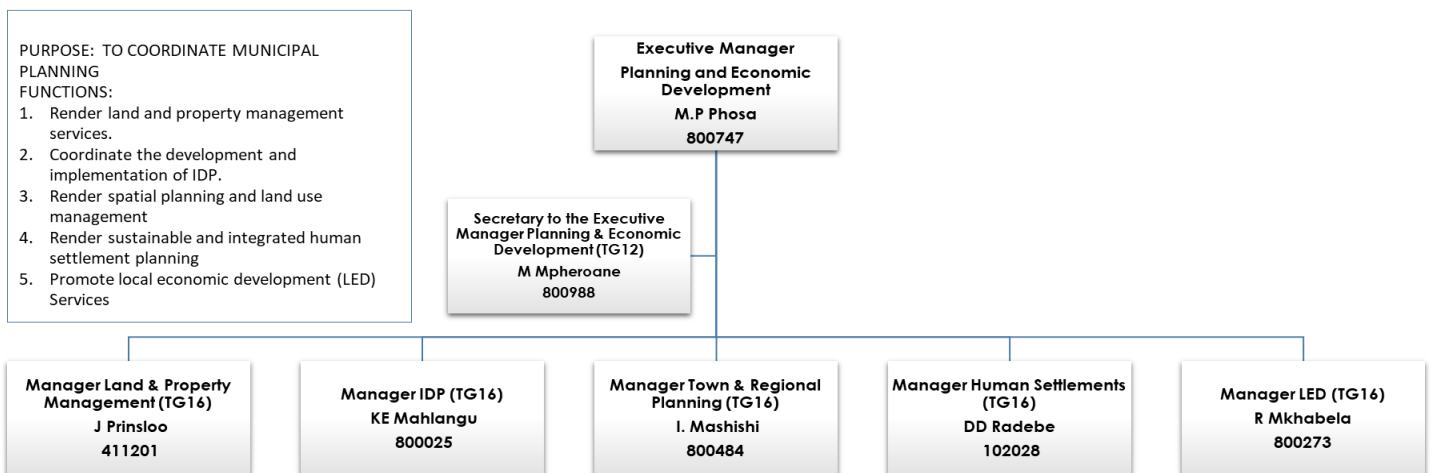
PROJECT MANAGEMENT



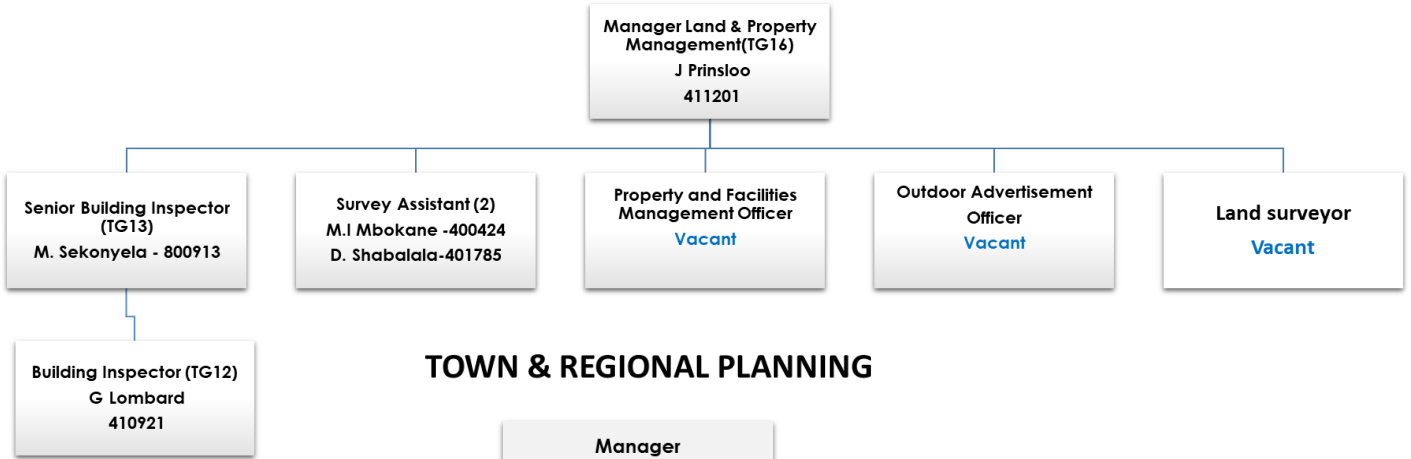
ENGINEERING SUPPORT



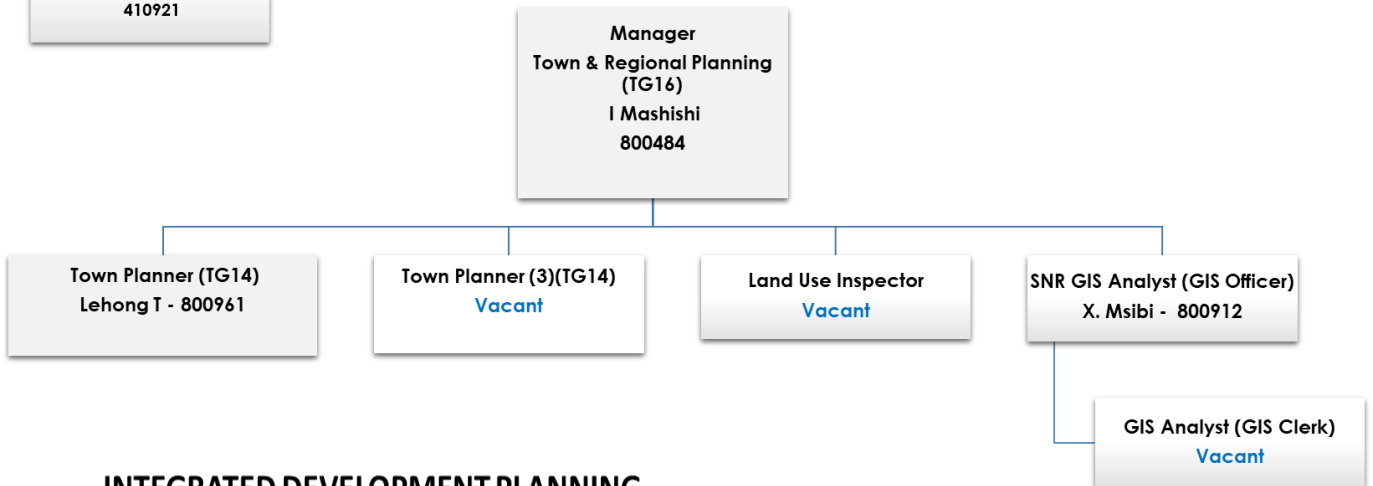
PLANNING AND ECONOMIC DEVELOPMENT: OFFICE OF THE EXECUTIVE MANAGER



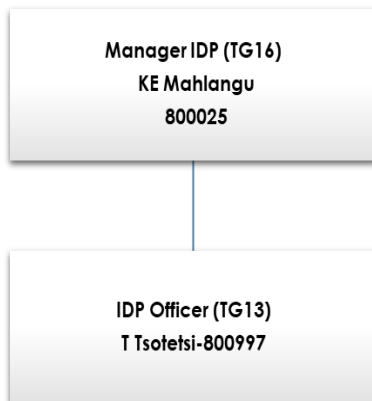
LAND AND PROPERTY MANAGEMENT



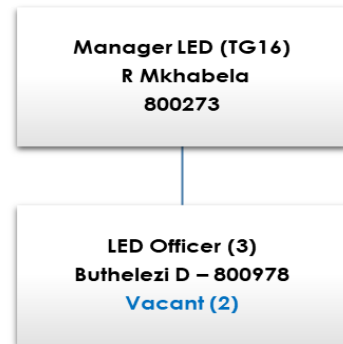
TOWN & REGIONAL PLANNING



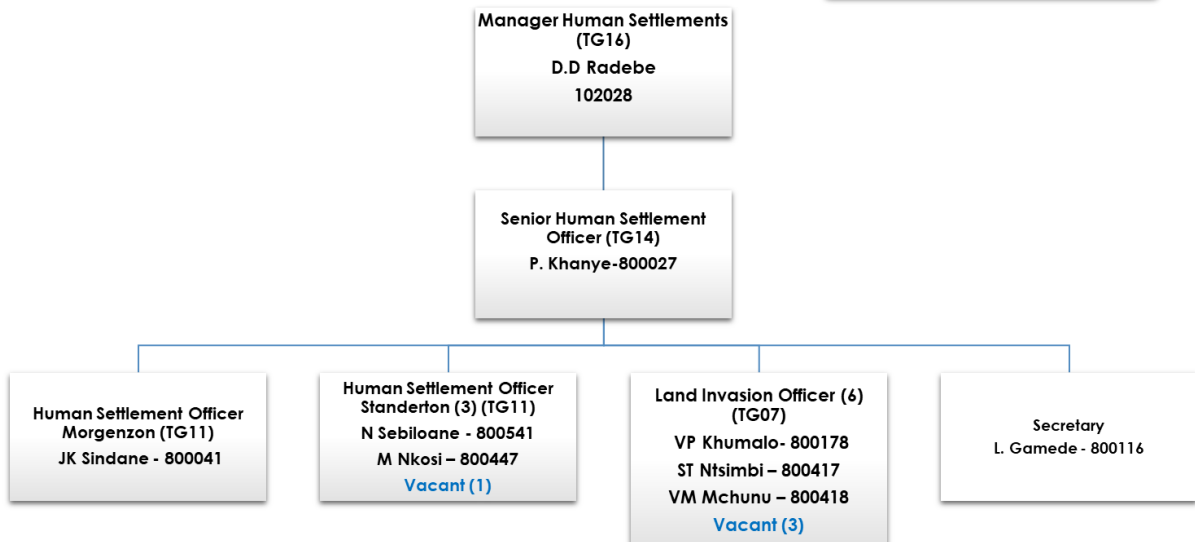
INTEGRATED DEVELOPMENT PLANNING



LOCAL ECONOMIC DEVELOPMENT



HUMAN SETTLEMENTS



10 CHAPTER TEN
DISASTER MANAGEMENT PLAN



10.1 INTRODUCTION

Background to the Integrated Development Plan

The municipality reviewed the Disaster Management Plan in 2023. The plan was tabled to council and adopted in the 2023/ 2024 financial year. According to Local Government Municipal Systems Act (MSA) Section 84 (j) (i-iv), Disaster Management includes fire services in the area of jurisdiction of Local Authorities. The following must be considered: -

- (a) Planning and co-ordination and regulating of the Fire Services
- (b) Specialized firefighting service like mountain fires, structural fires, veld fires and chemical firefighting operations.
- (c) Co-ordination of the standardisation of infrastructure, vehicle equipment's and standard operating procedures.
- (d) To make sure that Fire Officers and Fire Fighters are trained.

Municipalities must also incorporate a wide range of sectoral programmes into their own municipal development programmes, and comply with the requirements of various Acts. It is essential to apply the limited resources of council on the key development priorities of the local municipality. To meet all these challenges, municipalities need to adopt a strategic approach to planning and management. This is the essence of Integrated Development Planning (IDP).

Background to the Disaster Management Plan Statement

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.
- Disaster relief funds and termination.

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

The Business Domain of Disaster Management

- **Role-Players**
Statutory functionaries, NGOs, Provincial and Local government, Traditional Leaders, Organised labour, Council of Churches, Municipal departments and other person(s) or bodies directly or indirectly involved with the disaster management effort.
- **Central Data Repository**

The centre should enable a central information source available to all role-players; parts of the repository should also be made available to the public at large.

- **Applications and Interface**

Systems, activities and processes used by the role players to interact with data in the repository. On the other hand, the interface will be referred to as immediate an instance which facilitates the interaction of applications with the data repository, e.g., electronic infrastructure (network, computers, Internet etc.)

10.2 TYPES OF DISASTERS

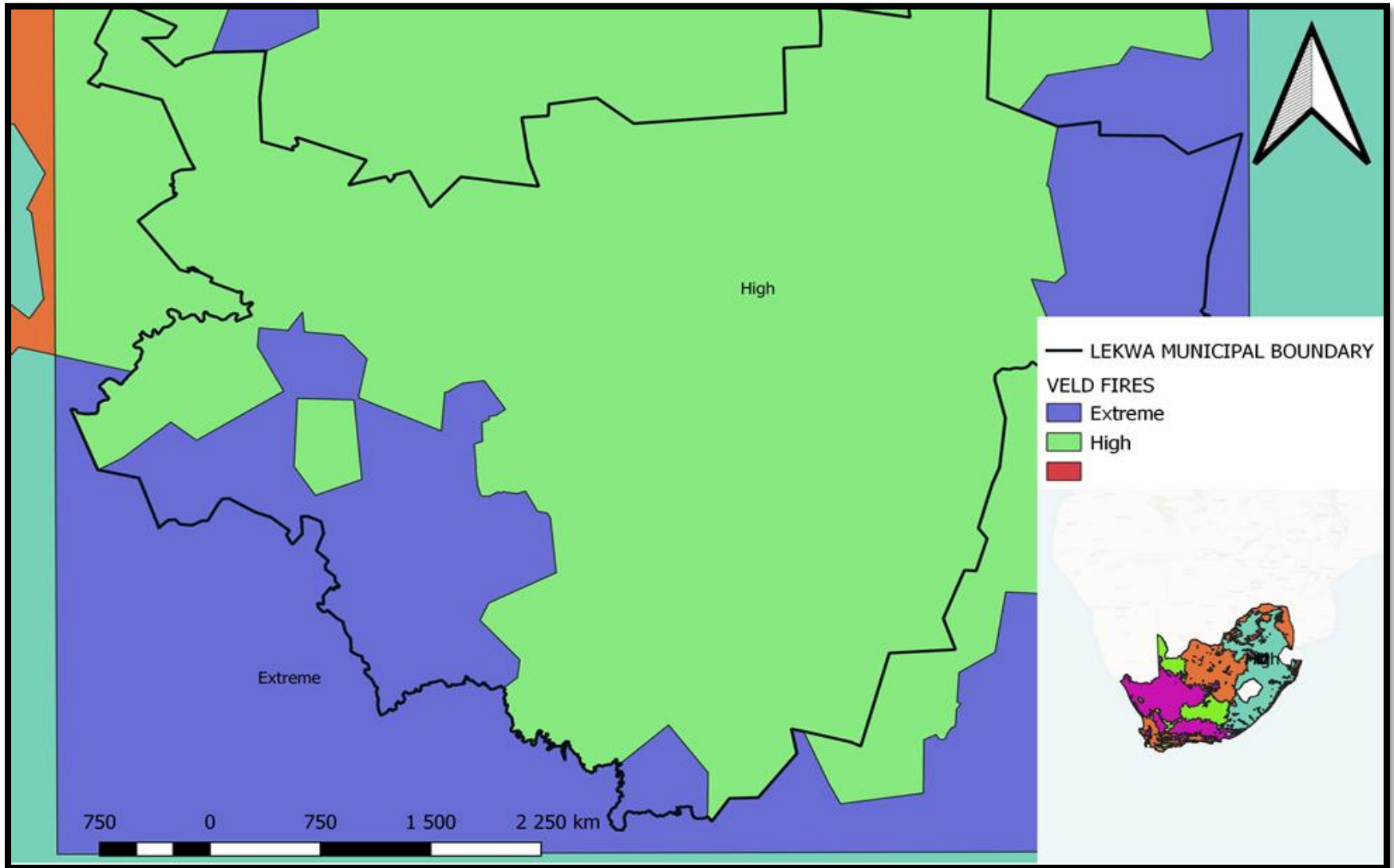
Possible types of disaster, communities at risk and effects

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 laying areas in Lekwa Municipality.	Loss of life
		Loss of property and livestock
		Damage to infrastructure
		Leaking of hazardous substances, sewage, etc.
		Disruption of economic and social activities
		Lack of potable water
Heavy snowfalls	High lying areas, particularly along the borders and along the R23 and other areas within Lekwa municipality	Spreading of diseases
		Loss of life
		Loss of property and livestock
		Damage to infrastructure
		Disruption of economic and social activities
		Lack of food and warm clothing
Veld fires	Farming areas and informal settlements	Loss of life
		Loss of property and livestock
		Damage to infrastructure
		Spreading of diseases
		Disruption of economic and social activities
Drought	Lekwa local but 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
		- Air
		- Road
		- Pipeline
		Pollution

Spillage of hazardous and toxic substances	Lekwa along major transportation networks.	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

Disaster prone areas in Lekwa LM



10.3 PREVENTION AND MITIGATION MEASURES

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

TYPE OF DISASTER	COMMUNITY AT RISK	PREVENTION AND MITIGATION MEASURES
Floods	Low laying areas, Standerton, Sakhile, Rooikoppen, TLC and Sivukile.	Prevent illegal occupation of land in low laying areas
		Ensure that townships are established outside 1:50 year flood line
		Plan open spaces along rivers and water courses
Heavy snowfalls	High lying areas, particularly along the border	Ensure that buildings are properly constructed to cope with weight of snow on roof structures
		Traffic accommodation
		Salt placement (National Road Agency)
		Early detection system
		Effective communication lines between service delivery agencies
		Information distribution
		Emergency shelter and meals
		Emergency patient treatment
		Emergency communication system
		Emergency rescue and extrication
		Emergency administration functions
Emergency financial assistance		
Veld fires	Farming areas and informal settlements	Awareness campaigns
		Pre-emptive burning
		Firebreaks
Drought	Lekwa but 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		Regular inspections on road and rail tankers transporting hazardous materials.
- Road		Training to all sectors such as Traffic, SAPS Security companies, Ambulance services and Fire Services.
- Pipeline		Practices by setting up a simulation with responds and evaluations, adjust contingency plans.
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.

TYPE OF DISASTER	COMMUNITY AT RISK	PREVENTION AND MITIGATION MEASURES
		Regular inspections on road and rail tankers transporting hazardous materials. Training to all sectors such as Traffic, SAPS Security companies, Ambulance services and Fire Services. Practices by setting up a simulation with responds and evaluations, adjust contingency plans
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

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 FOR 2023 / 2024						
DISASTER MANAGEMENT ROLE-PLAYERS CONTACT LIST						
Functionary	Initial(s) & Surname	Cell No.	Tel. No.	Fax. No.	Postal Address	Email Address
THE EXECUTIVE MAYOR	Clr. S Mngomezulu				Lekwa municipality P.O. Box 66 Standerton 2430	smngomezulu@lekwal m.gov.za
EXECUTIVE MAYOR SECRETARY					Lekwa municipality P.O. Box 66 Standerton 2430	

SPEAKER OF THE COUNCIL	D Msibi	076 120 1728	017 712 9699		Lekwa municipality P.O. Box 66 Standerton 2430	speaker@lekwal.m.gov.za
SECRETARY – OFFICE OF THE SPEAKER					Lekwa municipality P.O. Box 66 Standerton 2430	speaker@lekwal.m.gov.za
OFFICE OF THE MUNICIPAL MANAGER	M.J. Lamola	072 681 8053	017 712 9660		Lekwa municipality P.O. Box 66 Standerton 2430	mm@lekwal.m.gov.za
SECRETARY TO THE MUNICIPAL MANAGER	Vuyiswa	066485757 0	017 712 9628		Lekwa municipality P.O. Box 66 Standerton 2430	mmsecretary@lekwal.m.gov.za
DISASTER MANAGEMENT CENTRE	M.D Shimane J.W. Mkhwanazi	072 537 6754 067 104 1404 067 689 1868	017 793 3520		Lekwa municipality P.O. Box 66 Standerton 2430	MShimane@lekwal.m.gov.za eleroux@lekwal.m.gov.za jwmkhwanazi@lekwal.m.gov.za
HOD COMMUNITY SERVICES AND SAFETY	T. Mtshiselwa	079894846 6	017 714 8991		Lekwa municipality P.O. box 66 Standerton 2430	tmtshiselwa@lekwal.m.gov.za
COMMUNITY SERVICES AND SAFETY SECRETARY	N. Ngcobo	066 212 0102	017 714 8991		Lekwa municipality P.O. Box 66 Standerton 2430	nngcobo@lekwal.m.gov.za
CFO/BUDGET MANAGER	Vukosi Nkatha		017 712 9622		Lekwa municipality P.O. Box 66 Standerton 2430	cfo@lekwal.m.gov.za
ACTING HOD CORPORATE	P Mohlamonyane				Lekwa municipality P.O. Box 66 Standerton 2430	emcs@lekwal.m.gov.za
WATER, & SANITATION MANAGER	M. Legodi	060 963 1508			Lekwa municipality P.O. Box 66 Standerton 2430	mlegodi@lekwal.m.gov.za
ACTING HOD ECONOMIC AND PLANNING	K Mahlangu	079 494 1148			Lekwa municipality P.O. Box 66 Standerton 2430	kmahlangu@lekwal.m.gov.za

WASTE MANAGEMENT	.M. Madisha	072 875 9002	017 714 6102		Lekwa municipality P.O. Box 66 Standerton 2430	mmadisha@lekwalm.gov.za
TRAFFIC MANAGEMENT	Thabiso .Mofokeng	0716793330	017 712 8802		Lekwa municipality P.O. Box 66 Standerton 2430	tmofokeng@lekwalm.gov.za
ELECTRICAL SERVICES	H. Pretorius Marks Mabunda	0798948469 0788688091	0177126808		Lekwa municipality P.O. Box 66 Standerton 2430	hpretorius@lekwalm.gov.za mmabunda@lekwalm.gov.za
IT			017 712 9619 017 712 9667		Lekwa municipality P.O. Box 66 Standerton 2430	pncokoane@lekwalm.gov.za hlase@lekwalm.gov.za
IDP MANAGER	K. Mahlangu	079 494 1184	017 712 9649		Lekwa municipality P.O. Box 66 Standerton 2430	khoiswem@gmail.com
HOUSING	M. Tladi	079 894 8528	071 714 6102		Lekwa municipality P.O. Box 66 Standerton 2430	mtladi@lekwalm.gov.za
FIRE & RESCUE STANDERTON	Mr .J.W. Mkhwanazi	0832856785 0843290283	017 7121070 017 712 5551 0177125458		Lekwa municipality P.O. Box 66 Standerton 2430	jmkhwanazi@lekwalm.gov.za
FIRE & RESCUE MORGENZON	Mr. E.J. Le Roux	067 104 1404 067 689 1868	017 793 3520		Lekwa Municipality PO Box 9 Morgenzon 2315	eleroux@lekwalm.gov.za
OCCUPATIONAL HEALTH & SAFETY	Lindiwe Maphosa	074 923 5707	017 712 9642		Lekwa municipality P.O. Box 66 Standerton 2430	lmaphosa@lekwalm.gov.za
CHIEF WHIP	R Motloung				Lekwa municipality P.O. Box 66 Standerton 2430	chiefwhip@lekwalm.gov.za
CHIEF WHIP SECRETARY			017 712 9690		Lekwa municipality P.O. Box 66 Standerton 2430	
HOD	S.M. Jiyane	072 452	017 714		Lekwa	ems@lekwalm.gov.za

TECHNICAL SERVICE		6784	6102		municipality P.O. Box 66 Standerton 2430	
TECHNICAL SERVICES SECRETARY	Julia Kubheka	063 691 8516	017 714 6102		Lekwa municipality P.O. Box 66 Standerton 2430	jkubheka@lekwalm.gov.za
COMMUNICATIONS MANAGER	Lubabalo Majenge	071 536 6459	017 712 9641		Lekwa municipality P.O. Box 66 Standerton 2430	LMajenge@lekwalm.gov.za
LABOUR RELATIONS MANAGER	Sipho Mkwanazi	071 688 6325	017 712 1246		Lekwa municipality P.O. Box 66 Standerton 2430	smkwanazi@lekwalm.gov.za
ROAD & WORKS MANAGER	Zandile Mngadi	079 894 8530	017 712 9680		Lekwa municipality P.O. Box 66 Standerton 2430	Precieuse100@wedmail.co.za
IDP MANAGER	Khosiwe Mahlangu	079 494 1148	017 712 9649		Lekwa municipality P.O. Box 66 Standerton 2430	kmahlangu@lekwalm.gov.za

Emergency Response Teams and contact numbers

There is an Emergency Service Control Room in Standerton, which operates 24 hours. The emergency number is: 017 712 5551 or 0177125458 and Morgenzon 017 793 3496.

The following team of emergency personnel is available in cases of an emergency:

Designation	Person	Locality	Contact details
10.3.1 Fire & Rescue / Emergency Services			
Chief fire & Disaster Management Officer	M.D Shimane	Lekwa Local Municipality	072 537 6754 071 877 6055
Standerton Station officer	J.W.MKHWANAZI	Standerton Fire Station	017 712 1070 066 252 4116
Morgenzon Station Officer	E.J LE Roux	Morgenzon-Fire station	017 793 3520 067 104 1404
10.3.2 Traffic Section			
Manager Traffic	L.T Mofokeng	Standerton	0716793330
South African police Services (SAPS)			
Standerton SAPS	Col Mtubane	Standerton SAPS	0177191250 0825565652
Sakhile SAPS	Lt Col Mbatha	Sakhile SAPS	0177147149 0825656433

Roles and responsibilities

Designation	Roles and Responsibilities:
Chief Disaster Management	<p>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.</p> <p>The Chief Disaster Management or the Head of Centre shall conduct all enquiries and requests made to organization outside the area of jurisdiction.</p> <p>Members of Local Government Disaster Management or their authorized delegates shall man the Communication Center.</p> <p>The Chief Disaster Management/Head shall submit a report regarding all disasters and situations to the Provincial Administration and District Council.</p> <p>The Head in collaboration with the JOC control everything in his section and will be in constant contact with other role-players.</p> <p>Communication shall be conducted via the Communication Officer in consultation with the JOC.</p> <p>Information shall be disseminated to the community through Councillors and the Communication Officer.</p>
Head: Disaster Management	<p>Coordination of all information</p> <p>Interrelation to all other sections</p> <p>Communication with the media</p> <p>Promote an integrated and coordinated approach to disaster management with special emphasis to prevention and mitigation.</p> <p>Act as a repository of and conduit for information concerning disasters.</p> <p>Make recommendations regarding the funding of a disaster management.</p> <p>Promote and recruit training and participation of volunteers.</p> <p>Ensure that all departments are taking part on issues relating to disasters.</p>
Communication Convenor:	<p>Communicating with JOC, Province, and other sections. Release of information after consultation with JOC, communication to councillors.</p> <p>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.</p>
Accommodation Convenor: Housing Department	<p>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.</p>
Financial Convenor:	<p>Receipt of all collected monies, issuing of requisitions for purchases, keeping track of all income and expenditure, compiling statements.</p> <p>In collaboration with: Sectional communication, evacuation, safety, and security, feeding and clothing, health services, traffic control, firefighting, animal care, emergency services, administration, essential services.</p>
Corporate Services:	<p>The handling of all correspondence, writing of press release, collection of all reports from other sections, filling of all information/reports.</p>

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

Department of Education:	<p>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.</p> <p>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 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.</p>
Council Churches:	<p>Taking care of Church services and spiritual condition of all affected people.</p> <p>In collaboration with: Sectional communication, evacuation, safety, and security, feeding and clothing, health services, traffic control, firefighting, other ministries, emergency services, administration, finance, essential services.</p>
Fire and Rescue / Emergency Convenor:	<p>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.</p>
Health Service:	<p>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.</p>
Emergency Medical Services:	
Animal Care Convenor:	<p>Ensure safety of animals in stalls and safety environment. Give medical treatment</p>

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 situation. Assist in funding and sheltering of the affected communities. Liaise with the local municipality and source possible assistance.

Accommodation available during disaster

The following accommodation is available during disaster that occurs in Lekwa:

Accommodation	Contact number
STANDERTON	
Community Halls	0177129600
Standerton community Hall	0177129600
Azalea Community Hall	0177129600
Stanwest Community Hall	0177129600

Accommodation	Contact number
Extension 6 Community Hall	0177129600
Sakhile	
Youth centre	0177129600
Sakhile Community Hall	0177129600
Community Halls	0177129600
Schools	0177129600
Church buildings	0177129600
Extension 4 Community Hall	0177129600

10.4 RESPONSE AND RELIEF

Handling of disaster

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

Type of Disaster	Critical Response team	Contact Number
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	0177125551 / 0177125458 / 0177121070 0177121184 0825645698

Type of Disaster	Critical Response team	Contact Number
	Water & forestry Disaster management EMS	0828084162 0177125551 / 0177125458 / 0177121070 10177 / 0177122323
Drought	Water & Forestry Department of Health Social Services FPA's Disaster Management	0177125551 / 0177125458 / 0177121070 0177122323 0177122323 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

Rehabilitation

Ensuring a return to normal functioning of the disaster victims as soon as possible.

Disaster prevention and mitigation methodologies through risk elimination to reduce the impact of a disaster should be established.

Disaster management and principles should be applied through these phases.

Risk Management Project Team.

Project team can be convened to address specific risk-mitigation issues during the post-disaster recovery and rehabilitation phase or the pre-disaster risk reduction and preparedness phase.

Such a team will determine its terms of reference and deliverables in consultation with JOC and will be responsible to plan, manage and complete multi-disciplinary projects.

The victims will be cared for spiritual, physically and emotionally.

In most cases it is impossible to prevent disasters but what the municipality could do is to make sure that rehabilitation programmes are in place and that the victims are well cared for afterwards.

Post disaster recovery that needs to be in place is:

- Damage assessment
- Opening a Bank account for disaster
- Disaster relief fund from national/ provincial
- Funding the disaster
- Project identification
- Risk analysis

Departmental Plans

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 ISSUES

SESSION DETAILS	COMMUNITY ISSUES RAISED	SERVICE DELIVERY CATEGORY
WARD 01		
<p>Date: 18 November 2024 Time: 17H00 Location: Social Centre</p>	<ul style="list-style-type: none"> ▪ Request for running water in internal taps. ▪ Stormwater blocked by dirt, when it rains water cannot pass. ▪ Water delivered by water tankers is dirty and not edible. Those who are unemployed cannot afford to buy water. ▪ High mast light not properly functioning, only one globe lights. ▪ Water tankers only deliver water in certain places and not everywhere. 	<p>Technical services (Water and sanitation, roads, electricity)</p>
	<ul style="list-style-type: none"> ▪ Job opportunities for the youth. ▪ Companies that are awarded projects should fund skills development for the youth. ▪ Develop business opportunities for the youth. ▪ Encourage entrepreneurship and SMME support. 	<p>Local economic development</p>
	<ul style="list-style-type: none"> ▪ Request for assistance to deal with the drug abuse by the youth. 	<p>Community services</p>
	<ul style="list-style-type: none"> ▪ Municipal employees should do what they are paid to do (performance management). ▪ Social centre to be kept safe, most of the time doors are wide open and there is no one. ▪ Clarity on reporting channels. 	<p>Corporate</p>
	<ul style="list-style-type: none"> ▪ Clarification on ward boundaries. 	<p>Human settlements and Town Planning</p>
	<ul style="list-style-type: none"> ▪ High charges for water usage whereas water meter readings are not taken. ▪ High rates are being charged on municipal services accounts. ▪ Assistance for those who do not afford to buy electricity due to unemployment. ▪ Applied for IGG and not yet approved, paying debt of a deceased parent. Bab Thabethe - 2281 Thusi street ▪ Given incorrect municipal statement, belonging to someone in Morgenzon. ▪ Residents pay every month, but services on municipal statements are fluctuating. 	<p>BTO</p>
WARD 02		
<p>Date: 19 November 2024 Time: 17H00 Venue: Social Centre</p>	<ul style="list-style-type: none"> ▪ Dissatisfaction with the interruption of water without notice and that the water tankers do not deliver in all the streets ▪ Promises of electricity issues being sorted but there is no time frame, when will it be sorted? ▪ Request for running water in taps. ▪ Streets to be gravelled. Molefe Street has a challenge of water, the houses along this street gets flooded when it rains. Suggestion of digging a furrow for storm water drainage. ▪ Clarity on the water demand of the municipality and capacity of supply from stored water. ▪ Unstable electrical pole next to a resident's house, poses a danger to the house – Bab Mohau Moloji 4438 Koti Street 	<p>Technical Services (Water and sanitation, Roads, electricity)</p>

	<ul style="list-style-type: none"> ▪ Broken electricity meter not yet attended to - Bab Mohau Moloji 4438 Koti Street 	
	<ul style="list-style-type: none"> ▪ Requested for assistance with youth on drugs as they have no future when they continue with drugs. 	Community Services and Safety
	<ul style="list-style-type: none"> ▪ Request for clear timelines for the mall, the starting and finishing dates. 	Human settlements and Town planning
	<ul style="list-style-type: none"> ▪ High unemployment rate – affecting the ability of residents to pay for municipal services. 	Local economic development
	<ul style="list-style-type: none"> ▪ Improve communication with the community, elderly are not using social media. The LLM used to put up notices in shops to inform the community, which is no longer happening. ▪ Hail/notify residents when there are water interruptions. 	Corporate services
	<ul style="list-style-type: none"> ▪ Requested the assistance of the elderly with reprogramming of meters. 	BTO
WARD 03		
<p>Date: 20 November 2024 Time: 17H00 Venue: Stanwest Hall</p>	<ul style="list-style-type: none"> ▪ Request the fixing of the road leading to Azalea school. ▪ Need speedhumps in Sydney de Lange street. ▪ Reservoirs to be fixed as water leaking from it comes floods houses next to it. ▪ Electricity meters to be fixed as they were bridged by the municipality. ▪ Assistance regarding water that is flooding people's yards. ▪ Fixing of streets in the Mahala Park area and Ext. 1. ▪ Sewer spillage in the yard to be attended to – Mahala Park. ▪ Requested services in informal settlements. 	Technical services (Water and sanitation, roads, electricity)
	<ul style="list-style-type: none"> ▪ In need of land. ▪ Mahala park dumping area to be developed to accommodate Khula Sakhile informal settlements. ▪ Request for the municipality to attend to the house at the back of the Stanwest hall (Demolish). ▪ Requested services in informal settlements. ▪ In need of grazing land. 	Human settlements and Town planning
	<ul style="list-style-type: none"> ▪ Scorpion dam is now a playground for children. Request that it be developed for tourism. ▪ Opportunities to address unemployment. ▪ All residents to be equally accommodated in EPWP. ▪ Transparency in the hiring of people. ▪ Job opportunities. ▪ External people employed as securities in ward 3 instead of people from ward 3. ▪ How are tuck shops allowed to register as they are not the owners of the stands/ properties? ▪ Skills development. 	Local economic development
	<ul style="list-style-type: none"> ▪ The dumping area next to the cemetery should be utilised as agricultural land or a business site. ▪ Appreciated the fixed ground but it still needs some attention. 	Community services

	<ul style="list-style-type: none"> Provision of bursaries for children 	Corporate Services
WARD 04		
<p>Date: 21 November 2024 Time: 17H00 Venue: Stanwest Hall</p>	<ul style="list-style-type: none"> Electricity goes off/ trips when there is wind. Sewer running into someone's house. The municipality is not assisting. Elderly woman living at TLC enyokeni. No electricity due to cuts. However, people with bridged meters are not getting cut off. Provision of electricity in informal settlements. 	Technical services (Water and sanitation, roads, electricity)
	<ul style="list-style-type: none"> Issue title deeds and allow people to register their own title deeds Residents in TLC have been sharing house numbers. No improvement/development in TLC. Only last received RDP houses during the Matshidiso era. Numbering of houses. Formalisation of informal settlements. 	Human settlements and Town Planning
	<ul style="list-style-type: none"> Dissatisfaction with the eviction of a shop that was located in front of Cofco International. High unemployment and foreigners are opening shops. 	Local Economic Development
	<ul style="list-style-type: none"> Clear the closed road that has become a dumping site near Osman Rayden at the Indian complex. 	Community services
	<ul style="list-style-type: none"> Promulgate waste management by-laws Explore other ways to communicate with elders as not everyone has access to Whatsapp. 	Corporate
	WARD 05	
<p>Date: 26 November 2024 Time: 17H00 Venue: Social Centre</p>	<ul style="list-style-type: none"> Requests for electrical connection in order to pay for/ buy electricity. Provision of water especially for the sake of the elderly. Attend to faulty electric wires. Projects to be accompanied by clear timelines. Mini-substations are open which poses a danger to kids. Ill treatment of residents by water truck drivers. Gravelling of streets. Blocked and smelling v-drain in ext.2 Cross Road, close to park town. Provision of high mast lights. Fix the big pipe of water from Lesedi as houses are being flooded. Fix electrical cable hanging over a resident's house. 	Technical services (Water and sanitation, roads, electricity)
	<ul style="list-style-type: none"> Formalization of informal settlements. Prioritise fixing existing RDP houses that are falling apart. Request for a Shoprite U-save in Sakhile. Challenges with finding title deeds at the municipality. 	Human settlements and Town planning
	<ul style="list-style-type: none"> Drug abuse in the community – solution for kids struggling with the addiction. Request for jungle gym for a creche in Cross Road. 	Social Facilities
	<ul style="list-style-type: none"> Illegal dumping sites which has started to cause a rat problem. Increase the number of CPFs to curb crime. Child care services. 	Community Services

	<ul style="list-style-type: none"> ▪ Employ residents from ward 5 for projects undertaken in ward 5. ▪ Request big companies to fund skills development schools as there are many unemployed young people. ▪ Clear programme of action on the registration of spaza shops. ▪ LED unit should conduct inspections to ensure that all shops are registered. ▪ Share information on franchise opportunities at the mall. ▪ Job opportunities for local residents. 	Local Economic Development
	<ul style="list-style-type: none"> ▪ Inconsistent billing of services. There are no water meters. Why is the community being billed for a service that they don't receive. 	BTO
WARD 06		
<p>Date: 27 November 2024 Time: 17H00 Venue: Sakhile Hall</p>	<ul style="list-style-type: none"> ▪ The municipality always promises to deliver services and fix things but they never do anything. ▪ Roads in Killarney are in a bad condition – car tyers get damaged. ▪ A jojo tank was once provided in the area but is no longer there – Esimendeni/Slovo. ▪ Fix leaking sewer/ attend to sewer spillages. ▪ Fixing of streets in ward 6. ▪ There used to be "amadonga" to retain water from getting to people's houses. It is no longer the case and people's houses are getting flooded. ▪ Open the closed (trench) stormwater drainage that directs water from the mountain. 	Technical services (Water and sanitation, roads, electricity)
	<ul style="list-style-type: none"> ▪ Metal scrapyard to be attended to and be removed from the township. 	Human settlement and Town Planning
	<ul style="list-style-type: none"> ▪ Long term/ permanent employment or a plan of action to absorb people in learnerships and internships. ▪ Bad condition of Sakhile Hall. ▪ Is there still a budget for the halls and request that halls be attended to? ▪ Request for the provision of parking space for Sakhile Hall. 	Corporate Services
	<ul style="list-style-type: none"> ▪ Registration of tuck shops. ▪ Unemployment – clarity on how many will benefit from the mall. ▪ Business people to attend meetings and explain their contribution towards the community 	Local Economic Development
	<ul style="list-style-type: none"> ▪ The park is not maintained, it is therefore requested that it be converted into a parking lot for Sakhile Hall or hand it over to the community. 	Community services
	<ul style="list-style-type: none"> ▪ Corrected municipal services statements to be delivered. ▪ Assistance with change of ownership in cases where elderly persons have passed on as most houses in the area are owned by old deceased persons. 	BTO
WARD 07		

<p>Date: 28 November 2024 Time: 17H00 Venue: Ezinyamazoneni Ground</p>	<ul style="list-style-type: none"> ▪ Paving especially of the main road (kaBinda) for easy access of emergency vehicles. ▪ Provision of basic services especially water. ▪ Tenderers for the sewer project in the ward not doing the correct job and are not correcting their mistakes. Sewere projects left unfinished and unattended. ▪ Attend to the dam in the area. ▪ Re-instate standby in the electricity department, since the community is not assisted with electrical issues after working hours. ▪ Request for clear timeframes for the implementation of projects. ▪ Concerns over sewer that spills into the dam. 	Technical services (Water and sanitation, roads, electricity)
	<ul style="list-style-type: none"> ▪ Request for a Primary school as kids have to travel far to get to school. 	Sector departments
	<ul style="list-style-type: none"> ▪ High municipal services account and inconsistent/ inaccurate billing. ▪ Meter readers do not open the meter boxes, where do they get the readings? 	BTO
	<ul style="list-style-type: none"> ▪ Requested a community hall in Ext 7. ▪ Illegally occupied houses in Ext 8 to be attended to. ▪ Formalise informal settlements. ▪ Residential sites to be availed / serviced sites. ▪ Naming of streets in Ext. 7. ▪ Requests that the open space between Mahala park and Shivovo, be given to the community 	Human settlements and Town Planning
	<ul style="list-style-type: none"> ▪ Appreciated the job opportunities promised for the mall. Request that the recruitment process be fair and everyone be granted a chance. ▪ Encouraged the implementation of the mall and that the needy should be employed 	Local Economic Development
WARD 08		
<p>Date: 02 December 2024 Time: 17H00 Venue: Eskom Hall</p>	<ul style="list-style-type: none"> ▪ Request for attendance of street lights. ▪ No water ▪ Roads are not proper, need gravelling ▪ Request for erection of speed humps ▪ Paving of streets in Stanfield Hill. ▪ Request for speed humps next to Correctional services and Springbok Street. ▪ Electricity issues, certain specific streets, the lights just go off, B Sub is a problem on its own. Funds were allocated for B Sub but were diverted. ▪ Has been writing letters for 5 years requesting speed humps, and no response. ▪ Only load shed those who are not paying for electricity. 	Technical services (Water and sanitation, roads, electricity)
	<ul style="list-style-type: none"> ▪ Request for a library in ward 8 or a hub as a temporary library so that kids don't have to travel all the way to town to access the library. 	Social facilities (Sector departments)
	<ul style="list-style-type: none"> ▪ A tavern (Starships) challenge in the area. Noise and parking issues. ▪ Cattle grazing over the area and damaging fences 	Human Settlements and Town planning

	<ul style="list-style-type: none"> Request for a community hall. 	
	<ul style="list-style-type: none"> Job opportunities for youth 	Local Economic Development
	<ul style="list-style-type: none"> Calls to the municipal offices not answered. Dissatisfaction of the non-responsiveness of the municipality when contacted about issues. 	Corporate
	<ul style="list-style-type: none"> Trim the trees around the roads. Non-functionality of parks. Kids can't even go play. Who is responsible for cutting the grass in the park/ maintaining the parks? Cattle grazing over the area and damaging fences Where is the by-law implemented regarding the cattle? Boards in illegal dumping sites. 	Community Services
	<ul style="list-style-type: none"> High rates, how are they calculated? Letters of demand – not given to Sakhile, electricity being cut off in Kosmos and Flora Park and not in Sakhile. 	BTO
WARD 09 (Holmdene)		
<p>Date: 24 November 2024 Venue: Holmdene Secondary School</p>	<ul style="list-style-type: none"> Clarity on how long it will take for the high mast lights to start working. Dam to water livestock. Desludge toilets on all farms Inconsistent water supply Installation of separate meters Water extracted from boreholes not enough. Only fills four (4) buckets of water and runs dry. Residents have gone two weeks without receiving water from trucks Struggling to water livestock due to water shortages Projects left unfinished. Holes were dug but never covered. Clarity on how bridged and damaged electrical meters will be reprogrammed. Electricity provision. Fixing of collapsed toilets. 	Technical services (Water and sanitation, roads, electricity)
	<ul style="list-style-type: none"> Clinic and library as the mobile clinic only comes once in a month. Proposals to shift to home based care. Farmers abuse farm dwellers – farmers don't want residents to get water for their livestock. 	Social services (Sector departments)
	<ul style="list-style-type: none"> Traffic officers blocking people with bakkies from transporting residents to Standerton. – Impounding of cars when residents are trying to transport one another. 	Community services
	<ul style="list-style-type: none"> Clear feedback on the budget, how much was budgeted and how much has been spent. Feedback on issues raised by the community during the previous IDP Provision of RDP houses to farm dwellers Land tenure for farm dwellers Farmers restrict farm dwellers from using land. 	Town Planning and Human settlements

	<ul style="list-style-type: none"> Provision of seeds Case of a farm dweller arrested for trespassing Split ext.8 and holmdene There's no transport to cater for farm dwellers. Allocation of RDPs in Ext.8 excluded ward 9. 	
	<ul style="list-style-type: none"> Job opportunities especially for residents in rural areas. Unfair treatment of people in rural areas. Residents in the township get more attention. Allow residents to build the toilets themselves as service providers/ contractors. 	Local Economic Development
Ward 9 (Ext.8)		
Date: 03 December 2024 Time: 17H00 Location: Khunjuliwe Secondary School	<ul style="list-style-type: none"> High mast lights – the community was promised 5 lights but only 3 were installed. Bad road conditions at Vikunduku. Houses end up being flooded as there is no stormwater drains. Sewer spillages flowing into people's yards. House number 8328 and 7308. Water/Sewer ponds Request for high mast light next to the railway line as it has become a crime hotspot. No electricity at Vikunduku and flats. Request to install electricity meters at the flats. Her house burned down 2years ago , no electricity to date. House 8489. 	Technical services (Water and sanitation, roads, electricity)
	<ul style="list-style-type: none"> There's an RDP house that blew away due to a storm. Request for disaster management intervention. 200 outstanding houses for the hostel dwellers. No Development apart from houses. Need for other land uses within the area. Request for an engagement with people living in flats, human settlements and the executive mayor. Opt for solar geysers when construction RDP houses for residents. Complete the construction of the hall so that the community can also utilise it as a facility for youth activities. 	Town planning and Human Settlements
	<ul style="list-style-type: none"> Fair employment opportunities for all. 	Local Economic Development
	<ul style="list-style-type: none"> Waste removal services. Waste is not collected. Request for a playground/ stadium and other recreational facilities for children. Install jungle gyms and create parks. 	Community Services
	<ul style="list-style-type: none"> Statements owing waste removal while waste is not being collected in the area. Inaccurate billing of water. 	BTO
Ward 10 (Town)		
Date: 05 December 2024 Time: 17H00 Venue: Town Hall	Not achieved	Technical services (Water and sanitation, roads, electricity)

		Local Economic Development
		Community Services
Ward 10 (Vodacom)		
<p>Date: 04 December 2024 Time: 17H00 Venue: Ext. 6 Community Hall</p>	<ul style="list-style-type: none"> ▪ Transformer fell on top of his house, a complaint was submitted in 2021 and nothing has been done to date. During rainy season, water leaks into the house. Mam Mabaso - 4075 Ext 6 ▪ Having electricity challenges. Mam Mabaso - 4075 Ext 6 ▪ Elderly people are struggling to walk the streets as they are not fixed, emergency services cannot access the roads. ▪ Provision of temporary infrastructure to the dwellers of the informal settlements. ▪ Fixing of roads ▪ Electricity fixing ▪ 	Technical services (Water and sanitation, roads, electricity)
	<ul style="list-style-type: none"> ▪ Job opportunities. ▪ Ward database ▪ To consider ward residence for a project in a ward. ▪ Local youth have skills but outsiders are employed in projects ▪ Skillful local youth to be employed instead of outsiders ▪ Outsiders' businesses are considered to registration and not local community ▪ Foreigners not to register their shops here. ▪ 	Local Economic Development
	<ul style="list-style-type: none"> ▪ Requested the Councillor to indicate what she has done since she has taken up as the ward Councillor, and indicate, where she did not succeed, what is the course and what she intends to do about that. ▪ Provision of temporary infrastructure to the dwellers of the informal settlements. ▪ Is ward 10 and 15 still separated? ▪ Open space in the ward was requested to be used usefully as a business for the youth ▪ When will promised title deeds be available to the community. ▪ 	Town Planning and Human settlements
	<ul style="list-style-type: none"> ▪ Centre for the aged, other elderly people stay alone and others stay with grandchildren, they cannot help themselves. ▪ The crime rate is too high ▪ 	Community Services
Ward 11		
<p>Date: 09 December 2024 Time: 17H00</p>	<ul style="list-style-type: none"> ▪ Provision of high mast lights in Rooikoppen. ▪ Erection of speed humps on the main road 	Technical services (Water, sanitation, roads and electricity)

<p>Location: Rooikoppen Hall</p>	<ul style="list-style-type: none"> ▪ Due to no water, there are two houses where people get water from. Concerns over the high municipal bill of those two houses. ▪ Water truck drivers sell water to people with JoJo tanks. ▪ Request for borehole. ▪ Residents anticipate that sewer will block as some areas do not have water. ▪ Every Mondays and Fridays at 03H00 electricity goes off ▪ Water challenges at St. Johns Church since 4 years back, but neighbours have water - Bab Mabaso ▪ Electricity meters removed. ▪ Constant sewer blockages due to no water. ▪ Provision of electricity in informal settlements. ▪ Streets to be gravelled ▪ New electricity meters are troublesome, when the electricity is off, when it comes back one need to blow air to the meter. Mrs. Motloug - 5632 Ext 4 ▪ Need to know when the refurbishment of WTW will be completed ▪ Need to know when will the electricity project be completed. 	
	<ul style="list-style-type: none"> ▪ Use the area demarcated for graves for fire station in the area ▪ Informal settlements to be formalized and services be availed to them. ▪ Informal settlements to be considered as a priority. ▪ Need for a satellite office near Rooikoppen as the municipal offices are too far to go report. ▪ Informal settlements upgrade process is too slow. 	Human Settlements and Town planning
	<ul style="list-style-type: none"> ▪ Appointed company for the mall that was building the mall in Bethal. When people of Lekwa are employed in projects they are given a small rate of salaries. The external companies come with their rates. The project will be interrupted due to small rates. People are employed in those projects without signing the contract and provision of PPE. ▪ Municipality requires UpToDate municipal accounts from businesses applying for tenders. However, these businesses don't get opportunities. How will they keep their accounts updated. 	Local Economic Development
	<ul style="list-style-type: none"> ▪ Use the area demarcated for graves for fire station in the area as the fire engine gets there too late for fire incidences. ▪ Request for a library. ▪ Provide walkie talkies for those assisting with crime in the area. ▪ Increase the disaster management fund. 	Community services
	<ul style="list-style-type: none"> ▪ Bursaries for well performing students. The allocation should be increased. ▪ The municipality to absorb the interns from GS College especially plumbers. 	Corporate

	<ul style="list-style-type: none"> Those assisting with the patrol in the area be given walkie talkies 	
	<ul style="list-style-type: none"> High municipal charges Statements are not delivered, and rates are increasing, Residents are being billed for water that they are not receiving. 	BTO
Ward 12		
Date: 01 December 2024 Time: 10H00 Location: Thuthukani Hall	<ul style="list-style-type: none"> electricity at rural His RDP doesn't have electricity yet he is disabled – Majola Sivukile water meter is being shared by households electricity was also installed on illegal sites 	Technical services (Water, sanitation, roads and electricity)
	<ul style="list-style-type: none"> open new residential houses on some of the available open spaces 	Human settlements and Town planning
	<ul style="list-style-type: none"> employment shutdown who to contact and how it is communicated 	Local Economic Development
	<ul style="list-style-type: none"> Dustbin is too full and it is now attracting snakes/health hazard internal fighting must be avoided. Residents must be responsible on disposing refuse. 	Community Services
Ward 13		
Date: 08 December 2024 Time: 10H00 Venue: kaStonker	<ul style="list-style-type: none"> Electricity trips once there is wind. Will stay 4 days without any response from the municipality. Incomplete toilet projects, There's a toilet left open and a child fell inside. Cows can also fall into the toilets. No water in some areas. Toilets that have been moved are full - desludge toilets. Provision of electricity and connection of meters. Water from jojo tank not clean. Sometimes has clothes or tadpoles (small frogs). Suggestions: build a portable reservoir and clean the water there before distributing it to residents. 	Technical services (Water, sanitation, roads and electricity)
	<ul style="list-style-type: none"> Provision of a clinic as the mobile clinic doesn't come always. Old people have to travel to Standerton to access the clinic. The elderly without kids should be assisted. 	Social facilities (Sector departments)
	<ul style="list-style-type: none"> Clarity on the emergency contacts of the municipality as provided contacts do not work. Can't get through when they call. 	Corporate
	<ul style="list-style-type: none"> Request for library with computes and wi-fi. Old people with no IDs and struggling to make them. Request to assist those people. Give to CDW to assist with the process. 	Community Services
Ward 14		
Date: 09 December 2024 Time: 17H00 Venue: Sivukile Community Hall	<ul style="list-style-type: none"> Concerns over sewer spillages – when will the issue be fixed? Bad road conditions (potholes) in Ext 2. Potholes and the old township. Informal settlement electrification 	Technical services (Water, sanitation, roads and electricity)

	<ul style="list-style-type: none"> ▪ Clear indication of when the water project in Ext.3 will commence. ▪ Fencing of the satellite office. ▪ No electricity at the Sivukile Community Hall. The hall also needs to be renovated and maintained. ▪ Attend to blocked v-drains. ▪ Muzi Kubheka - street number 2, 4, 5 and the piece behind ntokozweni are no longer user friendly can those be maintained and or paved. ▪ Interim solution for sewer plant in Morgenzon. 	
	<ul style="list-style-type: none"> ▪ Employment criteria to be used for the Morgenzon Landfill site project. 	Local Economic Development
	<ul style="list-style-type: none"> ▪ Clarity on whether Dingindoda falls under ward 12 or 14, request for indication whether the place will be formalized. ▪ Clarity of boundaries for Ext.6 residents. Do they fall under ward 12 or 14. ▪ Housing should be prioritize for those in informal settlement "emawagini" before considering those who have houses already. ▪ Mabuza Mfundisi - I was asked to demolish my house with the intention of building RDP but to date nothing has been done, my furniture is damaged, I am really pained and ask for intervention. ▪ Smangela Motha – 5 houses were demolished with the promise of RDP houses. No house has been constructed to date. ▪ Request for land for farming. ▪ Some residents in Ext.4 did not benefit from the RDP housing programme. 	Human Settlement and Town planning
	<ul style="list-style-type: none"> ▪ Clear indication of timelines for the Morgenzon landfill site project. 	Community and social services
	<ul style="list-style-type: none"> ▪ Vacancies are not filled even when people are retiring and passing on as a result service Delivery backlog is high. ▪ Ext.6 neglected, don't get any notification and the municipality does not hail in the area. ▪ Satellite manager still now employed which make it difficult for the community to report complains ▪ Provision of bursaries and learnerships for young people. ▪ Is Thusong Centre still under municipality or province because Siriti is being chased away there 	Corporate services
	<ul style="list-style-type: none"> ▪ Clarity on where the ambulance bought by Seriti has gone to. ▪ Sizakhele Primary School overcrowded and have resorted to using churches as classes - request for intervention (parkhome classes perhaps). ▪ Construction of an additional primary school. 	Sector departments and mining houses
Ward 15		
Date: 01 December 2024	<ul style="list-style-type: none"> ▪ Non-functional high mast lights ▪ Provision of water at informal settlements and "emawagini". 	Technical Services

<p>Venue: Ext 6. Community Hall Time: 17H00</p>	<ul style="list-style-type: none"> ▪ Gravel and pave roads. ▪ Some residents do not have water. ▪ Stormwater drainages to channel stormwater away from people's houses to curb flooding of people's houses 	
	<ul style="list-style-type: none"> ▪ Formalize informal settlements. ▪ Case of an RDP house that is falling apart. It has been 3 years and nothing has been done about the matter. ▪ Construction of RDP houses for people who were told to demolish their structures to make room for RDPs ▪ Construct RDP houses and ensure that all people receive houses 	<p>Human Settlements and Town planning</p>
	<ul style="list-style-type: none"> ▪ Provide sports facilities 	<p>Community services</p>