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)

2026/2027 Financial Year Review
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"To be the leading, people centred 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

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1 CHAPTER ONE
INTRODUCTION AND BACKGROUND



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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 Wesselstroom (Wakkerstroom 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.

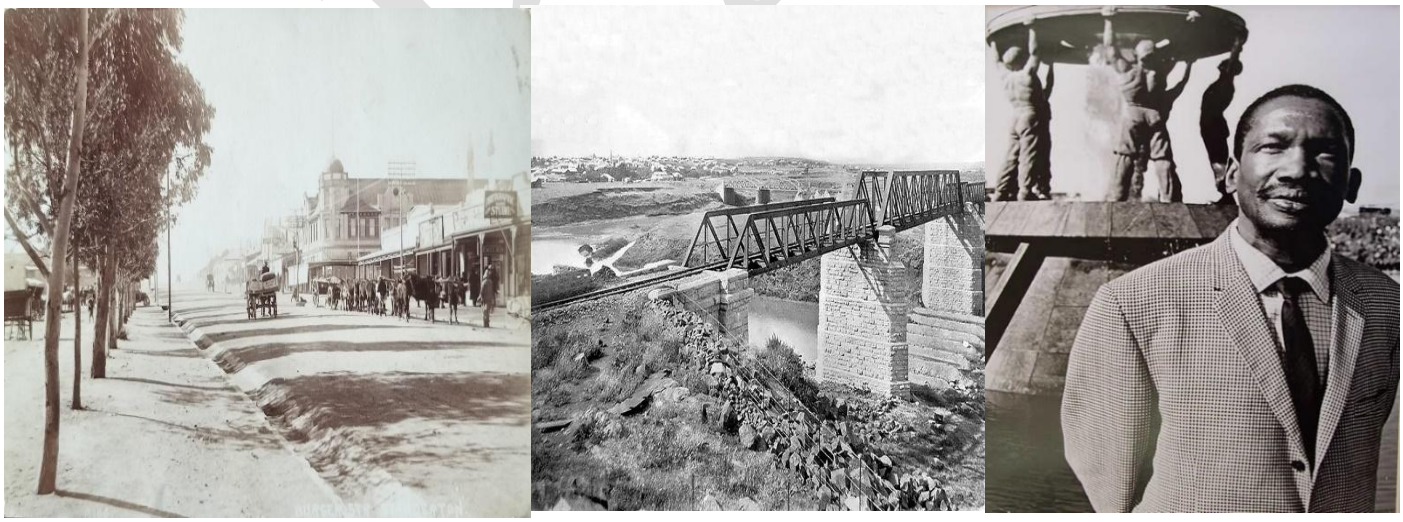


Figure 1: Pictures of Burger Street, old Kruger bridge and Robert Sobukwe

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.

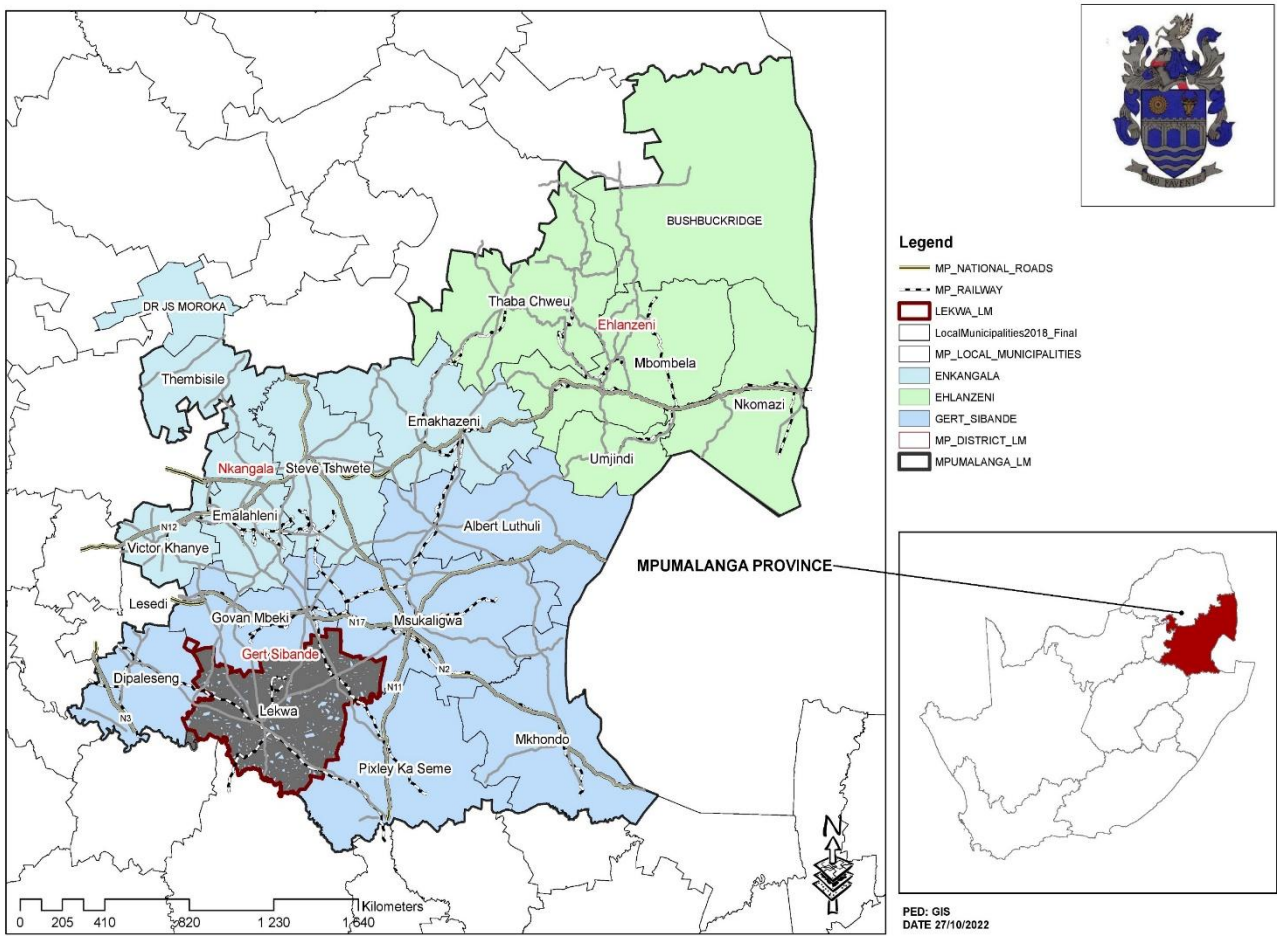


Figure 2: Lekwa Local Municipality contextual map

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

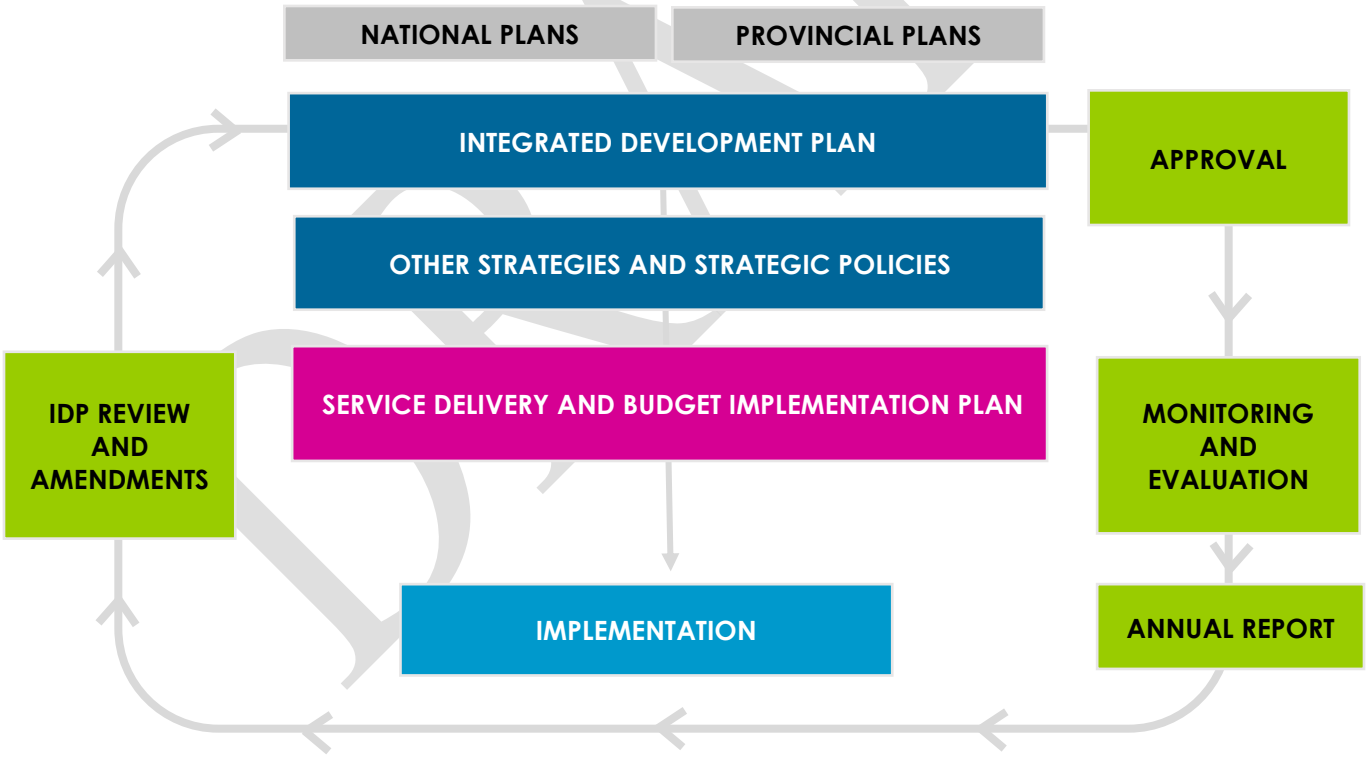


Figure 3: IDP Process

1.5 2026/2027 IDP REVIEW PROCESS

In August 2025, Lekwa LM adopted the 2026/2027 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 2026/2027 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 2025	Aug 2025	Sept 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	March 2026	Apr 2026	May 2026	June 2026
Compilation and approval of 2026/2027 IDP, Budget & PMS Process Plan												
Status Quo & Analysis												
Ward based IDP community consultations												
IDP Representative forum meetings												
Draft IDP & Budget document Completed												
Ward based IDP community consultations on Draft IDP												
Draft IDP & Budget approved by Council												
Final Council approval												

Table 1: 2026/2027 IDP Review Timeframes

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1.6 ROLES AND RESPONSIBILITIES IN THE IDP REVIEW

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

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	▪ be responsible for the preparation of project proposals, the integration of projects and sector programmes; and ▪ be responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for Local Government for comments

Table 1: Roles and responsibilities of stakeholders

IDP Stakeholders

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

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 2026/2027 financial year. The public participation primarily focused on community engagements through physical meetings across all fifteen (15) wards, except ward 13 that could not be consulted. The Executive Mayor, councillors, Acting Municipal Manager, Heads of Departments and Divisional Managers attended the various meetings. The meetings took place in the months of September and October 2025. 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).

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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 of 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: Three year implementation progress of the IDP

This chapter) provides an overview of the municipality's implementation progress over the past three years. It highlights the extent to which planned 5 year targets have been executed. it serves as a reflective assessment of the municipality's performance against its stated targets and baseline of when the IDP was first developed. The chapter serves to highlight how far the municipality has gone in implementing the IDP.

Chapter 5: 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 6: Development of strategies
Reflects Strategy Development based on the "Vision" and "Mission" and Strategic Focus Areas of the Municipality.

Chapter 7: 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 8: 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 9: Draft 2026/2027 Municipal Budget This chapter presents the Draft Municipal Budget for the 2026/2027 financial year, outlining the municipality's projected revenues, expenditures, funding sources, and financial priorities. It provides an overview of the budget assumptions, allocation of resources across departments, and key programmes aimed at improving service delivery and supporting socio-economic development within Lekwa Local Municipality.

Chapter 10: Programmes and Projects for 2026/2027
Reflect on all planned Programmes and Projects for 2026/2027 financial year including projects planned by sector departments for the municipality.

Chapter 11: Organizational Structure
A Consolidated Organizational Organogram in line with IDP and Budget.

Chapter 12: 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.

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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.

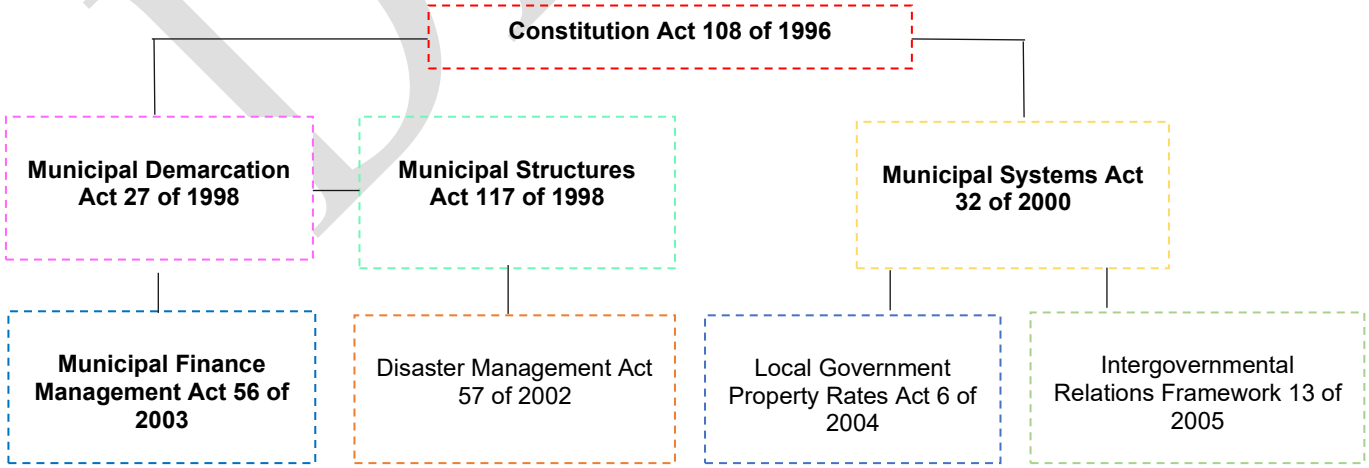


Figure 4: Local Government Legislations

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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.

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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).

Implications for Lekwa Local Municipality:

- Lekwa's youthful population presents an opportunity to boost economic growth through entrepreneurship, youth skills development, and local business support.
- LLM must attract investments and industrial expansion, particularly in manufacturing, agriculture, and mining, to create sustainable jobs.
- Establishment of skills development programs and support for small businesses (SMMEs) is critical.
- The NDP prioritizes expanding infrastructure, requiring LLM to upgrade roads, water, electricity, waste management and public transport to support economic growth.
- The municipality must prioritize bulk infrastructure projects in water, sanitation, and housing to ensure universal access to basic services.
- Enhancing community safety by improving policing, community watch programs, and addressing drug abuse.
- Expansion of health facilities and improved healthcare access, particularly in underprivileged areas.
- Collaboration with private sector and NGOs for social upliftment programs.
- Lekwa must enhance transparency, fight corruption, and improve financial accountability in municipal operations.
- Efficient billing and revenue collection to sustain service delivery.
- The NDP calls for high-speed broadband access—Lekwa must work towards affordable internet access for businesses, schools, and residents.
- Adoption of e-governance and digital service delivery to improve efficiency.

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.

NSDF Implications for Lekwa Local Municipality

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

Table 2: NSDF Implications for Lekwa Local Municipali

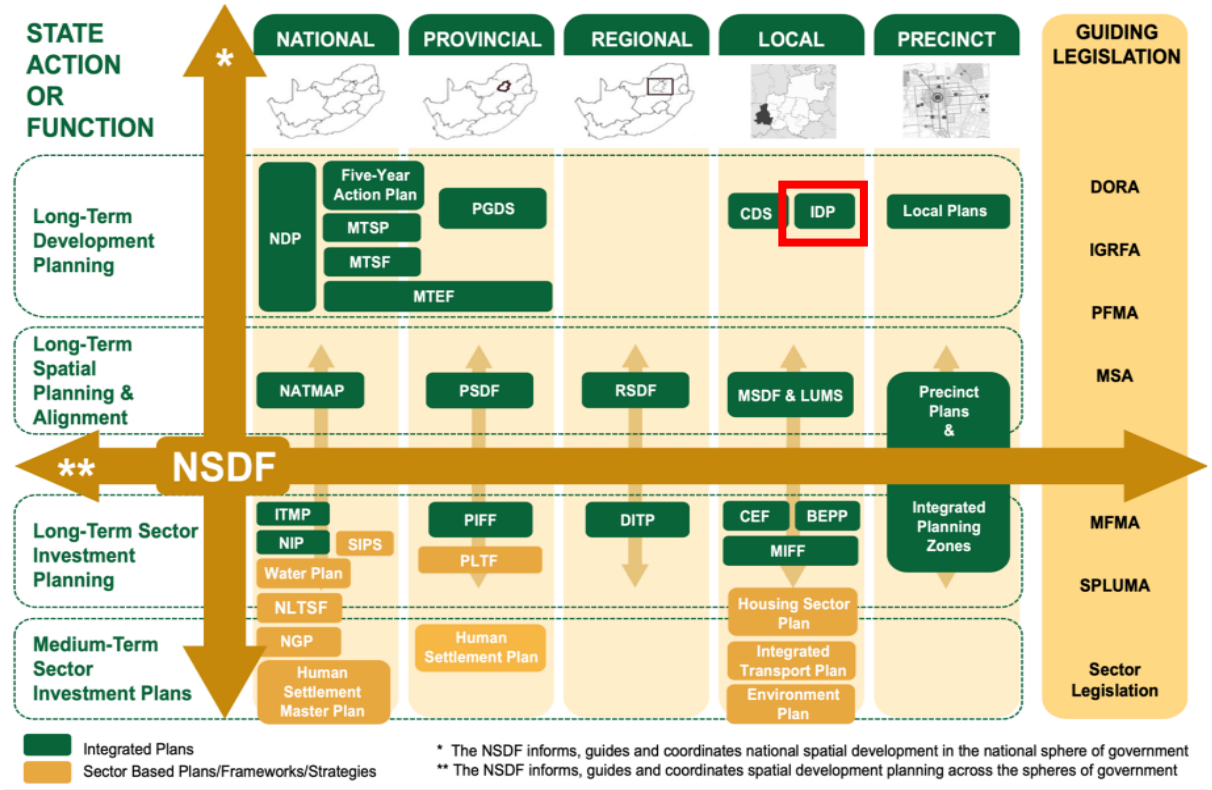


Figure 5: National Spatial Development Framework

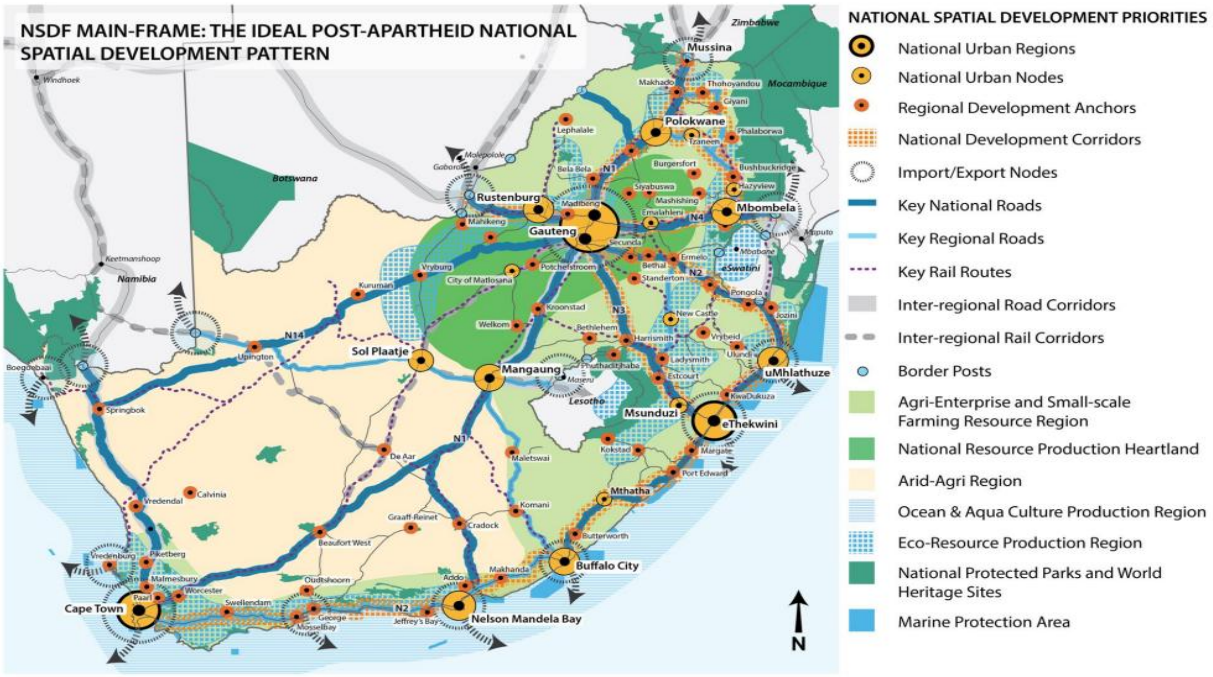


Figure 6: NSDF Main-frame: The ideal post-apartheid National Spatial Development Pattern, NSDF 2022

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

SONA 2026 Priorities	SOPA 2026 Priorities
▪ **Economic growth & jobs:** Roll out R1T infra programme across energy, water, transport, digital (via Ifisa/PPP); establish specialized commercial courts; recruit 5,500 new police; extend YES and other youth programs. ▪ **Water & service delivery**: Establish National Water Crisis Committee (Presidency); implement R156bn water infrastructure plan; introduce Water Services Amendment Act (National Assembly). ▪ **Safety & justice (crime**): Deploy SANDF support to gang areas; form integrated crime task teams; strengthen firearms/ammunition control; establish criminal justice reform team; introduce Whistleblower Protection Bill. ▪ **Local government reform**: Finalise White Paper on Local Gov; implement differentiated municipal powers; set qualification standards; empower central interventions. ▪ **Social support & human capital**: Launch child stunting mission, allocate budget in MTEF; redesign SRD grant; expand ECD access; institute skills revolution; scale up public employment programmes. ▪ **Infrastructure & digital services**: Establish Ifisa by Apr 2026; deploy R1T infra funding; roll out PPPs in rail/ports; launch high-speed rail RFPs; create Digital ID and *MyMzansi* services. ▪ **Governance & anti-corruption**: Pass Public Service Amendment Bill; enforce lifestyle audits (SSA/Dept); build disciplinary registry (PSC/DPSA); finalize State Enterprises Bill (Public Enterprises); empower special agencies (NPA/Hawks).	▪ **Economic Growth & Jobs:** Implement R238bn investment pipeline (mining, green projects); launch Nkomazi SEZ; continue support for SMMEs, tourism (God's Window Skywalk); leverage Youth/YES/PES programs (R358m youth fund). ▪ **Poverty Reduction & Social Support:** Maintain/expand SRD grants and CWP (social relief); complete Mapulaneng Hospital and clinic upgrades (R1.7bn committed); continue School Nutrition, ECD programs (70,000 in 2025); accelerate housing projects and water/sewer pipelines. ▪ **Infrastructure & Service Delivery:** Repair flood-damaged roads/bridges; rebuild critical infrastructure (Kamhlushwa reservoir, bulk water pipelines); collaborate on R1.2bn disaster funding; maintain utilities. ▪ **Education & Skills Development:** Expand classrooms (29 schools built; 10 more planned); provide 60k e-learning devices to Grade 12; fund ECD and OVC programs (R100k bursaries for 50 learners); strengthen TVET colleges. ▪ **Governance, Anti-Corruption & Safety:** Support Hawks & DPCI probes; professionalize public service (performance contracts, oversight); launch GBVF brigade; expand community policing. ▪ **Community & Environmental Resilience:** Implement holistic urban/rural planning (with Infrastructure SA); upgrade coal infrastructure responsibly (both coal and renewables); enhance disaster management systems.

Table 3: SONA & SOPA 2026 Priorities

Implications for Lekwa Local Municipality:

- Opportunities to leverage national infrastructure programs (R1T) across energy, water, transport, and digital sectors.
- Potential support for local SMMEs, tourism projects, and youth employment initiatives (YES, PES).
- Possibility to participate in investment pipelines and Special Economic Zones to stimulate local job creation.
- Need to align with national water infrastructure plans and crisis response strategies.
- Upgrade and maintain local water and sewer systems to meet increasing demand.

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- Improve disaster preparedness for flood-damaged roads, bridges, and bulk water pipelines.
- Strengthen local policing and firearm/ammunition control measures.
- Align with national justice reforms and whistleblower protection initiatives.
- Comply with differentiated municipal powers and qualification standards.
- Strengthen institutional capacity, performance management, and anti-corruption mechanisms.
- Adopt digital services (e.g., MyMzansi, Digital ID) to improve service efficiency.
- Increase public employment opportunities and skills development initiatives.
- Implement redesigned social relief programs to address poverty effectively.
- Participate in PPPs for critical infrastructure.
- Leverage national funding to improve transport, energy, and digital connectivity.
- Integrate disaster management and climate-resilient planning into local projects.
- Support responsible energy transition (coal and renewables) and urban-rural planning.
- Strengthen local disaster management systems and environmental protection initiatives.

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.

MEDIUM TERM DEVELOPMENT PLAN 2024 – 2029

The Medium-Term Development Plan (MTDP) 2024–2029, serves as the Fifth Administration's Strategic Framework guiding government action over the crucial five-year span leading up to Vision 2030 (NDP). The MTDP sets the final medium-term stretch to the NDP Vision 2030, a "final push" toward realizing national development goals. The MTDP is anchored in three interlinked Strategic Priorities as discussed below:

1. **Driving inclusive economic growth and job creation**: This priority emphasizes investment in labour-intensive sectors such as agriculture, mining, tourism, and services. It focuses on infrastructure enhancement, public–private partnerships, streamlined support for small businesses (especially in townships and rural areas), and innovation-driven structural reform to accelerate growth and generate employment.

2. **Reducing poverty and tackling the high cost of living:** The plan directs focus to social protection mechanisms like preserving social grants for vulnerable groups (children, the elderly, persons with disabilities), promoting integrated transport systems, enforcing the National Minimum Wage, improving healthcare accessibility and infrastructure, boosting early childhood development, vocational training, and evidence-based educational investments.

3. **Building a capable, ethical, and developmental state:** This priority focuses on strengthening governance through better planning, coordination, and oversight in the public service. It emphasizes anti-corruption efforts, enhanced law enforcement, protection for whistle-blowers, tackling infrastructure crime and gender-based violence, as well as reforming state-owned enterprises and public institutions for efficient service delivery.

OUTCOMES TARGETS BY 2029/30	OUTCOMES TARGETS BY 2029/30
DRIVING INCLUSIVE ECONOMIC GROWTH & JOB CREATION	
Higher economic growth and reduced unemployment	GDP growth above 3%; unemployment below 28%
Job creation and sustainment	3.8 million jobs created/sustained
Expanded job placement and pathway support	2 million people supported via job placement services
Small enterprise development and employment	273,500 new jobs created; 1.6 million sustained
Workplace-based learning opportunities	500,000 learners placed
Public sector employment programmes	6.48 million opportunities
Expanded Public Works Programme (EPWP)	5 million opportunities
Digital economy and global business services jobs	150,000 new jobs
REDUCING POVERTY & TACKLING THE HIGH COST OF LIVING	
Improved social protection coverage	Maintain and expand social grant system
Reduced cost of living	Review and manage administered prices; strengthen integrated transport systems
Income security	Ensure compliance with the National Minimum Wage
Improved access to basic services	Expanded healthcare, education, and vocational training access
BUILDING A CAPABLE, ETHICAL, AND DEVELOPMENTAL STATE	
Improved public trust in government	30% improvement in trust scores
Integrated spatial and service planning	100% completion of National Spatial Data Observatory; 100% of districts achieve at least 80% of One Plan targets
Rural service access	Reduce municipalities falling short of access standards by 20%
Inclusive governance	50% increase in participation of Traditional, Khoi & San leaders in planning/monitoring
Digital transformation of government	Move GovTech ranking into top 50; increase online service access from 22% to 50%+
Secure, modern identity systems	Full rollout of smart IDs, epassports, digital IDs and digital wallets
Modern government-to-person payment systems	End-to-end digital platforms implemented across departments

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Implications for Lekwa Local Municipality:

- Municipality needs to attract investment in agriculture, mining, tourism, and services within its jurisdiction, potentially through local incentives and partnerships.
- Upgrading transport, energy, and digital infrastructure to support business growth and labour-intensive projects.
- Strengthen local small and medium enterprise development, particularly in wards with higher unemployment and rural communities.
- Facilitate placement of learners in workplace-based learning programs, manage public sector employment initiatives locally, and link community members to national and provincial job placement services.
- Encourage initiatives that build local capacity for global business services and digital jobs.
- Invest in integrated transport solutions to lower commuting costs and connect communities to employment hubs.
- Promote early childhood development programs and vocational training aligned with local labour market needs.
- Enhance transparency, anti-corruption measures, and citizen participation in municipal planning.
- Align municipal development plans with the National Spatial Data Observatory and One Plan targets to optimize land use and service delivery.
- Reduce gaps in service provision in rural wards by at least 20% by 2029.
- Increase engagement of traditional leaders and community structures in local planning and monitoring.

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

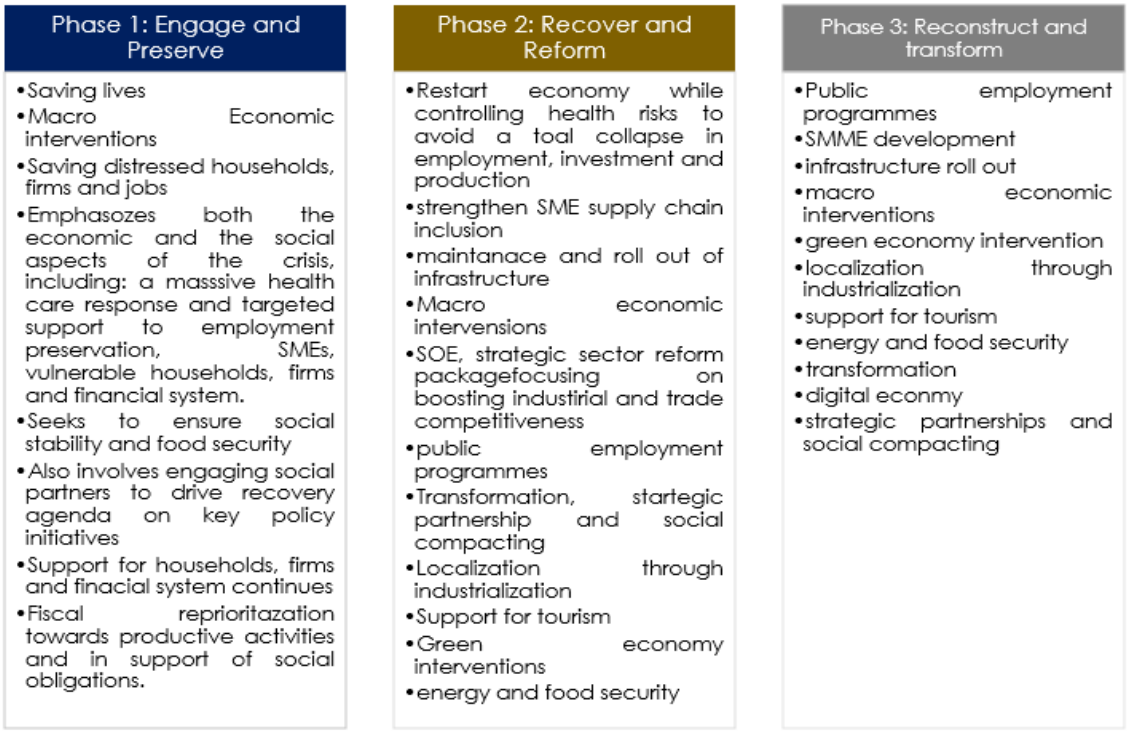


Figure 1: South African ERRP phases

Responding to the negative impact of COVID 19

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

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

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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

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		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

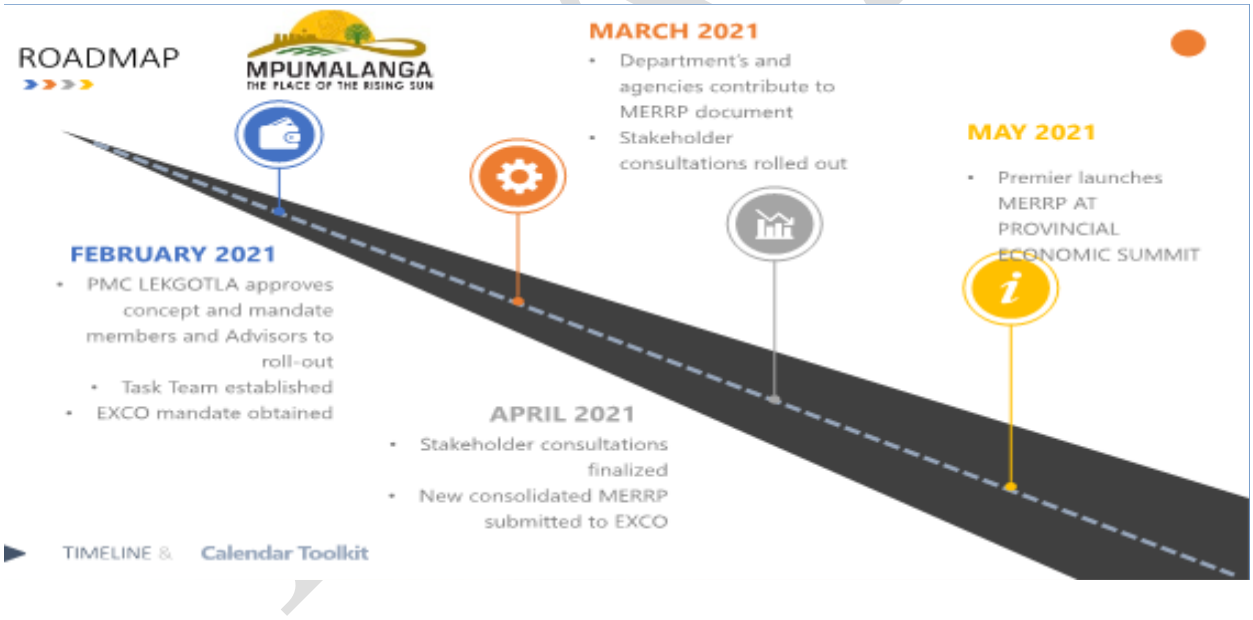


Figure 3: Roadmap of the MERRP

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

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- 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

Draft One: Gert Sibande District Development Model One Plan, 2025

GERT SIBANDE DDM ONE PLAN ADOPTED VISION:

" *A community driven district of excellence, development, and innovation.".*

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Strategies

The strategies detailed below emanate from the above vision statements and desire future per transformation area. These strategic goals provide clear direction on how the current status quo can be challenged and changed to a desired future. The strategies represent the approach, key shifts, and a sharper focus by which the Government as a collective, will be pursuing service delivery and development in Gert Sibande, working together with stakeholders and communities.

TRANSFORMATION AREA: DISTRICT DEMOGRAPHIC PROFILE AND PEOPLE DEVELOPMENT		
Strategic focus areas	**Objective**	**Strategy (high level)**
Well focused and improved functioning government institutions and facilties	Create and facilitate effective, innovative and smart government institutions	Create smart government institutions by using modern technology to facilitate and support better planning and decision making, thus providing for government efficacy and sustainable development using consolidated information systems and communication networks

TRANSFORMATION AREA: ECONOMIC POSITIONING		
Strategic focus areas	**Objective**	**Strategy (high level)**
i. Creation of new economies	Identify new commodities to diversify and support primary sector must be identified.	Create value chain of products (Agro-processing , fibre-crops{hemp , bamboo} ,furniture production; Identify Just energy Transition programs
ii. Sector Development and Support	To develop and support key economic sectors	Projects to support the existing sectors; Rehabilitate mine land for agriculture use; Alien vegetation removal and reuse for biogas manufacturing; Establish local Fresh Produce market; Provide bulk infrastructure to support current businesses
iii. strengthen stakeholder engagement	To foster and create a conducive business environment	Develop a Stakeholder engagement framework.
iv. Attract and retain investment in the district	Investment promotion	Develop Standard investment framework/policy to guide investors and government
i. Prioritize local entrepreneurship development	To enable entrepreneurship and skills development	Identify skills gaps. Reducing the skills deficit by attracting skilled immigrants.; Partnership with private sector and international chambers to provide training ; Provide light industrial hubs for local SMME's. Revamping the skills framework and undertaking a range of reforms in basic education and the post-schooling environment to improve outcomes for workers – and the firms that can employ them.

TRANSFORMATION AREA: INFRASTRUCTURE ENGINEERING		
Strategic focus areas	**Objective**	**Strategy (the how) high level**
Reduced water losses	Improve preventative maintenance	Develop and Implement WCWDM; Develop Operation and Maintenance plans; Functional call centre to report water leaks Keep maintenance material in stock for quicker turn around time
Water Source Security and Water Conservation	Establishment of new water sources	Research for long term sources of water and establish new dams. Establish water recycling and re-use for industries Establishment of production boreholes for small scale water schemes

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Compliant WWTW and WTW	Improve operation and efficiency of plants	Deploys qualified personnel to run the treatment plants Develop SOPs and Maintenance plans for treatment plants
Safe roads network	Improved road capacity and no potholes	Continuous road maintenance and renewal; Widen roads to match the increasing traffic
Neat towns and residential areas	Improve waste collection	Procure more waste removal trucks; Establish new landfill sites
Stable Power Supply	Reliable electricity supply	Service ESKOM debt and increase NMD; Establish renewable energy power plants; Public Private partnership with independent energy producers
Reduced Sewer Spillages	No sewer blockages and surcharging	Conduct preventative maintenance and maintain functional sewer pump stations. Community awareness, to not deposit foreign objects to sewer network. Procure jet trucks and roding equipment to fight blockages
Adequate infrastructure for future	Infrastructure upgrade and renewal	Renew infrastructure to cater for the increasing demand utilising the infrastructure grants, private funding and SLP funding. Develop infrastructure master plans and improve alignment of projects within the district

TRANSFORMATION AREA: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY		
Strategic focus areas	Objective	Strategy (high level)
Curbing land invasion	To ensure sustainable development	Comprehensive Land Audits; Land Administration Strategy; Strengthen By-Law enforcement capacity; Develop a nationwide state land release mechanism to fast-track development
Develop Innovative planning packages to stimulate spatial transformation, economic growth and prosperity	To facilitate socio-economic inclusion	Lease land to private developers for a defined period; Planning regulation and business licensing incentive; Tax breaks (municipal rates); Development of enabling policies such as development charges policies.

TRANSFORMATION AREA: INTEGRATED SERVICE PROVISIONING		
Strategic focus areas	**Objective**	**Strategy (high level)**
GBVF	Reduce incidents of GBVF.	Awareness campaigns and education; Re-establish VFF in each municipality within GSDM.
Strengthen the Criminal Justice System	Promote effectiveness and efficiency of the criminal justice system.	Monitor SAPS service delivery; Conduct Court briefs; Strengthen border patrols and security management; Promulgation of by-laws and enforcement through the establishment of municipal court days to deal with municipal cases.
Build community participation in Community Safety	Promote the whole of government and community approach in addressing Community Safety.	Development of Municipal Community Safety Plans; Retraining of CPFs; Integrated approach in dealing with drugs and substance abuse; Build, strengthen and capacitate CSFs.
Build Safety using and integrated approach	Integrated approach in dealing with Safety and Security.	**Rural Safety Initiative:** Paralegal workshops; Awareness campaign against stock-theft; Awareness campaign against domestic violence. **School Safety Initiative:** School debates; Prison visits; Awareness campaign against dangerous weapons and drug abuse including a campaign for the classification of synthetic drugs (Nyaope) through the revision of the Drug Master Plan. **Vulnerable Group Initiative:** Child protection week; Awareness campaign against abuse of the elderly.

		Contact Crime: Awareness campaign against common assault and GBH; Awareness campaign against rape. **Educational Campaigns:** Border security; Sports against crime; Liquor traders' workshops; Awareness campaign against human trafficking.
Climate Change		Climate Change Mitigation and Adaptation Strategies to encourage and enhance green economy, environmental considerate infrastructural developments and environmental educational awareness paired with environmental skills development for green future; is conducted by GSDM for betterment and improvement of service delivery in all the seven (7) local municipal areas
Waste Management		Waste management:- The municipality requires an adequate budget to assist the local municipalities to perform their mandate and comply with the required legislation. E.g. compliance to landfill sites
Air Quality management		Air Quality management:-The district requires assistance with the purchasing of its own ambient air quality monitoring network due to the Air pollution challenges within the district include emission of atmospheric pollutants due to active industrial emissions both in mining sites and industrial processing plants The mining and petrochemical industries produce huge quantities of gases with substantial amounts being hazardous to the environment and extremely dangerous to the living organism including human beings. There is a need for vigorous training on Air Quality in all the seven LMs within the district. Training should not only be made available to the district officials. It should be cascaded down to the local municipalities as well.

TRANSFORMATION AREA: GOVERNANCE AND ADMINISTRATION		
Strategic focus areas	**Objective**	**Strategy (high level)**
Building a capable, financially sustainable and developmental governance system	To build a capable public service in the Gert Sibande district according to the principles for good governance as enshrined in the constitution of South Africa	Improve inter-departmental coordination and cooperation and proactively strengthen relationships with Nation and Provincial governments; Combine efforts of the public and private sectors as equal partners in the development of the Gert Sibande District ; Improve accountability and transparency and strengthen oversight between departments and spheres of government
Effective performance management system	Implement an effective performance management system and monitoring	Work towards the standardization and integration of PMS practice throughout the district by supporting constituent local municipalities with their performance management systems ; Enhance the capacity of the district to perform all its Performance Management responsibilities through training and staffing

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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

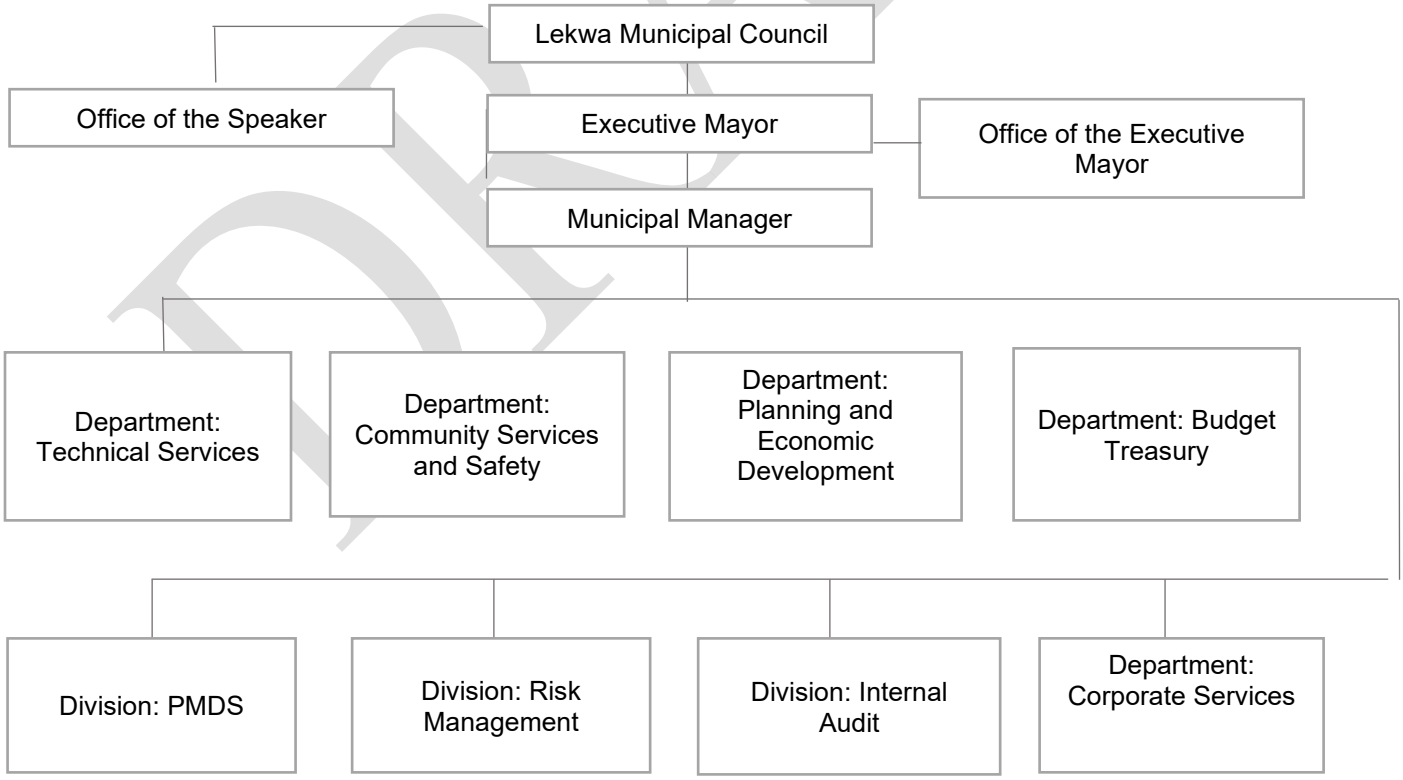


Figure 4: Lekwa Local Municipality Organizational Structure

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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 Motloung	15	Ext.6	Chief Whip
16.	Delani Thabethe	PR	N/A	Councillor
17.	Sipho Majozi	PR	N/A	Councillor
18.	Jabu Christopher Nkosi	PR	N/A	Councillor
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 Rakitla	PR	N/A	Councillor
24.	Phindile Mahlaba	PR	N/A	Speaker of Council
25.	Amanda Mthimkulu	PR	N/A	MMC: Corporate Services
26.	Jan Sebiloane	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

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3.1.4 DEPARTMENTS WITHIN THE MUNICIPALITY

Manager	Department	Functions of the Department
Acting Municipal Manager: Mr. Mthembeni Jiyane	Office of the Municipal Manager	▪ 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	▪ 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	▪ 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. M Tladi	Planning and Economic Development	▪ 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;
Head of Department: Mr. Phello Mohlamonyane	Corporate Services	▪ Render HRM and HRD services. ▪ Render labour relations services. ▪ Render legal services.

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		▪ Render administrative support services. ▪ Manage information and communication technology services. ▪ Customer care and ▪ Manage municipal communication services
Chief Financial Officer: Mr. Khumbudzo Nemavhidi	Budget and Treasury Office	▪ 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

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4 CHAPTER FOUR
THREE (3) YEAR IDP IMPLEMENTATION PROGRESS REPORT



The purpose of this chapter is to provide an overview of the three (3) year implementation of the IDP, from the year it was developed to 2024/2025 which is the official audited year. This overall implementation review indicates that a significant proportion of targets were not achieved. This reflects a structural misalignment between planning ambition, financial capacity, and institutional implementation capability. Strategic reforms are required to restore planning credibility and improve delivery performance.

4.1 Key performance Area: Basic Service Delivery and Infrastructure Development

5 Year Target	2022/23 (Baseline) - Extracted from 5 Year IDP	Current (Census 2022 & Internal Data)	3 Year Trend	Status	Community issue raised in relation to target/ Reality on the ground
38 583HH (100%) with access to water	93.7% (6.3% backlog)	96.4% (3.6% backlog)	Unstable	🟡	▪ Inconsistent access to clean and reliable water. ▪ Many areas experience prolonged water supply interruptions. ▪ Frequent sewer spillages ▪ Electrification of rural households. ▪ Deteriorated road network and infrastructure, especially dust roads. ▪ Lack of services in informal settlements. ▪ Improve maintenance and functionality of public facilities: ▪ Implement regular cleaning and maintenance: street cleaning, grass cutting, tree trimming along roads, parks, sidewalks, cemeteries, and river areas to prevent safety and electricity faults. ▪ Address illegal dumping ▪ Improve waste management services to ensure timely collection and fair treatment of paying residents.
38 583HH (100%) with access to electricity	91.5% (8.5% backlog)	94.8% (5.2% backlog)	Improving	🟢	
38583 HH (100 %) access to Solid waste removal	82.2% (17.8% backlog)	77.7% (22.3% backlog)	Declining	🔴	
38 583HH (100%) with access to sanitation	86.6% (13.4% backlog)	92.7% (7.3% backlog)	Improving	🟢	
207 km of Roads paved/tarred	187 km paved and tarred road network	18km rehabilitated by SANRAL (229 km gravel/unpaved)	Improving – Tar roads	🟢	
			Declining – Dust roads	🔴	
Reduce the quarterly incidence by 20% per year (Fire)	83 fire incidences reported per quarter	Reduction by 33 incidents	Improving	🟢	
Improved parks and Recreation facilities maintenance	28 parks and recreational facilities maintained monthly	3 cemeteries maintained monthly	Declining	🔴	
		3 parks and recreational facilities maintained monthly	Declining	🔴	

4.2 Key performance Area: Spatial Rationale and Local Economic Development

5 Year Target	2022/23 (Baseline) - Extracted from 5 Year IDP	Current	3 Year Trend	Status	Community issue raised in relation to target/ Reality on the ground
Develop 5 viable townships	Fragmented human settlements	1 township established	Very Slow Progress	🔴	▪ Slow or no implementation of projects, especially the NUSP programme/ upgrading of informal settlements. ▪ Request for service delivery in informal settlements. ▪ Need for employment opportunities for local residents. ▪ Need for residential stands and timeline for project commencement. ▪ Taxi rank issues: crime, no toilets, no security, unhygienic, substandard conditions. ▪ By-laws enforcement: Allocate street vendors proper spaces. ▪ Mamsy-Village: Clarification on allocation and plans to prevent illegal occupation. ▪ Naming of streets needed. ▪ Request for transparency in allocating RDP houses. ▪ Livestock grazing struggles; request assistance. ▪ Sharing of residential sites and house numbers. ▪ Title deeds needed for residents who purchased municipal properties.
5020 HA		0 HA acquired	Stagnant	🔴	
Upgrade 15 informal settlements	13 informal settlements	1 informal settlement upgraded	Very Slow Progress	🔴	
Relocation of 5 informal settlements (2381)	13 informal settlements	0 informal settlements relocated	Stagnant	🔴	
Reduce unemployment rate by 10%	25.7% unemployment rate	22.7% Official/strict unemployment rate 2024	Slightly Improving	🟡	
Grow local economy by 3%	Estimated average annual growth of 1.5% over the period 1996 to 2020	1.8% Average annual economic growth 2019-24	Slightly Improving	🟡	
Increase Agricultural Contribution by 3%	6.9% contribution to employment in 2020 and 9.5% contribution to Lekwa economy in 2020	6.9% contribution to employment in 2024 9.6% contribution to Lekwa economy in 2024	Stagnant	🔴	

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4.3 Key performance Area: Financial Viability and Management

5 Year Target	2022/23 (Baseline) – Extracted from 5 Year IDP	Current	3 Year Trend	Status	Community issue raised in relation to target/ Reality on the ground
Collection rate 95%	59%	Collection rate 85% (not of all households)	Slightly Improving	🟡	▪ Perceived discrimination in service cut-offs Inaccurate and inconsistent municipal billing despite regular payments. ▪ Billing based on estimates instead of actual meter readings. ▪ Residents billed for water without functional or installed meters. ▪ High water, electricity, and rates compared to other towns. ▪ Charges for services not rendered; request removal from accounts. ▪ Residential properties incorrectly billed for business rights. ▪ Accounts not aligned with title deeds. ▪ Delays in indigent registration due to estate issues. ▪ Lack of clarity on IGG approvals, adjustments, and payment expectations. ▪ Historical debt burden; request write-offs (including 50/50 arrangements). ▪ Debt increasing despite consistent payments. ▪ Unaffordable penalties for electricity bridging (impacting unemployed and pensioners). ▪ High bulk water charges affecting investment. ▪ Request audit of electricity purchases and usage. ▪ Need for billing system awareness campaign. ▪ Repeated contractor appointments; SCM must be fair and support local businesses. ▪ Allow local businesses to repair/replace old water meter boxes to improve revenue collection.
Reduction of UIFW Expenditure R100 mil	UIFW Expenditure R2.3 billion	R600 Million Fruitless and Wasteful +R69 000 000	Regressing	🔴	
GRAP Compliant Fixed Asset Register	Not Fully Compliant GRAP	GRAP & Mscoa Compliant Asset Register	Improving	🟢	
Cost reflective tariffs & Reduction of Trading Services Operating Deficit	Tariffs not cost reflective	Trading Services Operating Deficit of R374 Mil	Slightly Improving	🟡	
Reduction of accounting deficit on Budget (to 13 million by 2026/27)	Unfunded budget that is not realistic and credible	Budget unfunded and operating at deficit (R381 383 363 Deficit)	Regressing	🔴	
Reduce outstanding creditors by R2.7 billion	Outstanding Creditors R2.9 billion	Outstanding creditors R4 billion	Regressing	🔴	
Unqualified Audit Opinion	Disclaimer Audit Opinion	Qualified Audit Opinion	Improving	🟢	

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4.4 Key performance Area: Municipal Transformation and Institutional Development

5 Year Target	2022/23 (Baseline)	Current	3 Year Trend	Status	Community issue raised in relation to target/ Reality on the ground
100% filling of critical position	51%	46.73%	Slightly Improving	🟡	▪ Concerns about municipal staff performance and adherence to performance standards. ▪ Need for clear and accessible reporting channels for municipal issues. ▪ Request for increased bursaries for academically performing learners. ▪ Alternative communication methods for elders without WhatsApp access. ▪ Transparency and fairness in HR recruitment processes. ▪ Improve overall municipal administration to enhance service delivery. ▪ Develop long-term employment strategies, including absorption of interns and learners. ▪ Repair and maintain Sakhile Hall. ▪ Act promptly on community petitions and concerns.
100% Alignment of Organisational Structure with MSR and compliance with Collective Agreement	Approved organizational Structure	Approved organizational Structure – Achieved Council Resolution 96 of 2025-06-27	Improving	🟢	
100% Individual performance contracts cascaded	0%	90%	Improving	🟢	
100%	6 matters (Time taken to resolve Disciplinary Cases)	37% matters resolved.	Improving	🟢	
100% implementation of WSP on yearly basis	41.2% implementation of WSP	85% Implementation of WSP.	Improving	🟢	
100% automation of systems and reduction of paper use.	10%	70% implementation.	Improving	🟢	

4.5 Key Performance Area: Good Governance and Public Participation

5 Year Target	2022/23 (Baseline)	Current	3 Year Trend	Status	Community issue raised in relation to target/ Reality on the ground
100% reduction of litigious matters against the municipality	37 Active cases (0%)	29% reduction of litigations	Improving	●	▪ Staff Performance: Municipal employees need to consistently meet performance standards. ▪ Reporting Channels: Establish clear and accessible ways to report municipal issues. ▪ Bursaries & Education: Increase bursary support, especially for high-performing children. ▪ Communication with Elders: Use alternative methods beyond WhatsApp to reach all elders. ▪ HR & Recruitment: Ensure transparent and fair recruitment processes. ▪ Municipal Administration: Improve overall administration to enhance service delivery. ▪ Employment Opportunities: Develop long-term plans to absorb learnership and internship participants. ▪ Community Facilities: Repair and maintain facilities like Sakhile Hall promptly. ▪ Response to Petitions: Address community petitions efficiently and effectively.
% audit findings resolved (Achievement of unqualified audit opinion)	4 past year's disclaimers	2024/25 qualified audit outcome	Improving	●	
5 Review and approval of PMS Policy Framework	PMS Policy Framework approved on 2022-07-30	24/25 OPMS Policy approved CRA96: 2024-07-31	Improving	●	
5 strategic risks registers	Strategic Risk register approved for 23/24	Strategic Risk register approved	Improving	●	
5 Approved Public Participation Strategy		Public participation strategy approved for 2023-2024	Improving	●	
5 Annual reports prepared	Annually adopted annual report	23/24 AR adopted without reservation CR: 2025-03-31	Improving	●	

5 CHAPTER FIVE
SITUATIONAL ANALYSIS



5.1 STATISTICAL OVERVIEW OF LEKWA LOCAL MUNICIPALITY

Population		Households	
Population: 119 669 **(Stats SA – Census 2022)**		Households: 38 583 **(Stats SA – Census 2022)**	
Education & Human Development Index (HDI)		**Poverty**	
Matric Pass Rate	87.7% **(2025 NSC Results)**	Population below the Lower Bound Poverty Line (LBPL)	33.0%
Human Development Index (HDI)	**0,74**	Number of poor households in 2024 as estimated by National Treasury	23 187
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 77.7%			**Formal Dwellings** 90.5%
Labour and Economic Indicators			
Estimated number of job losses in 2021 and 2020	**3 846**	Official/ strict unemployment rate 2024 **22.7%**	Average annual economic growth 1996 - 2024 **1.5%**
Number of job gains in 2024	**1 175**	Official youth (15-34yr) unemployment rate 2024 **50.2%**	Average annual economic growth 2019-2024 **1.8%**

Structure of Lekwa's Economy in constant 2015 – prices in 2024								
Community Services 16%	Finance **15.5%**	Trade **14.1%**	Manufac-turing **12.6%**	Agri-Culture **9.6%**	**Mining 10.2%**	**Utilities 8.5%**	**Transport 5.5%**	Construc-tion **1.7%**

Health Indicators					
HIV Prevalence & death rate	134 per 1,000 population		Life Expectancy & mortality	Life expectancy at birth **67.86**	
	1 deaths per 1,000 population			Infant mortality rate **15 for Mpumalanga**	

Table 8: Socio-Economic Overview of Lekwa LM

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5.2 POPULATION

Since 2001 the highest population is found in Govan Mbeki LM. Second highest was Chief Albert Luthuli LM (2001). It was surpassed by Mkhondo LM in 2022, which becomes the second most populated LM. 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 DEDT SERO Report, 2025

Estimated population growth up to 2030

The population of Lekwa Local Municipality shows a steady and consistent growth trend between 2021 and 2030. The estimated population increases from 126,248 in 2021 to 145,024 in 2030, reflecting an overall growth of 18,776 people over the nine-year period. This represents moderate annual increases of approximately 2,000 to 2,500 people per year, indicating a stable and predictable pattern of demographic expansion. The continuous growth suggests that the municipality is experiencing gradual increases driven by natural population change and possible inward migration. This upward trend has direct implications for planning, as the demand for basic services, housing, social facilities, and infrastructure will continue to rise. The municipality must therefore ensure that future development strategies, resource allocation, and long-term planning respond effectively to the projected population increase.

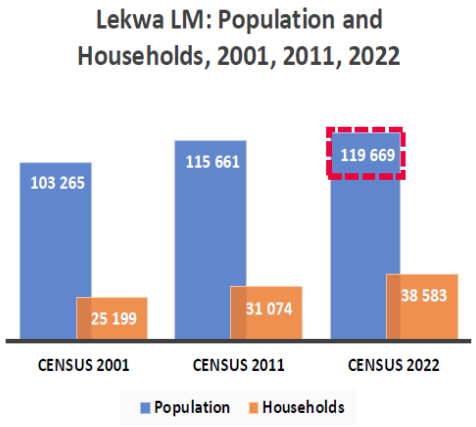
Year	Estimated Population	Year	Estimated Population
2021	126 248	**2026**	135 899
2022	127 050	**2027**	138 151
2023	129 131	**2028**	140 426
2024	131 317	**2029**	142 718
2025	133 752	**2030**	145 024

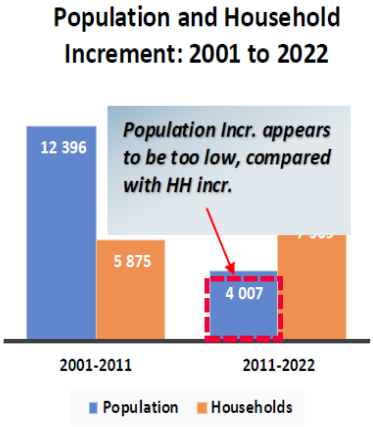
Table 10: Lekwa LM Population Figures, Stats SA 2025 Mid-year population estimates

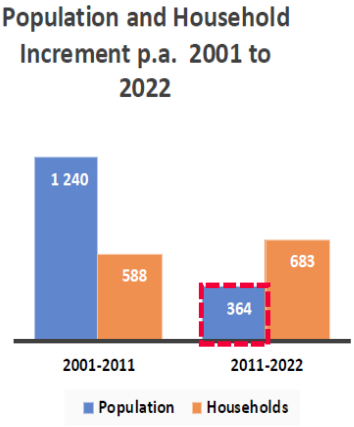
Population and households growth rate

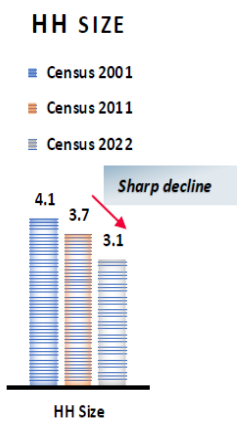
Table : Lekwa LM Population and Households 2001 to 2022

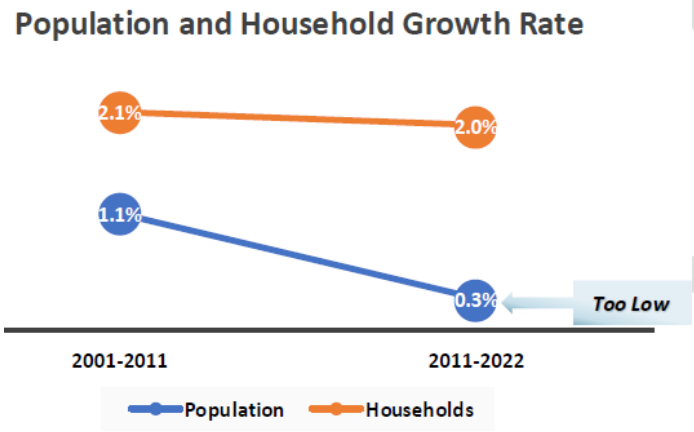
	Population			Increment		Increment p.a.		Growth p.a.		
	Census 2001	Census 2011	Census 2022	2001-2011	2011-2022	2001-2011	2011-2022	2001-2011	2011-2022	2022-2030
Population	103 265	115 662	119 669	12 397	4 007	1 240	364	1,1%	0,3%	2,0%
Households	25 199	31 071	38 583	5 872	7 512	587	683	2,1%	2,0%	
HH Size	4,1	3,7	3,1							











- Lekwa LM's **incremental population** (2011-2022: 4 007 people) appears to **be too low**, compared with 12 397 people (2001-2011). It is even lower than the incremental number of households indicated for the same period.
- The same apply for the incremental population p.a.
- Lekwa LM's **household size** shows a sharp decline since 2011 – which could also be a contributing factor to the lower-than-expected population in 2022.
- The **population growth rate** per annum dropped from 1,1% (2001-2011) to 0,3% (2011-2022).

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

There will be increasing demand for basic municipal services such as water, electricity, sanitation, and waste management, requiring careful planning to ensure service delivery keeps pace with growth. Housing, roads, public transport, and community facilities will need to expand proactively to accommodate more residents, while access to schools, clinics, and recreational spaces must be integrated into the municipality's Integrated Development Plan (IDP) to prevent service strain. The growing population also presents opportunities for local economic development, though strategies must be implemented to create jobs and support livelihoods. Financial planning must account for gradual yet continuous increases in expenditure to maintain service standards, and strategic land use management is essential to guide sustainable urban expansion and prevent the emergence of informal settlements.

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, DEDT SERO Report 2025

Census 2011	Census 2011	Increment 2011-2022 (Counts)	2022	Increment 2022-2025 (Counts)	2025
Place Name	Total	Subtotal 2011-2022)	Total	Subtotal (2022-2025)	Total
864006001 Kosmospark	1 501	-	1 501	-	1 501
864006002 Florapark	726	22	748	-	748
864006003 Standerton SP	2 369	275	2 644	208	2 852
864006004 Stanfield Hill	32	1 105	1 137	78	1 215
864006005 Standerton Ext 6	3 793	1 023	4 816	33	4 849
864006006 Standerton Ext 7	851	198	1 049	2	1 051
864006007 Azalea Ext 1	1 469	442	1 911	104	2 015
864006008 Meyerville	1 183	79	1 262	-	1 262
864006009 Stanwest	12	77	89	-	89
Sub-Total: Standerton	**11 936**	**3 221**	**15 157**	**425**	**15 582**
864007001 Sakhile Ext 2	326	117	443	-	443
864007002 Sakhile SP	7 615	1 210	8 825	80	8 905
864007003 Sakhile Ext 4	4 046	1 162	5 208	207	5 415
Sub-Total: Sakhile	**11 987**	**2 489**	**14 476**	**287**	**14 763**
Sub-Area 1: Standerton/Sakhile	**23 923**	**5 710**	**29 633**	**712**	**30 345**
864001001 Morgenzon SP	377	132	509	-	509
864002001 Sivukile SP	1 722	580	2 302	78	2 380
Sub-Area 2: Morgenzon/Sivukile	**2 099**	**712**	**2 811**	**78**	**2 889**
864004001 Tutuka SP	29	-	29	-	29
864005001 Thuthukani Thusong Se	894	427	1 321	-	1 321
Sub-Area 3: Tutuka	**923**	**427**	**1 350**	**-**	**1 350**
864003001 New Denmark Colliery	-	-	-	-	-
864003003 Holfentein Brickworks	71	-	71	-	71
864003002 Lekwa NU	4 058	660	4 718	24	4 742
Sub-Area 4: Non-Urban	**4 129**	**660**	**4 789**	**24**	**4 813**
Total	**31 074**	**7 509**	**38 583**	**814**	**39 397**

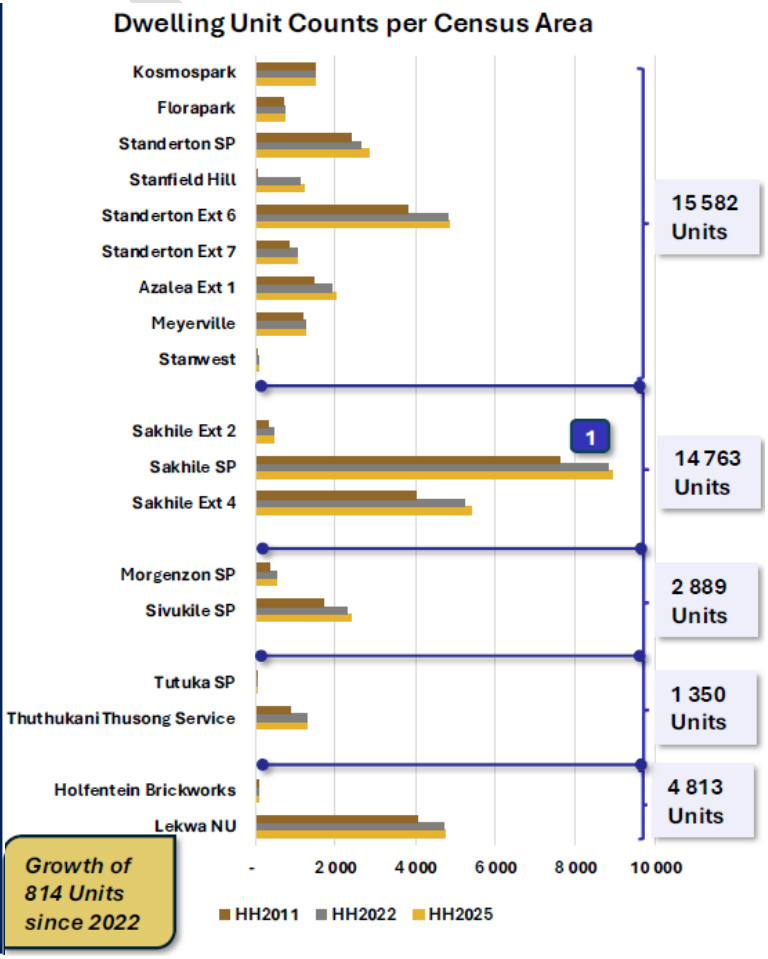


Figure 5:Household distribution per area in Lekwa LM

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)



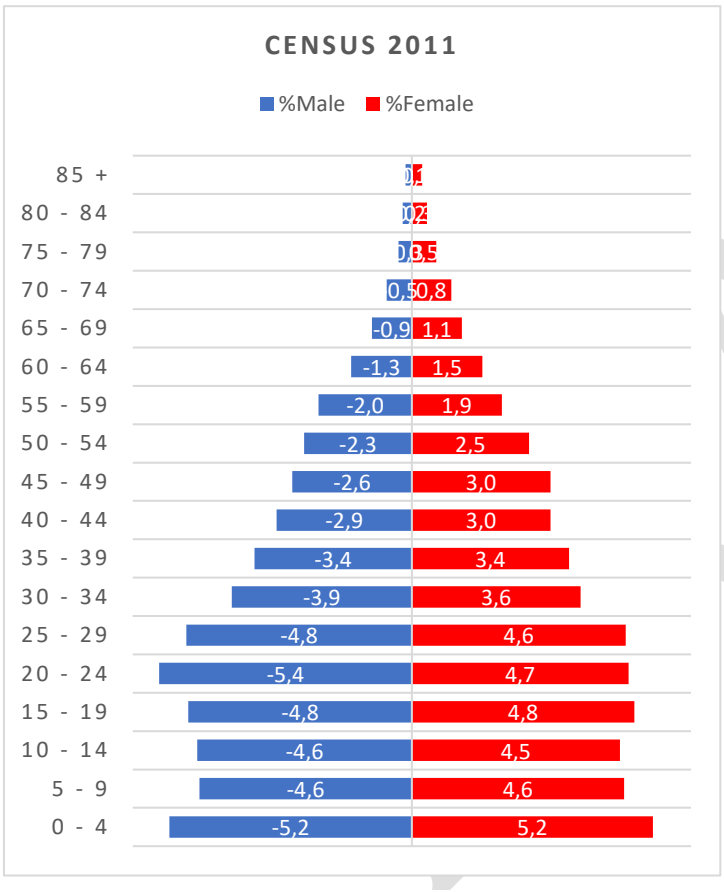
Youth (0-34 years) 2022: **60.1%** (Stats SA – Census 2022)



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)



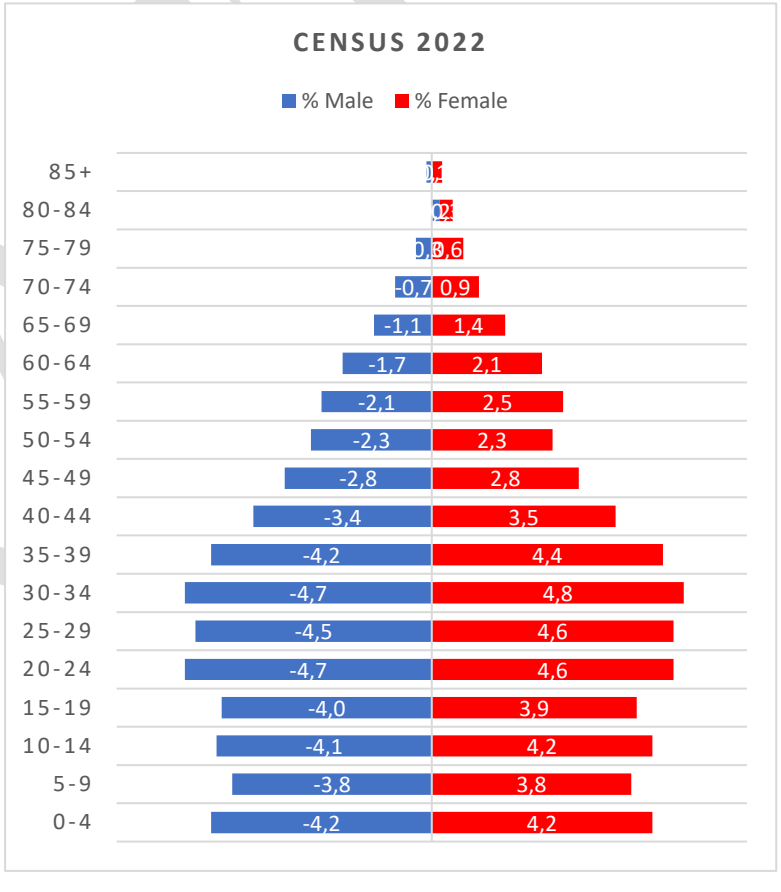
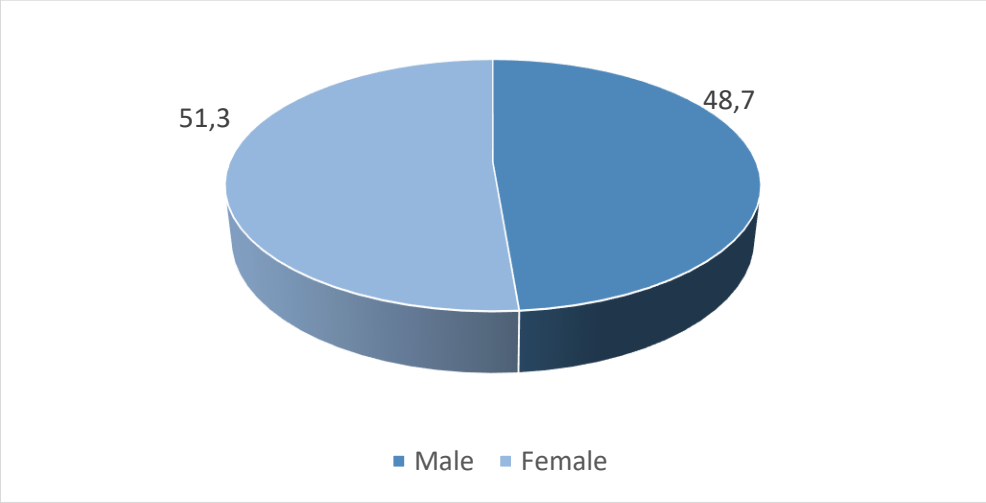


Figure 6: Population pyramid reflecting age and sex composition. Source: Stats SA - Census 2022

The gender profile of a population has significance in terms of gender distribution and understanding 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.



Sex Ratios:
99.4 (2011)
95,1 (2022)

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 20222, as a result the dependency of the region increased from 2016 to 2022. Simarly, 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.

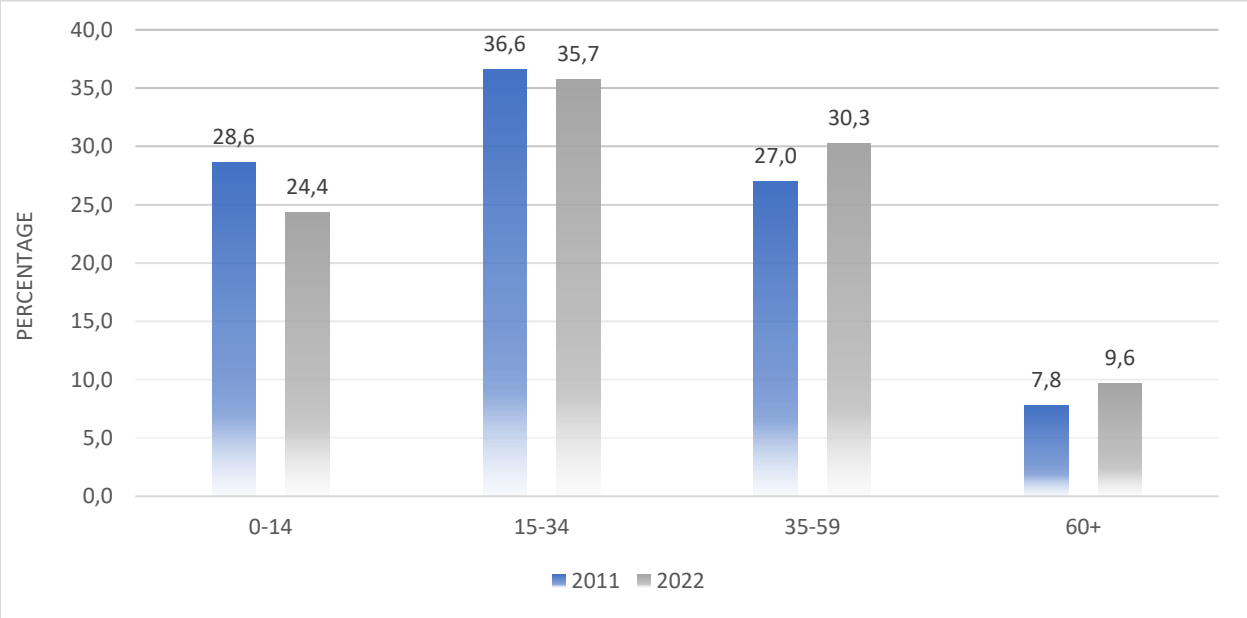


Figure 7: Number of people by different age groups 2011 & 2022. Source: Stats SA Census 2011 & 2022

Annual growth rate of children 0-14 years

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.

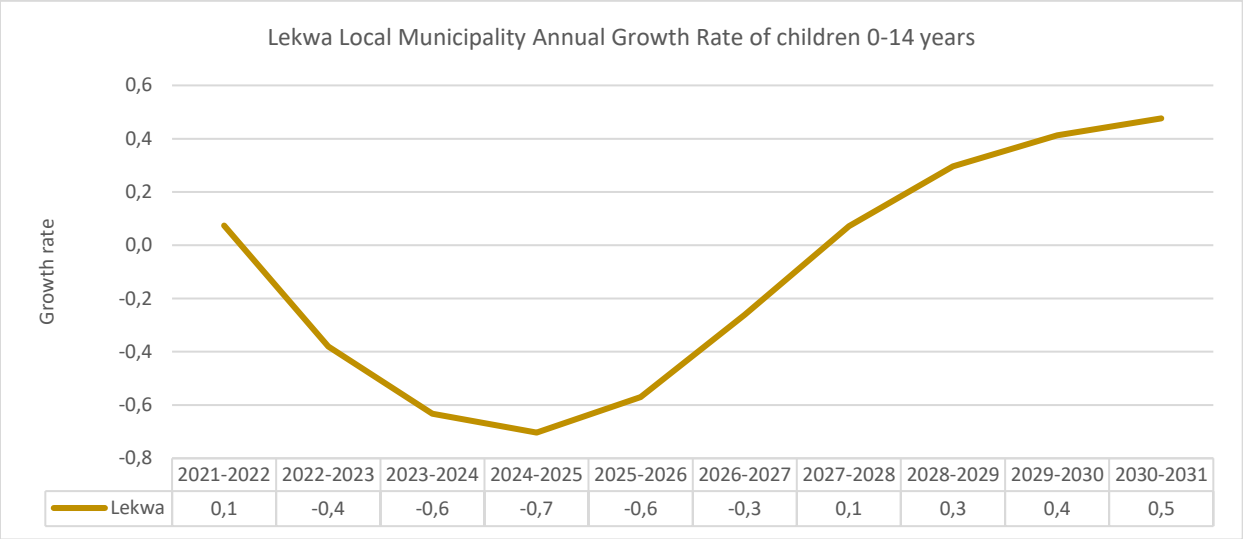


Figure 8: Annual growth rate for children (0-14 years), Stats SA Mid-year population estimates

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%.

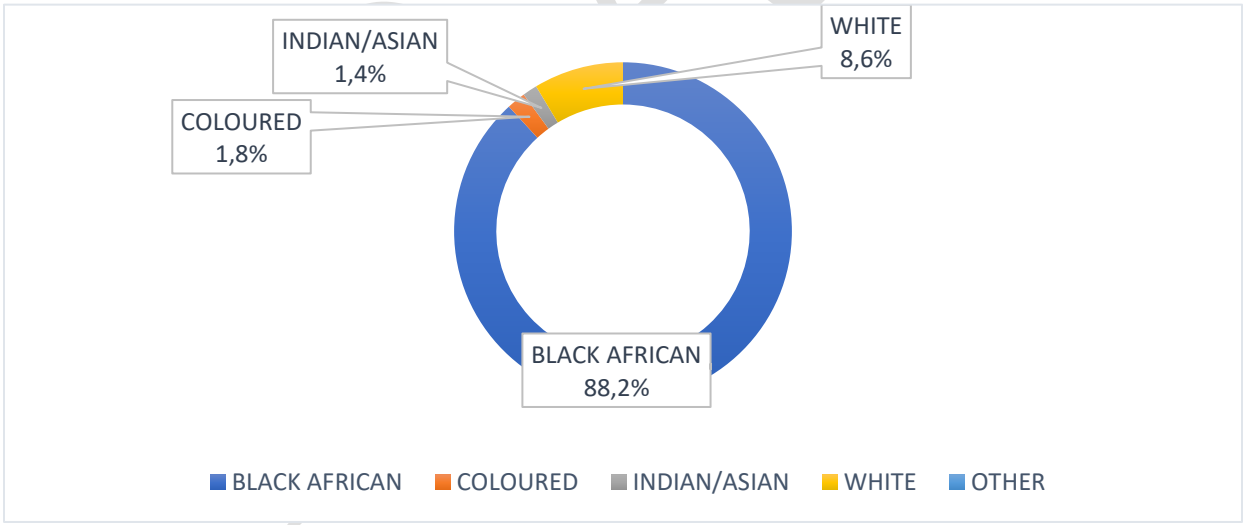


Figure 6: Population group for 2011 and 2022, Census 2022

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.

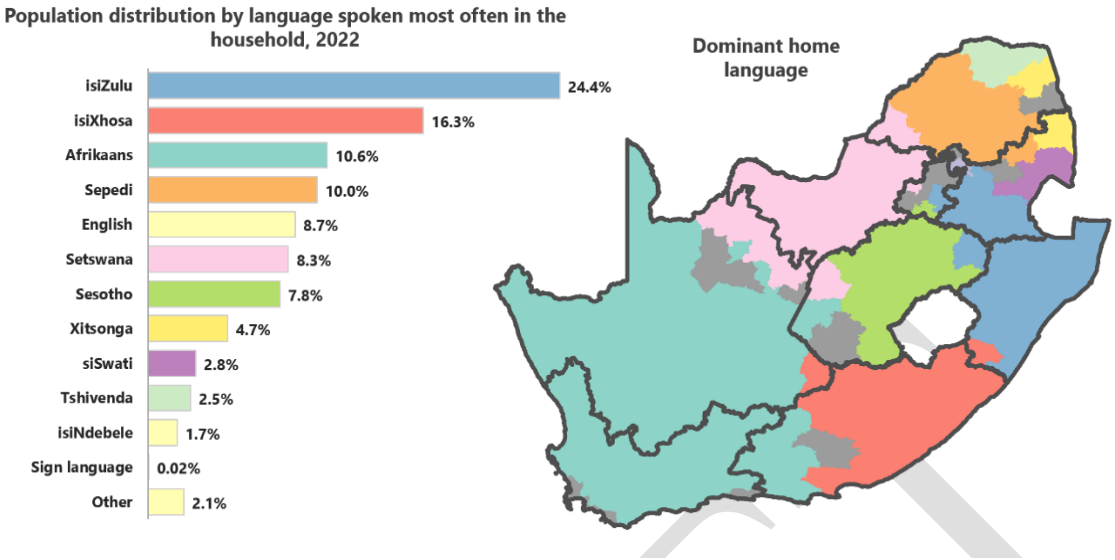


Figure 9: Population distribution by language. Source: Stats SA - Census 2022

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.

5.3 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.

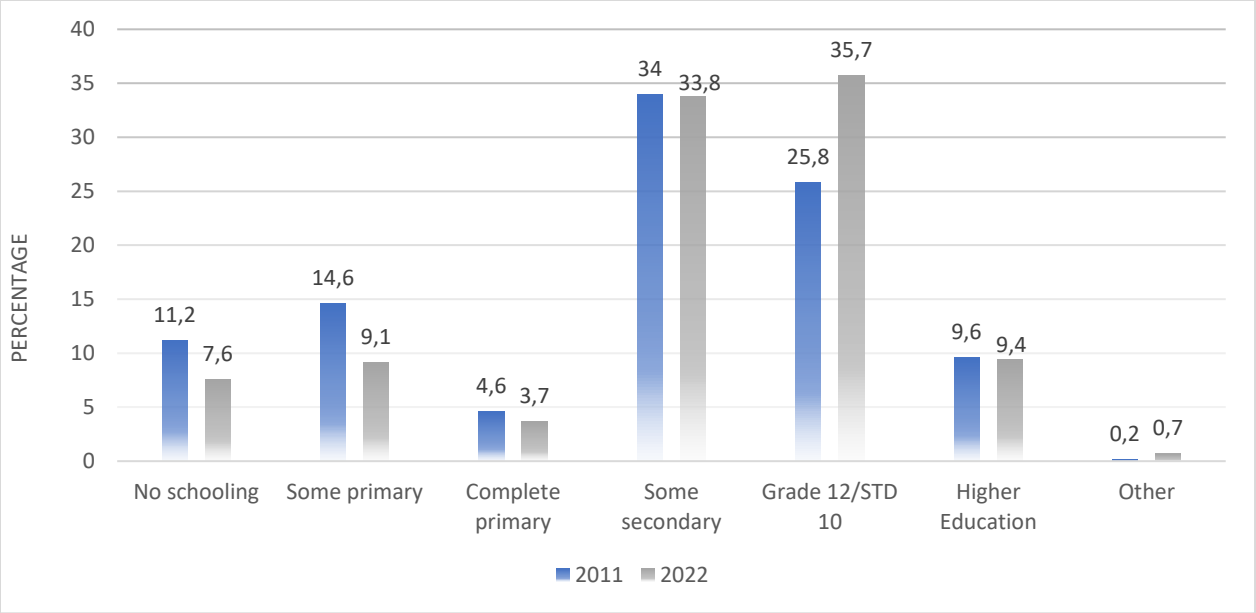


Figure 10: Highest level of education (20+ years), 2011 & 2022. Source: Stats SA - Census 2011 & 2022

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.

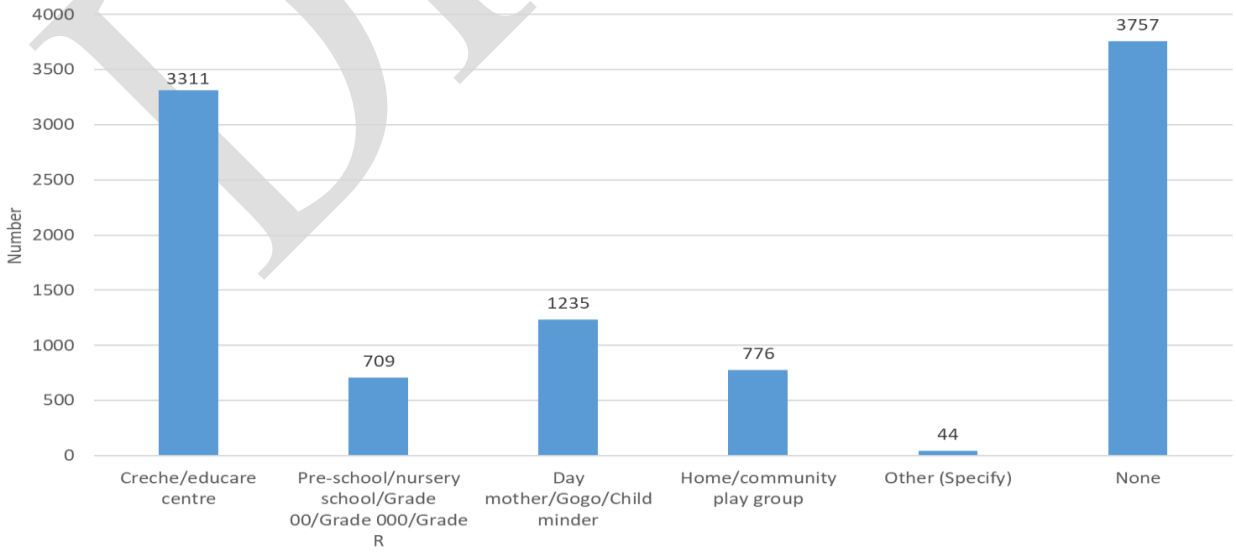


Figure 11: ECD Attendance by Children 0-4 years of age, 2022. Source: Stats SA - Census 2022

Grade 12 Performance within Lekwa

The matric performance in Lekwa Local Municipality reflects fluctuations over the reviewed period, with an overall declining trend between 2022 and 2025 despite recent improvements. The pass rate dropped from 84.7% in 2014 to 75.9% in 2021, indicating a period of decline, likely influenced by systemic challenges such as the impact of COVID-19 on learning outcomes. Although there was a recovery to 80.5% in 2022, performance declined again in 2023 to 75.6%. A significant improvement was recorded in 2024 (89.4%), followed by a slight decrease in 2025 (87.7%).

Overall, while the municipality has demonstrated the ability to achieve strong results, the inconsistency in performance suggests underlying challenges in sustaining educational outcomes, warranting targeted interventions to stabilise and maintain high pass rates.

Local municipal area	Grade 12 Pass Rate						Trend
	2014	2021	2022	2023	2024	2025	2022-2025
Lekwa	84.7%	75.9%	80.5%	75.6%	89.4%	87.7%	Decreased

Table 14: Basic education data and performance. Source: Mpumalanga Department of Education, 2026

No schooling and tertiary education

The data for Lekwa Local Municipality indicates a positive improvement in basic education levels, with the share of the population aged 20 years and older with no formal education decreasing from 11.2% in 2011 to 7.6% in 2022. This suggests progress in access to primary and secondary education, as well as the long-term impact of education policies aimed at reducing illiteracy. However, this improvement is not strongly reflected in higher education attainment. The proportion of the population with tertiary education shows a slight decline from 9.6% in 2011 to 9.4% in 2022. Although the decrease is marginal, it indicates stagnation in advancing post-school education outcomes.

Overall, the trend in Lekwa highlights a key developmental challenge: while more individuals are achieving basic education, there is limited progression into tertiary education. This may be attributed to factors such as affordability constraints, limited access to higher education institutions, or insufficient alignment between education pathways and local economic opportunities. The municipality may therefore need to strengthen interventions focused on skills development, access to tertiary education, and partnerships with training institutions to improve higher-level qualifications and support local economic growth.

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

The functional literacy trends for Lekwa Local Municipality reflect steady and sustained improvement over time. The proportion of the population aged 15 years and older who have completed Grade 7 or higher increased from 78.5% in 2014 to 81.4% in 2018, and further to 86.5% in 2022. This consistent upward trajectory indicates significant progress in improving basic literacy and educational attainment within the municipality. Compared to other municipalities in the district, Lekwa performs relatively well, maintaining levels above several counterparts such as Mkhondo and Dr Pixley Ka Isaka Seme, although still slightly below higher-performing areas like Govan Mbeki and Msukaligwa. The continuous improvement across both periods (2014–2018 and 2019–2022) suggests effective retention in the schooling system and increased access to foundational education.

Overall, the data highlights a strengthening of functional literacy in Lekwa, which is a positive indicator for socio-economic development. Improved literacy levels enhance employability, support skills development, and contribute to better service delivery engagement. However, this progress must be complemented by improved access to secondary and tertiary education opportunities to ensure that gains in basic literacy translate into higher-level skills and economic participation.

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 data indicates that while Lekwa Local Municipality has made progress in improving basic education and functional literacy, there is a need to strengthen progression into higher education and skills development. The municipality should therefore focus on: Promoting access to tertiary education and strengthening partnerships with TVET colleges and universities; Expanding skills development programmes, learnerships, and artisan training aligned to local economic needs; Supporting initiatives that improve matric performance consistency; Linking education outcomes to local economic development to enhance employment opportunities. Overall, the priority should shift from improving basic education access to building higher-level skills that support economic growth and job creation.

5.4 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%
• 2021/22 < 1 year immunisation rate • Proportion of children <1 year who complete their primary course of immunisation	• 2021/2022 • Proportion of children 1 year who received measles 2nd dose, as proportion of the 1 year population	• 2021/22 TB client treatment success rate • The percentage of TB clients cured plus those who completed treatment
75.3%	**15.2%**	**270**
• 2021/22 maternal mortality in facility per 100 000 live births • Death resulting from childbearing	• 2021/22 infant mortality rate per 1000 live births • Number of children <1 year who die	• COVID-19 related fatalities in-facility between June 2020 & June 2022

Figure 12: Health indicators in Lekwa. Source: Mpumalanga Department of Health, 2022

HIV Prevalence

In 2024, the HIV prevalence in Lekwa local municipality was 134 per 1,000 population. The HIV prevalence in Lekwa local municipality was higher than that of its district Gert Sibande (133), higher than that of its province Mpumalanga (131) and higher than that of South Africa (127). The HIV prevalence in Lekwa local municipality ranked 4th compared to the other local municipalities in the district and 89th among all 244 local municipalities in South Africa. The HIV prevalence in Lekwa local municipality decreased by 1 per 1,000 population in 2024, its average change over the past 3 years were -1.

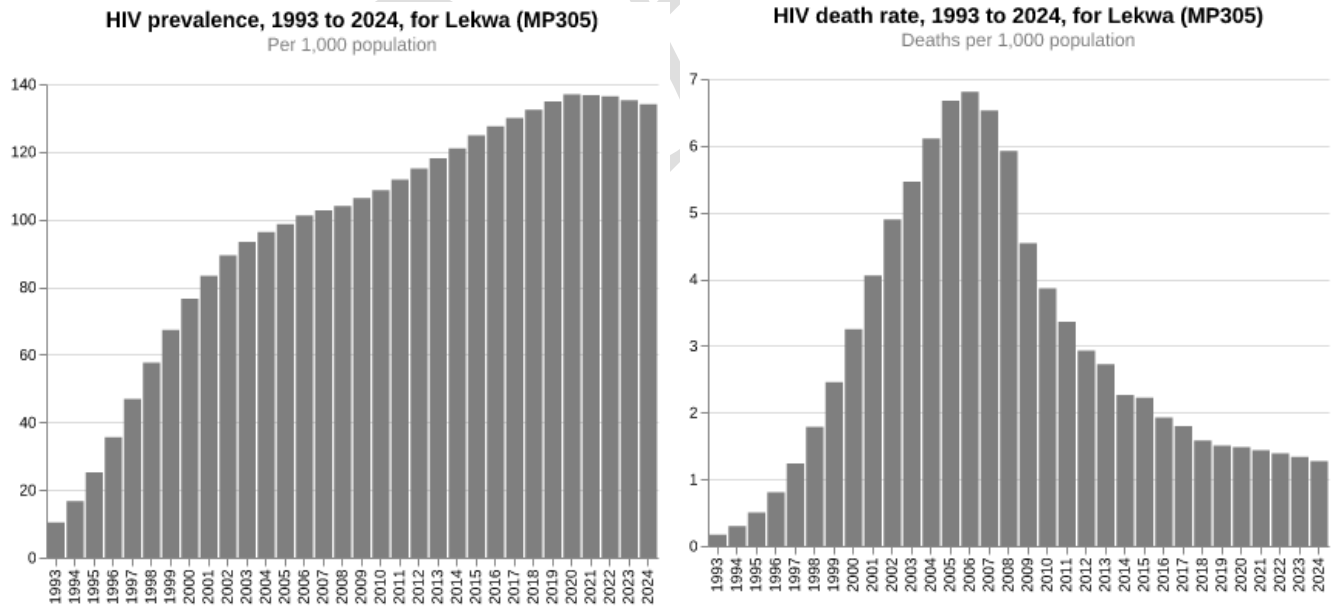


Figure 13: HIV Prevalence 1993 – 2024 AND HIV death rate 1993-2024 in Lekwa LM. Source: EasyData by Quantec

In 2024, the HIV death rate in Lekwa local municipality was 1 deaths per 1,000 population. The HIV death rate in Lekwa local municipality was higher than that of its district Gert Sibande (1), higher than that of its province Mpumalanga (1) and higher than that of South Africa (1). The HIV death rate in Lekwa local municipality

ranked 3rd compared to the other local municipalities in the district and 77th among all 244 local municipalities in South Africa. The HIV death rate in Lekwa local municipality decreased by 0 deaths per 1,000 population in 2024, its average change over the past 3 years were -0.

Diabetes, hypertension and heart disease

In 2020, diabetes prevalence in Lekwa Local Municipality was 0 per 1,000 population, significantly lower than the Gert Sibande district (159), Mpumalanga province (80), and national average (104). Within the district, Lekwa ranked 11th among local municipalities and 347th nationally. The municipality experienced a decrease of 960,557 per 1,000 in 2020, with an average change of 350,605 over the past three years. Data on hypertension for Lekwa is not available; provincial figures show that Mpumalanga recorded 68 per 1,000 population in 2024, lower than the national rate of 82, ranking 7th among South Africa's nine provinces. Hypertension prevalence in the province has remained largely stable, with a decrease of 1 per 1,000 in 2024 and an average change of 0 over the past three years.

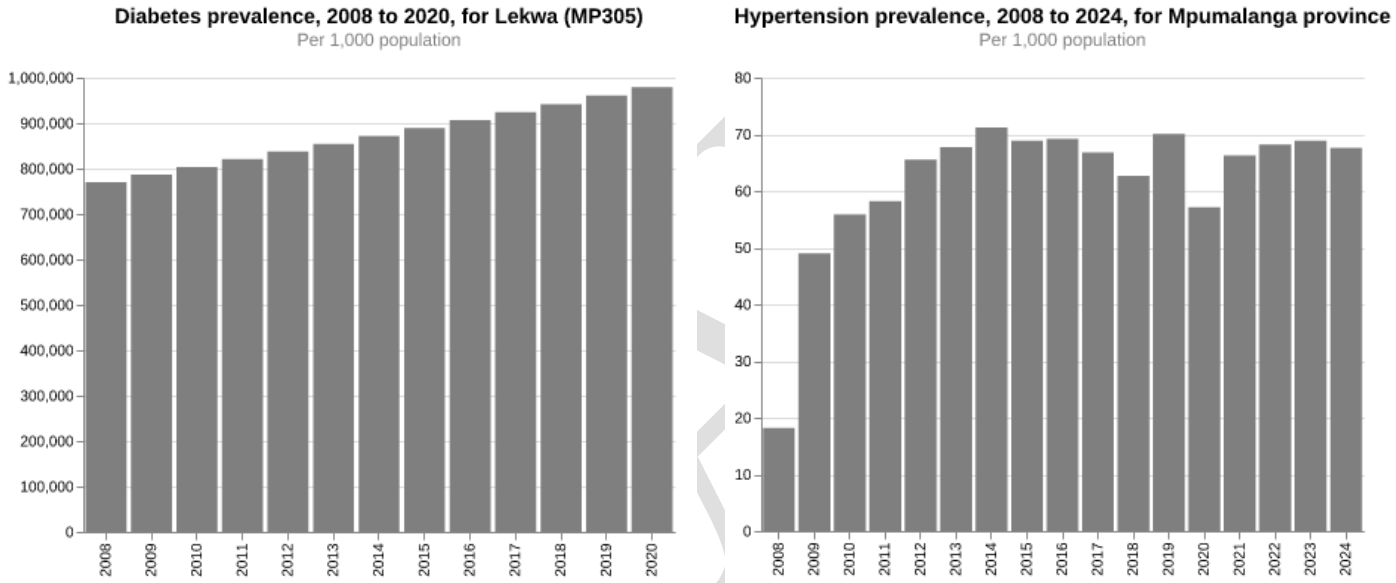


Figure 16: Diabetes prevalence 2008-2020 and Hypertension prevalance from 2008-2024. Source: EasyData by Quantec

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	Seriti CSI – Corporate Social Investment

		Development as the it is a special kids needs school	

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.

5.5 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	1651	64	902	3 015	304	2 310	**291 781**	842	1 955	2	4 795	2 273	**310117**

Table 19: 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.

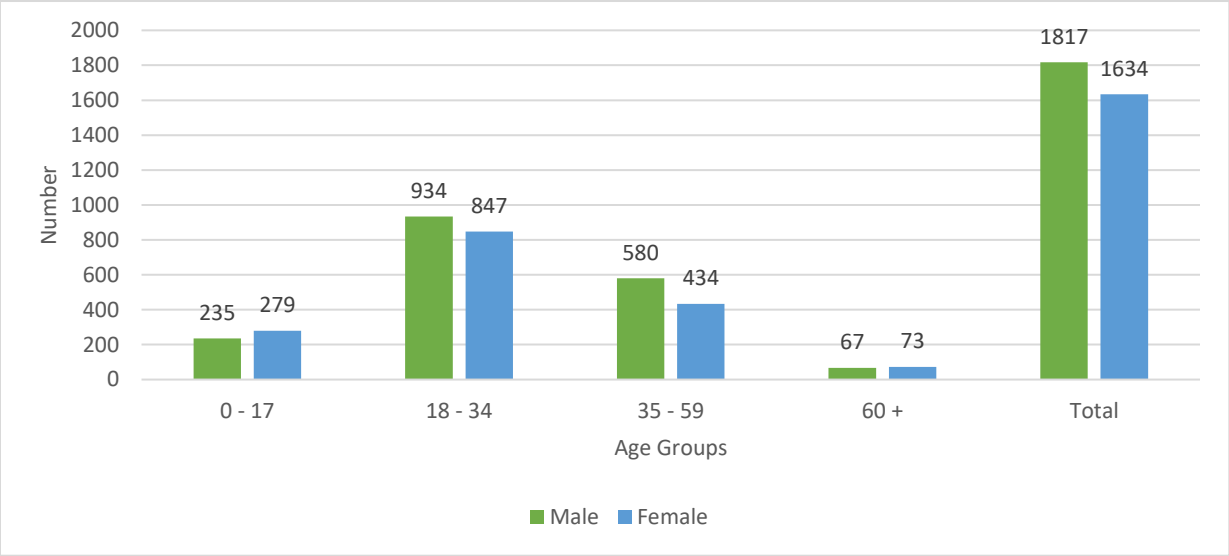


Figure 14: Age-sex composition of migrants, 2022. Source: Stats SA - Census 2022

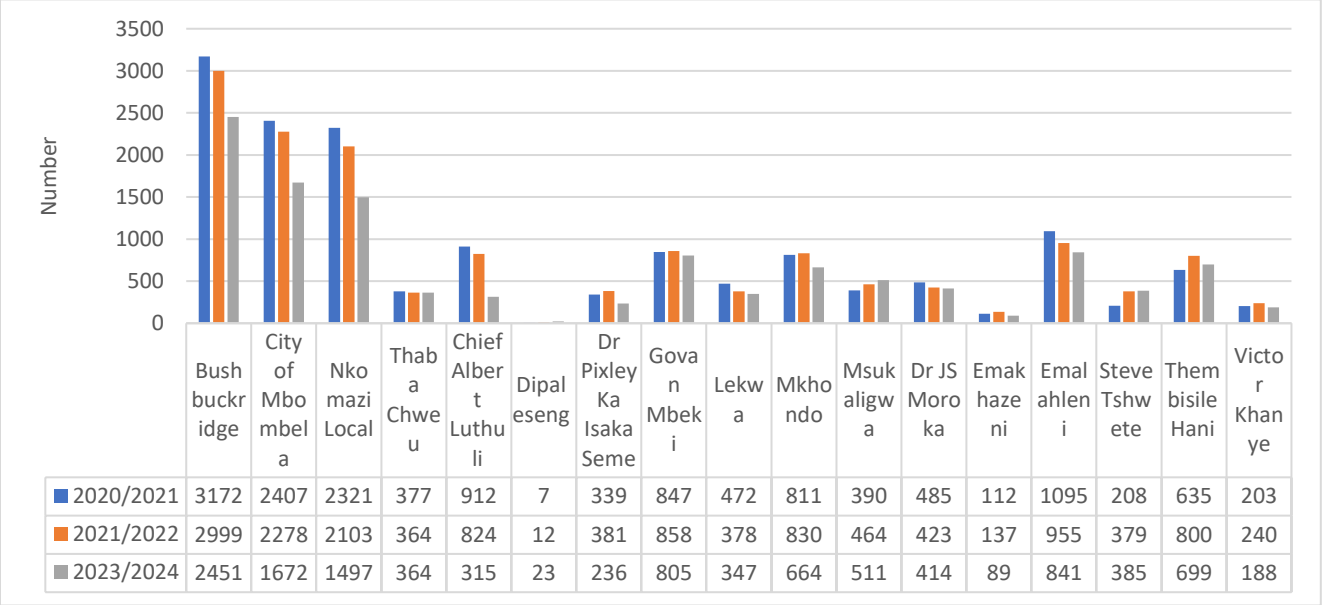
A large portion of people in Gert Sibande mainly migrate to be or closer to a spouse as is recorded at 22,5%. This is followed by job transfers and new job opportunities at 14,9%. Looking for paid work is also a big reason for migration including education.

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 20: 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.



	Bushbuckridge	City of Mbombela	Nkomazi Local	Thaba Chweu	Chief Albert Luthuli	Dipaleseng	Dr Pixley Ka Isaka Seme	Govan Mbeki	Lekwa	Mkhondo	Msukaligwa	Dr JS Moroka	Emakhazeni	Emalahleni	Steve Tshwete	Thembisile Hani	Victor Khanye
2020/2021	3172	2407	2321	377	912	7	339	847	472	811	390	485	112	1095	208	635	203
2021/2022	2999	2278	2103	364	824	12	381	858	378	830	464	423	137	955	379	800	240
2023/2024	2451	1672	1497	364	315	23	236	805	347	664	511	414	89	841	385	699	188

Figure 15: 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.

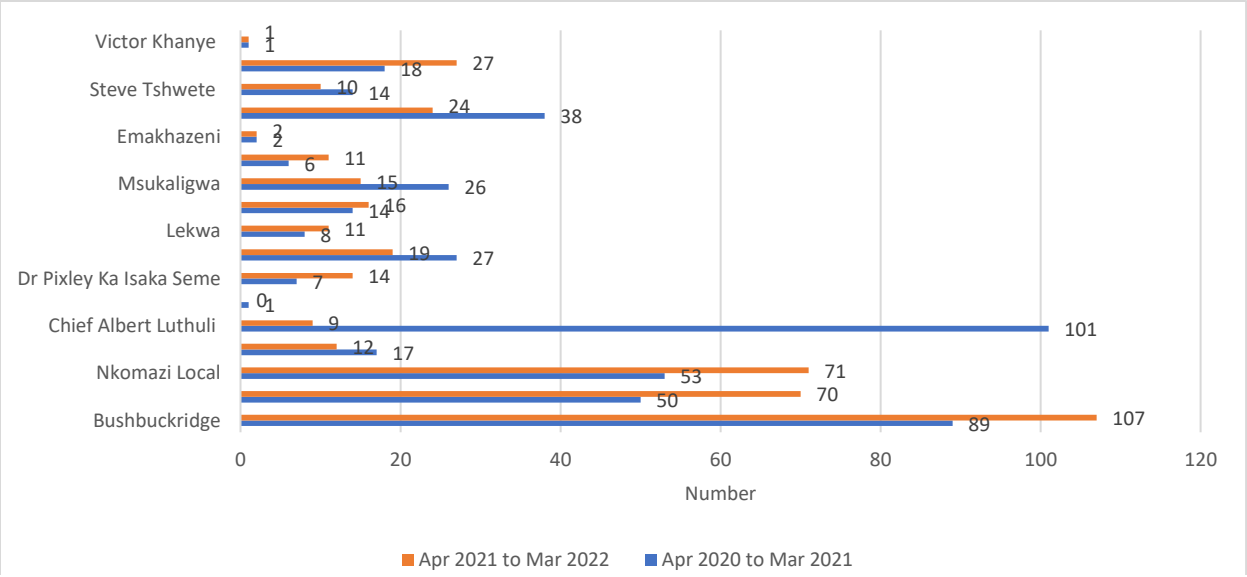


Figure 16: Deliveries by children aged 10-14 years, 2020/2021 - 2021/2022. Source: Mpumalanga Department of Health, 2022

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 21: 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
• 2021/22 maternal mortality in facility per 100 000 live births • Death resulting from childbearing	• 2021/22 infant mortality rate per 1000 live births • Number of children <1 year who die	• Covid-19 related fatalities in-facility between June 2020 and June 2022.

Figure 17: 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.

5.6 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 22: 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.

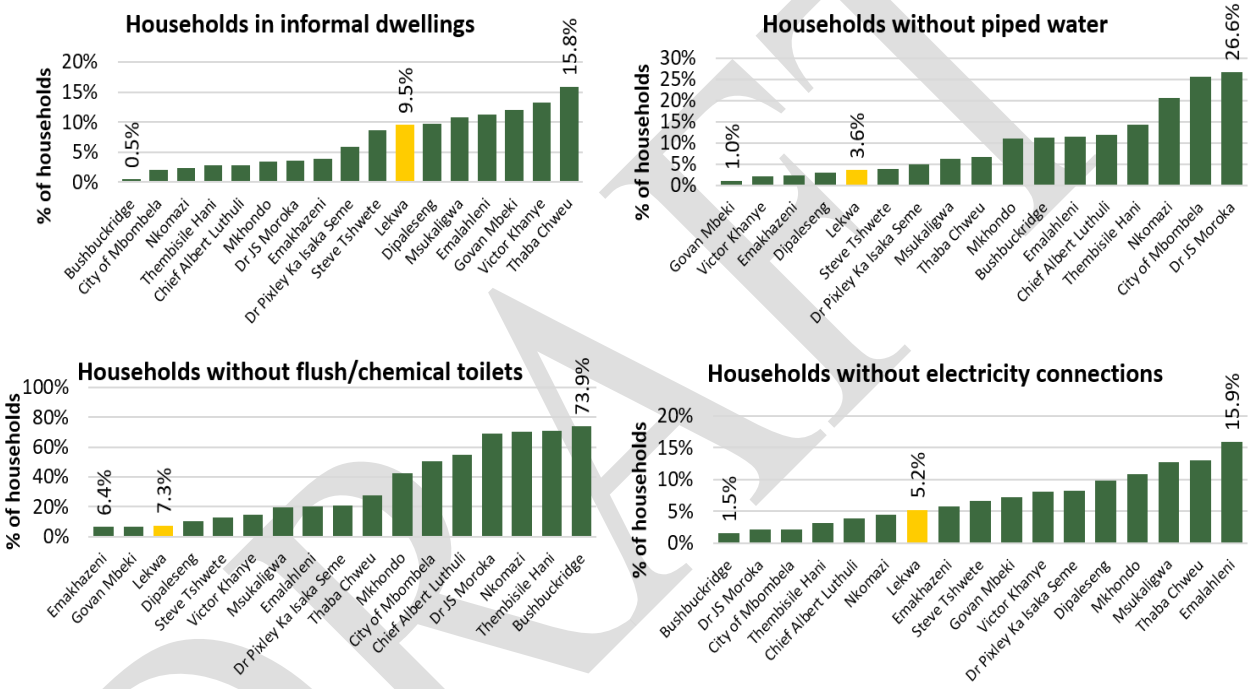


Figure 18: Household services performance of Lekwa, 2022. Source: Stats SA - Census 2022

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%

DRAFT

Table 23: 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 24: 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 25: 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 26: 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 27: 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	
	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 28: 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**	**Critical 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*
<50%	*50% - <70%*	*70% - <90%*	*90% - 100%*

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*	*Critical 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%*	
Emalahleni	*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

Interventions by the municipality to improve status

Certification Programmes & Certification Year	Results	Interventions	Comments	Timeframes
Blue Drop- 2022	*60,5*	• Refurbishment of Standerton Water Treatment Works • Feasibility study developed for Upgrade of bulk water infrastructure. • Upgrade clear water storage at Standerton WTW through DWS funding and GSDM as IA in progress. • Development of Water Services Master plan, WDSP by DBSA. Service Provider appointed in June 2025	Upgrade of both Standerton and Morgenzon WTWs is required. Funding to be availed once the feasibility studies have been approved.	*June 2026*
No Drop - 2022	*0*	• Development of Management Plan to reduce non-revenue water by DBSA. Service Provider appointment planned for June 2025 • WCWDM projects completed. • DBSA is developing a Management Plan to reduce non revenue water. • Upgrade of Kieser reservoir an pressure tower. Complete.	The development of the non venue water plan will assist in directing the Municipality on measures to improve the No Drop score.	*June 2026*
Green Drop – 2022 (Awiating publication of 2025 audit outcome)	*17*	• Standerton Waste Water Treatment Works Refurbished (9ML) • Sewer pumps stations (Vaal, Muller, Steyn, Johan ,TLC,Rooikoppen, 1 & 2 and Talijaard) refurbished and upgraded. • Feasibility studies developed and approved for both Standerton and Morgenzon WWTW. IRS for the Upgrade of the Standerton WWTW and design development in progress. • Unblocking of sewer projects complete. • Phase 1 Refurbishment of sewer reticulation at Standerton Ext 8 completed, Rectification of internal sewer infrastructure (Phase 2) in progress. • Seriti mine donated a jet truck to enhance the sanitation services	.The Upgrades of the WWTWs will improve the green drop score. Shortage of process controllers remain a challenge DBSA is assisting Municipality in developing Water Services Master plan, WDSP and Management Plan to reduce non-revenue water 4 positions of Process Controllers filled for Standerton WWTW. No Process Controllers on the organogram, but these positions will incorporated into the organogram.	*June 2026*

5.7 ECONOMIC LANDSCAPE

The economic landscape of Lekwa Local Municipality is shaped by its strategic location, natural resources, and diverse economic activities, which include agriculture, mining, manufacturing, and trade. Despite these

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opportunities, the municipality faces challenges such as limited local investment, high unemployment, and skills shortages that constrain inclusive growth. Understanding the economic profile, trends, and potential sectors for development is critical for guiding the Integrated Development Plan (IDP) towards fostering sustainable economic growth, job creation, and improved livelihoods for all residents.

Mpumalanga 2030 economic targets and current status

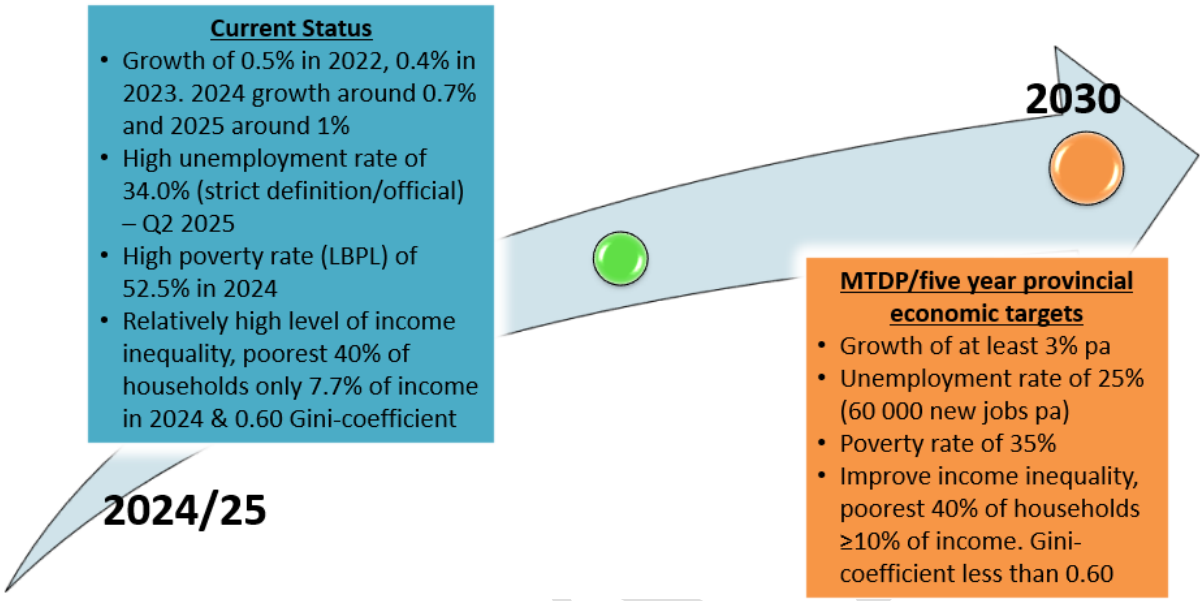


Figure 19: Mpumalanga economic targets and status, SERO Report 2025

Lekwa Economy

Lekwa Local Municipality's economy, valued at approximately R22 billion in 2024, is the 7th largest in Mpumalanga and the 3rd largest in the district, contributing 14% of the Gert Sibande economy, with agriculture and electricity as dominant sectors. While historical growth (1996–2024) averaged 1.5–1.8%—below the provincial average—the municipality ranks 3rd fastest-growing in the district, maintaining momentum from 2019–2024 and projected to grow 3.0% annually between 2024–2029, above the provincial average. The economy is diverse, with the four largest industries contributing 61.3% of GDP, though tourism's share declined slightly to 4.0% of GDP in 2023. Overall, Lekwa shows steady growth, a strong district role, and opportunities to expand tourism and sectoral development to enhance provincial competitiveness.

3.7%	1.5%	1.8%
• Contribution to provincial economy in 2024 (constant prices) – **7th largest in MP** • 14.0% contribution to the district economy (3rd largest & dominant in agriculture % electricity	• Average annual economic growth 1996-2024 • R22 billion economy • 3rd fastest in the district • Below the provincial average growth	• Average annual economic growth 2019-24 • 3rd fastest in the district • Competing with Msukaligwa to be no 6 in the province
3.0%	**61.3%**	**4.0%**

• Estimated average annual growth 2024-29 • 3rd fastest in the district • Higher than MP average	• Contribution by 4 largest industries in 2023 (constant prices) • Diverse economy	• Total tourism spend as % of GDP 2023 (R800 mil) • Declined however, from 4.2% in 2019

Figure 20: Key economic indicators in Lekwa. Source: S&P Global - ReX, April 2025

Structure of the economy in Lekwa

- Agriculture and electricity dominate Lekwa's economy, followed by manufacturing, trade, and construction.
- Sectors like finance, transport, and tourism contribute relatively less, indicating potential areas for diversification and investment.
- The high contribution of agriculture aligns with the municipality's role as a key agricultural hub within the district.
- Employment is concentrated in agriculture, community services, and trade, with smaller shares in finance, transport, and tourism.
- The distribution shows that the economy is heavily reliant on a few sectors for jobs, which could make it vulnerable to sector-specific shocks.
- Tourism, despite having some GDP contribution, accounts for a relatively small proportion of employment, highlighting a potential for growth in labour-intensive opportunities.

Overall Analysis:
Lekwa's economy is anchored in agriculture and basic services, both in terms of GDP and employment. While this provides stability, it also points to the need for diversification into sectors such as manufacturing, tourism, and knowledge-based industries to create more jobs, reduce economic vulnerability, and boost inclusive growth.

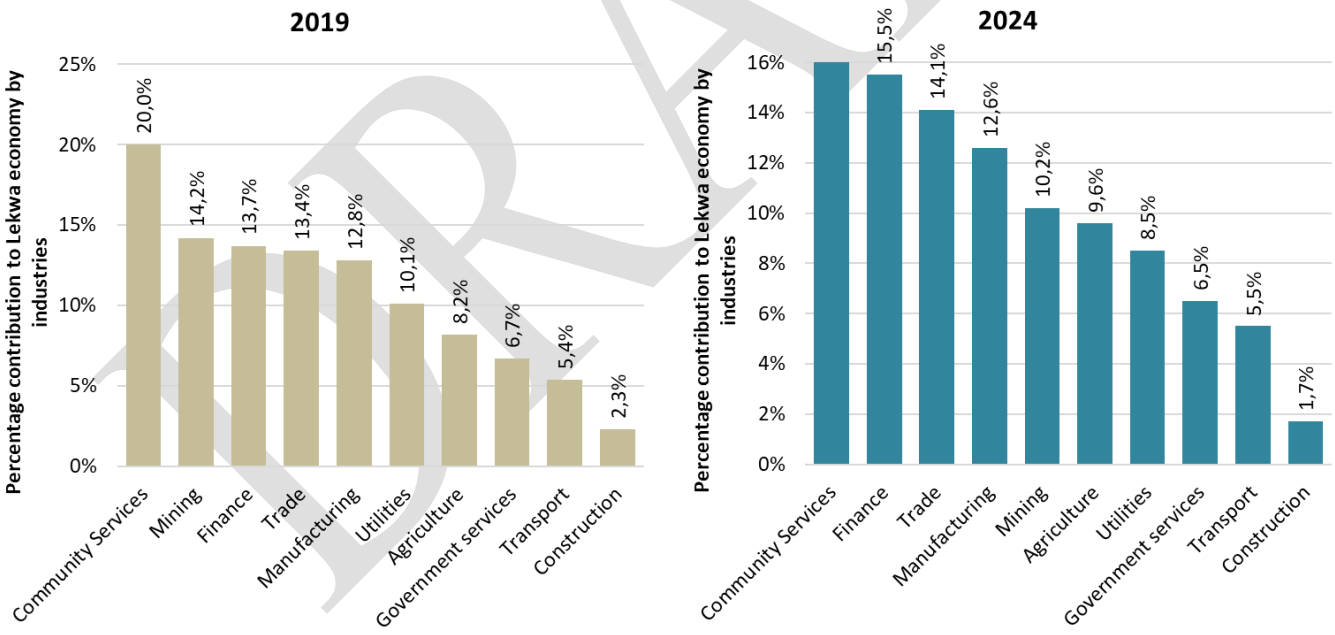


Figure 21: Structure of Lekwa's economy in constant 2015-prices. Source: S&P Global - ReX, April 2025

Contribution of Lekwa to Mpumalanga's economy

In 2025, Lekwa contributed 3.7% to the Mpumalanga economy. The municipality serves as a mid-tier economic contributor to the Mpumalanga provincial economy, accounting for **3.7%** of the total provincial GDP. Lekwa ranks **7th** out of the 17 municipalities (tied with Nkomazi). It sits at the upper end of the "secondary

contributors" tier, trailing slightly behind Msukaligwa (4.3%) and Bushbuckridge (5.3%). There is a significant structural gap between Lekwa and the province's "Big Four" industrial and administrative hubs—City of Mbombela, Emalahleni, Steve Tshwete, and Govan Mbeki—which collectively generate **63.9%** of the GDP. Lekwa's contribution is approximately one-seventh that of the City of Mbombela (24.4%). Lekwa is roughly **three times** more productive than the smallest local economy, Dipaleseng (1.2%), and contributes more than the bottom three municipalities (Dipaleseng, Emakhazeni, and Thembisile Hani) combined.

While Lekwa's 3.7% might appear modest, it represents a critical secondary node. In Mpumalanga, municipalities with this level of contribution typically rely on a mix of commercial agriculture and specific industrial or energy-related activities (such as those centered around Standerton). Its equal footing with Nkomazi—a major agricultural and border transit hub—underscores Lekwa's relative importance in the provincial value chain.

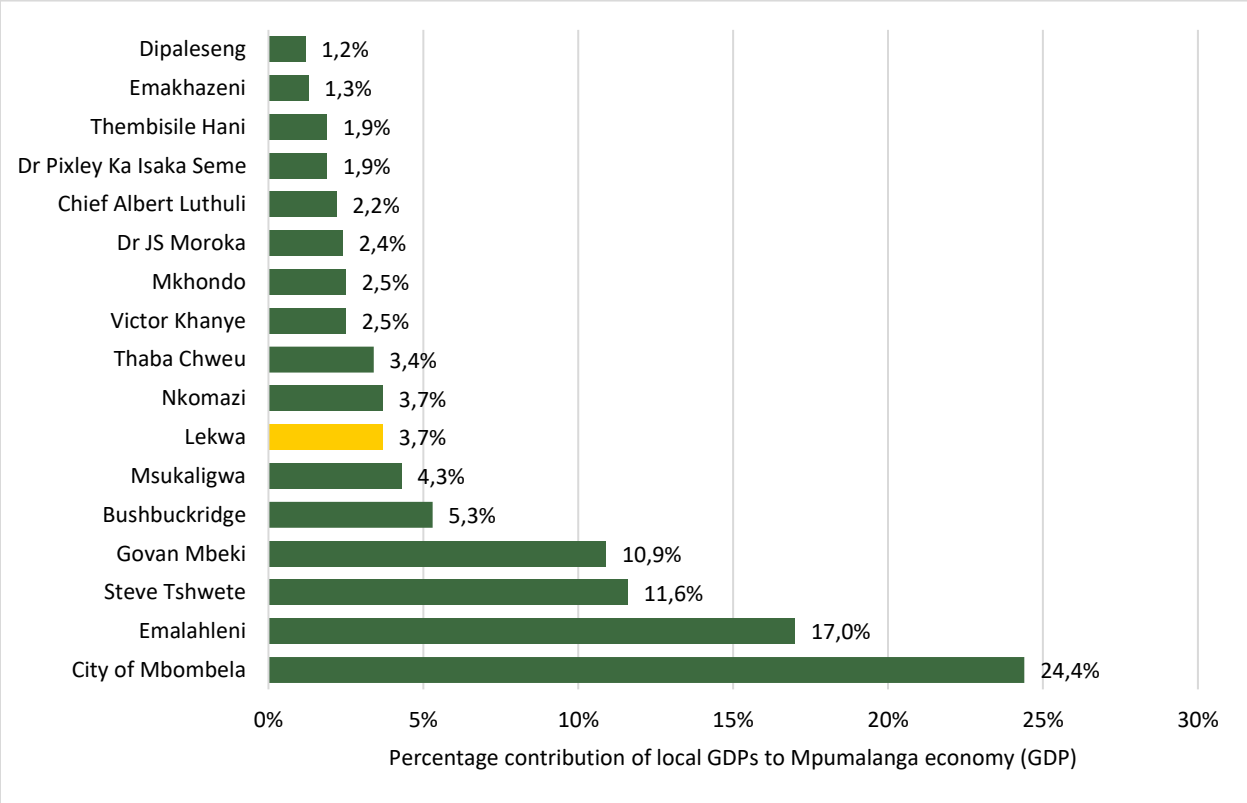


Figure 22: Contribution to Mpumalanga's economy in constant 2015-prices. Source: S&P Global – ReX, April 2025

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 29: 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 30: 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 31: 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.

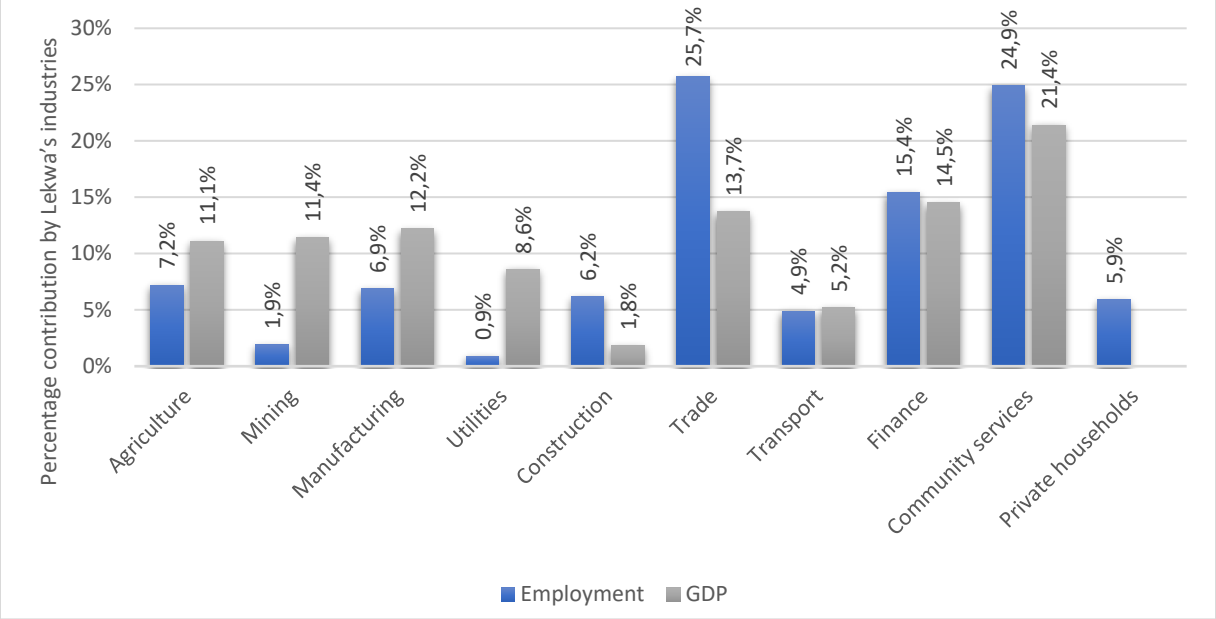


Figure 23: Lekwa contribution by industry – employment & GDP in constant 2015-prices. Source: S&P Global – ReX, October 2023

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 32: 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.

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

- Poverty & Social Support: While 33% of the population lives below the Lower Bound Poverty Line (LBPL)—ranking it as the second lowest in the Gert Sibande District—the actual number of people affected remains high at 40,470. Notably, the number of social assistance grants (40,272) almost perfectly mirrors the number of people below the LBPL, suggesting a heavy reliance on state support. Furthermore, 60% of households are classified as "poor" by National Treasury standards.
- Inequality & Development: There are signs of slow improvement in living standards. The Human Development Index (HDI) rose from 0.64 in 2019 to 0.67 in 2024, and the Gini-coefficient (a measure of inequality) improved slightly from 0.59 to 0.57. However, the poorest 40% of the population only holds a 7.9% share of income, falling short of the 10% target.
- Safety & Security: A major area of concern is the crime rate. Serious crimes have increased from 271 per 10,000 people in 2018/19 to 293 in 2023/24, making it the third highest in the province.

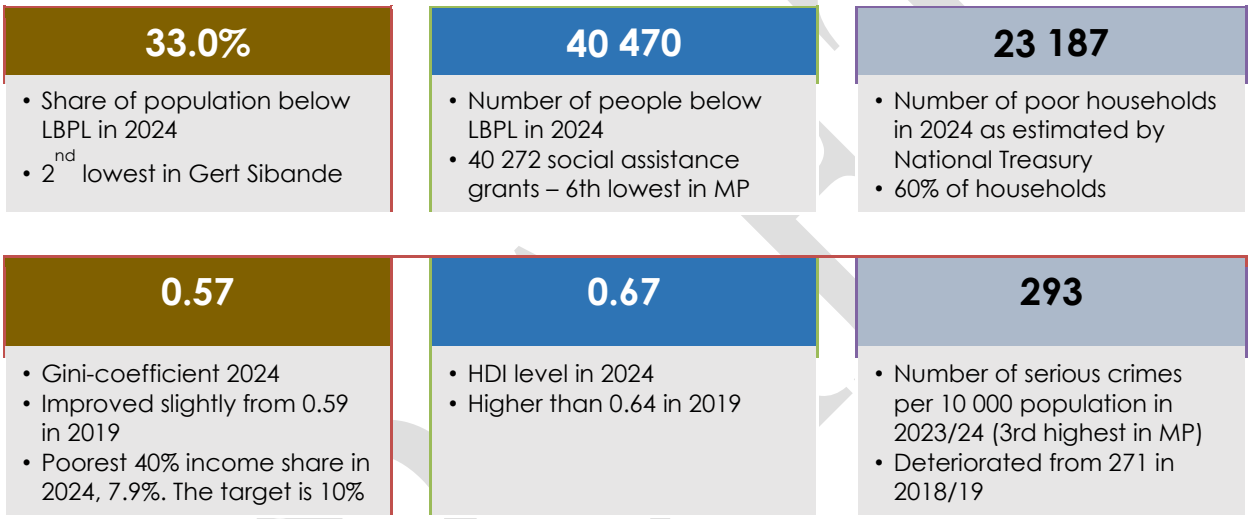


Figure 24: Key poverty, inequality. HDI and crime indicators. Sources: S&P Global – ReX, October 2024, National Treasury – 2024 LGES Summary data & SAPS – Annual Crime Stats, 2023/24

Employment by industry

The graphs compare the percentage contribution of different sectors to local employment in 2019 and 2024.

- The Rise of Community Services: This sector saw the most significant growth, jumping nearly 3 percentage points. By 2024, it has almost caught up to Trade as the primary employer in the district.
- Trade Remains Dominant (But Declining): While Trade is still the largest contributor to employment in 2024 (25.4%), its share has shrunk slightly since 2019.
- Finance and Manufacturing Slippage: Both sectors saw a decrease in their relative contribution. Finance dropped from 17.0% to 15.7%, while Manufacturing saw a minor dip of 0.1%.
- Minor Sectors: Mining and Utilities remain the smallest contributors, both seeing slight decreases over the five-year period, with Utilities falling below 1% in 2024.

The municipality appears to be transitioning into a more service-heavy economy (Community Services) while relying slightly less on commercial Trade and Finance for job creation. Agriculture and Construction have remained remarkably stable despite broader economic shifts.

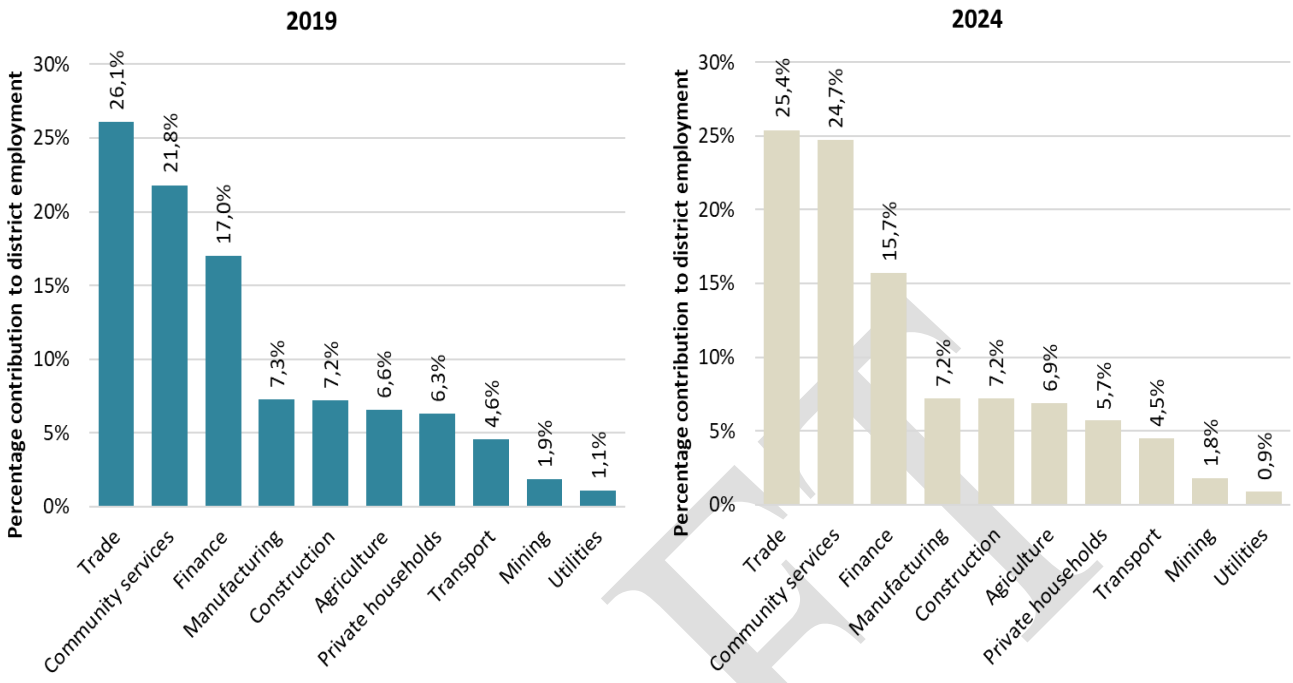


Figure 25: Employment by industry in Lekwa. Source: S&P Global - ReX, April 2025

Strict and expanded unemployment rate

The municipality holds a "best of a bad situation" title. While its rates are the lowest in the District, the actual numbers remain a massive challenge:

Overall Unemployment (22.7%): Stagnant since 2019. It's not getting worse, but it isn't getting better. Female Unemployment (27.4%): Slightly higher than the general average and has deteriorated since 2019, showing a growing gender gap in the workforce. Youth Unemployment (50.2%): A critical red flag. Every second person between 15 and 34 is unemployed. Even though this is "lowest in the District," it represents a significant risk to long-term social stability.

The most concerning trend is the stagnating job creation engine: Growth Rate: Employment growth has plummeted from 1.8% p.a. (2014-19) to just 0.6% p.a. (2019-24). The Target Gap: The district needs to create 2,000 to 3,000 jobs per year to keep up with demand. Actual Performance (2024): Only 1,175 jobs were created. This is a sharp decline from the 5,713 jobs gained in 2022.

The municipality is essentially "treading water." It has a higher human development index (0.67) and lower unemployment than its neighbors, but it is failing to create jobs at the pace required to lift the 33% of people living below the poverty line. The dramatic drop-off in job gains since 2022 suggests a local economy that has lost its momentum.

22.7%	27.4%	50.2%
• Official/strict unemployment rate 2024 (**lowest in the District**) • More or less the same as in 2019	• Official female unemployment rate 2024 • Deteriorated slightly from 27.3% in 2019	• Official youth (15-34 yr) unemployment rate 2024 (lowest in the District) • More or less the same as in 2019

0.6%	3.9%	1 175
• Average annual employment growth 2019-24 • Lower/worst than 1.8% p.a. growth 2014-19	• Share of Mpumalanga's employment in 2024 • Increased slightly from 3.8% in 2019 • Should create 2 000 to 3 000 new jobs pa	• Number of job gains in 2024 • 2 731 job gains in 2023 • 5 713 job gains in 2022

Table 33: Strict and expanded unemployment rates 2019 - 2022. Source: S&P Global - ReX, April 2025

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

In 2024,the number of crimes per 100,000 population in Lekwa local municipality was 2,952.74. The number of crimes per 100,000 population in the Lekwa local municipality was higher than that of the Gert Sibande district (2,336.55), higher than that of the Mpumalanga province (2,123.41), and lower than that of South Africa (3,093.05). The number of crimes per 100,000 population of Lekwa ranked 2nd among the local municipalities in the Gert Sibande district and 120th among all 244 local municipalities in South Africa.

The number of crimes per 100,000 population in Lekwa local municipality decreased by 24.958 crimes in 2024, averaged 72.845 over the last 3 years, -1.217 over the last 5 years, and -25.593 over the last 10 years. The change in the number of crimes per 100,000 population in Lekwa (MP305) in 2024 of 24.958 was lower than

that of its district municipality Gert Sibande (25.826), lower than that of its province Mpumalanga (35.786) and lower than that of South Africa (102.810).

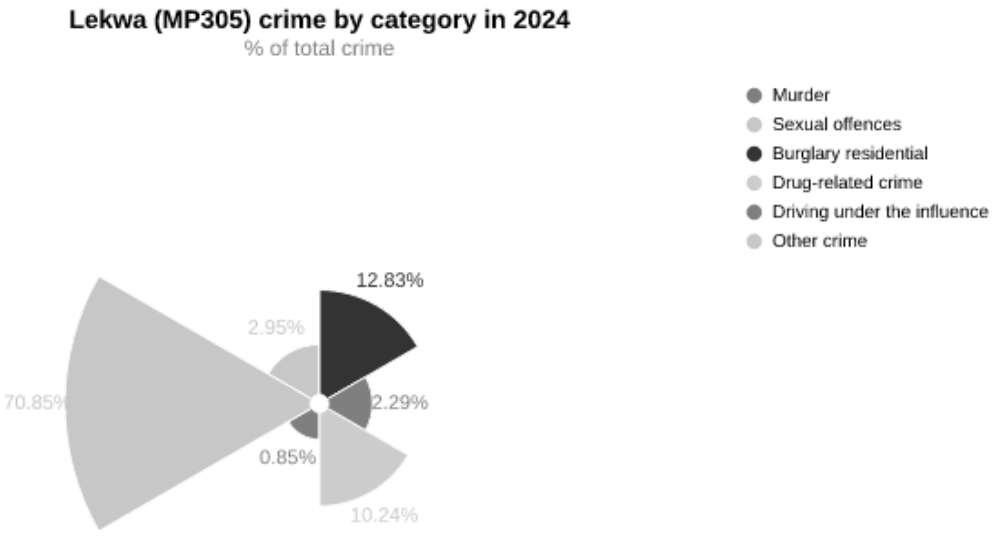


Figure 26: Categories of crime for 2024. Source: EasyData by Quantec

In 2024, the crime categories in Lekwa local municipality contributed to total crime as follows: murder (0.85%), sexual offences (2.95%), burglary residential (12.83%), drug-related crime (10.24%), driving under the influence (2.29%), and other crime (70.85%).

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.

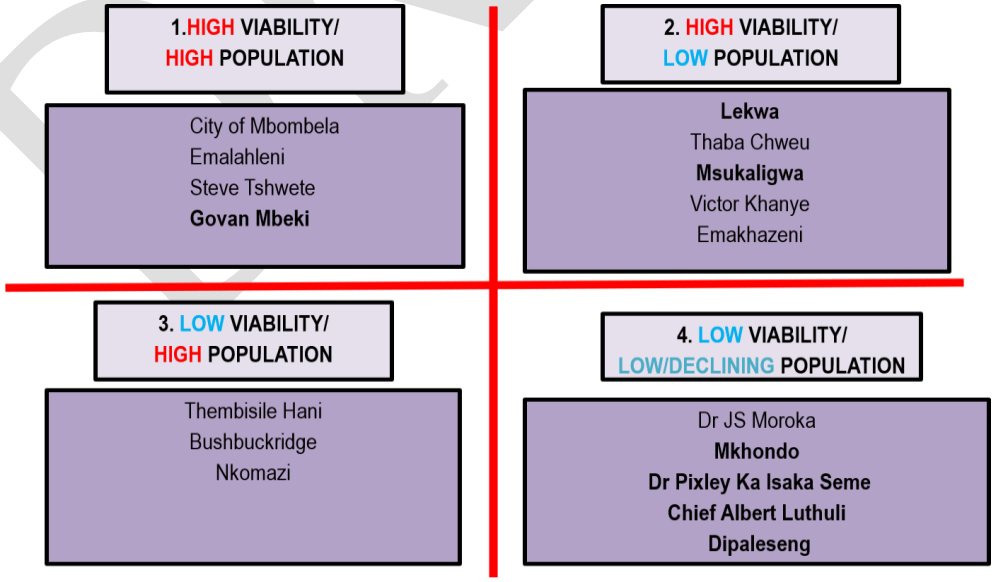


Figure 27: Strategic Development Areas

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

Figure 28: Lekwa Green and Red flags, SERO Report 2025

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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.

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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 to51 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

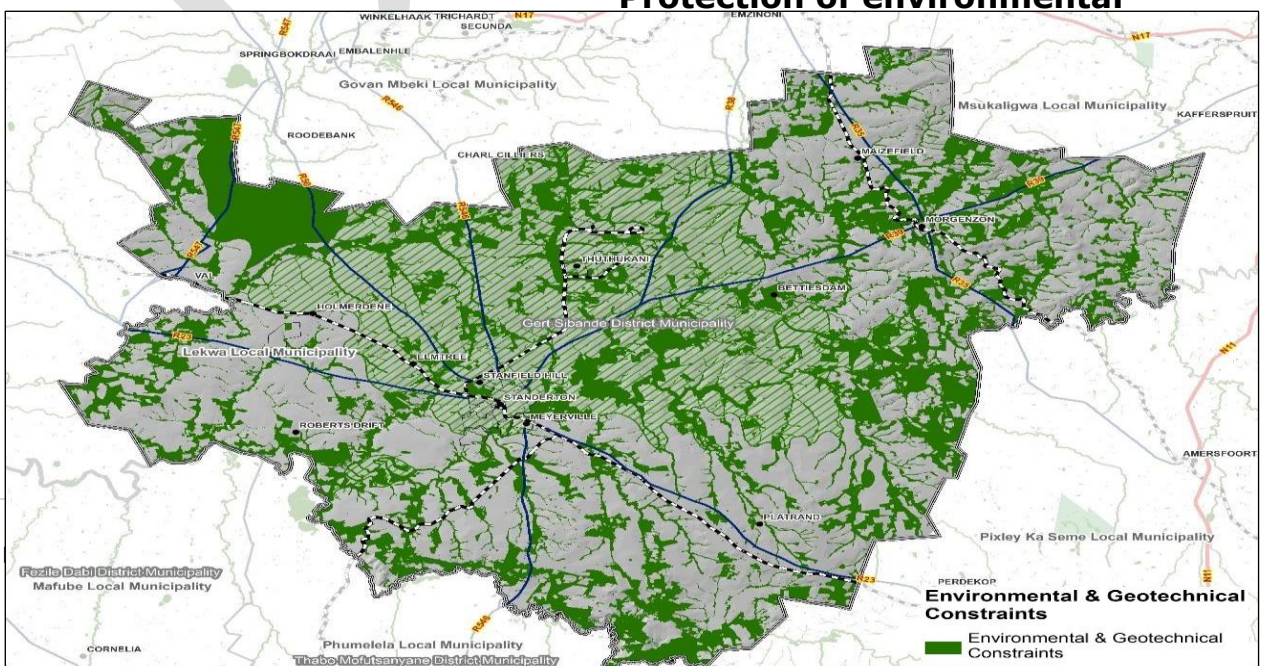
Year	Households	Population
2011	31 071	115 662
2016 (base year)	37 334	123 419
2021	40 370	133 221
2026	43 593	143 857
2035	49 844	164 485

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 34: First order roads

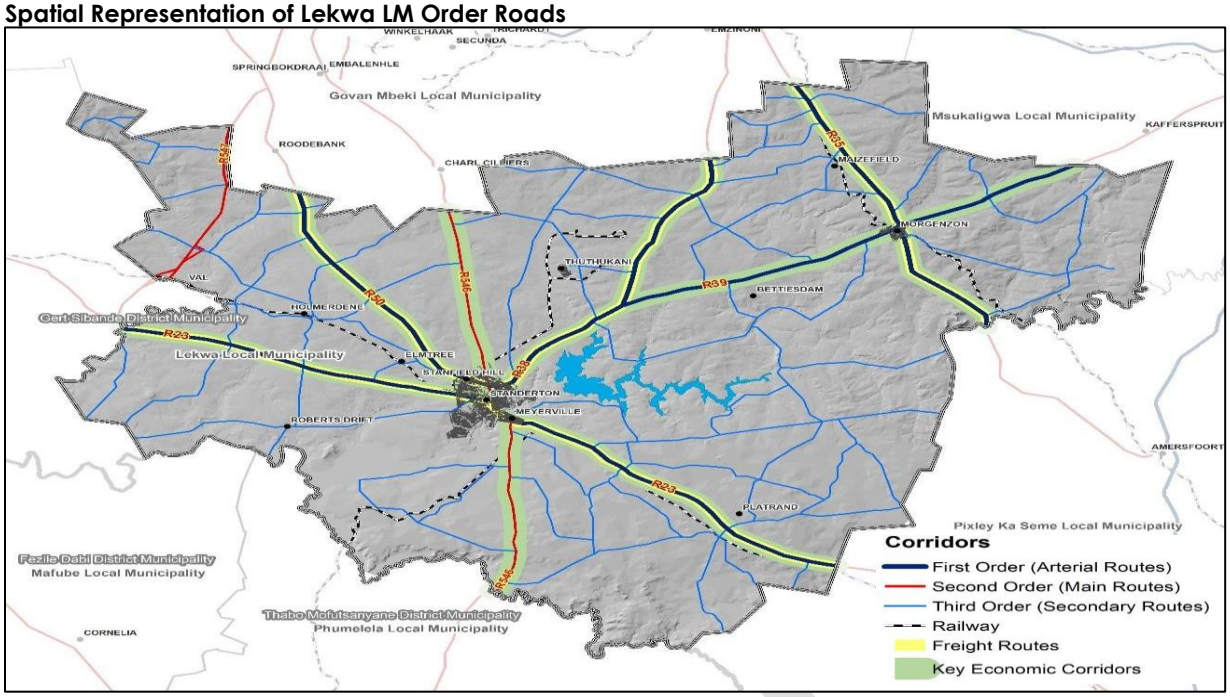
Second order roads

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 35: Second order nodes

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Spatial Representation of Lekwa LM Order Roads

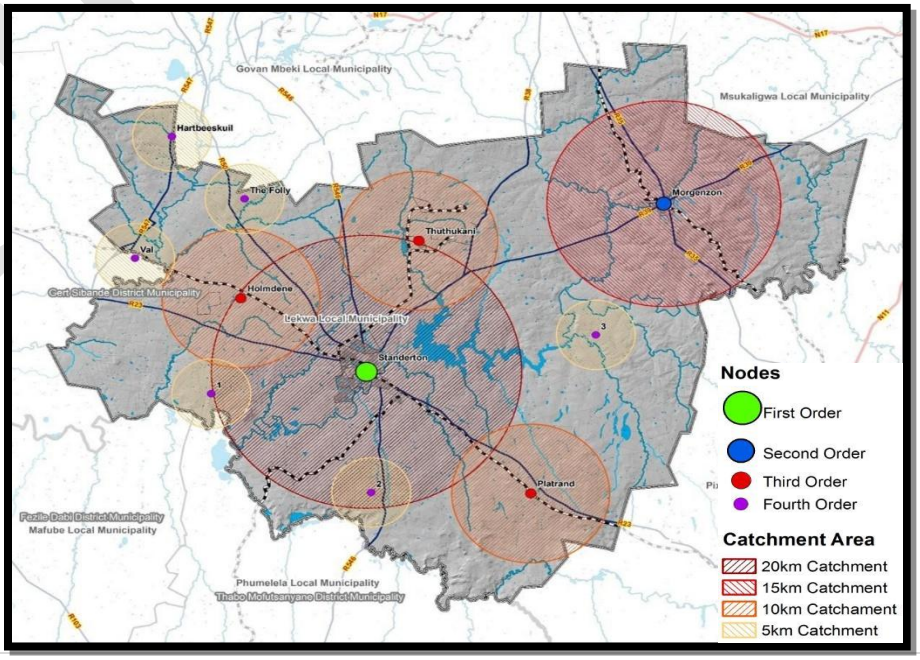


Map 2: Order roads in Lekwa

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.

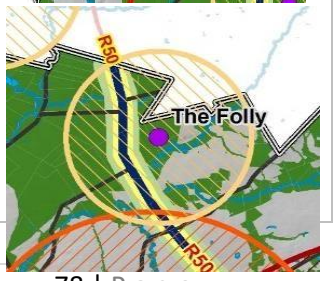
Platrand and *Holmdene* were also identified as additional third order nodes and are characterised by the following:

- 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	▪ An existing settlement ▪ Two schools ▪ Some commercial activity	▪ Existing agricultural ▪ practices ▪ High potential ▪ agricultural land ▪ Agricultural rural character	
The Folly	North-western municipal boundary. Next to the R50	R50	▪ Existing settlement ▪ A school	▪ Existing agricultural practices ▪ High potential agricultural land ▪ Agricultural rural character	

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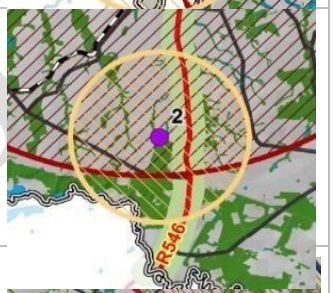
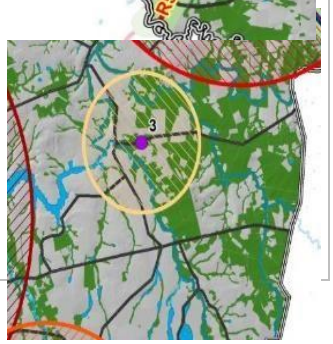
Val	Western municipal boundary. Next to R547 and railway line	R547 and railway line	▪ Existing settlement ▪ A school ▪ Val railway station ▪ Silos ▪ Hotel	▪ Existing ▪ agricultural practices ▪ Agricultural rural character ▪ Some small ▪ commercial activity	
1	South west municipal boundary. West of Standerton	R23 and S48	School	▪ Agricultural practices ▪ Environmentally ▪ sensitive areas ▪ Vastly rural character	
2	Southern municipal boundary. South of Standerton	R546	Two schools	▪ Agricultural practices ▪ Environmentally ▪ sensitive areas ▪ Vastly rural character	
3	Eastern area of the municipality. East of Grootdraai Dam.	Third order road. (Road name unavailable)	Three Schools	▪ Agricultural practices ▪ Environmentally ▪ sensitive areas ▪ Vastly rural character ▪ Next to ▪ Grootdraai Dam and the Vaal ▪ River	

Table 36: Description of fourth order nodes

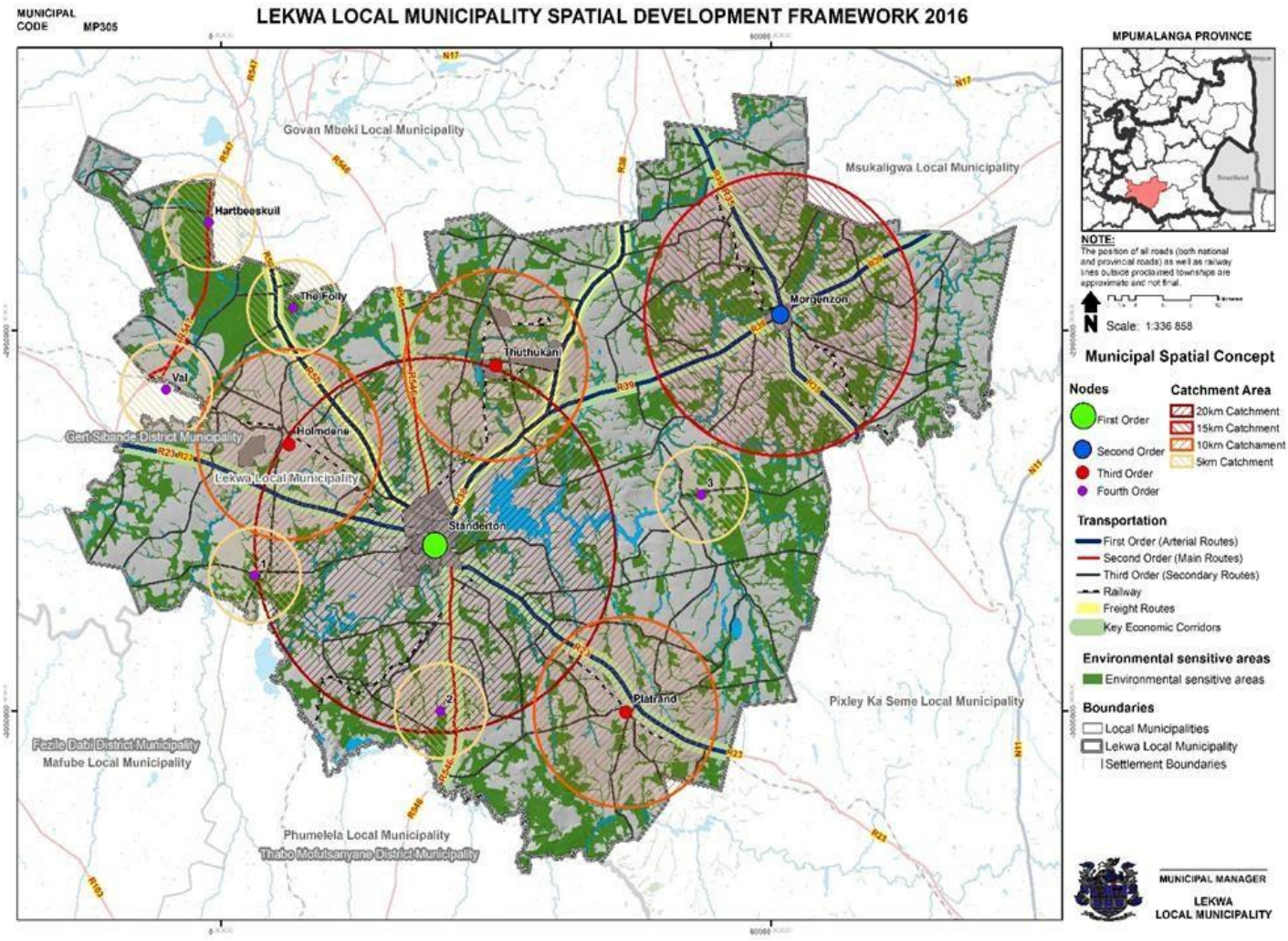
Macro level: Municipal spatial concept

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.

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Municipal spatial concept

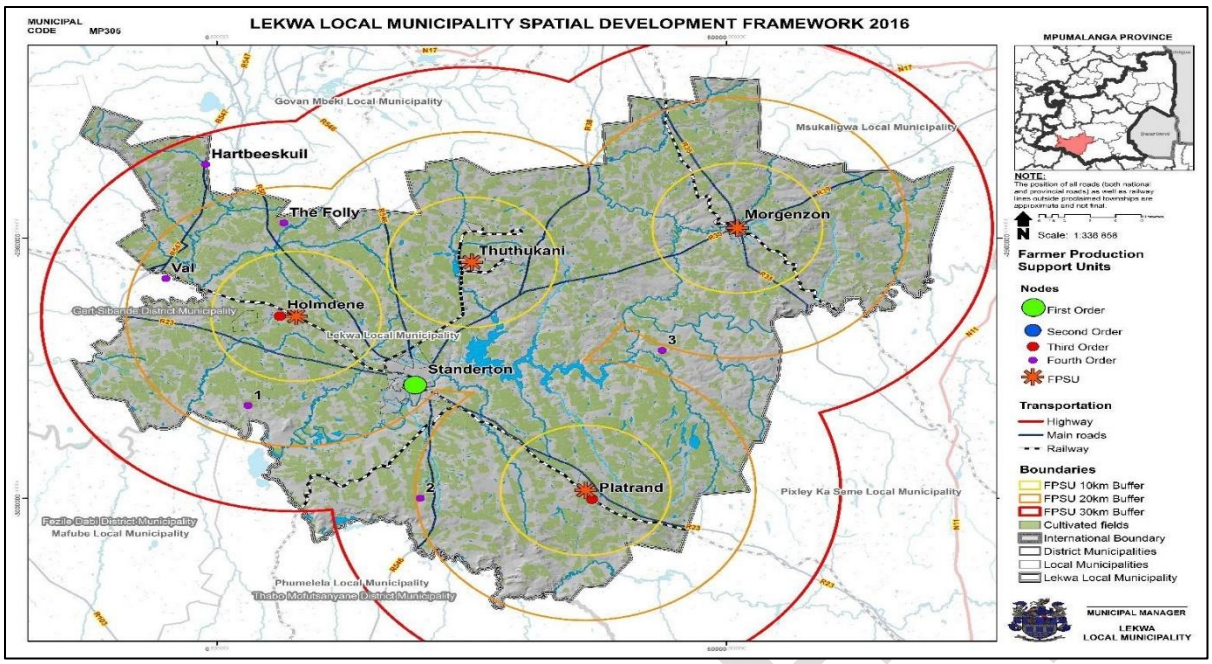


Map 4: Municipal Spatial Concept

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.



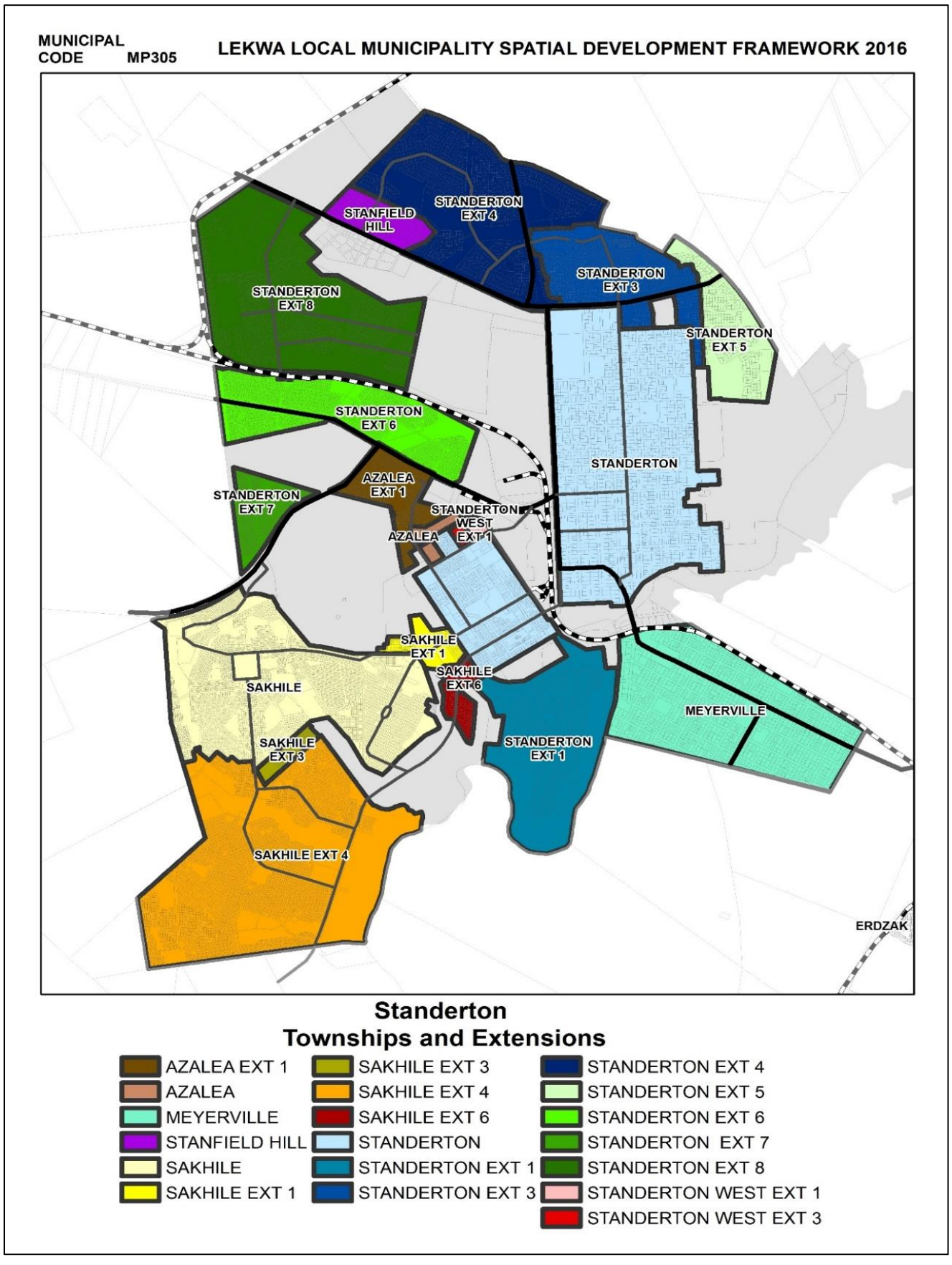
Map 5: Proposed farmer production support units

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.

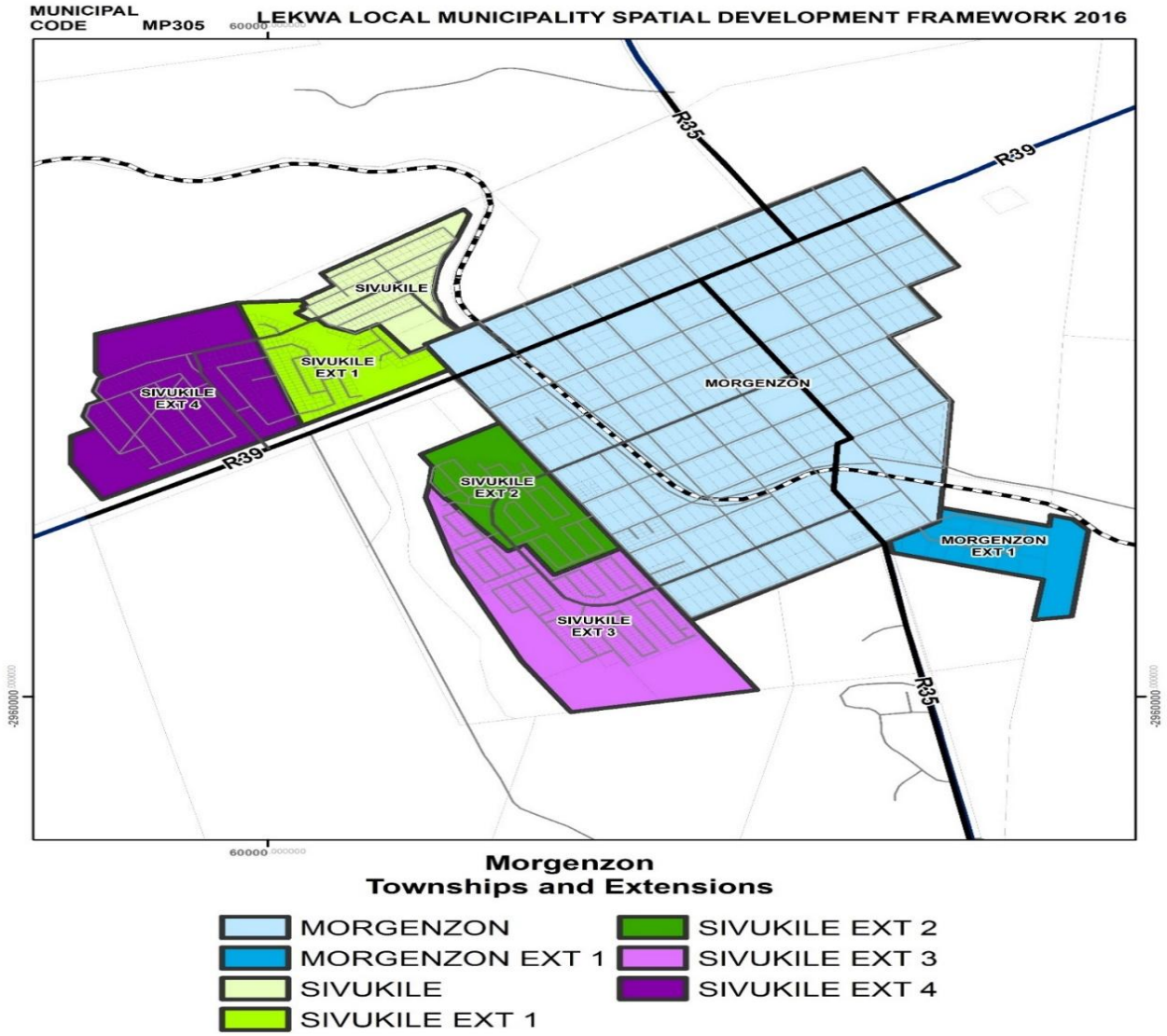
Standerton is made up of Standerton Proper on the northern banks of the Vaal River; Meyerville on the Southern banks of the Vaal River; Stansfield Hill with infill development that took place in the form of Standerton West Ext 1 to the north of Standerton Proper; Sakhile Proper which is the first large 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



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 4and Morgenzon Ext 1(industrial).

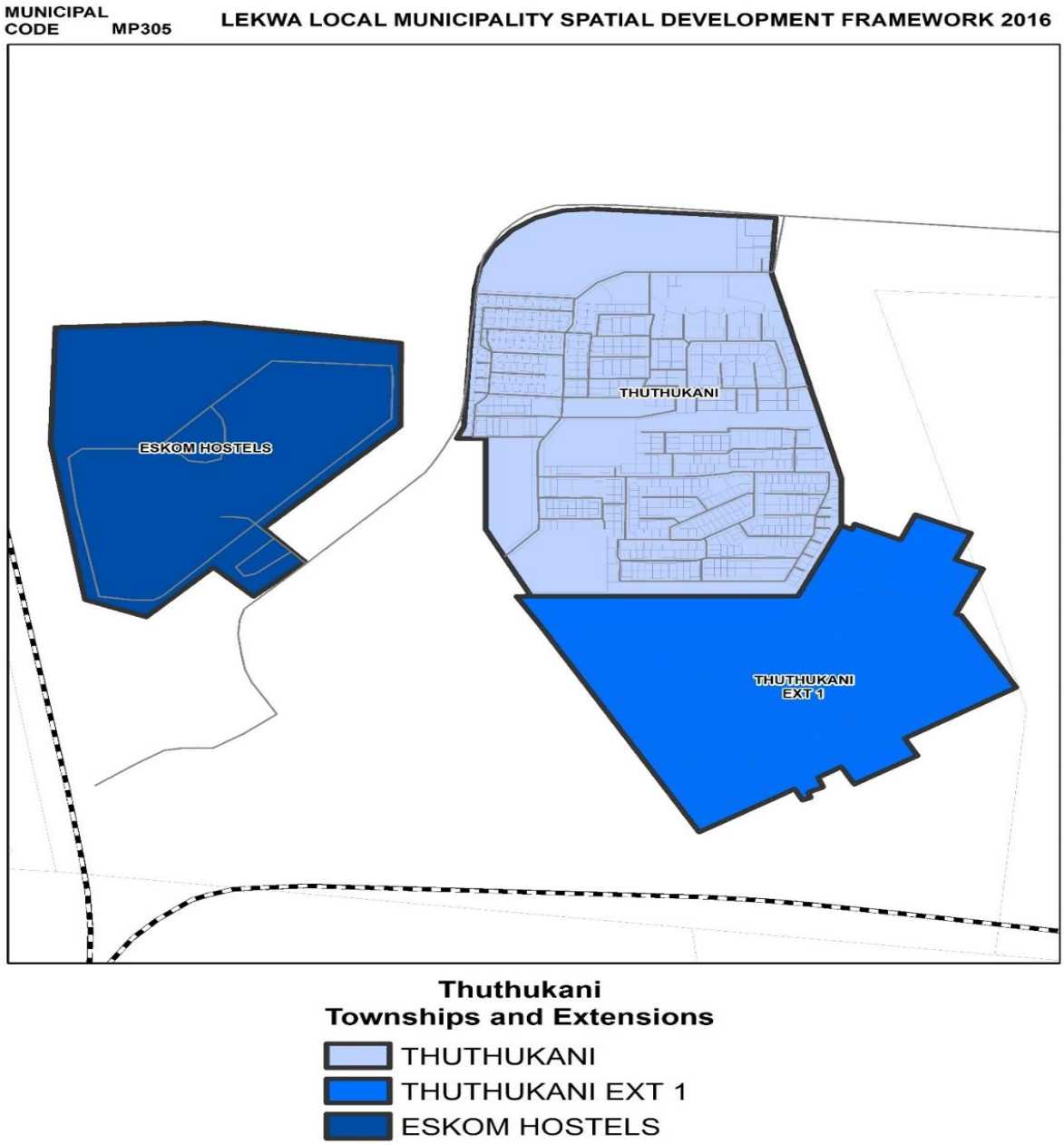


Map 7: Morgenzon townships and extensions, Lekwa SDF 2016

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.



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.

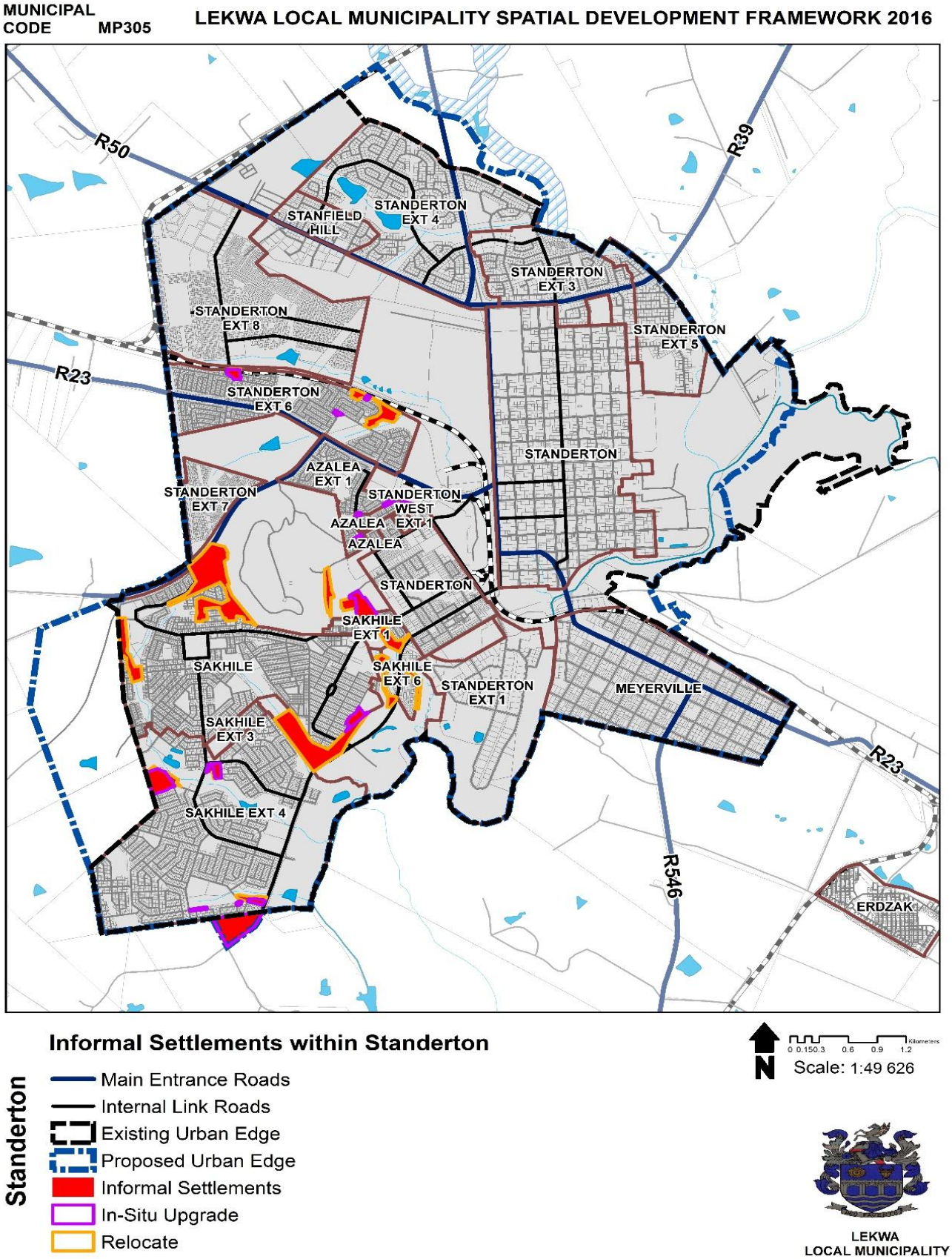
Name of settlement/adjacent settlement	Property description	Ownership	Ward	Number of households	Date of invasion
Mandela Camp, located in Sakhile Ext.2	Public open space	LLM	5	746	1994
Sisulu Camp, located in Sakhile Ext.4	Pubic open space	LLM	11	458	1994
Welamlambo Camp, located in Sakhile Proper	Public 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

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	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 37: Informal settlements and land invasion cases in Lekwa LM

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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.

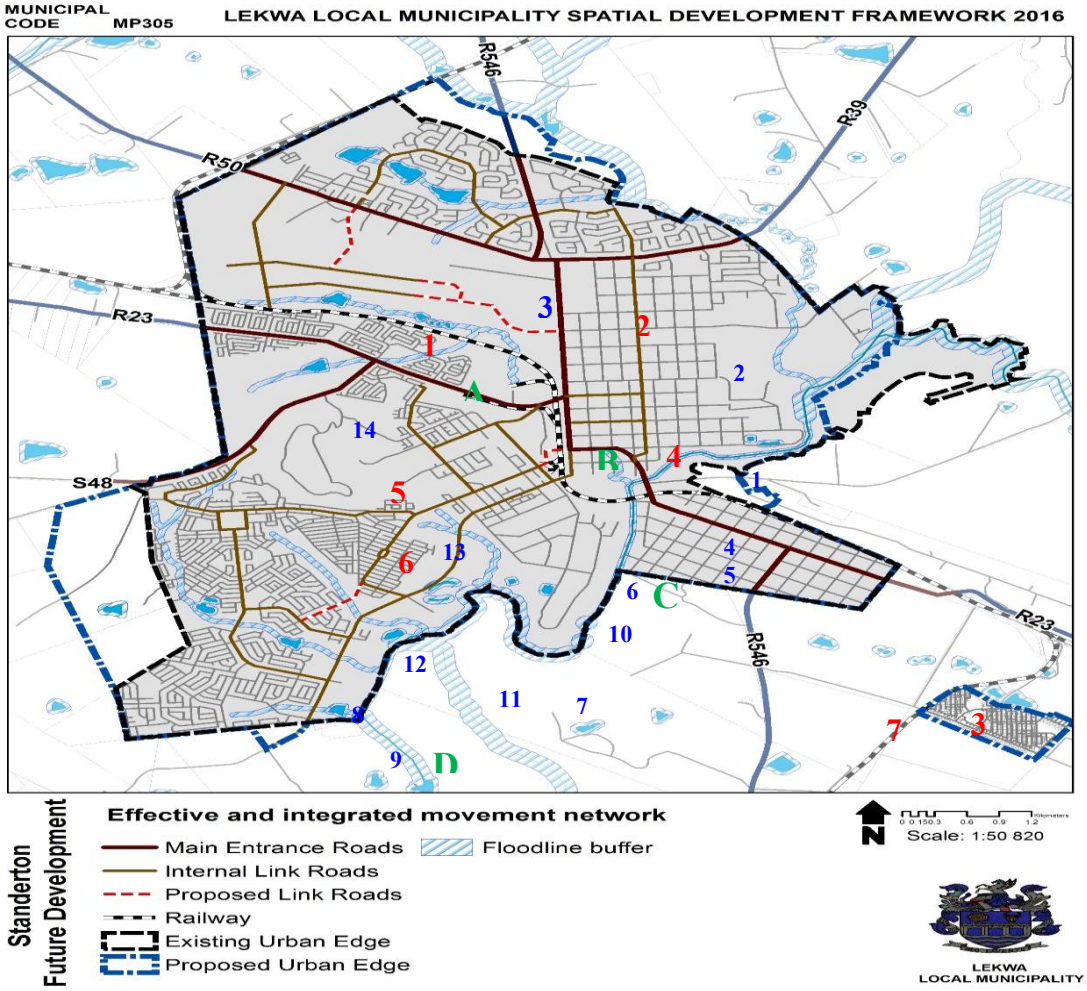
Functional Area 8
Functional Area 8 includes the proposed Standerton X8 which is characterised by an average density, sufficient functional open space, limited natural open space, limited commercial facilities, sufficient primary and secondary schools, no health, and sports facilities. Issues that have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

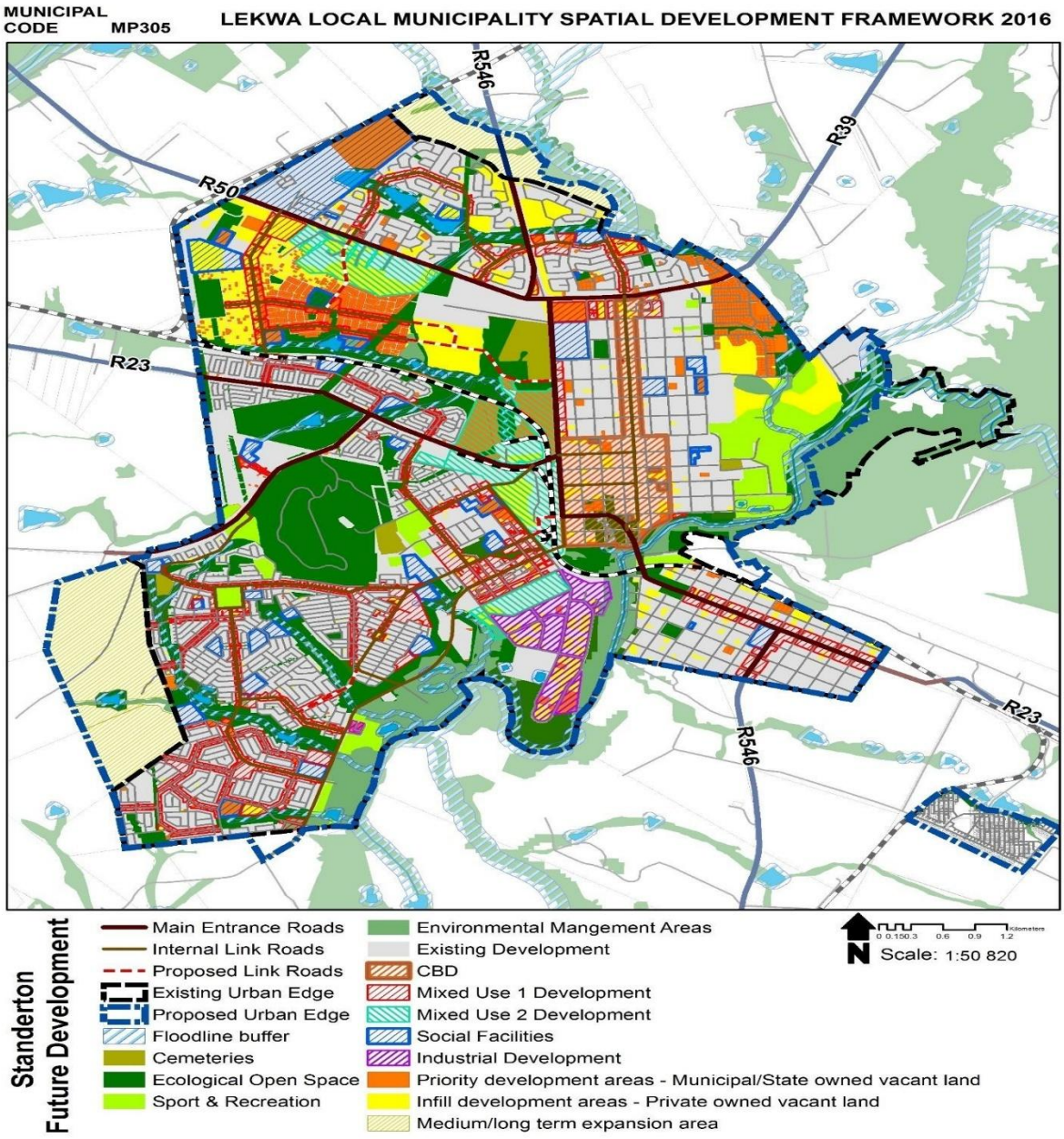
densification of the town will reap many benefits in the long term. The municipality needs to augment bulk services to support densification.

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, Morgenzon 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 Tsotetsi 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 Tsotetsi Street in Sakhile Proper, existing schools

Open Space Network

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

With regards to ecological function:

- All open spaces make up the network that plays a critical role in habitat protection and the sustaining of natural processes. The ecological function is the most important function of the open space network.
- The open space network should be protected against any human intrusion in the form of development.
- All parts of the open space network should as far as possible be linked to optimise its ecological function, these links should be protected against any development that may break the chain of open spaces.

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- 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.

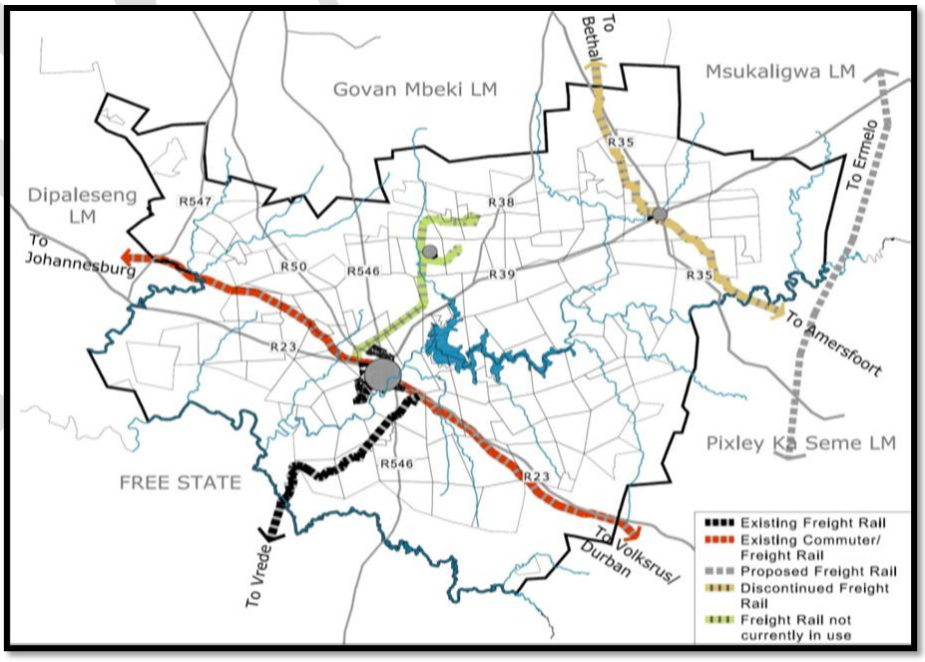
Road and rail network

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 (Shosholoza 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

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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.

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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: ▪ 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.

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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 CDB 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 38: 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

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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:

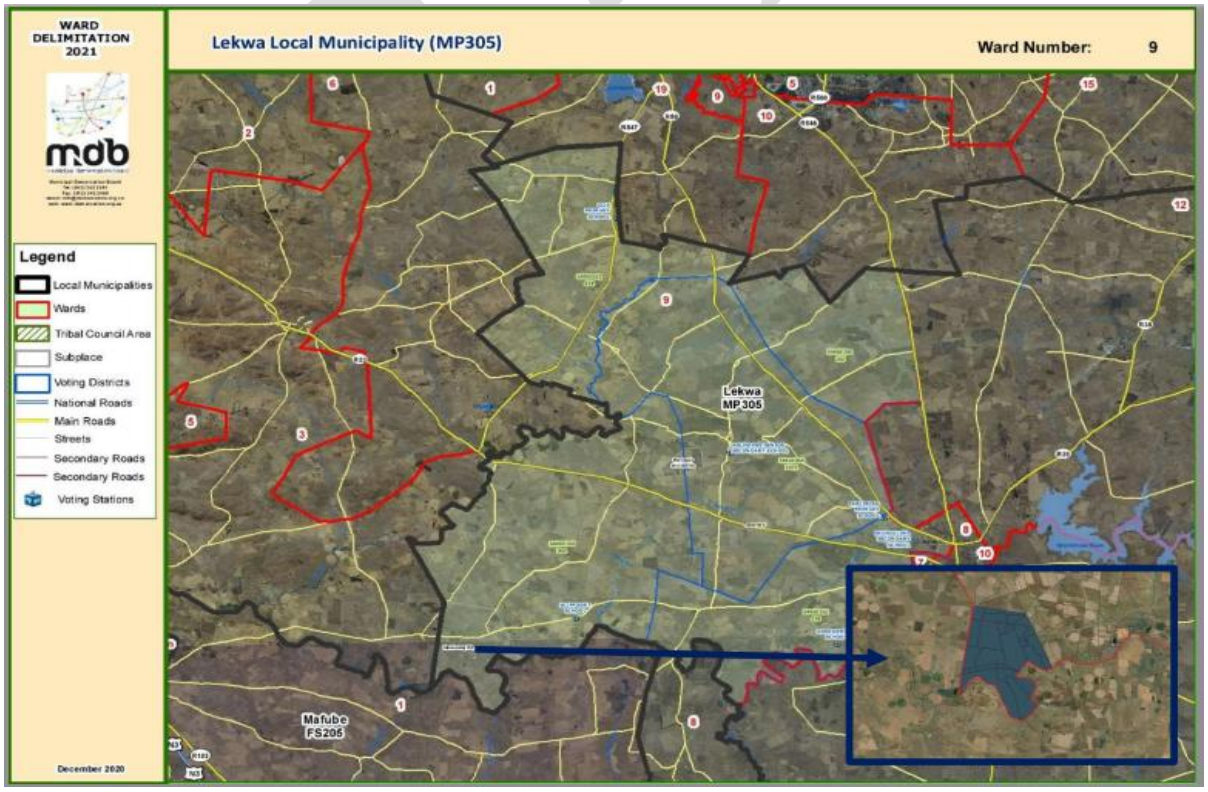
- Recover the portion of the capital cost of economic infrastructure that is attributable to developments;

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- 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**	

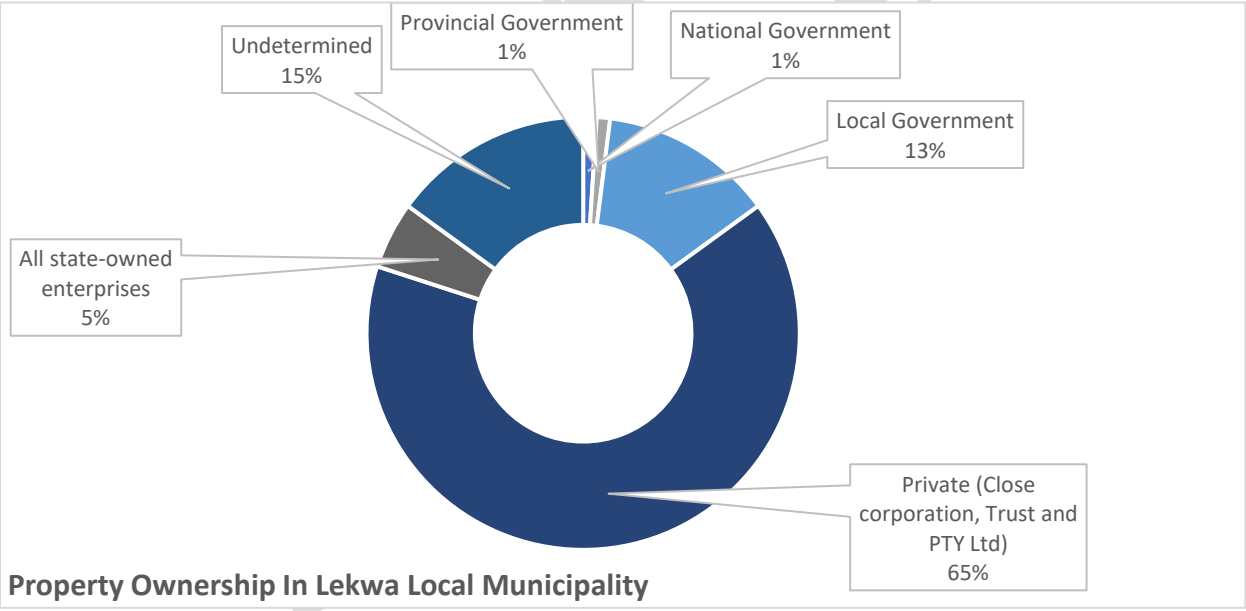


Figure 29: Ownership of land in Lekwa

The strategic objectives of the land audit are as follows:

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

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

- Proposal 1: Regularly updating the Valuation Roll

- Proposal 2: Revenue enhancement
- Proposal 3: Implementation of IDP and SDF proposals
- Proposal 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; ▪ Review Tariff Structure ▪ Systematic Cleansing of Billing Information ▪ Bill for Previously Unbilled Services ▪ Raise Revenue from Sale of Stands	Inhouse
Implementation of IDP and SDF proposals	The Municipal Spatial Development Framework, per definition, essentially addresses the spatial implications of the Integrated Development Plan (IDP), it is recognized that holistic governance and management of any area also requires the implementation of strategies/proposals; ▪ Nodal Review ▪ Urban Edge ▪ Priority Development Areas ▪ Infill Development ▪ Medium to Long Term Expansion Areas	Outsource
Land Disposal Policy Implementation	Review of policy underway and should be implemented once approved; ▪ Provide a framework, ▪ Guidelines and procedures that are intended to be followed by the Council for the disposal and letting of various types of immovable properties	Inhouse

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

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	▪ 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	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 ▪ 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 39: 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.

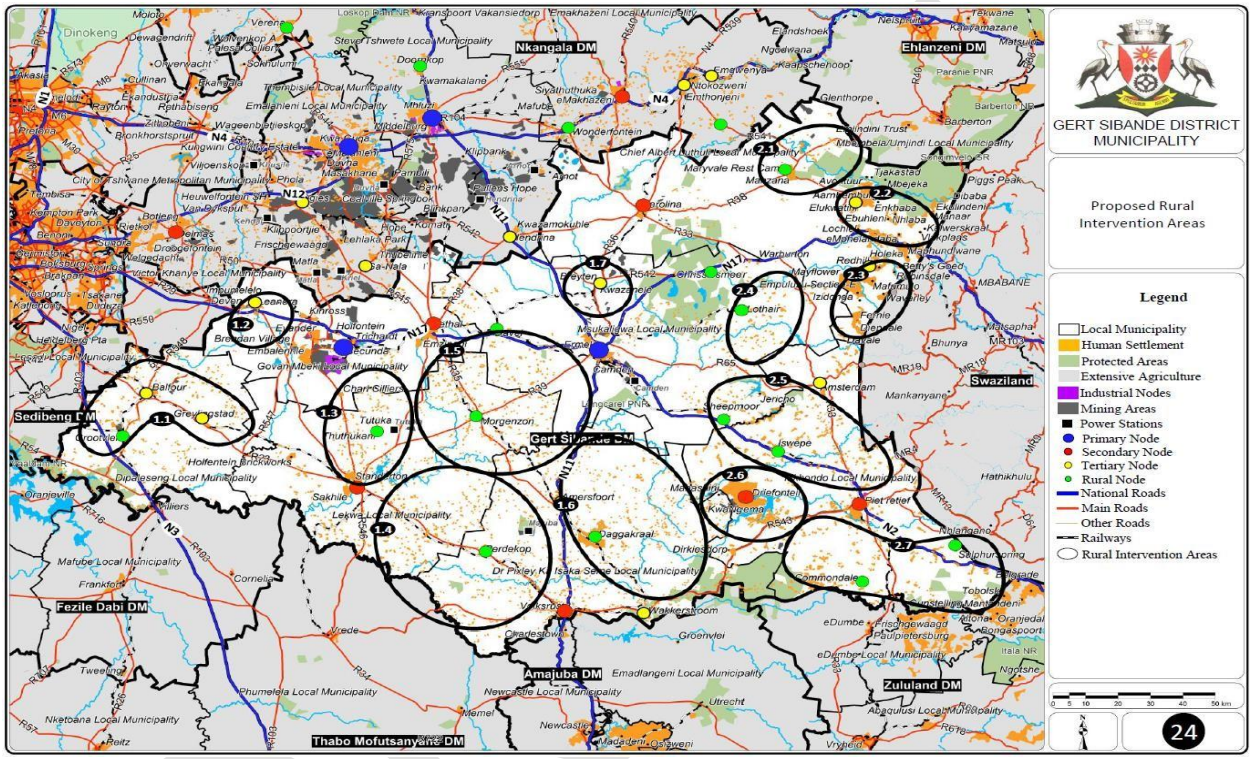
The Gert Sibande RDP Draft have proposed multi-purpose service delivery centers within Lekwa Local Municipality at Standerton, Sakhile, Thuthukani and Morgenzon. Issues pertaining informal settlements were identified around Standerton that needs to be addressed in the housing delivery strategies of the 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 identifies within the RDP, but just as important, Platrand also fall within this RIA and serves as a third order node within Lekwa.
- RIA 1.5: The rural area between Bethal, Ermelo and Amersfoort where Morgenzon can be strengthened as a rural node serving the rural communities within surrounding areas.

Planning and Economic Development Policy framework

- Constitution- S156 and Part B of Schedule 5: Municipal Planning (strategic, spatial, land use).
- SPLUMA, 2013: Municipal Planning
- National Standard and Building Regulations, 1977: Building Control Regulation
- Housing Act,1997
- National Housing Code, 2009
- Social Housing Act, 2008

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

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 Rezonings - 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 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	

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Organizational structure of Planning and Economic Development

DIVISION/ UNIT	NUMBER OF POSITIONS	TOTAL FILLED	NUMBER OF POSITIONS VACANT	VACANCY RATE (No of Vacant Positions/Total No. of Positions * 100)
Executive Manager's office	2	1	1	50%
Land and Property Management	7	3	4	57%
GIS	2	1	1	50%
Town planning	6	2	4	67%
IDP	2	2	0	0%
LED	4	2	2	50%
Human settlements	11	4	7	64%
Total PED positions	34	15	19	55%

Table 40: 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.

5.9 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-critical6 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 30: 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 5th slowest growth among the local areas	Average annual economic growth 2019-22 4th fastest growth among the local areas

3.2%	61.9%	2.8%

Estimated average annual growth 2023-27 2nd fastest among the local municipal areas	Contribution by 4 largest industries in 2022 (constant prices) Up from 61.5% in 2019	Total tourism spend as % of GDP in 2022 Declined from 4.2% in 2019

Figure 31: Key economic indicators in Lekwa. Source: S&P Global - ReX, October 2023

Structure of the economy in Lekwa

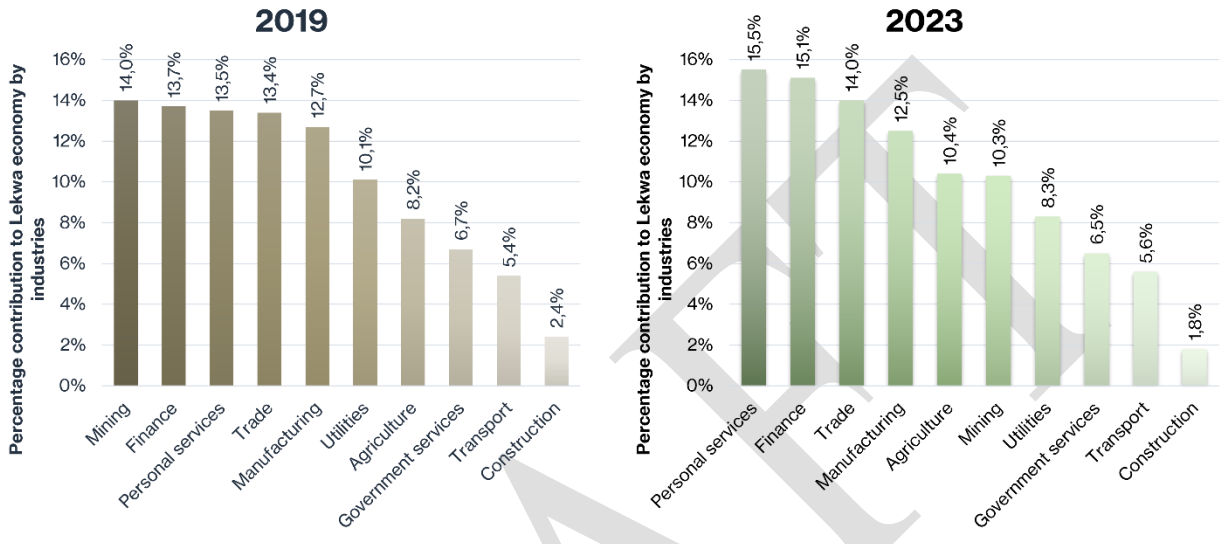


Figure 32: Structure of Lekwa's economy in constant 2015-prices. Source: S&P Global - ReX, October 2024

Contribution of Lekwa to Mpumalanga's economy

In 2022, 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%.

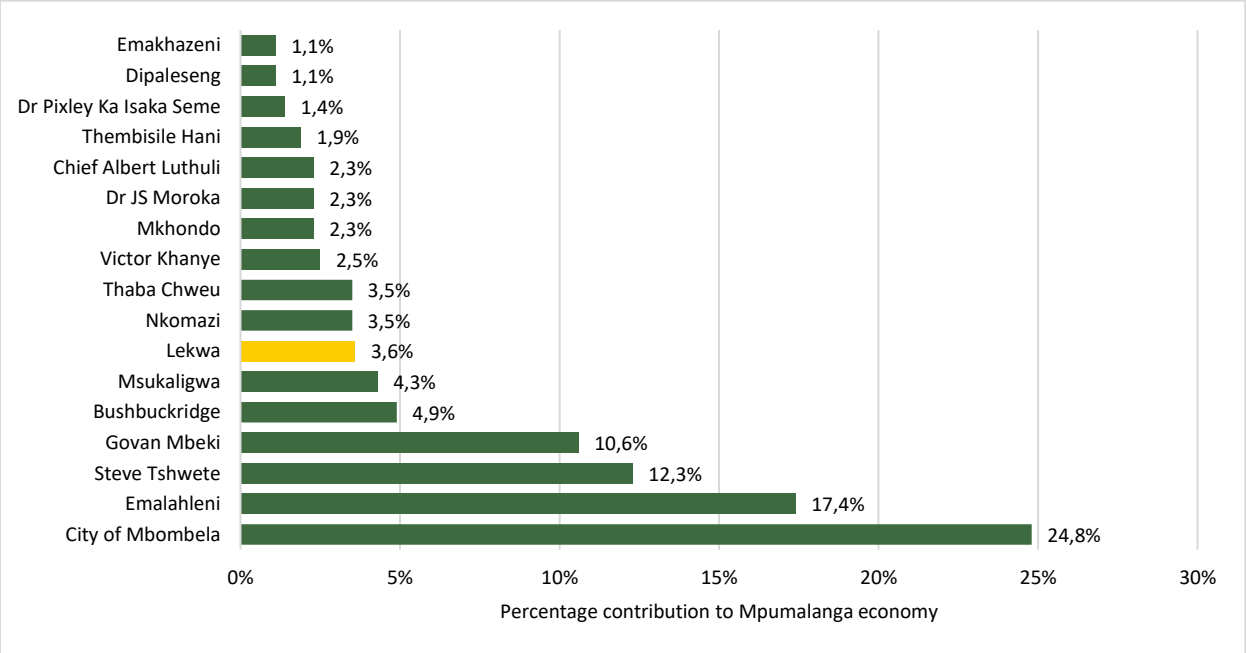


Figure 33: Contribution to Mpumalanga's economy in constant 2015-prices. Source: S&P Global - ReX, October 2023

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:

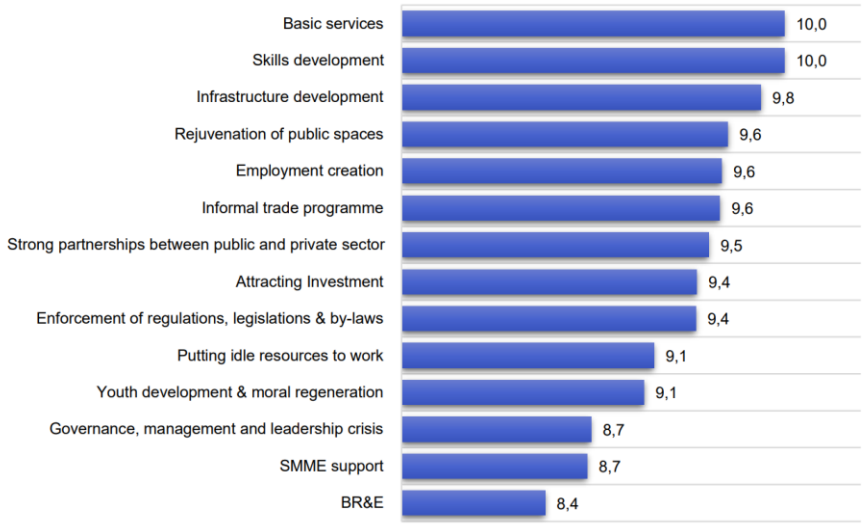
- Basic services
- Skills development
- Infrastructure development
- Rejuvenation of public spaces
- Employment creation
- Informal trade programme

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.

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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 farmersAccess 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) plan ts. 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).	• 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	• 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.	• 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**
▪ Conveyer/ sorting tables ▪ Safety gear for workers ▪ Recycling service provider to manage and oversee ▪ Buy-back centres where recyclables can be bought from collectors	

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Project actions (a list of steps to be taken)
▪ 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?	
▪ 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?	
▪ After school agriculture skills development programme ▪ Support for emerging farmers ▪ Agriculture awareness program	
Plan outcomes	
▪ Youth development ▪ Job creation ▪ Support to SMMEs in the agricultural sector	

Plan activities and actions?
▪ 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?
▪ 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
▪ 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?

Human Resources:

- 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.

Facilities and Infrastructure:

- 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.

Budget:

- 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?

- 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

- Increased capital investment levels
- Improved infrastructure
- Increase in the employment rate
- Increased job opportunities
- Accelerate economic growth

Plan activities and actions?

Develop a marketing plan

- 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.

Create an Enabling Environment for Investment

- 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.

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- 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%.

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Lekwa LM ERRP Priority Areas

PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
Stakeholders Engagement (Functional LED Forum)	Resuscitation of LED Forum	LED Forums	▪ All Business chambers ▪ Big companies ▪ Government Departments	LED Forum launched 3 November 2022	X			LED Forum not operational and need to be relaunched
Attracting investments for job creation and Economic Growth	Develop, review, and implement Local Economic Development strategy	Review LED Strategy	▪ DEDET LED Directorate ▪ COGTA LED Directorate ▪ GSDM LED Directorate ▪ SALGA LED Directorate ▪ Appointed service provider ▪ LEDF Member	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.	▪ Develop Business licencing policy ▪ Review Street Trading By-law, 2017 ▪ Building Plans and Rezoning processes (SOPs)- turnaround times.	▪ DEDET Business Regulation Directorate ▪ Department Trade and industry ▪ COGTA ▪ GSDM ▪ 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	▪ Engage Tourism business ▪ Profile all Local Tourist attractions ▪ Explore all types of tourism sectors	▪ Establish Local Tourism Organisation ▪ Marketing Local Tourist Attractions (Development and Refurbishment)	▪ DEDE(MTPA) ▪ GSDM LED ▪ GSD RTO ▪ Tourism Product owners ▪ B&B	Activities achieved 30 June 2022	X			▪ LTO to be established after launch of LED Forum. ▪ TORs for the establishment

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PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
	▪ Providing rebates for Tourism establishments		▪ Guest Houses ▪ Restaurants	30 Sept 2021 –– Achieved				of the LTO have been developed. ▪ Local tourist attractions have been profiled and are marketed through the GSDM website)
Agricultural Development	▪ Partner with all Agricultural Business and institutions for Agro processing opportunities ▪ Mentorship opportunities ▪ Facilitate access to the market • Land release and acquisition	▪ Develop Agriculture sector plan ▪ Conducting Land Audit ▪ Develop lease agreements for Council owned farms ▪ Develop Agri-villages	▪ Dep of Agriculture ▪ Farmers for a ▪ Agric Corps ▪ GSDM Agric	30 June 2026			X	

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PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
Mining (Social Labour Plans)	▪ Engagement with mining companies to strengthening working relationships. ▪ Review percentage allocation on SLPs ▪ Enterprise Development	▪ Upgrading of Morgenzon water plant ▪ Storm water project ▪ Provision of water to rural wards (9,12 &13)	▪ DMR&E ▪ Sasol mining ▪ Seriti Coal ▪ GSDM	30 June 2023		X		▪ 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	▪ Waste Reduction in Lekwa LM through recycling opportunities ▪ Mobilise and profile all recycling companies	▪ Provide Support to recycling business based on SANTA road Sakhile Ext4	▪ DEDET ▪ GSDM ▪ Recyclers	30 June 2022 – Achieved		X		▪ 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.

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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	▪ Upgrading of R23 road ▪ Establishment of a Truck stop ▪ Development of Standerton Rail way station ▪ Development of Corridor Precincts (Beyers Naude & Tsotetsi Streets)	▪ SANRAL ▪ PRASA ▪ Lekwa Local Municipality ▪ Other social partners	30 December 2024		X		R23 road upgraded by SANRAL.
Nodal Development	Development and implementation of nodal precinct Plans	▪ Standerton Mall – mall approved by Tribunal ▪ Standerton CBD Precinct plan ▪ Standerton Ext8 Mixed Development	▪ NHBRS ▪ Developers ▪ Construction companies	30 June 2026		X		Standerton regional mall under construction and projected to completed 2027
Automobile Sector	▪ Facilitate accreditation of Auto mobile Related business. ▪ Engage training institution for possible training ▪ Linking the sector with funding institution (Auto Industry Transformation Fund) ▪ Providing working place for Township Auto Mobile Business	▪ Profiling of all Auto mobile companies ▪	▪ Panel Beaters ▪ Tyre fitment centre ▪ Spray Painters ▪ Motor mechanics ▪ Automobile spare retailers	30 June 2024				Leasing and Disposal of immovable assets policy approved in 2022/23 FY.
Construction Sector	▪ Develop and implement 30 % localisation and	▪ Develop and implement 30 % localisation and	▪ Develop and implement 30 % localisation and	30 June 2024		X		▪ Policy developed, awaiting

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PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
	empowerment Policy (local contractors) ▪ CIDB training ▪ Supporting construction sector for job creation.	empowerment Policy (local contractors) ▪ CIDB trainings ▪ Supporting construction sector for job creation.	empowerment Policy (local contractors) ▪ CIDB trainings ▪ Supporting construction sector for job creation.					approval from Council. ▪ CIDB Trainings to be provided by SANRAL
Transport and Logistics	Develop and implement Integrated Transport Master Plan	▪ Construction of Morgenzon Taxi Rank - ▪ Redevelopment of Standerton Taxi Rank ▪ Development of integrated Transport Master Plan ▪ Development of Truck Stop	▪ Local Taxi associations ▪ Department of Public works and transport ▪ Lekwa Local Municipality ▪ Private Sector	30 June 2024		X		
Township/informal economy	• Reducing Red tapes • Relaxation of Land use scheme, bylaws	▪ Formalization of businesses operating in Townships. – Through business licensing policy as approval by council. ▪ Licencing of informal businesses ▪ Relaxation of Land Use Management Systems	▪ Department of Small Business Development ▪ DEDET ▪ SEDA ▪ Tuckshops ▪ Salons ▪ Shisanyama ▪ Car washes ▪ Fruits & veg corners	30 June 23		X		Business Licensing Policy approval by council in 2022/23 FY.
Real Estate (Property Market)	▪ Township Establishments ▪ Operating system for property market value chain. ▪ Develop and implement infrastructure master plans.	▪ Standerton Extension 5 Township Establishment ▪ Morgenzon Extension 5 Township Establishment ▪ Review Billing System ▪ Data cleansing (Link GIS and financial systems)	▪ Human Settlement ▪ Private developers ▪ Real estate companies ▪ Lekwa Local Municipality	30 June 2024		X		

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PRIORITY AREAS	STRATEGIES	PROJECTS	RELEVANT STAKEHOLDERS	DUE DATE	SHORT TERM	MEDIUM TERM	LONG TERM	STATUS QUO
	▪ Subdivisions of municipal land and service stands							
Renewable Energy	▪ Review SDF and identify land for renewable energy infrastructure	▪ Renewable energy projects, recycling.	▪ Independent Power Producers. ▪ DMRs	30 June 2024		X		
Information Technology	Facilitation of access to information and communication technology.	▪ Review Tariffs on telecommunication infrastructure15 ▪ Policy/By-Law on telecommunication infrastructure (Cell Mast and Fibre installations)	Lekwa LM	30 June 2023		X		
Education	Engagement with institution of Higher Learning	Skills Development projects	▪ Department of Education ▪ GS College ▪ Lekwa LM	30 June 2024		X		

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Policy framework

- S152: LED- Promote social and economic development

Additional SMMEs supported

Support provided	Funding for SMME support
▪ 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 assists 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

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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 41: 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.

5.10 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

Rural Roads Asset Management System (RRAMS)

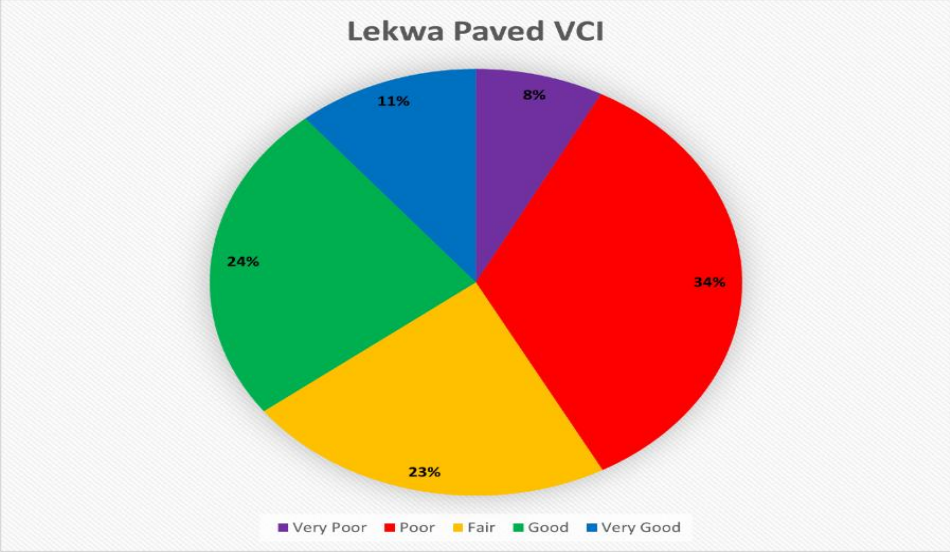
- Total Network extent in Lekwa local municipality is approximately 1312,38 km.
- Approximately 261,43 km are paved roads
- Approximately 1050,95 km are gravel roads

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

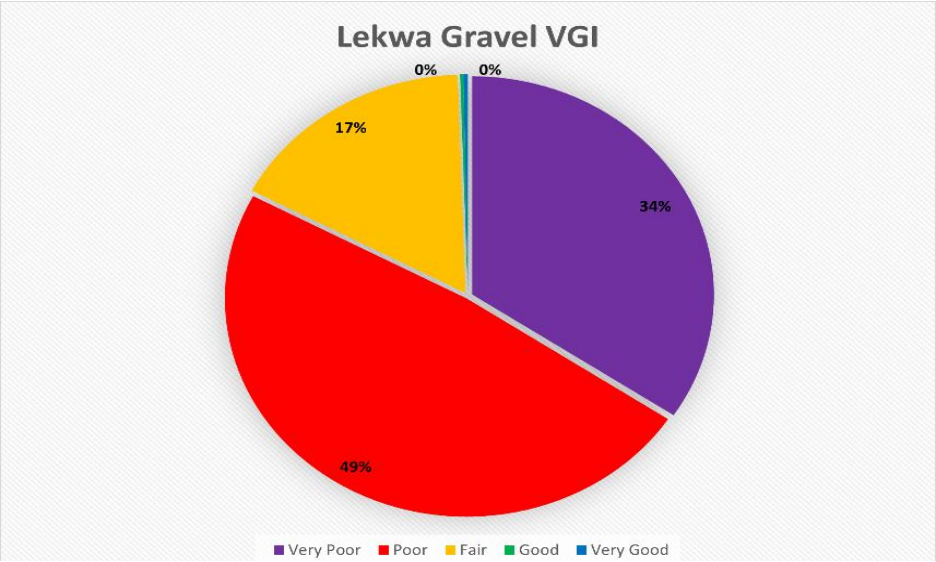
The chart below shows an approximate condition of gravel roads that were assessed in Lekwa LM.

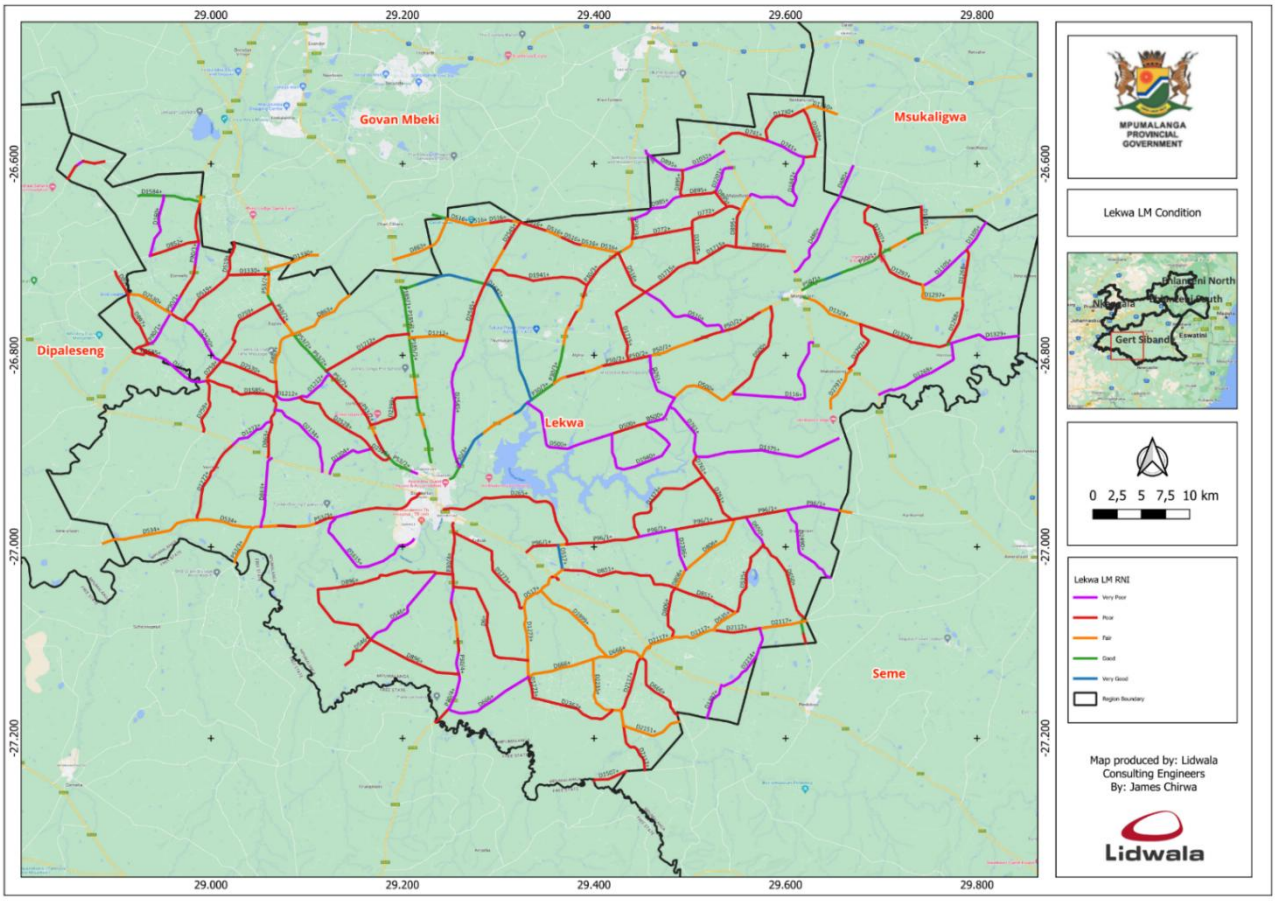
- Approximately 34% is in very poor condition.
- Approximately 49% is in poor condition.
- Approximately 17% is in fair condition.
- Approximately 0,2% is in good condition.
- Approximately 0,3% is in very good condition.



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 Rooikoppen





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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	○ 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	○ Shortage of technical staff to do maintenance and repairs particularly electrical and mechanical components	○ Filling of vacant posts ○ Reviewal of organogram to include an Artisan and Technical Assistant
Drinking Water Quality Risk Management	○ Water Quality Failure Register has been developed and utilized ○ Water quality results are continuously loaded on the system	○ Water Safety Plan is outdated , O&M plans and Standard Operating Procedures (SOP) will be developed by Municipal Infrastructure Support Agency (MISA)	○ Development and uploading of the plans IRIS
Financial Management	○ There is a budget for Operation and Maintenance of Infrastructure	○ The O&M budget is not sufficient and it is not allocated per water supply system	○ 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

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Technical Management	○ Water and Sanitation Asset Register is in place ○ Development of Water and Sanitation By-laws are in progress ○ Water Loss Management Plan is in place ○ Schematic diagrams for some WTWs are not available	○ As-built drawings for distribution networks is not consolidated into one report ○ Condition Assessment reports are not in place ○ Process audit not conducted	○ Development of as bult drawing and consolidate into report ○ Develop condition assessment of Infrastructure ○ Conct process audit
Drinking Water Quality Compliance	○ Water quality reports are captured on the IRIS system	○ Shortage of staff for the upload of data	○ Recruitment of personnel to upload data on IRIS
Bonuses	○ Refurbishment of Standerton water treatment Plant ○ High alerts and precautionary advice is communicated to communities	○ The capacity of the Water Treatment does not meet the demand ○ Drinking water quality results are not published	○ Upgrade of water treatment plant ○ Municipality to consider a plan to publish water quality results on quarterly basis
WC/WDM STRATEGY, PLANNING AND IMPLEMENTATION	○ Water resource diagram is in place ○ IWA is developed and submitted quarterly	○ Water conservation and Demand Management Strategy is not developed ○ Shortage of staff	○ Development of Water Conservation and Demand Management Strategy ○ Recruitment of staff
Asset Management	○ Check meters installed ○ The water meter audit and replacement is conducted by internal staff ○ Asset register is in place	○ Lack of water conservation and demand management strategy	○ Recruitment of staff ○ Development and implementation of Water conservation and demand management Strategy
Technical skills	○ Water meter audit and replacement are conducted by internal staff	○ Shortage of staff for water loss management	○ Recruitment of staff
Performance and compliance	○ Repairs of water leaks id done within 48 hours ○ Top 250 consumers have been identified and the Municipality ensure that the water meters are factional	○ Water conservation and Demand management strategy is not in place	○ Development of Nonrevenue water plan ○ Develop condition assessment of Infrastructure
Bonuses	○ Water balance sheet is submitted quarterly	○ Shortage of staff	○ 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

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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)	WTWW 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
2025/2026	MIG (Schedule 5B)	R26 012 000	R13 635 330
	MIG (Schedule 6B)	R8 636 000	R0
	INEP	R10 000 000	R7 509 585
	EEDSM	R4 000 000	R2 530 000
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 42: 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 43: Organisational structure of Technical Services

5.11 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 VEHCLE	CONDITION

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		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.

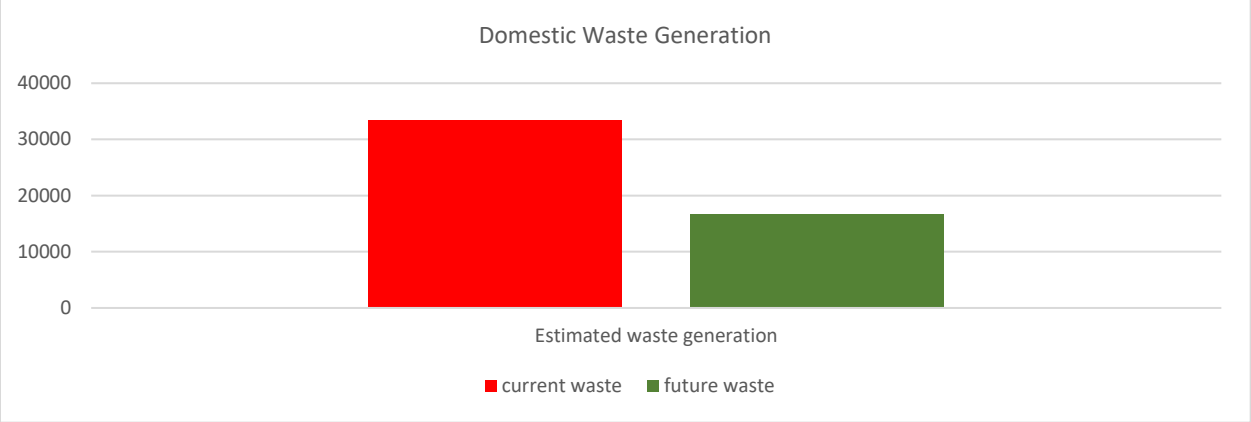
Position of site:	7 km North from the Standerton town Centre (Co-ordinates:26°54'28.03S 29°14'27.20E)
License:	Yes
Year issued:	2008
Classification of site:	Class G: S: B -
Type of Operation (end – tip, trench, cell):	Cell method
Estimated size of site:	19 Ha
Estimated remaining life of site:	20 years
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.

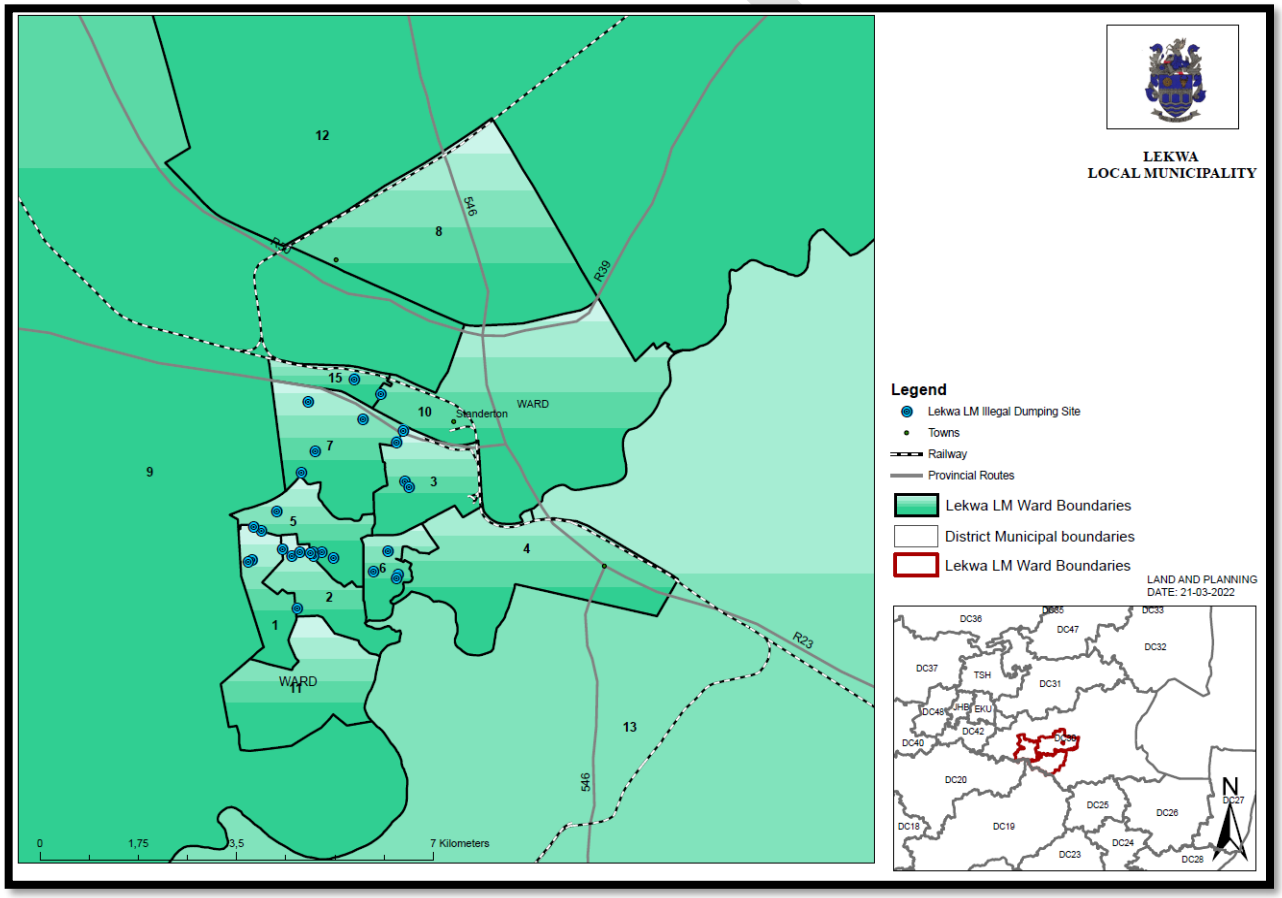
Vacancy rate

DIVISION/ UNIT	NUMBER OF POSITIONS	TOTAL FILLED	NUMBER OF POSITIONS VACANT	VACANCY RATE (No of Vacant Positions/Total No. of Positions * 100)

Office of EMCSS	3	2	1 (Security Officer)	33%
Transversal	9	3	6	66%
Traffic and Law Enforcement	50	24	26	52%
Fire, Rescue and Disaster Management	84	51	33	39%
Waste Management Services	98	61	37	39%
Environment, Sport, Recreation, Arts & Culture	41	23	18	44%
Library and Information Services	6	4	2	33%
Department Total	**291**	**168**	**123**	**42%**

Table 44: 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.

5.12 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

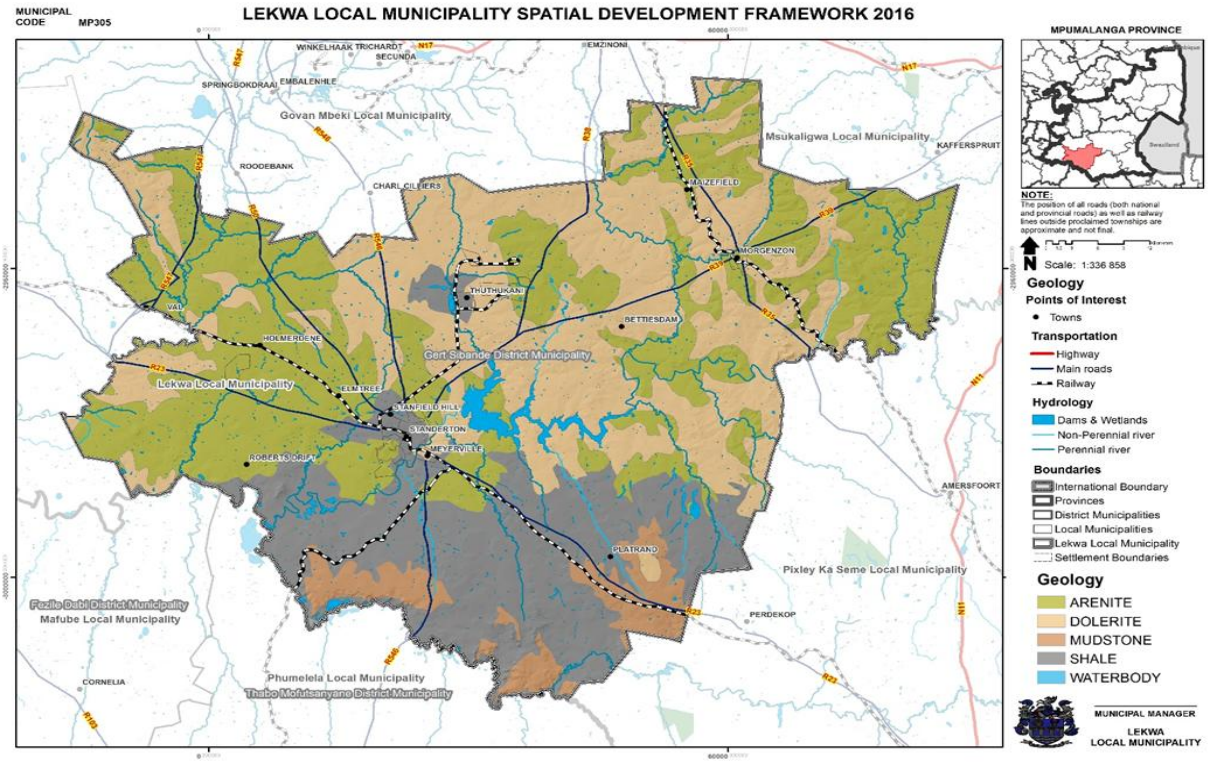
The Highveld Priority Area (HPA) was declared by the Minister on 23 November 2007 under the National Environmental Management: Air Quality Act (AQA). A priority area is defined as an area where ambient air quality standards are being exceeded, or may be exceeded. The declaration necessitated the development 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.

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- 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	▪ The unit is responsible for updating spatial data on land use constraints in order to identify climate change related vulnerabilities ▪ Update SDF to include climate change considerations in spatial planning. ▪ Consider climate change impacts, risks and vulnerable areas in land use decision making ▪ Incorporate climate change considerations into the development and update of various land use and human settlement planning documents. E.g., by-laws and land use scheme.
Building control	▪ Adopt guidelines on green building in conjunction with the National Building Regulations and Building Standards to ensure that buildings are properly oriented to improve thermal efficiency. (Promote energy efficiency)
Local Economic Development	▪ The LED Strategy of the municipality should include mechanisms for climate change adaptation ▪ Improve resource allocation for climate change adaptation and adaptive capacity and mitigation measures.
Water and sanitation Storm water and roads	▪ 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. ▪ Incorporate climate change considerations into Storm Water Master Planning and include eco-mobility to be in integrated into transport planning.
Electricity and Energy	▪ Include climate change considerations into energy and electrical infrastructure and master planning. ▪ Develop and implement energy efficiency plans for municipal owned buildings.

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

Table 45: 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:

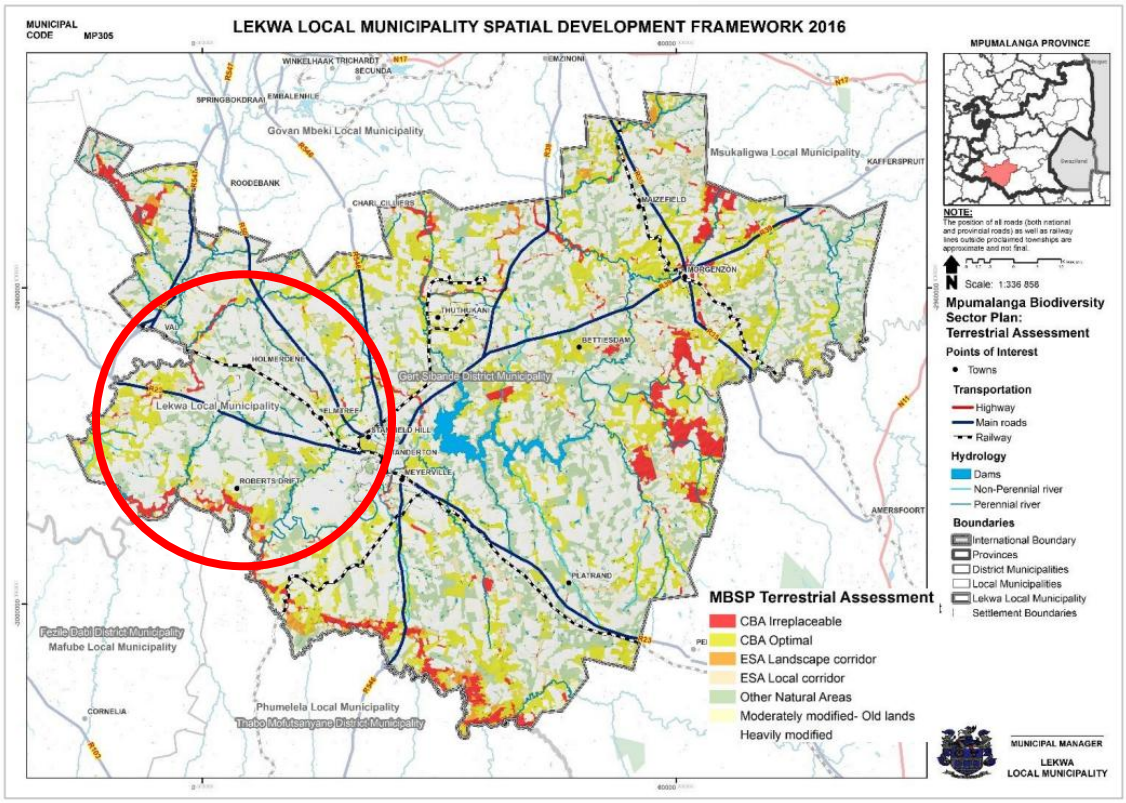
- Three sites zoned for public open space
- Natural open spaces traversing Thuthukani Proper
- An area of environmental sensitivity dividing Thuthukani and Thuthukani Extension 1.
- Sports fields

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)

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

Ecological Support Areas (ESA's)

- Areas that are the ideal or best option to support existing biodiversity.
- Should be considered within further development.
- 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 Morgenzon Extension 5
- Township establishment Extension 10 & 11
- Standerton mall development
- Township establishment Portion 11 and 4 Rooikoppen
- Regional cemeteries, Standerton, Thuthukani & Morgenzon
- Upgrade of Standerton and Morgenzon 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.

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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 lucidium	Chinese wax-leaved privet	1b			
River Park	35 ha	Plants	Populus alba	White poplar	2			
			Robinia pseudoacacia	Blacl locust	1b			
Standerton water treatment		Plants						
Walter Sisulu	23 ha	Plants						
Grootdraai dam		Plants						
Municipal open spaces along	27 ha	Plants						

Walter Sisulu street								
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								

5.13 STATUS QUO ASSESSMENT OF PUBLIC PARTICIPATION AND GOOD GOVERNANCE

2024-2025 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 2025. The opinion was maintained as it is the same as that of the previous year's (2023/2024) audit outcome. At an overall level, the audit outcome for the 2024/2025 financial year remained qualified with findings.

Audit Opinion							
Status	**2024-20225**	**2023-24**	**2022-23**	**2021-22**	**2020-21**	**2019-20**	**2018-19**
Improved	**Qualified with findings**	**Qualified with findings**	**Qualified with findings**	**Disclaimed with findings**	**Disclaimer with findings**	**Disclaimer with findings**	**Disclaimer with findings**

Basis for qualified opinion:

- **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 because the municipality did not have adequate systems to identify all prior year's irregular expenditure. The AG was thus unable to determine whether any further adjustments were necessary to the closing balance of irregular expenditure for the current and prior year. Consequently, the AG was unable to determine the full extent of the understatement of irregular expenditure stated at R1.07 billion (2023-2024: R1.04 billion) in note 56 to the financial statements, as it was impractical to do so.

- **Receivables from non-exchange transactions**

The provision for impairment of debtors was not calculated in accordance with the Standards of GRAP104, Financial Instruments. A general rate was applied for the debtors in calculating the impairment provision, without assessing the credit risk for a group or subgroup of debtors. Additionally, the data used to calculate the impairment included accounts belonging to the municipality. Consequently, I was unable to determine the impact on debt impairment stated R182,18 million (2023-2024: R206,78 million) in note 35 and receivable

from non-exchange transactions R301,46 million (2023-2024: R289,53 million) in note 4, as it was impracticable to do so.

- **Bad debt written**

The municipality did not account for bad debt written off in accordance with GRAP 1, Presentation of financial statements. The bad debt written off in the current and previous year was not accounted for and disclosed in the financial statement. As a result, the expenditure was understated by R19,44 million (2023-2024: R123,96 million), and AG was unable to determine the full extent receivables from exchange and non-exchange transactions as it was impractical to do so. Additionally, there was an impact on the deficit for the period and the accumulated surplus.

- **Contracted services**

The municipality did not have adequate systems to account for contracted services in accordance with GRAP 1, Presentation of financial statements, as contracted services was not recorded in correct accounting period. This resulted in contracted services being overstated by R22,28 million. Additionally, there was an impact on the deficit for the period.

- **VAT output accrual**

The municipality did not have adequate systems to account for VAT output accrual in accordance with GRAP 104, Financial instrument. The municipality control accounts for the effects of receipts received and debt write offs. Consequently, AG was unable to determine the full extent of the overstatement of VAT output accrual stated at R905,81 million (2023-24: R777,79 million) in note 14 to the financial statements, as it was impractical to do so.

- **VAT input accrual**

The municipality did not have adequate systems to account for VAT input accrual in accordance with GRAP 104, Financial Instrument. The municipality did not account for the effects of payments made. Consequently, AG was unable to determine the full extent of the overstatement of VAT input accrual stated at R905,81 (2023-24: R777,79 million) in note 6 to the financial statements, as it was impractical to do so.

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.

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- 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.
- All Section 71 reports must be submitted to the Audit Committee members.

2025/2026 MIDYEAR SDBIP PERFORMANCE

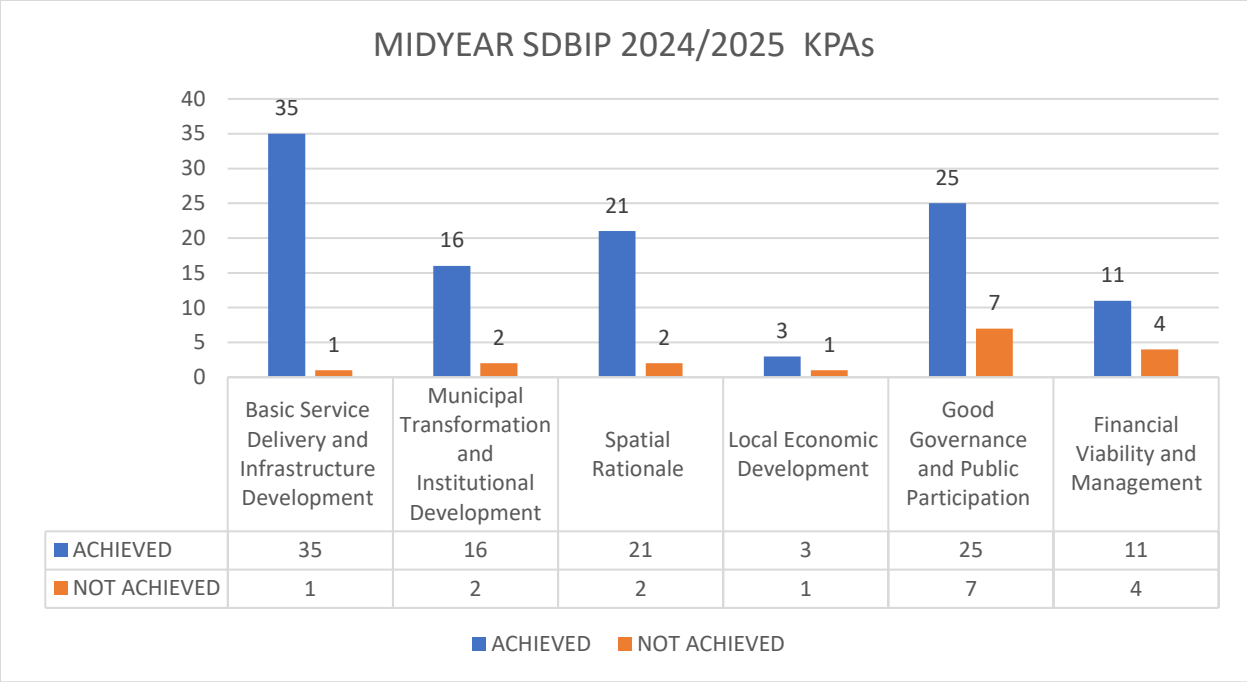
The overall midyear performance against targets stands at 70%, with 87 out of 121 targets achieved during the reporting period. A total of 34 targets (30%) were not achieved. This represents a decline compared to the 2024/2025 financial year midyear performance, which was recorded at 85%. Performance is monitored on a quarterly basis to allow for corrective measures and interventions where targets are not being met.

KPAs	KPIs ACHIEVED	% KPIs ACHIEVED	KPIs NOT ACHIEVED	% KPIs NOT ACHIEVED	KPIs FOR REPORTING AT MIDYEAR
Basic Service Delivery and Infrastructure Development	17	55	14	45	31
Municipal Transformation & Institutional Development	14	82	3	18	17
Spatial Rationale	19	90	2	10	21
Local Economic Development	5	56	4	44	9
Good governance and public Participation	27	79	7	21	34
Financial Viability and Management	5	56	4	44	9
TOTALS	87	70%	34	30%	121

Key observations regarding targets not achieved are the following:

- A number of operational targets across all KPAs were not achieved or underperformed against the planned quarterly target with no reasons for challenges and corrective measures;
- KPA: Service Delivery recorded a number of targets that were not achieved, with stated reasons varying from:
- procurement process being delayed, still underway or submitted to supply chain;
- shortage of staff and vehicles;
- no funding available from current operational budgets, which aligns to below average collection rate under KPA: Financial Viability;
- Isolated, project-specific issues (borehole sites not identified and variation orders)
- A tracking report has been developed where targets not achieved will be tracked, with acceleration plans to be developed by the relevant Departments, with clear timeframes to ensure implementation of targets not achieved;
- Funding sources, both human and financial will also be monitored in order to proactively inform any necessary budget adjustments after the midyear assessment.

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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.

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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%, electricity100% 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

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			sanitation infrastructure			6.2 Refurbishment and upgrade of sanitation infrastructure
						6.3 Refurbishment and upgrade of sanitation infrastructure
			7. Lack of water & sanitation master plans		None	7.1 Development of the water services master plan (WSMP) with the assistance of DBSA
						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
			8. Outdated investment incentive policy		Draft investment incentive policy	8. Review the investment incentive policy
			9. Inadequate implementation of the bulk contribution 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
						1.2 Allocate fire engine and personnel at Sakhile offices during fire season
						1.3 Maintenance and marking of all fire hydrants
			2. Non-compliant landfill site (Morgenzon)		Integrated waste management plan, appointed consultant	2. Rehabilitation and closure of the Morgenzon landfill site
			3. Non-compliant landfill site (Standerton)		Landfill site SOP, Signed SLA with the appointed landfill site service provider	3. Maintenance of the Standerton landfill site

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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

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			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

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					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	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. Contravention of beneficiary management policy by the allocation committee			2.1 Conduct workshop on the beneficiary management policy
						2.2 Restructure the beneficiary housing allocation committee

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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
						1.2 Implementation of the LED strategy
						1.3 Monitor functionality of the LED Forum
						1.4. Monitor PED governance structures
			2. Inadequate policy framework		Draft LED strategy, SDF, draft incentive policy, agricultural plan, tourism plan	2.1 Review the investment incentive policy
						2.2 Development of Sakhile corridor
						2.3 Development of the red tape reduction policy
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	1.1 Review public participation strategy
						1.2 Review 2024/2025 ward operational plans
						1.3 Implementation of ward operational plans
						1.4 Conduct budget & IDP consultations
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	1.1 Monitor implementation progress of the Council resolution tracker
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	1.1 Development of organisational business continuity policy
						1.2 Development of organisational business continuity plan
			2. Inadequate implementation of	Litigation, poor performance,	One UPS; MUNSOFT & Pre-Paid SLA; ICT	2.1 Procurement of the back-up storage

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			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)

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						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
						2.2 Implement automative procurement processes below R300 000
			3. Material misstatements on the annual financial statements		AG audit action plan, external reviews from Provincial Treasury and Internal Audit	3.1 Review the AFS by the service provider before submission to CFO
						3.2 Review AFS by the CFO
						3.3 Audit the AFS by Internal Audit
						3.4 Review AFS by Audit Committee
			4. Monitoring the implementation of audit action plan		Internal audit action plan, AG audit action plan, Signed performance agreements	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. Ineffective implementation of		Financial Recovery Plan	5.1 Implementation and monitoring of the FRP

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			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

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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

- Meetings
- 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.

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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 2026/2027 financial year. The public participation primarily focused on community engagements through physical meetings across all fifteen (15) wards except for ward 13 who could not be consulted. The councillors, Municipal Manager, Heads of Departments and Divisional Managers attended the various meetings. The meetings took place in the months of September and October 2025. 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	08 Sept 2025	Social Centre/17:00 pm	Achieved
2	09 Sept 2025	Social Centre/17:00 pm	Achieved
3	06 Oct 2025	Stanwest Hall/ 17:00 pm	Achieved
4	07 Oct 2025	Reformed Church/ 17:00pm	Achieved
5	09 Oct 2025	Social Centre/ 17:00 pm	Achieved
6	17 Sept 2025	Sakhile Hall/17:00 pm	Achieved
7	16 Sept 2025	Ezinyamazaneni/ 17:00pm	Achieved
8	13 Oct 2025	Eskom Hall/17:00 pm	Achieved
9	14 Oct 2025	Holmdene Secondary School/ 10:00 am	Achieved
9	05 Oct 2025	Khunjuliwe Secondary School/ 17:00pm	Achieved
10	02 Oct 2025	Ext.6 Community Hall / 17:00pm	Achieved
10	30 Sept 2025	Microsoft Teams/ 17:00pm	Achieved
11	10 Sept 2025	Rooikoppen Hall/ 17:00 pm	Achieved
12	12 Oct 2025	Thuthukani Hall/10:00 am	Achieved
13	30 Oct 2025	Qondulwazi Secondary School/10:00 am	Not Achieved
14	01 Oct 2025	Sivukile Community Hall/17:00 pm	Achieved
15	18 Sept 2025	Ext.6 Community Hall Ward / 17:00pm	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

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

Youth Development
The municipality is in support of programmes aimed at Youth development;
- Facilitation of social change and activation of youth through a basket of service in youth centers – linking them with relevant stakeholders
- Facilitation of sustainable economic activities for the youth in CRDP sites in collaboration with NYDA, NDA, DRDLR, DARDLA and DEDET

Oversight committees
The oversight role of Council is an important component of the financial reforms and it is achieved through the separation of roles and responsibilities between Council, the Executive (Mayor and Executive Committee) and administration. Good governance, effective accountability and oversight can only be achieved if there is a clear distinction between the functions performed by the different role players.
Non-executive Councillors are required to maintain oversight on the performance of specific responsibilities and delegated powers that they have given to the (Mayor). In other words, in exchange for the powers in which Council have delegated to the Executive, Council retains a monitoring and oversight role ensuring that there is accountability for the performance or non- performance of the municipality. The Municipal Finance Management Act (MFMA) vests in Council specific powers of approval and oversight.
- Approval of budgets
- Approval of Budget related Policies
- Review of the Annual Report and adoption of the Oversight Report

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

ORGANIZATIONAL STRUCTURE

DIVISION/ UNIT	NUMBER OF POSITIONS	TOTAL FILLED	NUMBER OF POSITIONS VACANT	VACANCY RATE

				(No of Vacant Positions/Total No. of Positions * 100)
Manager: Office of the MM	1	1	0	0%
Risk Management	3	2	1	33%
Performance Management	3	3	3	0%
Internal Audit	6	4	2	33%
Office of the Speaker & Public Participation	8	5	3	38%
Chief of Staff (Office of the Executive Mayor)	8	5	2	29%
Manager: Morgenzon & Thuthukani Satellite Offices	1	1	0	0%
Legal Services	3	3	0	0%
Department Totals	**33**	**24**	**11**	**33%**

5.14 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/ UNIT	NUMBER OF POSITIONS	TOTAL FILLED	NUMBER OF POSITIONS VACANT	VACANCY RATE (No of Vacant Positions/Total No. of Positions * 100)
Auxiliary Services	54	31	23	42%
Information Communication Technology	5	2	3	60%

Communications	3	3	3	0%
Human Resources	12	6	6	50%
Human Resources Development and IPMDS	6	2	4	66%
Labour Relations	2	1	1	50%
Council support	9	6	3	33%

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	

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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		

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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

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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	

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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

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KPA 6: FINANCIAL VIABILITY AND MANAGEMENT			
126.	Capital Infrastructure Investment Policy	Approved	2024/2025
127.	Virement Policy 2025/2026	Approved	2024/2025
128.	Final Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy 2025/2026	Approved	2024/2025
129.	Tariff By-law 2025/2026	Approved	2024/2025
130.	Property Rates By-law 2025/2026	Approved	2024/2025
131.	Municipal Draft Property Rates Policy 2025/2026	Approved	2024/2025
132.	Draft Policy on Long Term Financial Planning	Approved	2024/2025
133.	Installation and Management of Smart Metering Solutions	Approved	2024/2025
134.	Funding and Reserves Policy	Approved	2024/2025
135.	Credit Control and Debt Collection Policy	Approved	2024/2025

Table 46: Status Quo of policies, by-laws and plans in place

5.15 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 plant
- The management of the provision of services to the local community in a sustainable and equitable manner;
- The appointment of staff other than those referred to in section 56 (a), subject to the Employment Equity Act, 1998 (Act 55 of 1998);

Functions

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

Organizational structure

5.16 STATUS QUO ASSESSMENT OF FINANCIAL VIABILITY AND MANAGEMENT

Statement of Operating Revenue & Expenditure

The statement is assessed by summarizing how the municipality incurs its revenues and expenses through both operating and none operating activities. It also shows the net profit or loss incurred over a specific accounting period. A Profit & Loss statement provides information on the operation of the municipality. These include service charges and the various expenses incurred during the processing as well as the rendering the services The statement is prepared on a similar basis to the prescribed budget format which details revenue by source type and expenditure by category and/or input type. The total operating revenue for the reporting period ending December 2025 amounts to R785 185 281. This is a modest increase of R10 036 717 in revenue generation when compared to the same time in the prior year. The revenue generated for the reporting period consists of property rates R129 951 561, electricity amounting to R300 434 900 , water R46 774 822, sanitation services R39 112 359, refuse removal R35 279 490, interest earned on arrears R79 953 633, grants &subsidies received R147 431 000 and other revenue R455 967.

Revenue generated increased by R10 036 717 when compared to the revenue generated as at 31st December 2025 of R775 148 564. The operating expenditure for the first half of the financial year ending December 2025 amounts to R894 511 510. The operating expenditure consists of employee related costs and remuneration for councillors respectively amounting to R178 017 029 and R8 013 682, finance charges (interest on bulk purchases) amounting to R77 745 285, bulk purchases R432 519 313, provision for debt impairment amounting R62 869 998, provision for depreciation amounting to R31 278 000, contracted services and operating expenditure amounting to R65 949 854 and R37 085 823 respectively. The operating expenditure increased by R117 907 617 when compared to the operating expenditure of R716 603 893 for the period ended December 2024.

The municipality incurred huge expenditure on electricity bulk purchases when compared to the same period in the prior year with a variance of R134 220 321 (44%), this increase is as a result of high Eskom tariffs to municipalities compounded by the high demand for electricity by communities during the winter season. It is important for the municipality to put in controls to restrict unauthorized consumption of electricity. • The finance charges increased as a result of the inability of the municipality to service the Eskom • Employee related costs increased by 10 121 874 (6%) when compared to the same time in the prior period, this increase can be attributed to the 5.4% annual salary increase and the appointment of new employees made in the first semester. • The increase in contracted is largely due to repairs and maintenance expenses incurred by the municipality, e.g. maintenance of transformers and sewer infrastructure.

Actual Capital Acquisition

Capital expenditure for the reporting period amounts to R24 476 717.97. Retention withheld in the first semester of the year amounted to R479 245.79. No retention has been paid during the reporting quarter.

Cash Flow Statement

The purpose of this statement is to keep an account of the different activities of Council. It also provides information on the mode of generation of funds required for repayment. The cash flow statement also helps to analyse the amount of cash that would be required to meet the operating costs. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget. The actual receipt (cash) received in the first semester ending 31 December 2025 amounts to R620 215 482. The amount includes revenue collected from Property Rates R46 143 886, Electricity R234 957 445, Water R20 625 018, sanitation R9 696 385, Refuse R6 544 567, rental of facilities R3 199 507, Interest on outstanding debtor R3 812 745, fines and penalties R2 765 862, transfer receipts – operational R147 431 000, other revenues amounting to R450 627 and Transfer Receipts – operational R17 575 000.

The actual payments made in the first semester ending December 2025 amount to R620 640 576. The amount includes payment for employee related costs (employees) and councillors amounted to R179 456 932 and R7 964 821 respectively, bulk purchases electricity R35 568 056, Bulk water R1 000 000, contracted services amounting to R65 949 854 as well as Capital expenditure amounted to R23 328 038, and general expenses amounted to R37 085 822. The Municipality's cash flow status for all bank accounts reflects a favourable bank balance of R12 028 284,95 including a favourable closing balance on primary account of R2 448 713,38. It should be noted that though the municipality has a favourable bank balance at the end of the reporting month there were still outstanding creditors of R4 billion and outstanding debtors of R2,7 billion as disclosed in the age analysis below.

Debtors Age Analysis & Debtors Payment Statistics

The debtor's age analysis analyses amount owed by customers for services rendered by the municipality according to the length of time that those amounts have remained unpaid. The debtors' balance for the reporting month amounts to R2,7 billion. Outstanding Debtors that are older than 90 days' amounts to R2,4 billion of the total outstanding debts. This shows an increase of R500 million when compared to the prior year of R2,2 billion. The debt from households amounts to R2,1 billion, government to R80 million while business owed R276 million, and other customers owed an amount of R176 million. Electricity contributes R281 million of the outstanding debt, Property assessment rates R514 million, Water R431 million, Wastewater R289 million, refuse R218 million, income from other sources R137 million while interest on arrears amounts to R731 million.

Transfer & Grants Subsidies (Indigent support)

To date 3400 households are active on registered households for indigent support. The current outstanding debt balances of the registered indigent households amounted to R168, 908 ,850.87 (including pensioners) as of December 2025 while subsidies for the current month amounted to R 2,699,760.32. This is an increase of 615 registered households compared to the prior financial year of 2785 households including pensioners.

Creditors Age Analysis

The creditors age analysis indicates an analysis of unpaid received invoices, aged by due date. The creditors are broken down into eight ageing periods. The Creditors Age Analysis shows an outstanding amount of R4 billion of which R3,3 billion is owed to Eskom. The municipality has taken several initiatives to ensure that the arrears amount owed to Eskom is paid. The latest outstanding amount for Department of Water and Sanitation is R658 million. The Municipality's outstanding trade creditors amounts to R9 million. The Municipality has an outstanding payment to Auditor General an amount of R million.

The Municipality owes R17 million on retention withheld for the reporting period. The Municipality owes SARS R37 million relating to PAYE deductions and VAT of R14. The Municipality does not maintain sufficient working capital thus resulting in statutory payments and some other creditors not being paid timeously. The outstanding creditors are continuously increasing thus indicating that the Municipality is entering into obligations that it's unable to service. Unless all interventions are implemented (Revenue enhancement strategy, financial recovery, cost curtailments & installation of smart meters) the Municipality will face a severe financial sustainability issues & distress, that might require the Municipality to consider interventions as entrenched within the Municipal Finance Management Act.

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/ UNIT	NUMBER OF POSITIONS	TOTAL FILLED	NUMBER OF POSITIONS VACANT	VACANCY RATE (No of Vacant Positions/Total No. of Positions * 100)
Budget and Financial reporting	12	6	6	50%
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%**

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Lekwa LM Capital Expenditure 2025/2026

GRANT	TOTAL ALLOCATION	AMOUNT TRANSFERRED TO DATE	EXPENDITURE BY 31 Jan 2026	EXPENDITURE % TRANSFERRED	EXPENDITURE % ALLOCATION	BALANCE OF TRANSFERRED
MIG (Schedule 5B)	R26 012 000	R21 619 000	R13 635 330	63	52	R7 983 670
MIG Schedule 6B	R8 636 000	R0	R0	0	0	0
INEP	R10 000 000	R6 500 000	R7 509 585	100	75	R0
EEDSM	R4 000 000	R2 300 000	R2 530 000	100	63	R0
TOTAL	**R48 648 000**	**R30 409 000**	**R23 674 915**			**R7 983 670**

Table 47: Summary of budget allocation and expenditure per source

Project description	Location/Municipality	Budget	Expenditure to date	Responsibility (i.e., DHS, DPWRT, DARDLEA)	Progress to date/ Status (i.e., 85% completed)	Impact (i.e., 20km surfaced, 2000 hh)	Challenges	Required intervention
Refurbishment/Installation of Boreholes in rural/farm Areas	Lekwa LM	R4 817 196	R4 540 275	MIG	Project in progress.19 boreholes refurbished	100HH	N/A	N/A
Rehabilitation of 1.24 KM Hlongwane drive-Phase 2	Lekwa LM	R15 728 011	R4 519 979	MIG	Contractor appointed, site established, material procured.	500HH	N/A	N/A
Rehabilitation of Morgenzon Landfill site	Lekwa LM	R500 000	R0	MIG	Design complete. Application for renewal licence submitted to Dardlea.	2 400HH	N/A	N/A
Development of Thuthukani Cemetery	Lekwa LM	R 3 666 205	R 3 372 045	MIG	Complete	3 000HH	N/A	N/A

Project description	Location/Municipality	Budget	Expenditure to date	Progress to date/ Status (i.e., 85% completed)	Impact (i.e., 20km surfaced, 2000 hh)	Challenges	Required intervention

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Installation/Refurbishment/ Desludging or rural VIP toilets and provision of chemicals for the VIP toilets	Lekwa LM	R8 636 000	R0	Contractors procured. Site Establishment and material procurement in progress	360 HH	N/A	N/A

Project description	Location/ Municipality	Budget	Expenditure to date	Responsibility (i.e., DHS, DPWRT, DARDLEA)	Progress to date/ Status (i.e., 85% completed)	Impact (i.e., 20km surfaced, 2000 hh)	Challenges	Required intervention
Construction of 6km, 11KV from Substation A to Rooikoppen.	Lekwa LM	R5 000 000	R2 636 365	INEP	Construction @ 90%	4 000HH	N/A	N/A
Construction of 11KV Switching Station for Rooikoppen.	Lekwa LM	R5 000 000	R4 873 221	INEP	Construction @ 90%	4 000HH	N/A	N/A

Problem Statement (i.e. issue that led to the project)	Project/ Programme description	Ward/Project Location	Funding Agent	Budget	Expenditure to date	Progress to date/ Status (i.e., 85% completed)	Beneficiaries/ Outcome after completion	Challenges	Required intervention
Existing Informal settlements need to be formalised	Informal upgrade erf 7847 & 5348 Sakhile Ext 4	1 & 11	Internal	R989 000	R395 600	90%	Create 168 single residential properties with Title deeds	Slow pace of state owned entities – Surveyor general & Registrar of Deeds	Pressure service provider to engage state owned entities to fast track approvals
There is a huge demand for a large business site to	Subdivision erf 465 Morgenzon to create 1 business property & 1 Multiple	14	Internal	R189 000	R37 800	40%	1 x Business erf to be utilised for a small mall or business complex	Poor performance by service provider	Discuss possible termination of contract due to poor performance

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Problem Statement (i.e. issue that led to the project)	Project/ Programme description	Ward/Project Location	Funding Agent	Budget	Expenditure to date	Progress to date/ Status (i.e., 85% completed)	Beneficiaries/ Outcome after completion	Challenges	Required intervention
establish a small mall	Residential property								
Standerton area are running out of space for grave sites	Standerton regional cemetery	1-11, 13, 15	Internal	R858 424	R686 000	50%	Establish a regional cemetery for the greater Standerton area with a lifespan of at least 10 years	Objection received on the establishment of a cemetery on the farm Erdzak	Identify alternative cemetery site & political intervention to use existing cemetery site in Sakhile ext 4. Engage EM to submit a letter of request to the MEC for the donation of state land next to Lombard cemerery
Review of 2017 Lekwa LM SDF	Spatial Development Framework Review	All	Internal	R575 000,00	R115 000,00	40 %	A clear Direction and a shared vision and strategy for the municipality's spatial development.	N/A	Council approval for public participation process (Phase 4)

Category	Project Description	Scope of works	Duration	Project Status	Progress on site %	Budget (Incl Vat)
SLP (FY22-25)	Inkazimulo Stimulation Center	Construction of a new facility including administration block, physiotherapy block, nutrition center,	8 months	Project on hold. Contractor terminated (Youth Indeed). Project to re-tender Tender documents developed, tender closed 5 Sept 2025 Scope clarification meeting 01 Oct 2025	48%	R13 907 368,81

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		classrooms and school hall.		Commercial and technical evaluation complete. Contracting underway.		
	Zikhetheleni Administration Block	Construction of a new administration block at Zikhetheleni Secondary School	5 months	Contractor poured concrete without reinforcement approval, cores drilled and tested. Brickwork and plastering done Sewer and Plumbing connection underway Busy Screed Payment cert to be sent	68%	R4 976 000,00

5.17 COMMIUNITY TRUST AND CORPORATE SOCIAL INVESTMENT (CSI)

Category	Project Description	Scope of works	Duration	Project Status	Progress on site %	Budget (Incl Vat)
TRUST	Morgenzon Drop in Centre	Construction of new change rooms with toilets and finishes.	3 Months	Stakeholder engagement done Site establishment: 14-19 Feb Construction drawings to be issued by 13 Feb. Excavation of foundation. Fixing rebar.	5%	R1 200 000,00
TRUST	Drilling of 6 boreholes	Construction of 6 boreholes with 20 000l JOJO tanks: • Hlobisa primary school • Khunjuliwe secondary school • Thobelani secondary school • Retsibile primary school • Lindilanga primary school • Lillian Mambazi PHC	3 Months	Meeting with municipality: 11/02 Project to introduced to the community done. Siting report submitted. Drilling of 5 sites done.	45%	R2 415 267,03
TRUST	Early Childhood Development (ECD) Nutrition in collaboration with Startwell foundation.	Supply of nutritional breakfast to 6 ECD centres (Basizeni, Phumulani, Phezukwentaba, Mzamo, Westend, Sqondekhaya).	TBC	Nutritional breakfast is delivered to ECD centers every month.	Ongoing until further notice	TBC

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CSI	Morgenzon old age home	Refurbishment of Old Age home	3 Months	Installation of palisade fence and painting Roof structural assessment and leak protection. Plumbing works, ramp construction and carpentry ongoing. Emergency door installed.	85%	R724 181,54
CSI	Leseli Combined and Ulwazi primary school	Construction of mobile classroom	TBC	Final inspection done. Inspection report done on 15 09 2025. Handover (23 01 2026). Practical completion certificate routed.	100%	R76 7718,3
CSI	Construction of security fence at Azalea Combined school by Komatsu.	Demolition, supply and installation of a perimeter security fence and brick wall	4 weeks	Steel palisade, 2 pedestrian gates and 1 vehicle gate installed. Final inspection done on 3.03.2026	100%	R820 000.00

INKAZIMULO STIMULATION CENTER – PROGRESS



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

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5.18 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 2026/2027 financial year. The public participation primarily focused on community engagements through physical meetings across all fifteen (15) wards except for ward 13 who could not be consulted. The councillors, Municipal Manager, Heads of Departments and Divisional Managers attended the various meetings. The meetings took place in the months of September and October 2025. 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	08 Sept 2025	Social Centre/17:00 pm	Achieved
2	09 Sept 2025	Social Centre/17:00 pm	Achieved
3	06 Oct 2025	Stanwest Hall/ 17:00 pm	Achieved
4	07 Oct 2025	Reformed Church/ 17:00pm	Achieved
5	09 Oct 2025	Social Centre/ 17:00 pm	Achieved
6	17 Sept 2025	Sakhile Hall/17:00 pm	Achieved
7	16 Sept 2025	Ezinyamazaneni/ 17:00pm	Achieved
8	13 Oct 2025	Eskom Hall/17:00 pm	Achieved
9	14 Oct 2025	Holmdene Secondary School/ 10:00 am	Achieved
9	05 Oct 2025	Khunjuliwe Secondary School/ 17:00pm	Achieved
10	02 Oct 2025	Ext.6 Community Hall / 17:00pm	Achieved
10	30 Sept 2025	Microsoft Teams/ 17:00pm	Achieved
11	10 Sept 2025	Rooikoppen Hall/ 17:00 pm	Achieved
12	12 Oct 2025	Thuthukani Hall/10:00 am	Achieved
13	30 Oct 2025	Qondulwazi Secondary School/10:00 am	Not Achieved
14	01 Oct 2025	Sivukile Community Hall/17:00 pm	Achieved
15	18 Sept 2025	Ext.6 Community Hall Ward / 17:00pm	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

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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, 5, 3, 4, 7, 8, 9 (Ext8), 10 (Voda), 11, 12, 13, 15	Upgrade water infrastructure	Technical Services
		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	1, 2, 3, 4, 5, 6, 7, 11, 13, 14, 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	1, 2, 4, 5, 11, 9	Water pressure pumps for high laying areas Construct satellite water plant	
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	
		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 rural parts of the municipality	4, 7, 9 (Ext 8 & Holm),12,13	Connect electricity from powerlines to houses without	
Sanitation	Sewer spillages	Provision and maintenance of toilets.	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.	
		Toilets are full and need to be desludged.			
		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	

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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
SMME 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	

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	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.	1,2, 4, 5,6, 11	Installation of functional meters and hire meter readers	
	Amnesty for accounts	Some residents have municipal accounts in arrears and request the municipal to grant them amnesty.	1,2,3,4,5,6,7,8,11,14,15	Explore arrangements for residents to pay their municipal account debt	BTO
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

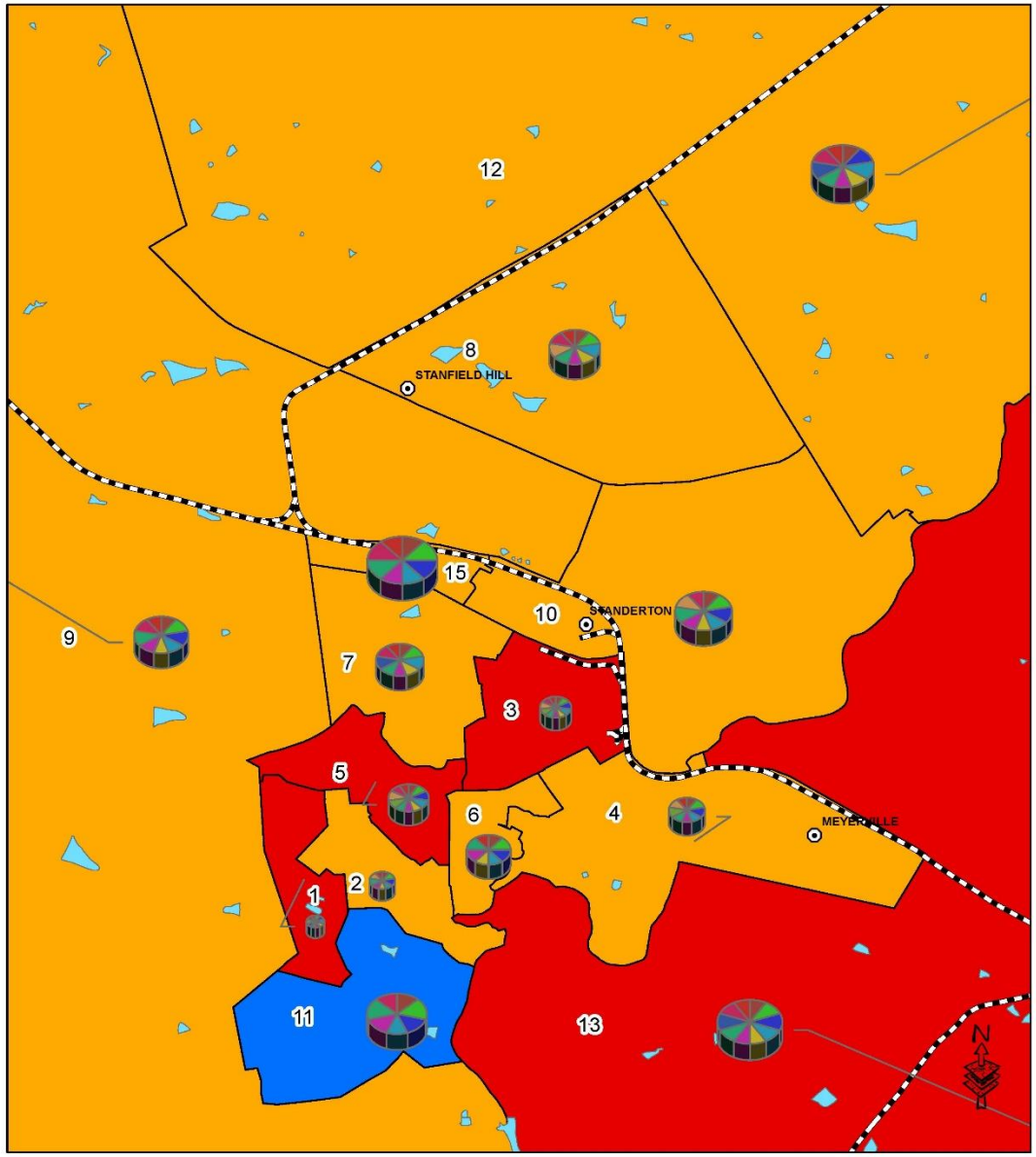
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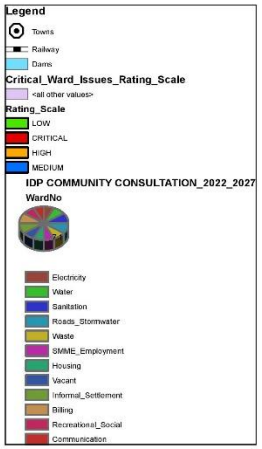
Social amenities	Inadequate social amenities	Schools	5,7,8,9,13	Liaise with sector departments on the possibility of constructing new schools, satellite police station and a rehabilitation centre for those struggling with addiction.	Sector Departments
		Mobile clinic	9, 12, 13		
		Community Hall	4,7,8		
		Satellite police station	11, 12		
		Drug Rehabilitation centre	5		
KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT					
Communication	Communication between residents and municipality	Communication between residents and the municipality: - Hail to let the community know about water cuts. - Update the community on refuse removal schedule - Communicate the start and progress of projects 1,	1, 2, 3, 4, 5, 6, 7, 8, 9, 12, 13, 14, 15	Explore other means to communicate with residents other than the Facebook page and municipal website as not all residents have access to these platforms.	Corporate Services

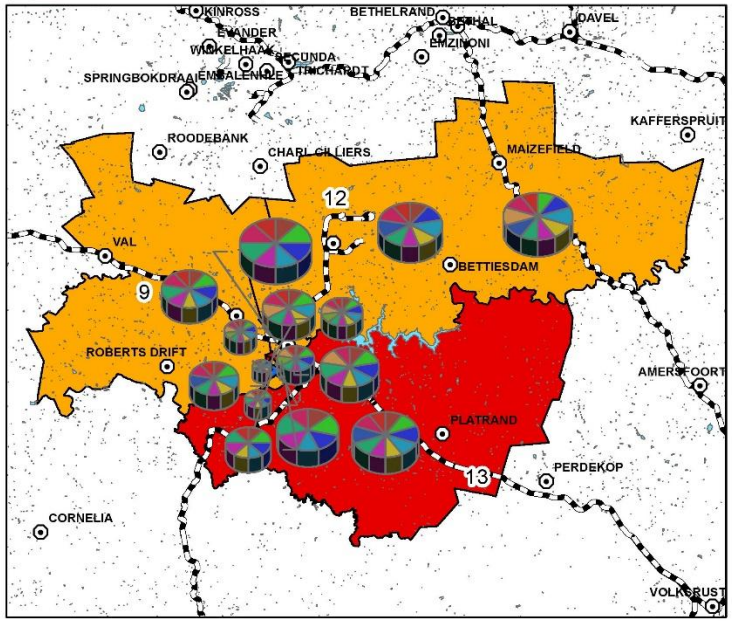
Table 48: Community priorities

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LEKWA LOCAL MUNICIPALITY
GERT SIBANDE DISTRICT







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

SWOT Analysis

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

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• 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	• 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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6 CHAPTER SIX
DEVELOPMENT OF STRATEGIES



6.1 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.

6.2 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

6.3 Corporate Values

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

6.4 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

6.5 Strategic Objectives

- Generate 100% revenue
- Provision of basic services (water 100%, sanitation 100%, electricity100%, 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

6.6 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

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7 CHAPTER SEVEN
INTEGRATED HUMAN SETTLEMENTS CHAPTER



7.1 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.

7.2 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.

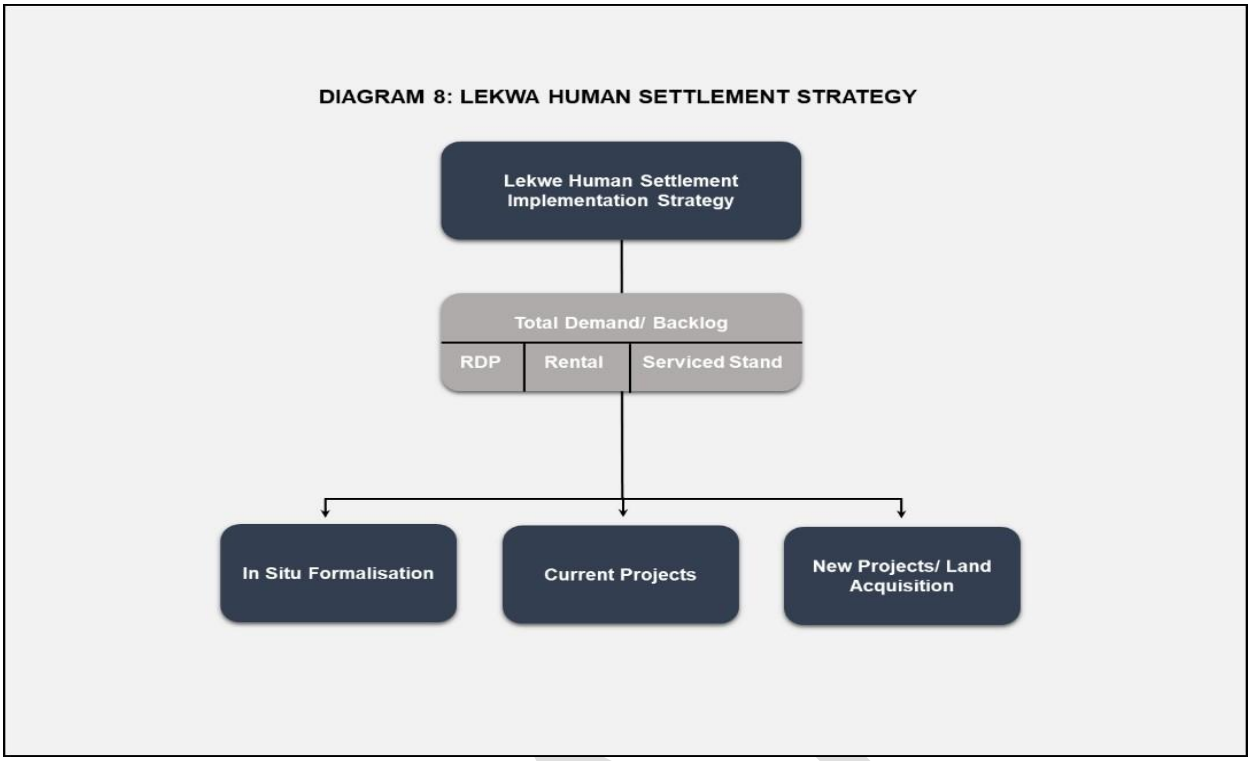


Figure 34 Lekwa Human Settlements Strategy

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

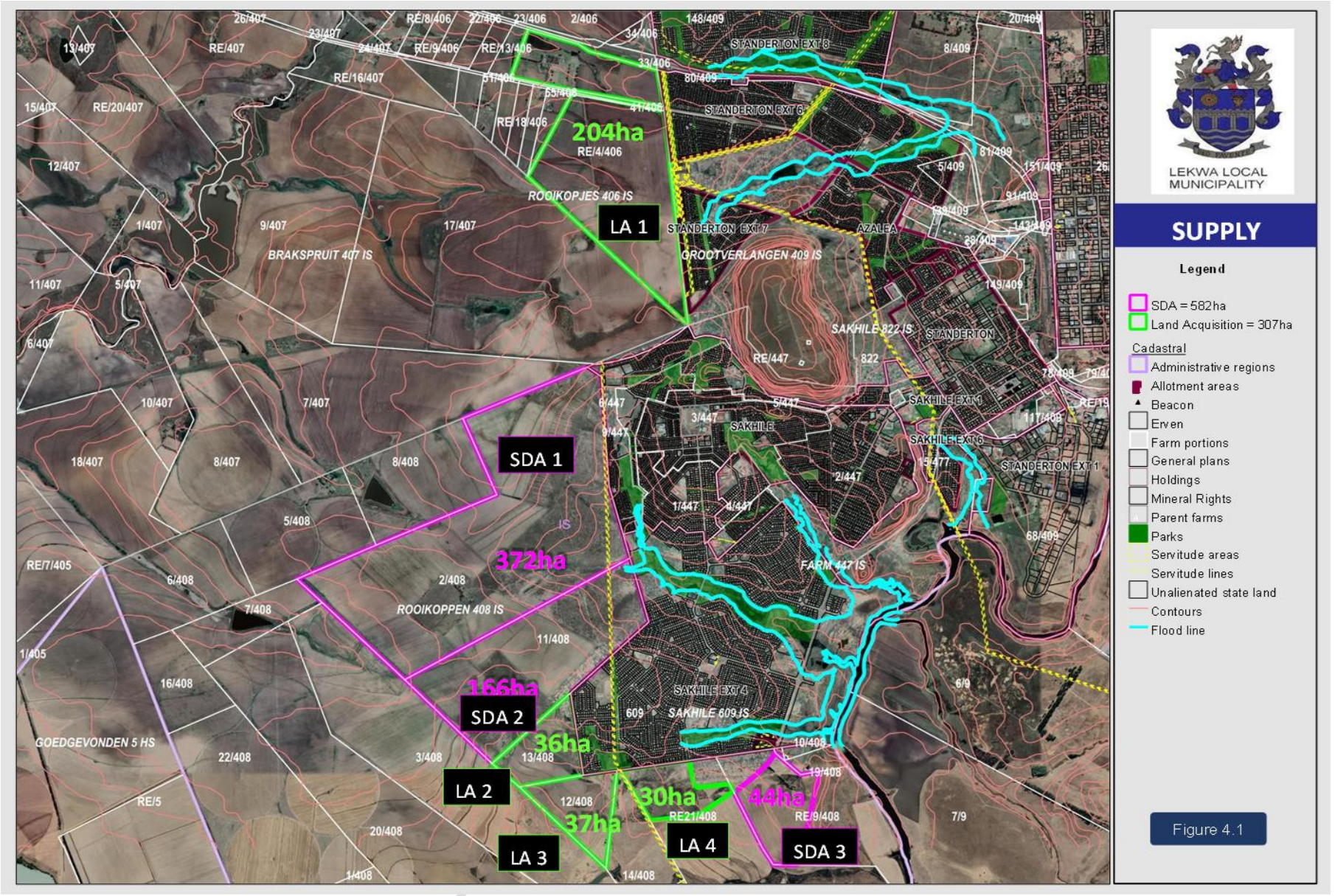
		DEMAND	NUSP (UISP) ALLOCATION				PRIORITY		BUDGET	
#	Town, Settlement	Existing Informal Units and Infill	B1 (stay - can be accommo-dated in layout)	B2 (Move later - can NOT be accommo -dated in layout)	C (Move immediately - situated in flood line)	Short	Medium	Long	Interim Services (Engineering & Prof Fees	Permanent Services
		2021	2835	928	266					
16	Enkanini Camp	491	263	154	74			●	R0,00	R27 830 042,99
10	Mandela Camp	580	517	63	-			●	R2 337 935,96	R43 882 887,56
6	Shivovo Camp	398	261	137	-		●		R1 760 873,14	R26 490 311,93
9	TLC Camp	150	25	114	11			●	R243 839,20	R4 085 669,90

4	Slovo Camp	344	201	113	30		●		R1 119 475,64	R19 405 446,65
1	Welamlambo Camp	147	148	-		●			R554 292,82	R14 364 014,82
19	Enkanini (south of Sakhile Ext 4)	320	269	51	-	●			R1 219 877,36	R28 528 564,73
20	Stand 8017 Sakhile Ext 4	40	27	-	19	●				R1 513 384,26
21	Stand 8018 Sakhile Ext 4	83	32	-	57	●			R345 562,58	R3 284 262,86
13	Roberts Drift Road	1015	958	15	60		●		R3 859 935,04	R78 778 405,90
18	Mambakazi Clinic	55	37	14	15			●	R297 598,75	R4 370 230,15
29	Enkanini (Sivukile north and south)	252	97	155	-		●		R950 546,26	R4 774 237,77
31	Morgenzon Farm (Orchards)	112	-	112	-	●			R339 823,44	R215 873,00
	Total	**3987**	**2835**	**928**	**266**				**R13 029 760,19**	**R257 523 332,52**

Table 49 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.

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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

		DEMAND	STRATEGY						PRIORITY	
#		Existing Informal Units and Infill	In situ	Move later	Move immediately situated in flood line/servitude	Further investigation needed	Subtotal	Short	Medium	Long
	Town, Settlement	**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**	•		

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25	Erf 4319 Standerton x6		15	15				**15**	•		
30	Erven 860-862 Morgenzon	54			54			**54**		•	

Table 50 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 51 Current housing projects

Vacant public owned land

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

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

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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 53 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.

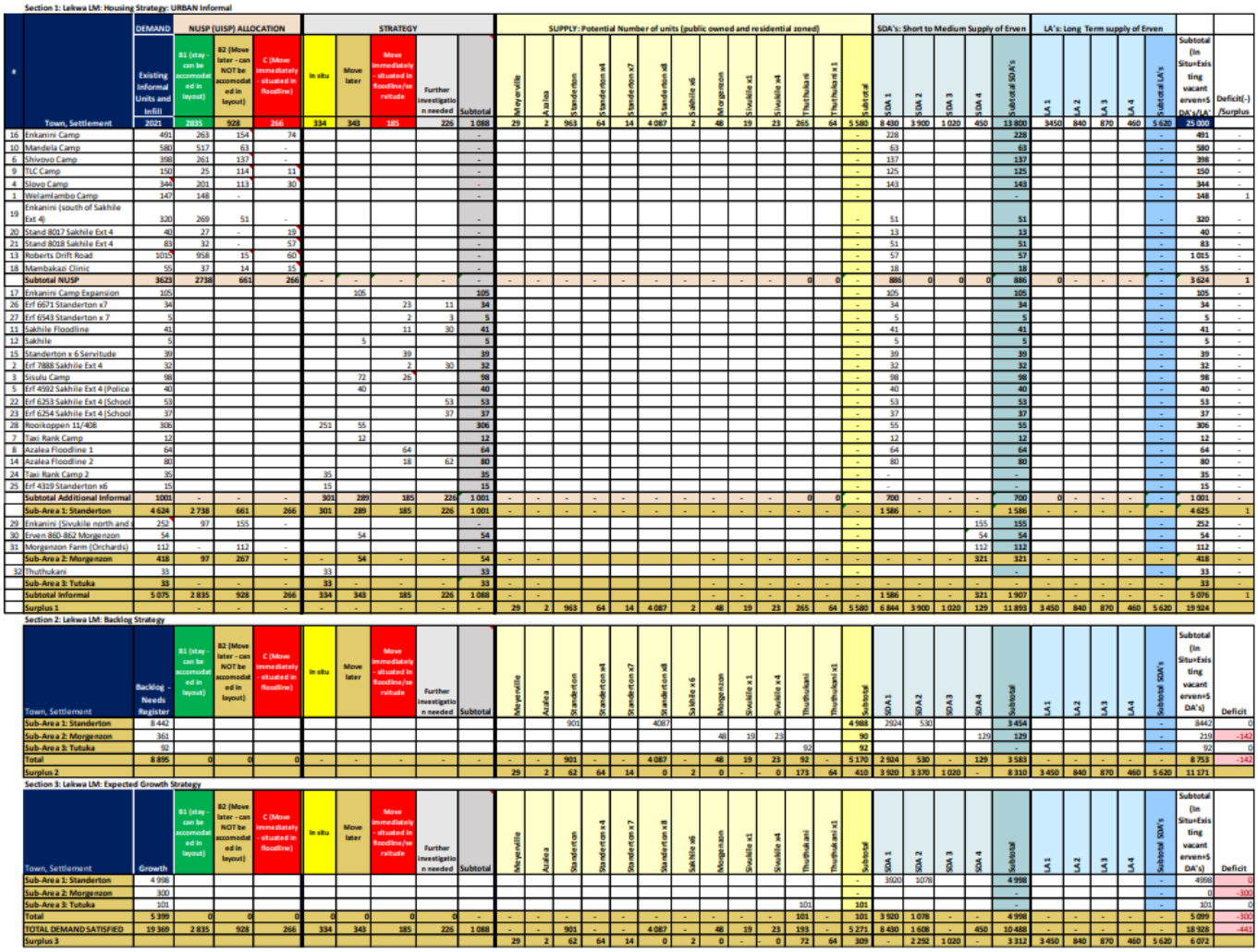
Section 1: The strategy for the first 11 settlements in Standerton and 2 in Morgenzon is addressed through the upgrading plans and SDA 1 has been earmarked to receive the Standerton surplus units that cannot be accommodated, and SDA 4 will serve as the receiving area for Morgenzon. Approximately 886 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

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Section 1: Lekwa LM: Housing Strategy: URBAN Informal

#	Town, Settlement	DEMAND: Existing informal Units and Infill	NUSP (UISP) ALLOCATION: B1 (stay - can be accomodated in layout)	B2 (Move later - can NOT be accomodated in layout)	C (Move immediately situated in floodline)	STRATEGY: In situ	Move later	Move immediately - situated in floodline/servitude	Further investigation needed	Subtotal	SUPPLY: Potential Number of units (public owned and residential zoned): Meyerville	Azalea	Standerton	Standerton x4	Standerton x7	Standerton x8	Sakhile x6	Morgenzon	Sivukile x1	Sivukile x4	Thuthukani	Thuthukani x1	Subtotal	SDA's: Short to Medium Supply of Erven: SDA 1	SDA 2	SDA 3	SDA 4	Subtotal SDA's	LA's: Long Term supply of Erven: LA 1	LA 2	LA 3	LA 4	Subtotal LA's	Subtotal (In Situ+Existing vacant ervens+SDA's)	Deficit(-) /Surplus
		2021	2835	928	266	334	343	185	226	1 088	29	2	963	64	14	4 087	2	48	19	23	265	64	5 580	8 430	3 900	1 020	450	13 800	3450	840	870	460	5 620	25 000	
16	Enkanini Camp	491	263	154	74					-													-	228				228					-	491	-
10	Mandela Camp	580	517	63	-					-													-	63				63					-	580	-
6	Shivovo Camp	398	261	137	-					-													-	137				137					-	398	-
9	TLC Camp	150	25	114	11					-													-	125				125					-	150	-
4	Slovo Camp	344	201	113	30					-													-	143				143					-	344	-
1	Welamlambo Camp	147	148	-						-													-	-				-					-	148	1
19	Enkanini (south of Sakhile Ext 4)	320	269	51	-					-													-	51				51					-	320	-
20	Stand 8017 Sakhile Ext 4	40	27	-	19					-													-	13				13					-	40	-
21	Stand 8018 Sakhile Ext 4	83	32	-	57					-													-	51				51					-	83	-
13	Roberts Drift Road	1015	958	15	60					-													-	57				57					-	1 015	-
18	Mambakazi Clinic	55	37	14	15					-													-	18				18					-	55	-
	Subtotal NUSP	3623	2738	661	266	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	0	-	886	0	0	0	886	0	-	-	-	-	3 624	1
17	Enkanini Camp Expansion	105					105			105													-	105				105					-	105	-
26	Erf 6671 Standerton x7	34						23	11	34													-	34				34					-	34	-
27	Erf 6543 Standerton x 7	5						2	3	5													-	5				5					-	5	-
11	Sakhile Floodline	41						11	30	41													-	41				41					-	41	-
12	Sakhile	5					5			5													-	5				5					-	5	-
15	Standerton x 6 Servitude	39						39		39													-	39				39					-	39	-
2	Erf 7888 Sakhile Ext 4	32						2	30	32													-	32				32					-	32	-
3	Sisulu Camp	98					72	26		98													-	98				98					-	98	-
5	Erf 4592 Sakhile Ext 4 (Police	40					40			40													-	40				40					-	40	-
22	Erf 6253 Sakhile Ext 4 (School	53							53	53													-	53				53					-	53	-
23	Erf 6254 Sakhile Ext 4 (School	37							37	37													-	37				37					-	37	-
28	Rooikoppen 11/408	306				251	55			306													-	55				55					-	306	-
7	Taxi Rank Camp	12					12			12													-	12				12					-	12	-
8	Azalea Floodline 1	64						64		64													-	64				64					-	64	-
14	Azalea Floodline 2	80						18	62	80													-	80				80					-	80	-
24	Taxi Rank Camp 2	35				35				35													-	-				-					-	35	-
25	Erf 4319 Standerton x6	15				15				15													-	-				-					-	15	-
	Subtotal Additional Informal	1001	-	-	-	301	289	185	226	1 001	-	-	-	-	-	-	-	-	-	-	0	0	-	700	-	-	-	700	0	-	-	-	-	1 001	-
	Sub-Area 1: Standerton	4 624	2 738	661	266	301	289	185	226	1 001	-	-	-	-	-	-	-	-	-	-	-	-	-	1 586	-	-	-	1 586	-	-	-	-	-	4 625	1
29	Enkanini (Sivukile north and	252	97	155	-					-													-				155	155					-	252	-
30	Erven 860-862 Morgenzon	54					54			54													-				54	54					-	54	-
31	Morgenzon Farm (Orchards)	112	-	112	-					-													-				112	112					-	112	-
	Sub-Area 2: Morgenzon	418	97	267	-	-	54	-	-	54	-	-							-	-	-	-	-	-	-	-	321	321	-	-	-	-	-	418	-
32	Thuthukani	33				33				33													-	-				-					-	33	-
	Sub-Area 3: Tutuka	33	-	-	-	33	-	-	-	33	-	-							-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	33	-
	Subtotal Informal	5 075	2 835	928	266	334	343	185	226	1 088	-	-							-	-	-	-	-	-	1 586	-	-	321	1 907	-	-	-	-	-	5 076	1
	Surplus 1	-	-	-	-	-	-	-	-	-	29	2	963	64	14	4 087	2	48	19	23	265	64	5 580	6 844	3 900	1 020	129	11 893	3 450	840	870	460	5 620	19 924	

Section 2: Lekwa LM: Backlog Strategy

Town, Settlement	Backlog - Needs Register	B1 (stay - can be accomodated in layout)	B2 (Move later - can NOT be accomodated in layout)	C (Move immediately situated in floodline)	In situ	Move later	Move immediately - situated in floodline/servitude	Further investigation needed	Subtotal	Meyerville	Azalea	Standerton	Standerton x4	Standerton x7	Standerton x8	Sakhile x6	Morgenzon	Sivukile x1	Sivukile x4	Thuthukani	Thuthukani x1	Subtotal	SDA 1	SDA 2	SDA 3	SDA 4	Subtotal	LA 1	LA 2	LA 3	LA 4	Subtotal SDA's	Subtotal (In Situ+Existing vacant ervens+SDA's)	Deficit
Sub-Area 1: Standerton	8 442								-			901			4087							4 988	2924	530			3 454					-	8442	0
Sub-Area 2: Morgenzon	361								-								48	19	23			90				129	129					-	219	-142
Sub-Area 3: Tutuka	92								-											92		92					-					-	92	0
Total	8 895	0	0	0	-	-	-	-	-	-	-	901	-	-	4 087	-	48	19	23	92	-	5 170	2 924	530	-	129	3 583	-	-	-	-	-	8 753	-142
Surplus 2										29	2	62	64	14	0	2	0	-	-	0	173	64	410	3 920	3 370	1 020	-	8 310	3 450	840	870	460	5 620	11 171	

Section 3: Lekwa LM: Expected Growth Strategy

Town, Settlement	Growth	B1 (stay - can be accomodated in layout)	B2 (Move later - can NOT be accomodated in layout)	C (Move immediately situated in floodline)	In situ	Move later	Move immediately - situated in floodline/servitude	Further investigation needed	Subtotal	Meyerville	Azalea	Standerton	Standerton x4	Standerton x7	Standerton x8	Sakhile x6	Morgenzon	Sivukile x1	Sivukile x4	Thuthukani	Thuthukani x1	Subtotal	SDA 1	SDA 2	SDA 3	SDA 4	Subtotal	LA 1	LA 2	LA 3	LA 4	Subtotal SDA's	Subtotal (In Situ+Existing vacant ervens+SDA's)	Deficit
Sub-Area 1: Standerton	4 998								-													-	3920	1078			4 998					-	4998	0
Sub-Area 2: Morgenzon	300								-													-					-					-	0	-300
Sub-Area 3: Tutuka	101								-											101		101					-					-	101	0
Total	5 399	0	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	101	-	101	3 920	1 078	-	-	4 998	-	-	-	-	-	5 099	-300
TOTAL DEMAND SATISFIED	19 369	2 835	928	266	334	343	185	226	1 088	-	-	901	-	-	4 087	-	48	19	23	193	-	5 271	8 430	1 608	-	450	10 488	-	-	-	-	-	18 928	-441
Surplus 3										29	2	62	64	14	0	2	0	-	-	0	72	64	309	-	2 292	1 020	-	3 312	3 450	840	870	460	5 620	6 072	

Table 54 Backlog strategy

Engineering services Demand: Water and sewer

The bulk engineering supply challenges need to be addressed in order to successfully develop the planned human settlement projects.

Resolving the bulk capacity will unlock several housing opportunities and other possible investment opportunities. The municipality drafted the budget for the remainder of the MTREF until 2025. Table 25 below provides an outline of the planned engineering services project.

Planned engineering service upgrade

Project Name	MTREF_2023	MTREF_2024	MTREF_2025	Total MTREF	Responsible Department
Water Treatment Works: Upgrade Standerton water supply scheme	14 224 800	-	-	14 224 800	Water Services
Water Treatment Works: Refurbish and upgrade Morgenzon treatment works	8 000 000	-	-	8 000 000	Water Services
Pump Station: Muller and Johan Pump Stations	4 500 000	-	-	4 500 000	Wastewater Treatment
INSTAL CAPLE SAKHILE 14/15	1 646 199	-	-	1 646 199	Electricity

Design, Supervision Construction Monitoring - Installation of Steel Elevated Tank	191 590	-	-	191 590	Water Services
IRDP Phase 2: Top Structure. Annual Target: 250 Units	25 750	-	-	25 750	Integrated Development Planning
IRDP Phase 1: Planning & Services. Annual Target: 150 Sites	6 544	-	-	6 544	Integrated Development Planning
Completion and commissioning of sewer pump station No. 2 in Rooikoppen	-	-	754 824	754 824	Wastewater Treatment
Construction of 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 55 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

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#	Town, Settlement	DEMAND	NUSP (UISP) ALLOCATION			PRIORITY			BUDGET	
		Existing Informal Units and Infill	B1 (stay - can be accomodated in layout)	B2 (Move later - can NOT be accomodated 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 56 NUSP Strategy: Priority

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

Lekwa LM: Additional Strategy: Priority

#		DEMAND	STRATEGY					PRIORITY		
		Existing Informal Units and Infill	In situ	Move later	Move immediately situated in flood line /servitude	Further investigation needed	Subtotal	Short	Medium	Long
	Town, Settlement	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**	•		

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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 57 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 58 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 59 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 60 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 dependents 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 ± 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**

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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

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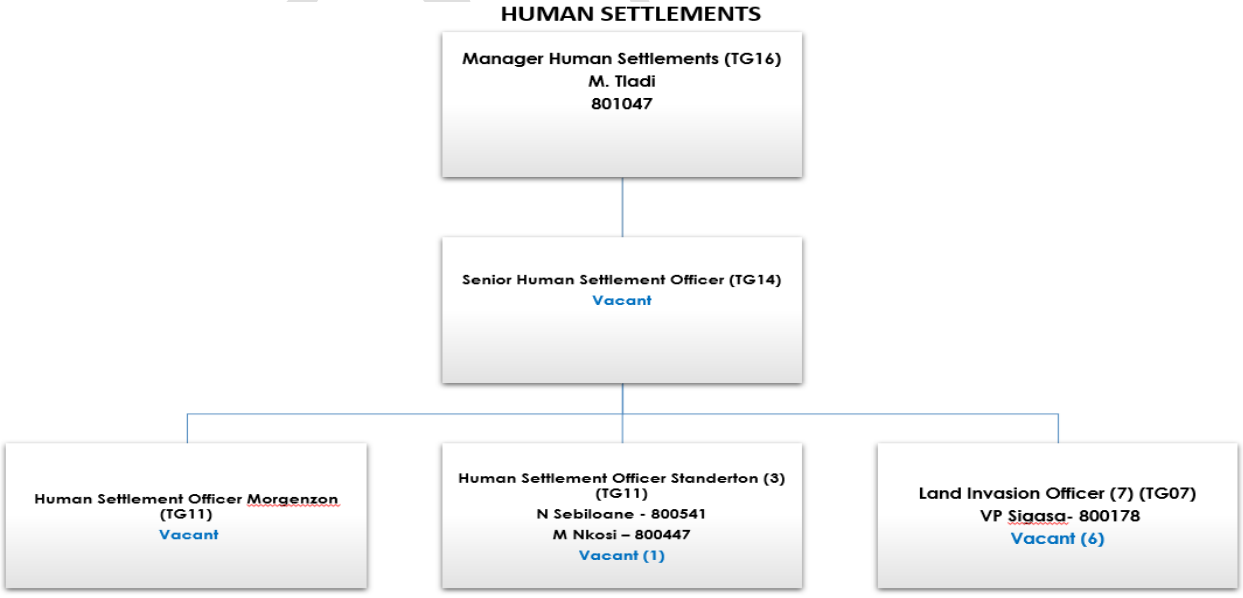
Informal trade represents a very important component of the economic base of any township area, and as such it is proposed that formal structures for trading/ hawker stalls be incorporated into the design of public spaces from the outset. Micro and small businesses tend to create more jobs per rand turnover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

8 CHAPTER EIGHT
IMPLEMENTATION PLANS PER KEY PERFORMANCE AREA



8.1 KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DELIVERY

Table "A" Integrated Development Plans

DEPARTMENT: TECHNICAL SERVICES	
Municipal KPA	Basic Service Delivery and Infrastructure Development (Technical Services)
Problem Statement and root causes per KPA	**Water:** ▪ 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 and No drop; demand higher than existing infrastructure and illegal connections. 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. **Sanitation:** ▪ 1 474 households do not have access to sanitation ▪ Inadequate bulk sanitation infrastructure to support existing and new developments; aged sanitation infrastructure (sewer pipes and some pump stations, wastewater treatment plants); poor water effluent quality; low rating in Green drop; Filling of vacancies, obtain equipment and vehicles to improve on maintenance ▪ Sanitation: demand of 21 greater than the current capacity of 9.2 ML/D **Roads:** ▪ 229 km gravel/unpaved. Some of gravel roads require regravelling. ▪ 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 **Electricity:** ▪ 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	▪ Eradicate electricity interruptions. ▪ Increase access to portable water ▪ Improve quality of roads. ▪ Increase access to decent sanitation and eradicate spillages.
Medium Term Development Plan (MTDP) 2024–2029	Strategic Priority 3: Build a capable, ethical and developmental state. ▪ Improved service delivery by local government. ▪ Increased business confidence
Municipal Priority	▪ Improve Water and Sanitation provision

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	▪ Provide reliable electricity supply ▪ Provision of efficient and effective solid waste management service ▪ Provision of safe and dependable roads ▪ 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 lasses 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	MTDP Target: Improved service delivery by local government and increased business confidence

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	37 206 HH (93%) access to water	– Inadequate bulk infrastructure – Drinking water quality does not meet minimum required standards – Ageing infrastructure – Uncoordinated developments – Fragmented human settlements – Backlogs in rural areas and informal settlements – High water losses, high non revenue water – Shortage of staff and tools of trade	38 583HH (100%) with access to water	– Water infrastructure upgrade – Increase water storage capacity – Formalisation of informal settlements (PED) – Drill boreholes – War on water leaks	– DWS to allocate budget for upgrade of Lekwa water services infrastructure. – Refurbishment of WTW by GSDM. – Develop Water master plan and WSDP by DBSA – SASOL funding water project to address challenges in ward 5. – DWS to allocate budget to install boreholes – Develop water conservation and water demand management strategy by DBSA – Construction of booster pumping units and installation of steel elevated tank,	Develop Water Master Plan Develop WSDP Develop Water Conservation and Water Demand Management plan. Upgrade **Actual Achievement:** Lekwa LM submitted request	32 914 HH (92.5%) access to water **Actual Achievement** 37 206 HH(93)% Commitment from DBSA to develop master plans.	35 535 HH (95%) access to Water **Actual Achievement:** 37 256 HH (96%) access to water	37 618 HH (97.5%) access to water **Actual Achievement:** 37 638 HH (97%) access to water	38 583 HH (100%) access to water

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						funded by Sasol mining. – Municipal Utility Reform Programme (MURP), a pilot programme of National Government will be undertaking the following projects for a period of three years: – Metering audit, replacement and installation of new meters, maintenance of existing bulk meters and network valves, maintain PRV system, roll out leakage monitoring and replace critical leaking mains (distribution line and bulk pipeline) ; replacement of aged rising main ; and o preparation of feasibility studies for new water treatment plant and new storage reservoirs .	to DBSA for the development of Master Plans for the Muncipality.				
Improved access to electricity	Increased number of households with access to electricity	33 991HH (91%) access to electricity	– Inadequate bulk infrastructure – Ageing infrastructure – Inadequate NMD – Uncoordinated developments	38 583HH (100%) with access to electricity	– Upgrade electricity bulk lines – Upgrade A,B & C substations – Construct bulk line for A Sub Station	– Development of Electricity Master Plan and Management Plan to reduce non-revenue electricity by DBSA – Seriti Green to install 20MW of solar energy system.	33 991HH (91%) access to electricity Develop Electricity Master Plan	34 827HH (93%) Actual Achievement: 33 991HH (91%)	35 653HH (95%) Actual Achievement: 36 580 HH	36 479HH (98%) Actual Achievement: 36 580 HH (95%) access to	38 583 HH(100%) access to electricity

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			– Fragmented human settlements – Inadequate lighting – Eskom Debt – Bridged electricity meters – Theft and vandalism on infrastructure		to Rooikoppen. – Construct switching station at Rooikoppen – Upgrade NMD – Formalisation of informal settlements (PED) – Install high mast lights – Retrofitting of high mast lights and streetlights with LED lights. – Repair street and high mast lights – Install metering, monitoring and data equipment – Strengthen SLA with appointed Security company	– DMRE to assist with negotiations with Eskom to increase the municipality's NMD – DMRE assistance with rural electrification – Install high mast lights – EEDSM - Retrofitting of high mast lights and streetlights with LED lights. – Repair street and high mast lights – Install metering, monitoring and data equipment – Strengthen SLA with appointed Security company – -upgrading of electrical protection systems, grading, testing and maintenance in substations – -EDSM strategy implementation – Refurbishment of mini-substations. and pole mounted transformers	Actual Achievement:	access to electricity	(95%) access to electricity	electricity	
Improved quality of municipal road network	Decreased kms of roads in poor condition	187 km paved and tarred	– Aged and dilapidated road and storm water infrastructure network.	207 km of Roads paved/tarred	– Construct roads – Rehabilitate existing roads (Hlongwane	- s	187 km paved and tarred	187 km paved and tarred	187km paved and tarred	187 km paved and tarred	187 km paved and tarred Road network

		Road network	– Inadequate budget to address backlogs – Lack of yellow fleet (Grades, Rollers, Water Trucks, TLBs, Tipper Trucks and Jet Patcher) – Shortage of staff – Lack of adequate Skills within the Division		drive phase to be addressed in 2025/2026 FY) – Application for funding to COGTA, GSDM, MISA, NDOT and other organ of States and Private Stakeholders – Recruitment of key personnel – Rehabilitation of 1.24km Hlongwane Drive.		Road network Develop Road and Storm Water Maser Plan	Road network **Actual Achievement:** 18km rehabilitated by SANRAL	Road network **Actual Achievement:** Rehabilitation of 1km.	Road network **Actual Achievement:** 1.24 km rehabilitation of Hlongwane drive in progress.	
Improved access to sanitation	Increased number of households with access to basic sanitation.	33 735 HH (97%) access to sanitation	– Inadequate bulk sanitation infrastructure – Ageing Infrastructure – Non compliance with green drop status. – Sewer spillages – Court Order (Transgression of NEMA Act) – Illegal connections – Community placing foreign objects in sewer system – Uncoordinated developments	38 583HH (98%) with access to sanitation	– Refurbishment and Upgrade of bulk sewer infrastructure – By law enforcement – Community awareness and civic education – Formalisation of informal settlements (PED) – Installation of new VIP toilets and desludging of	– DWS to allocate budget for upgrade of waste water services infrastructure. – Upgrade of bulk sewer networks – Upgrade of sewer pump stations – Development of maintenance plan by DBSA – Development of Master plan and WSDP by DBSA. – Apprenticeship or artisanship programme supported by MISA	Develop Sanitation Master Plan **Actual Achievement:** 37 237 HH (97%) access to sanitation	33572 HH (89%) **Actual Achievement:** 37 237 HH (97%) access to sanitation	34826 HH (93%) **Actual Achievement:** 37 237 HH (97%) access to sanitation	37 357 HH (97%) access to sanitation **Actual Achievement:** 360 VIPs installation in progress	38 583 HH (100%) access to sanitation

			– Fragmented human settlements – Backlogs – Theft and vandalism of sewer infrastructure. – Shortage of staff		full VIP toilets in rural wards (9,12 & 13) – Strengthen SLA with appointed Security company. – Filling of critical vacancies						
Improved fleet accessibility and availability	Decreased down time for fleet	56 vehicles in services	– Shortage of yellow fleet (Graders, Rollers, Water Trucks, TLBs, Tipper Trucks, Jet Patcher, Cherry Picker and LDVs) – Poor payments to service providers creates backlog in servicing and repair vehicles.	Procure additional fleet	– Fleet Policy approved May 2023 – Source funding for the procurement of yellow fleet(Graders, Rollers, Water Trucks, TLBs, Tipper Trucks, Jet Patcher, Cherry Picker and LDVs) – Auction of redundant fleet	Funding provision for the procurement of yellow fleet(Graders, Rollers, Water Trucks, TLBs, Tipper Trucks, Jet Patcher, Cherry Picker and LDVs)	3 vehicles	7 vehicles as per SDBIP 9 vehicles achieved	8 on order. **Actual Achievement**	12 LDV's **Actual Achievement:** 4 bakkies procurement in progress.	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	Water master plan and WSDP developed	Water master plan and WSDP developed	N/A	N/A	Procurement of service provider by DBSA to develop Water	Water master plan and WSDP developed	Source funding for the Implementation of the plans.

Strategic Goal	Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION 2022/23	2023/24	2024/25	2025/26	2026/27
	services (Water)					master plan and WSDP	**Actual Achievement:** The development of the plans are in progress, the draft fort he plans has been developed.	
		Operation and maintenance plan developed	Operation and maintenance plan developed	Operation and maintenance plan developed	Operation and maintenance plan developed	Implementation	Implementation **Actual Achievement:** The Plans not delivered due to lack of funding. Adhock maintenance is conducted on a daily basis.	Source funding for the development of Operation and maintenance plan.
		Management Plan to reduce non-revenue water developed and implemented	Management Plan to reduce non-revenue water developed and implemented	Source funding	Source funding	Procurement of service provider by DBSA to develop Management Plan to reduce non-revenue water	Management Plan to reduce non-revenue water developed **Actual Achievement:** The development of the plans are in progress, the draft fort he plans has been developed.	Source funding for the Implementation of the plans.
		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 **Actual Achievement:** The development of the plans are in progress, the draft fort he plans has been developed.	Source funding for the Implementation of the plans.
		Upgrade bulk water networks	25km of water	5km **Actual Achievement:**	5km **Actual Achievement:**	5km **Actual Achievement:**	5km **Actual Achievement:** Will	0km

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Strategic Goal	Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
			infrastructure upgraded	Not achieved due to lack of funding.	Not achieved due to lack of funding.	Not achieved due to lack of funding.	not be achieved due to funding constraints	
		Number of reservoirs constructed	Construction of two reservoirs	Construction of Kieser reservoir and pressure tower	Construction of Kieser reservoir and pressure tower	Construction of Kieser reservoir and pressure tower and upgrade of 5ML store dam at the Standerton WTW	-Construction of Kieser Reservoir and pressure tower has been completed. upgrade of 5ML store dam at the Standerton WTW is in progress it is anticipated that the project will be completed by March 2026.	-
		Number of treatment Plants upgraded	Standerton and Morgenzon Water treatment works upgraded	source funding	source funding	Standerton Water treatment works refurbished.	Refurbishment of Standerton Water Treatment Plant is underway, it is anticipated that the project will be completed by March 2026	Feasibility study has been developed to source funding for the upgrade of Water Treatment Plants. Development of Water Service Development Plan and Water Master Plan is in progress, finalisation of the plans will assist Municipality to source funding for the upgrade of Standerton Water Treatment Plant.
		Number of Boreholes installed	34 boreholes installed	2 boreholes installed	2 boreholes installed	3 boreholes installed **Actual Achievement:** 2 boreholes installed.	12 boreholes installed **Actual Achievement:** 1 borehole to be installed.	3 boreholes installed

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Strategic Goal	Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION 2022/23	2023/24	2024/25	2025/26	2026/27
	Enhanced revenue collection Reduced water losses	Number of metering, monitoring and data equipment installed.	13 000 consumption metres replaced and 5 Zoning meter installed and SCADA expansion to water network		600 meters replaced	3 250 metres replaced 1 Zoning meter SCADA monitoring of Zoning meter area	90 metres replaced **Actual Achievement:** Zonal water meters and Scada system not installed.	3 250 metres replaced 1 Zoning meter 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
		Electricity master plan developed	Electricity master plan developed and implemented	Source funding for upgrading the development of electricity Master Plan	Source funding for upgrading the development of electricity Master Plan	Service Provider appointment for the development of Electricity Master Plan and Management Plan to reduce non revenue electricity by DBSA.	Development of Electricity Master Plan and Management Plan to reduce non revenue electricity by DBSA. **Actual Achievement:** Master plan development in progress	Implementation of electricity Master Plan and Management Plan to reduce non revenue electricity
		Number of main substations upgraded	A, B & C Substations upgraded	A substation upgraded PHASE 1	A substation upgrade in progress		B Substation upgraded **Actual Achievement:** Will not be achieved due to funding constraints	C Substation upgrade
		Upgrade NMD to 110MVA	NMD upgraded to 110MVA	Expansion of SCADA system	NMD upgraded to 64 MVA		NMD upgraded to 80MVA **Actual Achievement:**	NMD upgrade to 110MVA

Strategic Goal	Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION 2022/23	2023/24	2024/25	2025/26	2026/27
							Application submitted to Eskom.	
		Number of street lights repaired	2500 street lights repaired	500 street lights repaired	500 street lights repaired	500 street lights repaired	500 street lights repaired **Actual Achievement:** 590 streetlights repaired.	500 street lights repaire
		Number of high mast lights repaired	100 high mast lights repaired rove reaction ne towards mplaints and eter mplaints. uantify ormal ttlements for ectrical ovision.	20 high mast lights repaired.	20 high mast lights repaired	20 high mast lights repaired	20 high mast lights repaired **Actual Achievement:** **10** high mast lights repaired.	20 high mast lights repaire
		Number of high mast lights installed	26 high mast lights installed	0 high mast lights installed	0 high mast lights installed	12 high mast lights installed	7 high mast lights installed **Actual Achievement:** High mast lights installed in the 2024/25 FY	7 high mast lights install
		Switching Station Constructed	Rooikoppen switching station constructed			Construction of Rooikoppen switching station	Construction of Rooikoppen switching station **Actual Achievement:** Progress @ 90%	

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Strategic Goal	Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
		Number of consumption meters installed	28 000 consumption meters	0 consumption meters installed	7 000 consumption meters installed	7 000 consumption meters installed	7 000 consumption meters installed **Actual Achievement:**	7000 consumption meters install
		Number of zoning meters installed	60 zoning meters	0 zoning meters	15 zoning meters	15 zoning meters	15 zoning meters **Actual Achievement** 17 meters installed.	15 zoning meters
		Number of SCADA monitored HV/MV panels monitored	108	34	10 SCADA monitored HV/MV panels	10 SCADA monitored HV/MV panels	10 SCADA monitored HV/MV panels **Actual Achievement** Not yet done due to funding constraints	10 SCADA monitored HV/MV panels
		Number of mini subs SCADA monitored	25	0	5 mini subs SCADA monitored	5 mini subs SCADA monitored	5 mini subs SCADA monitored **Actual Achievement** Not yet done due to funding constraints	5 mini subs SCADA monitored
		Number of quality of supply meters installed	12 quality of supply meter units	0	3 Quality of Supply meters installed	3 Quality of Supply meters installed	3 Quality of Supply meters installed **Actual Achievement:** Not yet done due to funding constraints	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** **Actual Achievement:** Project implementation in progress	**150 VIP toilets installed**

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Strategic Goal	Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
		Upgrade of bulk sewer networks	Upgrade 15km of sewer network	N/A	N/A	5km upgraded	0km upgraded not acjhieved due to lack of funding **Actual Achievement:** Not achieved due to funding constraints	0km upgraded
		Upgrade of sewer pump stations		N/A	N/A	N/A	Upgrade of sewer pump stations **Actual Achievement:** Vaal, Muller, Talijaard, TLC, Jojan, Steijn upgraded	0 pump station upgraded
		Upgrade Standerton and Morgenzon WWTW	Upgrade Standerton and Morgenzon WWTW	N/A	Designs underway and finalization of Implementation Readiness Study	Application of EIA & WUL	Upgrade of Morgenzon WWTW **Actual Achievement:** Not achieved. Feasibility study approved. Awaiting funding from DWS	0 Wastewater treatment works upgraded
		Water master plan and WSDP developed	Water master plan and WSDP developed	N/A	N/A	Procurement of service provider by DBSA to develop Water master plan and WSDP	Water master plan and WSDP developed **Actual Achievement:** Master Plan development in progress	Implementation
		Development of maintenance plan	Development of maintenance plan	N/A		Development of maintenance plan		
		Develop by laws	Develop by laws	N/A	Development	Development	1xsanitation by-law developed	implementation

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Strategic Goal	Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION 2022/23	2023/24	2024/25	2025/26	2026/27
Improved quality of municipal road network	Improved road network	Number of km road constructed	20Km of roads constructed	-	-	5Km of road constructed **Actual Achievement: 0**	5Km of road constructed **Actual Achievement:** Not achieved due to funding constraints	5Km of road constructed
		Number of km road rehabilitated	10Km of roads rehabilitated	2km of road rehabilitated	2km of road rehabilitated	2km of road rehabilitated **Actual Achievement: 1km**	2km of road rehabilitated **Actual Achievement: 1,24km in progress**	2km of road rehabilitated
		Roads and Strom water master plan developed	Roads and Strom water master plan developed	Source funding for the development road and storm water master plan	Source funding for the development road and storm water master plan	Roads and Strom water master plan developed **Actual Achievement:** Funding received from DBSA, Consultant appointed project is at 40%	**Actual Achievement:** Funding received from DBSA, Consultant appointed project is at 40%	Implementation
Improved fleet accessibility and availability	Dependable fleet Management	Procured fleet	Procurement of 30 vehicles.	3 vehicles procured	7 vehicles procured	2 vehicles procured **Actual Achievement:** 8 bakkies procured and jet truck from Seriti	9 vehicles procured **Actual Achievement:** 4 bakkies to be procured	9 vehicles procured
		Training of operators	All operators of Yellow fleet trained		Completed			
		Training of Fleet Officers	Fleet Officer trained				1 Fleet Officer trained **Actual Achievement:**	

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Strategic Goal	Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION 2022/23	2023/24	2024/25	2025/26	2026/27
							Fleet Officer trained in the 2024/25 Fy	
		Auction of redundant fleet	40 vehicles auctioned		68 vehicles auctioned - completed			

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	▪ Generator for water pumps ▪ Water Master Plan ▪ Water Services Development Plan	MIG/WSIG
Inadequate provision of water	Little to no water supply in high laying areas	4,5,11,9	▪ Water pressure pumps for high laying areas ▪ Upgrade bulk water pipelines ▪ Water Conservation and Water Demand Management plan. ▪ Construction of Kiesser reservoir and pressure tower	MIG/WSIG
Deteriorated water quality	Poor water quality – not drinkable	1,2,3,4,5,6,7,8,9,10,11,13,14, 15	▪ Continuous water testing with lab services offered by GSDM	WSIG/RIBG
Unequal distribution of water	Unequal distribution of water during water shedding	1, 2, 3, 4, 5, 6, 7	▪ Monitor water trucks	Internal
Interrupted electricity supply	Internal loadshedding (power outages)	1,2,3,4,5,6,7,8,9,10,11,13,14, 15	▪ Increase NMD ▪ Upgrade electrical power infrastructure ▪ Electricity Master Plan ▪ Install Bulk electricity infrastructure ▪ Upgrade main substations ▪ Install electric meters to curb bridging of electricity	MIG/Internal
Increased crime rate due to non-functional street lights	Non – functional high mast and street lights	Street lights: 1, 3, 4, 5, 6, 7, 8, 10, 11, 12, 14, 15 High mast lights: 1, 2, 4, 5, 6, 7, 8, 9, 11, 12, 14, 15	▪ Repair street and high mast lights ▪ Provide high mast lights in areas with no lights	Internal

Community needs/priorities	Key issues	Affected Ward and Location	2022-27 IDP Intervention	Funding Source
Inadequate access to electrical supply	Inadequate access to electricity in rural wards	9,13	▪ Electrification of rural wards – connect households from powerlines ▪ Repair substations damaged by contractors	INEP/ Internal
Pipe bursts	Upgrade sewage pipes and treatment plant	1, 2, 3, 4, 6, 9 (Ext 08), 11, 14, 15	▪ Operational and Maintenance plan ▪ Standerton and Morgenzon WTWs ▪ Waste water risk abatement plan ▪ Upgrade bulk and reticulation sewer pipelines	MIG/WSIG/RIBG
No access to basic sanitation in rural areas	Rural households with no access to toilets and municipality not desludging toilets	9 (Holmdene), 13	▪ DE sludge toilets ▪	INTERNAL
Sewer spillages	Health hazards due to sewer spillages	1, 2, 3, 4, 6, 9, 11, 14, 15	▪ Operational and Maintenance plan ▪ Standerton and 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	▪ Repair of Traffic Lights	INTERNAL
No storm water drainages	Maintenance of storm water drainages	11, 3, 15	▪ Storm water Master Plan	MIG
Degradation of Roads	Paving and gravelling of roads	4, 5, 6, 7, 8, 9 (Ext 08), 10, 12	▪ Upgrading and re-gravelling of roads	MIG
No traffic calming measures	Speed humps and road signage	1, 3, 4, 5, 7, 9, 11, 14, 15	▪ Installation of Speed humps and road signage ▪ Provision of traffic lights	MIG/ INTERNAL

Table "D" Service Delivery and Budget Implementation Plan

KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
100% access to water	13 000 consumption meters replaced and 5 Zoning meter	Number of water leaks repaired	80 Water leaks repaired	80 water leaks repaired	25 water leaks repaired	25 water leaks repaired	25 water leaks repaired	25 water leaks repaired		OPEX	List of job cards and job cards.

KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
	installed and SCADA expansion to water network										
		Number of water meters replaced	New KPI	120 water meters replaced	30 water meters replaced	30 water meters replaced	30 water meters replaced	30 water meters replaced	R200 000	OPEX	List of job cards and job cards.
	Improved and consistent water supply	Number of boreholes refurbished	New KPI	20 boreholes refurbished	5 Boreholes refurbished.	5 Boreholes refurbished	5 Boreholes refurbished	5 Boreholes refurbished	R1 000 000	MIG & Opex	Progress Reports; Completion certificate; Signed Beneficiary happy letters
	NMD upgraded to 110MVA	Number of progress reports on application to Eskom for Notified Maximum Demand (NMD) upgrade	0	4 Progress reports of application to Eskom for NMD upgrade	1 Progress report	1 Progress report	1 Progress report	1 Progress report		N/A	Progress reports
	2500 street lights repaired	Number of street lights repaired	785 street lights repaired	400 street lights repaired	100 street lights repaired	100 street lights repaired	100 street lights repaired	100 street lights repaired	2 500 000,00	OPEX	Progress reports
	100 high mast lights repaired	Number of high mast lights repaired	109 high mast lights repaired	20 high mast lights repaired	5 high mast lights repaired	5 high mast lights repaired	5 high mast lights repaired	5 high mast lights repaired	3 500 000,00	OPEX	Progress reports

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KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
100% access to electricity	100 high mast lights and street lights retrofitted	% high mast and street lights retrofitted with energy efficient lights	New KPI	100% implementation	25%	50%	75%	100%	R4 000 000	EEDSM	100% access to electricity
	28 000 consumption meters replaced and 60 Zoning meter installed and SCADA expansion to electricity network	Number of electricity meters installed	100 electricity meters installed	100 electricity meters installed	25 electricity meters installed	25 electricity meters installed	25 electricity meters installed	25 electricity meters installed	R2 500 000	OPEX	
	Develop and Implement EDMS Strategy Document	Number of EDMS strategy interventions implemented	EDMS Strategy developed	4 EDMS strategy interventions implemented	Development of energy awareness campaign plan for approval	1 Community awareness campaign on energy saving, impact of electricity theft, illegal connections, meter bridging and alternative energy	1 Community /School awareness campaign on electricity safety	1 Energy saving awareness campaign conducted via social media		OPEX	
	Rehabilitation of Electricity	Number of electricity infrastructure	Electricity maintenance	4 Electricity infrastructure rehabilitation interventions	Upgrade of electrical protection	Upgrade of electrical protection	Upgrade of electrical protection	Refurbishment of 10 pole mounted		OPEX	

KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
	Infrastructure	rehabilitation interventions implemented	plan developed	implemented	system at C SUB	system at C SUB	system. B Substation	transformers			
100% access to sanitation	600 VIP toilets installed	Number of VIP toilets installed	100 VIP Toilets installed	360 VIP toilets installed	Procurement of Contractor	120 VIP Toilets installed	120 VIP Toilets installed	120 VIP Toilets installed	R9 000 000	MIG	100% access to sanitation
		Percentage sewer spillages attended	New KPI	100% sewer spillages attended	100% sewer spillages attended	100% sewer spillages attended	100% sewer spillages attended	100% sewer spillages attended		OPEX	
192 km of Roads paved/tarred	20km road rehabilitated	KM of roads rehabilitated	187km of tarred road has aged	Rehabilitation of 1km of roads in Sakhile							192 km of Roads paved/tarred
Square meters of pothole patched		Square meters of pothole patched	New KPI	4 000 square meters of pothole patching	1000 square meters of potholes patched	1000 square meters of potholes patched	1000 square meters of potholes patched	1000 square meters of potholes patched	R5 000 000	OPEX	Square meters of pothole patched
Dependable fleet management	30 vehicles procured	Number of vehicles procured	4 Vehicles procured	4 Vehicles procured	Not Applicable for reporting in Q1	Supply Chain processes completed	Not Applicable for reporting in Q3	4 Vehicles procured		OPEX	Dependable fleet management
	Develop and implement fleet maintenance plan	Percentage municipal fleet maintained	Fleet maintenance plan developed	100% municipal fleet maintained	25% Municipal fleet maintained	25% Municipal fleet maintained	25% Municipal fleet maintained	25% Municipal fleet maintained		OPEX	

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KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
Percentage Morgenzon landfill site rehabilitation	100% Morgenzon Landfill site rehabilitation	% Completed designs for Morgenzon landfill site rehabilitation	MIG approval for rehabilitation	100% Completed designs for Morgenzon landfill site rehabilitation	Construction @ 25%	Construction @ 50%	Construction @ 75%	Construction @ 100%	R8 000 000	MIG	Percentage Morgenzon landfill site rehabilitation

8.2 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	**Solid waste management:** 77,7% of HH have access to waste collection service weekly. The municipality has 6 trucks, which are not sufficient to service the entire municipality. Irregular maintenance of refuse trucks results in frequent breakdowns. The process of repairing the trucks takes longer, resulting in a service delivery backlog. Promulgation of by-laws to control illegal dumping is in process. The Standerton landfill site is compliant with legislation. Morgenzon landfill site has reached its full lifespan capacity; the Municipality is in the process of applying for a closure and rehabilitation license. **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 a lack of radio communication system. Currently three Fire vehicles are operational running 24 hours, rehabilitation of the radio communication system. No Disaster centre and vehicles to issue relief material to affected communities, no promotional material for campaigns, no Disaster Officers to run the unit effectively. **Traffic control:** The conditions of road infrastructure make it impossible for road markings and vandalism of road signs. The division currently utilizes a trailer to collect traffic fines, which is outdated that need to be replaced with a vehicle fitted with a traffic fines collection system. **Parks:** unmaintained parks, cemeteries and open spaces, limited machinery to cut grass and street trees. Shortage of land for burial sites, theft and vandalism, and non-maintenance of privately owned land. **Recreational facilities:** lack of recreational facilities infrastructure maintenance, and dilapidated recreational facilities. Library services: general decline in the usage of physical libraries due to evolving needs of the users, **Transversal:** High youth unemployment and HIV prevalence, and a high number of GBV incidences, Drugs and substance abuse.

	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. Possibility of insourcing security services to be addressed during Organogram Review by development of a division.
One Plan Transformation Area	Improve provision of solid waste management services Improve provision of fire and emergency services Improve traffic control and law enforcement Improve access to cemetery services. Improve library services, parks, and recreational facilities provision. Reduce youth unemployment rate and HIV prevalence
Medium Term Development Plan (MTDP) 2024–2029	**Strategic Priority 3: Build a capable, ethical and developmental state.** ▪ 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

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	– Improved refuse collection – Illegal dumping – Not enough refuse collection fleet – Residential stands not rezoned accordingly	38583 HH (100 %) access to Solid waste removal	– Rezoning and valuation roll update (ongoing). – Procure 1 x refuse truck.(x) – Introduction of shift system (x) (currently 6 Teams). Shift system (12 teams), and reduce overtime. – Rehabilitation of Morgenzon Landfield Site (x).	Procurement of two tipper trucks and one front-end loader (GSDM). Endorsement of IWMP by MEC (completed). Dardlea and DWS to be pursued in	Development of IWMP	33181 (86%) access to Solid waste Removal	35110 HH (91%) access to Solid waste removal	36654 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
			– Ungazetted By-laws – An increased number of informal recyclers at the Landfill Site and around households during scheduled refuse collection days - identified as a safety risk. – Increased littering (behavior) across our society.		– Regular maintenance of refuse trucks (ongoing and improving 5 trucks' operational). – Recruitment of additional staff to cover the shift system (x). – Improve on environmental awareness campaigns **(✓) undertaken through Operation Shanyela and by-law consultation programme.** – Create database and formalization of recyclers **(ongoing: database created**). – Promulgation of by-laws – Recruitment of qualified by-law enforcers. – Introduce and phase in the sorting of recyclables from the source, starting with government departments, municipal offices, and	speeding up the process of Morgenzon Landfill Site rehabilitation application. COGTA and MIG funding for procurement of 1 x Refuse Truck. Dardlea and DFFE for colour coded recycling bins and refuse bags	**Actual Achievement** 29980 HH (77,7%) access to Solid waste removal	**Actual Achievement** 29980 HH (77,7%) access to Solid waste removal	**Actual Achievement** 29980 HH (77,7%) 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
					identified businesses to reduce the number of informal recyclers at the landfill site. – Create a working relationship with recycling companies within the municipality to collect the recyclable materials. – Strengthening collaboration efforts with stakeholders, business sector, and community to assist with maintenance and KEEP LEKWA CLEAN DRIVE (already in progress)						
Mitigated effects of fires	Improved provision of comprehensive fire services	83 fire incidences reported per quarter	– High rate of fire incidents – Inaccessibility of informal settlements during fire – Sharp rise in the frequency and intensity of natural disasters (Floods). – Lack of maintenance	Reduce the quarterly incidence by 20% per year	– Building of two new fire stations (Ongoing). – Procurement of emergency vehicles and equipment. (x) – Continuous lobbying of external stakeholders to support Fire and Rescue Services. (Ongoing). – Learner Firefighter programme aimed at youth. (Ongoing).	COGTA to assist with the construction of a Satellite fire-station through MIG. (Sakhile) COGTA (PDMC) to assist with funding for the procurement	Quarterly fire incidences reduced to 67	Quarterly fire incidences reduced to 56 **Actual Achievement**	Quarterly fire incidences reduced to 50 **Actual Achievement**	Quarterly fire incidents reduced to 18 **Actual Achievement**	Quarterly fire incidents reduced to 2

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
			of emergency vehicles, prolonged turnaround time in repairs of emergency vehicles		– Sasol to build Sakhile Satellite Fire-station. – Seriti to build the Morgenzon Fire-station, – Approach the stakeholder to assist with the Learner firefighter program (COFCO and Internal Skills Development through SITA) – Introduce Storm Water Cleaning Programme through TS. – Allocation of Disaster Vote during 2026/2027 financial year (Vehicle and Operations). – Appoint a qualified Fire apparatus manufacturer for servicing and maintenance of emergency vehicles.	of emergency vehicles and equipment. COGTA to assist with the procurement of Fire and Rescue equipment	**Actual Achievement** Increased by 38.	Reduced by 27 incidents	Reduced by 33 incidents	Increased by 59	

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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 road safety	Reduced number of road accidents	34 accidents reported per quarter	– High number of accidents – Shortage of personnel – Condition of roads – Visible road traffic signs. – Heavy-loaded trucks in CBD – Coordination of Transport Sector – Challenges with the implementation of AARTO.	Reduce road accidents to 10 % quarter	– Recruitment of traffic officers (✓Ongoing: 6 out of 15 filled) – Improve road markings and signage (✓Ongoing) – Introduction of parking meters. (x) – Installation of speed cameras. (ongoing – presentation done by Truvelo). – Learner Traffic Officer programme aimed at youth.(Ongoing through internal processes – SITA – Procure Smart Roadblock Kombi – fitted with Violation Management System. – Procurement of branded traffic vehicles to increase visibility – Launching of Transport Forum (Q3).	– Provincial Traffic, SAPS – Implementation of AARTO	Road accidents reduced to 30 per quarter	Road accidents reduced to 25 per quarter **Actual Achievement** Increased by 28 per quarter.	Road accidents reduced to 20 per quarter **Actual Achievement** Increased by 26 per quarter.	Road accidents reduced to 15 per quarter **Actual Achievement** Increasing by Q2 12, accidents attended	Road accidents reduced to 10 per quarter
Improved access to parks and	Improved maintenance of parks, recreati	3 parks and recreational facilities to be	– Overgrown and unmaintained parks, and recreational facilities.	Improved Parks and recreation facilities maintenance	– Procurement of machinery and fleet (Ongoing - Slatcher) – Recruitment of supervisors (✓ 1 out of	– Budget allocation (External) MIG – DFFE Program for	28 parks and recreational facilities maintain	28 parks and recreational facilities maintain	28 parks and recreational facilities maintain	28 parks and recreational facilities maintai	28 parks and recreational

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
recreational facilities ,cemeteries	onal facilities cemeteries	maintained quarterly. 3 cemeteries to be maintained quarterly	– Lack of maintenance for parks and recreational facilities. – Centralised budget for maintenance. – Alien invasive species plants(Biodiversity) – Stray animal livestock grazing in open spaces and cemetries. – Lack of sport fields ground. – Overgrown grass and cemeteries. – Unsecured and unfenced cemeteries – Walter Sisulu Cemetery reached its life span capacity. – No full-time team in Morgenzon and Thutukani.	Improved cemetery maintenance and accessibility	2) and utilisation of EPWP . – Engagement with the owners of the private land (Ongoing) – Convert some of open space to sport fields ground. (x) – Decentralised maintenance budget – Project to eradicate alien invasive species plants **(x)** – Resize the number of parks and create 1 fully equipped park per area.(x) – Internal training of CWP and EPWP to operate bush cutters. (✓) – Allocation of land for a new cemetery. (Ongoing) – EPWP and CWP to be utilized to clean cemeteries – Application of pre and post-herbicides to control grass on the cemeteries	working on the Parks program (Working on water program, etc) – MIG fund allocation to fence unfenced cemeteries.	ed monthly **Actual Achievement** 3 parks and recreational facilities maintained monthly 3 cemeteries maintained monthly	ed monthly **Actual Achievement** 3 parks and recreational facilities maintained monthly 3 cemeteries maintained monthly	ed monthly **Actual Achievement** 3 parks and recreational facilities maintained monthly 3 cemeteries maintained monthly	ned monthly **Actual Achievement** 3 parks and recreational facilities maintained monthly 3 cemeteries maintained monthly	facilities maintained monthly **Actual Achievement** 3 parks and recreational facilities to be maintained monthly 3 cemeteries to be maintained

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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
			– Increased number of applications for Pauper Burials (Free Graves). –		– Facilitate rezoning of the unused Rooikoppen cemetery to sports facilities with PED. – Fencing of Walter Sisulu Cemetery – Collective approach in investing on establishment and development of Pounding Yard and other measures of managing the livestock with PED. – Purchase of machinery and equipment (already in process). – Establishment of a full-time base team in Morgenzon and Thuthukani. – Verification processes improvement through the indigent register. – Verification with the undertaker						monthly
Improved social responsibility	Reduced GBVF incidents	4 GBVF Campaigns annually	– High rate of GBVF incidents – High HIV prevalence – Gender based has been declared a	20 GBVF Campaigns 20 HIV campaigns	– Awareness campaigns Community Dialogues – GBVR stand alone Structure to be launched as per the call of the Premier.	Budget for awareness campaigns and programs (DOH and GSDM) **Social Development**	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 Cam

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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
			national disaster		– Relaunch and revive all transversal structures. – Capacity building for transversal structures. – Formal appointment of members serving transversal structures		**Actual Achievement** 4 GBVF Campaigns conducted	**Actual Achievement** 4 GBVF Campaigns conducted	**Actual Achievement** 4 GBVF Campaigns conducted	**Actual Achievement** 2 GBVF Campaigns conducted	paigns
Increased access to and utilisation of social and community facilities	Increased numbers of library visits	4 library promotions conducted	– Decline in the use of physical libraries as a result of internet and digital technologies. – Standerton, Stanwest and Morgenzon librarny structures not in good condition. – No access to library services to rural community – Delays on the implementation of Council Resolution as DCSR is refusing to take over libraries	20 Library promotions conducted	– Books procured and E – library services introduced by DCSR. – Mobile library bus procured by DCSR for library services – Stanwest library maintained – DCRS – Engagements between the Municipality and DCSR before signing the SLA.	– DCSR – Mobile Library for Rural Communities and introduction of e-book, – DCSR and Provincial Treasury engagements started during 2025/26 financial year.	4 Library promotions conducted **Actual Achievement** 4 Library promotions conducted	4 Library promotions conducted **Actual Achievement** 4 Library promotions conducted	4 Library promotions conducted **Actual Achievement** 4 Library promotions conducted	4 Library promotions conducted **Actual Achievement** 2 Library promotions conducted	4 Library promotions conducted

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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
			– Service Level Agreement expiring in April 2026								

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	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

Outcome / Strategic Goal	Outcome Indicator/ Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Minimised illegal dumping sites	Clean environment	Number of environmental campaigns conducted	20 environmental campaigns conducted	-	-	-	4 environmental campaigns conducted	4 environmental campaigns conducted
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
Mitigated effects of fires	Reduced time lag response to fire call-outs for all emergencies	Number of Firefighter Learners recruited	Number of Traffic Officer Learners recruited	10 Learner firefighters recruited	0	0	0	5

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Outcome / Strategic Goal	Outcome Indicator/ Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
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 installed	2 speed cameras installed	0	0	0	1	1
Improved road safety	Reduced number of accidents	Number of Traffic officers recruited	10 Traffic officers recruited	0	0	6	4	0
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	Improved revenue collection for the municipality
Improved access to parks	Provide clean and safe parks	Number of parks maintained	60 parks maintained	12 parks maintained	12 parks maintained	12 parks maintained	12 parks maintained	Improve access to parks
Procurement of machinery, fleet and tools of trades	Allocation of budget	Procurement of machinery, fleet and tools of trades	2 cap crew trucks 5 brush cutters 2 pole chain saws			1 cap crew truck procured	1 cap crew truck procured 5 brush cutters procured 2 pole chain saws procured	Improve access to parks and cemeteries
Recruitment of additional staff	Review of the organogram	Number of officials appointed	1 Supervisor appointed				1 Supervisor appointed	Improve access to parks and cemeteries

Outcome / Strategic Goal	Outcome Indicator/ Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
			5 General Assistants appointed				5 General Assistants appointed	
Improved access to cemeteries	Provide clean and safe cemeteries	Number of cemeteries maintained	60 cemeteries maintained	12 cemeteries maintained	12 cemeteries maintained	12 cemeteries maintained	12 cemeteries maintained	Improve access to cemeteries
Improved access to recreational facilities	Provide clean and safe recreational facilities	Number of recreational facilities maintained	60 recreational facilities maintained	12 recreational facilities maintained	12 recreational facilities maintained	12 recreational facilities maintained	12 recreational facilities maintained	Improve access to recreational facilities
Improved access to parks and recreational facilities	Resize number of parks and open spaces.	Number of open spaces converted to sport grounds	3 open spaces converted			1 open space converted	2 open spaces converted	Increase number of sport grounds
Biodiversity management	Approval of biodiversity management policy	Project to eradicate alien invasive species plants	10 hectares eradicated			5 hectares eradicated	5 hectares eradicated	Conserve biodiversity
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	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	Improved access to cemeteries, parks and recreational facilities

Outcome / Strategic Goal	Outcome Indicator/ Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
		administration of 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
Healthy Communities	Reduced HIVAIDS 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
	Relaunch and revive all transversal structures.	8 Transversal structures: -Local Aids Council -Local Drug Action Committee -Moral Regeneration -Youth -Women -Disability -Sports Council	-	-	-	8 Transversal structures launched: -Local Aids Council -Local Drug Action Committee -Moral Regeneration -Youth -Women -Disability -Sports Council	8 Transversal structures launched: -Local Aids Council -Local Drug Action Committee -Moral Regeneration -Youth -Women -Disability -Sports Council	Relaunch and revive all transversal structures.
	Capacity building for transversal structures.	8 Transversal structures: -Local Aids Council -Local Drug Action Committee -Moral Regeneration -Youth -Women	-	-	-	8 Transversal structures capacitated: - Local Aids Council - Local Drug Action Committee - Moral Regeneration - Youth	8 Transversal structures capacitated: - Local Aids Council - Local Drug Action Committee - Moral Regeneration - Youth	Capacity building for transversal structures.

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Outcome / Strategic Goal	Outcome Indicator/ Strategic Objective	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
		-Disability -Sports Council				- Women - Disability - Sports Council - Men's Forum	- Women - Disability - Sports Council - Men's Forum	
Increased access to and utilisation of social and community facilities	Increased numbers of library visits	Number of awareness campaigns conducted to promote libraries	20 library promotions	4 library promotions convened	4 library promotions convened	4 library promotions convened	4 library promotions convened	Increased access to and utilisation of social and 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	▪ 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	▪ Provide containers at illegal dumping site hotspots ▪ Approve and enforce by-law of illegal dumping ▪ Clean up dumping sites	IDP Community Consultations

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Table D Service Delivery and Budget Implementation Plan

KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/2026 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Ward Location /Regional Identifier	Portfolio of Evidence
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%	100%	100%	R 5 678 128,00	OPEX	1,2,3,4,5,6, 7,8,10,11,14	Refuse removal report
Percentage businesses with refuse removal services	100% of businesses with access to refuse removal service	Percentage of businesses with access to refuse removal	100% (720) businesses with access to refuse removal services	% of businesses with access to refuse removal service	100%	100%	100%	100%	R 5 678 128,00	OPEX	1,2,3,4,5,6,7, 8,10,11,14	Refuse removal report
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	3 Illegal dumping sites cleaned	3 Illegal dumping sites cleaned	R 5 678 128,00	OPEX	1,2,3,4,5,6,7, 8,10,11,14	Dumping site cleaning schedule; Quarterly report; Dated pictures
Percentage emergency, fire and rescue	100% Emergency, fire and rescue incidents	Percentage emergency, fire and rescue	100% Emergency, fire and rescue incidents	100% Emergency, fire and rescue incidents attended	100% Emergency, fire and rescue incident	100% Emergency, fire and rescue incident	100% Emergency, fire and rescue incident	100% Emergency, fire and rescue	R 1 271 900,00	OPEX	MP305	Quarterly report

KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/2026 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Ward Location /Regional Identifier	Portfolio of Evidence
incidents attended	attended	incidents attended	attended		s attended	s attended	s attended	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 awarenesss campaigns conducted	3 Safety awareness campaigns conducted	3 Safety awareness campaigns conducted	3 Safety awareness campaigns conducted	3 Safety awareness campaigns conducted	0	OPEX	MP305	Notice; Agenda; Minutes & Attendance register
Number of roadblocks conducted	240 roadblocks conducted	Number of roadblocks conducted	48 Roadblocks conducted	48 Roadblocks conducted	12 Roadblocks conducted	12 roadblocks conducted	12 roadblocks conducted	12 roadblocks conducted	R 876 700,00	OPEX	MP305	Quarterly report
Number of signage replaced	60 road signage maintained			12								
Number of road markings maintained	60 Road markings maintained			12								
Number of Traffic officers recruited	10 Traffic officers recruited			4								

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KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/2026 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Ward Location /Regional Identifier	Portfolio of Evidence
Functional Transport Forum.	1 Transport Forum Launched	Functional Transport Forum.		1 Transport Forum Launched								
Number of cemeteries maintained	60 Cemeteries maintained	Number of cemeteries maintained	12 Cemeteries maintained-maintained- Litter picking and illegal dumping removal.	12 Cemeteries maintained.	3 Cemeteries maintained	3 Cemeteries maintained	3 Cemeteries maintained	3 Cemeteries maintained	R75 000,00	OPEX	1,2,3.4,5,6,7,8,10,11,14	Quarterly report
Number of parks and amenities maintained	60 Parks and amenities maintained	Number of parks and amenities maintained	12 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	R75 000,00	OPEX	1,2,3.4,5,6,7,8,10,11,14	Quarterly report
Number of library promotions conducted	20 Library promotions conducted	Number of library promotions conducted	4 Library promotions conducted	4 Library promotions conducted	1 Library promotion conducted	1 Library promotion conducted	1 Library promotion conducted	1 Library promotion conducted	R20 000,00	OPEX	MP305	Dated pictures; Attendance registers

KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/2026 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Ward Location /Regional Identifier	Portfolio of Evidence
Number of HIV/AIDS Campaigns conducted	20 HIV/AIDS Campaigns conducted	4 HIV/AIDS Campaigns conducted	2 HIV/AIDS Campaigns conducted	4 HIV/AIDS Campaigns conducted	1 HIV/AIDS Campaigns conducted	1 HIV/AIDS Campaigns conducted	1 HIV/AIDS Campaigns conducted	1 HIV/AIDS Campaigns conducted	R	OPEX	1,2,3,4,5,6,7,8,10,11,14	Notice; Agenda; Minutes & Attendance register
Number of Gender Based Violence (GBV) Campaigns conducted	20 Gender Based Violence Campaigns conducted	4 GBVF Campaigns conducted	2 GBVF Campaigns conducted	4 GBVF Campaigns conducted	1 GBVF Campaigns conducted	1 GBVF Campaigns conducted	1 GBVF Campaigns conducted	1 GBVF Campaigns conducted	R	OPEX	1,2,3,4,5,6,7,8,10,11,14	Notice; Agenda; Minutes & Attendance register
Number of Local Anti-Drug Action Committee meetings	Number of Local Anti-Drug Action Committee meetings	4 Local Anti-Drug Action Committee meetings	2 Local Anti-Drug Action Committee meetings	4 Local Anti-Drug Action Committee meetings	1 Local Anti-Drug Action Committee meetings	1 Local Anti-Drug Action Committee meetings	1 Local Anti-Drug Action Committee meetings	1 Local Anti-Drug Action Committee meetings	R	OPEX	1,2,3,4,5,6,7,8,10,11,14	Notice; Agenda; Minutes & Attendance register
Number of Women Forum meetings held	Number of Women Forum meetings held	4 Women Forum Meetings held	2 Women Forum Meetings held	4 Women Forum meeting held	1 Women Forum meeting held	1 Women Forum meeting held	1 Women Forum meeting held	1 Women Forum meeting held	R	OPEX	MP305	Notice; Agenda; Minutes & Attendance register

KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/2026 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Ward Location /Regional Identifier	Portfolio of Evidence
Number of Disability Forum meetings held	Number of disability Forum meetings held	4 Disability Forum meetings held	1 Disability Forum meetings held	4 Disability forum meetings held	1 Disability forum meetings held	1 Disability forum meetings held	1 Disability forum meetings held	1 Disability forum meetings held	R	OPEX	MP305	Notice; Agenda; Minutes & Attendance register

8.3 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	MTDP Target: A Capable, Ethical and Developmental State

DEPARTMENT: CORPORATE SERVICES

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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	51% Vacancy Rate	Insufficient human resource	100% filling of critical position	– Filling of critical vacant positions – Developing a structure that comply with MSR and in sync with the Collective Agreement – Alignment of performance plan with skills development	Internal	20% **29% Achieved**	20% **65% Achieved**	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	100% Alignment of Organisational Structure with MSR and compliance with Collective Agreement	Developing a structure that comply with MSR and in sync with the Collective Agreement	LLF, COUNCIL AND COGTA, BARGAINING COUNCIL to ensure alignment with MSR	0	-	-	1	-
Conduct skills audit	Skills Audit Conducted	Skills Audit 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	-	0	1	-	-
Reduction of disciplinary cases	Percentage of cases resolved	37% matters resolved.	Delay in the finalisation of disciplinary cases.	100%	Training of employer representatives and presiding officers.	South African Local Government Association	20% Reduction of disciplinary cases	20% Reduction of disciplin	20% Reduction of disciplin	20% Reduction of disciplin	20% Reduction of disciplin

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
						(SALGA) to assist with the training of representatives		ary cases	ary cases	ary cases	ary 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	0%	%	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 provision of support and guidance to departments IPMDS –	COGTA and SALGA to assist with providing training for PMS officials	0%	90%	100%	100%	100%
Skilled workforce and improved performance	Percentage of alignmentod performance with skills development.	83% Implementation of WSP.	WSP, developed and implemented	100% implementation of WSP on yearly basis	Alignment of performance plan with skills development	Internal	41.2% implementation of WSP	63.5% 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 procure	10%	70%	100%	100%	100%

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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			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% Adherence to Records Managment policies as well as the File plan	Creating awareness and training on records management.	DCSR, GSDM COGTA Provincial Treasury to partner with creating awareness.	20% **60% achieved**	20% **60% achieved**	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 Procurement of server, windows license and implementation Procurement Of cameras, storage with a monitoring application Procurement of storage server, software and implementation	Internal	70%	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

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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
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

Outcome	Outcome Indicator	Responsible unit	KPI	5 - year Target	ANNUAL IMPLEMENTATION				
					2022/23	2023/24	2024/25	2025/26	2026/27
		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 assessment conducted	100% employees with performance assessments conducted	100% Managers performance assessments conducted	100% employees 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

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

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	▪ Increase in litigation register ▪ Being in contempt of court orders ▪ Noncompliance to legislation and policy ▪ High contingent liability & legal fees ▪ Contract management decentralized	Lekwa Local Municipality internal	▪ Human Resource Development Strategy Formulation or Development (HRD Strategy)	Corporate Services Budget Vote
	▪ Customer care management policy not in place ▪ Staff shortage ▪ No centralized and automated customer care service ▪ Non-adherence to Batho Pele principles	Lekwa Local Municipality internal	▪ Human Resource Development Strategy Formulation or Development (HRD Strategy)	Corporate Services Budget Vote

Table "D" Service Delivery and Budget Implementation Plan

DEPARTMENT: 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	5 Year Target	2025/26 SDBIP KPI	Baseline	2025/26 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/ Funding Source	Portfolio of Evidence

5 Approved Council Schedule of Council and Sub-Committees	Approved Schedule of Council and Sub-committees of Council	Date for approval of Schedule of Council and sub-committee meetings	Approved 30 June 2024	1 approved Schedule of Council and Sub-Committee meetings	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		N/A	Council resolution; Schedule of Council and sub-committee meetings
Percentage implementation of Council Resolutions	100% Implementation of Council Resolution	Percentage implementation of Council Resolutions		100% implementation of council resolutions	100%	100%	100%	100%		N/A	Quarterly report
Number of Mayoral Committee held	20 Mayoral Committee sittings	Number of Mayoral Committee sittings held	4 Mayoral Committee sittings	4 Mayoral Committee sittings	1 Mayoral Committee sitting	1 Mayoral Committee sitting	1 Mayoral Committee sitting	1 Mayoral Committee sitting		N/A	Notice; Agenda; Minutes & Attendance register
Number of Section 79 meetings held	120 Section 79 meetings to be held	Number of section 79 meetings held		30 Section 79 meetings to be held	6 Section 79 meetings held	6 Section 79 meetings held	9 Section 79 meetings held	9 Section 79 meetings held		N/A	Notice; Agenda; Minutes & Attendance register
Number of Section 80 meetings held	60 Section 80 meetings held	Number of 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		N/A	Notice; Agenda; Minutes & Attendance register
Number of media releases issued		Number of media releases issued	New KPI	12	3	3	3	3	N/A	N/A	Copy of Issued media releases

Number of news electronic bulletins (E-News Bulletin) produced		Number of news bulletins produced	New KPI	8	2	2	2	2	N/A	N/A	Copy of Internal Electronic news bulletins
Percentage of legislated documents and notices placed on municipal website and advertised in local newspaper	100% of Legislated documents and notices placed on municipal website and advertised in local newspaper	Percentage of legislated documents and notices placed on municipal website and advertised in local newspaper	100%	100% of legislated documents and notices placed on municipal website and advertised in local newspaper	100% of legislated documents and notices placed on municipal website and advertised in local newspaper	100% of legislated documents and notices placed on municipal website and advertised in local newspaper	100% of legislated documents and notices placed on municipal website and advertised in local newspaper	100% of legislated documents and notices placed on municipal website and advertised in local newspaper		OPEX	Website screen shots; Newspaper tear sheets
Approved 5-year organogram	Developed recruitment plan and review of Organogram	Annually reviewed organogram	Organogram approved by Council 2024-06-04	Organogram reviewed by 30 June 2025 in line with the MECs recommendations	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Reviewed organogram		N/A	Organogran & Council Resolution
		Annually approved and implemented recruitment plan	Recruitment plan approved/Approved memorandum	Recruitment plan developed and implemented	1 Report on implementation of recruitment plan	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	1 Reviewed organogram		N/A	Recruitment Plan; Quarterly reports on implemented Recruitment Plan

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Annual development and implementation of WSP	Approved WSP	Date for submission of Workplace Skills Plan (WSP) to LGSeta	Submitted by 30 April 2024	Workplace Skills Plan submitted by 30 April 2025	1 Report on implementation of WSP	1 Report on implementation of WSP	1 Repo on implementation on WSP	Workplace Skills Plan submitted by 30 April 2026		N/A	Letter of proof of submission; Workplace Skills Plan
Annual development and implementation of EE Plan and Report	Submitted Employment Equity Plan to Dept. of Labour	Date for submission of Employment Equity Plan to Department of Labour	EER for 2024 submitted by 15 January 2025	Employment Equity Report for 2025 submitted to Dept. of Employment and Labour by 15 January 2026	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Employment Equity Report for 2025 submitted to Dept. of Employment and Labour by 15 January 2026	Not Applicable for reporting in Q4		N/A	Letter of proof of submission; Employment Equity Plan
		Number of HRD and Employment Equity Committee meetings held	Four HRD/EE Committee meetings held in a year	4 HRD and Employment Equity Committee (HRD & EE) meetings held	1 HRD and Employment Equity Committee (HRD & EE) meeting held	1 HRD and Employment Equity Committee (HRD & EE) meeting held	1 HRD and Employment Equity Committee (HRD & EE) meeting held	1 HRD and Employment Equity Committee (HRD & EE) meeting held		N/A	Agenda; Minutes; Attendance registers
Efficient and effective Automated Leave Management	Automated Leave Management	Number of reports on implementation of leave management	4 Reports	4 Reports on implementation of leave management	1 Report on implemented automated leave management system	1 Report on implemented automated leave management system	1 Report on implemented automated leave management system	1 Report on implemented automated leave management system		N/A	Leave Balance report ; Workflow screenshot
Reduction of the vacancy rate by 50% in the	Improved Service Delivery	% vacant positions filled	51% Vacancy Rate	50% filling of vacant position	10%	10%	10%	10%		N/A	Updated Recruitment Plan

entire Municipality											
Develop, approved and implement IPMS	Implementation report on IPDMS	Number of reports on implementation of IPDMS	4 Reports	4 Reports on implementation of IPDMS	1 Report on reviews conducted	1 Report on assessments	1 Report on reviews conducted	1 Report		N/A	Quarterly report
% Individual Employees with signed performance agreements	100 % signed performance agreements	Percentage employees with signed performance agreements	100% signed individual performance contracts as per MSR	100% employees with signed performance agreements	100% Percentage employees with signed performance agreements	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4		N/A	Report on progress of signed performance agreements
Annual review of Job Descriptions	% Updated Job Descriptions	Percentage of job descriptions updated	98%	100% of job descriptions updated	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	100% job descriptions updated	Not Applicable for reporting in Q4		N/A	Report on signed Job descriptions
Number of workshops conducted	10 workshops on prosecuting and presiding disciplinary cases	Number of workshops conducted on prosecuting and presiding disciplinary cases	2 Workshops	2 Workshops on prosecuting and presiding disciplinary cases conducted	1 Workshop	Not Applicable for reporting in Q	1 Workshop	Not Applicable for reporting in Q4		N/A	Invitation; Attendance register
Number of reports on disciplinary hearings	Reports on disciplinary matters attended to	Number of reports on disciplinary matters attended to	4 Reports	4 Reports	1 Report	1 Report	1 Report	1 Report		OPEX	Quarterly report

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Number of report on Centralized 24/7 customer care service	Centralized 24/7 customer care service	Number of reports on customer care service center operations	3 Reports	4 Reports	1 Report	1 Report	1 Report	1 Report		N/A	Quarterly report
Efficient, effective IT Services	Upgraded IT Infrastructure to meet business needs	Number of reports on ICT infrastructure upgrade	Server room upgraded completed implementation of Internet connection in all municipal building	4 Reports on ICT infrastructure upgrade	1 Report on ICT infrastructure upgrade	1 Report on ICT infrastructure upgrade	1 Report on ICT infrastructure upgrade	1 Report on ICT infrastructure upgrade	R 2 650 000	OPEX	Quarterly report
Create safe and conducive work environment	OHS Committee established and functioning	Number of OHS Committee meetings held	4 OHS Committee meetings	4 quarterly OHS Committee meetings	1 Quarterly meeting	1 Quarterly meeting	1 Quarterly meeting	1 Quarterly meeting		N/A	Invitation, minutes attendance registers
Monitoring compliance with OHS Act	Health Risk Assessment conducted and implemented	Number of Health Risk Assessment reports conducted	2 Health Risk Assessment reports	2 Health Risk Assessment reports	Not Applicable for reporting in Q1	1 HRA conducted	Not Applicable for reporting in Q3	1 HRA conducted		N/A	Health Risk Assessment report
Submission of return of earnings	Return of earnings submitted to DEL	Number of return of earnings submitted	1 return of earnings submitted	1 ROE submitted	Not Applicable for reporting in Q1	Not applicable for reporting in Q2	Not applicable for reporting in Q3	1 Return of earnings submitted to DEL by 30June 2026		N/A	Report on Return of earnings submitted

Promote and support the health and well-being of employees	Holistic Wellness Management	Number of Wellness Campaigns implemented	4 Wellness Campaigns held	4 Employee Health and Wellness Campaign per year	1 Employee Wellness Campaign	1 Employee Wellness Campaign	1 Employee Wellness Campaign	1 Employee Wellness Campaign		OPEX	Invitation, minutes attendance registers

8.4 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:	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. **Root causes:** Inadequate bulk infrastructure; Uncoordinated development; Unavailability of serviced land for development; Land Invasions; Political instability, Inadequate Human Capital. Lack of maintenance of municipal buildings.
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. ▪ 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

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Impact statement: Reduced unemployment and poverty	MTDP Target: Spatial integration, human settlements, and local government

Strategic Goal/ Outcome	Outcome indicator / Strategic Objective	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	• Unavailability of land for development. • Political instability • Land invasion • No serviced stands • No forward planning • Insufficient Bulk engineering services for the proposed township Establishments projects.	Develop 5 viable townships	• Township establishments • Source funds for Bulk Infrastructure and reticulation • Source funding for opening of township register/conveyancing.	• Funding for bulk engineering services (DBSA & Cogta) • Neighbourhood development Grant-National Treasury	1 Township establishment (Morgenzon ext. 5 466 IS= 23.59Ha to create 100 d/u **Actual Achievement:** 0 Township established	1 Township establishment (Portion 123 of the farm Grootverlangen 409IS = 23.4 Ha TO CREATE 70 D/u) **Actual Achievement**: 0 Township established	1 Township establishment Remainder of the farm Rooikoppen 408 IS= 37 HA to create 634 d/u) **Actual Achievement**: 1 Township establishment (Morgenzon ext. 5 466 IS= 23.59Ha to 241 stands)	1 Townships establishment (Portion 2 of the farm Rooikoppen 408 IS= 368 HA to create 6309 d/u **Actual Achievement**: 1 Township establishment (Portion 2&11 of the farm Rooikoppen 408 IS= 368 HA to create 8213 d/u	1 Townships establishment (Portion 11 Rooikoppen 408 IS= 163 Ha to create 8213d/u)

Strategic Goal/ Outcome	Outcome indicator / Strategic Objective	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
			• No political support	Review of legislative frameworks	Review of land use management systems (SDF, LUS & SPLUM By-law Develop Car wash Policy Development of precinct plans	Funding for bulk engineering services (DBSA & Cogta). Funding for Precinct Plans	SDF review R2M and SPLUM Bylaw. Vacant Land Policy R200 000 **Actual Achievement** SDF review R2M and SPLUM By-law – Not reviewed. Vacant Land Policy R200 000 – Not developed.	1 Precinct plan (Sakhile Tsotetsi and Hlongwane drive) R1M **Actual Achievement** 0 Precinct plan (Sakhile Tsotetsi and Hlongwane drive) R1M	1 Precinct plan (River Park) R1M **Actual Achievement** 0 Precinct plan (River Park) R1M	Car wash policy (200 000 1 Precinct plan (Sakhile Tsotetsi and Hlongwane drive) R1M SDF review R2M) **Actual Achievement:** SDF Review	Review LUS (Benchmark with budget allocated for LUS 2020
Viable communities	Developed integrated and Sustainable human settlements	Fragmented human settlements (5 Nodes: Standerton, Sakhile Thuthukani, Morgenzone, Holmden	Unavailability of land for development Land invasions on vacant land i Standerton, Sakhile a Morgenzon	5020 HA	• Land acquisition • Service and Dispose Vacant land. • Identify land for high priority developments. • Dispose/lease dilapidated properties	State land release from DPW and Department of Agriculture Engage GSDM to assist with state land release.	1004 HA **Actual Achievement:** 0 HA	1004 HA **Actual Achievement:** 0 HA	1004 HA **Actual Achievement:** 0 HA	1004 HA **Actual Achievement:** 0 HA	1004 HA

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Strategic Goal/ Outcome	Outcome indicator / Strategic Objective	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
		e, Platrand)	, and Thuthukani Lack of human resource capacity.		• Engage political leadership to engage MECs to unlock state land release.						
Viable communities	Developed integrated human settlements	Fragmented human settlements	• Rapid land invasions • Mushrooming of informal settlements • Un-servised Land	Upgrade 15 informal settlements	• Upgrading of informal settlements • Conduct Consumer education programmes • Establish land invasion committee • Fencing of Vacant land • Capacitate By-law enforcement • Issue title deeds • Improve beneficiary	• Funds for Bulk Infrastructure and reticulation Neighborhood Development Grant) • Priority Development Area-Spatial Restructuring	Upgrade 3 informal settlements **Actual Achievement:** 0 informal settlements upgraded	Upgrade 3 informal settlements **Actual Achievement**: 0 informal settlements upgraded	Upgrade 3 informal settlements **Actual Achievement**: 1 informal settlement upgraded (8017 & 8017 Ext 4 Sakhile) (Welaml ambo Camp)	Upgrade 3 informal settlements **Actual Achievement:** 1 informal settlement upgraded (8747 & 5348 Ext 4 Sakhile) (Welaml ambo Camp) Awaitng Title Deeds for 168 erven from	Upgrade 3 informal settlements

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Strategic Goal/ Outcome	Outcome indicator / Strategic Objective	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
					registration on NHNR					Registrar of Deeds	
			Land invasions identified on Portion 11 of the farm Rooikoppen 408 IS. (Mamsy Village)	Relocation of 5 informal settlements (2381)	• Relocation of informal settlements • Profile Informal settlements		Relocate 1 informal settlement **Actual Achievement:** 0 informal settlements relocated	Relocate 1 informal settlement **Actual Achievement:** 0 informal settlements relocated	Relocate 1 informal settlement **Actual Achievement**: 0 informal settlements relocated	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	Number of Townships established	Five (5) townships established	1 township establishment **Morgenzon Ext 5) to create 340 d/u**	0 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**

Strategic Goal	Strategic Objective	KPI	5-year target	ANNUAL IMPLEMENTATION PLAN 2022/23	2023/24	2024/25	2025/26	2026/27
	Integrated and sustainable land use management	Number of Land use management systems reviewed	Five (5) land use management system review/developed	SDF review and SPLUM By-law approved	0 precinct plan **(Sakhile -Tsotetsi Str &Hlongwane Drive)**	0 precinct plan **(River Park)**	2 precinct plans (**Standerton CBD, Sakhile -Tsotetsi Str &Hlongwane Drive)** SDF review	1 Precinct plan **(River Park) R1M** LUS review SPLUM By-law Review
	Develop integrated and sustainable human settlements for increased access to residential stands	Number of Informal settlements upgraded	5 informal settlements upgrading	0 informal settlement upgraded	0 informal settlement upgraded	1 informal settlement upgraded **(8017 & 8017 Ext 4 Sakhile) (Welamlambo Camp)**	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	Number of stands disposed	65 Stands disposed	0 stands disposed	5 Stands disposed	15 stands disposed	15 stands disposed	20 stands disposed
Regional cemeteries established	Create adequate burial space	Number of regional cemeteries established	3 Regional cemeteries established	1(Thuthukani)	1(Morgenzon)	1(Standerton)	N/A	N/A
Implementation of Building control and contraventions in terms of National Building Regulations	Compliant buildings	Percentage compliance and adherence to building control regulations	100% Compliance of buildings applications received	100%	100%	100%	100%	100%

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Strategic Goal	Strategic Objective	KPI	5-year target	ANNUAL IMPLEMENTATION PLAN 2022/23	2023/24	2024/25	2025/26	2026/27
Create an inclusive sustainable and integrated human settlements	To provide housing to qualifying beneficiaries	Number of beneficiaries educated on human settlement programmes	20 reports on implementation oof outdoor advertising management	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports
Improved security of tenure	Formalised residential development	Number of informal settlements relocated	Relocation of 5 informal settlements	0 relocation of informal settlement	0 relocation of informal settlement **(Mamsy Village)**	1 relocation of informal settlement **(TLC Camp) (Enkanini Camp)**	1 relocation of informal settlement **(Slovo Camp)**	1 relocation of informal settlement **(Stand 8018 & 8017)**
	Title deeds issued to rightful owners	Number of title deeds issued to the rightful owners	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

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	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

KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
Approved 2026/27 IDP	Five (5) annual reviews of 2022/23-2026/27 IDP	Number of IDPs reviewed and approved	2025/26 IDP approved 29 May 2025	2026/27 IDP approved	Situational Analysis Report	Strategic Development Report	Draft IDP	Final IDP	R250 000	OPEX	Q1: Situational Analysis Report ; Q2: Strategic Development Report ; Q3: Draft IDP and Counsil Resolution; Q4: Final IDP; Council Resolution
Number of IDP/ Budget/ PMS process plans	Five (5) IDP, Budget and PMS process plans	Number of IDP/Budget /PMS process plans approved	Council adopted IDP, Budget and PMS process plan 30 August 2024	Council adopted IDP, Budget and PMS process plan	One (1) IDP, Budget and PMS process plan	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4	R0	OPEX	IDP, Budget, PMS Process Plan; Council Resolution

KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
Number of Strategic Planning Sessions	Five (5) Strategic Planning Sessions	Number of strategic planning sessions convened	Strategic Planning held 11-13 February 2025	1 Strategic Planning Session	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	1 Strategic Planning Session	Not Applicable for reporting in Q4	R180 000	OPEX	Notice; Agenda; Minutes & Attendance register
Number of IDP Representative Meetings Convened	20 IDP Representative Forum meetings	Number of IDP Representative Forum Meetings convened	4 IDP Representative Forum meetings	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	R0		Notice; Agenda; Minutes & Attendance register
Number of IDP / Budget/ PMS Steering Committees	20 IDP/Budget /PMS Steering Committee meetings	Number of IDP/Budget /PMS Steering Committee meetings convened	Four (4) IDP Steering Committee meetings	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	R0		Notice; Agenda; Minutes & Attendance register
Number of IDP Community Consultations Convened	150 community consultations	Number of community IDP consultations convened	community consultations	30 IDP Community Consultations convened	Not Applicable for reporting in Q1	Fifteen (15) community consultations conducted	Not Applicable for reporting in Q3	Fifteen (15) community consultations conducted	R0		Consultation programme; Agenda; Minutes & Attendance register
Five (5) informal settlements Relocated	Relocation of Five (5) informal settlements	Number of reports relocation of informal settlements	4 Reports	4 Progress reports on 1 informal settlement relocated from Enkanini Camp; Mamsy Village	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report			Quarterly report

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KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
Number of beneficiaries registered on NHNR	5000 Beneficiaries registered on NHNR	Number of housing beneficiaries registered(NHNR)	2500 beneficiary registered	3000 beneficiaries registered	500 beneficiaries registered	500 beneficiaries registered	1000 beneficiaries registered	1000 beneficiaries registered	R0		Progress report and Data report (Excel)
Number of title deeds transferred to rightful owners	1000 Title Deeds transferred (RDP Houses and disposed Erven)	Number of reports on title deeds issued to the rightful owners	300 title deeds issued	350 title deeds issued to rightful owners	25 title deeds issued	25 title deeds issued	100 title deeds issued	200 title deeds issued	R0	DoHS	Progress Report and Happy letters
Number of beneficiaries educated on human settlements programmes	20 Human Settlements Awareness Campaigns	Number of beneficiaries educated on human settlements programmes	1000 beneficiaries educated	2000 beneficiaries	200 beneficiaries educated	800 beneficiaries educated	500 beneficiaries educated	500 beneficiaries educated	R0	OPEX	Attendance register and report
Number of reports on human settlements projects.	20 Reports on Human Settlements Projects	Number of reports on human settlements projects.	4 progress reports	Progress Reports on 10 RDP Houses Completed	Status Report	Progress Report	5 Happy Letters	6 Happy Letters	R0		Progress/status report
Number of reports on land invasion cases	20 Land Invasion Reports on Council land.	Number of reports on Land Invasion cases.	4 progress reports on land invasion cases	20 contravention notices on land invasion cases	5 contravention notices on land	5 contravention notices on land	5 contravention notices on land	5 contravention notices on land	R0		Reports on land invasion cases

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KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
					invasion cases	invasion cases	invasion cases	invasion cases			
Number of informal settlements profiled	New KPI	Number of reports on informal settlements profiled.	4 informal settlements profiled	200 Household profiled	50	50	50	50	R0	OPEX	Progress report and profiling of informal settlements
Number of townships established	Five (5) township establishments	Number of township establishment	1 township established	1 township establishment (Standerton Ext.11 river park)	1 Progress report	1 Progress report	1 Progress report	1 Progress report			Quarterly report
Average number of days to process Development Applications (rezoning, subdivision, consolidation,ect.)	20 Reports on Development Applications	Number of reports on development applications processed	4 Reports	(300 days)	><75 days to process applications.	><75 days to process applications.	><75 days to process applications.	><75 days to process applications.			Quarterly report
Revenue Generated from Bulk Contribution Tariffs	20 Reports on revenue generated from Bulk Contribution tariffs	Number of reports on implementation of Bulk Contribution Policy	Bulk contribution Tariff Policy approved by council	R150000,00 Anticipated Revenue Collected	R38000,00 Revenue collected Quarterly	R38000,00 Revenue collected Quarterly	R38000,00 Revenue collected Quarterly	R38000,00 Revenue collected Quarterly			Quarterly report, Signed report on Bulk Contribution Policy Implementation

KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
Number of house holds inspected for illegal land uses	5000 households inspected for illegal land use	Number of house holds inspected	Number of inspections	1000 Household inspections	250 Household inspections	250 Households inspections	250 Household inspections	250 Household inspections			Quarterly report, inspection registers, official notices,
Number of Municipal Owned Properties Leased	5 Reports on concluded leased properties Lease Agreements & Register (including income generated)	Number of Reports on lease agreements concluded	48 leases concluded	1 Report on Leased Properties, Lease agreements & Lease Register	Updated Lease Register and number of concluded lease agreements	Updated Lease Register and number of concluded lease agreements	Updated Lease Register and number of concluded lease agreements	1 Report on concluded lease agreements for FY, Lease Register & concluded lease agreements			Lease Register, Concluded Lease Agreements 1 x Report on concluded leases for 2026/27 FY including financial impact
Establishment of regional cemeteries	3 Regional cemeteries established	Number of reports on reginal cemeteries established	1 x Regional cemetery established	4 Reports on the establishment of 1 regional cemetery - Standerton	Project Inception, Status Quo Report, Initiate EIA process	Draft cemetery report including EIA progress	Conclude EIA process	Close Out Report, Record of Decision letter	R1 000 000		Inception Report, Stratus Quo Report, Close Our Report, Record of Decision letter
Number of building plans approved within 30 days	250 Building Plans Approved within 30 Days	Number of reports on building plans approved within 30 days	Approve 50 Building Plans	50 Building Plans Approved within 30 Days	Building Plan Register of all approved plans including income	Building Plan Register of all approved plans including income	Building Plan Register of all approved plans including income	1 Report on Building Plans Approved for 2026/27 FY includin			Building Plan Register of all approved plans and income generated, 1 x Report on all building plans approved in

KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
					generated	generated	generated	g total income generated for FY			2026/27 FY including total income generated for FY
Monitoring of approved outdoor advertising space - Primedia	5 reports on implementation on outdoor advertising management	Monitoring income generated by Service provider	Generate R80 000 on Primedia Outdoor Advertising signs	Monthly Proof of Payment, 1 x Report for 2026/27 FY	3 Proof of Payments	3 Proof of Payments	3 Proof of Payments	3 Proof of Payments, 1 x Report for 2026/27 FY			1 x Report for 2026/27 FY, 12 Proof of Payments

8.5 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. **New/Emerging Issues**: 1, Non-functionality of the LED forum due to: a) Abuse of the platform by those who are participating in the forum; b) Sustaining the forum is challenge; c) Politisation of the LED forum; d) Breakaways of structures affiliated within the forum; e) False representation of individuals to the stakeholders 2, Limited SMME growth: a) Culture of self entitlement by local SMMEs; b) Municipal Supply Chain policies not prioritising local economic growth; c) Supported businesses misuse support that is provided. For example, some businesses that were given equipment, they sold it. 3, Stagnant growth of township and rural economy: a) The township economy is dominated by non-South Africans; b) to change the zoning of site is very expensive for township entrepreneurs since they are not making lot of money; b) rural entrepreneurs need

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	permission to operate on the farms from the farm owner. Moreover, they cannot be given business permits/licences since they do not have building plans and the site is zoned as commercial farm 4, Stagnant employment growth: a)Serviced land not available to attract and accommodate new investors; b) lack of platform for private sector and public sectors to report quarterly the number of employment
One Plan Transformation Area	Economic Repositioning
Medium Term Development Plan (MTDP) 2024–2029	**Strategic Priority 1: Drive inclusive growth and job creation** ▪ Increased employment and work opportunities; ▪ Accelerated growth of industrial and labor-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 ▪ GDP growth above 3%; unemployment below 28% ▪ 3.8 million jobs created/sustained ▪ 2 million people supported via job placement services ▪ 273,500 new jobs created; 1.6 million sustained ▪ 500,000 learners placed ▪ 6.48 million opportunities ▪ 5 million opportunities ▪ 150,000 new jobs
Municipal Priority	Economic growth
Strategic objective	Reduce unemployment rate by 10% and grow local economy 3% Grow local economy by 2-3% Reduce unemployment rate by 5% over 5 years;
Impact statement: Reduced unemployment and poverty	MTDP Target: Drive inclusive growth and job creation

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
Reduce unemployment rate by	Increased employ	22.6% official/strict	High unemploym	Reduce unemployment	Release serviced land for business .	Seriti institute	2%	2%	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
10% and grow local economy 3%	ment rate	unemployment rate	ent rate & inequality Poor Business relationship with business communities Mismatch between skills base and economic sector demands. a)Serviced land not available to attract and accommodate new investors; b) lack of platform for private sector and public sectors to report quarterly the number of employment	rate by 10%	Strengthening relationship between government and business community Support all sectors of economy Implementation n of LED Strategy. Hosting of the economic summit to strengthen working relationship between private and public sectors.	Implementation of Community Works Programme and Siyathuthuka. Skills trainings programmes for unemployed Implementation of SLPs and CSI Implementation and monitoring of District Mining Forum resolutions		**Actual Achievement** Decreased by 0,3%	**Actual Achievement** Increased by 0,6%		
Reduce unemployment rate by 10% and grow local economy 3%	Improved economic growth	Estimated average annual econ	Inadequate bulk infrastructure	Grow local economy by 3%	SMME Support Informal Trade support Economic Development Summit	SEDFA LM Trainings and product	0.6%	0.6% **Actual Achievement** Growth of 1,3%	0.6% **Actual Achievement** Decreased by 0,36%	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
		omic growth of 1.5% over the period 1996 to 2020	Lack of regulatory framework Undiversified township economy Inadequate capacity Political instability Inconsistent supply of water and electricity		Launch and host tourism events Revival of the tourism sector LED Forum Issue business license Strengthening working relations between public and private sectors Hosting of the economic summit to strengthen working relationship between private and public sectors.	Development DEDET, Private sector (construction of hawker stalls) DEDET(MTPA) DCSR GSDM LM Establishment of local tourism association COGTA/GSDM/DEDET/PRIVATE SECTOR Establish a functional LED forum					
Increase Agricultural Contribution by 2-3%	Increased Agricultural Productivity	6.8% contribution to employment in 2023 and 10.4% contribution to	Climate change Poor farming methods Outbreak of animal diseases e.g. foot and mouth disease	Increase Agricultural Contribution by 3%	Leasing of council owned farms for agriculture. Agriculture Forum Supporting emerging farmers (land release and implements) Training of farmers;	DARDLEA GSDM LM Establish Local Agricultural Association Establish Agri Hub	0.6%	0.6% **Actual Achievement** Increased by 0,5%	0.6% **Actual Achievement** Decreased by 0,32%	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 2023			Hosting of Farmers' Day						

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%	Increased employment rate	Number of council owned business properties leased	65			39	20	20
		Number of work opportunities created through public employment Programmes (CWP and)Siyathuthuka	5000	1000	1000	784	1000	1000
		Number of skills trainings conducted	200	0	0	0	100	100
Reduce unemployment rate by 10% and grow local economy 3%	Improved economic growth	Number of SMMEs supported	250	50	50	337	50	50
		Number of Hawkers' stalls constructed	1 informal traders hawkers stalls	0	0	0	Standerton CBD	1 hawkers stall in Rooikoppen
		Number of Economic Development Summits held	2 Summits	N/A	0 x Economic Summit	0 x Infrastructure Summit	1 x Infrastructure Summit	1 x Infrastructure Summit
		Number of Tourism events hosted		0	0	1	1	1

Increase Agricultural Contribution by 2-3%	Increased Agricultural Productivity	Number of emerging farmers supported .	10	-	-	182	5	5
		Number of council owned farmland leased for agriculture	27	-	-	3	12	12
		Number of food security programmes held	3	0	0	1	1	1

Table "C" Community Priorities and Key Issues

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

Table "D" Service Delivery and Budget Implementation Plan

DEPARTMENT: PLANING AND ECONOMIC DEVELOPMENT (LOCAL ECONOMIC DEVELOPMENT)											
KPI	**5 Year Target**	**2025/26 SDBIP KPI**	**Baseline**	**2026/2027 Annual Target**	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**	**Budget**	**Revenue/Funding Source**	**Portfolio of Evidence**

Number of short-term work opportunities created through CWP, Siyathuthuka and others	5000	Short-term work opportunities created through CPW, SIYATHUTHUKA and others	964	1000	1000	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4	N/A	CAPEX	Report on number of participants in the programme with signed time sheets
Number of SMMEs supported	250	SMMEs supported	250	50	12	12	13	13	R1.4 000 000	OPEX	Report on the number SMMEs Supported in various sectors
Number of Economic Development Summits held	5 Summits	Economic Summit convened	1	1 Economic Summit	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	1 Economic Development Summit held	R400 000	OPEX	Attendance register, Report and the concept document
Number of LED Forums convened	20	Number of LED Forums convened	1	4 LED Forums convened	1 LED Forum	1 LED Forum	1 LED Forum	1 LED Forum	N/A	OPEX	minutes and attendance register invitations
Number of Tourism Events hosted	5 tourism related events	Tourism events hosted	New KPI	1	Not Applicable for reporting in Q1	1	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4	R1 500 000	OPEX	Attendance register, Report and the concept document
Number of business licence/permit issued	600	Number of business license/ permit issued	47	100	20	20	40	20	N/A	OPEX	Report on number of Business/ permit issued

8.6 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 Insufficient engagement of communities in the affairs of the Municipality - how to improve reach across more platforms Possibility of Council being dissolved due to the slow implementation of the FRP Lack of commitment for oversight & understanding of roles and responsibilities
One Plan Transformation Area	Enhancing and strengthening community participation Functional, formally constituted Council and Sub- Committees of Council
Medium Term Development Plan (MTDP) 2024–2029	Strategic Priority 3: Build a capable, ethical and developmental state ▪ Improved governance and performance of public entities; ▪ A capable and professional public service ▪ Digital transformation across the state;
Strategic Goal	Clean Audit Outcome Improved provision of transparent, accountable, effective, and efficient leadership
Strategic Objective	Enhance and strengthen community participation; Ensure participative, transparent and accountable governance
Municipal Priority	Improved audit outcome Community Participation
Impact statement: Enhanced and strengthened Community Participation Accountable governance	MTDP Target: Build a capable, ethical and developmental state

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	7 litigious matters	The gains that were made in 2022/23 are attributable to focused management and commitment to	100% reduction of litigious matters against the municipality	Targeted settlement negotiation by Legal Services led by the MM, and meaningful engagement with	Internal	100% **Actual achievement:** 75 % Reduction of litigations.	100% **Actual achievement:** **30** % reduction of litigations	100% **Actual achievement:** 29 % Q1-5 Q2- 5 Q3- 5 Q4-8	100%	100%

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
			settlement. Whereas the regress in 2023/24 is a combination of issues of the external stake holders and budget for settlement of out of court. The litigation register is dominated by action proceedings as compared to motion proceedings.		external stake holders. Meaningful engagement in terms of IRF Act.						
Improved municipal administration	% audit findings resolved (Improved audit outcome)	4 past year's disclaimers	2022/2023, qualified audit outcome 23/24 qualified audit outcome 2022/2023, disclaimer on AOPO 23/24 disclaimer on AOPO	% audit findings resolved (Achievement of unqualified audit opinion)	Three-year risk based internal audit plan developed; External audit action plans;	Internal	% audit findings resolved	% audit findings resolved	% audit findings resolved **Actual achievement:** 2024/25 qualified audit outcome 2024/25 qualified	% audit findings resolved	% audit findings resolved

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
					Monitoring of audit action plan implementation; AFS must be GRAP compliant. Adequate reviewal of SDBIP; quarterly performance reports & Annual performance report				audit out on AOPO		
Improved organisational performance	Annually reviewed OPMS Policy	PMS Policy Framework approved on 2022-07-30	Organizational performance framework in place	5 Reviewal and approval of organizational PMS Policy Framework	Review organizational PMS Policy Framework	Internal	1 Reviewed and approved organizational PMS Policy Framework	1 Reviewed and approved organizational PMS Policy Framework	1 Reviewed and approved organizational PMS Policy Framework **Actual Achievement** 24/25 OPMS Policy	1 Reviewed and approved organizational PMS Policy Framework	1 Reviewed and approved organizational PMS Policy Framework

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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
									approved Cll Res A96: 2024-07-31		
		Annually adopted annual report	Delay in compilation of performance reports	5 Annual reports prepared	Approve annual SDBIP Quarterly performance report & prepare Annual performance report	Internal	1 Annual Report	1 Annual Report	1 Annual Report **Actual Achievement** 23/24 AR adopted without reservation CR: 2025-03-31	1 Annual Report	1 Annual Report
Improve Risk management	Reviewed strategic risk register	Strategic Risk register approved for 2023-2024 financial year Inadequate provision of access to basic services	Strategic risk register in place and mitigating action plans monitored monthly and reported quarterly to RMAFACC, AC and, Council.	5 strategic risks registers	Review and approve strategic risk register	Internal	1 strategic risk register **Actual Achievement** Strategic risk report & register was adopted by Council on 29 July 2022	1 strategic risk register **Actual Achievement** Strategic risk report & register was adopted by Council on 31 July 2023	1 strategic risk register **Actual Achievement** Strategic risk report & register was adopted by Council on 31 July 2024	1 strategic risk register **Actual Achievement** Strategic risk report & register was adopted by Council on 1 August 2025	1 strategic risk register

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
		Inability to meet financial obligations Failure to achieve 100% of budgeted revenue									
Improved community participation	1. Number of public participation strategy reviews 2. Number of ward councilors forum meetings 3. Numb	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 meetings 60 Ward Community meetings	1 reviewed Public Participation Strategy 4 Ward Councillors Forms 180 Ward Committee meetings 60 Ward Community meetings	1 reviewed Public Participation Strategy 4 Ward Councillors Forms 180 Ward Committee meetings 60 Ward Community meetings	1 reviewed Public Participation Strategy 4 Ward Councillors Forms 180 Ward Committee meetings 60 Ward Community meetings	1 reviewed Public Participation Strategy 4 Ward Councillors Forms 180 Ward Committee meetings 60 Ward Community 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
	er of ward committee meetings 4. Number of Ward community meetings 5. % of community issues raised										

Table "B" Annual Outputs and Key Performance Indicators

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER

Outcome	Outcome indicator	KPI	5 - year Target	ANNUAL IMPLEMENTATION 2022/23	2023/24	2024/25	2025/26	2026/27
Effective and efficient handling of legal matters	% Reduction in litigious matters against the Municipality	1. % Reduction in litigious matters against the Municipality 2. % Increase in litigation in favour of the Municipality 3. % of purchased land transfers processed.	1. 100% Reduction in litigious matters against the Municipality 2. 100% Increase in litigation in favour of the Municipality 3. 100% of purchased land transfers processed.			100% **Actual Achievement 29 %** **Actual Achievement 0%** **Actual Achievement N/A**	100% **Actual Achievement** 100% **Actual Achievement** 100% **Actual Achievement**	100% 100% 100%

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Outcome	Outcome indicator	KPI	5 - year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
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 **Actual Achievement** Strategic risk report & register was adopted by Council on 31 July 2024	1 strategic risk register **Actual Achievement** Strategic risk report & register was adopted by Council on 1 August 2025	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 **Actual Achievement** RMAFACC meetings were held on 16 July 2024, 17 October 2024, 16 January 2025 & 16 April 2025.	4 risk committee meetings **Actual Achievement** RMAFACC meetings were held on 15 October 2025 & 15 January 2026.	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 **Actual Achievement** Workshops were held on the 4th & 5th November 2024.	2 anti-fraud and anti-corruption workshop conducted **Actual Achievement** Workshops were held on the 5, 6 & 7th November 2025.	2 anti-fraud and anti-corruption workshop conducted

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Outcome	Outcome indicator	KPI	5 - year Target	ANNUAL 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 **Actual Achievement** Awareness was conducted in quarter 1, 3 & 4	2 ethics, anti-fraud and anti-corruption awareness campaigns conducted via emails **Actual Achievement** Awareness was conducted in quarter 1, 3 & 4	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	1 reviewed and approved Public Participation Strategy	1 reviewed and approved Public Participation Strategy	1 reviewed and approved Public Participation Strategy	1 reviewed and approved Public Participation Strategy	1 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 Meetingsheld	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

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Outcome	Outcome indicator	KPI	5 - year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
	Number of wards that have held a quarterly councillor-convened community meeting	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
	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	Annually reviewed OPMS Policy	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 **Actual Achievement** 2024/25 OPMS CR: A96: 2024-07-31	1 Review and Approval of OPMS Framework **Actual Achievement** 2025/26 OPMS Policy approved: CRA 126 : 2025-08-01	1 Review and Approval of OPMS Framework
		Approved SDBIP by end July annually	5 SDBIP approved	1 SDBIP	1 SDBIP	1 SDBIP **Actual Achievement** 2024/25 SDBIP approved	1 SDBIP **Actual Achievement** 2025/26 SDBIP approved	1 SDBIP
		Prepared quarterly SDBIP performance reports	20 quarterly reports prepared	4 quarterly reports prepared	4 quarterly reports prepared	4 quarterly reports prepared **Actual Achievement**	4 quarterly reports prepared **Actual Achievement**	4 quarterly reports prepared

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Outcome	Outcome indicator	KPI	5 - year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
						4 2024/25 SDBIP reported prepared	2 2025/26 SDBIP 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 **Actual Achievement** 2023/24 APR submitted	1 annual performance reports prepared **Actual Achievement** 2024/25 APR submitted	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 **Actual Achievement 2023/24** Oversight Report adopted without reservation CRA47: 2025-03-27	1 oversight and annual reports tabled **Actual Achievement** To be tabled by 31 March 2026	1 oversight and annual reports tabled
Improved municipal administration	Number of repeat audit findings	Number of audit action plans developed	5 Audit action plans	1 Audit action plan monitored	1 Audit action plan monitored	1 Audit action plan monitored **Actual Achievement** 1 Audit Action plan report	1 Audit action plan monitored **Actual Achievement** 1 Audit Action Plan Report	1 Audit action plan monitored

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Outcome	Outcome indicator	KPI	5 - year Target	ANNUAL IMPLEMENTATION				
				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
		Number of Council and Sub-Committees of Council meetings conducted	20 Council Meetings	4 Council Meetings	4 Council Meetings	4 Council Meetings	4 Council Meetings	4 Council Meetings
		Number of Mayco meetings conducted	20 Mayco Meetings	4 MAYCO Meetings	4 MAYCO Meetings	4 MAYCO Meetings	4 MAYCO Meetings	4 MAYCO Meetings
		Number of MPAC meetings conducted	20 MPAC Meetings	4 MPAC Meetings	4 MPAC Meetings	4 MPAC Meetings	4 MPAC Meetings	4 MPAC Meetings
		Number of Section 80 meetings conducted	300 Section 80 convened	60 Section 80 committee Meetings	60 Section 80 committee Meetings	60 Section 80 committee Meetings	60 Section 80 committee Meetings	60 Section 80 committee Meetings
		Number of Section 79 meetings conducted	100 section 79 meetings convened	20 section 79 committee meetings	20 section 79 committee meetings	20 section 79 committee Meetings	20 section 79 committee Meetings	20 section 79 committee meetings

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	Lack of Consultation with Community regarding projects to be	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

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Municipality	implemented in their wards			
	Poor Communication betweenthe 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 theaffairs 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

KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
% signed performance agreements	100% senior management with signed performance agreements	100%		100%	100%	100%	100%	100%		OPEX	Signed performance agreements
% performance assessments conducted	100% senior management performance assessments conducted	100%		100%	100%	100%	100%	100%		OPEX	Assessment report
Number of Top Management meetings held	Number of Top Management formal (minuted) meetings attended by senior managers	12 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		OPEX	Notice, Agenda, Minutes
Number of Reviewed and Approved	5 Review and Approval of OPMS Framework	Date for review of OPMS Framework	OPMS approved 30 June 2023	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		N/A	

KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
OPMS Framework								Framework			
Number of SDBIP documents approved	5 SDBIP approved	Date for approval of SDBIP	2023/24 SDBIP approved 14 July 2024	1 SDBIP	1 SDBIP	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4		N/A	
Number of SDBIP quarterly reports	20 SDBIP reports	Number of SDBIP quarterly reports	4 Reports	4 SDBIP reports	1 SDBIP Report	1 SDBIP Report	1 SDBIP Report	1 SDBIP Report		N/A	
Number of annual performance reports prepared	5 Annual Performance Reports prepared	Annual Performance Report prepared	Annual Performance Reports submitted to AGSA by 31 August 2023	1 Annual Performance Report prepared	1 Annual Performance Report prepared	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4		N/A	Annual Performance Report; Proof of submission to AGSA
Number of Annual and Oversight Reports tabled	5 Annual and Oversight Reports tabled	Annual Report tabled	Annual Report tabled 31 January 2024	1 Annual Report tabled by 31 January 2026	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Tabled annual report	Not Applicable for reporting in Q4		N/A	Annual Report; Council Resolution
		Oversight report tabled	Oversight report submitted 2 April 2024. Council referred back adopte	1 Oversight Report adopted by 31 March 2026	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Oversight report adopted	Not Applicable for reporting in Q4		N/A	Oversight Report; Council Resolution

KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
			d on 3 July 2024								
% Reduction in litigious matters against the Municipality	100% reduction in litigious matters against the Municipality	Percentage reduction in litigious matters against the Municipality		100% reduction in litigious matters against the Municipality	25%	25%	25%	25%		OPEX	Quarterly report and litigation register
% Increase in litigation in favour of the Municipality	100% increase in litigation in favour of the Municipality	Percentage increase in litigation in favour of the Municipality	New KPI	100% increase in litigation in favour of the Municipality	25%	25%	25%	25%		OPEX	Quarterly report and litigation register
Timeous promulgation of approved bylaws		No of bylaws promulgated	There is a considerable number of bylaws but lack of budget towards funding of cost of publication	100% publication of approved bylaws	25%	25%	25%	25%		OPEX	Promulgated by-laws

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KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
Improvement public participation	5 review and Approved Public Participation Strategy	Timo reviewal and approval of 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		N/A	Council resolution; Public Participation Strategy
Number of ward councillors forum	20 ward Councillors Forum	Number of Ward Councillors Forum	New KPI	4 ward Councillors Forum	ward Councillors Forum	1 ward Councillors Forum	1 ward Councillors Forum	1 ward Councillors Forum		N/A	Notice; Agenda; Minutes & Attendance register
Number of functional Ward Committees	900 ward committee meetings held	Number of Ward Committee meetings 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		OPEX	Notice; Agenda; Minutes & Attendance register
Number of ward Community Consultations held	300 ward Community Consultations held	Number of ward community consultations conducted	45 Ward Community Consultation Meetings	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		OPEX	Notice; Agenda; Minutes & Attendance register
Number of Community outreach programmes conducted	20 Community outreach programmes conducted	Number of community outreach programmes conducted	4 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		OPEX	Notice; Agenda; Minutes & Attendance register

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KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
Monitoring community issues	20 report from departments on community issues resolved	Percentage of community issues resolved	0	4 reports on community issues resolved	1 reports on community issues resolved	1 reports on community issues resolved	1 reports on community issues resolved	1 reports on community issues resolved		N/A	Quarterly report
Number of programmes aimed at Improving relations between the Community and the Municipality	20 Programmes from Speakers Office conducted	Number of programmes by Office of the Speaker	4 Programmes	4 Programmes	1 Programme	1 Programme	1 Programme	1 Programme		OPEX	Quarterly report
Number of anti-fraud and anti-corruption workshops/ awareness campaigns conducted	50 Anti-fraud and anti-corruption workshops/ awareness conducted	Number of Anti-fraud and anti-corruption workshops/ awareness campaigns conducted	4 Campaigns	10 Anti-fraud and anti-corruption workshops/ awareness campaigns conducted	3 Awareness campaign conducted	1 Workshop conducted	3 Awareness campaign conducted	3 Awareness campaign conducted	**R40/ R50 000**	OPEX	Workshop / Awareness campaign material; Attendance registers
Number of Audit committee charters approved	5 reviewed and approved audit committee charter	1 Audit committee charter	Audit Committee Charter approved 31 July 2023	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		N/A	Audit Committee Charter; Council Resolution

KPI	5 Year Target	2026/27 SDBIP KPI	Baseline	2026/27 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue /Funding Source	Portfolio of Evidence
Number of Audit committee meetings to be held	20 audit committee meetings held	Number of Audit committee meetings held	4 Meetings	4 Audit committee meetings held	1 Audit committee meeting	1 Audit committee meeting	1 Audit committee meeting held	1 Audit committee meeting held		OPEX	Notice; Agenda; Minutes & Attendance register
Number of rolling internal audit plan developed	5 Three year rolling internal audit plan developed	1 Three year rolling internal audit plan developed	Three year rolling internal audit plan approved by Audit Committee 20 July 2024	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		N/A	Internal Audit Plan
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	Number of reports on implementation of annual audit action plan submitted to Audit Committee	4 Reports	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		N/A	Quarterly report& National Treasury Action plan portal (screenshot)

8.7 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 root causes per KPA:	The municipality is facing serious financial and operational challenges caused by an unfunded budget and cashflow management. These challenges have created a difficult financial situation, inadequate cashflow and a rising debt burden that puts the organization at financial and operational risk. The increasing debt to creditors has worsened cash flow issues, making it harder to negotiate payment terms and exposing the organization to additional financial costs. At the same time, inaccurate billing has damaged trust with customers, leading to reduced payments and further revenue losses. Municipalities is facing several operational problems in billing and revenue collection. These issues affect financial sustainability, service delivery, and public trust. The billing inaccuracies has eroded public trust and weakening revenue collection. The growing creditors' debt, particularly from ESKOM and DWS invoices is straining the municipality's cash flow, limiting payment flexibility and ability to honor the payment agreements. The municipality received a qualified audit opinion for the 2024/2025 financial year due to lack of adequate control environment for financial reporting. **<u>The main root causes of these issues include:</u>** • Services being provided at a loss due to tariffs that do not cover costs. • High levels of unauthorized, irregular, and wasteful spending. • A lack of enforcement of credit control measures and financial policies. • Frequent billing errors, which lead to disputes and discourage customers from paying. • Revenue losses due to non-cost reflective tariffs and electricity meter bridging • Billing inaccuracies and outdated and/or incomplete details of property owners in the general valuation roll (GVR) • Faulty, damaged, or non-functional water/electricity meters. • Manual meter reading errors and illegal connection. • Slow response to billing queries or disputes • Low revenue collection rates (inadequate credit control and debt collection strategy) • High consumption of electricity and water leading to increased invoices from Eskom and the Department of Water and Sanitation. • Inadequate internal controls relating to *daily and monthly processes and reviews* , resulting in errors, misstatements, and non-compliance with accounting standards. Fixing these underlying problems is essential for improving financial stability, restoring public confidence, and securing the organization's long-term success.
One Plan Transformation Area	➢ Improve billing system accuracy and efficiency. ➢ Strengthen credit control and debt collection mechanisms. ➢ Enhance customer data management and property registers. ➢ Address illegal electricity and water connections ➢ Electricity Revenue Protection and Demand Management ➢ Strengthen budgeting processes, financial reporting, and audit compliance to improve financial sustainability, transparency, and public confidence

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Medium Term Development Plan (MTDP) 2024–2029	Strategic Priority 3: Build a capable, ethical and developmental state ▪ Improved governance and performance of public entities; ▪ A capable and professional public service
Municipal Priority	Improve financial viability of the Municipality through the implementation of the Financial Recovery Plan & Financial Long-Term Plan. Improve the management and efficiency of electricity and water consumption to reduce bulk supply costs and ensure sustainable municipal service delivery. Strengthen financial reporting systems including interim financial statements to ensure accurate, timely, and compliant financial statements
Strategic objective	▪ Improved billing accuracy and completeness ▪ Increased collection rate to sustainable level (e.g., 80%+) ▪ Reduced debtor's book and ageing debt ▪ Strengthen credit control and debt collection enforcement ▪ Promote a culture of payment for services ▪ Promote indigent households' registration through community outreach programs ▪ Reduce electricity and water losses caused by illegal connections and non-payment. ▪ Protect and stabilize the municipal electricity and water networks. ▪ Promote fair and responsible electricity and water consumption. ▪ To strengthen municipal financial management by ensuring accurate, transparent, and compliant budgeting and financial reporting processes that support sustainable service delivery and achieve unqualified audit outcomes.
Impact statement: Improved revenue enhancement and effective debt collection will strengthen municipal financial sustainability. Lower bulk electricity and water costs from Eskom and DWS. Prevent wastage due to faulty infrastructure, illegal connections, or poor network management. Improved budgeting accuracy, transparent financial reporting, and strengthened internal controls will enhance the municipality's financial sustainability, enable effective service delivery, restore public confidence.	

Outcome	Outcome indicator	Baseline	Situational analysis	5 - year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION					
						DDM Intervention	2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved Revenue Collection	Increase revenue collection	59%	The municipality is experiencing low revenue collection rates due to high levels of arrears, illegal	Collection Rate 95%	• Implementation of Revenue Enhancement Strategy • Accurate billing • Ensure that revenue is collected on time	COGTA Premier office Provincial Treasury Government debt forum NT and PT	70%	69%	68%	75%	80%

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
			service connections, inaccurate billing, and weak enforcement mechanisms		• Implementation of Debt collection policy(Targeted institutions and households) • Updating of Indigent register • Introduction of flat rate in areas where water tankers are used • Installing of the smart meter (water & electricity) • Data cleansing programme (PT) • Appointment of Debt Collectors • Metering unit to be established under BTO •	Department of social services Department of Justice					

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 • Cost Containment • Establishment of the cashflow management committee • Implementation of cost containment	None	1 month **Actual Achievement:** 0.5 month	2 months **Actual Achievement:** 0.5 month	3 months **Actual Achievement:** 1 month	5 months **Actual Achievement:** 0.3 month	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	Reduction of UIFW Expenditure R 2.8 billion	• Implementation of UIFW Expenditure Reduction Strategy. • MPAC be capacitated with an External service provider to assist with investigations • Development/ review of SOPs	MPAC Training (Cogta/GS district MunicipalityPT, SALGA	R 1.8 billion	R 1.5 billion **Actual Achievement:** R 855 Million Fruitless and Wasteful -R583 325 290	R 1. billion **Actual Achievement:** R 600 Million Fruitless and Wasteful +R147 364 683	R 250 million **Actual Achievement:** Fruitless and Wasteful +R69 000 000	R 400 million

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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
			sourcing quotations) Non utilisation of procurement system Splitting of orders UIF&W Payment arrangements		and policies • Capacitation of MPAC (Qualified and experienced researcher) • Centralise all SCM processes • Development of procurement plans for all services above R30 000.00 • Implement consequence management • Prioritizing statutory obligations and Eskom						
Cost Reduction and Quality of Services including Efficiency	Compliant Contract Management	R 38 million	Outdated Contract register, irregularly awarded contracts and poor contract	Efficient Contract Management	Implementation of Contract Management Framework		R 30 mil	R 20 mil	R 10 mil	R 5 mil	R 0 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
			management, no monthly performance monitoring reports								
Improved Asset Management Accounting & Internal Controls	GRAP Compliant FAR	Not Fully Compliant FAR	Inadequate Asset Management Accounting & Internal Controls	GRAP Compliant FAR	Asset Management: Prepare a GRAP and mSCOA compliant Fixed Asset Register (FAR) • Review all useful lives of assets and correct all depreciation and impairment • Updating of the FAR on regular basis. • Development of GIS System	GSDM PT	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 • Update and	Cogta to assist with the cost of supply study	Reduction of Trading Services	Reduction of Trading Services Operating Deficit	Reduction of Trading Services Operating Deficit	Reduction of Trading Services Operating Deficit	Reduction of Trading Service

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
					adjust tariffs that are same for Sakhile, Morgenzon and Standerton • Introduction of new tariff (e.g. Billboard, tender documents etc), tariff for tombstone erection, encroachment, Way leave tariff		Operating Deficit R433 mil	R260 Mil	R374 Mil	R281 Mil	s Operating Deficit Us R269 mil
Reduction of Funded Budget	Credible and Realistic budget	Unfunded budget that is not realistic & credible	• Unfunded budget that is not realistic & credible • Low collection rate • Incorrect billing	Approved funded Budget	• Develop and review of revenue value chain. • Implement revenue enhancement strategy	Salga, PT , GSDM and Cogta	(R 252 mil) **Actual Achievement:** (R 252 mil)	(R 182 mil) **Actual Achievement:** R 68 mil	(R 103 mil) **Actual Achievement: R 358 mil**	(R 97 mil) **Actual Achievement: (R 228mil)**	(R 13 mil)

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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
			• Data integrity (inaccurate consumer date) • Wrong tarrif application • High Distribution losses • Non-functional meters • Illegal connection • Lack of implementation of council resolution • Incomplete information not in the system • Low indigent register		• Data cleansing (data analyses and correction) • Verification system for indigent • Review of a Budget funding plan • Development of long term financial plan (10 years) • Comply with Eskom Debt relief requirement • Training of employees across all Departments						
Improved Liquidity	Outstanding creditors reduced	Outstanding creditors R4 billion	Increasing outstanding creditors	Reduce outstanding creditors	• Enter into repayment plans with	None	R –	R	R 46 mil	R 51 mil	R 55 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
	by R 152 million			to R 2.7 billion	Major Creditor. • Cost Curtailment • Establishment of the cashflow management committee			**Actual Achievement:** + R374 984 609	**Actual Achievement:** +R611 178 458	**Actual Achievement:** +R196 755 211	
Improve Audit Outcome	Unqualified Audit Opinion	Qualified Audit Opinion	• Inadequate Implementation of Audit Action Plan • Reliance on external consultants • Lack of adequate skills • Inadequate organisational structure • Lack of SOP • Lack of adequate internal control and implementation	Clean Audit Opinion	• Develop of credible Audit Action Plan. • Continuous skills development to BTO staff on GRAP & Mscoa knowledg • Provide capacity building programmes • Reduce reliance on consultant • Development of SOP	GSDM	Qualified Audit Opinion	Qualified Audit Opinion	Unqualified Audit Opinion	Clean Audit Opinion	Clean Audit Opinion

Table "B" Annual Outputs and Key Performance Indicators

DEPARTMENT: BUDGET AND TREASURY OFFICE

Strategic Goals	Strategic Objectives	KPI	5 - year IDP target	ANNUAL IMPLEMENTATION				
				2022/23 Outputs	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%	69%	85%	90%	95%
Improved billing	Accurate billing	Number of smart meter reading system installed	55% actual readings	5%	12%	15%	40%	50%
Indigent	Increase registered indigent households	Number of indigent households registered	6000 registered indigent households	1884	2156	3500	4500	6000
Improved Liquidity Ration	Improved Cash Coverage	Number of months coverage for Liquidity ratio	Cost / Cash Coverage = 6 Months	1 month	1 months	3 months	5 months	6 months
Compliance with SCM	Improved SCM operations & Reduction in UIFW	% UIFW Expenditure Reduced	Reduction of UIFW Expenditure by 100%	0%	74%	50%	75%	100%
Cost Reduction and Quality of Services including Efficiency	Compliant Contract Management Framework	% compliance to Contract Management Framework	Efficient Contract Management	100%	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	GRAP & mSCOA Compliant Assets Register
Cost Reflective Tariffs	Trading Services operating on Surplus	Reduction of Operating Deficit on Trading Services	Cost Reflective Tariffs	Reduction of Trading Services	Reduction of Trading Services	Reduction of Trading Services	Trading Services operating on Surplus	Trading Services operating on Surplus

Strategic Goals	Strategic Objectives	KPI	5 - year IDP target	ANNUAL IMPLEMENTATION				
				2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
				Operating Deficit	Operating Deficit	Operating Deficit		
Reduction of Unfunded Budget	Credible and Realistic Budget	Reduce the Deficit on the Budget	Reduction of Accounting deficit on Budget	(R 252 mil)	(R 252 mil)	(R 103 mil)	(R 97 mil)	R 13 mil
		Development of long term financial plan (10 years)	1 plan developed		0	0	1 Long term financial plan	0
Comply with Eskom Debt relief requirement	Reduction of Eskom Debt	% compliance	100%	N/A	63%	71% Compliance	85% Compliance	100% Compliance
Improve Audit Outcome	Unqualified Audit Opinion	Number of unqualified audit opinion received	Unqualified Audit Opinion	Qualified Audit Opinion	Qualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion

Table "C" Community Priorities and Key Issues

DEPARTMENT: BUDGET AND TREASURY OFFICE				
Community needs/priorities	**Key issues**	**Affected Ward and Location**	**2022-27 IDP Intervention**	**Funding Source**
Inaccurate Billing systems	Incorrect and inconsistent billing system	1, 2, 4 (Industrial Area), 8, 10, 11, 14	▪ Implementation of Revenue Enhancement Strategy ▪ Procure and integrate finance and spatial software	INTERNAL REVENUE
	Inadequate supply. Installation of meters – not all households have their own meters	1,4 (TLC),5,10 (Vodacom), 11, Ext.8	▪ 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											
KPI	**5 Year Target**	**2026/27 SDBIP KPI**	**Baseline**	**2026/27 Annual Target**	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**	**Budget**	**Revenue /Funding Source**	**Portfolio of Evidence**
Improved Revenue Collection	Collection Rate 80%	% collection rate increased	57%	Collection rate increased to 80%	65%	70%	75%	80%		OPEX	Quarterly reports
	Credible billing data (100% of consumer accounts)	Number of households with data cleansing and analysis undertaken	New KPI	10 000 households with data cleaning and analysis undertaken	2500 households	2500 households	2500 households	2500 households		OPEX	Quarterly reports
	Review of tariff on the system	Number of reviews of tariffs for correct implementation on the financial system	New KPI	2 Reviews of tariffs for correct implementation on the financial system	First Review	Not Applicable for reporting in Q2	Second review	Not Applicable for reporting in Q4		OPEX	Tariff Report
	70% write off and update on late Estate account	% insolvent late estate in debtors book reduced	New KPI	30% of insolvent late estates in debtors book written off	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	30% of insolvent late estates written off		OPEX	Quarterly reports
	Reconciliations	Number of GVR and billing reconciliati	Improved revenue generation and	Number of reconciliations performed	3 reconciliation performed	3 reconciliation performed	3 reconciliation performed	3 reconciliation performed		OPEX	Quarterly reports

		ons performed	collection								
Number of indigent households registered	6000 registered indigent households	Number of indigent households registered	2156	4500	3000 registered by quarter 1	4500 registered by quarter 2	4500 registered by quarter 3	4500 registered by quarter 4		OPEX	Quarterly reports
Improved Liquidity Ratio	Cost / Cash Coverage = 6 Months	Monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during a month	0 months (Monthly expenditure R285 462 524 audited 2022/23)	2 months cost coverage	1 month of cost coverage ratio calculated	1 month of cost coverage ratio calculated	2 months of cost coverage ratio calculated	2 months of cost coverage ratio calculated		OPEX	Quarterly reports
Number of reports on FRP implementation	Implementation of mandatory financial recovery intervention	Number of reports on FRP implementation	11 FRP Reports	12 FRP Reports on FRP Implementation	3 FRP Reports	3 FRP Reports	3 FRP Reports	3 FRP Reports		OPEX	Monthly FRP Reports
Reduce outstanding creditors to R 606 Million	Ring Fence Major Creditors under repayment as from 2025 financial year	Reduced outstanding creditors	R606 million in creditors	Reduce outstanding creditors by R 100 Million	R 20 Million reduction	R 20 Million reduction	R 20 Million reduction	R 20 Million reduction		OPEX/EQUITABLE SHARE	Quarterly reports

Cost Reflective Tariffs	Cost of Supply Study	Reduction in electricity trading service operating deficit	Cost of supply study not undertaken	Reduction in electricity trading service operating deficit through cost of supply study	Not Applicable for reporting in Q1	Undertake cost of supply study	Not Applicable for reporting in Q3	Updated and adjusted electricity tariffs		OPEX	Cost of Supply Report

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9 CHAPTER NINE

DRAFT BUDGET FOR THE 2026/2027 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK (MTREF)



9.1 Overview

National Treasury has issued Municipal Finance Management Act (MFMA) circular numbers 132 to guide the compilation of the 2026/2027 medium term revenue and expenditure framework (MTREF) which encourages municipalities to undertake annual budget preparation in accordance with the budget and financial management reform agenda by focusing on key "game changers". These game changers include ensuring that municipal budgets are funded, revenue management is optimised, assets are managed efficiently, supply chain management processes are adhered to, mSCOA is implemented correctly and that audit findings are addressed.

The real GDP growth is forecasted to strengthen, averaging 1.8 per cent over the medium-term, supported by a revival in investment as new infrastructure allocations take effect and reform implementation builds.
The weak economic growth continues to impact municipal finances, and this has strained consumers' ability to pay for services. Coupled with this conundrum is the marginal growth in national transfers as compared to the past. These two critical factors necessitate municipalities to function optimally, suggesting that municipal operations, processes, and procedures must be efficient. Inefficiencies in this space are guaranteed to manifest on municipal finances. 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.

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 municipality's budgeting process is governed by legislative and policy frameworks that ensure transparency, accountability, and financial sustainability. Budget-related policies provide guidance on the formulation, implementation, and monitoring of the budget while aligning with accounting standards and regulatory requirements. These policies inform medium-term financial projections and support effective service delivery.

The budget and accounting policies are reviewed regularly to incorporate necessary changes required by updated accounting standards and legislation. The revised policies, attached for review, ensure that the budget is structured to achieve financial stability, cost recovery, and equitable service provision.

The municipality's budget framework is underpinned by operational grants (equitable share), capital grants, and internally generated revenue from property rates, taxes, and service charges. In response to inflation and rising operational costs, the municipality proposes tariff adjustments to ensure sustainable revenue generation while maintaining affordability for consumers.

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9.2 Macro-economic forecasts for 2026/27 MTREF municipal budgets

Macroeconomic Performance and Projections 2025 – 2029

Fiscal Year	2024/25 Actual	2025/26 Estimates	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast
CPI Inflation (As per circular 132)	4.40%	3.30%	3.70%	3.30%	3.20%

The salary and wage collective agreement were signed by the parties of the South African Local Government Bargaining Council (SALGBC) on Friday, 6 September 2024 and municipalities are expected to implement the agreement with immediate effect as from 1 July 2024. In respect of the 2026/27 financial year, all employees covered by this agreement shall receive, with effect from 1 July 2026, an increase based on the average CPI percentage plus 0.75 per cent
In case the average CPI percentage for the period 1 February 2026 until 31 January 2027 is less than 4 per cent, it will be deemed to be 4 per cent, and if the average CPI percentage for this period is higher than 7 per cent, it will be deemed to be 7 per cent.
Employee related cost was provided using the Circular as a guidance as follows:

- 2026/27 Financial Year – 2027/28 projected CPI plus 0.75 per cent
- 2027/28 Financial Year – 2029/30 projected CPI plus 0.75 per cent

9.3 CONSOLIDATED SUMMARY OVERVIEW OF THE 2026/2027 DRAFT ANNUAL BUDGET:

SUMMARY				
	Approved Adjustments 2025 - 2026	**Proposed Draft Budget 2026 - 2027**	**Proposed Draft Budget 2027 - 2028**	**Proposed Draft Budget 2028 - 2029**
Total operating revenue	- 1 480 092 463.00	- 1 530 076 186.26	- 1 607 320 718.77	- 1 692 134 889.20
Total operating expenditure	1 780 036 489.98	1 825 139 083.52	1 918 166 126.08	2 001 709 963.10
(Surplus)/deficit for the year before grants and transfers	**299 944 026.98**	**295 062 897.26**	**310 845 407.31**	**309 575 073.89**
Grants and transfers (capital)	- 38 711 400.00	- 35 355 100.00	- 50 878 750.00	- 52 415 200.00
Deficit After grants and transfers	**261 232 626.98**	**259 707 797.26**	**259 966 657.31**	**257 159 873.89**
Total capital expenditure	58 394 950.00	57 555 100.00	56 428 750.00	57 815 200.00
Internally funded capital budget	19 683 550.00	22 200 000.00	5 550 000.00	5 400 000.00
Net deficit	**319 627 576.98**	**317 262 897.26**	**316 395 407.31**	**314 975 073.89**

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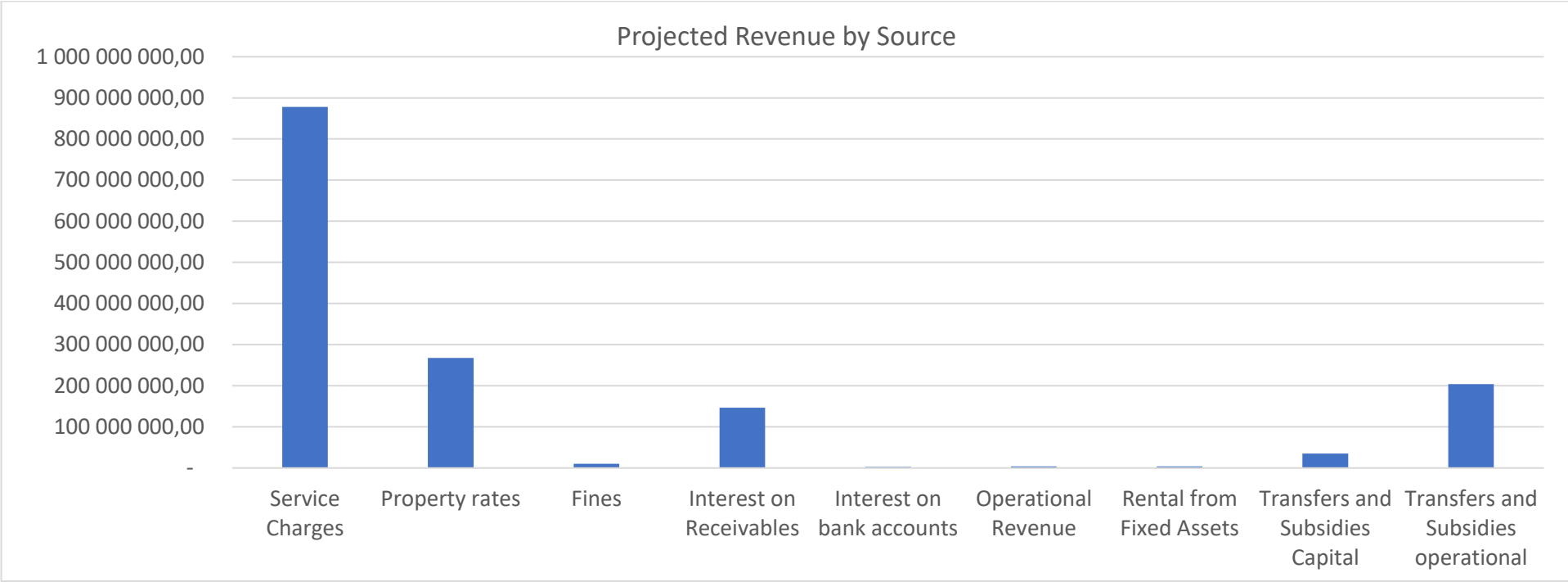
9.4 Operating Revenue Projections for the Budget Period

The draft total projected operating revenue for the 2026/2027 financial year amounts to R1,530 billion, which represent a R49 million increase from the 2025/2026 adjusted operating revenue budget of R1, 480 billion. The total revenue comprises of 13% of operational grants (Equitable share, Financial Management Grant etc) while internally generated revenue represents 87%. The municipality is putting measures to ensure the completeness and accuracy of revenue, these measures include:

- The ongoing program of electricity meter audit and installation
- The reviewal of tariffs to ensure that municipal tariffs are cost reflective
- Meter reading to ensure the accuracy of billed revenue
- Reconciliation of the valuation roll to the financial system
- Indigent registration and management

Description	Approved Adjustment budget	Proposed Draft Budget 2026-2027	Proposed Draft Budget 2027-2028	Proposed Draft Budget 2028-2029
Income	**- 1 518 803 863.00**	**- 1 565 431 286.26**	**- 1 658 199 468.77**	**- 1 744 550 089.20**
Property Rates by Usage	- 259 123 710.00	- 267 415 672.00	- 276 240 389.18	- 285 080 081.63
Service Charges Electricity	- 597 244 040.00	- 631 647 376.10	- 688 086 343.17	- 749 300 187.47
Service Charges Water	- 93 709 080.00	- 93 531 015.00	- 96 617 538.50	- 99 709 299.73
Service Charges Waste Management	- 61 417 650.00	- 62 062 723.96	- 64 110 793.85	- 66 162 339.25
Service Charges WasteWater Management	- 89 705 580.00	- 90 827 680.00	- 93 824 993.44	- 96 827 393.23
Fines; Penalties and Forfeits	- 4 634 500.00	- 10 596 795.00	- 10 940 809.94	- 11 285 408.65
Interest Exchange Receivable	- 93 317 300.00	- 93 036 751.20	- 79 866 373.61	- 80 633 238.08
Interest on Bank Accounts	- 2 611 400.00	- 2 859 000.00	- 2 859 000.00	- 2 859 000.00
Interest on Property rates	- 67 297 000.00	- 67 450 500.00	- 72 575 772.50	- 72 575 772.50
Investment Property: Gains/losses	1 415 135.00	1 415 135.00	-	-
Licences or Permits	- 13 000.00	- 150 000.00	- 150 000.00	- 150 000.00
Operational Revenue	- 8 790 280.00	- 155 240.00	- 155 240.00	- 155 240.00
Rental from Fixed Assets	- 4 205 900.00	- 4 226 970.00	- 4 330 006.56	- 4 433 217.97
Sales of Goods and Rendering of Services	- 3 415 558.00	- 3 439 698.00	- 3 553 208.03	- 3 666 910.69
Transfers and Subsidies Capital	- 38 711 400.00	- 35 355 100.00	- 50 878 750.00	- 52 415 200.00
Transfers and Subsidies operational	- 196 022 600.00	- 204 091 900.00	- 214 010 250.00	- 219 296 800.00
(Surplus)Deficit	**319 627 576.98**	**317 262 897.26**	**316 395 407.31**	**314 975 073.89**

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9.5 Summary of Total Draft Budget Revenue and Key Contributors

The total draft budget revenue including capital grants amounted to R1 565 431 286, the main contributors to this are as follows:

- Service Charges Electricity 41%
- Property Rates 17%
- Service Charges Water Management 6%
- Transfers and subsidies operational 13%
- Interest on Service Charges 5%
- Service Charges waste Management 4%
- Service Charges Wastewater Management 6%
- Transfers and subsidies capital 2

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9.6 Repairs and Maintenance budget

In terms of NT circular 66 and 70 repairs and maintenance as a percentage of property plant and equipment (PPE) net book value should be at 8%. The municipality budgeted R70 869 827 towards repair and maintenance, this amount represents 3% of the PPE net book value which is below the norm in terms of circular 66 and 70. The unfunded position of the budget directly impact on provision made towards repairs and maintenance. More than 60% of the operating expenditure budget goes towards electricity bulk purchases and employee related costs.

Description	**Proposed Draft Budget 2026-2027**	**Proposed Draft Budget 2027-2028**	**Proposed Draft Budget 2028-2029**
Machinery and Equipment	3 720 000.00	3 842 760.00	3 924 408.32
Road Network	4 500 000.00	4 648 500.00	4 648 500.00
Sewer Network	5 782 570.00	5 973 394.81	6 050 169.68
Electrical Network	37 497 100.00	38 734 504.30	38 736 157.10
Vehicle Repairs	3 469 400.00	3 583 890.20	3 645 685.09
Maintenance of Landfill Sites	5 572 800.00	5 756 702.40	5 940 916.88
Water Network	6 400 000.00	6 611 200.00	6 611 200.00
Building and Structures	1 904 900.00	1 967 761.70	2 030 730.07
Other Repairs	2 023 057.00	2 089 817.88	2 141 816.85
Total Repairs and Maintenance Budget	**70 869 827.00**	**73 208 531.29**	**73 729 583.99**
Audited PPE Net Book value	**2 037 207 897.00**		
% of R&M	**3%**		

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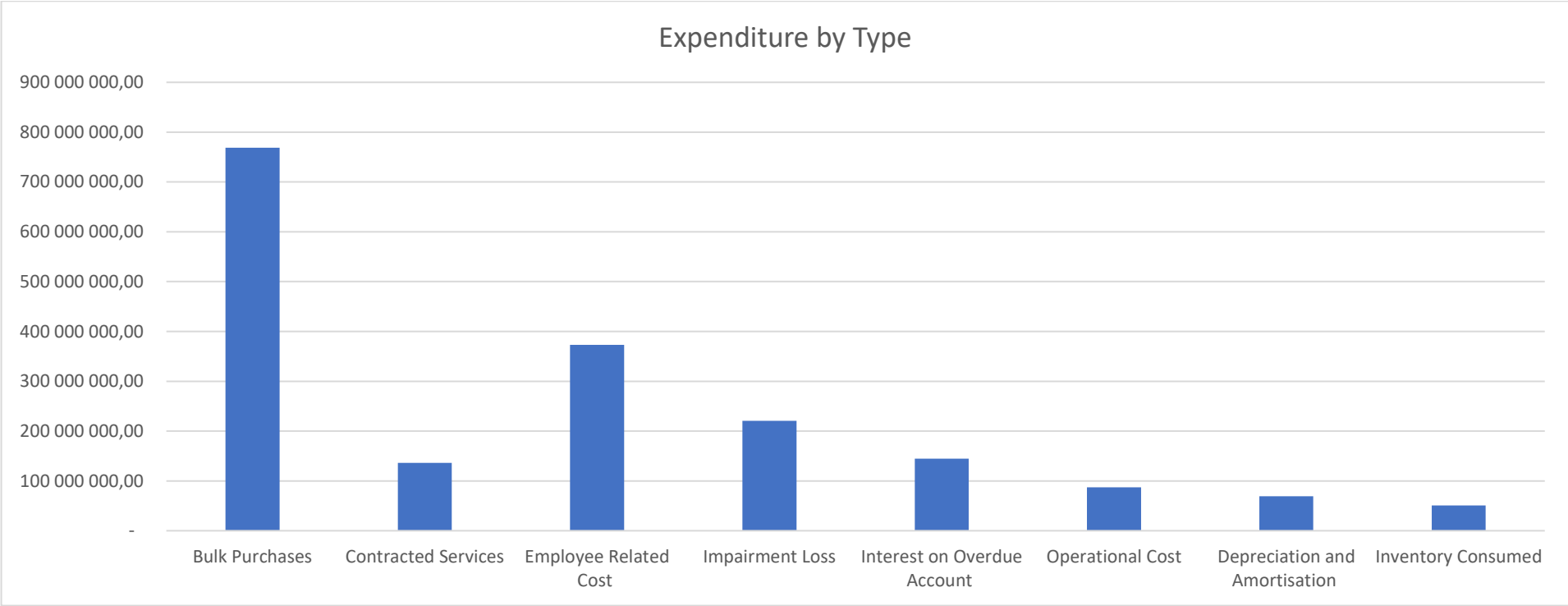
9.7 Operating Expenditure projection for the budget period

The draft total projected operating expenditure for the 2026/2027 Financial year shows an increase of R45 million from R1,780 billion in the approved adjustments budget to R1,825 billion.

The overall deficit is projected to decrease by R2 364 679 from R319 627 576 during the adjustments budget to R317 262 897.

Description	Approved Adjustment budget	Proposed Draft Budget 2026-2027	Proposed Draft Budget 2027-2028	Proposed Draft Budget 2028-2029
E	**1 780 036 489.98**	**1 825 139 083.52**	**1 918 166 126.08**	**2 001 709 963.10**
Bulk Purchases	734 250 100.00	768 570 400.00	836 435 166.32	890 041 460.96
Contracted Services	138 198 673.00	136 021 007.00	135 720 295.93	136 157 752.66
Depreciation and Amortisation	62 515 286.00	69 376 918.00	66 815 498.00	66 815 498.00
Employee Related Cost	352 078 211.64	373 044 413.52	383 749 102.71	396 029 073.99
Fair Value Adjustment	2 117 821.00	2 117 900.00	2 117 900.00	2 117 900.00
Impairment Loss	196 179 988.00	220 395 281.00	218 095 281.00	218 095 281.00
Interest on Overdue Account	141 200 100.00	144 850 000.00	164 850 000.00	174 850 000.00
Inventory Consumed	50 982 970.00	50 717 670.00	54 552 953.11	58 729 541.53
Irrecoverable Debts Written Off	68 440 063.00	4 980 300.00	-	
Operational Cost	80 640 028.88	87 319 021.00	87 815 599.61	90 625 698.80
Remuneration of Councillors	16 161 160.00	16 993 379.00	17 261 535.40	17 494 962.16
Reversal of Impairment Loss	- 62 727 911.54	- 49 247 206.00	- 49 247 206.00	- 49 247 206.00

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Expenditure by Type
900 000 000,00
800 000 000,00
700 000 000,00
600 000 000,00
500 000 000,00
400 000 000,00
300 000 000,00
200 000 000,00
100 000 000,00
-
Bulk Purchases
Contracted Services
Employee Related Cost
Impairment Loss
Interest on Overdue Account
Operational Cost
Depreciation and Amortisation
Inventory Consumed

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9.8 Expenditure Analysis by Type

Bulk Purchases Electricity
Bulk purchases electricity amounted to R768 million, which contributes 42% of the total operating expenditure. Bulk purchases electricity is projected to increase by 8.76% as per Nersa approval.

Employee Related Costs
Employee related costs contributes R373 million to the total operating expenditure budget, which equates to 20% of the total operating expenditure budget. The municipality is encouraged to put in measures to control overtime and prioritise filling of critical positions that will reduce overtime and help to improve the provision of services to communities.

Impairment Loss and depreciation and Amortisation
Due to the increasing debtors' balance and low collection rate impairment loss is projected to contribute 12% (R220 million) to the total operating expenditure budget and depreciation and amortisation contributes 3.8%

Contracted Services
Contrated services contributes 7% which equates to R136 million of the total operating expenditure budget. This shows a light decrease of R2 million when compared to the approved adjustments budget of R138 million.

Interest on overdue accounts
The municipality is incurring interest on its outstanding creditors mainly Eskom and the DWS. Due to to the increase in these creditors interest is projected to increase drastically. In terest on overdue accounts contributes 7% to the total expenditure.

9.9 CAPITAL BUDGET AND CONDITIONAL GRANTS ALLOCATION

- An amount of R 57 million has been allocated for the capital investment program for 2026/2027 financial year. This is a decrease from the R 58 Million in 2025/26 financial year.

- Capital Projects budgeted from internal funds amounts to R 22,2 million which is a increase from R 19.6 million, the municipality made a provision to procure road maintenance equipment to improve the state of the municipal roads. Further to this the municipality has made a provision to refurbish the dilapidated municipal buildings, this includes the Standerton Fire stati

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10 CHAPTER TEN
PROGRAMMES AND PROJECTS FOR 2026/2027 (CATALYTIC, INTERNAL, SOCIAL LABOUR PLANS, CSI, SECTOR DEPARTMENT)



10.1 PROJECTS AND PROGRAMMES FOR THE 2026/2027 FINANCIAL YEAR

Table 1: MIG (Municipal Infrastructure Grant) 5B Projects for the 2026/2027 financial year

IDP No	Project name	2026/2027 FY	2027/2028 FY	2028/2029 FY	Scope for 2026/2027 FY	Planned job opportunities for 2026/2027 FY	Ward Location	Ward/s Benefitting
MIG 01/2627	Installation/Refurbishment/Desludging or rural VIP toilets and provision of chemicals for the VIP toilets	3 995 261	18 328 021	17 749 200	Installation of 150 VIP toilets	15	9,12 & 13	9,12 & 13
MIG 02/2627	Refurbishment/Installation of boreholes in rural/farm areas	6 188 989	18 346 729	20 000 000	Installation of 6 boreholes and refurbishment of 6 boreholes	6	9,12 & 13	9,12 & 13
MIG 03/2627	Rehabilitation of Morgenzon Landfill site	8 630 365	-	-	Rehabilitation of Morgenzon Landfill site	10	14	14
MIG 06/2627	Fencing of 2,2 km Walter Sisulu Cemetery	5 598 485			Fencing of 2,2 km Walter Sisulu Cemetery	10	12	12
	Project Management Unit	1 284 900	1 930 250	1 986 800	PMU Operational Cost			
	TOTAL	**25 698 000**	**38 605 000**	**39 736 000**		**41**		

Table 2: INEP (Integrated National Electrification Programme) Projects for the 2026/2027 financial year

IDP No	Project name	Budget			Scope for 2026/2027 FY	Planned job opportunities for 2026/2027 FY	Ward Location	Ward/s Benefitting
		2026/2027 FY	2027/2028 FY	2028/2029 FY				
INEP 01/2627	Construcion of 11KV Switching Station for Rooikoppen	3 942 000	5 204 000	5 666 000	Completion of 11KV Switching Station for Rooikoppen - Phase 2	10	11	11

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INEP 02/2627	Construction of 6km ,11KV line from Substation A to Rooikoppen	3 000 000	5 000 000	5 000 000	Completion of 6km ,11KV line from Substation A to Rooikoppen - Phase 2	10	7,11	7,11
	TOTAL	**6 942 000**	**10 204 000**	**10 666 000**				

Table 3: EEDSM (Energy Efficiency Demand Side Management) Projects for the 2026/2027 financial year

IDP No	Project name	Budget			Scope for 2026/2027 FY	Project category	Planned job opportunities for 2025/2026 FY	Ward Location	Ward/s Benefitting
		2026/2027 FY	2027/2028 FY	2028/2029 FY					
EEDSM 01/2627	Implementation of energy effeciency and energy demand management within Lekwa LM	4 000 000	4 000 000	4 000 000	Retrofitting of High mast lights, street lights and Municipal Buildings.	Electricity	4	1,2,3,4,5,6, 7,8,9,10,11,1 2,13,14 & 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 4: EPWP (Expanded Public Works Programme) Allocation for the 2026/2027 financial year

IDP No	Project name	Proposed Budget	Scope for 2026/2027 FY	Project category	FTE target for 2026/2027 FY	Ward Location	Ward/s Benefitting
		2026/2027 FY					
EPWP 01/2627	Keep Lekwa Clean	1 530 000	Keep Lekwa Clean	Environment	20	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	**1 530 000**					

Table 5: MIG (Municipal Infrastructure Grant) 6B for the 2026/2027 financial year

IDP No	Project name	2026/2027 FY	2026/2027 FY	2027/2028 FY	Scope for 2025/2026 FY
MIG6B/01/2627	Installation of VIP toilets in rural/farm areas - W9	2 991 360			Installation of 120 VIP toilets
MIG6B/02/2627	Installation of VIP toilets in rural/farm areas - W12	2 991 360			Installation of 120 VIP toilets

MIG6B/03/2627	Installation of VIP toilets in rural/farm areas - W13	2 991 360			Installation of 120 VIP toilets
	TOTAL	**8 974 080**	**0**	**0**	

Table 6: SMART Meters Grant 6B for the 2026/2027 financial year

IDP No	2026/2027 FY	2026/2027 FY	2027/2028 FY	Scope for 2026/2027 FY
Smart/01/2627	Smart Meters	45 000 000		TBA
	TOTAL	**45 000 000**	**0**	

Table 7: INEP (Integrated National Electrification Programme) ESKOM GRANT 6B

IDP No	Project name	2026/2027 FY	2026/2027 FY	2027/2028 FY	Scope for 2026/2027 FY
INEP6B / 01/ 2627	Electrification of rural areas – Designs for Rietflei Farm in ward 12	-	845 000	1 635 000	N/A
	TOTAL	**0**	**845 000**	**1 635 000**	

Table 8: RBIG (Regional Bulk Infrastructure Grant) 6B

IDP No	Project name	2026/2027 FY	2027/2028 FY	2028/2029 FY	Scope for 2026/2027 FY
RBIG6B/01/ 2627	TBA (To be announced)	10 000 000	64 272 000	67 157 000	TBA
	TOTAL	**10 000 000**	**64 272 000**	**67 157 000**	

Table 9: WSIG (Water Services Infrastructure Grant) 6B

IDP No	Project name	2026/2027 FY	2027/2028 FY	2028/2029 FY	Scope for 2025/2027 FY
WSIG6B/ 01/2627	Upgrading or Morgenzon WWTW	35 000 000	34 608 000	36 162 000	TBA
	TOTAL	**35 000 000**	**34 608 000**	**36 162 000**	

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10.2 GERT SIBANDE DISTRICT MUNICIPALITY – DISTRICT DEVELOPMENT MODEL CATALYITIC PROJECTS

IDP No.	Project description	Location/Municipality	Budget	Expenditure to date	Progress to date/ Status (i.e., 85% completed)	Impact (i.e., 20km surfaced, 2000 hh)	Challenges	Required intervention
DDM/01/26/27	Standerton Regional Mall	10	Private Development	Private Development	In construction	23914 HH	None	None
DDM/02/26/27	Rooikoppen Shopping complex	11	Private Development	Private Development	Planning Stage	4 000HH	N/A	N/A
DDM/03/26/27	Umbila Emoyeni Wind and Solar facility	14	Private Development	Private Development	Construction	101 various farms	None	None
DDM/04/2627	Tournée 1 and 2 Solar PV Facilities	12	Private Development	Private Development	Construction	150 MW Solar Energy Facilities – Energy supply	None	None

10.3 SOCIAL LABOUR PLANS

Table 1: SASOL SLP Projects for the 2026-2030 cycle

IDP No.	Project/ Programme Description	Estimated Budget	Ward/ Project Location	Beneficiaries/ Impact/Outcome
SASOL/01/2627	Sakhile Ext.2 Water improvement project	R23 000 000	1	Improved access to water for households in Phalama, Ext.2 Crossroad (Wards 1,2,5)
SASOL/02/2627	Sakhile Satelitte Fire station	R12 000 000	6	Improved response time to fire incidences in Sakhile and Rooikoppen
	Total	**R35 000 000**		

Table 2: Seriti SLP Projects for the 2026-2030 cycle

IDP No.	Project/ Programme Description	Estimated Budget	Ward/ Project Location	Beneficiaries/ Impact/Outcome
Seriti01/2627	Construction of Morgenzon fire station.	R14 000 000.00	14	Improved emergency response and enhanced fire protection services for the Morgenzon community.

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Seriti02/2627	Construction of Hawker Stalls	R1 500 000.00	10	Formalised trading spaces that support local informal businesses and improve economic opportunities.
Seriti03/2627	Construction of Recreational Facility EXT 6	R4 000 000.00	15	Increased access to safe recreational spaces that promote community wellbeing and youth development.
Seriti04/2627	Skip bins and alterations of refuse trucks	R2 500 000.00	1,2,3,4,5,6,7, 8,9,10,11,14,15	Improved waste collection efficiency and cleaner communities across municipal wards.
Seriti05/2627	Upgrade of Sakhile Recreational Facility	R3 000 000.00	1	Enhanced recreational infrastructure providing improved facilities for sports, leisure and community activities.
	Total	**R25 000 000**		

10.4 PROJECTS FROM SECTOR DEPARTMENTS

Table 1: COGHSTA – Cooperative Governance, Human Settlements and Traditional Affairs

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Gert Sibande	Security of Tenure	Lekwa, Standerton Ext 8	100 Title Deeds	2026/27	173	173
Gert Sibande	Security of Tenure	Lekwa, Various areas in Standerton	100 Title Deeds	2026/27	173	173
Gert Sibande	Integrated Residential Development Programme (IRDP) Phase 2 Units	Lekwa, Standerton Ext 8/Sakhile	100 Housing units	2026/27	16 958	38 438
Gert Sibande	Integrated Residential Development Programme (IRDP) Phase 2 Units	Lekwa, Sakhile	17 Housing units	2026/27	2 567	24 110
Gert Sibande	Integrated Residential Development Programme (IRDP) Phase 1	Lekwa, Prt 2 &11 Rooikoppen	Township Establishment	2026/27	2 000	26 719

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Table 2: DMRE – Department of Mineral Resources and Energy: INEP Schedule 5B (Municipal) Programme

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual)	Total project cost
Gert Sibande	Construction of 11kV,Switching Station for Rooikoppen Phase 3	Lekwa	Infrastructure	2026/27	R3 063 000,00	R3 063 000,00
Gert Sibande	Construction of 11kV, Bulk line for Rooikoppen Phase 3	Lekwa	Infrastructure	2026/27	R3 344 000,00	R3 344 000,00
Gert Sibande	Electrification of Rooikoppen (Pre-eng 300HH)	Lekwa	Pre-Engineering		R535 000,00	R535 000,00
Gert Sibande		**Lekwa Total**			**R6 942 000,00**	**R6 942 000,00**

Table 3: DMRE – Department of Mineral Resources and Energy: EEDSM

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
R 4 000	EEDSM	Lekwa	Solar PV 200KWP Grid Tied	2026/27	R 4 000	R 4 000

Table 4: Department of Land Reform and Rural Development

Catalytic Project/ Programme	Benefitting local municipalities/Ward/ location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Tsotetsi	Lekwa Local Municipality	(1) Households (LRAD, Labour Tenants and farm dwellers) supported through LDS	2026/2027	R6 600	R6 600

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Review of Provincial SDF	All district and Local Municipalities	100% of municipalities supported with Spatial Planning and Land Use Management Act (SPLUMA)	2025/2026 2026/2027	R2 000	R2 000
Review of Gert Sibande SDF	All Gert Sibande municipalities	100% of municipalities supported with Spatial Planning and Land Use Management Act (SPLUMA)	2024/2025 2025/2026 2026/2027	R1 000	R1 000

Table 5: MISA – Municipal Infrastructure Support Agency

Catalytic Project/ Programme	Benefitting local municipalities/Ward/ location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Technical Skills development programme	Lekwa	N/A	36 Months (2025/2026 – 2027/28)	N/A	N/A
Municipalities provided with technical support to incorporate Labour Intensive Construction (LIC) methods in implementing grant funded infrastructure projects	Lekwa	Yearly target	2026/27 FY	N/A	N/A
Municipalities provided with technical support in electricity demand management	Lekwa	Yearly target	2026/27 FY	N/A	N/A
Improvement of spatial planning and land use management for efficient infrastructure planning and infrastructure provision	Lekwa	Yearly target	2026/27 FY	N/A	N/A
Water Services Authority (WSAs) provided with technical support to monitor reviewal of the Corrective Action Plans for Water and Wastewater Treatment Works	Lekwa	Yearly target	2026/2027 FY	N/A	N/A

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10.5 PROJECTS FROM INTERNAL DEPARTMENTS WITHIN THE MUNICIPALITY

Table 1: Internally Funded Projects

Project Description	Descriptions	Account Type	Proposed Draft Budget 2026-2027	Proposed Draft Budget 2027-2028	Proposed Draft Budget 2028-2029
Fencing of Morgenzon Offices	Capital Expenditure	A	R2 000 000.00		
Server Room Upgrades	Capital Expenditure	A	R1 000 000.00		
Biometric Clocking System	Capital Expenditure	A	R 1 000 000.00		
Fire Station Building	Capital Expenditure	A	R 5 000 000.00		
Renovation of Offices	Capital Expenditure	A	R 1 500 000.00	R 1 000 000.00	R 1 000 000.00
Procurement of Laptops & printers	Capital Expenditure	A	R 500 000.00	R 250 000.00	R 100 000.00
Procurement of Furniture	Capital Expenditure	A	R 800 000.00	R 800 000.00	R 800 000.00
Procurement of Vehicles (new)	Capital Expenditure	A	R 8 400 000.00	R 3 500 000.00	R 3 500 000.00
Refurbishment/ upgrade of Gravel Roads	Capital Expenditure	A	R 2 000 000.00	R 2 500 000.00	R 3 000 000.00
Total Budget			**R22 200 000**	**R5 550 000**	**R5 400 000**

Table 2: Unfunded Internal Projects

Problem Statement (i.e. issue that led to the project)	Project/ Programme description	Ward/Project Location	Funding Agent	Budget	No of jobs created / No of SMMEs benefitted	Beneficiaries/ Outcome after completion
Title deed registration	Registration of title deeds for low cost housing programme	Ward 1,2,3,4,5,6,7,9,11,12,14 and 15	DoHS	N/A	0	500
Title deed registration	Registration of title deeds for previously alienated properties	Ward 1,2,3,4,5,6,7,8,9,10,11,12,14 and 15	Lekwa LM	R2 000 000,00	0	1000

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Council is running out of burial space in Standerton & Sakhile	Establish 1 x regional cemetery in Standerton/Sakhile	1-11, 13, 15	Internal	R1 400 000		1 x established Regional cemetery
Township establishments not finalised on Deeds and CSG (Chief Surveyor General)	Registration of subdivided Properties	3,4,8,11,12 and 14	Internal		0	Title deeds
Spatial decay in township centres/nodes and CBD.	Precinct plans	Wards 1,2,10 & 11	Internal	R2 000 000,00	0	Local Economic Development Opportunities
Every municipality must develop a wall to wall Land Use Scheme.	Land Use Scheme	All	Internal	R700,000.00	0	Alignment with the SDF and other municipal plans
Meeting the demand for affordable housing and addressing housing backlog	Resuscitation of Standerton extension 11	10	DBSA	R3,279,762.90	0	Residents will have access to decent, affordable housing
The gravity of FRP with the Court Order lingering	Implementation of the FRP phases as per the Court Order	Technical services	DWS / EEMDS / DBSA	R10 M	0	Unlocking funds for water and sanitation projects; Unlocking funds for roads and electrical projects; Provision of potable water. Provision of electricity Revenue generation
Accuracy of measuring the risk exposure through the implementation of mitigating actions and aligning them to the approved organisational risk appetite. Inadequate scope of the compliance legislation governing local government	Automation of risk management and compliance management. The automated compliance management module will provide regular updates on the legislation as and when it is available	Office of the MM (Organisational enterprise risk management)	OPEX	R2 million	N/A	Improved audit outcome, improved compliance management and improved risk management culture
Inadequate and Outdated By-Laws	Promulgation of all Draft By-Laws	All Departments		R500 000.00	0	Updated and Adequate Municipal Code

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Table 3: Projects from the 2025/2026 financial year

Community Issue Addressed	Beneficiaries/ Impact/Outcome	Programme/project	Ward/ Project Location	2025/26 Budget R'000	# jobs to be created & no. SMMEs to benefit
Decentralization of GIS Data	Backup and Recovery of spatial data Centralized Data Management Cloud-Based GIS Solutions	Procure web base GIS License.	All wards	R1M	0
Utilization of drone technology to monitor land invasion.	Identification of informal settlements or illegal land invasions in real-time, identification of environmental constraints and risks.	Procurement of drones and drone licence/certificate	All wards	R250 000	0
Urban Renewal.	A distinctive identity for the CBD that differentiates it from the new mall. Reduced economic stagnation or decay in the CBD, ensuring it remains an engine for municipal revenue through property rates and business licenses.	Student Accommodation Hub, Entertainment hub, conversion of public open spaces into street market hubs, conversion of illegal dumping sites into informal trading hub etc.	Ward 10	R1000 000	
Housing demand	20 Beneficiaries to have homes and title deeds	Construction of 20 RDP houses for previously approved beneficiaries	12 (Thuthukani)	DoHS	N/A
Housing backlog	Integrated and sustainable human settlement	Construction of RDP houses for those with sites	11	DoHS	N/A
Housing Demand	Integrated and Sustainable human settlement	Construction of low cost housing to qualifying beneficiaries	MP305	DoHS	N/A
No water supply to 300 households	150 households to have running tap water	Installation of water pumps and construction of reservoir	Ward 2 (Ext 2 Cross road)	R15 000 000	15 jobs to be created 3 SMMEs to be subcontracted
Eradication of dust roads and improve accessibility to the Community	1500 household to have accessibility to improved road infrastructure network	Upgrading of 10km dust roads to paved finished	Ward 11, 12 and 7	R 40m	jobs too be created 10 SMMEs to be subcontracted
Sewer spillages in Sakhile's Hostel Line pose serious health and welfare risks due to a collapsed pipeline."	2828	Reconstruction of sakhile Hostel collapsed sewer line	Ward 2, 4 &	R 25 Mil	18 Local Jobs & 7 SMMES
Sewer Spillages exposing communities to welfare and	1157	Upgrading and reconstruction of	Ward 2, 4 &	R 18 Mil	12 Local Jobs & 5 SMMES

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Community Issue Addressed	Beneficiaries/ Impact/Outcome	Programme/project	Ward/ Project Location	2025/26 Budget R'000	# jobs to be created & no. SMMEs to benefit
health issues - Sakhile Extension 2		collapsed sewer line from sobukwe street			
Sewer Spillages exposing communities to welfare and health issues - Standerton Extension 6	3010	reconstruction and replacing collapsed clay sewer line along railway line in Standerton extenion 6	Ward 15 and a portion of ward 10	R 55 Mil	25 Local Jobs & 10 SMMES
Sewer Spillages exposing communities to welfare and health issues, Discouraging Business growth - Standerton CBD - 9-24 Charl Cilliers Street	2010	reconstruction and replacing collaped sewer line along carl cillers street Spr / Boxer LINE	Ward 10 CBD	R 80 Mil	36 Local Jobs & 15 SMMES
IPMDS Automation System	All employees	IPMS Automation System	LLM Human Capital	R 2 000 000	N/A
HR Admin (Induction, probation & Long services recognition rewards	New as well as qualifying employees	HR Administration	Standerton Town Hall	R 600 000	N/A
Climate Survey	All employees	Employee survey	Standerton Town Hall	R0.0	N/A
Highly skilled human capital	Municipal officials	Skills Audit Recommendation/ Submission of the WSP	LLM Human Capital	1% of salary bill	N/A
Skills Development	BTO Team	SAIGA/LGSETA project	BTO Human Capital	LGSETA FUNDED	N/A
No waste collection service 2500 Households.	Standerton Ext 8 Thuthukani	Procurement of 2 waste collection trucks	Ward 12 Ward 9	R 3 000 000,00 (MIG funding)	2 x Truck Drivers 12 x General Workers
Overflown skip bins / no skip bins in some areas.	All wards	Procurement of 50 skip bins	All wards	R 2 000 000,00	4 x SMMEs
Lack of landfill site	Morgenzon	Establishment of a new landfill site	Ward 14	R 7 000 000,00	1 x SMME Estimate of 20 jobs
Lack of transport for street cleaners to be deployed to other areas(open spaces and main roads)	All wards	Procurement of a cab crew 2 ton truck	All Wards	R 1 400 000,00	1 x SMME
Poor collection of household refuse	All wards	Procurement of 1 waste collection trucks	All wards	R 1 500 000,00 (Internal funding)	1 x Truck Drivers 6 x General Workers

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Community Issue Addressed	Beneficiaries/ Impact/Outcome	Programme/project	Ward/ Project Location	2025/26 Budget R'000	# jobs to be created & no. SMMEs to benefit
Increased number of illegal dumping sites	All wards	Procurement of 1 x skip loader truck	All wards	R 1 000 000,00	1 x SMMEs
No refuse bins	All Wards	Procurement of	Ward 14	R 7 000 000,00	1 x SMME Estimate of 20 jobs
Damaged building unsafe for occupancy	Standerton fire-station	Upgrade Standerton fire-station	All wards	R3 000 000,00	
Prolonged response time	Rooikoppen, Sakhile and extended areas	Establishment of a satellite fire station in Sakhile	All wards	R 3 000 000,00	
Unhabitable structure	Morgenzon	Construction of fire station	Ward 14	R 5 000 000,00	
Hazardous incidence	All wards	Procurement of hazmat unit	All wards	R 2 000 000,00	
Inability to issue disaster relief	All wards	Procurement of a bakkie	All wards	R 700 000,00	
Longer turnaround time on incidents and emergency responses.	All wards	Procurement of 2 Fire Engines	All wards	R 6 000 000,00 (GSDM)	2 x SMMEs
Dilapidating Fire Stations	All wards	Repair and Maintenance of Standerton and Morgenzon Fire Stations	Ward 10 and 14	R500 000,00 (Internal funding)	2 x SMMEs
Provision of efficient and effective emergency services.	All wards	Procurement of equipment and hazardous incidents PPE.	All wards	R 1 000 000,00 (SLPs)	
Inability to attend to all traffic emergencies reported	All wards	Filling of 6 x Traffic Officers positions	All wards	Salary vote	6 x traffic officers
High Speed control	All wards	Partner with traffic law enforcement agencies on installation of speed cameras.	All wards	According to SLA	1 x SMME
Law enforcement	All wards	Procurement of 1 x trailer for tickets tracing.	All wards	R 5000 000,00 (SLPs)	1 x SMME
Uncoordinated transport sector activities	All wards	Establishment of Transport Forum	All wards	R 50 000,00 (Internal funding)	0
Running out of burial space	All wards	Establishment of Standerton regional cemetery	All wards	R 15 000 000,00	2 x SMMEs

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Community Issue Addressed	Beneficiaries/ Impact/Outcome	Programme/project	Ward/ Project Location	2025/26 Budget R'000	# jobs to be created & no. SMMEs to benefit
Overgrown open spaces, parks and cemeteries	All wards	• Procurement of additional tools and equipment • 2 x tractors • 5 x brushcutters, • 2 x pole pruner chainsaws • 2 x crew Cab trucks • Internal training of CWP and EPWP to operates bush cutters. Budget allocation for herbicides to control growth of grass on the cemeteries.	All wards	R 3 .5 00 000,00	
Overgrown open spaces, parks and cemeteries	All wards	MIG funding to fence off cemeteries. Eradication of alien invasive species. Upgrade of the Municipal Livestock Auctioneering to Animal pound.	All wards	Conduct costing	
Learners lack motivation and confidence in reading and spelling.	Boost confidence, improve vocabulary and increase reading interests	Spelling bee and reading competitions	All wards	R10 000	None
Many children read without understanding. Nalibali statistics shows low literacy rates especially between Grade 4 and 8 learners	Improves reading comprehension, critical thinking and better academic performance.	Reading for meaning	All wards	R10 000	None
Learners lack basic research skills and digital literacy skills for their school work.	Enhance digital literacy, better research skills and improved academic performance.	Digital skills and research training	All ward	R50 000 (DDM, DCSR)	
Many learners struggle to access information based on higher education and career opportunities	Increase access to higher education, reduce drop outs rates and improve career planning.	Career guidance in partnership with DoE, DCSR and Institutions of Higher learning.	All Wards	R20 000	
Transversal structures not active and functional	Organised and functional transversal	Revive and relaunch of following structures: Aids Council, Youth Council,	All Wards	R200 000 (R50 000 per structure)	5 SMMEs

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Community Issue Addressed	Beneficiaries/ Impact/Outcome	Programme/project	Ward/ Project Location	2025/26 Budget R'000	# jobs to be created & no. SMMEs to benefit
		Moral Regeneration Movement, Disability Forum, Sport Council			
Structures not capacitated to perform their activities	Capacitated transversal structures	Partner with the relevant provincial departments in capacity building/ Training for all transversa structures	All Wards	DDM	
Members of the structures not served with formal recognition and appointment letters as serving members of the structure	Recognition of members within the structure.	Official appointment of members of transversal structures	All Wards	N/A	N/A
Infrastructure Development	Municipal Staff	Upgrading boardrooms for training venues	Town Hall, Sakhile Room, Licensing room, Showground Hall, Water Kenir	R350 000	N/A
Employment Equity	Municipal Officials	Submission of the EER	LLM Human Capital	R500 000	N/A
COIDA	Municipal Officials	Return Of Earnings	LLM Human Capital	R2 000 000	N/A
Implementation of internal automated backups for all users And internal hosted servers	Secure disaster Recovery of user's data and all other server that hosted internal	Procurement of storage server, software and implementation	Server	R 2 000 000	
Domain controller upgrade	Efficient AD system	Procurement of server, windows license and implementation	Server	R 500 000	
Server room surveillance cameras	Monitoring of the server room	Procurement Of cameras, storage with a monitoring application	Server	R150 000	

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11 CHAPTER ELEVEN
ORGANIZATIONAL STRUCTURE



11.1 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;

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- 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

For the 2025/2026 financial year, All departments complied with the implementation of Individual performance and submitted their signed performance agreements within 30 days of the commencement of the new financial year, achieving a 100% submission rate in accordance with Chapter 4 of the Municipal Staff Regulations (MSR). Mid-year assessments and reviews were conducted in January 2026 for all staff members, followed by Portfolio of Evidence (POE) verification sessions across all units.

The municipality has been nominated by SALGA to participate in the PMS automation project which will assist the municipality move from manual individual performance to automated, The PERFORMA is a digital PMS solution developed specifically for municipalities to transition from manual processes to automated systems. This system is vital for ensuring municipal ownership of PMS, promote standardisation, consistency & operational efficiency across municipal PMS processes. Currently the municipality is undergoing training on the PERFORMA system and anticipate that the municipality will be implementing the automated system as the new financial year 2026/2027 commences.

DEPARTMENT	PERFORMANCE AGREEMENTS SIGNED
CS – Corporate Services	100%
CSS – Community and Safety Services	100%
OMM – Office of the Municipal Manager	100%
BTO – Budget and Treasury Office	100%
TS – Technical Services	100%
Total	100%

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.

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11.2 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

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	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 61 Human Resource Plan

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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

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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

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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

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			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 culture of performance in the municipality.	Adopt and implement performance management to all municipal employees	Cascading the Individual Performance Management System to all municipal employees.	Consultation with relevant stakeholders for the adoption and implementation and monitoring of the IPMS	Consultation with relevant stakeholders for the adoption and implementation and monitoring of the IPMS	Implementation and monitoring of the IPMS	Implementation and monitoring of the IPMS		IPMS officer appointed and performance agreements developed for all employees and signed. Job descriptions reviewed to align to performance agreements

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11.3 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 62: 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

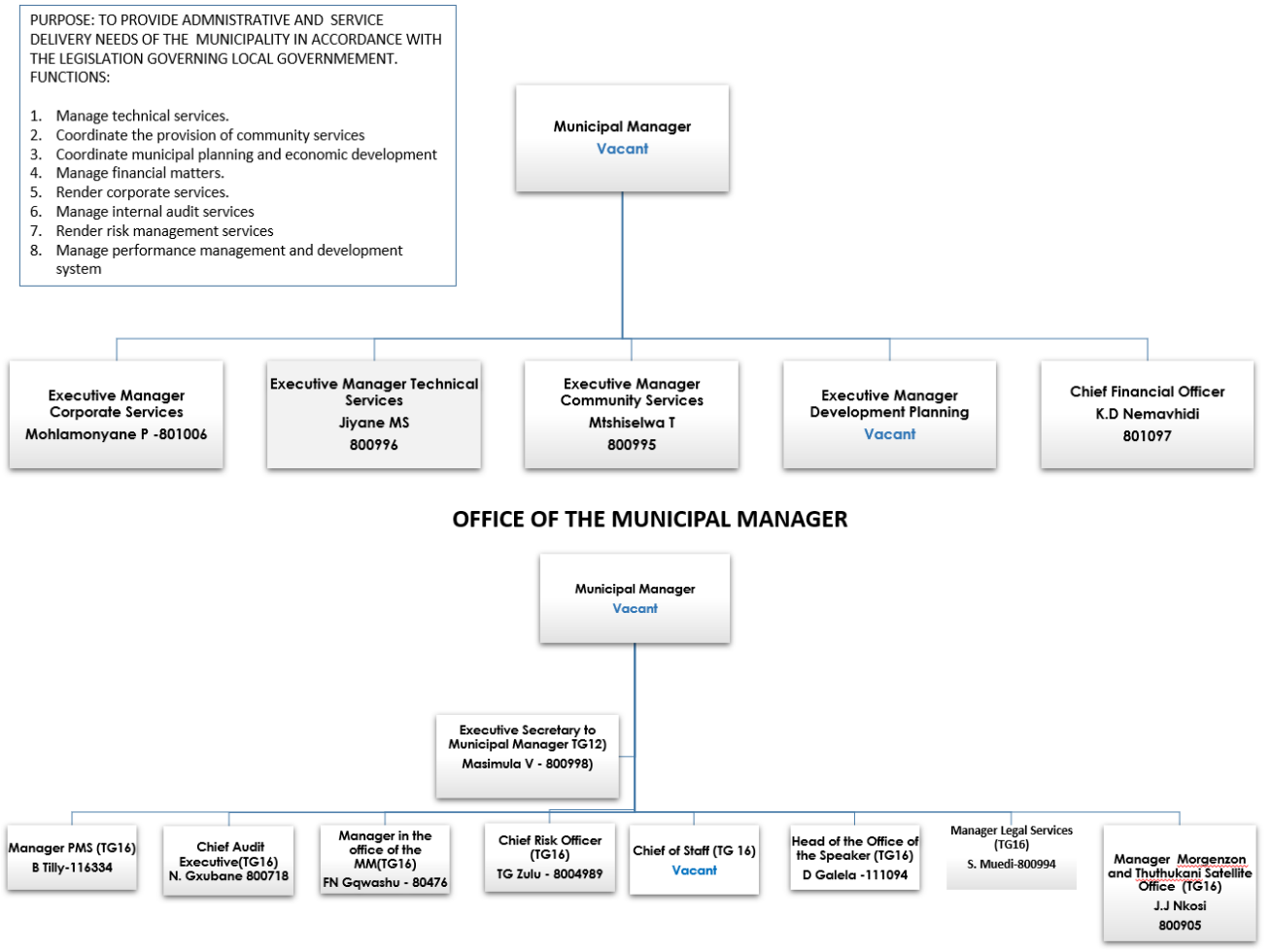
Table 63: Planned training budget 1 May 2023 - 30 April 2024

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

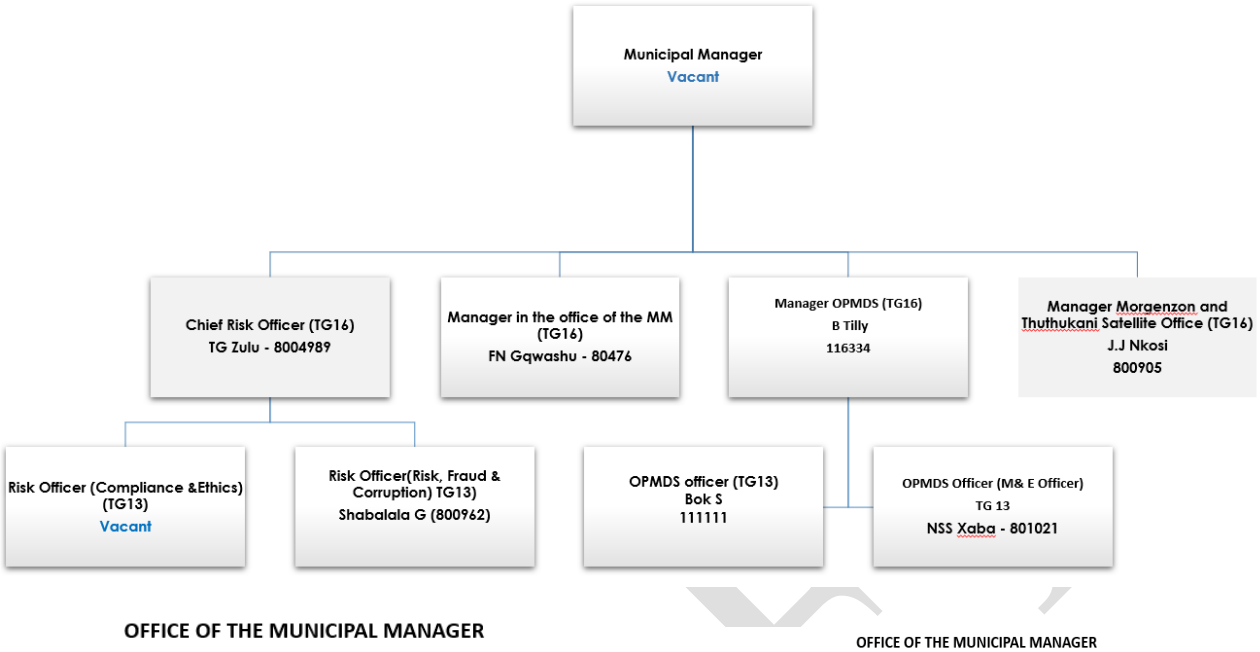
Promoting Sound Financial Management & Financial Viability	Municipal Financial Viability and Management	To improve revenue collection and ensuring that the municipality is financially sustainable.	18	8	26	4	2	6
Enhancing Infrastructure and Service Delivery	Basic Service Delivery and Infrastructure Development	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 64: Total planned beneficiaries for 1 May 2023 - 30 April 2024

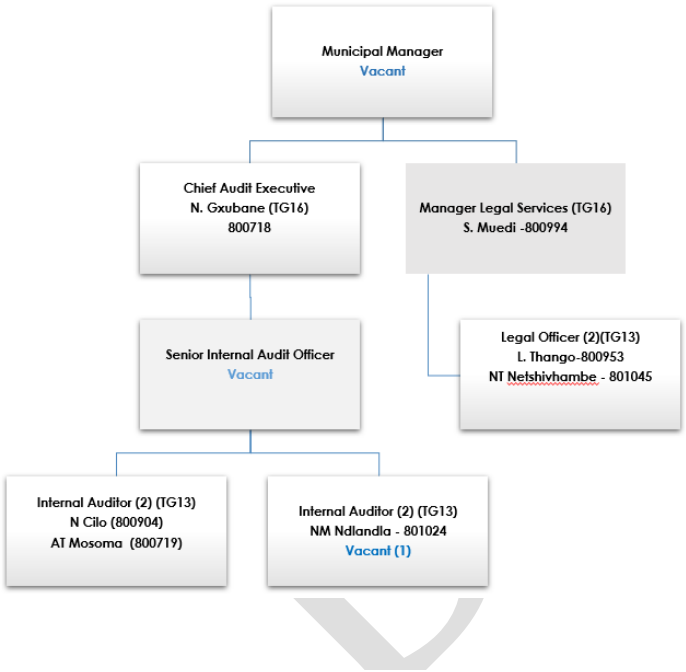


OFFICE OF THE MUNICIPAL MANAGER

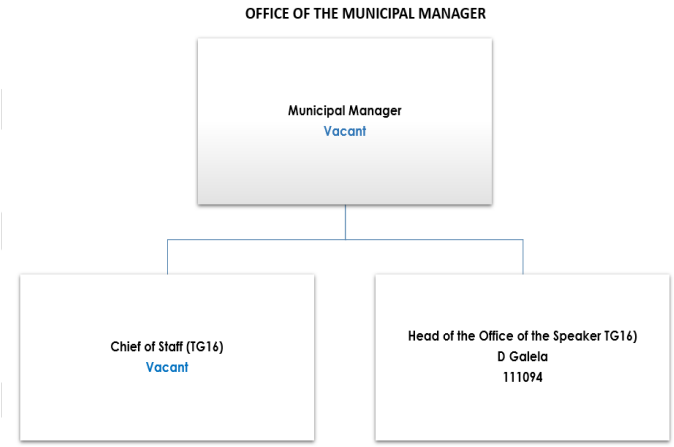
OFFICE OF THE MUNICIPAL MANAGER



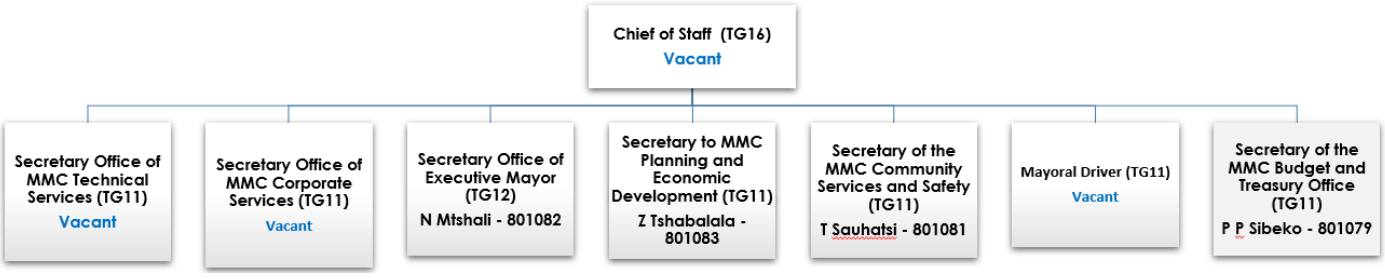
OFFICE OF THE MUNICIPAL MANAGER



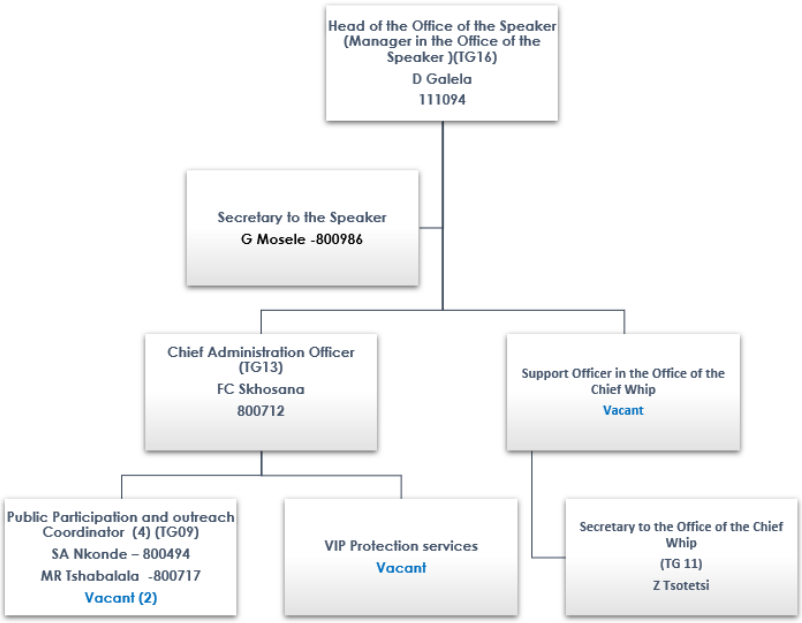
OFFICE OF THE MUNICIPAL MANAGER



OFFICE OF THE EXECUTIVE MAYOR



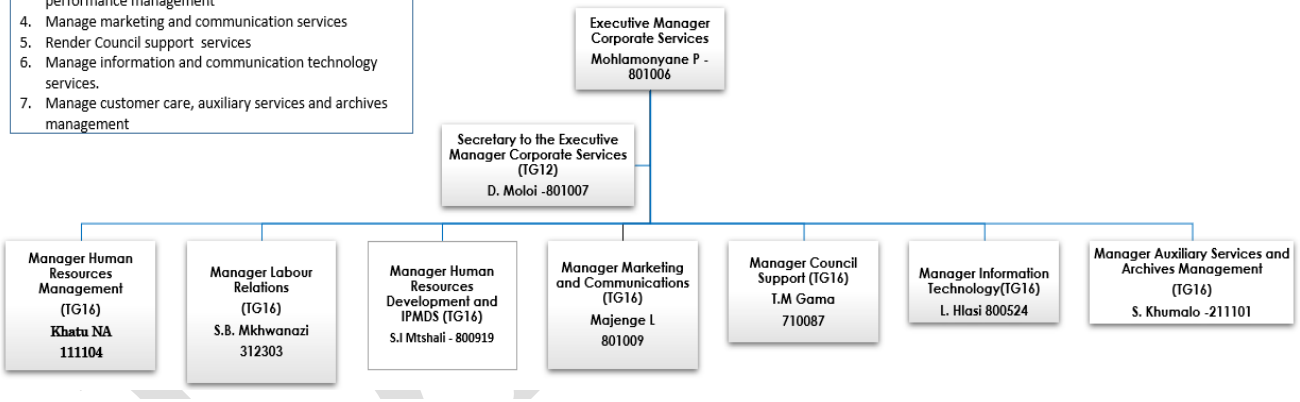
OFFICE OF THE SPEAKER



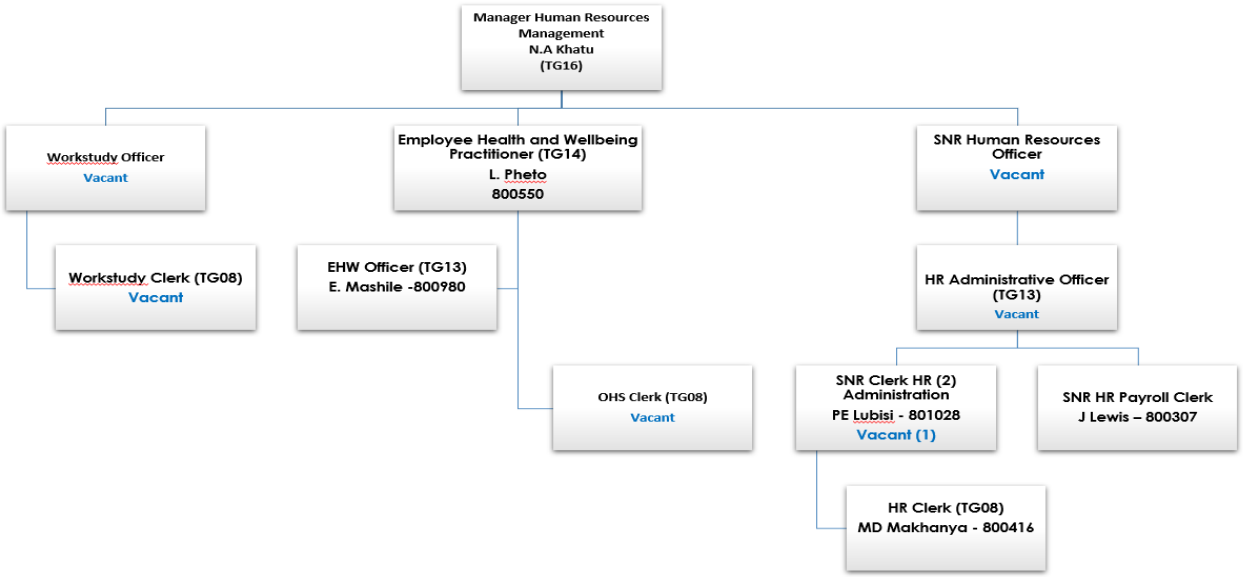
CORPORATE SERVICES
OFFICE OF EXECUTIVE MANAGER CORPORATE SERVICES

PURPOSE: TO RENDER CORPORATE SERVICES.
FUNCTIONS:

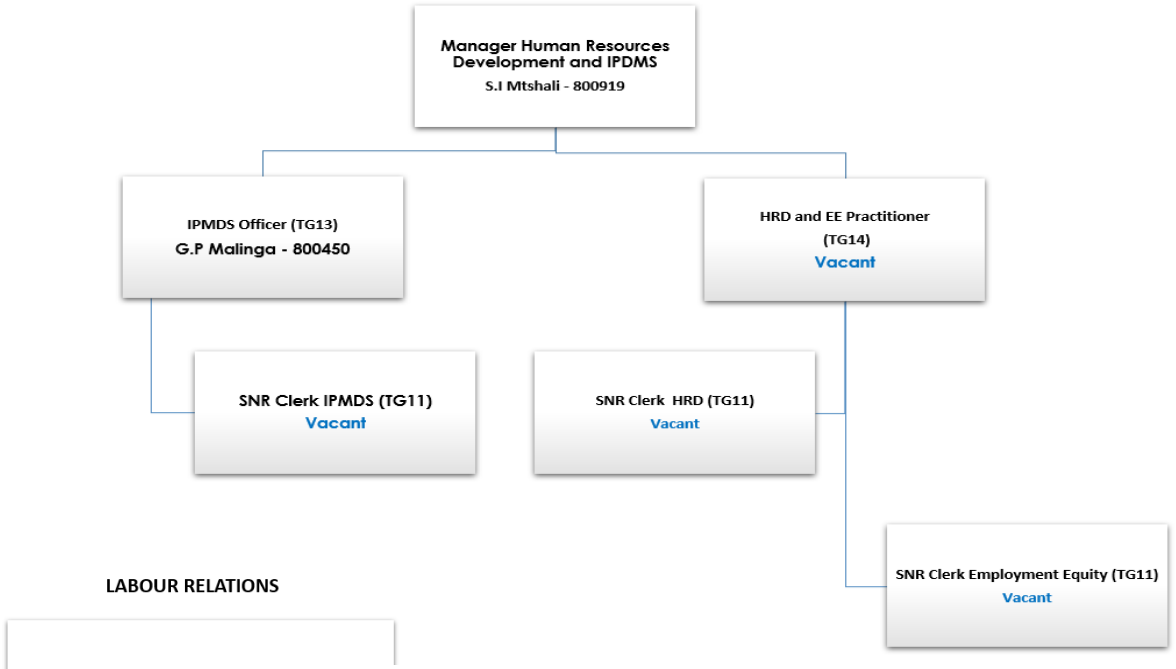
1. Render human resource management.
2. Render labour relations services
3. Render human resource development and individual performance management
4. Manage marketing and communication services
5. Render Council support services
6. Manage information and communication technology services.
7. Manage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



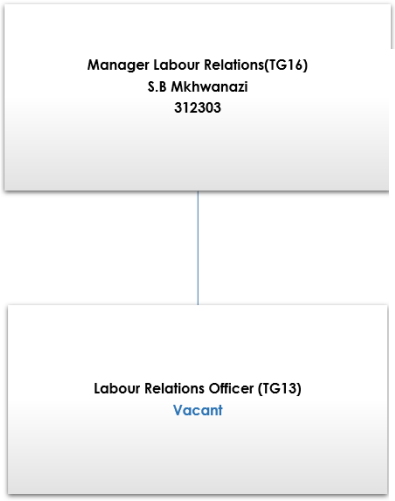
HUMAN RESOURCES MANAGEMENT



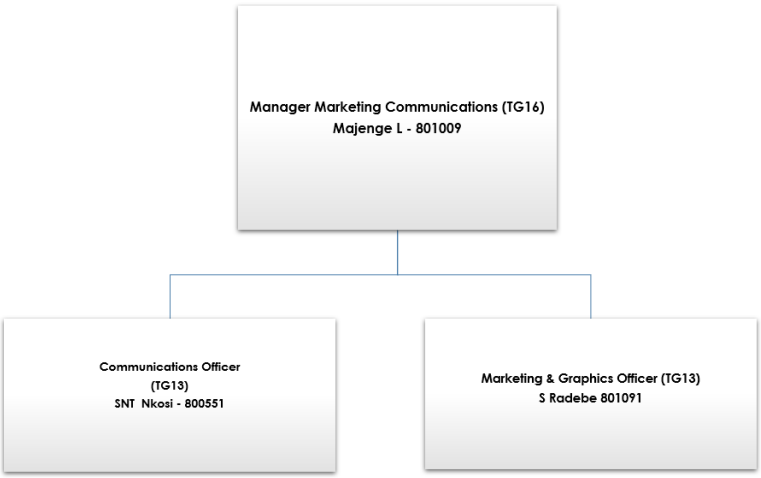
HUMAN RESOURCES DEVELOPMENT AND IPDMS



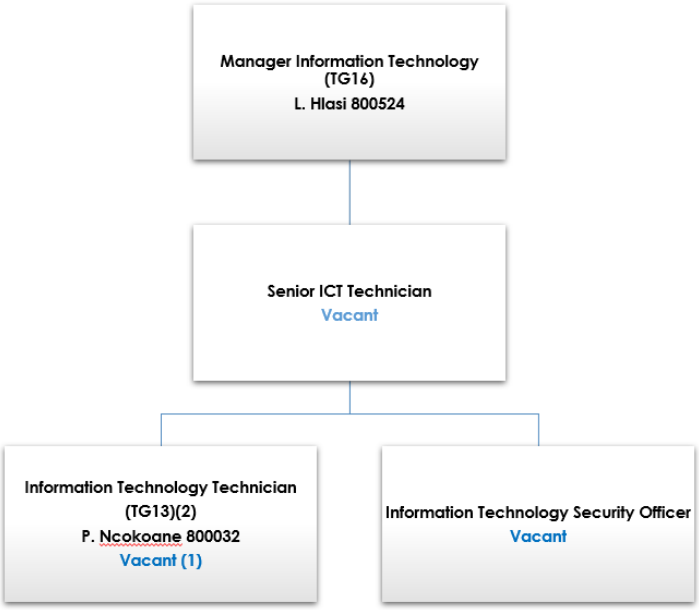
LABOUR RELATIONS



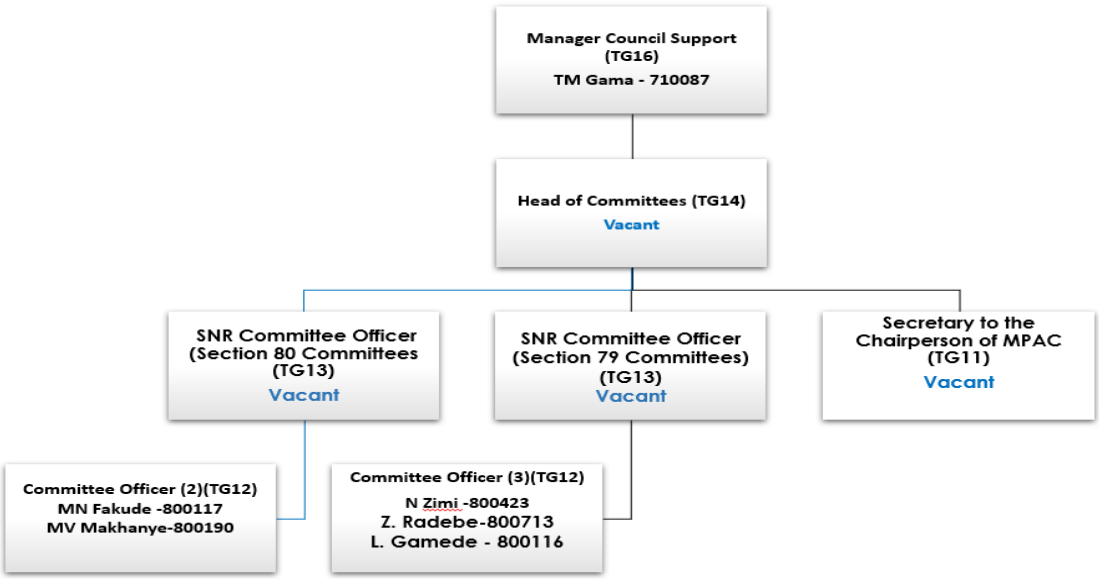
MARKETING AND COMMUNICATIONS



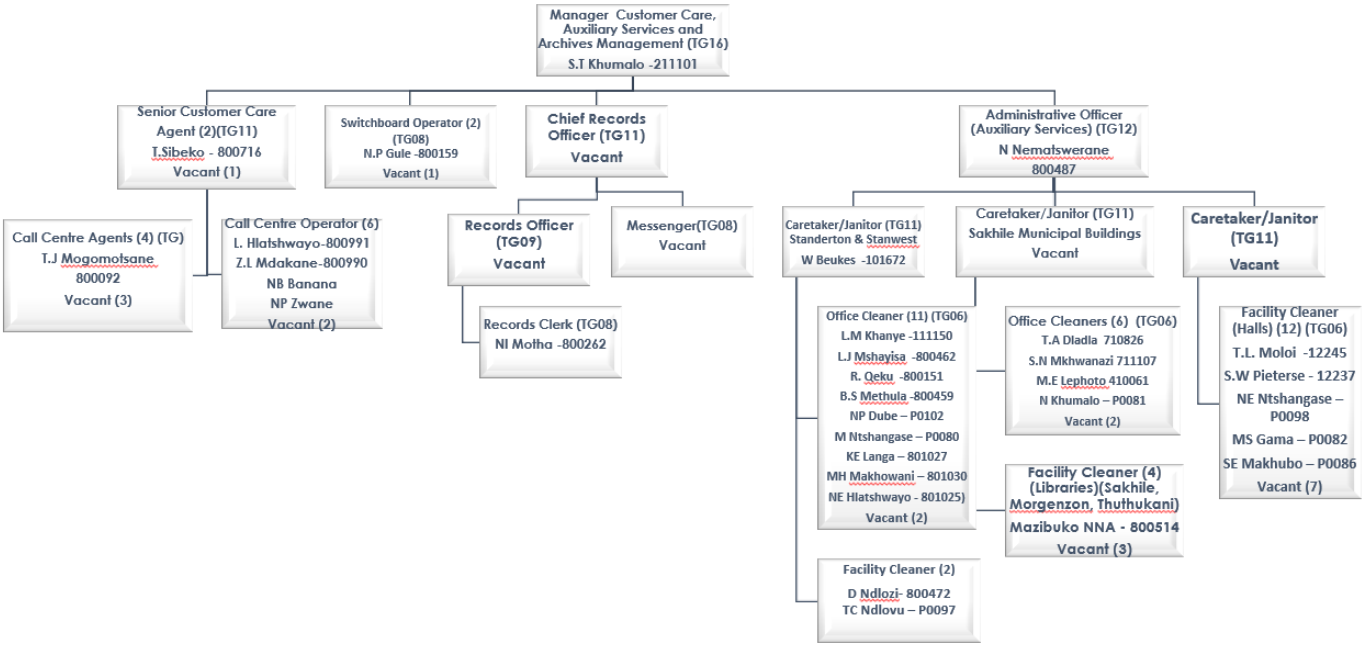
INFORMATION AND COMMUNICATION TECHNOLOGY



MUNICIPAL COUNCIL SUPPORT

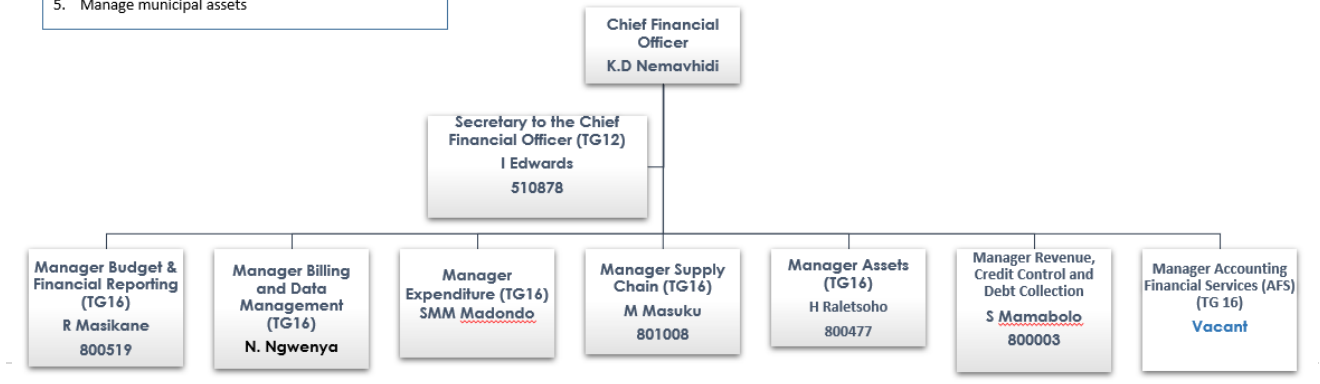


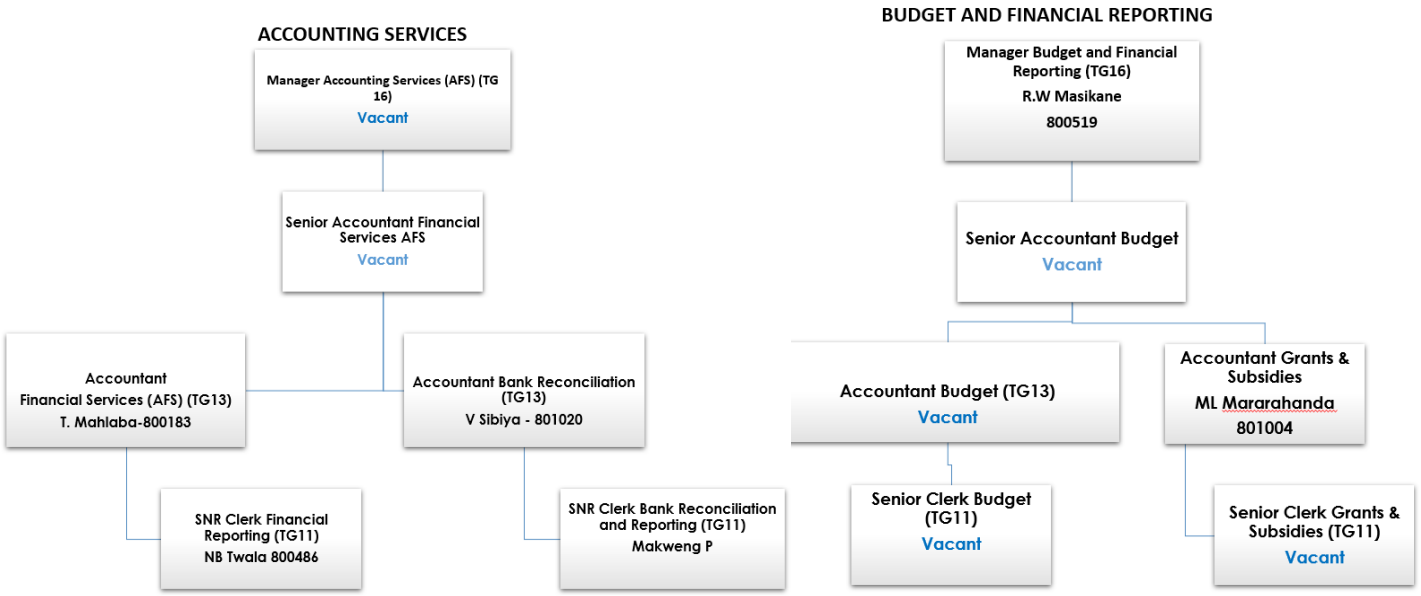
AUXILIARY SERVICES AND ARCHIVES MANAGEMENT

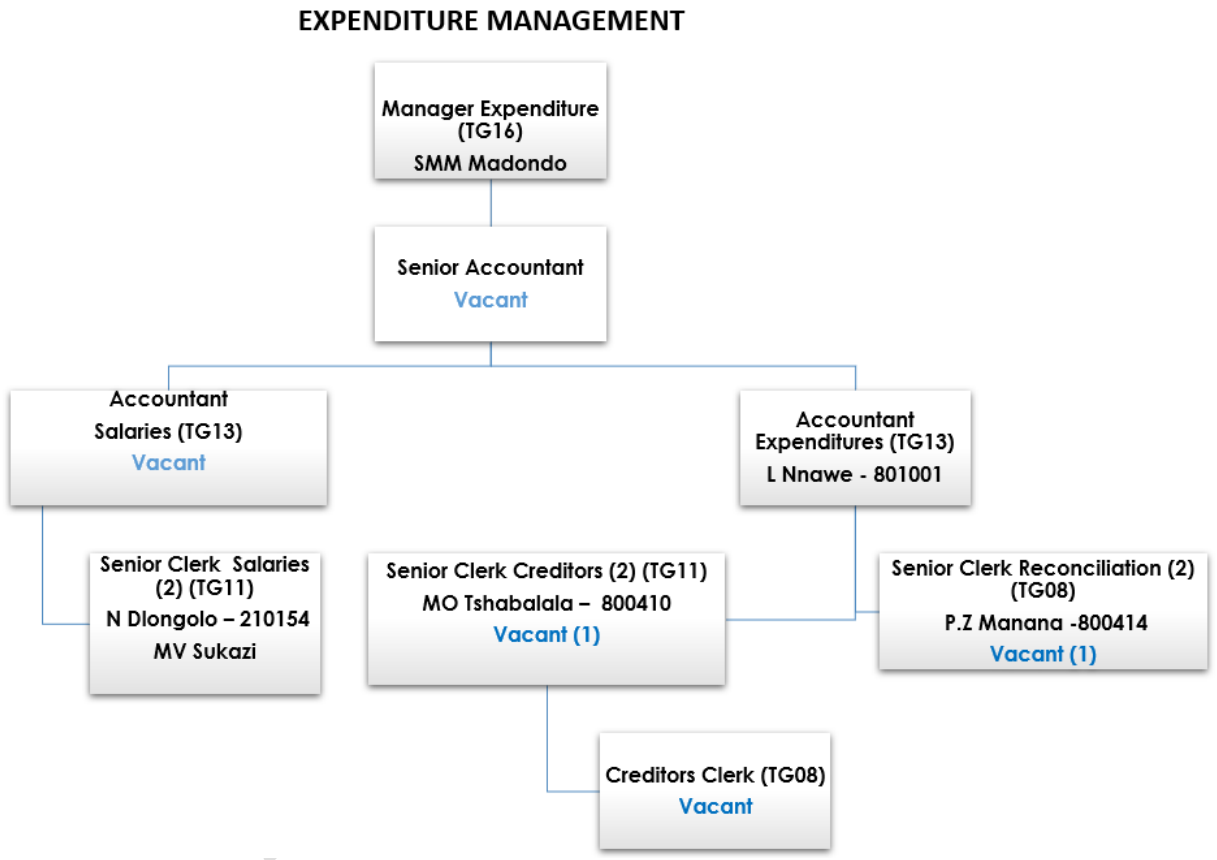


BUDGET & TREASURY OFFICE
OFFICE OF THE CHIEF FINANCIAL OFFICER

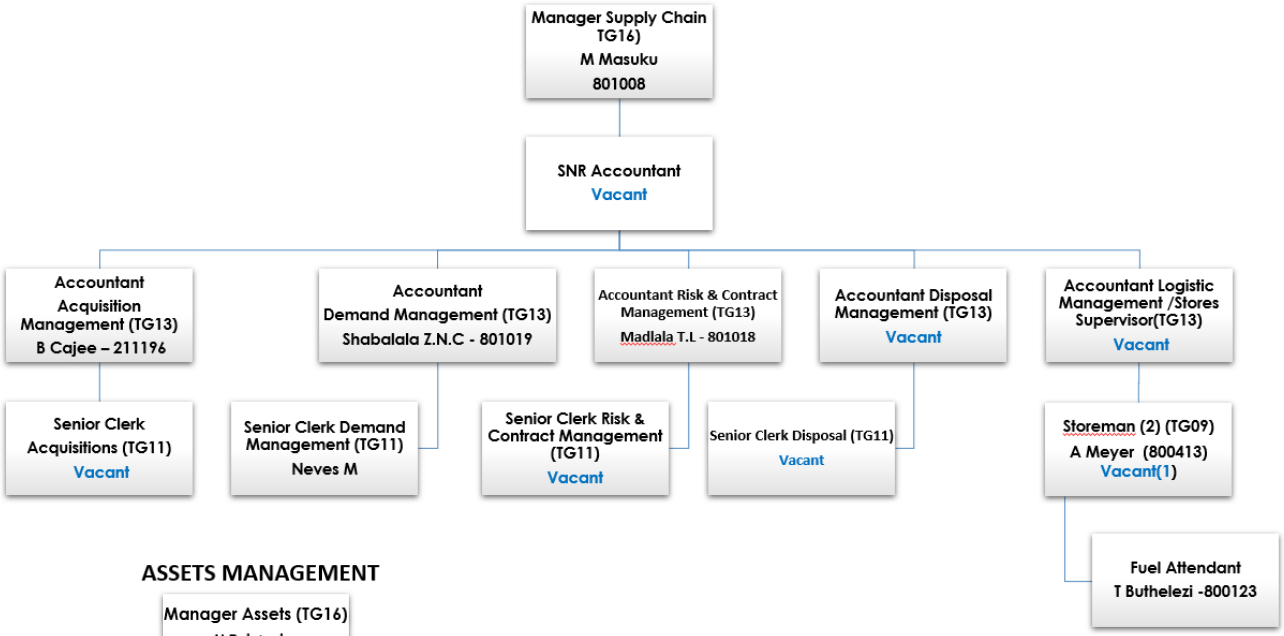
PURPOSE: TO MANAGE FINANCIAL MATTERS.
FUNCTIONS:
1. Manage municipal budget and financial reporting
2. Render revenue management services
3. Manage expenditure services
4. Render supply chain management services
5. Manage municipal assets



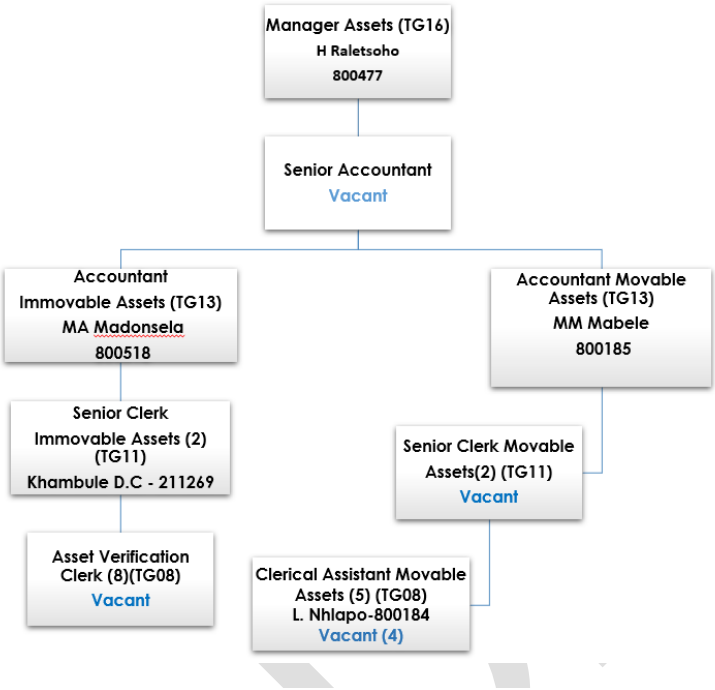

ACCOUNTING SERVICES
Manager Accounting Services (AFS) (TG 16)
Vacant
Senior Accountant Financial Services AFS
Vacant
Accountant
Financial Services (AFS) (TG13)
T. Mahlaba-800183
Accountant Bank Reconciliation (TG13)
V Sibiya - 801020
SNR Clerk Financial Reporting (TG11)
NB Twala 800486
SNR Clerk Bank Reconciliation and Reporting (TG11)
Makweng P
BUDGET AND FINANCIAL REPORTING
Manager Budget and Financial Reporting (TG16)
R.W Masikane
800519
Senior Accountant Budget
Vacant
Accountant Budget (TG13)
Vacant
Accountant Grants & Subsidies
ML Mararahanda
801004
Senior Clerk Budget (TG11)
Vacant
Senior Clerk Grants & Subsidies (TG11)
Vacant


EXPENDITURE MANAGEMENT
Manager Expenditure (TG16)
SMM Madondo
Senior Accountant
Vacant
Accountant
Salaries (TG13)
Vacant
Accountant Expenditures (TG13)
L Nnawe - 801001
Senior Clerk Salaries (2) (TG11)
N Dlongolo – 210154
MV Sukazi
Senior Clerk Creditors (2) (TG11)
MO Tshabalala – 800410
Vacant (1)
Senior Clerk Reconciliation (2) (TG08)
P.Z Manana -800414
Vacant (1)
Creditors Clerk (TG08)
Vacant

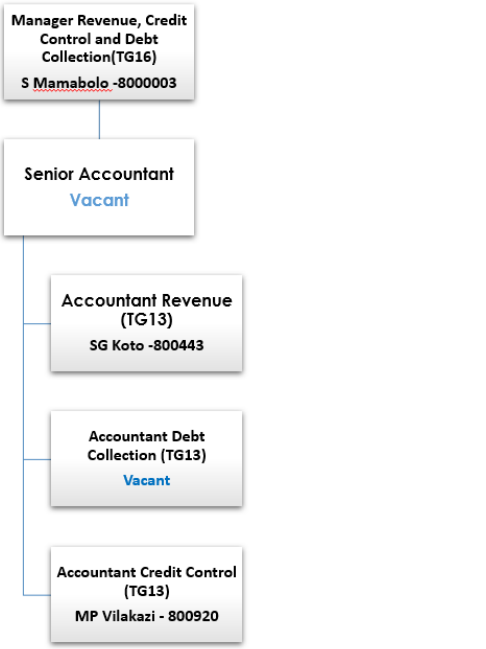
SUPPLY CHAIN MANAGEMENT



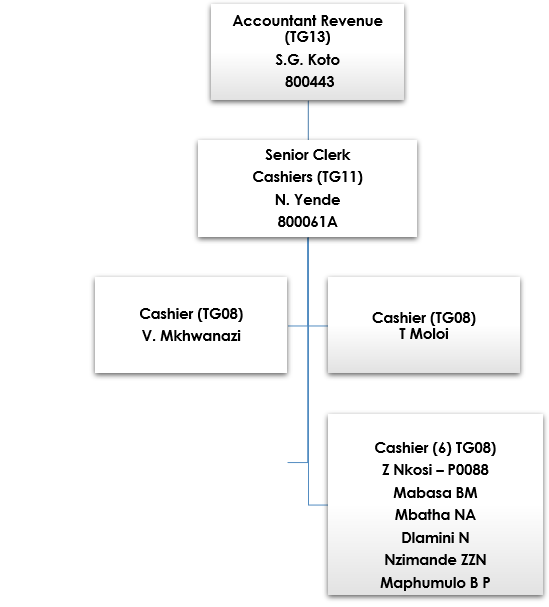
ASSETS MANAGEMENT



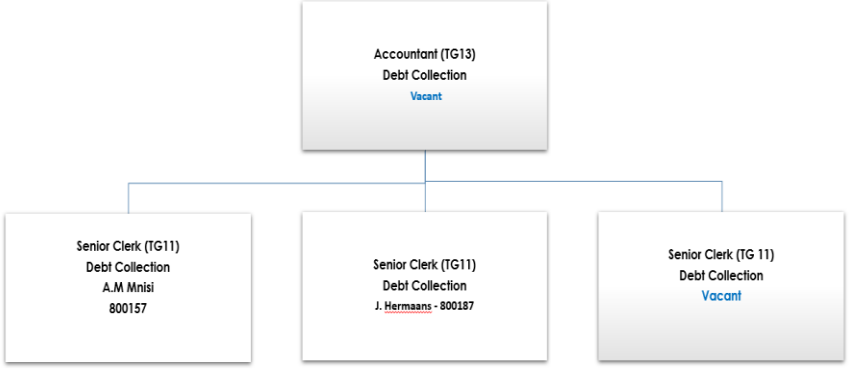
REVENUE, CREDIT CONTROL AND DEBT COLLECTION MANAGEMENT



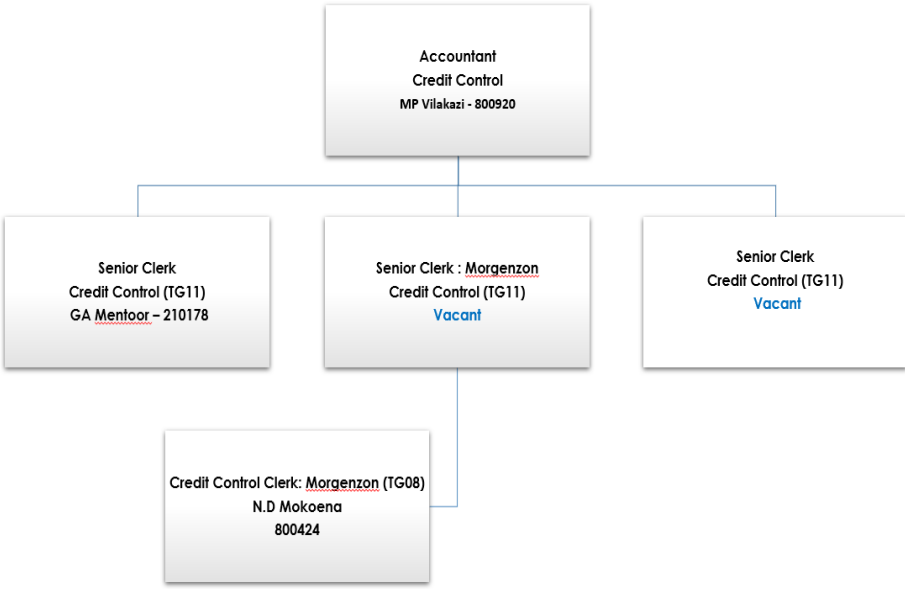
REVENUE, CREDIT CONTROL AND DEBT COLLECTION MANAGEMENT



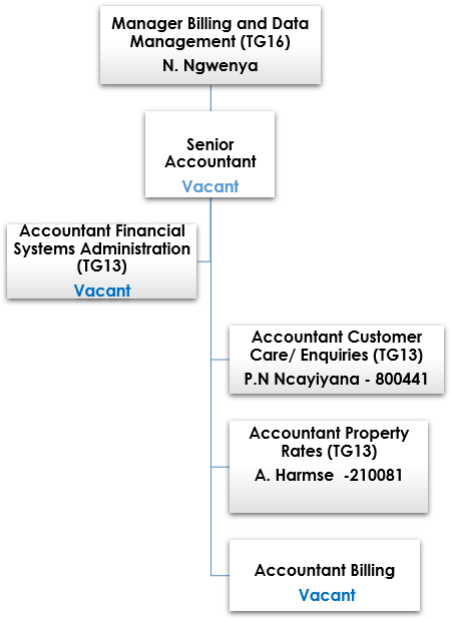
REVENUE, CREDIT CONTROL AND DEBT COLLECTION MANAGEMENT



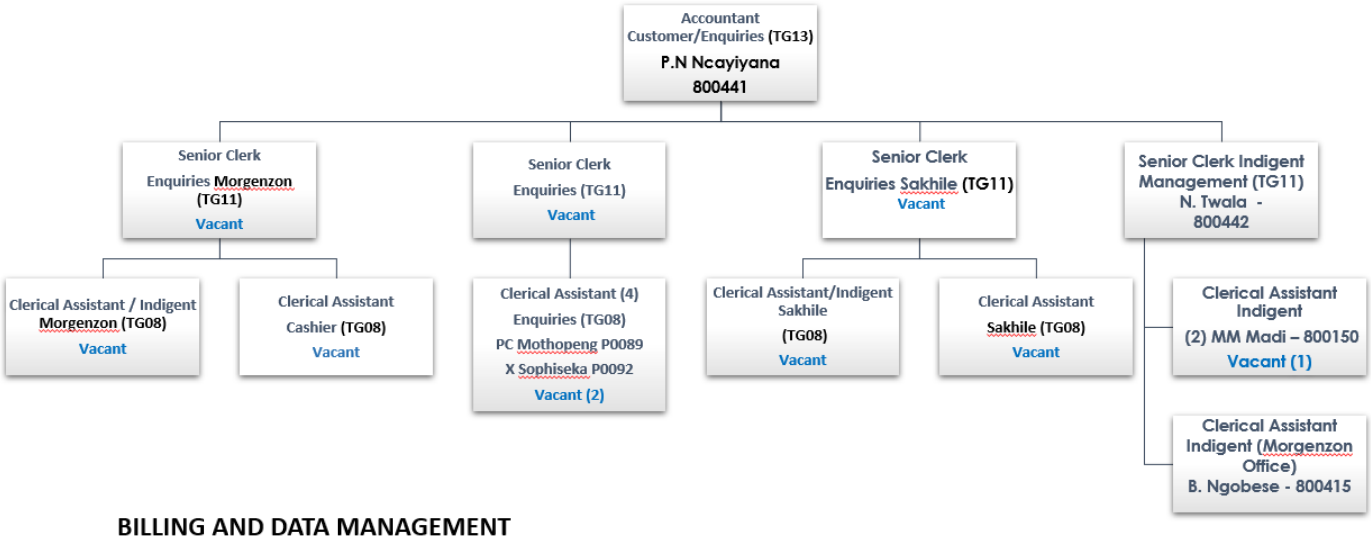
REVENUE, CREDIT CONTROL AND DEBT COLLECTION MANAGEMENT



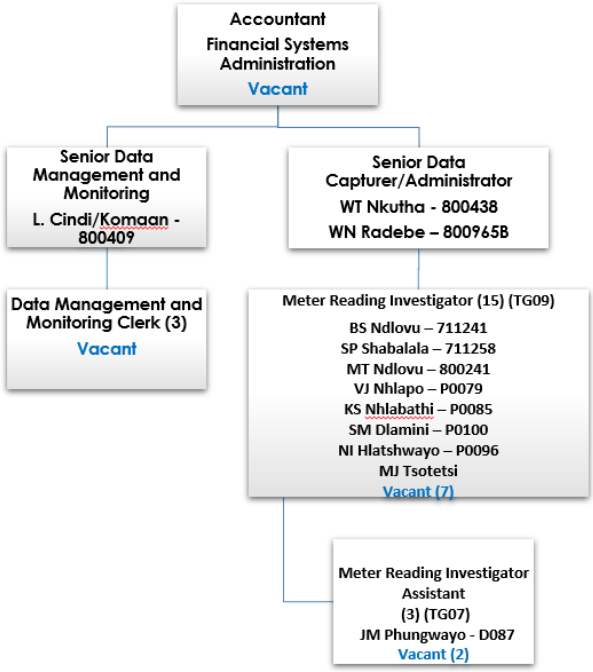
BILLING AND DATA MANAGEMENT



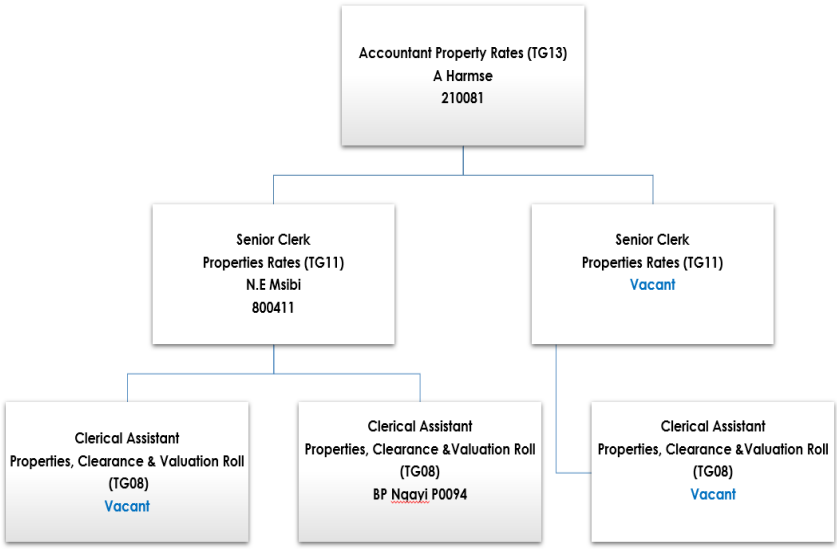
BILLING AND DATA MANAGEMENT



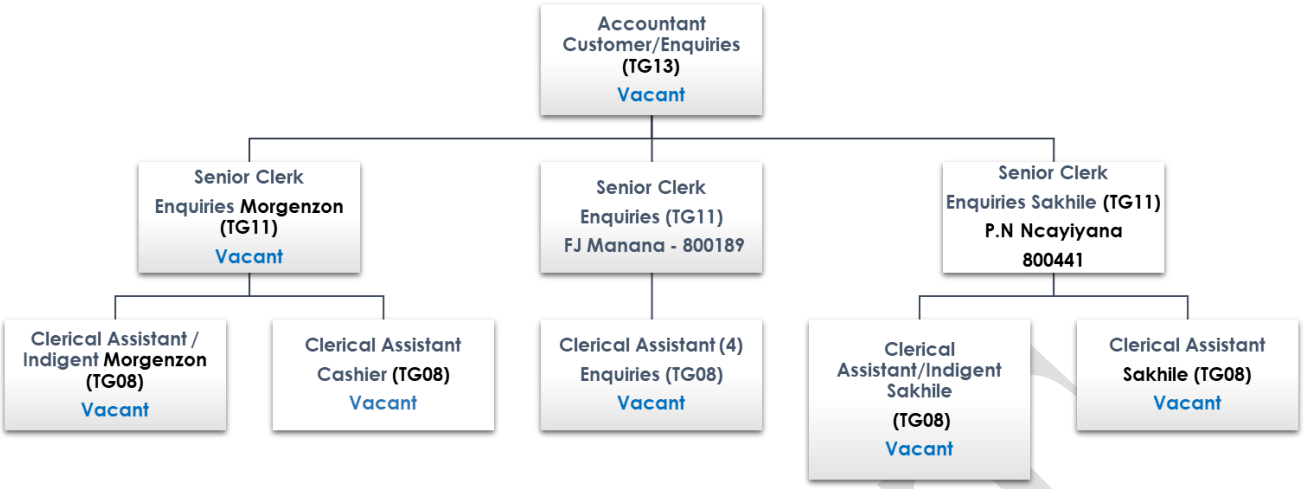
BILLING AND DATA MANAGEMENT



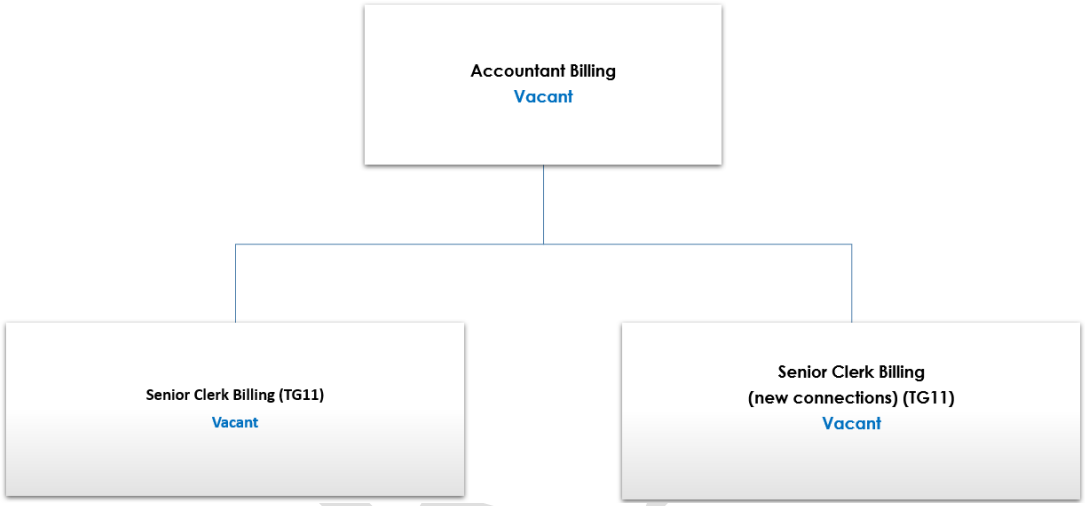
BILLING AND DATA MANAGEMENT



REVENUE MANAGEMENT



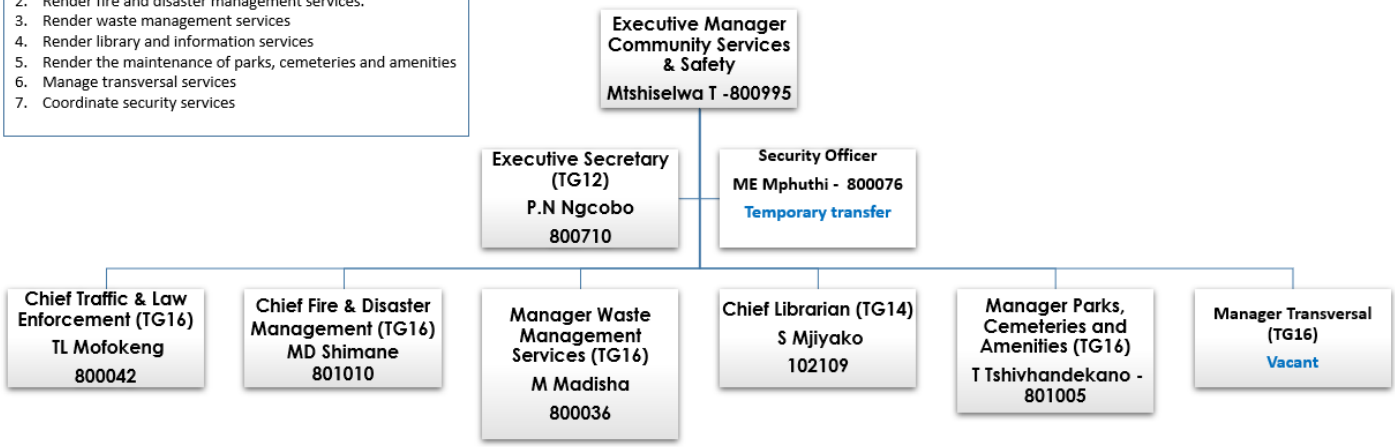
BILLING AND DATA MANAGEMENT



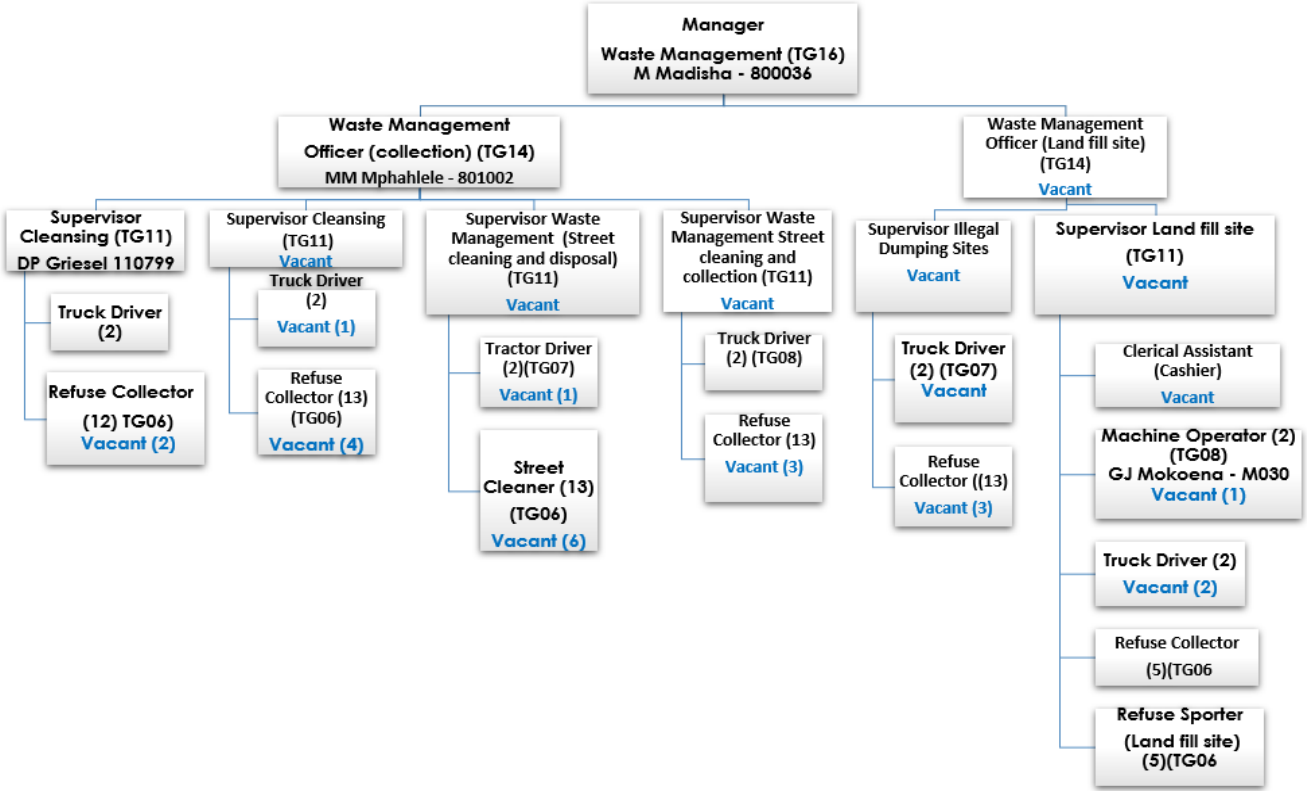
COMMUNITY SERVICES AND SAFETY: OFFICE OF EMCSS

PURPOSE: TO MANAGE SOCIAL DEVELOPMENT SERVICES.
FUNCTIONS:

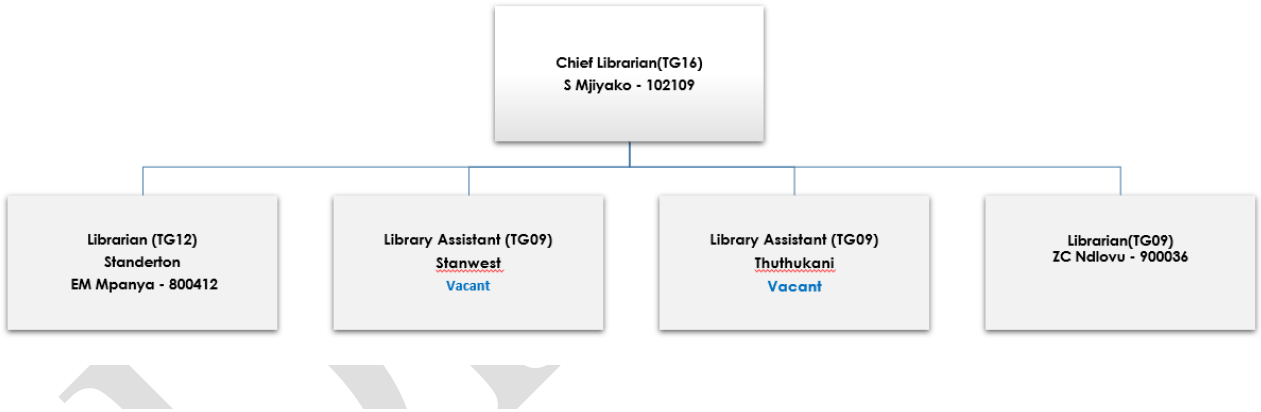
1. Render traffic management services and law enforcement services
2. Render fire and disaster management services.
3. Render waste management services
4. Render library and information services
5. Render the maintenance of parks, cemeteries and amenities
6. Manage transversal services
7. Coordinate security services



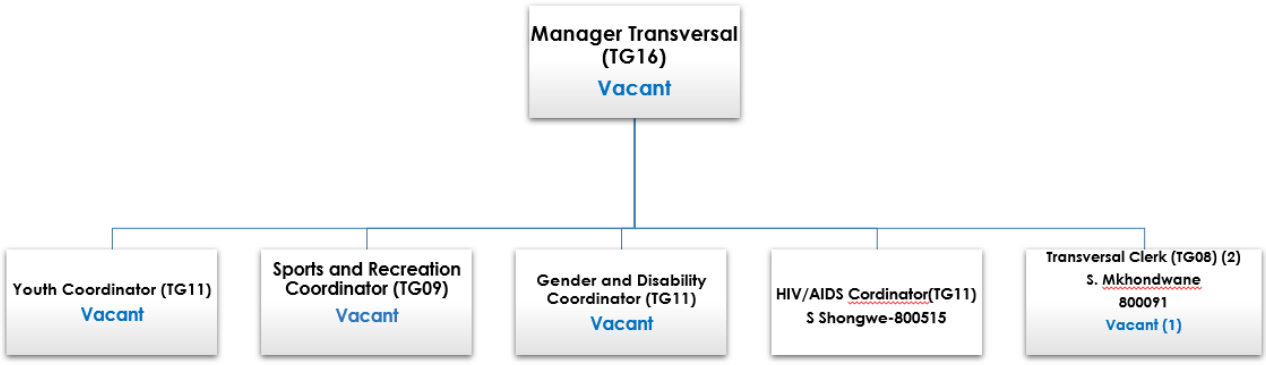
WASTE MANAGEMENT



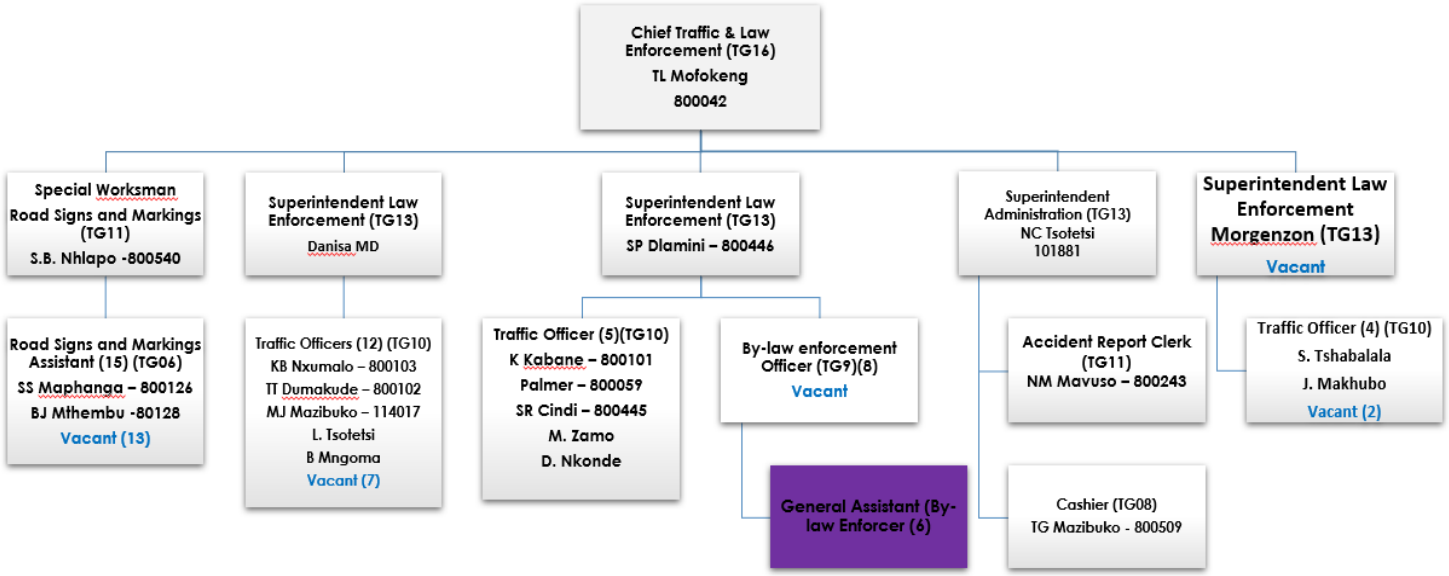
LIBRARY SERVICES



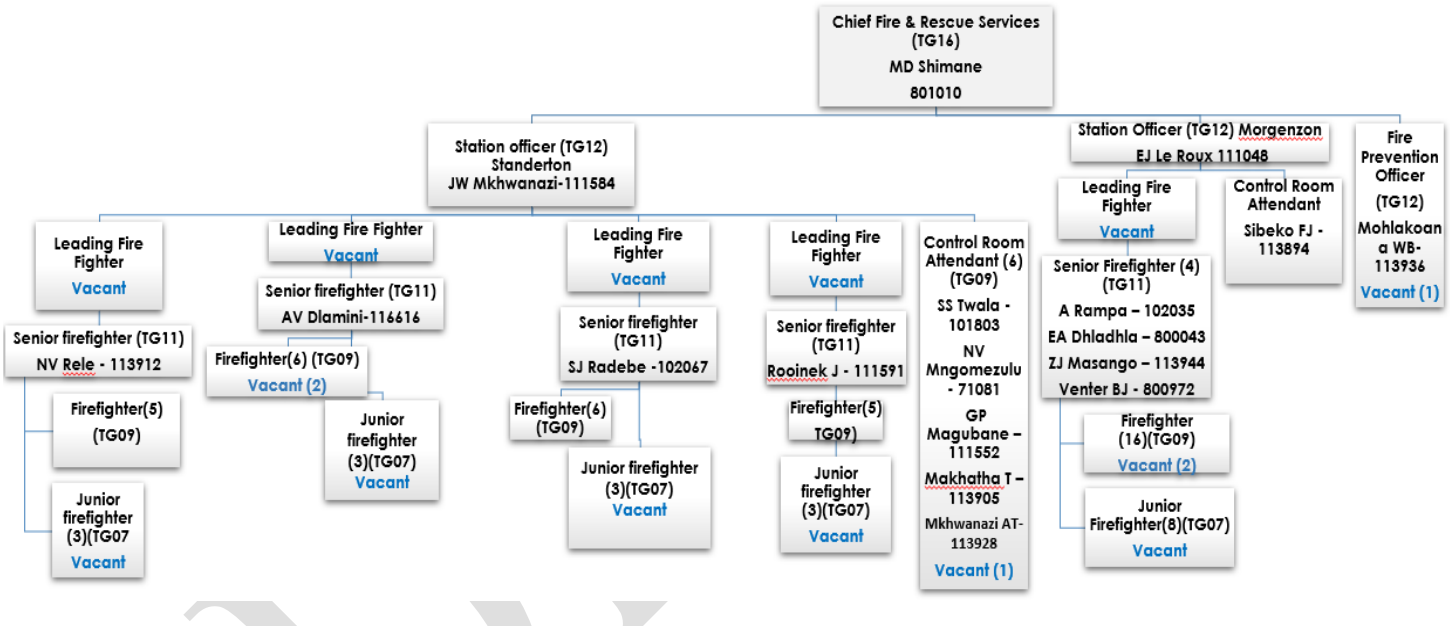
TRANSVERSAL



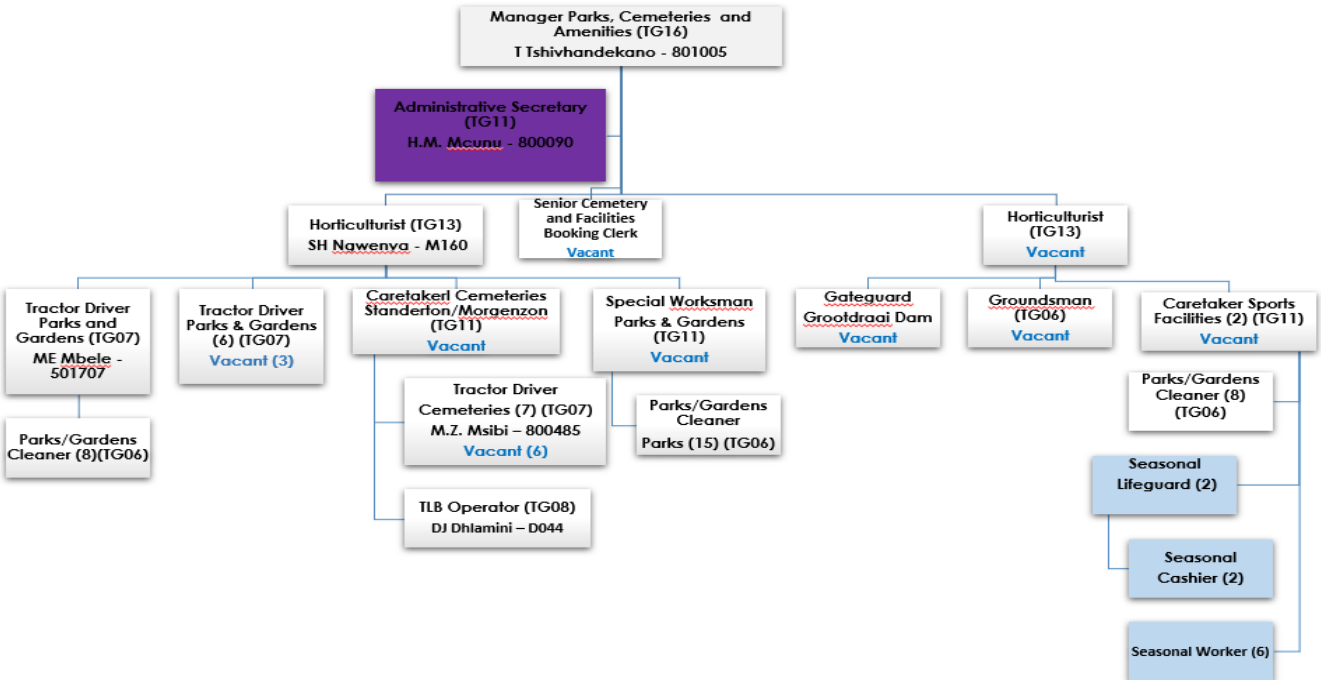
TRAFFIC AND LAW ENFORCEMENT



FIRE & RESCUE SERVICES

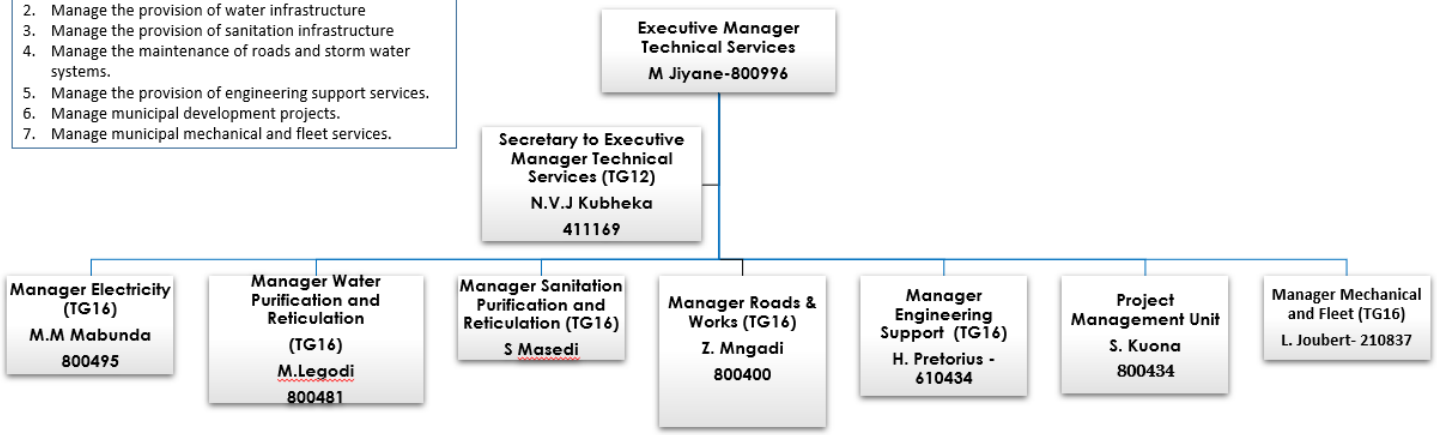


PARKS, CEMETERIES AND AMENITIES

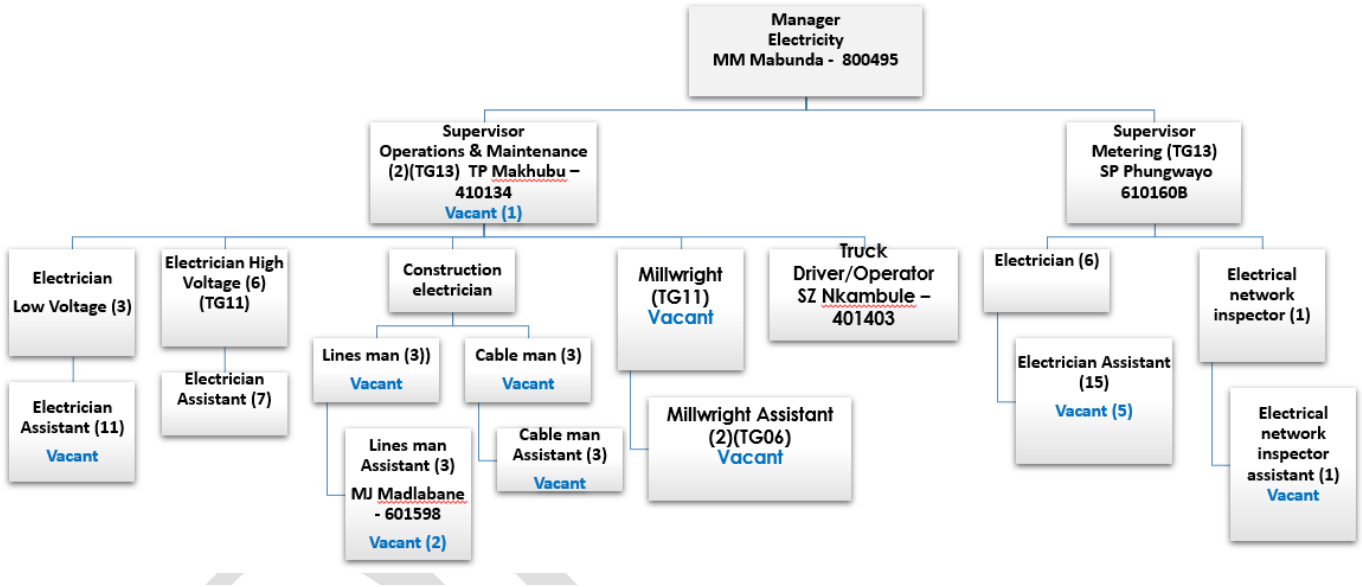


OFFICE OF EXECUTIVE MANAGER TECHNICAL SERVICES

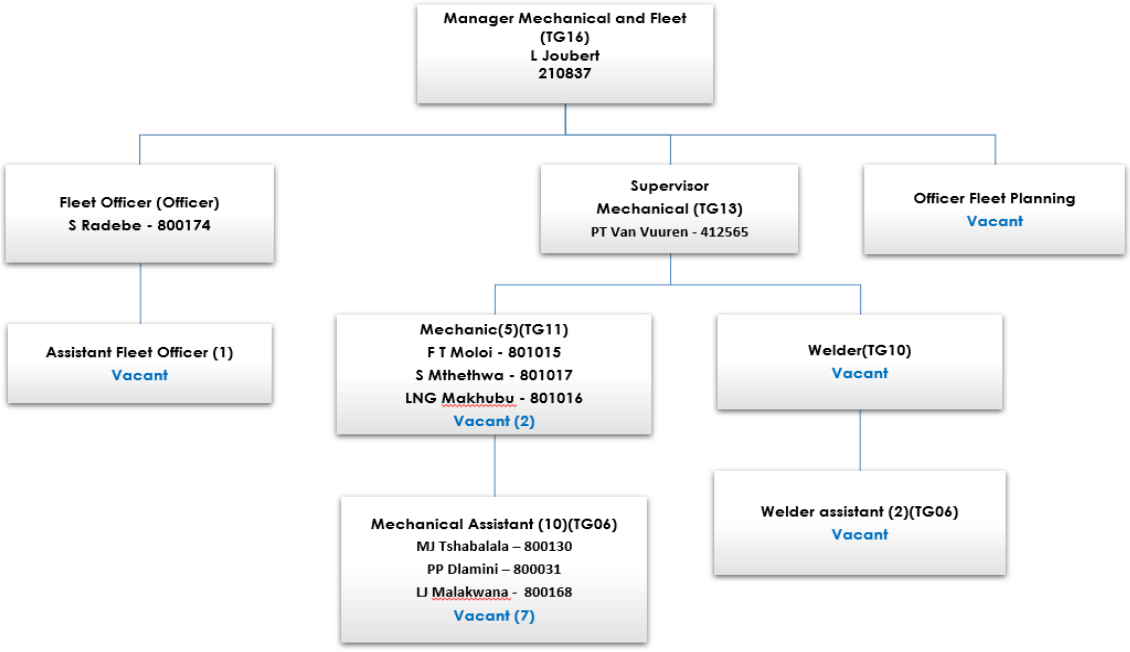
PURPOSE: TO RENDER TECHNICAL SERVICES.
FUNCTIONS:
1. Manage maintenance of electricity municipal infrastructure.
2. Manage the provision of water infrastructure
3. Manage the provision of sanitation infrastructure
4. Manage the maintenance of roads and storm water systems.
5. Manage the provision of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



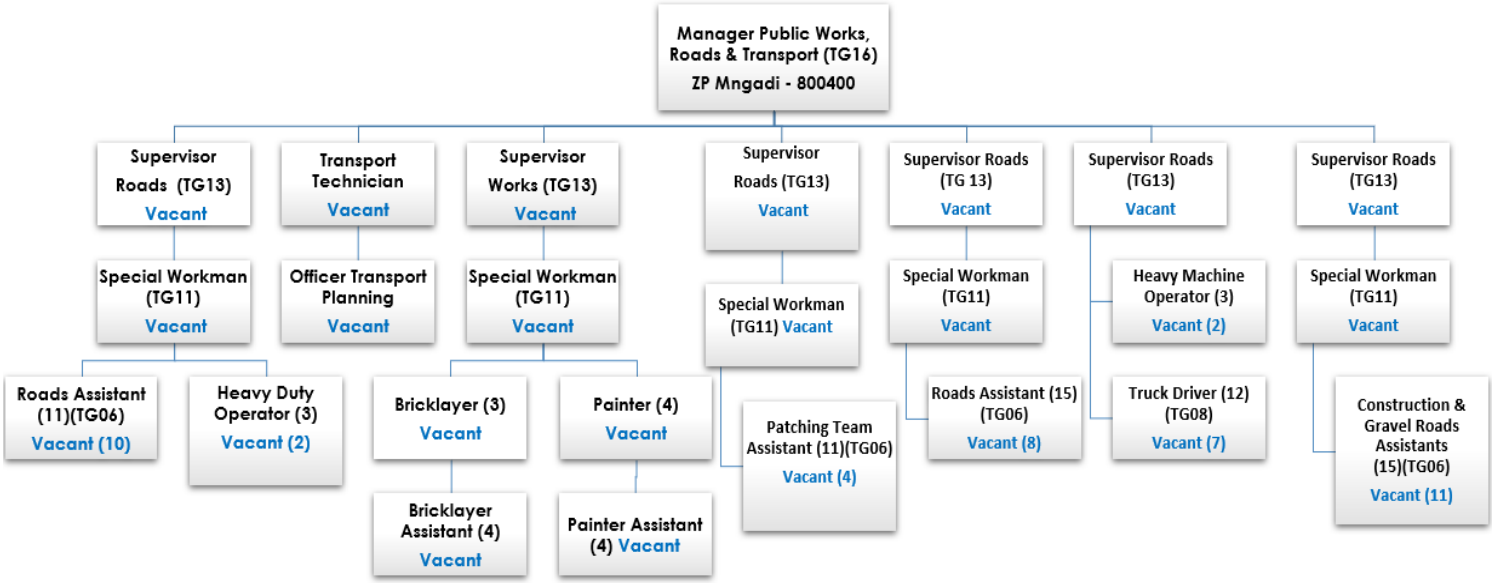
ELECTRICITY AND ENGINEERING SERVICES



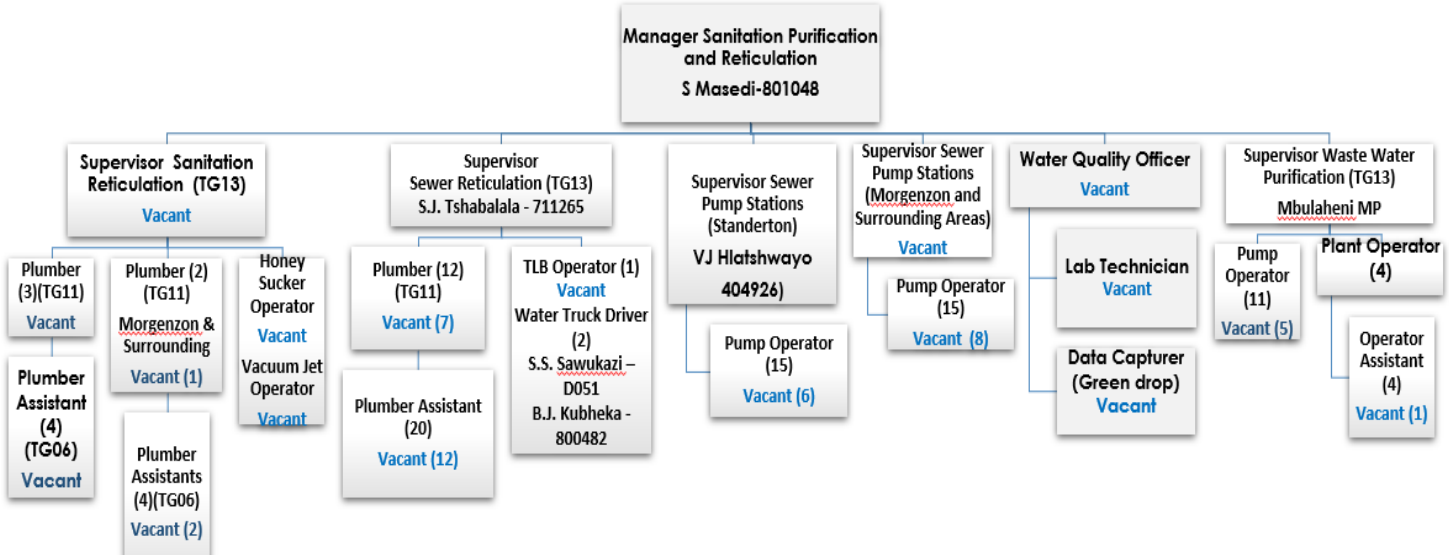
MECHANICAL AND FLEET SERVICES



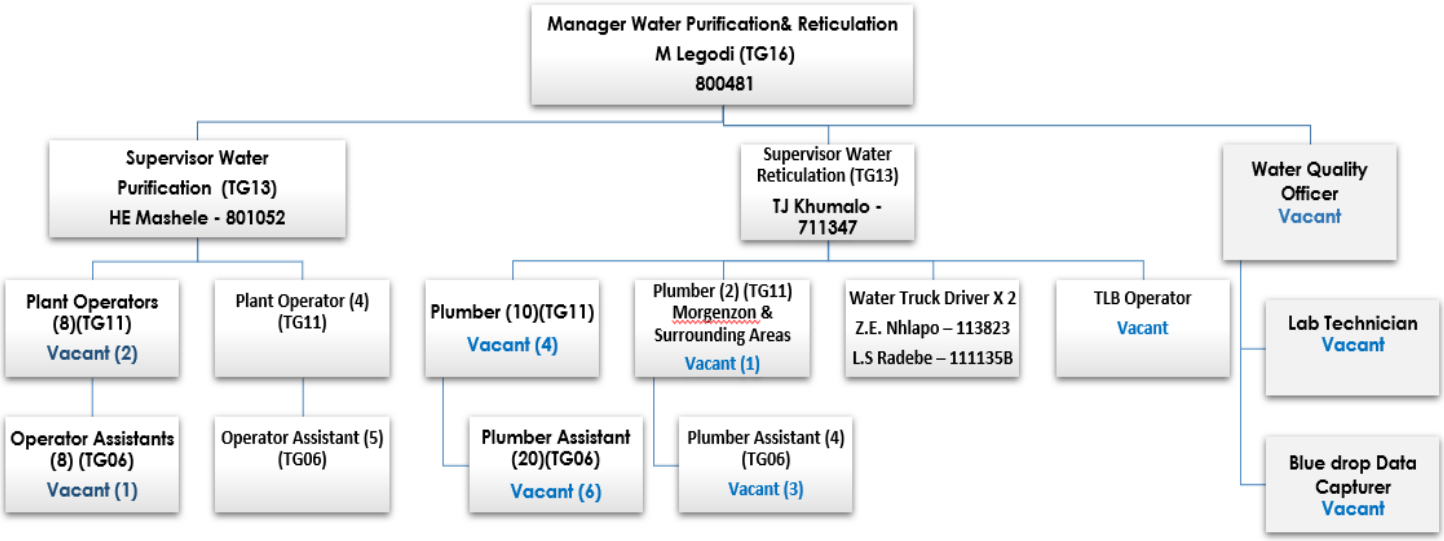
PUBLIC WORKS, ROADS & TRANSPORT



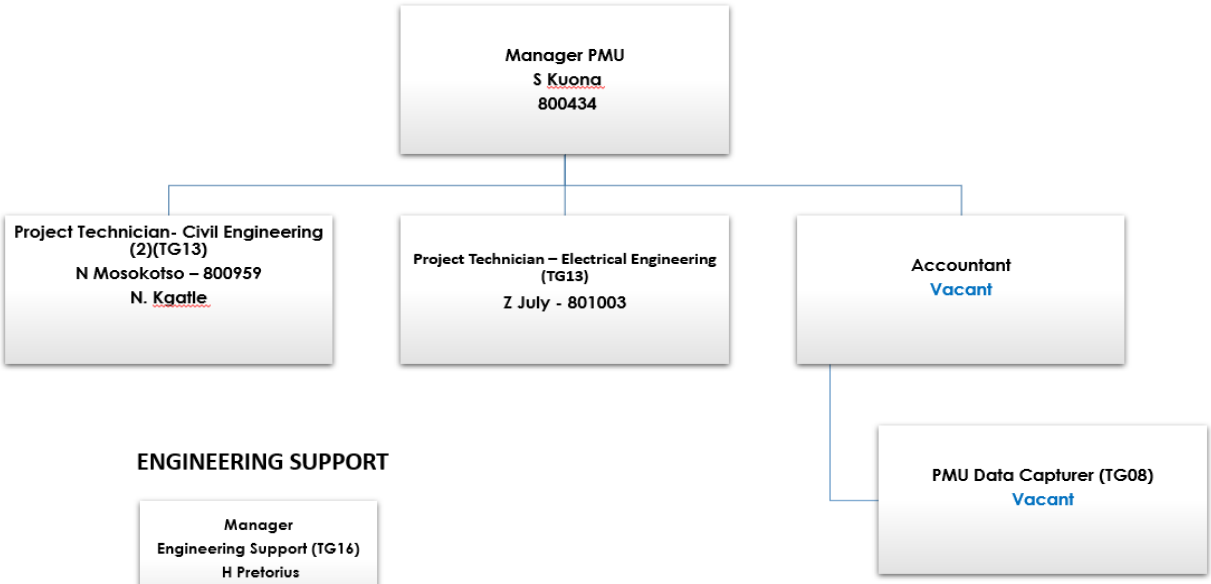
SANITATION, PURIFICATION AND RETICULATION SERVICES



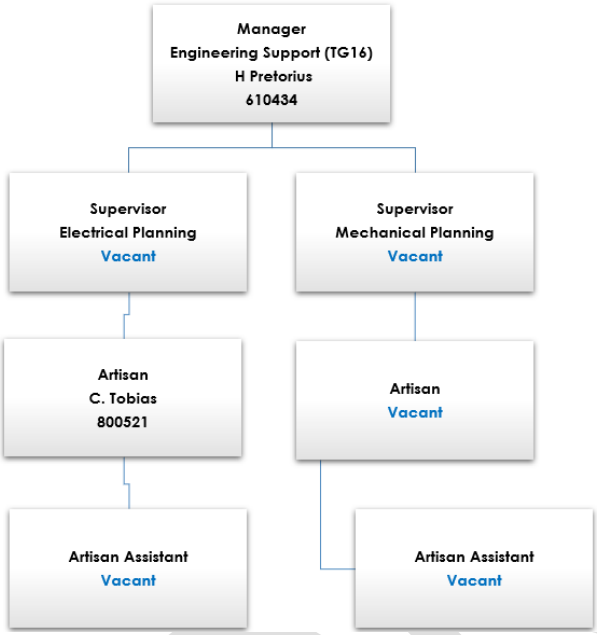
WATER PURIFICATION AND RETICULATION



PROJECT MANAGEMENT



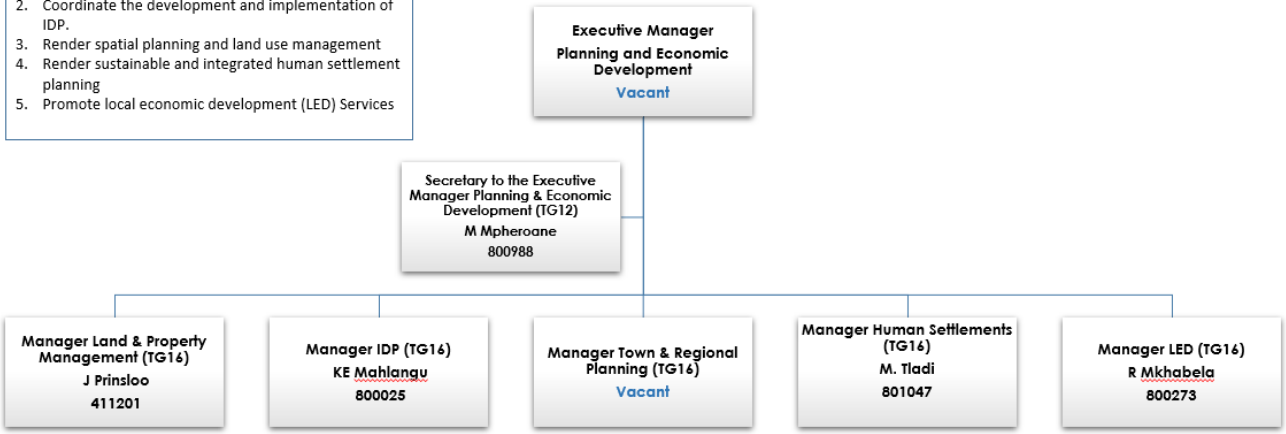
ENGINEERING SUPPORT



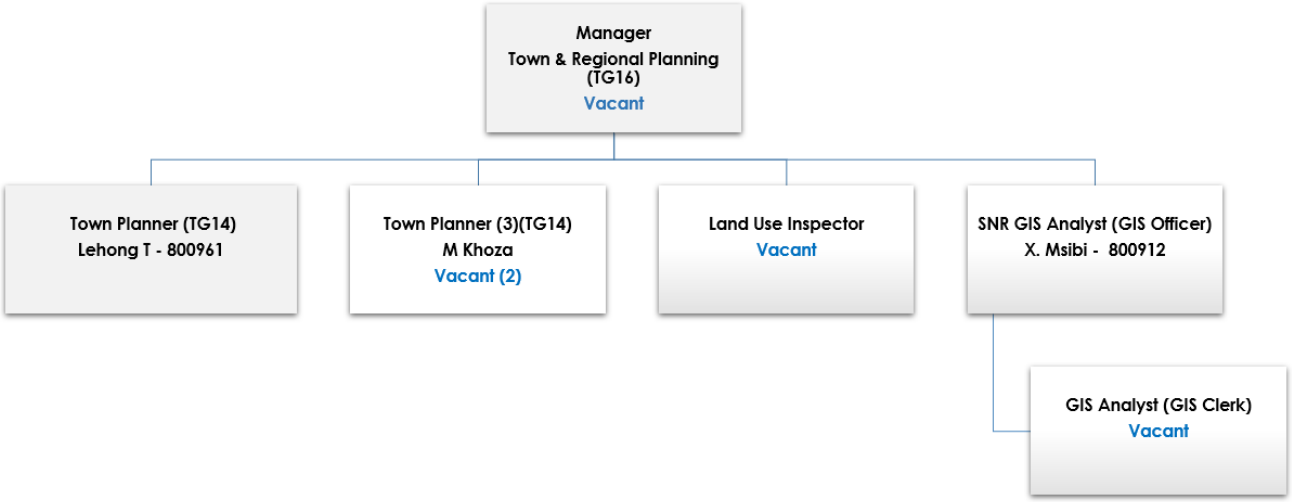
PLANNING AND ECONOMIC DEVELOPMENT: OFFICE OF THE EXECUTIVE MANAGER

PURPOSE: TO COORDINATE MUNICIPAL PLANNING FUNCTIONS:

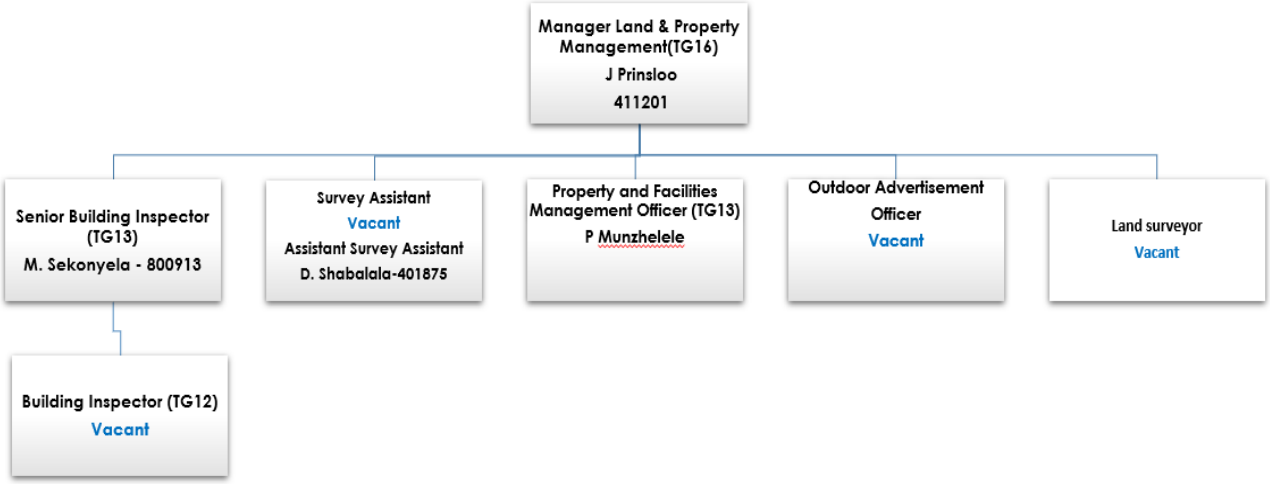
1. Render land and property management services.
2. Coordinate the development and implementation of IDP.
3. Render spatial planning and land use management
4. Render sustainable and integrated human settlement planning
5. Promote local economic development (LED) Services



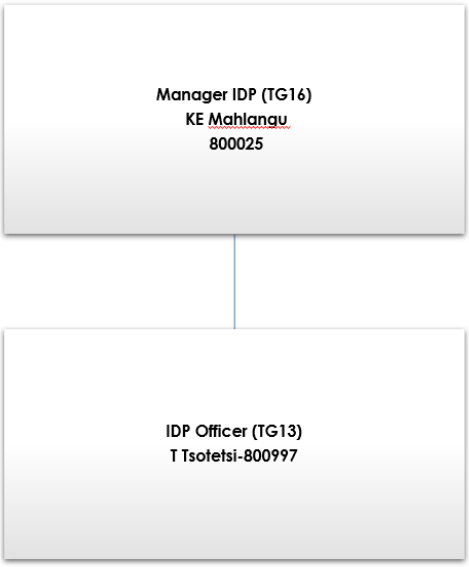
TOWN & REGIONAL PLANNING



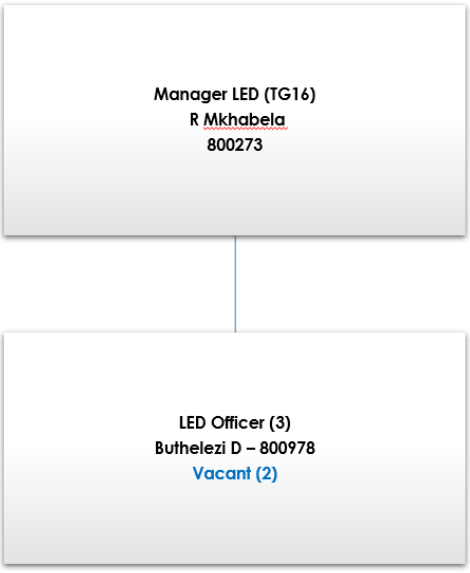
LAND AND PROPERTY MANAGEMENT

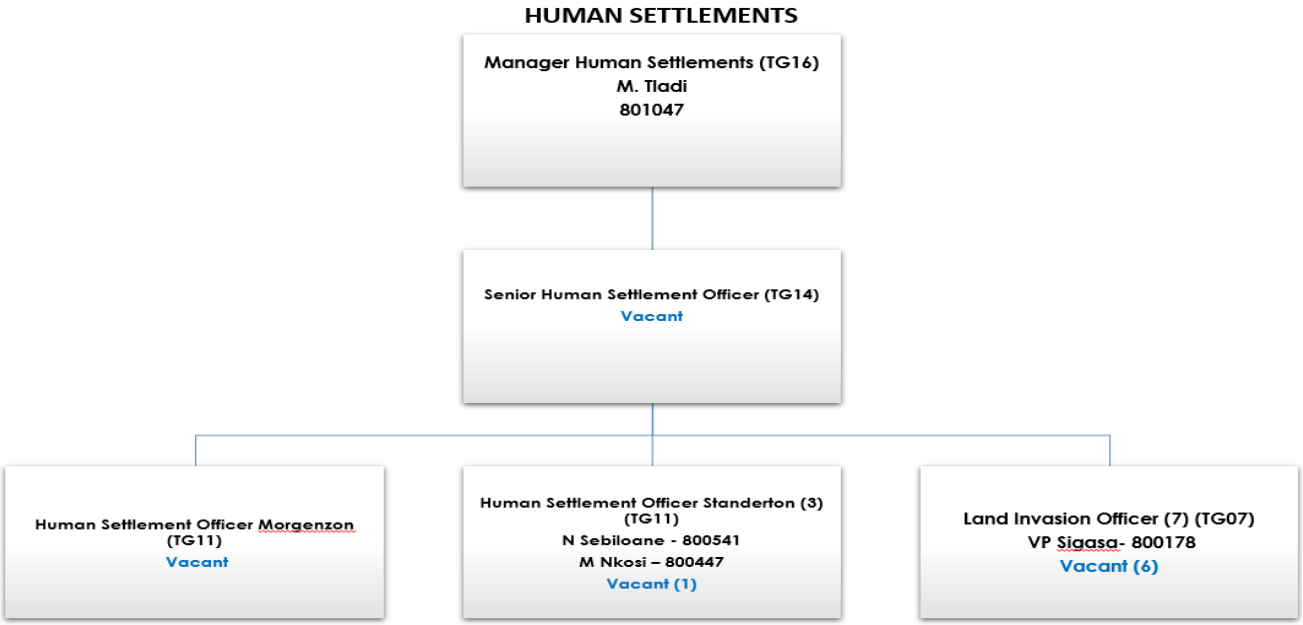


INTEGRATED DEVELOPMENT PLANNING



LOCAL ECONOMIC DEVELOPMENT




HUMAN SETTLEMENTS
Manager Human Settlements (TG16)
M. Tladi
801047
Senior Human Settlement Officer (TG14)
Vacant
Human Settlement Officer Morgenzon (TG11)
Vacant
Human Settlement Officer Standerton (3) (TG11)
N Sebiloane - 800541
M Nkosi – 800447
Vacant (1)
Land Invasion Officer (7) (TG07)
VP Sigasa- 800178
Vacant (6)

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12 CHAPTER TWELVE

DISASTER MANAGEMENT PLAN



12.1 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**

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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.)

12.2 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:

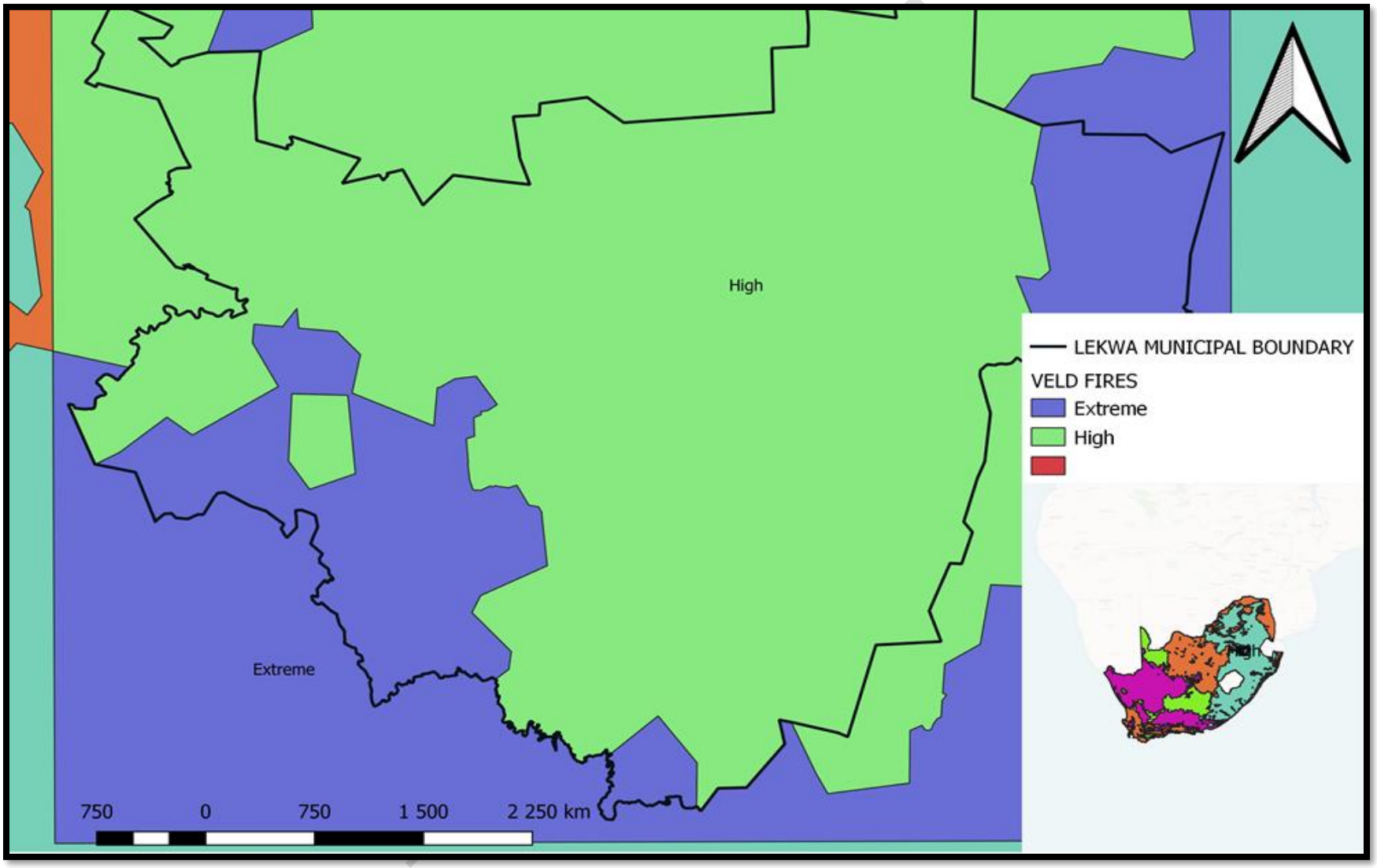
TYPE OF DISASTER	COMMUNITY AT RISK	EFFECTS
Floods	Low laying areas in Lekwa Municipality.	Loss of life
		Loss of property and livestock
		Damage to infrastructure
		Leaking of hazardous substances, sewage, etc.
		Disruption of economic and social activities
		Lack of potable water
		Spreading of diseases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

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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

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Disaster prone areas in Lekwa LM



12.3 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.

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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						
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	078 124 9767			Lekwa municipality P.O. Box 66 Standerton 2430	smngomezulu@lekwalm.gov.za
EXECUTIVE MAYOR SECRETARY	Mr. N Mtshali	072 476 8460			Lekwa municipality P.O. Box 66 Standerton 2430	
SPEAKER OF THE COUNCIL	Cllr. P Mahlaba	072 671 5399	017 712 9699		Lekwa municipality	speaker@lekwalm.gov

					P.O. Box 66 Standerton 2430	.za
SECRETARY – OFFICE OF THE SPEAKER	G Mosele	084 532 4550			Lekwa municipality P.O. Box 66 Standerton 2430	speaker@lekwalm.go. za
ACTING MUNICIPAL MANAGER	M Jiyane	072 452 6784	017 712 9660		Lekwa municipality P.O. Box 66 Standerton 2430	mm@lekwalm.gov.za
SECTRETARY TO THE MUNICIPAL MANAGER	V Masimula	066485757 0	017 712 9628		Lekwa municipality P.O. Box 66 Standerton 2430	mmsecretary@lekwalm.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@lekwalm.gov.za eleroux@lekwalm.gov.za jwmkhwanazi@lekwalm.co.za
HOD COMMUNITY SERVICES AND SAFETY	T. Mtshiselwa	079894846 6	017 714 8991		Lekwa municipality P.O. box 66 Standerton 2430	tmtshiselwa@lekwalm.gov.za
COMMUNITY SERVICES AND SAFETY SECRETARY	N Ngcobo	079 083 9443	017 714 8991		Lekwa municipality P.O. Box 66 Standerton 2430	nngcobo@lekwalm.gov.za
CFO/BUDGET MANAGER	K Namavhidi	084 425 7166	017 712 9622		Lekwa municipality P.O. Box 66 Standerton 2430	cfo@lekwalm.gov.za
HOD CORPORATE SERVICES	P Mohlamonyane	067 926 4901			Lekwa municipality P.O. Box 66 Standerton 2430	emcs@lekwalm.gov.za
WATER, & SANITATION MANAGER	M. Legodi	060 963 1508			Lekwa municipality P.O. Box 66 Standerton 2430	mlegodi@lekwalm.gov.za
ACTING HOD ECONOMIC AND PLANNING	M Tladi	065 881 4670			Lekwa municipality P.O. Box 66 Standerton 2430	mtladi@lekwalm.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	T. Mofokeng	071679333 0	017 712 8802		Lekwa municipality P.O. Box 66 Standerton 2430	tmofokeng @lekwalm.gov.za
ELECTRICAL SERVICES	H. Pretorious M. Mabunda	079894846 9 078868809 1	0177126808		Lekwa municipality P.O. Box 66 Standerton 2430	hpretorius@lekwalm.gov.za mmabunda@lekwalm.gov.za
IT	L Hlasi	082 622 9645	017 712 9619 017 712 9667		Lekwa municipality P.O. Box 66 Standerton 2430	lhlase@lekwalm..gov.za
IDP MANAGER	K. Mahlangu	079 494 1184	017 712 9649		Lekwa municipality P.O. Box 66 Standerton 2430	khosiwem@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	083285678 5 084329028 3	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	Cllr. R. Motloung				Lekwa municipality P.O. Box 66 Standerton 2430	chiefwhip@lekwalm.gov.za
CHIEF WHIP SECRETARY	Z Tsotetsi		017 712 9690		Lekwa municipality P.O. Box 66 Standerton 2430	
HOD	S.M. Jiyane	072 452	017 714		Lekwa	emts@lekwalm.gov.za

TECHNICAL SERVICE		6784	6102		municipality P.O. Box 66 Standerton 2430	
TECHNICAL SERVICES SECRETARY	J. Kubheka	063 691 8516	017 714 6102		Lekwa municipality P.O. Box 66 Standerton 2430	jkubheka@lekwalm.gov.za
COMMUNICATION MANAGER	L. Majenge	071 536 6459	017 712 9641		Lekwa municipality P.O. Box 66 Standerton 2430	LMajenge@lekwalm.gov.za
LABOUR RELATIONS MANAGER	S. Mkwanazi	071 688 6325	017 712 1246		Lekwa municipality P.O. Box 66 Standerton 2430	smkhwanazi@lekwalm.gov.za
ROAD & WORKS MANAGER	Z. Mngadi	079 894 8530	017 712 9680		Lekwa municipality P.O. Box 66 Standerton 2430	zmngadi@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
12.3.1 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
12.3.2 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

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Roles and responsibilities

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

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	Section evacuation, feeding and clothing, safety and security, health services, traffic control, fire services, evacuation, animal care, emergency services, communication, essential services.
Community & Health Services	Make provision of on-site, immediate post-disaster first aid. The provision of medical treatment for minor injuries and secondary illnesses. The treatment of more serious injuries and illnesses at district hospital. Co-ordinate among the health services, feeding, spiritual care, education in order to ensure effective recovery and rehabilitation services. Provide counselling to the affected persons and establish medical post. Identify and record injured persons & arrange for immediate treatment. Introduce environmental health protocol. Mobilize clinic personnel ad establish mobile clinic. In collaboration with: Section evacuation, feeding and clothing, safety and security, health services, traffic control, fire services, evacuation, animal care, emergency services, communication, essential services
Technical & Engineering Water & Sewer	Cancel leaves for all electrical service personnel in the areas likely to be affected. Review with staff precautions for protecting equipment and post-disaster procedures to be followed. Check emergency tool kits, assembling any other public service offices to make sure that they work properly. Fill department vehicles with fuel and part them in a protected area. Secure all electrical board buildings Cancel of leave for staff. Encourage people to store an emergency supply of drinking water. Establish temporary means of distributing water on an emergency basis. Cover pumps and rotors with timber to prevent damage from falling debris. Ensure that auxiliary generator and standby engines are in good working order. Acquire a buffer stock of fuel for motors and store in a protected place. Establish emergency work gangs for immediate post-disaster repairs. Supply water, sanitation, electricity or and any other form of lighting and heating, cleaning, storm water drainage, cemetery, and rubbish removal.
Traffic Management: Transport Regulator	Road closure, traffic control & Assistance and transportation of victims in dangerous zones. In collaboration with: Section feeding and clothing, safety and security, accommodation, health services, essential services, education spiritual care, feeding and clothing, emergency services, finance.
Social Services: 	Feeding and clothing, food parceling and distribution and education of children.

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

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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

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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

12.4 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 Heath & 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

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ANNEXURE A – COMMUNITY ISSUES

WARD	DATE	COMMUNITY ISSUES RAISED
Ward 1	08 September 2025 17H00 Social Centre	▪ Sewer spillages near the road ▪ Slow/no implementation projects ▪ Bad road conditions affecting pedestrian mobility ▪ Pavement for Hlobisa Road ▪ Sakhile stadium: Suggestion that the stadium be operated by an association
Ward 2	09 September 2025 17H00 Social Centre	▪ Provision of water ▪ Service delivery ▪ Fence community halls ▪ Employment opportunities for residents ▪ Cemetry in Ext.2 to be fenced ▪ Inaccurate billing system ▪ High mast lights are always on, concerns over electricity being wasted. ▪ Bad conditions of community halls. ▪ Drug abuse in the community ▪ Indigent registration hindered by estate issues.
Ward 3	06 October 2025 17H00 Stanwest Hall	▪ 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. ▪ 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. ▪ 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. ▪ The dumping area next to the cemetery should utilised as agricultural land or a business site. ▪ Appreciated the fixed ground but it still needs some attention.

Ward 4-TLC	07 October 2025 17H00 Reformed Church	▪ 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. ▪ 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. ▪ Dissatisfaction with the eviction of a shop that was located in front of Cofco International. ▪ High unemployment and foreigners are opening shops. ▪ Clear the closed road that has become a dumping site near Osman Rayden at the Indian complex. ▪ Promulgate waste management by-laws ▪ Explore other ways to communicate with elders as not everyone has access to Whatsapp.
Ward 5	09 October 2025 17H00 Social Centre	▪ Appreciated what the councillors have done so far, there is improvement in the water quality and the electricity when off, it gets back sooner ▪ Ext 2 water is back, appreciated and encouraged the EM for the work done ▪ Appreciation for the improvement noticed. ▪ Illegal dumping is also created by municipal employees by coming too early to collect refuse. ▪ Request assistance regarding tripping of electricity . ▪ Motloung street reported leakage at 930 ref number was given but to date not attended to. ▪ 934 Motloung street, sewer is blocked as the fibre people hit the sewer pipe and never fixed it. ▪ Fiber hitting pipes and leave unattended until EM intervened ▪ Sewer leakage at Motloung street ▪ Electricity cable was stolen and municipality assisted. ▪ Appreciated water that is now coming from the taps ▪ Human Settlements – stand availability still needed still no responses ▪ Informal settlements is there a way to assist in having services in those areas. ▪ No water in informal settlements ▪ Applied for RDP houses and nothing has been done. ▪ Appreciated water from the taps and the assistance given by EM to the community ▪ Appreciated the EM and his Councillors for the work done so far, ▪ Request for water tanker to be allocated for Phalama section as trucks do not attend to Phalama. ▪ Requested the ward Councillor to be available for the community. ▪ Request for services in informal settlements.
Ward 6	17 September 2025 17H00 Sakhile Hall	▪ IDP document be brought so as to remember all issues because now issues such as hostel drainage, housing, street gravelling, drug rehabilitation centre, job opportunities, accessibility of Ward Councillor, communication channels for electricity outage. ▪ IGG qualification for small businesses ▪ Fiber job is taken by foreigners ▪ Stormwater drainage problem – still not cleaned and or fixed

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		▪ High mast lights still not fixed ▪ Request for speed-hump ▪ Request intervention for Ambulance response time because it cant be correct that Ambulance can take 4hours to respond. ▪ IGG application – how long does it take for one to start seeing a different in his account after being approved and how much one must pay. ▪ Thank the assistance provided at hostel
Ward 7	16 September 2025 17H00 Ezinyamazaneni Ground Ext.7	▪ Staying in an unhealthy environment due to the smell of the goats and pigs in the area, the owners do not keep them in a closed space, and they invade the communities' gardens. ▪ Creation of job opportunities for the community to pay their services and consider the age restriction when advertising posts. ▪ Appreciated the assistance of the ward Councillor who is always available. ▪ In need of residential stands and want to know when the project will commence.
Ward 8	13 October 2025 17H00 Eskom Hall	▪ Water improvement in Stanfield hill site ▪ When the drug addicts come back from rehab how will they be monitored for them not to go back to their actions? ▪ Request to engage Seriti to create a graduates' program to assist local graduates who are unemployed. Alternatively to get the unemployed local graduates to assist with the billing system. ▪ There are many vacant houses in the ward whilst many people need houses. Requested the municipality to engage Eskom and Seriti to let or sell those houses instead of them being vandalised. ▪ To check with GS college as local children are not accommodated but outside children are considered. ▪ To visit and check how many people reside at Toristo and whether are they legal and paying for staying there. Others are conducting illegal businesses there. ▪ Taxi rank is a hiding place for criminals, no toilets, no security, dirty not up to standard ▪ By-laws to be effected, street vendors to be allocated a place as sideways are packed with their staff. ▪ Appreciated progress being done so far. ▪ Appreciated the EM for coming to the ward and account as previous EM never did ▪ What informs the rates being charged to the community as when compared to other towns ours are too high? Requested rates to be brought down. ▪ Penalty for electricity bridges is to high for unemployed people to pay, to consider. Other residents are pensioners who cannot afford to pay, they should be considers as well. ▪ Water trucks do not attend to the town areas, consider providing elderly in the ward with jojo tanks. ▪ Duplication of work – e.g. electrical employers plus contractors, a lot of money is wasted. ▪ A number of the registered complaints not known by the managers and are not attended to. Managers should attend to them. ▪ The ward councillor never convene a meeting for the community. ▪ Road full of potholes that have water. ▪ What is the water challenge as water is constantly not available? ▪ Electricity cut off due to non payment and the complainant is not working. Have tenants who are paying for her to be able to pay for the services. ▪ Stormwater drainages are blocked and water is coming into the yard ▪ Paying every month but bill is increasing ▪ Kosmos park was clean but not now it is dirty. ▪ We were told to make open fire outside

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		▪ No water meter but get a bill for water , where are reading from? ▪ Feeder high school has drug distributors, is there a CPF program in the ward that can assist in the matter? ▪ Unbranded municipal vehicles and weekend visitations. ▪ Electricity is being cut of the elderly ▪ White bantam bakkie without registration numbers , with 3 white guys are being busy in municipal kiosks. ▪ To take graduates and offer them opportunities.
Ward 9_Ext.8	14 October 2025 17h00 Khunjuliwe Secondary School	▪ Electricity poles at red houses were not completed ▪ Mamsy-village – how will the allocation be done and what plans in place to stop illegal invading ▪ Naming of properties shall be done through a consultation with residents. ▪ Road graveling is a priority request for the municipality to consider urgently ▪ Fixing the transformer must be fast tracked because it poses a high risk ▪ Water challenges be address honestly and not through green standing or political scoring ▪ How can we pay if our municipal accounts does not correspond with the issued title deeds? ▪ Consider local people on all project for jobs. ▪ I went to open water account after receiving my title deed and I was told that I already owe R20 000, how come is that? ▪ Councillor be requested to stop dividing the ward by treating others special ▪ Address the issue of Earlybird because they consume lot of water that is suppose to go to Ext.8, yet they do not hire the very same people ▪ Earlybird be engaged to invest back to the community, e.g. car wash, sport grounds ▪ Youth facilities be considered ▪ Khunjuliwe school be assisted with donations ▪ Transparency is requested when allocating the 200 houses because already there is a rumour going around ▪ Councillor is not coming even if you raise complaints to him ▪ Sewer spillage at my yard and the contract refuse to assist ▪ Ward committees are also not helping with issues of the community ▪ Floods are troubling my Mom's house inside and outside, no assistance received to date and her furniture is now damaged as a result ▪ When will graveling of road will start ▪ Request new bridge from Ext.8 to Ext.6 jumping the railway line, because the taxi industry is costing residents a lot ▪ Stormwater drainage be fixed and installed where possible to curb issues of floods to people's yards
Ward 9_Holm	05 October 2025 10h00 Holmdene Secondary School	▪ Applaud the way in which the EM presented his IDP as per the priority ▪ How accountability shall be held on the spending considering the facts that Lekwa is poorly managed and or under financial constraint. ▪ Struggles for livestock grazing and request possible assistance ▪ Highly abused by farm owners ▪ Electricity remain our main problem but applaud the responses provided by the Executive Mayor ▪ Appreciate the newly built school hall and request that the EM to assist with replacement of chairs ▪ Scholar transport is a serious problem Kamaweni ▪ Can a clarity be provided with regards to RDP houses registration and allocations.

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Ward 10_Town	02 October 2025 17H00 Virtual (Microsoft Teams)	▪ When will the stormwater drains being opened? The Cllr visited the site where the stormwater networks need to be reworked in the area. How far are they with the plan of having stormwater rebuilt? ▪ Disturbances in the area by women sitting on the pavement everyday, five houses away from the primary school. They are being picked up and brought back. ▪ Need fixing of traffic lights, causing problems ▪ Request the tress cutting programme as they grow extremely and they need to be cut from the powerlines. ▪ Stormwater drainage was fixed but it collapsed again and creating a hole which is causing accidents, and most stormwater drainages do not have covers. ▪ Appreciated the cleaning of river park ▪ What is happening regarding the upgrade of SWTW, weekly breakdowns and electricity outages? The money used for the water truck that is running daily can be saved and used for service delivery ▪ Where are roads being fixed and request for a program of fixing roads? ▪ When can we expect changes to take place? ▪ Nobody is stopping at stop signs ▪ When fixing things they do not complete, Charl Cilliers street a pipe burst and when fixing a mess was left
Ward 10_ Voda	30 September 2025 17H00 Ext.6 Community Hall	▪ Registration that is currently happening what happened to the previous one. ▪ Informal settlements increasing and no services. Requested roads maintenance for easy access. ▪ Neighbour built at the passage, cannot have a formal gate. ▪ Middle class stands in Ext 8, are they still available? ▪ Informal settlers to have electricity, resolution was taken long ago. ▪ Appreciate the gravelling of streets, but request the project to continue. ▪ Development of shacks in informal settlements. ▪ CVs are submitted at Eskom but nothing is happening. ▪ Job opportunities, requested to be given a task to fence all the graveyards (to be noted). ▪ Appreciated what the EM done. She is not a local resident and was not treated well in hospital, she was assisted with the help of the EM.
Ward 11	10 September 2025 17H00 Rooikoppen Community Hall	▪ Water challenges, the pipe is leaking. Two houses sharing one meter and water is not coming out. ▪ What about people who were employed and were put on hold? ▪ Bridge to be fixed at Shukuma Primary School. ▪ Requested for the fixing of the streets before the rainy season ▪ There are water leakages whilst the community has no water ▪ To attend to high mast lights sooner ▪ What is happening regarding the taxi rank and is no longer safe? ▪ To prioritise the streets before rainy season. ▪ As a reminder about the installation of wifi to assist the school kids with their assignments ▪ Hoping that the portion that does not access water will be attended to. ▪ RDP house was built in the yard but is not accessible and not residing in it ▪ Request for water tanker since there is no water and water provided should not be limited. ▪ No electricity, Maseko to cook by neighbours ▪ To fix the bridge

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		▪ V drain installation ▪ Not to repeat requests, have new things ▪ The elder people who have children and are not educated how will they be assisted regarding jobs ▪ The community is not assisted when applying for IGG ▪ Municipal employees to have name tags so that they can be reported when not doing right. ▪ Municipal employees ill treating the community. ▪ The community that was removed from the clinic site has not benefitted yet and now new townships will be developed.
Ward 12	12 October 2025 10h00 RDP eGroundini	▪ Electricity at rural areas of the ward ▪ Water meter is being shared by households ▪ Electricity was also installed on illegal sites ▪ Open new residential houses on some of the available open spaces ▪ Employment shutdown who to contact and how it is communicated ▪ Dustbin is too full and it is now attracting snakes/health hazard ▪ Internal fighting must be avoided. Residents must be responsible on disposing refuse.
Ward 13	30 October 2025	Meeting not convened.
Ward 14	01 October 2025 17H00 Sivukile Community Hall	▪ Applaud the availability of the Executive Mayor in all his IDP meetings; ▪ Why the Ambulance not staying at Morgenzon, and why people not hired because Morgenzon do have unemployed paramedics? ▪ Why Lekwa Municipality choose to employ outsiders and give local people EPWP? ▪ Request programme to absorb graduates from Ward 14 ▪ Request the Executive Mayor to speed-up the issue of Ext.5 and the allocation of RDP houses because the area they are currently in is not suitable due to floods. ▪ Request assistance with tittle deeds for old location ▪ Request the Executive Mayor to consider allowing the opening of occupiers account because it is not easy to change ownership. ▪ Ambulance is not helping as it take ages before it arrive ▪ No tap water to date but a promise was made in the last IDP ▪ With regards to the issues of EXT.5, how long must we wait ▪ EXT.5 – when will it commerce because for the last 15 years there were promises. ▪ Grader was donated but now it is not available, why ▪ Local Business proposed to fix/replace old water meter-box for revenue enhancement ▪ Drugs are sold by foreigners and why not formalise foreign spaza shops ▪ Morgenzon Ambulance must come back ▪ Address overcrowding at Sizakhele Primary School ▪ Employment criteria was changed without consulting with the community – for Ward projects ▪ Ward Councillor is not accessible at the office ▪ EXT.5 is urgently needed unless we will invade ▪ Ward Councillor be taught to speak with people ▪ Never saw a Councillor visiting their area or calling a meeting ▪ Water crisis still not attended to date but a promise was made in May 2025 ▪ Housing at EXT.5 is requested unless we will invade by December 2025.

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		▪ Why speak about respect while you yourself make empty promises ▪ Councillor says, we do not bath, why do we want water, is that right? ▪ All high mast lights are not working include the newly installed ones ▪ EXT.5 invasion by Saturday ▪ White farmers were gravelling roads saying the municipality is rubbish ▪ EXT.5 nothing is happening to date ▪ Ward committees are nowhere to be seen ▪ Initiate proper programme for drugs combating ▪ Mpumalanga Premier asked the Executive Mayor to give us residential sites but to date nothing has been done ▪ We always fight with trucks owners for water – because we do not have tap water ▪ High mast light not working, the new ones are a white elephant ▪ Roads not fixed ▪ Executive Mayor is requested to be the Mayor for all Wards. ▪ Why Ward 14 is not included on Wards having problem with water on the current IDP document
Ward 15	18 September 2025 17h00 Ext.6 Community Hall	▪ Street to be graded , rain water gets into the yards. ▪ Appreciates that some of the streets are attended to ▪ Request that gravel be availed to the streets ▪ Next meeting to invite CPO in order to be assisted in drugs and crime related challenges.

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