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Mayor Foreword

On behalf of the collective leadership of vibrant men and women and the community of Lekwa-Teemane I'm honoured to present the 2013/14 reviewed Integrated Development Plan. This IDP serves as guideline for the administration, development, and budget and resource allocation for the municipality to ensure that it meets the needs of Lekwa-Teemane residents and Visitors.

As an integrated plan it, the IDP offers these guidelines for every area of the municipality, which requires us to utilise available resources productively, which is key to the effective implementation of this plan. Financial resources, in particular are always a challenge, as the availability of income for municipality to act on its IDP objectives can be impacted by an array of issues.

Despite this challenge we need to focus on the key strategic areas that serve as the foundation on which the municipality will be able to realise its Vision, help to drive and create opportunities for job creation, development of our infrastructure and making sure that our community have access to efficient and basic services.

As always the reviewed IDP has been developed through exhaustive processes of engagement within different constituencies and the objectives of many of the strategic focus areas are aimed at attempting to resolve the main issues raised by the communities and while also guiding the municipality in meeting its other key infrastructure, services, maintenance and developmental mandate.

In addition we want to ensure that we promote and facilitate infrastructure-led economic growth (through Lekwa-Teemane Development Agency) that will serve to create employment and attract investment.

In Conclusion, we will only be able to achieve this objective through co-operation with the communities, relevant departments and through good corporate governance, transparent structures and processes, and staff that is passionate about the municipality. I have confidence that, together we can achieve high levels of success for our municipality and its people's tshwarwa ke ntsa pedi ga se thata.

Cllr Motladifedile Rebecca Makodi

Mayor Of Lekwa-Teemane Local municipality

SECTION 1. EXECUTIVE SUMMARY

1. Overview

The introduction of the Service Level Agreement (outcome 9) and the implementation report of the Municipal Turnaround Strategy of Lekwa Teemane Municipality have further necessitated a thorough re-visit of the 2011/2012. As a result of continuous engagements between the municipality with other role-players and stakeholders, it was realized that it is important to re-consider the core components of the IDP as espoused in the IDP Framework Guide issued by the Department of Provincial and Local Government. This document also took the national Development Plan into consideration. In preparation of this plan the municipality tied to align its projects with the NDP. One of the critical aims of the Integrated Development Plan Framework Guide is to provide clarification on the packaging and contents in preparation of the 2013/2014 reviewed IDP and beyond. In our view, these guidelines are not meant to replace the contents of the IDP as contained in the Municipal Systems Act, 2000 and Performance Management Planning Regulations, 2001, but to intensify understanding and clarification of such contents accordingly.

These core components are presented and briefly defined hereunder as follows:

Section 1: Executive Summary; this provides an overview of the municipality, its current situation, challenges, opportunities, priority strategies and targets to be achieved in order to improve the situation in the coming financial term of the IDP.

Section 2: Situational Analysis; Status Quo analysis of the municipal area Inputs from the Community, Community Organizations, Business, Non State Actors, Sector Departments, SOE's – State Owned Enterprises, and Spatial Analysis. SWOT analysis critical (environmental scan). This section to be concluded by Identification of Priority issues such as the *Demographic, Economic, Infrastructure, and Environmental issues and Social Issues*

Section 3: Development Strategies; Includes the vision, mission, strategic objectives and strategies structured into the 5 KPA's of the 5 year Local Government Strategic Agenda.

Section 4: Spatial Development Framework; this presents a high level Spatial Development Framework which reflects the text and maps and is reviewed on a 5 yearly basis.

Section 5: Sector Involvement; presents the extent of involvement of various sector departments as well as the private sector in general in term of developments in the locality and could be in the form of a Strategic Plan or Medium Term Expenditure Framework or Sector Plan information for that particular Integrated Development Plan period. This information should be current and as updated annually

Section 6: Implementation Plan; this is a schedule which envisages all projects over a period of 3 years and includes the responsible person and funding.

Section 7: Projects; this section provides comprehensive details of projects to be executed during the IDP duration; this section basically gives effect to the Implementation Plan.

Section 8: Financial Plan and Service Delivery and Budget Implementation Plan; this presents the municipality's

budget overview and 3 year Financial Plan, budget implementation plan setting out performance indicators and respective targets to be achieved, linked to identifiable IDP objectives.

Section 9: Organisational Performance Management System; this section presents the municipality's KPI's for each set objective and Annual Performance Report of the previous year.

Section 10: Annexures; the municipality's Spatial Development Framework and Disaster Management Plan that have to be included as part of the IDP.

Section 11: Appendices; a guideline of sector plans which are applicable to Lekwa Teemane Local Municipality. The sector plans need not be included as part of the IDP, however, they should be listed in table format. On such table the municipality would indicate if it has / does not have the sector plan. The relevant authority could then enquire for a copy of the plan if required.

As indicated under analysis of Section C above, for the duration of this Integrated Development Plan, the municipality has to consider the following 5 key performance areas for local government as determined by the National Government:

KPA1: Municipal Transformation and Institutional Development;

KPA2: Financial Viability and Financial Management;

KPA3: Basic Service Delivery and Infrastructure Investment;

KPA4: Local Economic Development and

KPA5: Good Governance and Community Participation

This Integrated Development Plan is compatible with the district, national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

2. The process Plan of the Municipality

Following the adoption of the process plan and subsequent introduction of the National Treasury MFMA Municipal Circular 54, it was appropriate for the Municipality adjust the activities contained in the adopted process plan. For this reason, this work plan was developed to meet the contents of the Circular 54 and adopt the send option as outlined by the National Treasury.

The following table hereunder presents a programme specifying timeframes for different steps followed during the planning process:

Table 2: Work-plan for 2013/2014 IDP compilation

<p>INCEPTION PHASE</p>	<ul style="list-style-type: none"> • Agree on project brief, attend project set-up with municipal manager and/or IDP Office, prepare proposed work-plan for implementation & agree on scope of work-plan and align with adopted process plan; • Information gathering session in which section 56 managers gave report and progress made on the implementation of 2012/2013 IDP/ • Preparations for public engagement sessions for 2013/2014 IDP & Budget Review <hr/> <ul style="list-style-type: none"> • Review Roles & Responsibilities of the Council, IDP Steering Committee, Representative Forum, other Key-Role-Players and Service Provider in line with Project Objectives, Activities and Outputs <hr/> <ul style="list-style-type: none"> • Analysis of 2010 Credible IDP Assessment Framework, community inputs gathered during the previous planning cycle (2012/2013), Interpretation of Auditor-General's Report
<p>ANALYSIS PHASE</p>	<ul style="list-style-type: none"> • Facilitation of IDP Steering Committee to review and confirm the following: <ul style="list-style-type: none"> – Prioritised community needs per town/area – Alignment with policy and strategy – Brief profile of priority areas – SWOT analysis – Assessment of existing and envisaged backlogs and service delivery status – Spatial Analysis – Problem statement, Challenges and recommendations
<p>STRATEGIES PHASE</p>	<ul style="list-style-type: none"> • Facilitate Strategy Workshop with IDP Steering Committee and Representative Forum to review and/or validate Lekwa Teemane Vision, Mission, Values, Development Objectives and Strategies per Priority Issue <hr/> <ul style="list-style-type: none"> • Re-design and validate strategies as guided by legal and policy framework :
<p>PROJECTS PHASE</p>	<ul style="list-style-type: none"> • Facilitate review of Draft Reviewed Project Proposals by both the IDP Steering Committee and Representative Forum <hr/> <ul style="list-style-type: none"> • Facilitate re-designing of Draft Reviewed Projects by Project Task Teams <hr/> <ul style="list-style-type: none"> • Facilitate the presentation of Draft Reviewed Budget per IDP project over the Medium Term Expenditure Framework (2011/2012– 2012/2013 and 2013/2014)

INTEGRATION PHASE	<ul style="list-style-type: none"> Facilitate screening and consolidation of Draft Reviewed Project Proposals by the IDP Steering Committee against
	<ul style="list-style-type: none"> Facilitate the integration of draft reviewed projects and programmes;
	<ul style="list-style-type: none"> Facilitate the review and validation of Sector Plans and Programmes
	<ul style="list-style-type: none"> Finalise the Draft Reviewed IDP 2013/2014
APPROVAL PHASE	<ul style="list-style-type: none"> Present Draft Reviewed IDP 2013/2014 to IDP Steering Committee
	<ul style="list-style-type: none"> Present Draft Reviewed IDP 2013/2014 to the Council for public comments
	<ul style="list-style-type: none"> Incorporate inputs as obtained from community and other relevant stakeholders, then submit draft IDP for Final Approval

2.2. MEETING A CREDIBLE INTEGRATED DEVELOPMENT PLAN: IDP ANALYSIS PROGRESS REPORT 2012/2017

Lekwa -Teemane municipality acknowledges the fundamental task performed by all the participants during the assessment of Integrated Development Plan (under the auspices of Department of Cooperative Governance and Traditional Affairs). This assessment has assisted the municipality to re-engineer its efforts to meet the legislative requirements and to speed-up the process of service delivery to communities of Lekwa-Teemane municipality. The municipality understood that an Integrated Development Plan must both comply with relevant legislations and convey the following:

1. Compliance and adherence to constitutional and policy mandate for developmental local government
2. Awareness by municipality of its role and place in the regional provincial and national context and economy. The Municipality must also show how it would contribute to the fight against poverty, the creation of jobs and improving the quality of lives of its citizens.
3. Awareness by municipality of its own intrinsic characteristics and criteria for success
4. Comprehensive description of the area – the environment and its spatial characteristics including backlogs
5. A clear strategy, based on local developmental needs on a ward-by-ward basis. The IDP must not be a 'wish-list' but subjected to the realities of what can be delivered by the budget over the three to five year horizons.
6. Insights into the trade-offs and commitments that are being made re: economic choices, integrated service delivery etc.
7. The key deliverables for the next 5 years
8. Clear measurable budget and implementation plans aligned to the SDBIP

9. A monitoring system (OPMS)
10. Determines capacity of municipality
11. Communication, participatory and decision-making mechanisms
12. The degree of intergovernmental action and alignment to government wide priorities.
13. Reporting timeframes and the regulatory periods for reporting
14. Alignment with, and indication of, an aligned organogram
15. Alignment between the SDBIP and the performance contracts of section 57 managers.

The next table reflects the following Key focal areas and provides to the reader the progress and challenges made during 2012/2013.

1. Spatial consideration
2. Service delivery and infrastructure planning
3. Financial planning and budget
4. Local Economic Development
5. Good governance: public participation, labour, IGR etc.
6. Institutional arrangement

In order to give effect to the implementation of the process plan, the following internal key role players presented hereunder, were identified and distributed various roles and responsibilities in order to ensure efficient and effective management of the IDP drafting process. This table of role-players and roles and responsibilities was tabled to council for adoption as part of the process plan.

2.3 ORGANISATIONAL STRUCTURE FOR IDP PROCESS

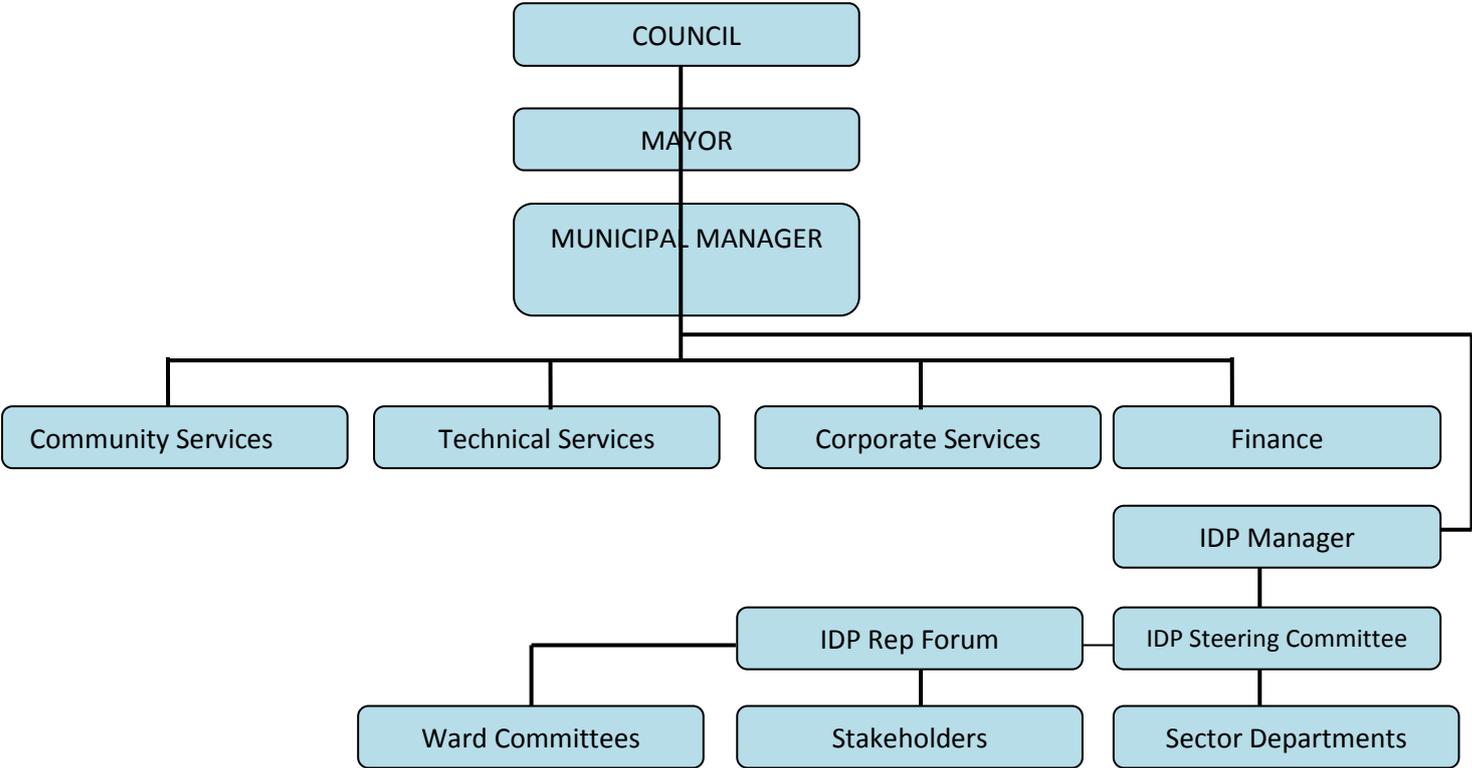


Table: 3 Internal Role-Players

ROLE-PLAYER	ROLES/RESPONSIBILITIES
Municipal Council	<ul style="list-style-type: none"> ✓ Monitoring of the process and the final approval of the IDP
Councilors	<ul style="list-style-type: none"> ✓ Organize public participation in their respective constituencies ✓ Linking IDP process to their constituencies
Speaker-Mayor and Councilors	<ul style="list-style-type: none"> ✓ Political oversight of the IDP
Finance and IDP Portfolio Committee	<ul style="list-style-type: none"> ✓ Responsible for assisting the Speaker- Mayor in their oversight role ✓ Summarizing /and processing of inputs from the participation process ✓ Commenting on inputs from other specialists
Municipal Manager	<ul style="list-style-type: none"> ✓ Overall responsibility of the IDP
IDP Manager	<ul style="list-style-type: none"> ✓ Responsible for managing the IDP process through: <ul style="list-style-type: none"> ◆ Facilitation of the IDP Process ◆ Co-ordinating IDP related activities including capacity building programmes ◆ Facilitate reporting and the documentation of the activities ◆ Making recommendations to the IDP Portfolio Committee ◆ Liaising with Provincial Sector Departments ◆ Providing secretariat functions for the IDP Steering Committee and Representative Forum
Chief Financial Officer	<ul style="list-style-type: none"> ✓ Ensure that the municipal budget is linked to the IDP ✓ Co-ordinating budget implementation as per IDP ✓ Development of the 5-year Municipal Integrated Financial Plan
IDP Steering Committee	<ul style="list-style-type: none"> ✓ Responsible for IDP processes, resources and outputs ✓ Oversees the status reports received from departments ✓ Makes recommendations to Council ✓ Oversees the meeting of the Representative Forum ✓ Responsible for the process of integration and alignment of the projects
IDP Representative Forum	<ul style="list-style-type: none"> ✓ Forms the interface for community participation in the affairs of the Council ✓ Participates in the annual IDP review process
Municipal Officials	<ul style="list-style-type: none"> ✓ Provide technical expertise and information ✓ Prepare draft project proposal ✓ Mobilize funding for the IDP projects ✓ Provide scheduled reports on the IDP implementation process

2.4. Meaningful Public Participation Process

The importance of meaningful public participation has played a central role in the development of this Integrated Development Plan. Like other previous years, Lekwa Teemane municipality has conducted public participation in all Wards to determine the path for implementation. The Municipal Systems 2000 forms the plinth for community participation at local government. In chapter four, section 16 of this Act the emphasis is on community participation and mechanisms for development. Moreover, this legislation requires that all municipalities develop a culture of participatory governance by putting in place mechanisms and procedures that allow for public participation in the affairs of the municipality. Central to this is the need for community members to be well informed about the governance issues of the municipality at all times and to take part in the decision-making processes of the council.

As part of consultation process for the review of this IDP, the municipality embarked on an extensive community participation process in all wards between November and December 2012. The participation process was conducted on ward basis and in the form of public debate on what priority issues are and what appropriate ways and means are of dealing with these priority issues.

Ward councillors and ward committee members played a crucial role in convening community meetings and communicating with the community about various municipal governance issues. In general, the public participation process in all seven wards within the municipality depended largely on the involvement of ward councillors.

The table hereunder, reflects a programme of action for public participation in all seven wards within the municipality.

This schedule was also tables to council for adoption as part of the process plan.

Table 4: Public Participation Schedule

Wards	Date	Time	Venue	Responsible Office
1	06 th November 2012	17:00	Boitumelong Hall	Mayor's office & IDP
2	06 th November 2012	17:00	Boitumelong Hall	Mayor's office & IDP
3	08 th November 2012	17:00	Thuto-Lore Secondary School	Mayor's office & IDP
4	13 th November 2012	17:00	Coverdale hall	Mayor's office & IDP
5	25 th October 2012	17:00	Utlwanang Hall	Mayor's office & IDP
6	15 th November 2012	17:00	Christiana Council Chambers	Mayor's office & IDP
7	14 th November 2012	17:00	Geluksoord Hall	Mayor's office & IDP
7	25 th October 2012	17:00	Utlwanang Hall	Mayor's office & IDP

2.5. IDP Representative Forum

One of the emphasis as entailed in the IDP Guide Packs (guidelines for creating conditions for public participation) is that the Representative IDP Forum has to be involved at least once in each major stage of the drafting process of the IDP. It is for that reason that the IDP Representative Forum is regarded a structure that institutionalizes and ensures a representative participation in the IDP process. The representative forum represents the interest of its constituents in the IDP process, and is thus required do give feedback to its constituents. The local IDP Rep forum met on the 09th March 2012.

The Representative Forum of the municipality was a fairly representative structure and consisted of representatives of the following structures:

- Community Based Organizations
- Dr Ruth Segomotsi Mompati District municipality
- Non-Governmental Organizations
- Business Community
- Government Sector Departments
- Ward Committees
- Community Development Workers

2.6 Alignment Process

The process of alignment of the municipal planning and other spheres of government's planning processes has played a great role in meeting the legislative requirement. The Municipal Systems Act states and requires that development strategies must be aligned with national and provincial sector plans as well as their planning requirements. It also establishes that a single inclusive and strategic plan must be adopted which links, integrates and coordinates plans. This municipality acknowledges and recognizes the importance of ensuring alignment between its IDP, various sector departments' plans and Dr Ruth Segomotsi District Municipality IDP.

It also realized that proper and effective alignment would result in successful implementation of the planning outcome, whilst a failure to align might result in waste of resources and a total collapse of the implementation of the IDP.

More information on alignment is available hereunder in the IDP alignment Framework Plan:

Table 5: Strategic Framework Plan for Alignment

PHASES	STRATEGIC INPUT/OUTCOME
Phase 1: Preparation Phase	<ul style="list-style-type: none"> ◆ Reflection on information available at all levels, joint local and district spatial analysis, progress on previous commitments, confirm/change strategic direction of development in line with NWGDS and NSDP ◆ Extensive research on the Service Level Agreement and way forward to align the outputs with IDP.
Phase 2: Consultation Phase	<ul style="list-style-type: none"> ◆ Strategic discussion based on information from phase 1- decisions on where investment would go or not, trade-offs. Indicative budgets (municipality & sectors) and programmes based on consultation process with communities.
Phase 3: Drafting Phase	<ul style="list-style-type: none"> ◆ Sectors embark on strategic sessions and feed local analysis into sector strategic plans. ◆ Working sector commitments into draft IDP.
Phase 4: Adoption Phase	<ul style="list-style-type: none"> ◆ Sectors confirm commitments (verify budgets) made in consultation phase. ◆ Final adopted IDP becomes true integration of government action in the municipal area

As indicated *earlier*, alignment was taking place continuously during the stages of the IDP process, with the involvement of the various role players including: Dr Ruth Segomotsi Mompati District Municipality; National and North West Provincial Departments; NGO's / CBO's and Private Sector entities. Opportunities were created throughout the process for these institutions to participate and inform the municipality of their plans, strategies, budgets and policies impacting on our locality.

2.6 LOCAL DEVELOPMENT PLAN CONTEXTUALISED FROM THE NATIONAL DEVELOPMENT PLAN

POVERTY & INEQUALITY		PROSPERITY & EQUITY	
TOO FEW JOBS	<p>CHALLENGES/PROBLEMS FACING THE LOCAL MUNICIPALITY</p> <ul style="list-style-type: none"> • The Local municipality has extremely high rates of unemployment and underemployment. • The overall unemployment rate for Lekwa-Teemane for 2011 is (34%) • Those in low income households that are working support many dependents and earn little relative to the cost of living-this is a central contributor to widespread poverty. • By definition, inclusive growth must involve the participation of a broader section of working age people. • Most of the households are dependent on grants. 	CREATE JOBS	<p>WHAT NEEDS TO BE DONE BY THE DISTRICT</p> <ul style="list-style-type: none"> • Create 5000 jobs by 2020. • Through EPWP create 300 jobs every year by implementing the following projects/programs: <ul style="list-style-type: none"> ○ grave yard cleaning, ○ street cleaning, ○ planting of indigenous trees, • Help match unemployed workers to jobs (Through collaboration with department of labour). • Intensify profiling of households and fastrack interventions • Promote food security. • Promote access to land. • SMME Support. • Increase access to EPWP Programme. • Reward the setting up of new businesses; including partnering with companies (Municipality needs to develop incentive policy for businesses). <p>Deal with confusion over policies to do with transport, water, energy, labour and communications.</p>
CRUMBLING INFRASTRUCTURE	<p>CHALLENGES/PROBLEMS FACING THE DISTRICT & ITS LOCALS</p> <ul style="list-style-type: none"> • Public investment in both new and existing infrastructure falls far short of what is needed to meet the country's economic and social requirements. 	EXPAND INFRASTRUCTURE	<p>WHAT NEEDS TO BE DONE BY THE DISTRICT</p> <ul style="list-style-type: none"> • Set up an investment programme for water resource development, bulk water supply and wastewater management this year, with reviews every five years by the District municipality • Development of Bloemhof dam into a water resource for all areas in the district • Seek support from provincial and national

	<ul style="list-style-type: none"> • Ageing infrastructure • Inadequate Operation and Maintenance budgeting. • Inadequate funding for provision of Free basic Water to all indigent consumers (25 l/p/day) • Vandalism • Theft of Equipment • Poor planning to accommodate informal settlements • Lack of effective cleaning equipment • Foreign Objects in sewer systems • No road maintenance and storm water management plans in place • No integrated transport plan in place 		<p>government to address serious backlogs. Submit required levels of funding for consideration to COGTA, Treasury and the provincial government.</p> <ul style="list-style-type: none"> • Improve coordination between local municipalities and district to ensure the provision of bulk services prior to implementation of housing projects. • Improve coordination with service providers to ensure shared responsibility for service provision. • Ensure that indigent registers of the municipality are used – take up with COGTA. • Make “explicit” the operational and maintenance cost for the provision of bulk infrastructure and services in all budgeting and planning processes. • Quantify MIG-allocations and the Equitable Share contribution.
RESOURCE INTENSIVE ECONOMY	<p>CHALLENGES/PROBLEMS FACING THE DISTRICT & ITS LOCALS</p> <ul style="list-style-type: none"> • Non-recycling of waste material in the municipality. • While a more diversified domestic economy was built to support the settler population, it was still based on the exclusion of the indigenous people and funded by natural resource exploitation, particularly of the nation’s rich mineral resources which remain an endowment. • Illegal mining in the municipality 	TRANSITION TO A LOW-CARBON ECONOMY	<p>WHAT NEEDS TO BE DONE BY THE DISTRICT</p> <ul style="list-style-type: none"> • Speed up and expand renewable energy and waste recycling, and ensure buildings meet energy-efficient standards • Set a target of 400 solar water heaters by 2017 • Encourage establishment of recycling plants.
EXCLUSIVE PLANNING	<p>CHALLENGES/PROBLEMS FACING THE DISTRICT & ITS LOCALS</p> <ul style="list-style-type: none"> • The spatial legacy of apartheid continues to weigh on the entire country. • In the cities, the poorest live far from places of work and economic activity. Although it was identified as a particular focus for attention even before 1994, the situation has 	TRANSFORM URBAN AND RURAL SPACES	<p>WHAT NEEDS TO BE DONE BY THE DISTRICT</p> <ul style="list-style-type: none"> • Stop building houses on poorly located land and shift more resources to upgrading informal settlements, provided that they are in areas close to jobs. • Ensure that we use District town planners to assist with plan to dismantle the old planning

	<p>probably been aggravated since then, with many more people now living in poorly located settlements.</p> <ul style="list-style-type: none"> • This adds to the challenges, already discussed, of providing infrastructure in support of economic activity. • Reversing the effects of spatial apartheid will be an ongoing challenge in the decades ahead. 		<p>patterns through the spatial development framework.</p> <ul style="list-style-type: none"> • Ensure the development of the district transport plan. • The municipality needs to avail land through incentive policy to potential investors (this can be done in collaboration with Department of Rural Development & land affairs). • Municipality to avail land for housing development for middle income group. • Collaborate with department of agriculture for training of subsistence farmers • Improve public transport. • Give businesses incentives to move jobs to townships. • Fix the gap in the housing market by combining what banks have to offer with subsidies as well as employer housing schemes. • Give communal farmers, especially women, security of tenure.
<p>POOR EDUCATION</p>	<p>CHALLENGES/PROBLEMS FACING THE DISTRICT & ITS LOCALS</p> <ul style="list-style-type: none"> • The big drop-out in tertiary education due to lack of funding • New buildings, renovations, sanitation, fencing of schools for the safety and security, extension of schools due to migration patterns and electrification. • More girls are dropping out of school due to teenage pregnancy. 	<p>EDUCATION AND TRAINING</p>	<p>WHAT NEEDS TO BE DONE BY THE DISTRICT</p> <ul style="list-style-type: none"> • Increase teacher training output by expanding “Funza Lushaka” to attract learners into teaching, especially those with good passes in maths, science and languages. • Collaborate with department of labour to intensify their career development in local schools. • Ensure that the bursary which is allocated by the district/local municipality focus on scarce skills in the municipality. • Promote access to basic education

<p>HIGH DESEASE BURDEN</p>	<p>CHALLENGES/PROBLEMS FACING THE DISTRICT & ITS LOCALS</p> <ul style="list-style-type: none"> • Total deaths in our district have increased sharply, with the numbers approximately doubling in ten years up to 2008. • The rise in total deaths, low life expectancy and high infant mortality are all evidence of a health system in distress. • There is a scourge of trauma cases resulting from violence and road accidents. • Infant and maternal mortality rates are extremely high and higher than other middle income countries. • There is a dramatic increase in AIDS-related deaths among young adults, which is more marked for young women than men. • It is likely that AIDS and HIV-related TB account for all of the increase in deaths from communicable disease, as well as a considerable part of the added mortality classified as non-Communicable. 	<p>PROVIDE QUALITY HEALTH CARE</p>	<p>WHAT NEEDS TO BE DONE BY THE DISTRICT</p> <p>Speed up training of community specialists in medicine, surgery including anaesthetics, obstetrics, paediatrics and psychiatry.</p> <ul style="list-style-type: none"> • Implement national health insurance in a phased manner. • Improve roads infrastructure needs to be improved to provide better access to health facilities, education and agriculture. • Train, attract and retain skilled people in the professional health sector. • Better integrate health services and youth issues. • Acquire sufficient land for health facilities. • Stabilizing and reducing substantially HIV and TB infections, and treating people who are already infected • Changing lifestyles to limit HIV infections, and promoting healthier diets and exercise • Reducing levels of violent crime, domestic violence and road accidents • Improving nutrition levels and tackling micronutrient deficiencies, especially among children • Improving the quality of water and increasing access to sanitation • Improving the quality of primary health care, especially for pregnant women and very young children • Raising the number of people trained throughout the health system (and ensuring that they are retained in the district).
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PUBLIC SERVICE UNEVEN	CHALLENGES/PROBLEMS FACING the Local Municipality <ul style="list-style-type: none"> • The uneven performance of the public service results from the interplay between a complex set of factors, including tensions in the political/administrative interface. • Instability of the administrative leadership. • Skills deficits, the erosion of accountability and authority structures. • Poor organizational design. • Inappropriate staffing and low staff morale. 	BUILD A CAPABLE STATE	WHAT NEEDS TO BE DONE BY THE DISTRICT <ul style="list-style-type: none"> • Fix the relationship between political parties and government officials. • Make the public service a career of choice. • Improve relations between national, provincial and local government. • Boost state-owned enterprises to help build the country. • Centralize the awarding of large tenders or tenders that go for a long time. • Take political and legal steps to stop political interference in agencies fighting corruption. • Set up dedicated prosecution teams, specialist courts and judges • Make it illegal for civil servants to run or benefit directly from certain types of business activity.
CORRUPTION	CHALLENGES/PROBLEMS FACING THE Local Municipality <ul style="list-style-type: none"> • On of the most striking breakdowns in accountability is corruption. • Defined as the misuse of an official position for personal gain, corruption occurs in both the public and private sectors, but it is particularly damaging to good relations between citizens and the state. • It undermines confidence in the democratic system by enabling the better off to exert undue influence over the policy process or obtain preferential access to services. • The clandestine nature of corruption makes it inherently difficult to measure. • The advent of democracy has enabled much greater coverage of instances of corruption. • Civil society and the media have played a prominent role in highlighting cases of corruption. • Corruption is widely condemned, but remains a major 	FIGHT CORRUPTION	WHAT NEEDS TO BE DONE BY THE DISTRICT <ul style="list-style-type: none"> • Develop anti-corruption strategy. • Effective use of the Presidential toll-free to report crime activities. • Centralize the awarding of large tenders and tenders that go for a long time. • Take political and legal steps to stop political interference in agencies fighting corruption. • Make it illegal for civil servants to run or benefit directly from certain types of business activity.

	<p>problem.</p> <ul style="list-style-type: none"> • Most cases of corruption covered in the media are uncovered by government, and so a renewed effort to fight corruption can lead to a perception that corruption levels have increased. 		
DIVIDED COMMUNITIES	<p>CHALLENGES/PROBLEMS FACING THE Local Municipality</p> <ul style="list-style-type: none"> • Whites in our district do not attend community participation initiatives. • We have made significant progress in uniting our country since 1994. • Racism in our district is still rife especially to the disadvantaged members of the communities. • Despite this progress, we remain a divided society and the major dividing line in society is still race. • To resolve these divisions will take time and a careful balance between healing the divisions of our past and broadening economic opportunities to more people, particularly black people. • Despite progress in uniting our country, deep divisions fuel a cycle of mistrust and short-termism that make dealing with our key challenges difficult and more complex. • Trust is an essential element of healing and of nation building; and is also necessary. 	TRANSFORMATION AND UNITY	<p>WHAT NEEDS TO BE DONE BY THE DISTRICT</p> <ul style="list-style-type: none"> • The Bill of Responsibility, developed by the Department of Basic Education and others, should be popularized and used as a pledge by all South Africans to live the values of the Constitution. • Encourage all South Africans to learn at least one African language • Employment equity and other redress measures should continue and be made more effective.

2.7 The North West Growth and Development Strategy (NWGDS)

The NWGDS aims to provide a framework for sustainable growth and economic development for the Province over a ten years period. The NWGDS will continue to establish the basis from where the Provincial Programme of Action is negotiated through consultations with both internal and external stakeholders. It further forms a yardstick from which progress and achievements are monitored and evaluated at the provincial level.

The NWGDS is guided by the National policy thrusts identified for the millennium (2004 – 2014). It seeks to achieve balanced development of economic sectors and spatial localities in accordance with the needs and aspirations of the people. It is also aimed at targeted investments in the province, with the aim of offering opportunities to the people in skills development, employment and the improved quality of life.

Based on the social and economic development challenges of the province, the Province has identified the following as primary development objectives:

- a) Stimulate economic development
- b) Develop and enhance infrastructure for economic growth and social development.
- c) Reduce poverty through human and social development
- d) Stimulate economic development.
- e) Ensure a safe and secure environment for all people of the province
- f) Promote effective and efficient governance and administration

In order to give effect to these developmental objectives, the Province has identified the following areas that need to be addressed:

1. *To achieve an annual economic growth rate at least equal to the national average economic growth rate.*
2. *To reduce unemployment.*
3. *To reduce the number of households living in poverty by per annum.*
4. *To improve the functional literacy rate.*
5. *To reduce infant mortality for children under five years.*
6. *To reduce the obstetrical maternal mortality rate from 65,5% to 20,06% per 100 000 women in the reproductive age group.*
7. *To stabilize the prevalence rate of HIV and AIDS and reverse the spread thereof.*
8. *To provide shelter for all the people of the province.*
9. *To provide free basic services to all households.*
10. *To reduce crime rate.*
11. *To provide adequate infrastructure for economic growth and development*

In order to achieve the above-mentioned targets, the North West Province has adopted the following key chapters from the National Development Plan:

<i>Chapter</i>	<i>Reasons Why</i>	<i>Cluster</i>
Chapter 3: Economic and Employment	Ensure job creation in all sectors by ensuring stability	EID
Chapter 4: Economic Infrastructure	To ensure the improvement of roads, water, energy and transport infrastructure by the Province.	EID and Social
Chapter 6: Integrated and inclusive Rural Economy	North West Province is rural in nature therefore there is a need to focus and channel our resources to the rural economy and enhance rural governance.	EID
Chapter 8: Transforming Human Settlements	To deal with past spatial imbalances and benefits, upgrade informal settlements, create new towns and cities	Social
Chapter 9: Improving Education Training and Innovation	To ensure that the curricula is aligned to the job market	Social
Chapter 13: Building a Capable and Developmental State.	Strengthening accountability and coordination by government and build a state with capable cadres to advance the plan	Governance
Chapter 14: Fighting Corruption	Have systems and structures in place to deal with corruption	ALL

2.8 National Spatial Development Perspective (NSDP)

2.8.1 National Spatial Development Vision

The NSDP is to fundamentally reconfigure apartheid spatial relations and implement spatial priorities that meet the Constitutional imperative of providing basic services and alleviating poverty and inequality. It provides a set of principles and mechanisms for guiding infrastructure investment and development decisions. The NSDP serves as a tool for identifying key areas of tension and/or priority in achieving positive spatial outcomes.

The NSDP identified six categories of developmental potential which cover the spectrum of economic functions in a modern economy

- Innovation and experimentation
- High value, differentiated goods
- Labour-intensive, mass-produced goods
- Public services and administration
- Retail and services
- Tourism

The Government's National Spatial Development vision determine that: *"South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives"*

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

2.8.2 Normative Principles

The NSDP proposes the following normative principles to be used as a guide by all spheres of government when making decisions on infrastructure investment and development spending:

- ↳ Government spending on fixed investment, beyond constitutional obligations to provide basic services to all citizens, should be focused on localities of economic growth and/or potential for sustainable economic development in order to attract private sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities. In these areas government's objective of both promoting economic growth and alleviating poverty will best be achieved.
- ↳ In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities.

In localities with low development potential, government spending beyond basic services should focus social investment, such as human resource development, labour market intelligence and social transfers, so as to give people in these areas better information and opportunities. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities. The further concentration of people in need in areas of low potential should therefore not be encouraged.

Based on the above development potential, towns are classified as having a High Combined Development Potential, Above Average Combined Development Potential, Below Average Combined Development Potential and Limited Combined Development Potential.

This table depicts the Municipality's growth potential, capacity and constraints

Table:6 Municipality growths potential

CATEGORY	DESCRIPTION OF THE CATEGORY	MUNICIPALITY'S STATUS QUO
Innovation & Experimentation	Research & Development and application of technology to production processes	There is an existing Research & Development to explore utilization of the mining as the means for income-base generation for the municipality. The municipality has established a Development Agency to deal with high impact projects.
Production: High value Differentiated Goods	All production focusing on local & global niche markets (agricultural, manufacturing or natural resources based)	The Agriculture especially production of meat have a comparative advantage in District Municipality. However, the sector that contributes the most to the District GDP is agriculture. There is generally heavy reliance in this sector, therefore more resources should be allocated to develop other sectors
Production: Labour-Intensive Mass-produced Goods	Highly depended on proximity to good and cheap transport linkages and large unskilled and semi-skilled labour pool.	A low-rating in terms of labor-intensive and mass produced goods.
Public Services & Administration	Business & public management required to organise processes of production, consumption and circulation.	A high number of professionals is been employed by the Municipality since it is the biggest employer in the region
Retail and Services	Retail, catering & personal services large employer of semi-skilled workers willing & able to pay for goods and services.	In Lekwa Teemane Municipality, the bulk of household expenditure is towards Services. This is the highest in all the Local Municipalities around the District area.
Tourism	Eco-scenary, cultural heritage, entertainment, high-quality restaurants & accommodation.	An -average tourism potential. The municipality has established a local Tourism Association which comprises of local product owners.

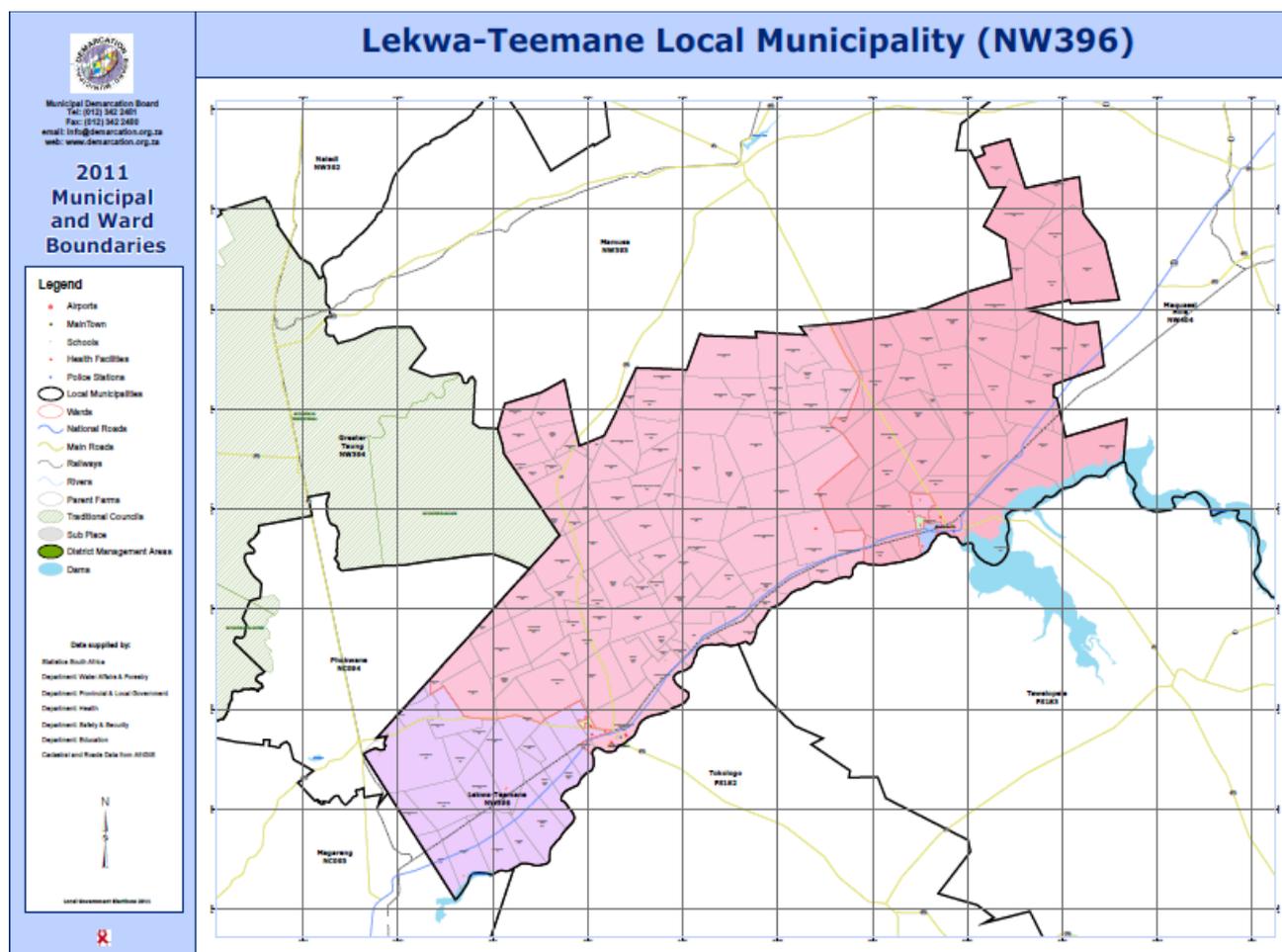
SECTION 2: SITUATIONAL ANALYSIS

THE GEOGRAPHIC PROFILE OF THE LEKWA - TEEMANE LOCAL MUNICIPAL AREA

2.1 Geographic Area Size

Lekwa - Teemane Local Municipality (LTLMA) (NW396) is approximately 3681, 25 km² in extent. This land mass is 7.75% of the total area of the Dr. Ruth S Mompoti District Municipality area. The administrative centre of the municipality is in the rural area of Christiana. The other offices are located in Bloemhof. Figure 1 below shows the spatial positioning of the LTLMA.

Figure 1: Map of Lekwa –Teemane Local Municipality



2.2 Major Town

The major towns are Bloemhof and Christiana and these are predominantly farming towns, hence the major private sector employers are farmers. Both of these towns can be described as rural to semi-rural and spreads. Apart from these two rural towns most the residents are leave in villages.

2.3 Major Road Links

The main road is the N12 highway which is the tourist attraction as it passes along the Vaal River and Bloemhof dam. Other smaller feeder roads exist connecting villages to the main rural towns, for example Britten. However, most of these are not tarred and largely unusable during summer when occasional flooding occur making access between the villages and rural towns impossible. This is an issue that needs to be addressed by the LTLMA.

2.3 Soils

The main soils types in this area are as follows:

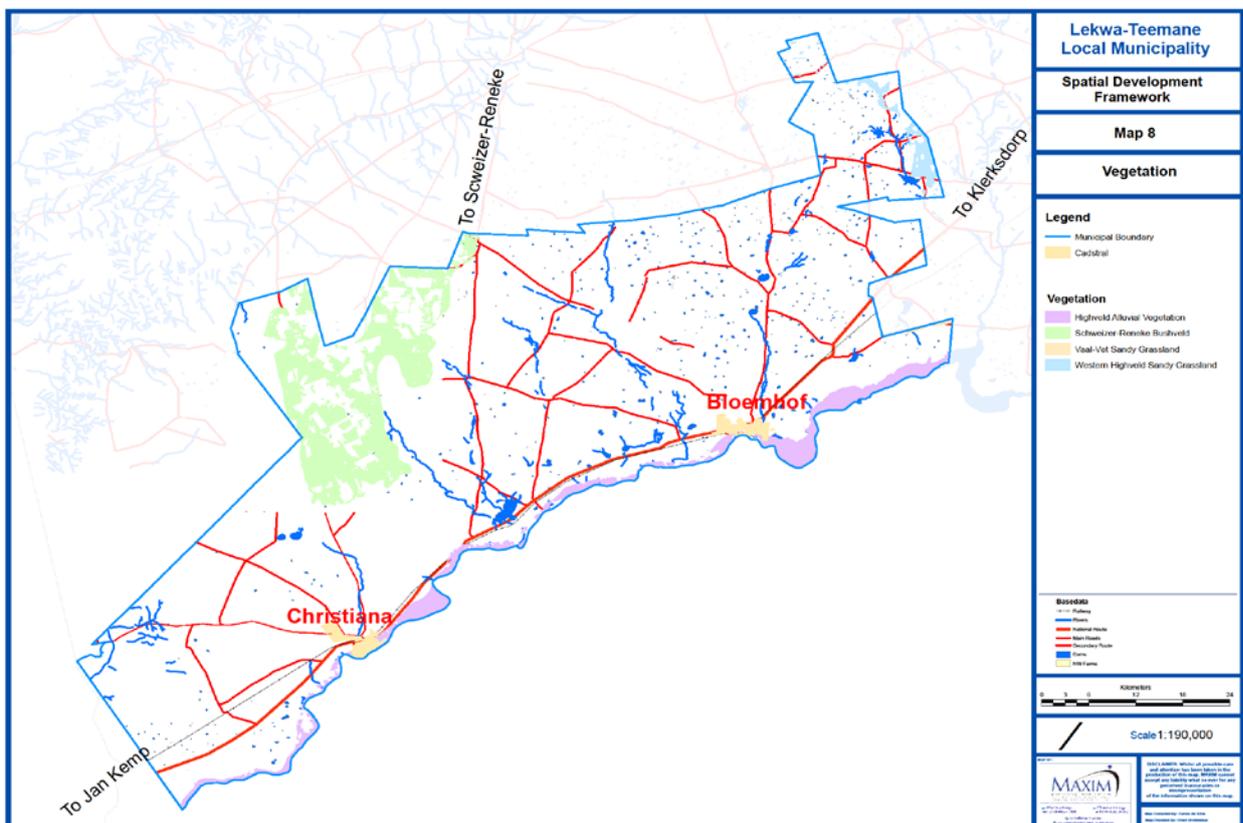
However, these soils are poor in the following which are necessary for crop production. This indicates that without the use of fertilizers to supplement the soils, agricultural activities will be low or done only by commercial farmers able to buy expensive fertilizers.

There is a need by the LTLMA to encourage emerging and small scale farmers by providing them with seeds which do not require high soil nutrients and suitable to the local rainfall levels which are low. The South African Development Community Food Security Network has recommendations on these seeds.

Information on soil types within the LTLMA area will be taken from the SDF report.

2.4 Vegetation

The vegetation is characterized by turf thornveld and mixed bushveld areas. This type of vegetation is good for cattle and rearing goats and wild animals. This suggests that potential of national and private game reserves exists. Productive use of land which is non arable in alternative ventures like private farms run in partnerships with the local rural communities of the LTLMA.



2.4 Climate

Lekwa - Teemane LM normally receives about 344mm of rain per year, with most rainfall occurring mainly during mid-summer. It receives the lowest rainfall (0mm) in June and the highest (70mm) in January. The monthly distribution of average daily maximum temperatures shows that the average midday temperatures for Lekwa- Teemane LM range from 19°C in June to 32.9°C in January. The municipal area is the coldest during June when the temperature drops to 0°C on average at night.

The municipal area is semi-arid, with occasional hail and frost. The area receives variable rain with scattered thunder storms and flooding. The floods are a nuisance as they make the un tarred roads unusable thereby cutting off the villages from clinics and shops. During hot summers there is high evaporation and elevated temperature.

2.5 Rainfall

The area normally receives about 350mm of rain per year. A limited part of the geographical area adjacent to the eastern boundary has slightly higher rainfall averages between 340 to 344mm per year. The average rainfall per annum is being calculated at 450mm. Thunderstorms and hails do occur but are lower than the figures obtained for the Highveld region.

2.6 Geology

Information on Geology within the Lekwa-Teemane LM area will be taken from the SDF report.

The region is rich in the following minerals diamonds.

There is a potential for the development of mines in the area in the mining of diamonds.

3. THE DEMOGRAPHIC PROFILE OF LEKWA - TEEMANE LOCAL MUNICIPAL AREA

3.1 Population Size

Census report of 2011 records a total population of 53 248 as the total population of Lekwa-Teemane (NW 396), this is 11.5% of the total population of Dr Ruth S Mompoti District Municipality of about 463 815 people. Lekwa-Teemane Local Municipality has the lowest population within the Dr. Ruth S Mompoti District.

Below diagram show estimated population within Lekwa - Teemane Local Municipality.

Population size

Table 7: Census 2011 population estimates by Local Municipality

Municipality	Population estimate	Households total population
Lekwa-Teemane Local Municipality	53 248	14 930

Sources: (STATSSA Census 2011)

The above shows the population estimates for Lekwa-Teemane Local municipality. This number is high and will put pressure on the provision of water, sanitation and health facilities on the local municipality.

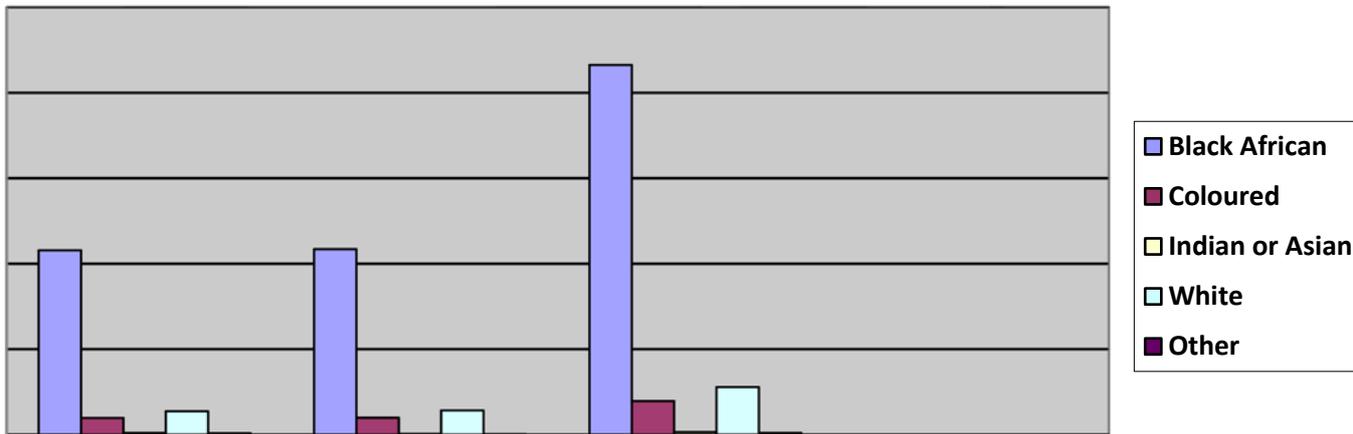
3.2 Population Groups

The data on gender distribution for LTLMA in Table 2 below confirms that African males dominate in the municipality and this can be attributed by the job opportunities in the farms and game lodges and hunting. African females also dominate in the local municipality and this can be influenced by opportunities within agriculture and hunting.

Table 8: Gender population estimates by and sex, Census 2011

Black African	43257
Coloured	3925
Indian or Asian	296
White	5561
Other	209
Total	53248

Source: Statssa Census 2011



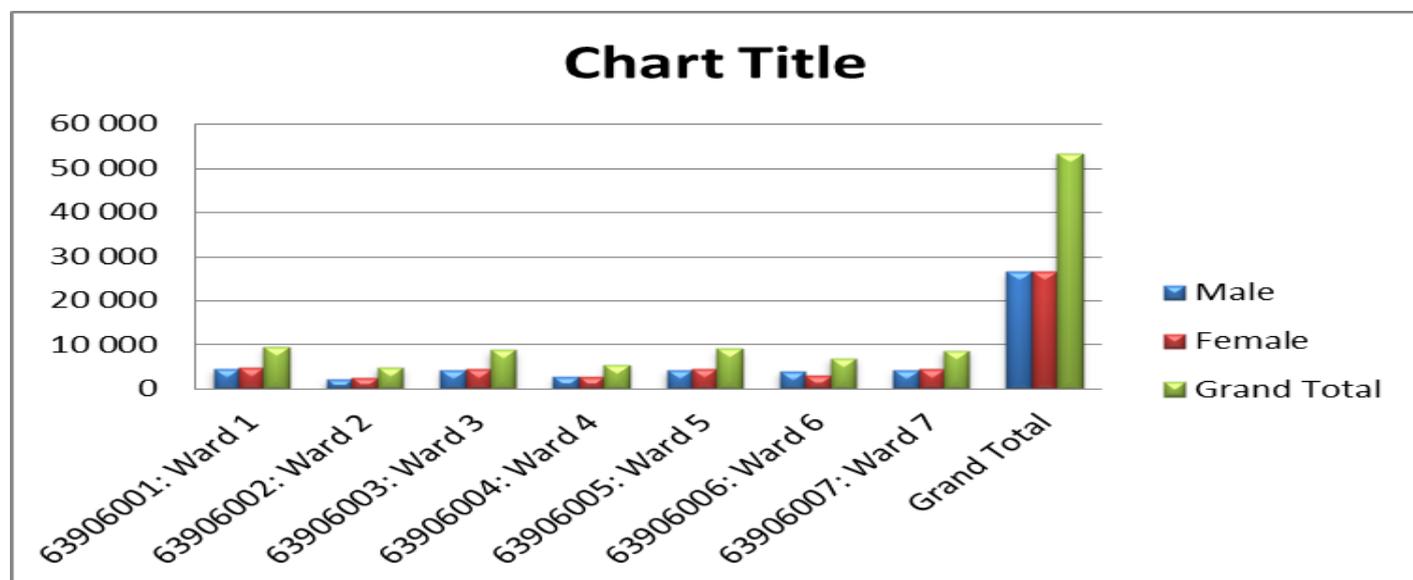
CENSUS 2011: Figure 4: Population by race

3.3. Gender Distribution

The data on gender distribution for LTLMA in Figure 5 below confirms that African males dominate in the municipality and this can be attributed by the job opportunities in the farms and game lodges and hunting. African females also dominate in the local municipality and this can be influenced by opportunities within agriculture and hunting.

Population group and sex, 2011 for Lekwa - Teemane Local Municipality

Figure 1: Gender Distribution



3.3 Age

The table and figure below shows that the population of whites, coloureds and Indians are relatively lower than those of Africans.

The implication of this is on the labour force and high levels of dependency on the Africans and coloured youth as opposed to the white and Indian populations.

The table above indicates that since 1996 the population of Lekwa-Teemane has increase from 36869 to 53 248 in 2011. The population growth rate is 2.15. However the municipality is still the smallest municipality within the Dr. Ruth Segomotsi Mompati in terms of population.

Age in completed years by Gender			
	Male	Female	Total
0 - 4	3064	3152	6215
5 - 9	2889	2848	5736
10 - 14	2496	2506	5002
15 - 19	2498	2445	4942
20 - 24	2607	2335	4942
25 - 29	2272	2109	4381
30 - 34	2060	1881	3941
35 - 39	1688	1652	3340
40 - 44	1464	1446	2909
45 - 49	1348	1423	2771
50 - 54	1120	1102	2222
55 - 59	992	1051	2043
60 - 64	731	830	1561
65 - 69	558	650	1208
70 - 74	357	506	862
75 - 79	235	326	561
80 - 84	123	185	308
85 +	100	203	303
Total	26600	26648	53248

Source: Statssa Census 2011

Table 6: Age distribution estimates by population group age and sex, 2009

Age	African Male	African Female	TOTAL	White Male	White Female	TOTAL	Coloured Male	Coloured Female	TOTAL	Asian Male	Asian Female	TOTAL	LM Male	LM Female	Total M&F
00-04	2451	2324	4775	126	80	206	84	93	177	4	4	8	2665	2501	5166
05-09	1931	1999	3930	89	121	210	100	109	209	0	5	5	2120	2234	4354
10-14	2495	2303	4798	114	141	255	118	112	230	0	3	3	2727	2559	5286
15-19	1866	2014	3880	142	155	297	59	86	145	5	4	9	2072	2259	4331
20-24	2645	2038	4683	149	151	300	132	103	235	8	0	8	2934	2292	5226
25-29	2286	1633	3919	135	150	285	83	83	166	7	5	12	2511	1871	4382
30-34	1964	1448	3412	155	128	283	114	108	222	9	4	13	2242	1688	3930
35-39	1686	1160	2846	86	85	171	48	87	135	6	4	10	1826	1336	3162
40-44	1201	1014	2215	74	137	211	77	88	165	0	0	0	1352	1239	2591
45-49	1067	1007	2074	195	182	377	59	45	104	0	4	4	1321	1238	2559
50-54	925	1061	1986	161	195	356	30	34	64	0	7	7	1116	1297	2413
55-59	792	635	1427	166	149	315	60	40	100	8	6	14	1026	830	1856
60-64	590	595	1185	155	190	345	30	48	78	8	14	22	783	847	1630
65-69	360	438	798	160	129	289	26	37	63	9	0	9	555	604	1159
70-74	167	263	430	95	126	221	14	14	28	0	0	0	276	403	679
75+	221	371	592	154	245	399	13	37	50	0	0	0	388	653	1041
Total	2264	20303	42950	2156	2364	4520	1047	1124	2171	64	60	124	25914	23851	49765

Source:(GlobalInsight2009)

The information below depicts the population age by race.

Table 9: Age by race

	00-04	05-09	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-79
Black African	5468	4986	4286	4180	4226	3649	3279	2699	2233	2166	1627	1471	1025	766	516
Coloured	407	423	375	398	384	319	305	238	242	235	189	116	101	77	58
Asian	33	22	12	11	35	56	44	35	13	15	4	5	2	3	3
White	295	298	321	340	269	320	278	350	409	350	391	449	429	283	283

Source: Statssa Census 2011

NB: Numbers for age are up to 79 years.

3.4 Population Density

The average population density for Lekwa - Teemane Local Municipality has increase from 13.5 people per km² to 14.5 people and is measured by dividing the total population (53248) of the municipality by the total land area (3 681) of the municipality.

Table 10: Number of people per km²

AREA (Km ²)	3681.20
POPULATION DENSITY (POP/Km ²)	14.5

Sources: (Statssa Census 2011)

This figure is high as LTLMA is a small area. This would tend to limit the land for agriculture.

4. THE DEVELOPMENTAL PROFILE OF THE LEKWA - TEEMANE LOCAL MUNICIPAL AREA (SOCIO-ECONOMIC PROFILE).

4.1 CONDUCTING THE SOCIO-ECONOMIC ANALYSIS (PLANNING ACTIVITY)

The socio-economic analysis collects and presents data on the social and economic factors of LTLMA. The collected data is important in ensuring that the IDP projects and programmes will address not only community- and stakeholder specific issues, but also over-arching issues which relate to the municipality and its sustainability as a whole.

The purpose of conducting a socio-economic analysis is to ensure that the Objectives, Strategies, Projects and Programmes of the LTLMA sufficiently consider the needs of disadvantaged/ marginalized population groups and effectively address poverty reduction and gender equity.

The following minimum requirements, pertaining to the output, shall be met:

- The data will be differentiated by socio-economic category, age group and gender, where possible; and
- Residents'/communities'/stakeholders' priority needs were differentiated, where possible.

The minimum requirement with respect to outputs for this activity is to:

- Identify crucial social-economic factors, trends, dynamics and related problems which affect the LTLMA and the Municipal government as a whole.
- Identify available resources, competitive advantages and initiatives in the LTLMA and of the municipal government to address these problems.

4.2 Households

According to the 2011 census report, the total number of households in Lekwa-Teemane Local Municipality is 14 930. The female headed households are considerably high in wards 1, 2 and 7.

Number of Household Per Ward

Table 11 HOUSEHOLDS PER WARDS

	NO OF HOUSEHOLDS	% FEMALE HEADED HH
63906001: Ward 1	2338	40
63906002: Ward 2	1298	46
63906003: Ward 3	2258	37
63906004: Ward 4	1733	31
63906005: Ward 5	2431	37
63906006: Ward 6	2532	21
63906007: Ward 7	2340	40
TOTAL	14 930	

Source: Statssa Census 2011

4.3 Households Structure

The distribution of household sizes in the Lekwa - Teemane LM area which indicates the following aspects about the population sizes of the Lekwa - Teemane LM: About 9.4% of the households in the Lekwa - Teemane LM consisted of five members or less.

Number of Household

Table 12: CENSUS 2011 HOUSEHOLDS PER WARDS

	NO OF HOUSEHOLDS	% FEMALE HEADED HH
63906001: Ward 1	2338	40
63906002: Ward 2	1298	46
63906003: Ward 3	2258	37
63906004: Ward 4	1733	31
63906005: Ward 5	2431	37
63906006: Ward 6	2532	21
63906007: Ward 7	2340	40
TOTAL	14 930	

4.4 Household Size

Lekwa-Teemane Local Municipality (NW 396) has approximately 14 930 households, 11.5% of the total households in DRRSM. The majority of the household has occupancy rate of four or less members. The average household size of 3.56% is relatively low as compare to 2001 and this is due to the new RDP houses which are built within the Municipal area.

Table 13: Average household size

	Census 2001	Census 2011
North West Province	3.7	3.2
Dr. Ruth Segomotsi Mompati	4.1	3.6
Lekwa-Teemane Local Muni.	3.97	3.56

Source: Statssa Census 2011

4.5 Household Type

The type of household used for dwelling determines the level of sophistication and hence level of development in an area. Types of households can be classified as very formal, formal, informal and traditional. This spectrum can be used to describe developed to underdeveloped of a community.

Table 7 below shows the percentage of the population of LTLM living in different types of dwellings.

Census 2011 indicates that

- A total of 74% of households in LTLMA are formal houses or brick structure a separate stand or yard it has increases from 64%
- About 3% informal households in 2001 were of traditional dwelling/hut/structure made of traditional materials.
- An estimated 70 household (0.68% households) are house/flat/room in back yard.
- About 14% are informal dwellings in a backyard and include informal dwellings not in the backyard. This has decrease from 27% in 2001.

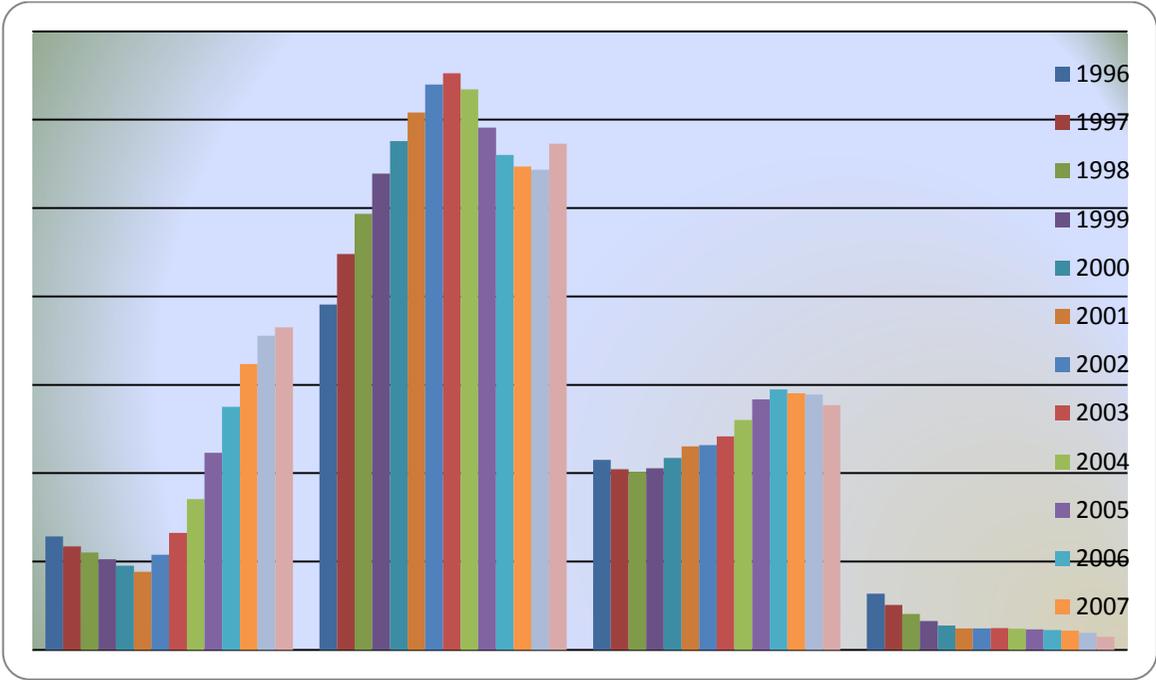
Changes in housing can be depicted as follows:

Table 13: Percentage distribution of households by type of main dwelling

	2001 (%)	2011(%)
House or brick/concrete block structure on a separate stand or yard or on a farm	64%	74%
Traditional dwelling/hut/structure made of traditional materials	3%	-
Flat or apartment in a block of flats	-	2%
Cluster house in complex	-	-
Townhouse (semi-detached house in a complex)	1%	-
Semi-detached house	-	1%
House/flat/room in backyard	1%	1%
Informal dwelling (shack; in backyard)	2%	6%
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	27%	14%
Room/flat let on a property or larger dwelling/servants quarters/granny flat	1%	1%
Caravan/tent	-	-
Other	-	-

Table Percentage distribution of households by type of main dwelling-Source : Statssa census 2011

Figure 8: Type of dwelling 1996 to 2009

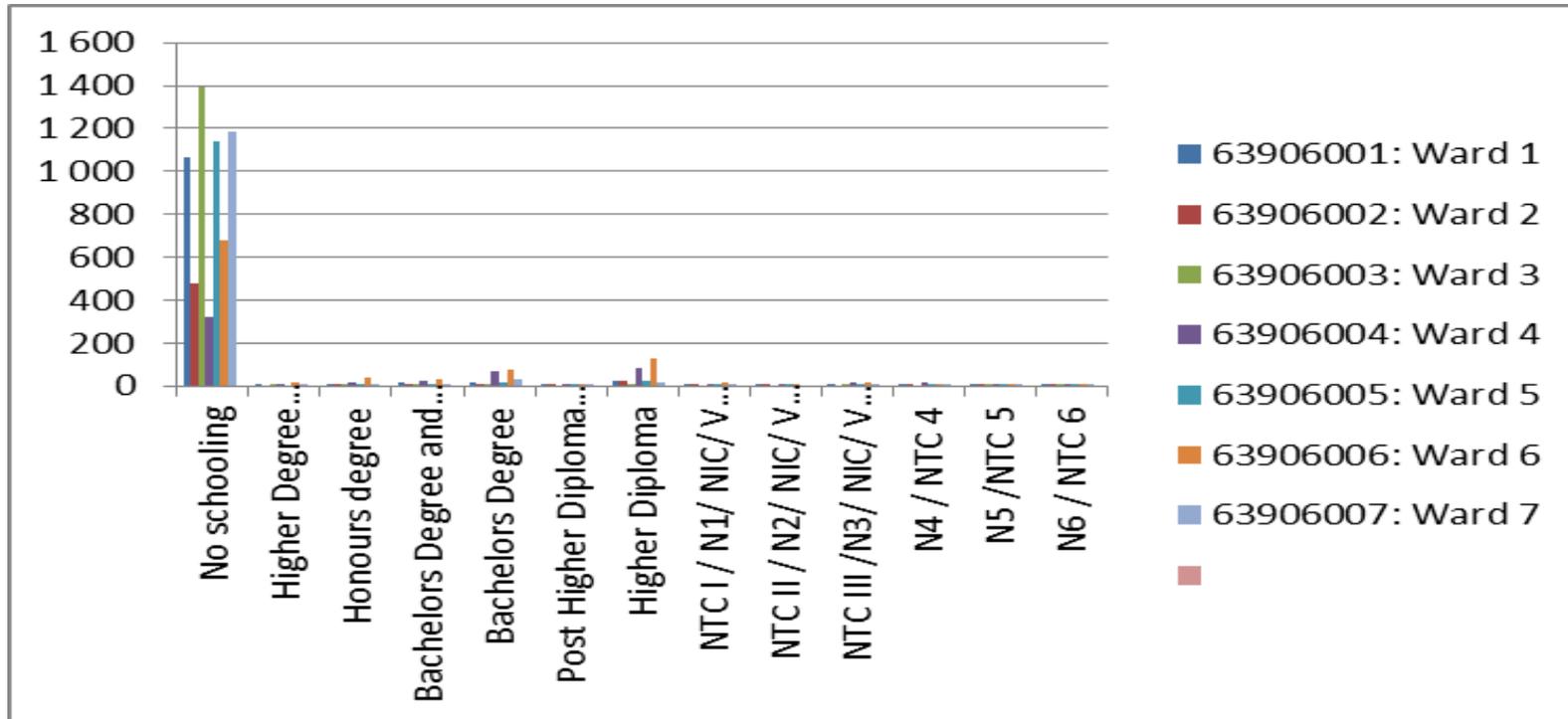


A very good progress is seen in every dwellings and a reduction in traditional dwellings. However, there is an increase in informal and a decrease in the formal dwellings from 2003. The cause of this is known by the LTLMA and needs to be addressed. The 2011 increase seems to show that something is happening.

4.6 Education Analysis

The LTLMA has African as having the highest number of people with no schooling, followed by the coloureds and whites. Indians appear to have very low numbers of people at low levels of education and highest with people with matric and bachelor's degree. The table below shows that LTLMA has to reduce people with no schooling and increase the matric, certificates and diploma numbers. This is a challenge of the municipality.

Figure 2: Education analysis



Source: Statssa Census 2011

The table above depicts that ward three has the highest number of people not attending school. This is due to the new extension 5 where the majority of the residents come from the surrounding farms. It is also an indication that the local community needs to be encouraged to enrol with tertiary institutions.

Table 14: Number of highest level of education within Lekwa-Teemane

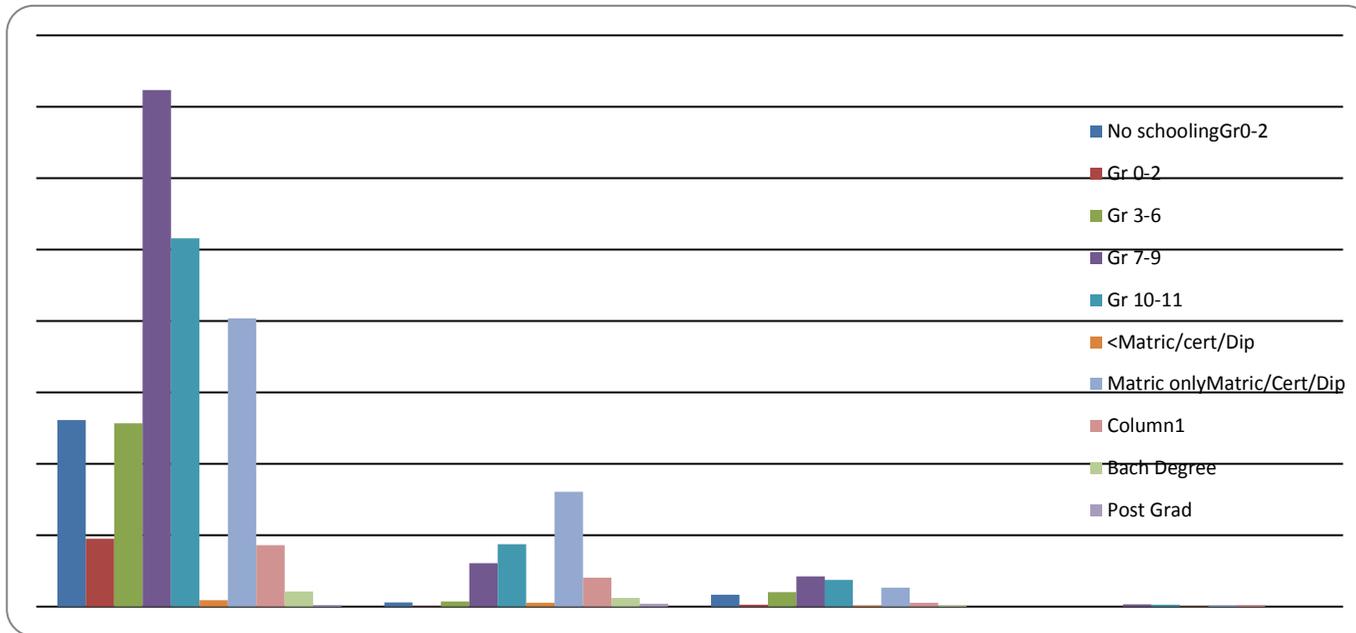
Gade 0	1462
Grade 1 / Sub A	1779
Grade 2 / Sub B	1934
Grade 3 / Std 1/ABET 1Kha RI Gude;SANLI	1969
Grade 4 / Std 2	2408
Grade 5 / Std 3/ABET 2	2153
Grade 6 / Std 4	2113
Grade 7 / Std 5/ ABET 3	2267
Grade 8 / Std 6 / Form 1	2786
Grade 9 / Std 7 / Form 2/ ABET 4	2225
Grade 10 / Std 8 / Form 3	2622
Grade 11 / Std 9 / Form 4	2593
Grade 12 / Std 10 / Form 5	4224
NTC I / N1/ NIC/ V Level 2	12
NTC II / N2/ NIC/ V Level 3	7
NTC III /N3/ NIC/ V Level 4	20
N4 / NTC 4	16
N5 /NTC 5	16
N6 / NTC 6	22
Certificate with less than Grade 12 / Std 10	6
Diploma with less than Grade 12 / Std 10	7
Certificate with Grade 12 / Std 10	199
Diploma with Grade 12 / Std 10	209
Higher Diploma	130
Post Higher Diploma Masters; Doctoral Diploma	11
Bachelor's Degree	104
Bachelor's Degree and Post graduate Diploma	51
Honours degree	44
Higher Degree Masters / PhD	5
Other	30
No schooling	5721
Unspecified	-

Sources: (STATSSA Census 2011)

4.7 Educational levels

Africans seem to reach grade 9 and the numbers achieving higher levels decreases. Senior secondary needs to be emphasized to increase education levels of Africans.

Figure 3: Education levels by race



4.8 Functional literacy

Table 15: Number of functional literacy age 20 + per population group, 2011

Population group	Illiterate	Literate	%
African	13373	12193	47.7%
White	163	3392	95.4%
Coloured	547	862	61.2%
Asian	9	92	90.7%
Total	14092	16539	54.0%

The figure above clearly shows that the Africans have a lower level of functional literacy. Whites and Indians have the highest functional literacy. More functional literacy for Africans is an open challenge for the LTLMA.

4.9 Health infrastructure

Table 16: Health clinics

Area	Number
BOITUMELONG CLINIC	1
Bloemhof Community Health Centre	1
Coverdale clinic	1
Utlwanang Clinic	1
Christiana Hospital	1

The LTLM is still struggling with health facilities, the population has increase but the health facilities did not increase. This put a lot of pressure on the existing facilities because the queues at our clinics are very long.

4.10. Cemeteries

Table 17: Cemeteries

Area	Number	In use	Not in Use
Boitumelong	3	2	1
Bloemhof	2	1	1
Coverdale	1	1	0
Utlwanang	2	1	1
Geluksoord	1	0	1

Own source 2012

4.11 Sports and recreation facilities

Table 18: Sports facility provision

AREA	NUMBER
Boitumelong	1
Coverdale	1
Geluksoord	1
Utlwanang	1
Bloemhof	2
Christiana	2

4.12 Gross domestic product

The Gross Domestic measures the total amount of goods and services produced in a region. The total GDP for LTLMA at 2009 was 1 736 542. The sectors are given below with a highlight on the top twenty contributing sectors.

Table 19: Detailed economic sectors - GDP

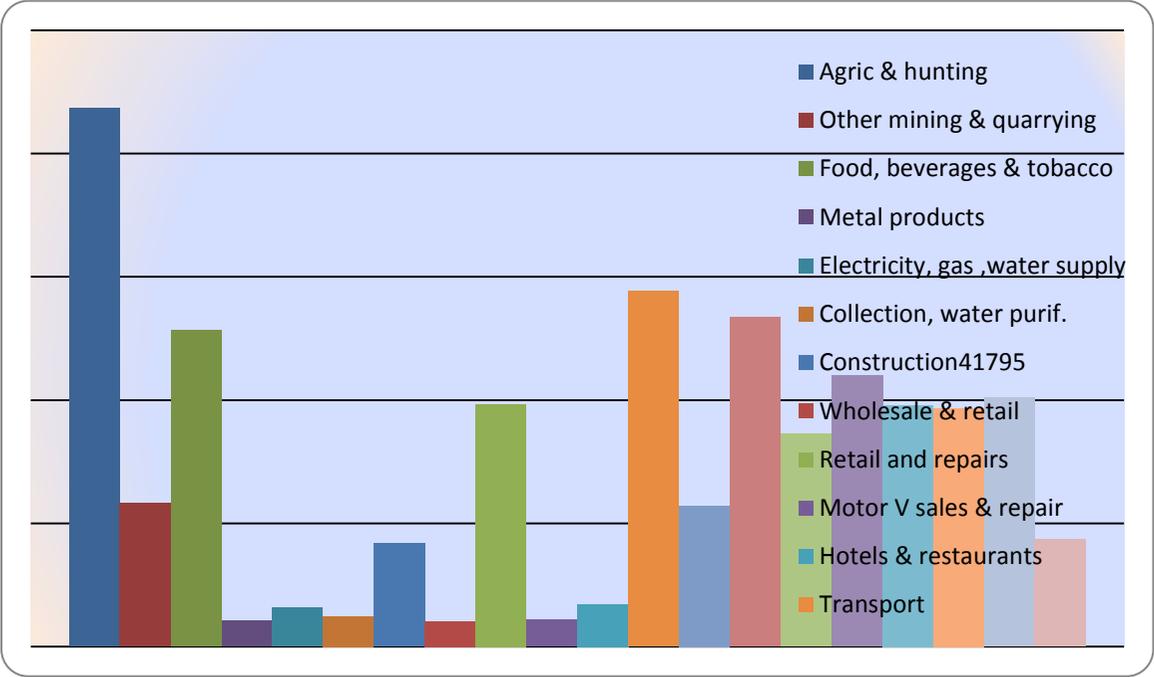
Detailed Economic Sectors (34 sectors)	
Current prices (R 1000)	
2009	
11 Agriculture and hunting	218 252
12 Forestry and logging	7 158
13 Fishing, operation of fish farms	2 891
21 Mining of coal and lignite	0
23 Mining of gold and uranium ore	0
24 Mining of metal ores	1 760
25-29 Other mining and quarrying (incl 22)	58 224
30 Food, beverages and tobacco products	128 446
31 Textiles, clothing and leather goods	345
32 Wood and wood products	1 213
33 Fuel, petroleum, chemical and rubber products	4 428

34 Other non-metallic mineral products	2 924
35 Metal products, machinery and household appliances	10 501
36 Electrical machinery and apparatus	1
37 Electronic, sound/vision, medical & other appliances	0
38 Transport equipment	1 812
39 Furniture and other items NEC and recycling	69
41 Electricity, gas, steam and hot water supply	15 824
42 Collection, purification and distribution of water	12 349
50 Construction	41 795
61 Wholesale and commission trade	10 322
62 Retail trade and repairs of goods	98 426
63 Sale and repairs of motor vehicles, sale of fuel	11 059
64 Hotels and restaurants	17 286
71-72 Land and Water transport	144 324
73-74 Air transport and transport supporting activities	1
75 Post and telecommunication	57 195
81-83 Finance and Insurance	133 435
84 Real estate activities	86 357

85-88 Other business activities	109 956
91 Public administration and defence activities	97 930
92 Education	96 666
93 Health and social work	100 835
94-99 Other service activities	43 607
Total Industries	1 515 390
Taxes less Subsidies on products	221 151
Total (Gross Domestic Product - GDP)	1 736 542

Sources: (Global Insight 2009)

Figure 3: Top 20 economic sectors in LTLMA.



The figure above shows the main sectors of LTLMA. The sectors which are significant contributors are agriculture and hunting (12.6%), transport (8%), finance and insurance (7.6%), health and social (5.8%), education (5.7%) and food, beverages and tobacco (3%). This also suggests that these sectors are the largest employers in LTLMA.

4.13 Employment

The current employment situation is analysed by considering employment in the various sectors, presenting figures of employment and unemployment. The GDP figures above directly point to the sectors which employ the greatest numbers of people. These sectors are agriculture and hunting, food and beverages, transport, finance and insurance education and health and social services.

4.13.1 Labour:- Economically Active Population (EAP)

The largest numbers of EAP are the Africans (86%), though these are due to lack functional literacy. This means that these 13 611 do not have skills. To support and attract investment in the area, LTLMA has to train and retain its people in the municipality.

Table 20: Number of EAP per group population

Population group	Number of EAP
African	13611
White	1475
Coloured	650
Indian/Asian	62
Total	15798

Sources: (Global Insight 2009)

4.13.2 EAP by Gender

LTLMA has more males as economical active than females in all racial groups. Women empowerment programmes are needed in the municipal area.

Table 21: Number / percentage of EAP per group population

	Black African	Coloured	Asian	White
Employed	8527	843	161	1737
Unemployed	4300	492	6	57
Discouraged work-seekers	2591	188	4	57
Other not EAP	11 136	1004	49	1620

Sources: (Statssa Census 2011)

4.13.3 Employment by sector

The main sectors which absorb the EAP in LTLMA are identified below. This section verifies this and table below gives the number of people employed in each economic sector.

Table 22: Number of employed people per group population 2009

Sector	No	Sector share of regional total %	Region's share of national total %
Agriculture	1687	19.6%	0.2%
Mining	294	3.4%	0.1%
Manufacturing	638	7.4 %	0.0%
Electricity	38	0.4%	0.1%
Construction	396	4.6%	0.1%
Trade	1093	12.7%	0.1%
Transport	354	4.1%	0.1%
Finance	604	7.0%	0.0%
Community Services	1814	21.1%	0.1%
Household	1688	19.6%	0.1%
Total	8606	100%	0.1%

Sources: (Global Insight 2009)

The main sectors which employ the EAP in LTLMA and contributing significantly to the regional totals are agriculture (19%), community services (21%), households (19%), trade (12.7%), manufacturing and finance with (7%) each. The challenge for LTLMA is to develop the other sectors by supporting SMMEs to be established and to grow. These usually have a large labour absorptive capacity than the larger firms.

4.13.4 Unemployment

According to Statistics South Africa's census 2011 the LTLM unemployment rate stands at 34%. This percentage is high and the municipality needs to increase job opportunities within Lekwa-Teemane. Programmes such as the EPWP and CWP need to be increased. This huge difference is explained by the high number of men who are employed in agriculture and hunting. The high number of coloureds unemployed is a challenge as this could lead to social problems like crime, drug abuse and further depress the upliftment of the racial group in LTLMA.

4.13.5 Number of informal employed people

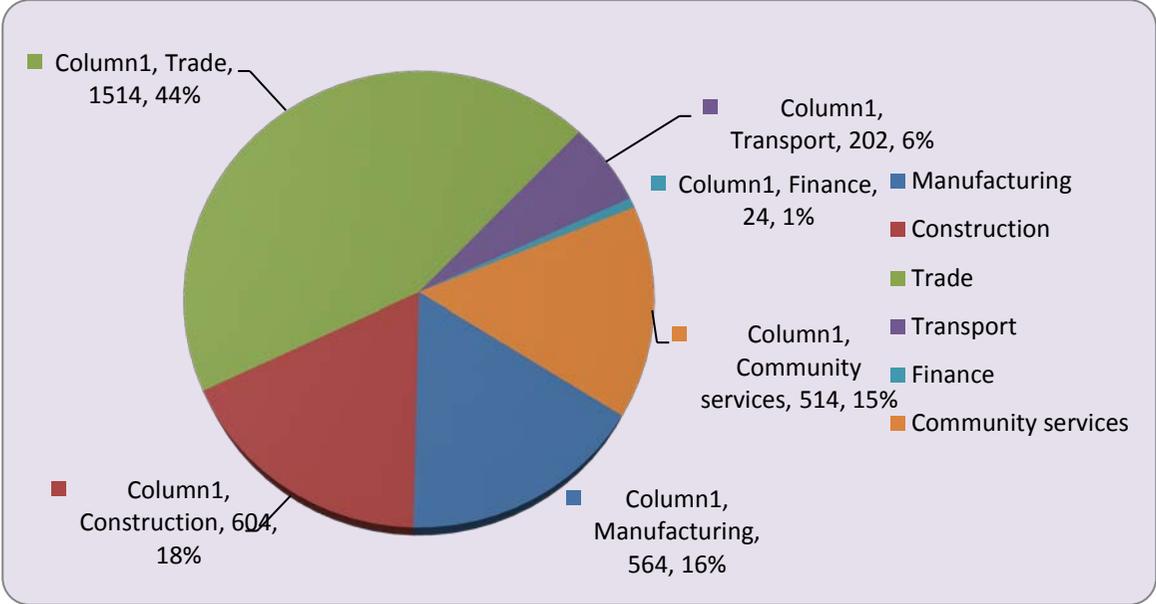
SMMEs are largely operated in the informal sector that is their businesses are not registered and evade paying municipality duties and licenses. Most of the people (1514) employed in this sector are in trading, construction (604) and community services (514).

Table 23: Number of informal employed per sector 2009

Sector	Number
Manufacturing	564
Construction	604
Trade	1514
Transport	202
Finance	24
Community Services	514
Total	3422

Sources: (Global Insight 2009)

Figure 4: Informal Employment in selected sectors



Nearly half of the informal employed are retailers as street traders and retailers at markets. Construction and manufacturing are possible areas to grow especially for the youth to be absorbed in informal and later into formal employment.

4.14 Annual income

The low functional literacy levels and low employment figures in the informal sector and the high levels of unemployment amongst Africans and coloureds mean that income levels are low in LTLMA. Table 18 shows the income levels for the various racial groups.

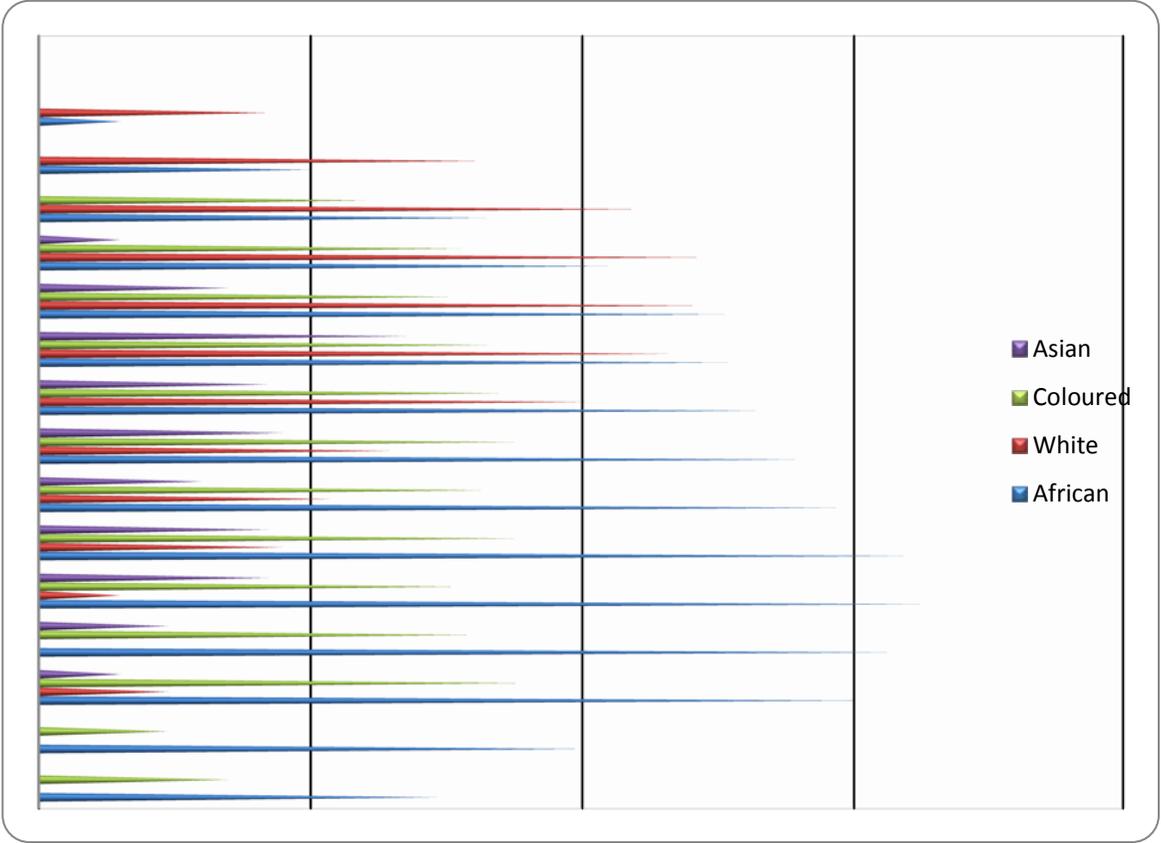
4.14.1 Income: Number of households by income category

Table 24: Number of informal employed per sector 2011

Annual Income	African	Coloured	Asian	White
No income	15897	1474	73	1729
R1-R400	12218	1018	22	207
R401-R800	1723	134	8	85
R801-1600	7386	681	51	794
R1601-R3200	1915	215	51	562
R3201-6400	1059	159	28	581
R6401-R12800	549	68	11	555
R12801-R25 600	275	35	8	263
R25 601-R51 200	52	7	7	71
R51 201-R102 400	8	1	-	36
R102 401-204 800	9	-	-	18

Source: Statssa Census 2011

Figure 4: Income by race



Sources: (Global Insight 2009)

More whites earn R72 000/year plus than less this amount. These are the owners of commercial farms. There are more blacks who do not have any income. Some of the Africans are earning R1600 and below. However, there is also a good spread of Africans earning between R12 801 to R25 600. These could be employees in education, health and social services and business people in transport services.

The challenge is to empower Africans to engage in agriculture, mining or other ores, manufacturing by supporting SMMEs.

5. THE INFRASTRUCTURAL DEVELOPMENT PROFILE OF LEKWA - TEEMANE LOCAL MUNICIPAL AREA

5.1 Water Services

A total of 11 649 (98.5%) of the households in the LTLMA have access to acceptable levels of water services.

- Of these 4360 households use piped water inside the dwelling.
- 9965 households use water inside the yard.
- 231 use communal piped water: less than 200m from the dwelling (at RDP-level).
- 70 households use communal piped water: more than 200m from dwelling (below RDP).

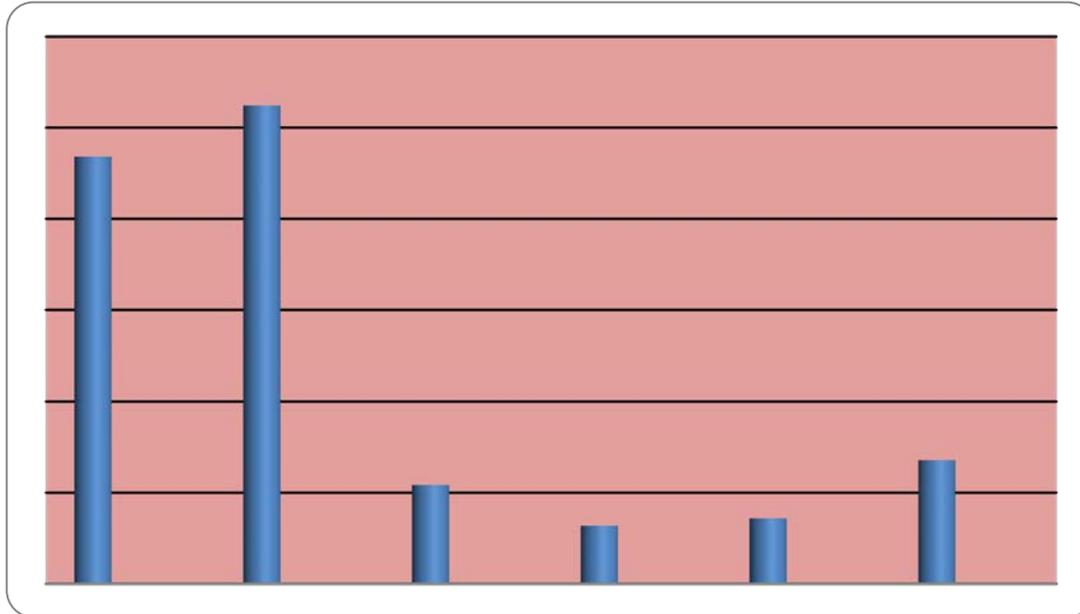
The current situation reflects a very positive service delivery situation and the LTLMA will completely deliver on in the provision of water, if not yet achieved in 2013/2014 financial year. 98.5% water delivery at or above RDP levels is commendable. See table below.

Table 25: Number of households by level of access to water

Water service	Households
Piped water inside dwelling	4360
Piped water in yard	9965
Communal piped water : less than 200m from dwelling (at RDP-level)	231
Communal piped water: more than 200m from dwelling (below RDP)	70
No formal piped water (farming and surrounding areas)	718
Share of households with piped water at or above RDP-level (%)	98.5%
Water backlog-number of households below RDP-level.	-

Sources: Statssa Census 2011)

Figure 5: Provision of water



The figure clearly shows that LTLMA is currently moving very well in the provision of services to residents.

5.2 Sanitation Services

The current situation in the provision of sanitation services is as follows:

- 12872 households in the LTLMA have access to hygiene toilets.
- However, 575 households in the LTLMA are in need of acceptable levels of sanitation services. This backlog needs to be reduced for improved service delivery.
- 12 households do not have toilet.
- 152 households use a pit latrine with ventilation (VIP) and
- Lastly, 75 households use a bucket latrine and

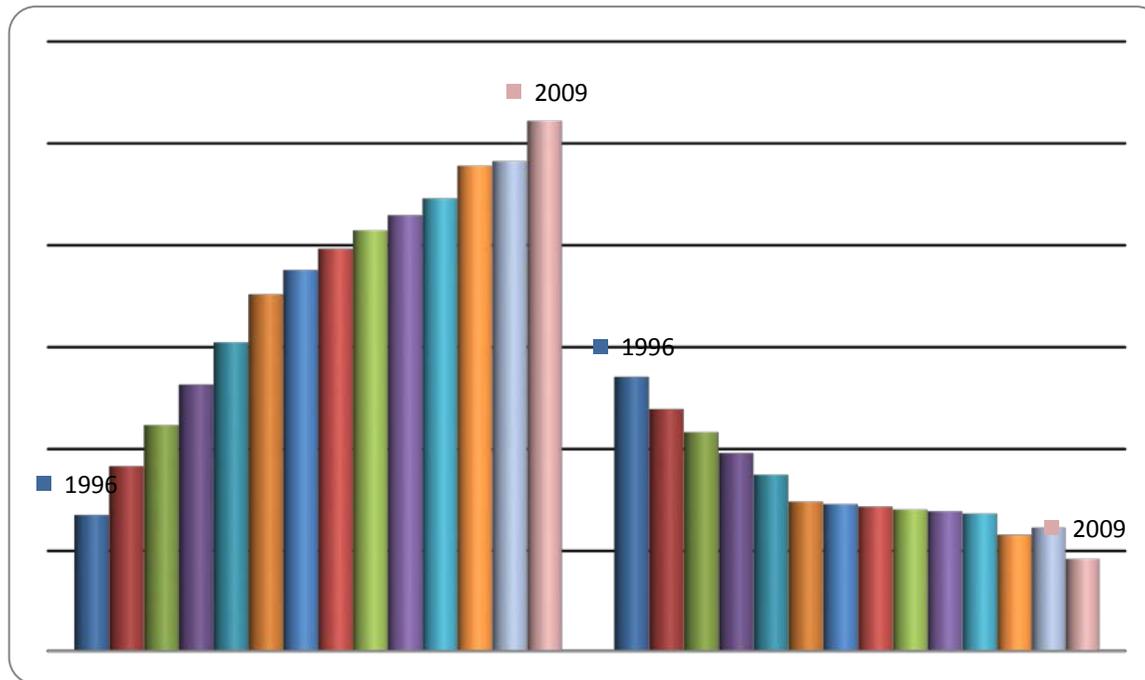
Table 26: Number of households by type of toilet

Type of toilet	Households
Flush toilet (connected to sewerage system)	12872
Flush toilet (with septic tank)	575
Pit Toilet ventilation(VIP)	152
Bucket system	75
No toilet	12
Share of households with Hygiene toilets (%)	98.5%

Sources: (Statssa Census 2011)

A more vivid picture is revealed when historical data is compared with current data in the provision of sanitation. Two cases are used; number of households with flush toilets and sanitation backlog.

Figure 6: Flush toilets and backlog 1996 to 2009



The figure reads with 1996 on the left up to 2009. There has been an increase in provision of toilets and a decrease in backlog.

5.3 Refuse Removal

According to Statssa census data (2011), the following is the current situation in terms of refuse removal;

- 10900 households have access to formal refuse removal services. These households receive municipal refuse removal services weekly. This number is high and again the LTLMA is delivering on services.
- 240 households receive refuse removal less often than weekly by authority.
- 1748 household use own dumping for refuse removal
- 29 households receive no formal refuse removal

Table 27: Number of households by access to refuse removal

Refuse removal	Households
Removed weekly by authority	10900
Removed less often than weekly by authority	240
Removed by community members	1748
Personal removal (own dump)	1582
No refuse removal	1117
Share of households with formal refuse removal (%)	90.0%

SOURCES: (Statssa Census 2011)

This is a very good sign that the Lekwa-Teemane municipality is delivering on basic services for the local community.

5.4 Energy Use

5.4.1 Number of households by electricity usage

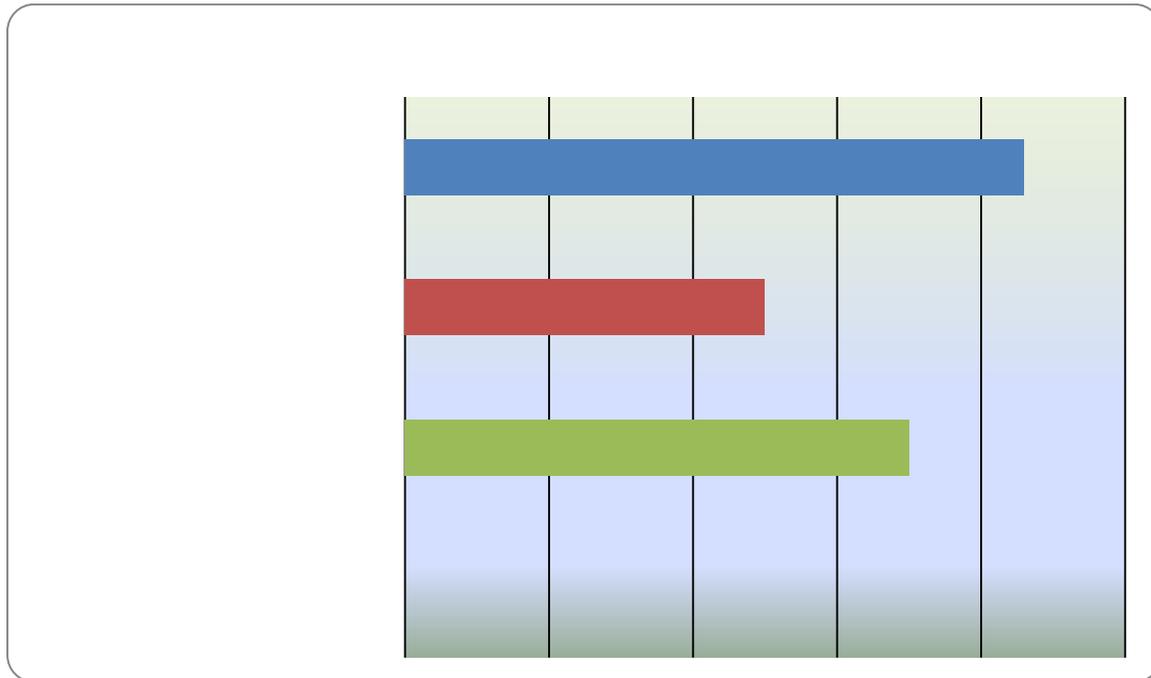
A total of 12771 households use electricity for lighting. Estimated 8138 households use electricity for lighting and other purposes. About 130 households not using electricity.

Table 28: Number of households by electricity usage

Electricity usage	Households
Electricity for lighting only	12771
Electricity for lighting and other purposes	8138
Not using electricity	130
Share of households with electricity connections (%)	98.1%
Number of households with no electrical connections	130
Total	12368

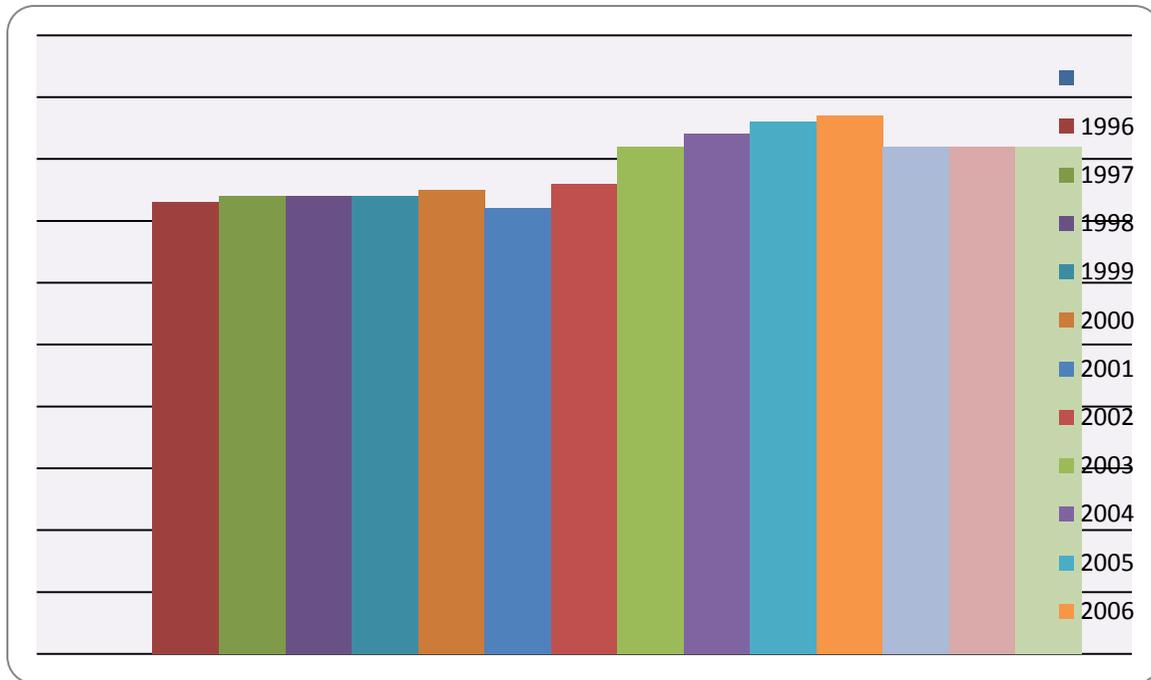
Sources: (Statssa Census 20)

Figure 7 : Electricity Use.



Further the total percentage of households with electricity connections has improved from 72% in 1996 to 98.1% in 2011.

Figure 8: Percentage of households with electricity connections



6. CONDUCTING COMMUNITY AND STAKEHOLDER-LEVEL ANALYSIS

The purpose of conducting community and stakeholder-level analysis is to facilitate a process in which the municipal actions address the priority needs and incorporate the initiatives of the people. In addition, the participation process raised the awareness of all the stakeholders with regard to the importance of the Lekwa – Teemane Local Municipality IDP as the tool to improve the quality of life of all.

The following minimum requirements, pertaining to the output, shall be met:

A summary of developmental and Institutional Challenges and Opportunities, differentiated by the municipality are presented.

The following minimum requirements, pertaining to the process, shall be met:

- Conditions for public participation shall be created by:
- Informing the public and specific stakeholders on, and encouraging them to participate in the LTLMA IDP Process;
- Reconstituting the LTLMA IDP Representative Forum;
- Giving community and stakeholder representatives the opportunity to conduct meetings within an agreed time frame and in a language which is preferred by the majority of the people, taking into account the involvement of illiterate people; and
- Considering the results of community and stakeholder level events in the subsequent analyses.

7. THE CONDUCTING OF COMMUNITY AND STAKEHOLDER-LEVEL ANALYSIS

The purpose of conducting community and stakeholder-level analysis is to facilitate a process in which the municipal actions address the priority needs and incorporate the initiatives of the people. In addition, the participation process raised the awareness of all the stakeholders with regard to the importance of the Lekwa - Teemane IDP as the tool to improve the quality of life of all.

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Informing the public and specific stakeholders on, and encouraging them to participate in the Lekwa - Teemane IDP Process;

Reconstituting the Lekwa - Teemane IDP Representative Forum;

Giving community and stakeholder representatives the opportunity to conduct meetings within an agreed time frame and in a language which is preferred by the majority of the people, taking into account the involvement of illiterate people; and considering the results of community and stakeholder level events in the subsequent analyses.

SECTION 3: DEVELOPMENT STRATEGIES

The development objectives are linked to the strategies to create continuity in relation to the strategies and projects. Each development objective is preceded with a set of key issues/community needs as identified during the analysis phase. Some of the priorities indicated below have budgets and some does not have. Those priorities which are without budgets will be indicated at the end of the document.

3.1 MUNICIPAL PRIORITIES

PRIORITY	PROJECT	BENEFICIARIES	ESTIMATE AMOUNT
Water and Sanitation	<ul style="list-style-type: none"> Bloemhof Ext 3 & 4 	Bloemhof community	20m
	<ul style="list-style-type: none"> 800 Septic Tanks/buckets 	Christiana Community and Boitumelong	30m
Human Settlement	<ul style="list-style-type: none"> 2300 units Coverdale township establishment 1000 Geluksoord Ext 3 	Boitumelong and Coverdale Geluksoord	3m
Area Lighting	<ul style="list-style-type: none"> Street lighting 	Lekwa-Teemane Community	5m
Roads and Storm water	<ul style="list-style-type: none"> Upgrading roads and Storm water 	Lekwa-Teemane Community	380m
Upgrading of Electrical Network	<ul style="list-style-type: none"> Upgrading of electrical network 	Lekwa-Teemane Municipality.	25m
LED (Job Creation)	<ul style="list-style-type: none"> Sustainable LED Initiatives 	Lekwa-Teemane Municipality.	2m
Ageing Municipal Machinery	<ul style="list-style-type: none"> Replacing old Machinery 	Lekwa-Teemane Municipality	20m
Debt collection	<ul style="list-style-type: none"> Revenue Enhancement 	Lekwa-Teemane Community	300 000.00(own budget)
Youth Development	<ul style="list-style-type: none"> Youth Co-operatives 	Lekwa-Teemane Youth	1m
By-Law Enforcement	<ul style="list-style-type: none"> Traffic warders 	Municipal area	N/A
Health Services	<ul style="list-style-type: none"> Geluksoord Clinic Bloemhof Hospital 	Geluksoord and Bloemhof Communities	
Education	<ul style="list-style-type: none"> Geluksoord Secondary 	Geluksoord	
Communication	<ul style="list-style-type: none"> Local Radio Station 	Lekwa-Teemane Local Community	

4. OBJECTIVES AND STRATEGIES (STRATEGIES PHASE)

The Analysis Phase informed the Strategies Phase, comprising of a Vision, Mission, Objectives, Strategies, Projects and Programmes. In the Strategies Phase Lekwa-Teemane Municipality arrived at the crucial decisions on its destination and on the most appropriate ways to arrive there. The Strategies Phase represents the phase in which the basic decisions on the future direction of the Lekwa-Teemane Municipality had to be made.

The Municipal Systems Act, 2000, required the Lekwa-Teemane Local Municipality to determine:

A Vision for the long-term development of the Lekwa-Teemane Municipal Area;

A Mission to achieve the long-term development of the Lekwa-Teemane Municipal Area;

Development Objectives for the elected term of the Council, including local economic development aims and internal transformation needs; and

Development Strategies which are to be aligned with national or provincial sector plans and planning requirements.

5.

MUNICIPAL VISION

“To create a responsive and caring municipality for all who live in it.”

MUNICIPAL MISSION

To render Services effectively and efficiently in a sustainable manner to our community.

To promote developmental local government through community participation.

	2009-2014 NATIONAL GOVERNMENT STRATEGIC OBJECTIVES	2011/16 12 NATIONAL PRIORITY OUTCOMES	2011/16 12 NATIONAL PRIORITY OUTCOMES ROLE OF LOCAL GOVERNMENT	10 POINT PLAN
1	Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.	<p><u>Outcome 4:</u> Decent employment through inclusive economic growth</p> <p><u>Outcome 5:</u> A skilled and capable workforce to support an inclusive growth path</p>	<ul style="list-style-type: none"> • Create an enabling environment for investment by streamlining planning application processes • Ensure proper maintenance and rehabilitation of essential services infrastructure • Ensure proper implementation of the EPWP at municipal level • Design service delivery processes to be labour intensive • Improve procurement systems to eliminate corruption and ensure value for money • Utilize community structures to provide services <p>• Develop and extend intern and work experience programmes in municipalities</p> <p>• Link municipal procurement to skills development initiatives</p>	Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Developments (LED's) utilizing cooperatives in every ward.
2	Massive programme to build social and economic infrastructure	<p><u>Outcome 6:</u> An efficient, competitive and responsive economic infrastructure network</p>	<ul style="list-style-type: none"> • Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services • Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport • Maintain and expand water purification works and waste water treatment works in line with growing demand • Cities to prepare to receive the devolved public transport function • Improve maintenance of municipal road networks 	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management. (Infrastructure Services)
3	Comprehensive and rural development linked to land agrarian reform and food security	<p><u>Outcome 7:</u> Vibrant, Equitable and Sustainable rural communities with food security for all</p>	<ul style="list-style-type: none"> • Facilitate the development of local markets for agricultural produce • Improve transport links with urban Centres so as to ensure better economic integration • Promote home production to enhance food security • Ensure effective spending of grants for funding extension of access to basic services 	Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Developments (LED's) utilizing cooperatives in every ward. (Social Services)
4	Strengthen the skills and human resource base	<p><u>Outcome 1:</u> Improved quality of basic education</p>	<ul style="list-style-type: none"> • Facilitate the building of new schools by: <ul style="list-style-type: none"> – Participating in needs assessments – Identifying appropriate land – Facilitating zoning and planning processes • Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections 	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management. (Infrastructure Services)

5	Improve the health profile of all South Africans	<p>Outcome 2:</p> <p>A long and healthy life for all South Africans</p>	<ul style="list-style-type: none"> • Many municipalities perform health functions on behalf of provinces • Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments • Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services 	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management. (Health Services)
6	Intensify the fight against crime and corruption	<p>Outcome 3:</p> <p>All people in South Africa are and feel safe</p>	<ul style="list-style-type: none"> • Facilitate the development of safer communities through better planning and enforcement of municipal by-laws • Direct the traffic control function towards policing high risk violations – rather than revenue collection • Metro police services should contribute by: <ul style="list-style-type: none"> – Increasing police personnel – Improving collaboration with SAPS – Ensuring rapid response to reported crimes 	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management. (Public Safety & Security Services)
7	Build a cohesive and sustainable communities	<p>Outcome 8:</p> <p>Sustainable human settlements and improved quality of household life</p>	<ul style="list-style-type: none"> • Cities must prepare to be accredited for the housing function • Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements • Participate in the identification of suitable land for social housing • Ensure capital budgets are appropriately prioritized to maintain existing services and extend services 	Deepening democracy through a refined ward committee system that will be based on the will of the people.
8	Pursuing African advancement and enhanced international cooperation	<p>Outcome 11:</p> <p>Create a better South Africa and contribute to a better and safer Africa and World</p>	<ul style="list-style-type: none"> • Role of local government is fairly limited in this area. Must concentrate on: <ul style="list-style-type: none"> – Ensuring basic infrastructure is in place and properly maintained – Creating an enabling environment for investment 	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management.
9	Sustainable Resource Management and use	<p>Outcome 10:</p> <p>Environmental assets and natural resources that are well protected and continually enhanced</p>	<ul style="list-style-type: none"> • Develop and implement water management plans to reduce water losses • Ensure effective maintenance and rehabilitation of infrastructure • Run water and electricity saving awareness campaigns • Ensure proper management of municipal commonage and urban open spaces • Ensure development does not take place on wetlands 	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management. (Environmental Services)
10	Building a developmental state including improvement of public services and strengthening democratic institutions	<p>Outcome 9:</p> <p>Responsive, accountable, effective and efficient local government system</p>	<ul style="list-style-type: none"> • Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality 	Municipalities that have reliable and credible Integrated Development Plans (IDP's) that are used as a guide for every development, programs and projects within that municipality.
			<ul style="list-style-type: none"> • Implement the community work programme 	

		<ul style="list-style-type: none"> • Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues 	Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system.
		<ul style="list-style-type: none"> • Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption 	Build and strengthen the administrative, institutional and financial capabilities of municipality, and all municipalities should have clean audits by 2014.
	<p>Outcome 12:</p> <p>An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</p>	<ul style="list-style-type: none"> • Continue to develop performance monitoring and management systems 	The creation of a single window of co-ordination, support, monitoring and intervention as to deal with uncoordinated interaction by other spheres of government with municipalities including unfunded mandate.
		<ul style="list-style-type: none"> • Comply with legal financial reporting requirements 	
		<ul style="list-style-type: none"> • Review municipal expenditures to eliminate wastage 	
		<ul style="list-style-type: none"> • Ensure councils behave in ways to restore community trust in local government 	Restore the institutional integrity of municipality
			Develop and strengthen a politically and administratively stable system of municipalities.
			Uprooting of corruption, nepotism, maladministration in our system of local government.

5.1 ALIGNMENT OF STRATEGIC OBJECTIVES, NATIONAL PRIORITY OUTCOMES, TEN POINT PLAN AND LEKWA-TEEMANE OBJECTIVES

THEMATIC AREAS: 1 BASIC SERVICES ANALYSIS, OBJECTIVES, STRATEGIES, PROJECTS AND INTEGRATION

Key development themes, issues and proposals	Description of need/potential/project	Current Situation	Role-players and relations	Evaluation: Implications and imperative & proposed Interventions
Water	<p>Challenges:</p> <ul style="list-style-type: none"> – Major challenges for water provision include: theft and vandalism of infrastructure, poor revenue collection as current tariffs do not present the actual cost of water, high cost of raw water, high costs to maintain old infrastructure. – 76% of the households within the Lekwa-Teemane earn less than R1600/month and few people pay rates and taxes. This has an impact on the water services affordability. Inappropriate and inadequate staffing in many instances. – Water for livestock is not funded, but nevertheless urgently required in the second economy for subsistence farming. – Funding for water purification is to be sourced, as DWAF is currently not funding it. 	<p>RESEVOIRS INFORMATION).</p> <p>The municipality experience a high percentage of water losses due to old infrastructure</p> <p>A number of mining companies operate municipal boreholes without any payments. It is of utmost importance that extraction of water should be monitored.</p> <p>Establishing Water Users Associations is an important survival strategy, thus local government should do whatever they can to assist DWAF and to encourage communities to establish these associations in terms of the National Water Act.</p>	<p>DWAF</p> <p>DoA</p> <p>DACE</p> <p>NW Provincial DWAF</p> <p>DM</p> <p>Lekwa-Teemane LM</p> <p>The Dr Ruth S Mompoti DM – the new Water Services Authority (WSA).</p> <p>Dr Ruth S Mompoti District is the WSA for the district. The current water service providers include: Sedibeng WB; Lekwa-Teemane LM.</p> <p>Service level agreements with the water service providers are in place.</p>	<p>What needs to be done?</p> <ul style="list-style-type: none"> – The nature of the WSA area, varying between concentrated urban settlements and dispersed rural settlements requires the adoption of specific approaches suited to the particular conditions in the area. – The financial viability of individual schemes needs to be assured by facilitating cross subsidisation and access to an outside subsidy funding stream. Integrated water resources management must be implemented to ensure sustainability of the existing highly limited water resources. – A substantial subsidisation would be required from the WSA to ensure sustainable water services. – Financial procedures to be improved by the municipality, inclusive of accurate billing in line with agreements (WSDP). – Strict policy or by-laws might be necessary to support water user associations in regulating the extraction of water for irrigation purposes. – EIAs need to be done for various economic development projects, especially the Beef Beneficiation Project.
Sanitation	<p>Most of the Lekwa-Teemane residents have access to sanitation at RDP standard. The</p>	<p>In terms of 2009 Turn Around Strategy the backlog was standing at 667 septic tank and</p>	<p>DWAF</p>	<p>What needs to be done?</p> <ul style="list-style-type: none"> – Proper investigation on capacity and operational

	<p>Christiana Town still use the septic tank services.</p> <p>Boitumelong Ext. 5 and Utlwanang Ext 5 pipes needs to be replace</p>	228 buckets.	<p>DACE</p> <p>District Municipality</p>	<p>skills at all sewerage plants, including the required level of funds to ensure maintenance and upgrading.</p> <ul style="list-style-type: none"> - Proper investigation of other options to provide water borne sewer connected to the sanitation network should be explored.
Roads	<p>Roads are very important to the economic development of the municipal area. The Lekwa-Teemane roads are influence by the heavy vehicles which pass through the municipal area.</p> <p>Most of our internal roads are in a very bad condition.</p> <p>Some of the challenges are poor road maintenance, lack of tar roads, no access during rainy season, lack of storm water facilities and lack of traffic signs and road markings.</p>	<ul style="list-style-type: none"> - Some of the building and maintenance work do not last. 	<p>Dept. of Transport</p> <p>NW Provincial government</p> <p>District Municipality</p> <p>SANRAL</p> <p>EPWP</p>	<p>What needs to be done?</p> <ul style="list-style-type: none"> - There appears to be some confusion about which sphere of government is responsible for the various roads within the municipality. It is important that this is clarified as a matter of urgency, and that sufficient funding is allocated to the responsible parties in order for them to perform their functions. - Municipality urgently need new machinery. - . Roads are a key-concern area for many programmes. The question is: Which roads should be prioritised? - Municipality should get funds to build roads. Money allocated to LED could be used to build roads to promote LED and other commercial investments - Re-routing of trucks is also vital as this will help internal roads life span.

5.1.1. THEMATIC AREA 1: BASIC SERVICES

Analysis: In terms of sanitation the municipality still has 300 buckets in Boitumelong ext.1, 2 and 4. The Christiana Town and a section of Bloemhof are still using the septic tank systems. The total number is 800. The District municipality is currently busy with the rehabilitation of the Boitumelong and Utlwanang ext. 5. These projects were funded and managed by the District Municipality.

Refuse are collected in the entire Lekwa-Teemane. New establishments within the municipal area still need refuse removal services. The municipality experience a problem regarding illegal dumping at street corners and vacant stands. Skip bins are needed to address the problem of illegal dumping within the municipal area. The municipal machinery is very old and needs to be replaced.

At present the supply of water to both Bloemhof and Christiana is under severe pressure. Problems start at the abstraction points, then move to the purification plants and then on to the reservoirs, This is the result of new extensions being supplied with water and waterborne sanitation and not taking into account the capacity to supply sufficient water.

The sanitation service is currently also stretched to the limits as blockages regularly occur due to foreign objects being dumped into the system . Especially in Boitumelong the diameter of sewerage pipelines is not sufficient to deal with the large volumes.

In Christiana, Bloemhof and Geluksoord the electricity networks are old and in a dilapidated condition and needs urgent attention.

The tar, gravel and paved streets in Lekwa-Teemane are relatively old and designed many years ago and cannot cope with the increased volume and weight of the traffic that uses these roads on a daily basis and needs urgent attention.

THEMATIC AREA	Basic Services	
NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)	<ul style="list-style-type: none"> • Massive programme to build social and economic infrastructure • Sustainable Resource Management and use 	
10 POINT PLAN	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management.(Infrastructure Services)	
NATIONAL PRIORITY OUTCOMES (2011/16)	<u>Outcome 6:</u> An efficient, competitive and responsive economic infrastructure network	Role of Local Government <ul style="list-style-type: none"> • Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services • Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport • Maintain and expand water purification works and waste water treatment works in line with growing demand • Cities to prepare to receive the devolved public transport function • Improve maintenance of municipal road networks • Develop and implement water management plans to reduce water losses • Ensure effective maintenance and rehabilitation of infrastructure • Run water and electricity saving awareness campaigns • Ensure proper management of municipal commonage and urban open spaces • Ensure development does not take place on wetlands
	<u>Outcome 10:</u> Environmental assets and natural resources that are well protected and continually enhanced	
DISTRICT OBJECTIVES (2012-2017)	Provide and maintain the full range of social and economic infrastructure services to the needy households (that is 152 500 people) within the next five years (2012-2017)	
STRATEGIES		
A partnership should be established between the relevant spheres of government, private sector and the respective communities to co-plan and co-fund massive social and economic infrastructure services in the District.		

Objectives(2012-2017)	Strategy(s)
To deliver sustainable essential services such as water, sanitation, electricity and roads for the Lekwa-Teemane communities.	Strategy(s)
	<p><u>Water:</u></p> <p>Facilitation of water supply to 1000 erven in Geluksoord ext 2.</p> <p>Facilitation of the upgrading of Raw water abstraction in Bloemhof</p> <p>Facilitation of the upgrading of Water Purification works in Bloemhof</p> <p>Facilitation of the rehabilitation of Raw Water abstraction and irrigation Channels in Christiana</p> <p>Maintenance of raw water channels.</p> <p>Management and monitoring of water quality.</p> <p><u>Sanitation</u></p> <p>Facilitate the waterborne sewer connections in Christiana.</p> <p>Upgrading of sewer Pump Station and pumping mains in Bloemhof.</p> <p>Facilitation of sanitation to 1000 households in Geluksoord ext. 2.</p> <p><u>Waste management</u></p> <p>Establishment of land Fill Sites Bloemhof.</p> <p>Establishment of land Fill Sites Christiana</p>

Electricity

Sustain supply of electricity to Christiana, Bloemhof.

Provision of electricity network in Geluksoord ext. 2.

Facilitation of electricity supply to 1200 households in Boitumelong ext. 5.

Maintenance of 1468 streetlights.

Installation of high mast lights in new extensions.

Solicit funding for the upgrading of electricity networks.

Roads and storm water

Upgrading of internal roads in bad state.

Maintenance of internal roads on a regular basis.

Upgrading and maintenance of Prince street in Bloemhof and Pretorius, Voortrekker and President streets in Christiana.

Plant and equipment

Operation and maintenance of vehicles and equipment

THEMATIC AREA 1: BASIC SERVICES - OBJECTIVES, STRATEGIES, PROJECTS & TARGETS

IDP development objectives	Corporate Objective	Key Performance Indicator	Output indicator	5 Year Target				
				2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Basic Services	Provision of potable water and access to sanitation by the community of LTLM	Facilitate installation 2300 units of new water and sanitation connections.	All households have access to water and sanitation.	Facilitate funds from the Sector Departments.	Facilitate funds from the Sector Departments.	Install services on new site.	Installing services on the new site	Allocate stands to community.
		% Improved water reticulation in Bloemhof and Christiana	Reliable water supply to residents.	Conducting studies on the reticulation systems of the municipality	80%	Appointment of service provider	Project Implementation	Project Implementation
	Provision of potable water and access to sanitation by the community of LTLM	Number of progress reports on the implementation of the upgrading of water purification by DRSM	Implementation plan and progress report on the upgrading of the Purification plants	Facilitate funding for the upgrading of purification plant in Lekwa-Teemane	Project implementation report.	Project implementation	Project implementation	Project evaluation
	Provision of potable water and access to sanitation by the community of LTLM	Number of drinking water samples taken	Quality water samples.	N/A	72 drinking water sample taken by end June 2014.	72 drinking water sample taken by end June 2015.	72 drinking water sample taken by end June 2016	72 drinking water sample taken by end June 2017
		% of water purification achieved.	Purified portable water	N/A	90% purified water by end June 2014	100% purified water by end June 2015	100% purified water by end June 2016	100% purified water by end June

								2017
		Facilitate eradication of 800 household using septic tanks in LTLM	Connected H/H to reticulation system.	N/A	Funding secured for eradication of 800 household using septic tank by end March 2014	Project planning and Implementation	Project Implementation	Project Implementation
		Number of progress reports on the implementation of the upgrading of sewer Pump Station and rising mains in Bloemhof	Implementation plan and Progress report.	N/A	4 Progress reports on the upgrading of sewer pump station and rising mains by end December 2014	Project Implementation	Project Implementation	Project Implementation
		Facilitate eradication of 300 households using bucket system	Funding	N/A	Funding secured for eradication of 300 household using bucket system by end March 2014	Project planning and Implementation	Project Implementation	Project Implementation
		% of reported sewer blockages and pipe breakages attended to within 48 Hours	Sewer blockages unblocked		90% of reported sewer blockages and pipe breakages attended to within 48 hours by end June 2014	95% of reported sewer blockages and pipe breakages attended to within 48 hours by end June 2015	100% of reported sewer blockages and pipe breakages attended to within 48 hours by end June 2016	

		Number of high mast lights installed in Lekwa-Teemane LM	Functional high mast lights in Lekwa-Teemane LM		15	10	10	
To deliver sustainable essential services such as water, sanitation, waste management, electricity and roads/storm water for the Lekwa-Teemane communities at least at RDP level.	To provide access to upgraded and well maintained roads network in LTLM		Community with electricity	Regular maintenance on electricity network Appointment of electrician	Regular maintenance on electricity network	Regular maintenance on electricity network	Regular maintenance on electricity network	Regular maintenance on electricity network
		Facilitate funding for installation of solar water geysers in LTLM	Funding for solar water geysers	N/A	Funding for solar water geysers secured by end March 2014	Project Planning and implementation	Project implementation	
		No of km of road internal road upgraded.	8km of internal roads upgraded in Lekwa-Teemane by 2016/2017 financial year.	Identify all streets for paving/tar. Develop maintenance plan.	2km of internal roads upgraded by end March 2014	2km of internal roads upgraded by end March 2015	2km of internal roads upgraded by end March 2016	2km of internal roads upgraded by end March 2017
% of substations and transformers maintained		Regularly maintained and functional substation and transformers		50% maintenance of substations and transformers by end June 2014	100% maintenance of substations and transformers by end June 2015	N/A	N/A	

		Facilitate installation of Electricity connections to 1000H/H in Geluksoord Ext. 2.	Installation of electricity to Household in Geluksoord Ext. 2.	N/A	Funding for installation of Electricity connections to 1000H/H in Geluksoord Ext. 2 secured by end June 2014	Project Planning and Implementation	Project Implementation	Project Implementation
	To enhance the Institutional Capacity, Socio-Economic viability and Infrastructure developments in LTLM through Integrated Project development	Facilitate and coordinate the Integrated Project Development programme (IPD)	Funding for identified projects	N/A	Funding for IPD identified projects secured by end December 2013	Project Planning and Implementation	Project Implementation	Project Implementation
	To provide access to electricity to the communities of LTLM	Facilitate development of Electricity Network Operation Plan	Funds approved MIG	N/A	Business Plan for funding of upgrading and rehabilitation of electricity infrastructure developed and submitted to MIG by September 2013	Project Planning and Implementation	Project Implementation	Project Implementation
	To provide access to electricity to the communities of LTLM	% of substations and transformers maintained	Regularly maintained and functional substation and transformers	N/A	50% maintenance of substations and transformers by end June 2014	100% maintenance of substations and transformers by end June 2015		

	To ensure reliable and efficient supply of electricity (ISP)	Facilitated the development of Energy Demand Management Plan (EDMP) (ISP)	Energy Demand Management Plan	N/A	Energy Demand Management Plan by end September 2013	Implementation of the Energy Demand Management Plan	Implementation of the Energy Demand Management Plan	Implementation of the Energy Demand Management Plan
	To develop Integrated Electrification Plan (IEP) DCOG (ISP)	Facilitated the development of Integrated Electrification Plan by DCOG	Integrated Electrification Plan	N/A	Integrated Electrification Plan developed and approved by end December 2013	Implementation of the Electrification plan as approved.	Implementation of the Electrification plan as approved.	
	To provide access to upgraded and well maintained roads network in LTLM	Road Maintenance Plan developed and implemented	Road Maintenance Plan	N/A	Road Maintenance Plan developed by end September 2013	Implementation of Road Maintenance Plan.	Implementation of Road Maintenance Plan.	
	To provide access to upgraded and well maintained roads network in LTLM	No. of Potholes patched in Lekwa-Teemane LM	Patched and Repaired Roads	N/A	700 Potholes patched by end June 2014	700 Potholes patched by end June 2015	700 Potholes patched by end June 2016	700 Potholes patched by end June 2017

	To provide access to upgraded and well maintained roads network in LTLM	Application for funding of new roads development projects Submitted to MIG	Application for MIG Funds	N/A	Application for funding of new roads development projects Business Plans Submitted to MIG by en September 2013	Project Planning and implementation.	Project Planning and implementation.	
	To promote recreational environment through sports facilities in LTLM	No. of sports facilities upgraded in LTLM	Upgraded sports facilities in LTLM	N/A	2 sports facilities in LTLM upgraded by end June 2014	Maintenance and reporting	Maintenance and reporting	Maintenance and reporting
	Effective and efficient Project management and monitoring	Number of reports on Project Monitoring and expenditure	12 Progress reports	N/A	12 Project Monitoring Reports submitted by end June 2014	12 Project Monitoring Reports submitted by end June 2015	12 Project Monitoring Reports submitted by end June 2016	12 Project Monitoring Reports submitted by end June 2017

5.2 THEMATIC AREA 2: LOCAL ECONOMIC DEVELOPMENT

Key development themes, issues and proposals	Description of need/potential/project	Current Situation	Role-players and relations	Evaluation: Implications and imperative & proposed Interventions
<p>General</p>	<p>The major economic activities in the Municipality are:</p> <ul style="list-style-type: none"> - Retail in - Alluvial diamonds - Tourism - Agriculture <p>Growth occurred in isolated instances in the agricultural, mining, provision of electricity, trade and services sectors. The manufacturing, construction, finance and real estate sectors showed a general decline.</p> <ul style="list-style-type: none"> - Trade and catering pose comparative advantages in Lekwa-Teemane; and <p>Transport and communication compare advantageous in Lekwa-Teemane, due to the location and proximity to the N12 respectively (DGDS, LED strategy).</p>	<p>The Priority Investment Areas (PIA) matrix resulted in the following:</p> <ul style="list-style-type: none"> - Lekwa-Teemane have a medium economic potential and low socio-economic need (priority 2 investment area) <p>Recommendations of the strategy include:</p> <ul style="list-style-type: none"> - Bloemhof and Christiana are located on the Treasure Corridor (N12) SDI. Bloemhof and Christiana as tertiary regional service centres, - Lekwa-Teemane fall within the Extensive Agricultural Development Zone (mixed, cattle, game, wheat, maize farming). Investment and economic activity should be focused on the latter 	<p>Department of Agriculture & Rural Development</p> <p>Department of Rural Development & Land Reform</p> <p>Department of Economic Development, Tourism, Conservation & Environment</p> <p>Department of Labour NW Provincial Government</p> <p>Department of Public Works and Roads</p> <p>Department of Social Development</p> <p>District Municipality</p> <p>NGO's, CBO's and FBO's</p> <p>State funded institutions, like SEDA</p>	<p>What needs to be done?</p> <ul style="list-style-type: none"> - Establish dedicated and qualified LED capacity in LTLM - Utilise the Local Development Agency - Given the profile of the economy of the area, the focus should fall on promoting education and ensuring accessibility of the community to good education and human development. This should be done to enable the community to be mobile and have (successful) access to better opportunities elsewhere - Ensure that all infrastructure investment and development spending programmes support the following objectives: <ul style="list-style-type: none"> o Economic growth o Employment creation o Sustainable service delivery o Poverty alleviation o Eradication of historic spatial inequities. - Ensure that the NSDP-normative principles (as captured and internalised in the LTLM LED STRAT) are adhered to in the most cost-effective, sustainable and equitable way: <ul style="list-style-type: none"> o "Economic growth is a prerequisite for achievement of other policy objectives, key among which would be poverty alleviation. o Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, sanitation, as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to attract private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.

5.2.1

Analysis: The municipality has developed a Draft LED strategy which states all the opportunities within the Municipality. Some of the challenges are:

- Lack of funding for identified projects
- Lack of support from sector departments and the District Municipality.
- Lack of monitoring of LED projects.

In trying to boost the LED unit the municipality has established the Lekwa-Teemane Local Development Agency. LTLDA is a municipal entity wholly owned by Lekwa-Teemane Local Municipality. LTLDA was incorporated in 2010 as a private company limited with Lekwa-Teemane Local Municipality as the sole shareholder. The Agency was established to champion economic development and growth within Lekwa-Teemane Local Municipality, whilst also creating jobs for the inhabitants of Lekwa-Teemane. The Agency is to achieve this pivotal mandate of economic development and growth and job creation through the following activities:

- ✓ To attract investments into Lekwa-Teemane municipal area.
- ✓ To market and promote the Lekwa-Teemane local economy among potential investors as a good investment destination.
- ✓ Economic Growth: Promote investment in jobs, new growth sectors and support for innovation
- ✓ Enterprise Development: Broadening ownership by mobilizing support for small enterprise development, Community cooperatives and corporations
- ✓ To foster and strengthen the linkages between local businesses, local government and civil society as well as to attract new external investment.
- ✓ To demonstrate the investment opportunities in Lekwa-Teemane among key audiences.
- ✓ To kick-start the implementation of strategic and high-value economic projects.
- ✓ To implement large scale economic development projects for the Municipality.

The municipality is trying to engage potential investors to revive all LED projects

THEMATIC AREA	Local Economic Development	
NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)	Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.	
10 POINT PLAN	Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Developments (LED's) utilizing cooperatives in every ward.	
NATIONAL PRIORITY OUTCOMES (2011/16)	<u>Outcome 4:</u> Decent employment through inclusive economic growth	Role of Local Government <ul style="list-style-type: none"> • Create an enabling environment for investment by streamlining planning application processes • Ensure proper maintenance and rehabilitation of essential services infrastructure • Ensure proper implementation of the EPWP at municipal level • Design service delivery processes to be labour intensive • Improve procurement systems to eliminate corruption and ensure value for money • Utilize community structures to provide services
	<u>Outcome 5:</u> A skilled and capable workforce to support an inclusive growth path	Role of Local Government <ul style="list-style-type: none"> • Develop and extend intern and work experience programmes in municipalities • Link municipal procurement to skills development initiatives
DISTRICT OBJECTIVES (2011-2016)	Ensure that by means of a District-Wide Local Economic Development Strategy, the unemployment rate is reduced by 25% , thus creating 2 750 job opportunities per annum by 2016.	
STRATEGIES		
<ul style="list-style-type: none"> • Industrial recruitment by offering tax and other incentives to attract new firms that will create new jobs • Place-marketing to advertise attractions, such as available land and infrastructure, a pool of skilled workers, available amenities and entertainment • SMME promotion and support by providing business infrastructure, finance, technical support through business advice centres, providing government contracts, and the like 		

<ul style="list-style-type: none"> Community economic development through skills training, employment brokering (connecting job-seekers with available jobs), identifying niches in the local economy for SMMEs by means of a data bank, identifying enterprises that can be established under community control Export promotion: identifying sectors with comparative and competitive advantage, establishing partnerships with exporting firms, promoting local products by attending trade fairs, initiating relationships with foreign cities Business retention and expansion by providing adequate infrastructure and services, streamlining of internal municipal functions (i.e. rezoning, building plan approvals), communicating with business chambers 	
LEKWA-TEEMANE OBJECTIVES (2012-2017)	<ul style="list-style-type: none"> Promoting entrepreneurship through information forums, awareness campaigns, leadership training and workshops. Strengthening the enabling environment through more flexible regulations, better access to finance and markets, improved infrastructure facilities and business support, Enhancing competitiveness and capacity at the enterprise level through skill training more focus quality-, productivity-, and competitiveness- support and the facilitation of technology transfer and understanding of the local economy.

5.3 THEMATIC AREA 2: LOCAL ECONOMIC DEVELOPMENT - OBJECTIVES, STRATEGIES, PROJECTS & TARGETS

Corporate Objective	Key Performance Indicator	Output indicator	5 Year Target				
			2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
To provide Coordination & Support to all local SMMEs & Cooperative in LTLM	No of SMMEs and cooperatives supported	Training, business, registration, funding application	N/A	16 SMME's and Cooperatives supported by end June 2014	20 SMME's and Cooperatives supported by end June 2015	25 SMME's and Cooperatives supported by end June 2016	30 SMME's and Cooperatives supported by end June 2017
To promote LED through Aquaculture.	Number of application for funding of Establishment of fish farming submitted	Applications	Solicit funding from the DRRSM District Municipality to establish the Fisheries projects.	3 applications for funding of fish farming submitted by end September 2014	Setting up of the Project building	Marketing and supply of market	Monitoring and support

Promotion of Tourism	Establishment of LTLM Tourism Association.	Training & Promotion of Tourism	Develop a project plan for all tourism activities	Established LTLM Tourism Association by June 2014	Support all Tourism Associations	Support all Tourism Associations	Support all Tourism Associations
To create enabling environment in order to promote economic growth in LTLM	Established Local Development Agency	Functional Development Agency	Establishment Phase	Conduct Operational Phase 1	Conduct Operational Phase 2	Conduct Operational Phase 3	Operating the Development Agency
To alleviate poverty through job creation	No. of jobs created through municipality's LED initiatives including of Capital Projects.	Jobs	60 Jobs created	150 jobs created by end June 2014	40 Jobs created	30 Jobs Created	20 Jobs created

THEMATIC AREA 3: MUNICIPAL TRANSFORMATION, INSTITUTIONAL DEVELOPMENT & LABOUR MATTERS				
Key development themes, issues and proposals:-	Description of need/potential/project	Current Situation	Role-players and relations	Evaluation: Implications and imperative & proposed Interventions
Education, Adult education, Skills levels and training	<p>Challenges:</p> <ul style="list-style-type: none"> - The big drop-out in tertiary education - New buildings, renovations, sanitation, fencing of schools for the safety and security, extension of schools due to migration patterns and electrification. - Farm workers' children do not go to school and cannot afford school. 	<p>The LTLM has implemented Electricity learnership for 20 unemployed learners, Roads Construction learnership for 20 unemployed learners, Roads Maintenance learnership for 20 unemployed learners and Horticulture learnership for 20 unemployed learners.</p> <p>One unemployed Accounting Graduates in Partnership with South African Institute of Chartered Accountants (SAICA) is currently deployed to the Municipality and three MFMA learners were deployed to the municipality. Four municipal officials and one councillor are attending the CPMD course.</p>	<p>DoE DPW NW Provincial government DM LMs</p>	<p>What needs to be done?</p> <ul style="list-style-type: none"> - DoE should inform the municipality regarding its plans in area. Currently no set IGR process is in place; Child labour needs to be prevented in projects such as the Beef Beneficiation Project and in local Projects. - More strategic planning and less reactionary planning. - Access to schools is critical - Transport for farm learners should be available.

5.3.1 Analysis

1. Municipal Transformation and Institutional development:

Status Quo:

- The municipality has an adopted policy on Performance Management System and a manager has been appointed.
- Municipal Manager and Managers accounting directly to the Municipal Manager have been appointed in terms of the prescribed legislation and Performance Contracts have been signed;
- The municipality has an adopted SDBIP and MTAS;
- There is an adopted organizational Structure with staff complement;
- The municipality has Employment Equity Plan (EEP) and Workplace Skills Plan (WSP);
- There is an established Occupational Health and Safety Committee;
- This committee has been trained.
- Council and its Sub-committees are stable and meeting regularly;

Challenges:

- Lack of a developed performance management system and the cascading of system down to individual employees within the municipality;
- There is no plan or system of ensuring cascading of performance management system to all employees in the municipality;
- Non-payment or late payment of skills development levies;
- Inappropriate use of Mandatory Grants (LGSETA);
- Training not done regularly and in terms of the WSP;
- The municipality does not have the OHS Plan and the committee is not meeting regularly;

2. Labour Matters:

Status Quo:

- At present there is a sound relationship with the Unions. Labour matters are addressed in consultation with Unions. In the past year there have not been disputes which soured the relationship.
- There is an established structure, the local Labour Forum (LLF) which is constituted by both the Unions and the Management. This structure is a bargaining forum at the workplace.
- There are sub-committees of LLF which deals with a variety of issues, namely, The Training committee; Occupational Health and Safety;

Challenges:

- The LLF and its sub-committees are not meeting regularly. This poses a challenge to the good relations between the Unions and Management as issues are not dealt with in time.
- The LLF itself is not meeting as per the approved schedule of meetings.

THEMATIC AREA	Municipal Transformation, Institutional Development & Labour Matters	
NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)	<ul style="list-style-type: none"> • Building a developmental state including improvement of public services and strengthening democratic institutions • Strengthen the skills and human resource base 	
10 POINT PLAN	<ul style="list-style-type: none"> • Restore the institutional integrity of municipality • Develop and strengthen a politically and administratively stable system of municipalities. • Uprooting of corruption, nepotism, maladministration in our system of local government. 	
NATIONAL PRIORITY OUTCOMES (2011/16)	<u>Outcome 5:</u> A skilled and capable workforce to support an inclusive growth path	<ul style="list-style-type: none"> • Develop and extend intern and work experience programmes in municipalities • Link municipal procurement to skills development initiatives •
	<u>Outcome 12:</u> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	<ul style="list-style-type: none"> • Ensure councils behave in ways to restore community trust in local government • Continue to develop performance monitoring and management systems
MUNICIPAL OBJECTIVES (2011-2016)	<p style="text-align: center;">OBJECTIVES</p> <ol style="list-style-type: none"> 1. To provide the necessary strategic support for the implementation of the SDBIP and MTAS; 2. To build an enhance the human resource capacity of the municipality; 3. To ensure that there is a good, sound industrial relationship between the employer and the employee; 4. To create a safe working environment for all employees; 5. To enhance Corporate image; 	
<p style="text-align: center;">STRATEGIES</p> <ol style="list-style-type: none"> 1. Develop and implement SDBIP and MTAS; 2. Provision of accessible basic skills, basic formal education, including adult education, to municipal employees; 3. Ensure a functional and effective Local Labour Forum (LLF); 4. Develop and implement occupational Health and Safety Plan; 5. Develop a marketing plan for the municipality; <ul style="list-style-type: none"> • To encourage career growth and personal development of employees. 		

IDP DEVELOPMENT OBJECTIVES	Corporate Objective	Key Performance Indicator	Output indicator	5 Year Target				
				2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
<i>Municipal Transformation, Institutional Development & Labour Matters</i>	<i>Promotion of Good Governance through effective processes</i>	Number of ordinary and special council meeting held	All resolutions implemented accordingly	Facilitate all council meetings as required and committees.	Facilitate 4 council meetings as required.			
		Number of portfolio committee meetings held.		N/A	20 portfolio committee meetings held by end June 2014	20 portfolio committee meetings held by end June 2015	20 portfolio committee meetings held by end June 2016	20 portfolio committee meetings held by end June 2017
		No of reports on council resolutions implementation.		N/A	4 reports by end June 2014	4 reports by end June 2015	4 reports by end June 2016	4 reports by end June 2017
	<i>To approve the workplace skills Plan to comply with legislation</i>	2014/15 WSP reviewed and 2013/14 ATR approved by council.	Pool of skilled staff.	Procurement of accredited service providers and skills audit	2014/15 WSP approved and ATR submitted to LGSETA by April 2014	2015/16 WSP approved and ATR submitted to LGSETA by April 2015	2016/17 approved and ATR submitted to LGSETA by April 2016	2017/18 WSP approved and ATR submitted to LGSETA by April 2017
	To update the municipality's HR policy framework in line with national norms and standards.	No. of reviewed, Adopted and implemented HR policies.	Reviewed, adopted HR policies	1 HR policy review and Implemented per quarter	12 HR policies reviewed and adopted by council by end June 2014	12 HR policies reviewed and adopted by council by end June 2015	12 HR policies reviewed and adopted by council by end June 2016	12 HR policies reviewed and adopted by council by end June 2017

	<i>To develop internal capacity for Local government</i>	Number of councillors and employees trained.	Trained employees and Councillors		100 employees and councillors trained by end June 2014	100 employees and councillors trained by end June 2015	100 employees and councillors trained by end June 2016	100 employees and councillors trained by end June 2017
	<i>To develop internal capacity for Local government</i>	Develop and submit EEP and Employment Equity Report (EER) to Dept. of Labour (DoL)	Employment Equity Plan	N/A	EEP and EER developed and submitted to DoL by October 2013	EEP and EER developed and submitted to DoL by October 2014	EEP and EER developed and submitted to DoL by October 2015	EEP and EER developed and submitted to DoL by October 2016
	Implementation of employment equity Plan	Number of people from employment equity target groups employed in the three highest levels of management (NKPI)	Compliance with Employment Equity targets	N/A	10 people employed in the three highest levels of management by end June 2014	10 people employed in the three highest levels of management by end June 2015	10 people employed in the three highest levels of management by end June 2016	10 people employed in the three highest levels of management by end June 2017
	<i>Create a positive employee climate through sound labour relations</i>	Number LLF meetings	Functional LLF	N/A	6 LLF meetings held and 12 sub-committee meetings	6 LLF meetings held and 12 sub-committee meetings	6 LLF meetings held and 12 sub-committee meetings	6 LLF meetings held and 12 sub-committee meetings
	To improve corporate branding of the municipality	Monthly updating of municipal website	Updated website	Appointment of Service Provider to develop the Strategy	12 website update reports by end June 2014	12 website update reports by end June 2015	12 website update reports by end June 2016	12 website update reports by end June 2017
	To provide sufficient and skilled human capital to enable all department to function optimally	Number of vacant critical posts filled in the municipality	Filled vacant critical post	N/A	20 critical post filled by end December 2013	Monitor and reporting	Monitor and reporting	Monitor and reporting

	<i>Internal legislative compliance</i>	Complying with OHS		Ensure compliance with all relevant legislative requirements	Ensure compliance with all relevant legislative requirements	Ensure compliance with all relevant legislative requirements	Ensure compliance with all relevant legislative requirements	Ensure compliance with all relevant legislative requirements
	<i>To enhance the effectiveness and functionality of IT systems in the Municipality.</i>	To facilitate development of ICT Integrated Management Plan (ISP)	ICT Integrated Management Plan	N/A	ICT Integrated Management plan developed by end June 2014	Implementation of ICT management plan.	Implementation of ICT management plan.	Implementation of ICT management plan.
	Clean audit 2014	Number of reports on the updating of leave register	Leave register reports	N/A	12 Reports on leave register by end June 2014	12 Reports on leave register by end June 2015	12 Reports on leave register by end June 2016	12 Reports on leave register by end June 2017
	Municipal building and facilities	Developed maintenance and operational plan		N/A	Regular and uninterrupted access to the municipal network	Regular and uninterrupted access to the municipal network	Regular and uninterrupted access to the municipal network	Regular and uninterrupted access to the municipal network
	<i>To ensure effective integrated development planning</i>	Approved Reviewed 2013/2014 IDP by end May 2014	Well documented and approved IDP document for Lekwa-Teemane.	Review IDP 2013/4	Review IDP 2014/15	Review IDP 2015/6	Review IDP 2016/7	Review IDP 2017/8
	<i>To ensure effective integrated development planning</i>	No. IDP/PMS steering meetings held.	IDP/PMS meetings	N/A	Three IDP/PMS meetings.	Three IDP/PMS meetings.	Three IDP/PMS meetings.	Three IDP/PMS meetings.
	<i>To ensure effective integrated development planning</i>	Number of IDP rep forum meetings held	Two IDP rep Forum meetings held p.a	Two IDP rep Forum meetings held p.a	Two IDP rep Forum meetings held p.a	Two IDP rep Forum meetings held p.a	Two IDP rep Forum meetings held p.a	Two IDP rep Forum meetings held p.a
	To ensure effective and functional performance management system in the	Timely Compiled and approved 2012/2013 annual report	Approved annual report	1 Annual Performance Report documented in 2012/13 financial year	2012/13 annual report developed and tabled to council by end	2013/14 annual report developed and tabled to council by end	2014/15 annual report developed and tabled to council by end	2015/16 annual report developed and tabled to council by end

	municipality				January 2014	January 2015	January 2016	January 2017
	To ensure effective and functional performance management system in the municipality	Oversight Report submitted to council within two months after tabling of the 2012/2013 Annual Report	1 approved oversight report per annum	1 Approved Oversight Committee Reports on the 2012/13 Annual Reports	Oversight Report compiled and submitted to council by end March 2014	Oversight Report compiled and submitted to council by end March 2015	Oversight Report compiled and submitted to council by end March 2016	Oversight Report compiled and submitted to council by end March 2017
	To ensure effective and functional performance management system in the municipality	Number of signed performance agreements of section 57 managers per annum	5 signed performance agreements of section 57 managers per annum	N/A	Five signed Performance Agreement of the Municipal Manager and Section 56 Managers by end July 2013	Five signed Performance Agreement of the Municipal Manager and Section 56 Managers by end July 2014	Five signed Performance Agreement of the Municipal Manager and Section 56 Managers by end July 2015	Five signed Performance Agreement of the Municipal Manager and Section 56 Managers by end July 2016
	To ensure effective and functional performance management system in the municipality	Timeous review and approval of 2014/15 PMS framework.	Reviewed PMS Frameworks of the district and locals	Review and implement functional PMS framework	PMS Framework reviewed and approved by end May 2014	PMS Framework reviewed and approved by end May 2015	PMS Framework reviewed and approved by end May 2016	PMS Framework reviewed and approved by end May 2017
	Number of Quarterly performance reports	Performance reports	Quarterly Departmental Performance Reports	4 Quarterly Performance Reports during 2012/13 financial year	4 performance reports compiled by end June 2014	4 Quarterly Performance Reports during 2014/15 financial year	4 Quarterly Performance Reports during 2015/16 financial year	4 Quarterly Performance Reports during 2016/ 17 financial year

	To ensure effective and functional performance management system in the municipality	Section 72 Mid-year performance report compiled and submitted to council for approval	Midyear Budget and Performance Review Report	N/A	Section 72 report compiled and submitted to council by end January 2014	Section 72 report compiled and submitted to council by end January 2015	Section 72 report compiled and submitted to council by end January 2016	Section 72 report compiled and submitted to council by end January 2017
	To ensure effective and functional performance management system in the municipality	Timely developed 2014/15 SDBIP	Approved SDBIP	N/A	2014/15 SDBIP developed and approved by council by end May 2014	2014/15 SDBIP developed and approved by council by end May 2015	2014/15 SDBIP developed and approved by council by end May 2016	2014/15 SDBIP developed and approved by council by end May 2017

THEMATIC AREA 4: FINANCIAL MANAGEMENT AND ADMINISTRATIVE CAPACITY

5.4.1 Analysis:

Currently the municipality is undergoing a serious cash flow problem which creates problems of wasteful and irregular expenditures mainly on interests for late payment of creditors such as Eskom. The DDLG&T has assisted by appointing a service provider who will capacitate and collectively with the Municipality develop a revenue enhancement plan. Specific focus will be on debt collection, tariff restructuring and cash flow management. Staff shortage and skilling is a problem as well but it could only be addressed after the above project is completed. The municipality has currently appointed an acting CFO which was seconded by the Provincial Treasurer. The Municipal Infrastructure support Agency has done an assessment of the municipality. A report will be submitted to council in due course. The municipality has appointed a Chief Financial Officer in January 2013

THEMATIC AREA	Financial Management and Administrative Capacity	
NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)	Building a developmental state including improvement of public services and strengthening democratic institutions	
10 POINT PLAN	<ul style="list-style-type: none"> • Restore the institutional integrity of municipality • Develop and strengthen a politically and administratively stable system of municipalities • Uprooting of corruption, nepotism, maladministration in our system of local government. • Build and strengthen the administrative, institutional and financial capabilities of municipality, and all municipalities should have clean audits by 2014. 	
NATIONAL PRIORITY OUTCOMES (2011/16)	<p><u>Outcome 12:</u></p> <p>An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</p>	<ul style="list-style-type: none"> • Comply with legal financial reporting requirements • Review municipal expenditures to eliminate wastage
DISTRICT OBJECTIVES (2011-2016)		
LEKWA-TEEMANE OBJECTIVES: Build and strengthen the financial management of the municipality to enhance service delivery and achieve clean audit by 2014		

STRATEGIES

EFFICIENT AND EFFECTIVE FINANCIAL MANAGEMENT

- Review and adoption of finance policies
- Financial reporting and in year reporting
- MTEF plan
- Budget management
- Ensure alignment of financial systems to GRAP/ Budget format
- Develop a five year integrated financial management plan.
- MFMA Implementation reform
- Development project based funding model.
- Development of the asset registers as prescribed by GRAP.
- General Ledger balancing
- Annual financial statement compilation.
- Section 71 reporting
- Section 72 and other legislative reporting.

REVENUE ENHANCEMENT STRATEGIES

- Tariff setting
- Billing
- Meter reading
- Debtors reconciliations
- Revenue management
- Distribution of accounts
- Grant funding management
- Development of cost recovery strategic plan
- Manage and maintain updated valuation roll.

SUPPLY CHAIN MANAGEMENT STRATEGIES

- Review and update of the Supply Chain Management policy.
- Capacitate supply chain unit.
- Contract management (Compliance)
- Maintain updated service provider data base.

EXPENDITURE AND BUDGET MANAGEMENT STRATEGIES

- Payments be effected within 30 days
- Submission of both expenditure and budgets reports timely.
- Timely creditors' reconciliations.
- Implement budget reforms as per MFMA.
- Capacity building
- Safeguards of the supporting documents.
- The development of a comprehensive inventory and stores management policy.
- Annual budget compilation.
- Cash flow management
- Investment management.

BUDGET AND TREASURY MANAGEMENT

- Manage revenue section
- Manage supply chain management unit
- Manage credit control and debt collection unit
- Manage expenditure and budget management unit.
- Manage financial management, asset management and reporting unit.
- Finance Intern Capacitating.

CREDIT CONTROL AND DEBT COLLECTION

- Indigent Management.
- Review and maintain credit control and debt collection procedures.
- Managing the cut-off, restriction, and disconnection and re connection.
Reducing number of collection debts to 30 days.

FINANCIAL MANAGEMENT AND ADMINISTRATIVE CAPACITY

Corporate Objective	Key Performance Indicator	Output indicator	5 Year Target				
			2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
To ensure efficient and effective financial management of the municipality	Number of financial policies Reviewed and adopted by council	10 reviewed and approved financial policies	Review and workshop all Financial Policies.	10 financial Policies reviewed and adopted by end March 2014	10 financial Policies reviewed and adopted by end March 2015	10 financial Policies reviewed and adopted by end March 2016	10 financial Policies reviewed and adopted by end March 2017
To ensure efficient and effective financial management of the municipality	A five year integrated financial management plan developed.	five year integrated financial management plan	Setting up tariffs as per budget requirements Implement the AMWR	five year integrated financial management plan developed by end December 2013	Review of Five integrated financial management plan.	Review of Five integrated financial management plan.	Review of Five integrated financial management plan.
To implement an effective and efficient system of Supply Chain Management (SCM)	Established SCM Unit	SCM unit	Appoint Supply Chain Manager and train staff	Supply Chain Management Unit established by end September 2013	Implement supply Chain policy	Implement supply Chain policy	Implement supply Chain policy
To implement an effective and efficient system of Supply Chain Management (SCM)	Number of Bid committees in line with SCM regulations Re Established	Bid committee	N/A	Bid committee established by end September 2013	Review Bid Committee	Review Bid Committee	Review Bid Committee
To implement an effective and efficient system of Supply Chain Management (SCM)	% update of the supplier database information	100% Updated supplier database	N/A	100% Updated supplier database by end June 2014	100% Updated supplier database by end June 2014	100% Updated supplier database by end June 2014	100% Updated supplier database by end June 2014

To implement an effective and efficient system of Supply Chain Management (SCM)	Number of reports on SCM compliance (section 5 (3) and (4))	SCM Compliance reports	N/A	12 reports on SCM compliance compiled by end June 2014	12 reports on SCM compliance compiled by end June 2015	12 reports on SCM compliance compiled by end June 2016	12 reports on SCM compliance compiled by end June 2017
To implement an effective and efficient system of Supply Chain Management (SCM)	Number of reports on bids > R100 000	SCM Compliance reports	N/A	12 reports on bids > R100 000 by end June 2014	12 reports on bids > R100 000 by end June 2015	12 reports on bids > R100 000 by end June 2016	12 reports on bids > R100 000 by end June 2017
To implement an effective and efficient system of Supply Chain Management (SCM)	Number of reports on the implementation of the SCM Policy (sec 63)	Reports on the implementation of SCM policy	N/A	4 reports on the implementation of SCM policy compiled and submitted to the mayor by end June 2014	4 reports on the implementation of SCM policy compiled and submitted to the mayor by end June 2015	4 reports on the implementation of SCM policy compiled and submitted to the mayor by end June 2016	4 reports on the implementation of SCM policy compiled and submitted to the mayor by end June 2017
To implement an effective and efficient system of Supply Chain Management (SCM)	% of creditors paid within 30 days	Payment to creditors	N/A	60 % of creditors paid by within 30 days	70 % of creditors paid by within 30 days	80 % of creditors paid by within 30 days	90 % of creditors paid by within 30 days
To implement an effective and efficient system of Supply Chain Management (SCM)	% of creditors reconciliation completed	creditors reconciliation reports	N/A	80% of creditors reconciliation completed by end June 2014	85% of creditors reconciliation completed by end June 2015	90% of creditors reconciliation completed by end June 2016	95% of creditors reconciliation completed by end June 2017
To implement an effective and efficient system of expenditure and budget management	% of capital budget spent	100% capital budget spent	N/A	100% capital budget spent by end June 2014	100% capital budget spent by end June 2015	100% capital budget spent by end June 2016	100% capital budget spent by end June 2017

To implement an effective and efficient system of expenditure and budget management	number of payroll approved for salary payment	12 payroll approved	N/A	12 approved payroll by end June 2014	12 approved payroll by end June 2015	12 approved payroll by end June 2016	12 approved payroll by end June 2017
To implement an effective and efficient system of expenditure and budget management	Debt coverage ratio (NKPI)	Ratio	N/A	6:1 debt coverage ratio by end June 2014	6:1 debt coverage ratio by end June 2015	6:1 debt coverage ratio by end June 2016	6:1 debt coverage ratio by end June 2017
To implement an effective and efficient system of expenditure and budget management	Timeous approval of 2014/15 budget by council	Approved 2014/15 budget	N/A	2014/15 final budget approved by council by end May 2014	2015/16 final budget approved by council by end May 2015	2016/17 final budget approved by council by end May 2016	2017/18 final budget approved by council by end May 2017
To implement an effective and efficient system of expenditure and budget management	Timeous approval of 2013/14 adjustment budget by council	Approved 2013/14 adjustment budget	N/A	2013/14 adjustment budget approved by council by 28 February 2014	2014/15 adjustment budget approved by council by 28 February 2014	2015/16 adjustment budget approved by council by 28 February 2014	2016/17 adjustment budget approved by council by 28 February 2014
To implement an effective and efficient system of expenditure and budget management	% of operating budget spent not exceeding the Budgeted amount	100% operating budget spent not exceeding the Budgeted amount	N/A	100% of operating budget spent not exceeding the Budgeted amount by end June 2014	100% of operating budget spent not exceeding the Budgeted amount by end June 2015	100% of operating budget spent not exceeding the Budgeted amount by end June 2016	100% of operating budget spent not exceeding the Budgeted amount by end June 2017
To ensure effective and efficient credit control and debt collection in the municipality	Reviewed and approved credit control and debt collection policy and procedures	credit control and debt collection policy and procedures	N/A	Reviewed and approved credit control and debt collection policy and procedures by end May 2014.	Reviewed and approved credit control and debt collection policy and procedures by end May 2015.	Reviewed and approved credit control and debt collection policy and procedures by end May 2016.	Reviewed and approved credit control and debt collection policy and procedures by end May 2017.

To ensure effective and efficient credit control and debt collection in the municipality	Reduced debt age to 600 days <i>(NKPI)</i>	Improved Financial viability, reduced debtors	N/A	Reduced debt of accounts in areas to 600 days by end June 2014	Reduced debt of accounts in areas to 575 days by end June 2015	Reduced debt of accounts in areas to 550 days by end June 2016	Reduced debt of accounts in areas to 500 days by end June 2017
To ensure effective and efficient credit control and debt collection in the municipality	Service debtors to revenue ratio.	1.64:1	N/A	Reduced service debtors to revenue by end June 2014	Reduced service debtors to revenue by end June 2015	Reduced service debtors to revenue by end June 2016	Reduced service debtors to revenue by end June 2017
To ensure effective and efficient credit control and debt collection in the municipality	% increased debtors' payment ratio.	Collection rate improved 65%	N/A	Collection rate improved to 65% by end June 2014	Collection rate improved to 75% by end June 2014	Collection rate improved to 80% by end June 2014	Collection rate improved to 85% by end June 2014
To improve 2013/2014 audit outcome to unqualified audit opinion.	Timeous development of audit action plan for 2012/2013 financial year.	Audit action plan	N/A	Audit action plan 2012/2013 financial year developed by December 2013.	Audit action plan 2013/2014 financial year developed by December 2014	Audit action plan 2014/2015 financial year developed by December 2015	Audit action plan 2016/2017 financial year developed by December 2017
	% WSA activities assigned to CFO implemented	100% implementation of WSA	N/A	100% of WSA activities assigned to the CFO implemented by end June 2014.	100% of WSA activities assigned to the CFO implemented by end June 2015	100% of WSA activities assigned to the CFO implemented by end June 2016	100% of WSA activities assigned to the CFO implemented by end June 2017

5.5

THEMATIC AREA 5: GOVERNANCE, PUBLIC PARTICIPATION & INTEGOVERNMENTAL RELATIONS

5.5 .1Analysis:

1. Governance & Public Participation:

Status Quo:

1. Council has been meeting regularly
2. All ward seven ward committees was established.
3. Ward committees were trained on local government legislation

Challenges:

1. Though meeting regularly it has not been in terms of the adopted schedule of meetings.
2. In some committees vacancies exist due to resignations of certain members.
3. Ward committees needs office space

2. Intergovernmental Relations:

Status Quo:

1. There is an existing IGR Forum constituted by sector departments.

Challenges:

1. The IGR does not meet regularly

THEMATIC AREA	Governance, Public Participation & Intergovernmental Relations	
NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)	Building a developmental state including improvement of public services and strengthening democratic institutions	
10 POINT PLAN	<ul style="list-style-type: none"> • Municipalities that have reliable and credible Integrated Development Plans (IDP's) that are used as a guide for every development, programs and projects within that municipality. • Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system. • Build and strengthen the administrative, institutional and financial capabilities of municipality, and all municipalities should have clean audits by 2014. • The creation of a single window of co-ordination, support, monitoring and intervention as to deal with uncoordinated interaction by other spheres of government with municipalities including unfunded mandate. 	
NATIONAL PRIORITY OUTCOMES (2011/16)	<p><u>Outcome 9:</u></p> <p>Responsive, accountable, effective and efficient local government system</p>	<ul style="list-style-type: none"> • Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality • Implement the community work programme • Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues

		<ul style="list-style-type: none"> • Continue to develop performance monitoring and management systems • Ensure councils behave in ways to restore community trust in local government
MUNICIPAL OBJECTIVES (2011-2016)	<p style="text-align: center;">OBJECTIVES</p> <ol style="list-style-type: none"> 1. To ensure good governance; 2. To Project Lekwa-Teemane Municipality as a preferred area to invest, live and work; 3. To inform the community about services rendered and have an effective communication system ; 4. To provide the necessary strategic support for the implementation of the SDBIP and MTAS 5. To encourage and ensure public participation through ward committees, ensure participation of sector departments and other stakeholders on integrated planning. 	
<p style="text-align: center;">STRATEGIES</p> <ol style="list-style-type: none"> 1. Organise effective public participation and stakeholder meetings; 2. Enhance Corporate image; 3. Development and production of information brochures, articles, news-letters and stakeholder meetings in both electronic print media information; 4. Develop and implement SDBIP and MTAS; 		

GOVERNANCE, PUBLIC PARTICIPATION AND INTERGOVERNMENTAL RELATIONS

Corporate Objective	Key Performance Indicator	Output indicator	5 Year Target				
			2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
To establish local Anti-Corruption Forum in the municipality	Established Anti-Corruption Forum in the municipality	Established forum	N/A	Develop Anti-Corruption Strategy	Implement the Anti-Corruption Strategy	Implement the Anti-Corruption Strategy	Implement the Anti-Corruption Strategy
To support local IGR structure.	Number of IGR meetings held	4 IGR meetings	N/A	4 IGR meetings held by end June 2014	4 IGR meetings held by end June 2015	4 IGR meetings held by end June 2016	4 IGR meetings held by end June 2017
<i>To improve the levels and functionality of public Participation in the municipality.</i>	No. of newsletters produced and distributed in all wards.	Distribution of 1400 quality newsletter p.a	N/A	1400 newsletter distributed by end June 2014	1400 newsletter distributed by end June 2015	1400 newsletter distributed by end June 2016	1400 newsletter distributed by end June 2017
	Number of Mayoral Imbizos		N/A	Two Mayoral Imbizos held by end June 2014	Two Mayoral Imbizos held by end June 2015	Two Mayoral Imbizos held by end June 2016	Two Mayoral Imbizos held by end June 2017
	No of Community meetings held in all wards		N/A	4 community meetings held per ward by end June 2014	4 community meetings held per ward by end June 2015	4 community meetings held per ward by end June 2016	4 community meetings held per ward by end June 2017
	Number of Community Satisfaction Surveys conducted	2 Community Satisfaction Surveys	N/A	2 Community Satisfaction Surveys by end June 2014	2 Community Satisfaction Surveys by end June 2015	2 Community Satisfaction Surveys by end June 2016	2 Community Satisfaction Surveys by end June 2017

<i>To improve the levels and functionality of public Participation in the municipality.</i>	No of community meetings held in all wards	Community Meetings	N/A	28 community meetings by end June 2014 (i.e. 4 per Ward)	28 community meetings by end June 2015 (i.e. 4 per Ward)	28 community meetings by end June 2016 (i.e. 4 per Ward)	28 community meetings by end June 2017 (i.e. 4 per Ward)
<i>To improve the levels and functionality of public Participation in the municipality.</i>	No of Ward Committee meetings and reports produced	Ward Committee meetings minutes and reports	N/A	84 ward committee meetings held by end June 2014	84 ward committee meetings held by end June 2015	84ward committee meetings held by end June 2016	84 ward committee meetings held by end June 2017
To facilitate and coordinate risk management in the municipality	Developed and Approved Risk Management Framework for 2013/2014 Financial year	Risk Management Framework	N/A	Risk Management framework developed and approved by End 2014	Risk Management framework developed and approved by End 2015	Risk Management framework developed and approved by End 2016	Risk Management framework developed and approved by End 2017
To facilitate and coordinate risk management in the municipality	% of risk register compiled and updated	Risk register	N/A	100% of risk register compiled and updated quarterly by end June 2014	100% of risk register compiled and updated quarterly by end June 2015	100% of risk register compiled and updated quarterly by end June 2016	100% of risk register compiled and updated quarterly by end June 2017
To facilitate and coordinate risk management in the municipality	Number of risk management reports compiled	Reports	N/A	4 risk management reports compiled by end June 2014	4 risk management reports compiled by end June 2015	4 risk management reports compiled by end June 2016	4 risk management reports compiled by end June 2017
To ensure Proper management of all types of contracts	% of contract management register compiled	contract management register	N/A	100% contracts management register by end June 2014	100% contracts management register by end June 2015	100% contracts management register by end June 2016	100% contracts management register by end June 2017
To ensure effective coordination of Expanded Public Works Programme	Number of EPWP Business Plan Developed	2 EPWP Business Plan	N/A	2 EPWP Business Plan developed and submitted to Public Works & Dr	2 EPWP Business Plan developed and submitted to Public Works & Dr	2 EPWP Business Plan developed and submitted to Public Works & Dr	2 EPWP Business Plan developed and submitted to Public Works & Dr

(EPWP)	and submitted the Public Works and Dr RSMDM			RSMDM	RSMDM	RSMDM	RSMDM
Number of reports on EPWP implementation	EPWP Implementation reports	EPWP Implementation reports		12 EPWP Implementation reports compiled by end June 2014	12 EPWP Implementation reports compiled by end June 2015	12 EPWP Implementation reports compiled by end June 2016	12 EPWP Implementation reports compiled by end June 2017
To improve management and administration of legal matters in LTLM	Reduction of litigation matters						
To Improve relationship between CDWs and other role players (ISP)	No of meetings held to improve working relations between municipality and CDW.	Meetings	N/A	4 Meetings held and report.			
To monitor implementation of council resolution (ISP)	Number of reports on the implementation of council resolutions submitted to council	Reports	N/A	4 Reports submitted	4 Reports submitted	4 Reports submitted	4 Reports submitted
To review and ensure effective implementation of delegation of Authority framework (ISP)							

THEMATIC AREA 6: SPATIAL RATIONALE AND ENVIRONMENTAL MATTERS

5.6. There are disparities that exist with regard to Spatial Planning and Environmental issues within the Lekwa-Teemane Local Municipality. The historically distorted spatial patterns have not been addressed as evidence of the imbalances of the past still persists, despite interventions by the Municipality.

The Lekwa-Teemane Local Municipality has reviewed their Spatial Development Framework in 2011. The review and/or development of SDFs is not only for alignment with provincial and national policy, but it also need to be informed by our 3rd generation IDPs which come into effect at the end of the 2011/2012 financial year. The newly developed SDF for Lekwa-Teemane fully addresses the latter, as it has been developed in accordance to current policies and guide lines.

All of the above will contribute in achieving the core objectives and strategies of Space, Economy, Governance and Communication as endorsed in the IDP. The Lekwa-Teemane SDF are attach as an annexure.

5.6.1 LAND USE MANAGEMENT

The Land Use Management Bill must be processed and enacted in order for an effective Land Use Management System to be in place. The Lekwa-Teemane Local Municipality have a Town Planning Scheme which is outdated and does address certain issues, i.e., rural land use management, and hence are deemed ineffective.

The requirements set out in the bill amongst others include the replacement of Town Planning Schemes by Land Use Management Schemes, which should address boarder to boarder development within municipalities, thereby attending to rural land use management.

Planning requirements of the erstwhile provinces and planning laws of the TBVC States are still being used in most parts of the country as they are the only legal grounds for spatial planning in such areas; provinces such as Kwazulu Natal and the Northern Cape have developed their own planning laws.

The Provincial Government, together with National Government need to speedily enact the Land Use Management Bill so as to facilitate development from a common ground. The North West Land Use Management Bill will also help create a harmonious and coordinated environment once enacted.

THEMATIC AREA	Spatial Rationale and Environmental Matters	
NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)	<ul style="list-style-type: none"> • Sustainable Resource Management and use • Build a cohesive and sustainable communities 	
10 POINT PLAN	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management.(Spatial & Environmental Services))	
NATIONAL PRIORITY OUTCOMES (2011/16)	<u>Outcome 8:</u> Sustainable human settlements and improved quality of household life	<ul style="list-style-type: none"> • Cities must prepare to be accredited for the housing function • Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements • Participate in the identification of suitable land for social housing • Ensure capital budgets are appropriately prioritized to maintain existing services and extend services
	<u>Outcome 10:</u> Environmental assets and natural resources that are well protected and continually enhanced	<ul style="list-style-type: none"> • Develop and implement water management plans to reduce water losses • Ensure effective maintenance and rehabilitation of infrastructure • Run water and electricity saving awareness campaigns • Ensure proper management of municipal commonage and urban open spaces • Ensure development does not take place on wetlands
DISTRICT OBJECTIVES (2011-2016)	<ul style="list-style-type: none"> • Provide and maintain the full range of social and economic infrastructure services to the needy households (that is 152 500 people) within the next five years (2011-2016) • Ensure that the housing needs of the most disadvantaged residents are adequately addressed in the District (more than 30 000 housing opportunities by 2016). 	
STRATEGIES		

5.7

THEMATIC AREA 7: COMMUNITY AND SOCIAL SERVICES

Analysis

Disaster management within our municipality is a function of the District municipality. For the past two years a number of disasters happen within our municipality. Some of the houses in extension 5 Boitumelong are always under water. A section in Coverdale extension 9 also floods in the past five years. The District municipality provided some tents and food parcels for the affected families. The Integrated Waste Management Plan is not yet compiled. This function is also a district function. The Municipality is currently experience a problem regarding the Landfill sites within our municipal area. All our landfill sites are not registered or licensed.

THEMATIC AREA	Community and Social Services	
NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)	<ul style="list-style-type: none"> • Massive programme to build social and economic infrastructure • Sustainable Resource Management and use 	
10 POINT PLAN	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management.(Infrastructure Services)	
NATIONAL PRIORITY OUTCOMES (2011/16)	<u>Outcome 6:</u> An efficient, competitive and responsive economic infrastructure network	Role of Local Government <ul style="list-style-type: none"> • Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services • Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport • Maintain and expand water purification works and waste water treatment works in line with growing demand • Cities to prepare to receive the devolved public transport function • Improve maintenance of municipal road networks • Develop and implement water management plans to reduce water losses • Ensure effective maintenance and rehabilitation of infrastructure • Run water and electricity saving awareness campaigns • Ensure proper management of municipal commonage and urban open spaces • Ensure development does not take place on wetlands
	<u>Outcome 10:</u> Environmental assets and natural resources that are well protected and continually enhanced	
DISTRICT OBJECTIVES (2011-2016)	Dr Ruth S Mompoti District Municipality to develop Integrated Waste Management and Disaster Management Plan , including a plan for each Municipality according to the circumstances prevailing in the area	

STRATEGIES

- Conduct risk analysis of each and every locality within the Dr Ruth S Mompoti District Municipal Area
- Identify, recruit and train volunteers
- Identify resources to implement the plans
- Educate and sensitise communities on potential threats and hazards
- Prevent or reduce the risk of disasters

COMMUNITY AND SOCIAL SERVICES

Corporate Objective	Key Performance Indicator	Output indicator	5 Year Target				
			2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
To provide community services in the Municipal area	Proper solid waste disposal infrastructure development.	Two new landfill sites for the Municipality	Project Implementation by the DRRSM District	Project Implementation by the DRRSM District	Project Implementation by the DRRSM District	Project Implementation by the DRRSM District	Project Implementation by the DRRSM District
To enhance existing waste management capacity in the Municipality	Established a Local Waste Forum.	Local waste forum	N/A	Establish Local Waste Forum by end June 2014	Implement the cleaning programme	Implement the cleaning programme	Implement the cleaning programme
To create environmental awareness throughout local communities	Number of Local Environmental Clubs Established	Local Environmental Clubs	N/A	8 environmental clubs established by end June 2014	2 environmental clubs established by end June 2015	2 environmental clubs established by end June 2016	2 environmental clubs established by end June 2017

To create environmental awareness throughout local communities	Dissemination of waste management throughout the Municipal area	Informed local community on waste issues	Establish Local Environmental Clubs	Implement environmental programmes	Implement environmental programmes	Implement environmental programmes	Implement environmental programmes
Provide refuse removal services	Percentage of household receiving weekly door to door refuse removal in Lekwa –Teemane LM	Percentage of household receiving weekly door to door refuse removal in Lekwa –Teemane LM	N/A	100% refuse removal in Lekwa-Teemane LM by end of June 2014	100% refuse removal in Lekwa-Teemane LM by end of June 2015	100% refuse removal in Lekwa-Teemane LM by end of June 2016	100% refuse removal in Lekwa-Teemane LM by end of June 2017
Provide refuse removal services	Number of refuse removal operational plans reviewed for 2013/2014	Refuse removal operational plans	N/A	2 refuse removal operational plans reviewed by end July 2013	2 refuse removal operational plans reviewed by end July 2014	2 refuse removal operational plans reviewed by end July 2015	2 refuse removal operational plans reviewed by end July 2016
To Provide refuse removal services	facilitate funding of new compactor truck	Compactor truck	N/A	Compactor truck purchased by end June 2014	N/A	N/A	N/A
To enhance existing waste management capacity in the Municipality	Number of Local Waste Forum Established	Waste forums	N/A	2 Local Waste Forum established by June 2014	Support Waste forums	Support Waste forums	2 Local Waste Forum established by June 2017
To create environmental awareness throughout local communities	Number of Local Environmental Clubs Established	Environmental clubs	N/A	2 environmental clubs established by end June 2014	2 environmental clubs established by end June 2015	2 environmental clubs established by end June 2016	2 environmental clubs established by end June 2017

To improve provision of cemeteries services in LTLM	Number of cemeteries fenced in LTLM	Fenced cemeteries	N/A	Fenced cemeteries by end March 2014	Maintenance of cemeteries	Maintenance of cemeteries	Maintenance of cemeteries
Facilitate access to Library facilities	Facilitate Building of Utlwanang library	Utlwanang Library built	N/A	Library building complete by end June 2014	Maintenance of Library building	Maintenance of Library building	Maintenance of Library building
To render effective traffic services in LTLM	Traffic service provider appointed	Appointment of a service provider	N/A	Traffic service provider appointed by September 2013	Rendering traffic services for LTLM and Report by end June 2014	Rendering traffic services for LTLM and Report by end June 2015	Rendering traffic services for LTLM and Report by end June 2017
To promote Traffic law enforcement and road safety	Number of old traffic signs replaced	Traffic signs	N/A	30 new traffic signs erected by end June 2014	40 new traffic signs erected by end June 2015	50 new traffic signs erected by end June 2016	60 new traffic signs erected by end June 2017
	Number of KMs of road marked.	Marked roads	N/A	12 Km's of road marked by end June 2014	12 Km's of road marked by end June 2015	12 Km's of road marked by end June 2016	12 Km's of road marked by end June 2017
	% Rand value received of traffic fines.	Increased Revenue	N/A	10 % of revenue received from fines by end June 2014	11 % of revenue received from fines by end June 2015	12 % of revenue received from fines by end June 2016	13 % of revenue received from fines by end June 2017
	Number of traffic fines issued per annum.	Traffic fines	N/A	3840 traffic fines issued by end June 2014	3900 traffic fines issued by end June 2015	4100 traffic fines issued by end June 2016	5000 traffic fines issued by end June 2017
	Number of reports compiled on revenue collected through traffic law enforcement	Revenue collected	N/A	12 reports by end June 2014	12 reports by end June 2015	12 reports by end June 2016	12 reports by end June 2017
To promote Traffic law enforcement and road safety	Number of reports compiled on revenue generated by the issuing Learners and drivers licence	12 reports	N/A	12 reports compiled on revenue generated by the issuing Learners and drivers licence by end June 2014	12 reports compiled on revenue generated by the issuing Learners and drivers licence by end June 2015	12 reports compiled on revenue generated by the issuing Learners and drivers licence by end June 2016	12 reports compiled on revenue generated by the issuing Learners and drivers licence by end June 2017

	number of traffic operations conducted in Lekwa-Teemane LM	12 traffic operations	N/A	12 traffic operation conducted by end June 2014	12 traffic operation conducted by end June 2015	12 traffic operation conducted by end June 2016	12 traffic operation conducted by end June 2017
	Transport policy developed	Transport policy	N/A	Transport policy developed and adopted by council end September 2014	Implementation of Transport policy by end June 2015	Review and Implement transport policy be end June 2016	Implement transport policy be end June 2017
	Upgrading of Bloemhof testing station	Operating testing station		Bloemhof testing stations upgraded by end March 2014	Maintain the Bloemhof Testing station by end June 2015	Maintain the Bloemhof Testing station by end June 2016	Maintain the Bloemhof Testing station by end June 2017
	Facilitated funding for construction of Weigh bridge in Lekwa – Teemane LM	Funds	N/A	Funding secured for the Construction of weigh bridge in LTLM by end June 2014	Planning and Implementation of project by end June 2015		
To facilitate provision of sustainable human settlements and improved quality of household life	Review a housing sector plan	Housing sector plan (HSP)	N/A	Housing Sector Plan reviewed and submitted to council for adoption by end December 2013	Implementation of Housing sector plan by end June 2014	Implementation of Housing sector plan by end June 2015	Housing sector plan reviewed and implementation by end June 2016
	Facilitated Township establishment for Geluksoord ext. 2	Township established	N/A	Township established for ext. 2 Geluksoord by end of June 2014			
	Number of reports compiled on Data purification of housing beneficiary list	Beneficiary list	N/A	4 reports on data purification of housing beneficiary list by end June 2014	4 reports on data purification of housing beneficiary list by end June 2015	4 reports on data purification of housing beneficiary list by end June 2016	4 reports on data purification of housing beneficiary list by end June 2017
Urban/Town Renewal	Number of awareness campaign conducted	Awareness campaigns	N/A	4 awareness campaign by end June 2014	4 awareness campaign by end June 2015	4 awareness campaign by end June 2016	4 awareness campaign by end June 2017

To initiate and facilitate the development of Integrated Disaster Management Plan by DCOG (ISP)	Facilitated the development of integrated Disaster Management Plan	Integrated Disaster Management Plan	N/A	Integrated Disaster Management Plan developed and submitted to council for adoption by end January 2014	Implementation of Integrated Disaster Management Plan by end June 2014	Implementation of Integrated Disaster Management Plan by end June 2015	
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5.8.

THEMATIC AREA 8: CROSS CUTTING ISSUES

Analysis

Key development themes, issues and proposals	Description of need/potential/project	Current Situation	Role-players and relations	Evaluation: Implications and imperative & proposed Interventions
Cluster: Social sector				
General	Key challenges include poverty eradication, SMME support, child labour and the de-stigmatisation of disability and HIV/AIDS.	Municipality have a responsibility to identify needs for social services in the IDP process, as well as to determine where to provide these services.		<p>What needs to be done:</p> <ul style="list-style-type: none"> - Integrate service facilities, i.e. pay-points with post offices with ancillary facilities such as ablutions, markets, etc. - Examine the quality of social facilities rather than the distribution and number of such facilities. - Introduce more formalised planning in informal areas. - Establish coordinating mechanisms (Gender Machinery and Children's Rights Advisory Councils) - Promote Gender Mainstreaming - Ensure updating of indigent registers and implementation thereof
Poverty	<p>The poverty gap in Lekwa-Teemane ranges between R29 and R30 million (LED strategy).</p> <p>The percentage of households earning less than R1 600/month in 2001 in the municipality was as follows 76%.</p>	Poverty is actively attended to through various basic services provision interventions.	<p>Department of Health DoE NW Provincial Department of Health Department of Social</p>	<ul style="list-style-type: none"> - Strengthen Poverty War-rooms - Intensify profiling of households and fastrack interventions - Promote food security - Promote access to land - SMME Support - Increase access to EPWP Programme

			Development NGOs DAC PCA	-
HIV and AIDS	<p>The number of pregnant women infected with HIV/AIDS in South Africa increased from 17% in 1997 to 22.8% in 1998 and dropped slightly to 22.4% in 1999. The number of pregnant women infected with HIV/AIDS in the NW Province increased from 18.2% in 1997 to 21.3% in 1998 and 23.4% in 1999. In 1999, the percentage of pregnant women, infected with HIV/AIDS in the NW Province (23.4%), was higher than the average for South Africa (22.4%). In view of the latter, it is estimated that approximately 408 724 pregnant women in the NW Province, and approximately 56 911 pregnant women in the DM area, were infected with HIV/AIDS by 1999.</p> <p>Challenges:</p> <ul style="list-style-type: none"> - The rate of infection is increasing steadily. - Increased child-headed families and orphans. - Disease is a burden to under-resourced health sector and health care facilities (SWS). 	Because of the lack of primary health care and the fact that only 14% of the population is covered by a medical scheme, people make use of self-medication, traditional healing and visits to alternative providers (SWS)	Department of Health DoE NW Provincial Department of Health District AIDS Council NGOs DAC PCA	<p>What needs to be done?</p> <ul style="list-style-type: none"> - Do "cemetery planning" to ensure that appropriate and enough land is available. - Target youth in school and all other youth groupings (SWS). - Strengthen and Support AIDS Councils - Develop integrated local HIV and AIDS Plan - Strengthening and Support of Community based structures -
Community Groups	<p>Challenges:</p> <ul style="list-style-type: none"> - The heavy reliance on grants. - Providing services to people with a disability. - A huge lack of day-care centres/facilities. 		Department of Health DoE Department of Labour NW Provincial Government DM LMs NGO's, CBO's and FBO's	<p>What needs to be done?</p> <ul style="list-style-type: none"> - Ensure that the poorest of the poor within the communities receive food parcels and starter packs provided by the Provincial Departments. - Strengthen community-based care services for older persons. - Build more frail care services for older persons. - Intensify Outreach Services - Promote Universal Access for people with disabilities - Facilitation of income generating projects - Promote access to basic education

CROSS CUTTING ISSUES							
Corporate Objective	Key Performance Indicator	Output indicator	5 Year Target				
			2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Advocate for the mainstreaming of human rights priority groups' issues in all the district municipal programmes and plans	Level of integration of HRPP into municipal plans and processes	Number of People from human rights priority groups benefiting from municipal programmes and plans	Integrate Programmes with municipal plans	Integrate Programmes with municipal plans	Integrate Programmes with municipal plans	Integrate Programmes with municipal plans	Integrate Programmes with municipal plans
To ensure effective Implementation of an Integrated HIV/AIDS/TB Programmes	Number of HIV/AIDS/TB Awareness campaign conducted	Awareness campaigns	N/A	4 HIV/AIDS/TB Awareness campaign conducted by end June 2014	4 HIV/AIDS/TB Awareness campaign conducted by end June 2015	4 HIV/AIDS/TB Awareness campaign conducted by end June 2016	4 HIV/AIDS/TB Awareness campaign conducted by end June 2017
	Number of voluntary HIV/AIDS/TB testing conducted	Voluntary HIV/AIDS/TB testing	N/A	200 Voluntary HIV/AIDS/TB testing conducted by end June 2014	250 Voluntary HIV/AIDS/TB testing conducted by end June 2015	300 Voluntary HIV/AIDS/TB testing conducted by end June 2016	350 Voluntary HIV/AIDS/TB testing conducted by end June 2017
	Number of boxes of condoms distributed	Distribution of condoms	N/A	400 boxes of condoms distributed by end June 2014	450 boxes of condoms distributed by end June 2015	500 boxes of condoms distributed by end June 2016	550 boxes of condoms distributed by end June 2017

	To create a conducive environment for people living with disability	Number of disability forum meetings held	Meetings	4 disability forum meetings held by end June 2014	4 disability forum meetings held by end June 2015	4 disability forum meetings held by end June 2016	4 disability forum meetings held by end June 2017
To have a functional Disability and Youth Development Desk	Established and Functional Disability Desk Established and Functional Youth Desk	Functional Disability Functional Youth Desk	Establishment of Disability Desk Establishment of Youth Desk	Effective operations of Disability Effective operations of Youth Desk.	Effective operations of Disability Effective operations of Youth Desk.	Effective operations of Disability Effective operations of Youth Desk.	Effective operations of Disability Effective operations of Youth Desk.
Effective youth education and empowerment relating to life skills	Effective management of youth development initiatives	Functional Youth council	N/A	Youth structure established and youth development strategy developed by end December 2013	Implement youth programmes by end June 2014		

6. INTEGRATED SECTOR PROJECTS AND PROGRAMMES LEKWA-TEEMANE GROWTH PATH

LEKWA-TEEMANE LOCAL MUNICIPALITY TEMPLATE: GROWTH PATH – KEY PROJECTS 2010/11/12/13								
SECTOR	KEY PROJECTS IN MTEF	VALUE '000			ESTIMATED JOBS CREATED	DEPARTMENT RESPONSIBLE	OFFICIAL RESPONSIBLE	LOCALITY
SECTOR	KEY PROJECTS IN MTEF	VALUE '000			ESTIMATED JOBS CREATED	DEPARTMENT RESPONSIBLE	OFFICIAL RESPONSIBLE	LOCALITY
1. INFRASTRUCTURE	LEKWA TEEMANE	12/13	13/14	14/15	ESTIMATED JOBS CREATED	DEPARTMENT RESPONSIBLE	OFFICIAL RESPONSIBLE	LOCALITY
	a)Utlwanang Library		4000	00	50	Sports Arts & Culture	Mr. T D Lesie	Utlwanang
	b)High Mast Lights	00	00	00	00	MIG	Mr. B Segapo	Bloemhof/Christiana
	c) Multi Sports facility Coverdale		1600	00	30	MIG	Mr. B Segapo	Coverdale
	d)Upgrading of Sports Facilities-Geluksoord	00	1500	00	30	MIG	Mr. B Segapo	Geluksoord
	c)Upgrading of roads & storm water	00	5 000	00	150	MIG	Mr. B Segapo	Municipal area
e)EPWP –Township cleaning		00	1000	150	Dept. of Public Works/District Municipality.	Mr. T.D Lesie	Bloemhof/Christiana	

SECTOR	KEY PROJECTS IN MTEF	VALUE '000			ESTIMATED JOBS CREATED	DEPARTMENT RESPONSIBLE	OFFICIAL RESPONSIBLE	LOCALITY
2.	LEKWA – TEEMANE LM	10/11	11/12	13/14	ESTIMATED JOBS CREATED	DEPARTMENT RESPONSIBLE	OFFICIAL RESPONSIBLE	

GREEN ECONOMY								LOCALITY
	Re-establishment of landfill site	00	00	5.900	20	District Mun.	Mr. Hayat and Mr. Lesie	Bloemhof and Christiana
3.								
MANUFACTURING	LEKWA – TEEMANE LM	10/11	11/12	12/13	ESTIMATED JOBS CREATED	DEPARTMENT RESPONSIBLE	OFFICIAL RESPONSIBLE	LOCALITY
4.	LEKWA – TEEMANE LM	10/11	11/12	12/13	ESTIMATED JOBS CREATED	DEPARTMENT RESPONSIBLE	OFFICIAL RESPONSIBLE	LOCALITY
AGRICULTURE, AGRO-PROCESSING, RURAL DEVELOPMENT	Zezethu & Utlwanang Commonage Farms	00	00	00	12	District Municipality	Mr. Lesie	Bloemhof & Christiana
5.LED AND TOURISM	LEKWA- TEEMANE LM	10/11	11/12	12/13	ESTIMATED JOBS CREATED	DEPARTMENT RESPONSIBLE	OFFICIAL RESPONSIBLE	LOCALITY
	Reolebogile Guest House	950 000.00	00	00	12	District Municipality	Mrs. A Moheta/Mr. Lesie	Bloemhof
	Establishment of Development agency	1.200	00	00	5	IDC and Lekwa-Teemane Municipality	Mr. Sparks	Lekwa-Teemane
	WORKING ON FIRE	600 000.00	00	00	24		Mr. Lesie	Bloemhof /Christiana

Project Name	Bloemhof Mixed Development (Retail Development)	Beef Beneficiation Plant	Christiana Transit Node	Industrial and Agro-processing Plant	Bloemhof Hotel	Waste to Energy Project (Sun farm)	Brick Making Plant	Olive Farming and processing
Land identified	Next to the N12 Rezoning Process started	Adjacent to N12 Christiana	Adjacent to N12 Christiana	Next to Dairy Belle Plant	On and adjacent to N12 (next to Score)	Municipal Land adjacent to the N12 - Bloemhof	Bloemhof on municipal premises	Portion adjacent to Utlwanang Township
Public or Private	Municipal	Municipal	Municipal	Municipal	Municipal	Municipal	Municipal	Municipal
Studies Done in current phase	Scoping, Pre-feasibility and feasibility studies	Feasibility study	Scoping; Pre-feasibility and Feasibility studies	Scoping; Feasibility study	Scoping: Feasibility study and Business Plan	Feasibility study	Business Plan	Scoping; Feasibility study and Business Plan
Potential value chain	Opportunities for services and also the potential for franchisees to rent space for business	Local livestock farmers will have a market for their produce; security and cleaning services	Food outlets; cleaning and security services; arts and craft curio shops	Packaging, transport, sorting by local SMME's and work space for small metal work companies	Yes, suppliers of services, food, cleaning, security	Collection, transport, sorting by local SMME's	Sustain the Agency financially,	Yes, suppliers of services, food, cleaning, security
Amount spent	R46000-00	R18000-00 and R114000-00	R46 000	R18000-00 and R130000-00	R43 000 and R130 000	R114 000	R114 000	R43 000 and R130 000
Studies next phase	Market Analysis and Geo-technical studies	Technical studies to assess the extent of available livestock	Market Analysis Study and Business Plan	Technical Studies and market analysis	Technical Studies and market analysis	Technical study to determine the amount of waste	n/a	Technical study
Amount budgeted for	R100000-00	R120000-00	R150 000	R220000-00	R130 000	R250 000	R300 000	R130 000
Number of potential jobs	120 jobs at construction phase and about 150 permanent jobs	120 direct jobs and 100 indirect jobs	To be established by study	To be established by study	35 direct jobs and 10 indirect jobs	To be established by study	30 permanent jobs	70 potential jobs can be created
Community benefit	SMME Development, employment creation access to services	SMME Development, employment creation and local revenue enhancement	SMME Development, employment creation access to services	SMME Development, employment creation access to products	SMME Development, employment creation access to services	Energy will be available for local consumption and economic growth. Food gardens can be planted under neat the structures	SMME development, employment creation, skills transfer	SMME development, employment creation, access to services

LEKWA-TEEMANE LOCAL DEVELOPMENT AGENCY PLANNED PROJECTS 2013-2017

7. DEPARTMENT OF SOCIAL DEVELOPMENT PROJECTS & PROGRAMMES 2011/2012-2012/2013-2013/2014

COMMUNITY DEVELOPMENT

PROJECT NAME/DESCRIPTION	LOCATION/MUNICIPALITY	TYPE OF DEVELOPMENT	ALLOCATED TOTAL PROJECT COST			IMPLEMENTATION PROGRESS	REASONS FOR NON-IMPLIMENTATION	RESPONSIBLE OFFICIAL & CONTACTS
			2011/2012	2012/2013	2013/2014			
HOUSEHOLD INTERVENTIONS	All Service Points	Income Generation	R 6 300 000	N\A	N\A	Objectives implemented according to APP	None	ADS Community Development 053 928 1600
NATIONAL YOUTH SERVICE	Greater Taung & Lekwa Teemane	Leaner ship	R2 250 000	N\A	N\A	Objectives implemented according to SLA	None	Lebogang Molekwa 053 998 4776 Solomon Tities 053 994 4046

7.1 Land Acquisition

PROJECT NAME	PROJECT DESCRIPTION	BUDGET	MUNICIPALITY	EXTENT
Smitskraal 254	Land acquisition	R2.9 m	Lekwa –teemane	533.5420

7.2 Department of Public Works, Roads and Transport (Roads Section)

ROAD	DESCRIPTION	LENGTH (KM)	LOCAL MUNICIPALITY	ACTIVITY	COMMENTS	BUDGET
P12/2	Vryburg-Old/S/Reneke Border	30	Naledi	Mamusa/Lekwa teemane	Work will start in 2013/2014	
P12/1	S/Reneke-Bloemhof	64	Mamusa/Lekwa Teemane	Mamusa/Lekwa-Teemane	Loan List	
P34/5	S/Reneke-Christiana	10	Mamusa/Lekwa Teemane	Rehabilitation	Loan List	

8. HUMAN SETTLEMENTS PROJECTS FOR LEKWA-TEEMANE MUNICIPALITY 2013/2014

PROJECT DESCRIPTION	PROJECT NUMBER	SUB PROGRAMME	STATUS/COMMENTS	BUDGET
Boitumelong EXT 1 (1 000 Subsidies)	B97060014/1	Blocked projects	Project to be unblocked	R 10 485 556.25
Boitumelong EXT 3 & 4 (500 Subsidies)	B04120001/1	Blocked projects	Project to be unblocked	R 10 350 258.75
Christiana (450 Subsidies)	B05060006/1	Blocked projects	Project to be unblocked	R 2 300 057.50
LEKWA TEEMANE-UTLWANANG (152)	B96040006/1	Blocked projects	Project to be unblocked	R 2 029 462.50
LEKWA TEEMANE-UTLWANANG (500)	B96040007/1	Blocked projects	Project to be unblocked	R 2 435 355.00
LEKWA TEEMANE- UTLWANANG EXTENSION 2 (150 DDIS Subs)	B01030005/1	Blocked projects	Project to be unblocked	R 5 479 548.75
Boitumelong ext 5	B12090004/1	Informal Settlement Upgrading	New project	R 8 286 971.88
Utlwanang ext 5	B12090003/1	Informal Settlement Upgrading	New project	R 13 050 143.75
Lekwa-Teemane Bloemhof Emergency Rectification	B12030002/1	Emergency Housing Assistance	Project might overlap into 20132014 financial year	R 716 087.50
			TOTAL	R 55 133 441.88

SECTION 4: SPATIAL DEVELOPMENT FRAMEWORK

The Municipal Systems Act provides that an integrated development plan must contain the Spatial Development Framework to assist during the spatial planning and utilization of “space” appropriately. The outcomes of the 2010/2011 IDP Analysis as conducted at the provincial level has indicated amongst other that:

- The Spatial Development Framework of some of the municipalities (with no exception to Lekwa Teemane Municipality). These was been raised as a serious concerns as the SDF is a dynamic planning document that has to change with time and development taking place in municipalities.
- Although the legislative obligations have not been negated and disregarded in the process of compiling its SDF, the concern was that most of the SDF disregarded the legislative obligations.
- The municipality understands that planning must take place in an orderly manner and the SDF is the only document that can ensure this, as it indicates the areas that are suitable and available for development.

Lekwa Teemane Local Municipality is been regarded as the low capacity local municipalities that is predominantly rural in nature. Following this, the municipality falls within the category of those municipalities whom their revised 2012/2013 SDF must indicate the following components:

Guidelines for land use management that inform the LUMS

- Capital expenditure framework showing where the Local Municipality intends spending its capital budget (mapping the projects (capital and maintenance) included in the budget)
- Strategic environmental assessment for the areas impacted by a key anchor project located in the municipality
- An indication of the interventions that will be implemented and detailed design parameters that private sector and government must comply with in municipality.

The municipality has reviewed its spatial development framework; refer to the attached SDF copy for more details.

SECTION 5: SECTOR INVOLVEMENT

1. NATIONAL DEPARTMENTS

1.1 Department of Cooperative Governance and Traditional Affairs (CoGTA)

In 2010 the Minister of Cooperative Governance and Traditional Affairs, Sicelo Shiceka, launched a handbook for Facilitating Development and Governance Responses to HIV and AIDS. The main objective of the launch was to begin a process of embarking on a massive training programme to pave the way for municipalities and provinces to implement the key tenets of the handbook to curtail the impact that HIV/AIDS has particularly at provincial and local government.

The week-long “train the trainer” programme for provincial service providers took place during the week of 22-25 February 2010, and came at a time when CoGTA's was maximizing its presence in municipalities to support local government in developing their Turn Around Strategies.

One of the key pillars on which the municipal turnaround process hangs on is the ability of the human resources component's response in tackling the identified challenges within the municipality. Therefore, the training of trainers as part of the implementation process of the HIV-AIDS Handbook was a clear demonstration of CoGTA's commitment to mitigating against what could be the devastating impact of the HIV-AIDS pandemic in local government and the vision of a developmental state.

CoGTA's focus on the epidemic follows a sobering realization that local government has a huge role to play to mitigate the impact of HIV and AIDS in their communities hence the call for municipalities to consider the epidemic in their day to day development and governance decisions.

In order to ensure a targeted and impact based approach to dealing with the challenge of HIV and AIDS, the appointed service providers from the provinces who received training, will cascade such training to municipal officials who are expected to employ strategies to mainstream HIV and AIDS related matters in their municipalities and the communities they serve.

Subsequent to the successful training of service providers, the North-West Province was one of the three provinces which were targeted as pilots wherein a massive training of Integrated Development Planning managers and AIDS coordinators in all municipalities will follow.

1.2 Department of Water Affairs (DWA)

Following the approval of Turnaround Strategy for Local Government by Cabinet, the Department of Water Affairs subsequently developed a document which outlined their intended involvement in rendering support to municipalities within the COUNTRY in realizing the objectives set in the Local Government Turnaround Strategy. This document, titled as follows: Department of Water Affairs – Support, Collaboration and Engagement with Turnaround Strategy, outline, amongst others the following keys issues of support to municipalities in the North -West.

1.2.2 Roles and Responsibilities of Sector Departments: DWA

The CoGTA has indicated the following roles and responsibilities expected from the stakeholders; Provincial, National Government Departments, State Owned Entities (SOEDs) and the other relevant partners in efforts made to support Local Government/ Municipalities in order to turn the tide against the factors that impede developmental local government. The Department (DWA) should therefore respond to the call of duty and functionally and structurally operate in such a way that it can positively, effectively, adequately and efficiently respond to the requirements and rigors of LGTAS and other imperatives of the Government.

- The National and Provincial Sector representatives be informed- study National, Provincial and Municipal reports and related documentation
- Provide all relevant information to Municipalities in the process of preparing the TAS; work with the existing IDP to incorporate interventions through the SDBIP. Ensure projects spatially identified via the SDF.
- Assess financial commitments for the TAS and assist in sourcing additional skills and resources
- Provide “focal area” advice, guidance and support
- Improve oversight and support of Municipalities through TAS process and beyond

1.2.3 Monitoring and Reporting

The following table outlines the LGTAS process going forward, and comments or proposed responses by the DWA.

No	Task/ Events	Responsibility	Due	Comment/ Proposed DWA response
1	Presentation and discussion- Cabinet	Cabinet	2 Dec 2009	None
2	Development of individual Municipal turn around strategies	All Municipalities	Jan- Mar 2010	DWA develop individual Municipal Support Plans and inform Municipalities accordingly
3	Government Departments and SOEs include their plans in the Municipal IDPs	All Departments and SOEs	Jan- Mar 2010	DWA fast track the WSDP support process, Municipal Support Plans, Institutional arrangement and resource allocation
4	Finalization of individual Municipal turn around strategies	All Municipalities	Mar 2010	DWA finalize individual Municipal Support Plans before the MTAS
5	Consultations with all Wards	CoGTA	Apr/ May 2010	
6	Municipal IDPs and budgets are adopted	All Municipalities	June 2010	DWA should have already indicated any budget/ funding support to the Municipalities
7	Report back to all wards on adopted programmes and projects	All Wards	Aug/ Sept 2010	
8	Adopted programmes and projects of wards implemented	CoGTA National, CoGTA Provincial	July 2010 and going beyond	DWA should be ready to monitor any support programmes and projects provided to the Municipalities

		Municipalities Civil Society formations playing advisory role		
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1.2.4 DWA Action Plan

Action	Timeframe	By whom	Monitoring
Provision of information to CoGTA and the LGTAS teams	As requested	Programme Coordinator	Programme Director
LGTAS Meeting/ engagements attendance	As set by CoGTA & the teams	Directors to ensure that the assigned people attend	Directors
Reporting	<ul style="list-style-type: none"> • Within 7 days after the LGTAS engagements • Monthly consolidated report 	<ul style="list-style-type: none"> • Reports by all convenors • Directors to ensure that reports are provided and sent to the Programme Coordinator 	Directors
Projects/ Programmes implementation	As per the LGTAS timeframe	The relevant DWA theme/ programme champions	Programme Director

1.2.5 Roles and Responsibilities of assigned officials

Official	Responsibility
Programme Coordinator	<p>Coordinate the entire programme by ensuring that:</p> <ul style="list-style-type: none"> • Information is gathered and coordinated • Reports are gathered and coordinated • Information/ Reports are submitted to CoGTA and any other relevant stakeholder • The needs to effectively coordinate the DWA response to the LGTAS are assessed • Provincial LGTAS meetings are attended • Additional resources/ personnel are managed • Overall LGTAS secretariat
Responsible Directors	<ul style="list-style-type: none"> • Team leader • Ensure the participation of the team members • Assign responsibilities where necessary • Ensure that the team members provide required information • Ensure that reports that may be required are submitted in time • Attend National/ Provincial LGTAS meetings • Ensure the implementation of the Municipal Support Plans in their areas of responsibility
Team members	<ul style="list-style-type: none"> • Participate at the District LGTAS, IDP meetings and other relevant Forums of engagements in the District • Provide required information • Submit reports that may be required in time • Monitor the implementation of the Municipal Support Plans in their areas of responsibility

The DWA generic support areas in municipalities include the following:

Programme	Issues	Specific DWA Municipal support issues
WSDP	<ul style="list-style-type: none"> • Development • Alignment with IDP • Implementation • Reporting on implementation 	DWA will guide all the Municipalities/ WSAs in the development of the WSDPs
WCWDM	<ul style="list-style-type: none"> • Assessment of the Water losses • Development of the BP/ programme to address the losses • Implementation • Monitoring and reporting 	Support for the development of BPs/ programmes for certain Municipalities/ WSAs
O&M	<ul style="list-style-type: none"> • Development of O&M plans • Implementation • Refurbishment 	Support for the development of O&M plans for certain Municipalities/ WSAs as part of Water Master planning
Capacity Building and Skills development	<ul style="list-style-type: none"> • Councillor, Ward Committees, CDWs, CSOs training in the Water Business Elements • Training of Treatment plant Operators 	<ul style="list-style-type: none"> • Councillor, Ward Committees, CDWs, CSOs training in the Water Business Elements for some Municipalities/ WSAs • Training of Treatment plant Operators for some Municipalities/ WSAs

Guidelines	<ul style="list-style-type: none"> • Provision of guidelines for various water sector issues; Acts, policies, strategies, etc. 	<ul style="list-style-type: none"> • Provision of guidelines for various water sector issues; Acts, policies, strategies, etc for the WSAs
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Source: Department of Water Affairs: North West Support – Collaboration and Engagement with Turnaround Strategy, 2010

1.3 National Treasury

Local government financial management grant (FMG)

The local government financial management grant (FMG) helps municipalities to improve the quality of budgeting and in-year reports, appoint skilled finance officials, participate in the graduate internship programme, build financial management skills, improve processes and procedures, introduce internal controls, publish relevant financial information on municipal websites, enhance audit outcomes, improve management of revenue and expenditure, reform accounting and supply chain management processes, and improve compliance with the MFMA and its regulations.

The review of internal processes, delegations, implementation plans, changing of past practices, introduction of risk management, and development of financial management skills, continued to receive attention during 2009/10. The unit continued to assist municipalities with budgeting, accounting and reporting as well as risk management and auditing. The skills development programme included the facilitation and accreditation of 39 independent service providers, and the development of quality training material to support the countrywide rollout of the minimum competency regulations. (Source: National Treasury Annual Report 2009/10)

Lekwa- Teemane Local Municipality received R1.5m in the 2011/12 financial year.

SECTION 6: IMPLEMENTATION PLAN

1. SERVICE DELIVERY

The implementation plan of the municipality for delivery of services is primarily informed by community needs. The community needs are identified continuously during the planning process through public consultations. These needs are largely informed by the following key aspects which also inform our developmental objectives and path as an institution; *viz*:

- population growth;
- and historical service delivery backlogs.

The implementation plan framework as outlined herein takes into account the following aspects to ensure coherent and sustainable service delivery:

- Regular and continuous maintenance of existing infrastructure;
- New Capital Works and other ward-based projects

As a small municipality with a narrow revenue base, our major infrastructure projects and other service delivery needs are funded from the Municipal Infrastructure Grant (MIG), thus the MIG is our major source for funding of capital projects and infrastructure maintenance.

For this reason, our implementation plan for capital projects is aligned with the National MIG management and procedures in the following framework.

1.2 The vision of the MIG programme

The vision of the MIG programme is to provide all South Africans with at least a basic level of service by the year 2013 through the provision of grant finance aimed at covering the capital cost of basic infrastructure for the poor.

1.3 Key Principles

The MIG complements the equitable share grant for local government, however, it is provided conditionally to municipalities. The key principles underpinning the design of the MIG are outlined below:

- a) **Focus on infrastructure required for a basic level of service:** The MIG programme is aimed at providing only basic infrastructure.
- b) **Targeting the poor:** The programme is aimed at providing services to the poor and funds will therefore be targeted to reach them.
- c) **Maximizing economic benefits:** The programme will be managed to ensure that the local economic spin-offs through providing infrastructure are maximized. This includes employment creation and the development of enterprises.
- d) **Equity in the allocation and use of funds:** The mechanism for distributing funds must provide for equitable access to such funds by the poor in order to make uniform progress in closing the infrastructure gap.
- e) **Decentralization of spending authority within national standards:** Decisions relating to the prioritization of municipal infrastructure spending, such as the identification, selection and approval of projects, are taken through the IDP and budgeting processes with the following provisions:
 - The operating finance and management arrangements must be in place;
 - A degree of national and provincial influence over capital spending, expressed through clear norms, standards and spending conditions must be retained; and
 - Unintended consequences should be limited: the grant must promote sound management practices, not the reverse.
- f) **Efficient use of funds:** Funding must be used to provide the greatest possible improvement in access to basic services at the lowest possible cost. This implies the following:
 - There should be an appropriate selection of service levels.
 - Incentives and conditions must ensure that other funds are mixed with grant funds to minimize leakage to non-eligible households and service levels.
 - The mechanism to disburse funds should be simple and easy to monitor, and the outcomes of municipal spending should be easy to evaluate.
- g) **Reinforcing local, provincial and national development objectives:** This implies the following:
 - The funding mechanism must be consistent with the planning processes of local, provincial and national government.

- Nodal municipalities associated with the Urban Renewal Strategy and the Integrated Sustainable Rural Development Programme must receive proportionally greater allocations of funding.
- Spatial integration must be promoted.
- The emphasis placed on the selection of appropriate service levels.
- The formula should promote appropriate municipal performance relative to policy objectives.

h) **Predictability and transparency:** Funds should be provided to individual municipalities on a three-year basis, consistent with medium term budgeting practice, with minimal in-year changes and with year to year changes based only on clearly defined conditions. It is also essential for municipalities and other stakeholders to easily understand how the funds are distributed.

1.4 How MIG Funds are integrated into Lekwa Teemane Local Municipality Budget

All MIG funds allocated to projects are contained in the annual capital budget of the municipality. This implies that the process for funding a MIG project is as follows:

- The project is identified in the IDP.
- A three year capital plan based on project business plans (or feasibility studies) is prepared.
- A MIG project registration form is completed
- Funds (including MIG funds) are then allocated to the project in the municipal budget.

1.5 Implementation framework of MIG

1.5.1 How MIG is linked to the IDP

All MIG projects are identified in the IDP, taking into account the MIG conditions which require to be met. This implies that:

- For the first three years of the five year infrastructure plan in the IDP, the total amount of capital grant funds provided for in the IDP must equal the medium term allocation of MIG funds (and other capital grants) to the municipality given in the annual Division of Revenue Act (DORA).
- Each project to be funded with MIG funds, as part of the current year's budget, must appear in the IDP, which is typically updated in the previous year.
- The IDP must contain details of the level of service to be applied for all infrastructures and the rate at which the overall backlog in providing infrastructure is to be reduced.
- The IDP must include an assessment of the operating expenditure of all infrastructures under the control of the municipality, with an assessment of the operating revenue which will be raised to cover this expenditure.

1.5.2 Funding Projects where non-poor residents and Businesses benefit

MIG funds are mainly used to fund basic infrastructure to the poor. Yet almost all projects provide infrastructure which also serves those who are non-poor, including businesses. This means will have to raise capital from other sources (excluding MIG and other capital grants from government) to finance the part of the infrastructure which does not serve the poor. The municipality will source the additional funds from the following sources of revenue to the extent that these funds are not already committed for other purposes:

- Internal capital funds;
- Capital contributions by non-poor consumers;
- Private sector funding;
- Equities; and
- Loans.

1.5.3 Operation and maintenance of infrastructure

It is essential for infrastructure which is provided under the MIG programme to be properly operated and maintained. Therefore one of the conditions of MIG funds is that the municipality must prove that it has the capacity to manage the infrastructure.

This requires a sound viability assessment of the planned infrastructure investment programme. This assessment must be linked to the IDP and sector plans.

1.5.4 The role of national departments in the MIG Programme

Nine national departments participate in the MIG programme. Their responsibilities are summarized below:

Department	Policy	Support	Regulation
Cooperative Governance and Traditional Affairs	Responsible for implementing MIG policy on behalf of all departments.	Establishes MIG administrative structures; administers transfers of funds; provides support to PMUs	Monitors performance of overall MIG programme.
National Treasury	Overall allocation of funds, through DORA.		Establishes specific MIG conditions
Water Affairs	Sets norms and standards for water services infrastructure.	Planning oversight.	Monitors conditions specific to water services.
Public Works	Establishes criteria relating to poverty alleviation.	Provides advice on labour based construction and procurement.	Monitors poverty alleviation conditions.
Minerals and Energy	Only becomes active once electricity funding is incorporated into MIG		
Roads & Transport	Policy relating to municipal roads and transport.		Monitors performance relating to specific roads and transport conditions.
Human Settlement	Co-ordination of housing and infrastructure policy;		

	synchronization of housing and infrastructure funding.		
Sport and Recreation	Policy relating to sport and recreation.		Monitors performance relating to specific sport and recreation conditions.
Environmental Affairs and Tourism	Policy relating to municipal solid waste (refuse) services.		Monitors environmental performance.

2. DEALING WITH GROWTH AND HISTORICAL BACKLOGS

One of the major service delivery challenges that the municipality is faced with is to maintain a sound balance between provision of basic services in line with the population growth trends and dealing with the historical backlogs. This has generally due to old municipal infrastructure. However, the municipality main objective is to eradicate the current service delivery backlog over a period of 5 years, which will enable us to primarily focus on meeting new service delivery demands.

SECTION 6: PROJECTS

1. SUMMARY OF NATIONAL FLAGSHIP PROJECTS 2014

1.1 BACKGROUND

The Department of Cooperative Governance and Traditional Affairs (CoGTA) conducted Local Government assessment to identify the main causes of poor service delivery within certain municipalities across the country.

The assessment results revealed a number of problems within municipalities but most importantly it demonstrated that not all problems experienced by communities are applicable to all municipalities.

As a result Minister of CoGTA, adopted a differentiated approach as compared to the “one size fits all” approach prevalent in the past to tackling challenges facing municipalities. Subsequently, in December 2009, the Cabinet of South Africa adopted a new policy direction on the way government operate, namely, Local Government Turnaround Strategy (LGTAS). This policy direction is part of an overall intervention mechanism to improve the performance of local government in its delivery of services to communities across the country.

The adoption of LGTAS was motivated by the critical role played by the local government sphere in the achievement of the new outcomes approach of government with specific reference to Outcome 9 which focuses on the development of an accountable, responsive, efficient and effective local government system in South Africa.

In response to this new policy direction and the assessment results, Minister Sicelo Shiceka initiated and approved five (5) flagship projects to further assist with acceleration of service delivery to the people of South Africa.

2. THE COGTA FLAGSHIP PROJECTS

2.1 Business Adopt -a- Municipality Project

Business Adopt-a-Municipality (BAaM) is an initiative by the department that seeks to foster a closer working relationship between government, private sector and State Owned Entities (SOEs) towards supporting vulnerable municipalities. The main purpose of the initiative is to encourage private companies to adopt a municipality/ies, enter into a Memorandum of Understanding (MoU) and together develop an implementation plan to assist such a municipality/ies to, among others, improve infrastructure development, deal with governance challenges and address issues of local economic development (LED) while at the same time contributing to job creation and provision of critical skills.

The ultimate goal is for the private sector and SOEs to contribute toward efficient and effective service delivery to communities. The initiative further allows participating private sector companies to enhance their social responsibility and thus contribute towards a better South Africa for all citizens.

The requested support for this initiative will be provided within the Cabinet approved Local

2.1.1 Government Turn-around Strategy (LGTAS) and will encompass critical areas of the strategy including:

- Governance and Leadership;
- Strategic Planning;
- Financial Management and Viability;
- Capacity Building and Skills Development;
- Infrastructure Support; and
- Local Economic Development.

2.1.2 Objectives of the Business Adopt-a-Municipality Project:

- To enhance the capacity of municipalities to deliver services to local communities through continued support from private sector companies and SOEs;
- To learn best practices from the private sector;
- To facilitate private sector companies and SOEs involvement in the support programmes aimed at improving local government infrastructure, economic development and governance;
- Engage and share local government turn-around priorities with business and SOEs with a view to communicate the support requirements and of municipalities;
- To improve communication and partnering between municipalities and the private sector.

2.2 Clean Cities and Towns Project:

One of the biggest challenges facing most municipalities in South Africa is lack of universal access to water and electricity, sanitation, refuse removal systems and local economic development.

The Clean Cities and Towns project was identified through the capacity assessment process undertaken by the department during August 2009. The main purpose of this assessment was, among others, to assist municipalities improve the way they manage waste and care for the environment and thus address some of the problems that were posing a health and safety hazards to the society and the environment in their areas.

In order to improve the current state of municipal environmental and waste management, CoGTA developed this project to assist Municipalities to better manage and control waste but also to beautify towns and cities in order to create healthy living environments for all of their citizens. The Clean Cities and Town initiative is therefore a comprehensive attempt by government to address numerous environmental management challenges facing various municipalities across the country including environmental health, waste management, job creation and local economic development in general.

- It is also imperative to indicate that this initiative supports a National Waste Management Strategy developed by the Department of Environmental Affairs which addresses waste management in all spheres of government and private sector. The initiative provides the mechanism for implementing this national strategy at local sphere of government

The Clean Cities and Towns project also responds to five of the seven outputs in the Minister Sicelo Shiceka's Delivery Agreement on Outcome 9, namely:

- Output 2: Improving access to basic services
- Output 3: Implementation of the Community Work Programme
- Output 4: Actions supportive of the human settlement outcome
- Output 5: Deepen democracy through a refined Ward Committee Model
- Output 7: A single Window of Coordination

Objectives of the Clean Cities and Towns projects:

- To develop a roadmap towards a collaborative approach to clean cities and towns campaign focusing on vulnerable municipalities;
- To increase public awareness in clean cities, clean air and safe environment and develop a better understanding of the undesirable nature and causes of uncared environment;
- To mobilize partners and identify roles that they can play in ensuring that cities are clean, safe and attractive to tourists and investors;
- Improve the quality of life in neighbourhoods and fostering civic vitality and participation through urban and rural renewal programmes, local consultations, and community empowerment.

2.3 Cooperatives Programme

The Ward Based Cooperatives Programme (WBCP) is designed as an economic empowerment initiative for communities through the promotion of the Cooperative form of enterprise. Through the WBCP, the Department aims to facilitate the establishment and support of Cooperatives owned by local communities in order to contribute towards job creation, skills development and ultimately, local economic development (LED). The initiative allows for communities, through their participation in Cooperatives, to have access to economic opportunities and actively participate in the development of their local economy.

The Programme is part of the Local Government Turn-around Strategy (LGTA) and is meant to enhance the municipal contribution to job creation, sustainable livelihoods and local economic development.

The WBCP is directly linked to the CoGTA's Community Work Programme (CWP) which aims to provide an employment safety net, by providing a minimum level of regular work opportunities to communities. The main target of CWP is to create 237 000 work opportunities and to have at least two Wards in each municipality with functional cooperatives by 2014. Thus all work opportunities created through the CWP are to be linked to functional Cooperatives.

The WBCP is also intrinsically aligned to the objectives of government in terms of rural development strategy and the empowerment of previously disadvantaged individuals (PDIs) living in rural areas. The core focus areas of the programme will therefore be those municipality Wards identified as economically depressed by government, focusing primarily on the participation of the youth and women.

Whilst implementing the programme, the concept document will be continuously reviewed to ensure it takes into consideration experiences and lessons learnt from implementation in this and other similar programmes. This will culminate to a long-term strategy that will provide a model for facilitating the establishment and implementation of ward-based Cooperatives and ensure that in the long run, every ward has an economic activity linked to a Cooperative Enterprise.

2.4 National Municipal Revenue Enhancement Project

The purpose of this project is to provide support to municipalities to improve revenue collection and lack of internal capacity to improve realisation processes and systems. The project follow a two dimensional strategic approach which focuses on short-term solutions as well as long term solutions which will address four key intervention areas namely infrastructure; processes; systems and customer relations.

2.4.1 Objectives of the National Municipal Revenue Enhancement Project:

- Contain the current runaway debt;
- Enhance current revenue realisation capacity;
- Eliminate stock shrinkage (unaccounted for water & electricity); and
- Educate and mobilise the public to be good citizens by paying for the services they consume through the cultivation of a culture of “you-use-you-pay” to your local municipality theme.

2.5 Operation Clean Audit Project

The purpose of this project is to address all issues raised by the Auditor General and reduce vulnerability to risks in the provincial departments and municipal financial management and governance processes and systems. The target is to assist all the municipalities and provincial departments to achieve sustainable improvement in financial management and governance that will yield clean audit opinions by 2014.

In each financial year the Office of the Auditor-General of South Africa (AGSA) continues to raise and reveal ineffectiveness in the internal control environments in the audit reports of many municipalities in the country. This ineffectiveness is caused by issues such as poor performance or absence of systems, especially financial management systems. This negatively impacts on the government’s ability to deliver services, good governance and accountability to the community.

As a result the Department of Cooperative Governance in collaboration with the Office of the Auditor General launched Operation Clean Audit project to help municipalities achieve clean audits on their Annual Financial Statements and maintaining systems for sustaining quality financial statements and management information.

The project was launched nationally in June 2009 in all provinces and the provincial co-coordinating committees (PCC) forums were established in each province which are responsible for coordination, implementation and reporting on operation clean audit project milestones.

In addition a programme of action for Municipal finance was developed at the conference in North West in May 2010 and subsequently a delivery agreement for outcome 9 was developed of which operation clean audit is responsible for most of output 6.

2.5.1 Operation Clean Audit Project Milestones:

- Between 2010 and 2011, no municipality and provincial departments achieving Adverse and Disclaimer Audit opinions
- At least 60% of provincial departments and the 283 municipalities achieving unqualified audit opinion by 2012
- At least an increase in provincial departments and municipalities achieving unqualified audit percentage to 75% by 2013

Financial management challenges facing local governments include among others:

- Inadequate skills on planning, budgeting, financial management, expenditure management, credit control, debt management, risk management and internal audit;
- Poor interface between financial and non-financial information (in-year-monitoring and quality annual reporting);
- Cash flow management;
- Lack of systems to manage audit queries and recommendations by both internal and external auditors;
- Inadequate systems to manage good governance practices (especially, conflict of interest and accountability frameworks) ;
- Leadership and management inaction, especially with regard to following on audit queries, both from internal and external auditors;
- Inadequate administrative and political oversight to strengthen accountability and responsibility.

7. Detailed Capital Works Plan

LEKWA-TEEMANE LOCAL MUNICIPALITY							
CAPITAL BUDGET 2013/14 - 2014/15 - 2015/16							
FUNDED BY GRANTS AND MUNICIPAL OWN REVENUE							
MIG							
					AMOUNT	AMOUNT	AMOUNT
DESCRIPTION	NEW ASSETS	REPLACEMENT ASSETS	QUANTITY	FUNDING SOURCE	2013/14	2014/15	2015/16
Multi Sports Facilities at Coverdale		X	1	MIG	R 1 600 000.00		
Upgrading of sports facility in Geluksoord		X	1	MIG	R 1 500 000.00		
Installation of High Mast Lights	X		20	MIG	R 3 000 000.00		
Paving of Internal Roads in Lekwa-Teemane	X		1.5	MIG	R 8 320 050.00		
Paving of Internal Roads in Lekwa-Teemane	X		2	MIG		R 8 191 050.00	
Upgrading of Electrical Infrastructure		X		MIG		R 4 000 000.00	
Installation of High Mast Lights	X		8	MIG		R 1 260 000.00	
Paving of Internal Roads in Lekwa-Teemane	X			MIG			R 8 476 250.00
Upgrading of Halls		X	4	MIG			R 2 600 000.00
Upgrading of Electrical Infrastructure		X		MIG			R 2 960 000.00
PMU					R 758 950.00	R 707 950.00	R 738 750.00
				Projects To	R 15 179 000.00	R 14 159 000.00	R 14 775 000.00
				MIG Total (R 15 179 000.00	R 14 159 000.00	R 14 775 000.00
CAPEX							
					AMOUNT	AMOUNT	AMOUNT
DESCRIPTION	NEW ASSETS	REPLACEMENT ASSETS	QUANTITY	FUNDING SOURCE	2013/14	2014/15	2015/16
Car Ports (Christiana Offices)	X		1	OPEX	R 150 000.00		
Car Ports (Bloemhof Offices)	X		1	OPEX	R 150 000.00		
Extension of Offices (Christiana)	X		1	OPEX	R 400 000.00		
Extension of Offices (Bloemhof)	X		1	OPEX	R 400 000.00		
Repairs of Irrigation Channels (Christiana)		X		OPEX	R 300 000.00		
Cleaning of Abstraction Channels (Christiana)		X		OPEX	R 250 000.00	R 200 000.00	
Grader		X	1	OPEX	R 1 200 000.00		
Vibrating Roller / Compactor	X		2	OPEX	R 300 000.00	R 300 000.00	
Front Loader		X	2	OPEX		R 1 000 000.00	R 1 200 000.00
1 Ton Truck (KIA/Hyundai) + Trailer	X		4	OPEX	R 250 000.00	R 500 000.00	R 280 000.00
Backactor		X	2	OPEX		R 600 000.00	R 650 000.00
Disabled Friendly Ramps on Municipal Buildings (Christiana & Bloemhof Offices)	X		2	OPEX	R 150 000.00		
Disabled Friendly Ramps on Road Intersections at CBDs	X			OPEX	R 200 000.00	R 200 000.00	R 200 000.00
Fencing of Municipal Buildings Area (Christiana & Bloemhof Offices)	X		2	OPEX		R 200 000.00	R 200 000.00
Tipper Truck		X	4	OPEX		R 500 000.00	R 1 650 000.00
				Projects To	R 3 750 000.00	R 3 500 000.00	R 4 180 000.00

DISTRICT BUDGET ALLOCATION FOR 2013/2014: LEKWA-TEEMANE LOCAL MUNICIPALITY					
	FUNDING	ADJUSTMENT	INDICATIVE	INDICATIVE	
DESCRIPTION	SOURCE	BUDGET	BUDGET	BUDGET	
		2012/13	2013/14	2014/15	
Supply of Fire Eginer and Equipment	Disaster Fire	2 180 017	-		
Fire Fighting Equipement	Disaster Fire	228 000			
Sewer Infrastructure Rehabilitation in Boitumelong Ext.5 and Utlwanang Ext.5	Opinc	20 000 000	7457799.00		
Bloemhof Fire Station	Opinc	-	1500000	3 000 000	
Christiana	Opinc	-	1500000	3000000	
Rear end Compactor Trucks	Opinc	-	1 500 000		
Sewer Infrastructure Rehabilitation in Boitumelong Ext.5 and Utlwanang Ext.5	PIG	R 14 250 000.00	-	-	
Christiana: Rehabilitation of Raw water Abstruction and Irrigation Channels	MIG	5 000 000	18 000 000		
Lekwa-Teemane Water and Sanitation Services for new Extensions and Geluksoord Ext 2&3	MIG	-	10 000 000		
Boitumelong Outfall Sewer and Pumpstations	MIG	1 000 000	15 000 000		
Water and Sanitation Bloemhof Ext.3&4	MIG		500 000		
Lekwa-Teemane: EPWP-Pothole repairs and township cleaning	EPWP		1 500 000		
Free Basic Services	Opinc		9 638 882		

SECTION 8: FINANCIAL PLAN AND SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

1. BUDGET PROCESS OVERVIEW

MFMA, Chapter 4, as well as Circular 48 provide guidance on the steps in the annual budget process. Critical to the development of a credible budget are: the manner in which the strategic planning process is integrated; the input of policy directions; and consultation with the community and other stakeholders.

The 2012/13 budget preparation and IDP process were conducted mainly in line with the legislative and regulatory frameworks prescribed by the Municipal Finance Management Act (MFMA), Municipal Systems Act (MSA) and National Treasury Guidelines. The format and contents of this budget document are in accordance with the Municipal Budgeting and Reporting Regulations of 2008.

The draft budget was tabled in Council on 31 March 2011 after which an extensive community consultation and public participation process was conducted in all three towns within the municipality. Key issues raised during these public meetings have been considered where possible.

The *strategic alignment* between national, provincial and district service delivery priorities was also a critical factor during the IDP review and budget preparation process. Alignment between the Provincial Growth and Development Strategy (PGDS), Dr Ruth Segomotsi Mompati District Municipality were important considerations and inputs during the process.

1.1 Operating and Capital Budget

The operating and capital budget as contained in the attached Budget was developed in line with the requirements of Municipal Financial Management Act and Municipal Budgeting and Reporting Regulations, 2008.

Both the MFMA and regulations provide for uniform norms and standards for ensuring transparency, accountability and appropriate lines of responsibility in the budgeting and reporting process within the municipality.

However, the Budget Steering Committee was not established as required by regulations. The regulations obliges the mayor to establish a budget Steering Committee which will be responsible for providing technical support to the mayor in discharging the responsibilities outlined in section 53 of MFMA.

SECTION 9: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

Chapter 6 of Municipal Systems Act, 2000 requires the municipality to establishment of performance management system establish a performance management system that is:

- (i) Commensurate with its resources;
- (ii) Best suited to its circumstances; and
- (iii) In line with the priorities, objectives, indicators and targets contained in its IDP.

In order to give effect to the above legislative guidelines and its vision, the municipality has a functional Performance Management System (PMS) framework in place, and has been consistently implemented since its approval by Council. The Key Performance Areas (KPA) and Key Performance Indicators (KPI's) are based on the local priorities and IDP objectives. The Organizational PMS plays a vital role in actually keeping track and acting as a pro-active measure in the process of continuous performance evaluation of performance of senior managers.

The municipality's Organisational Performance Management System consists of the following core components:

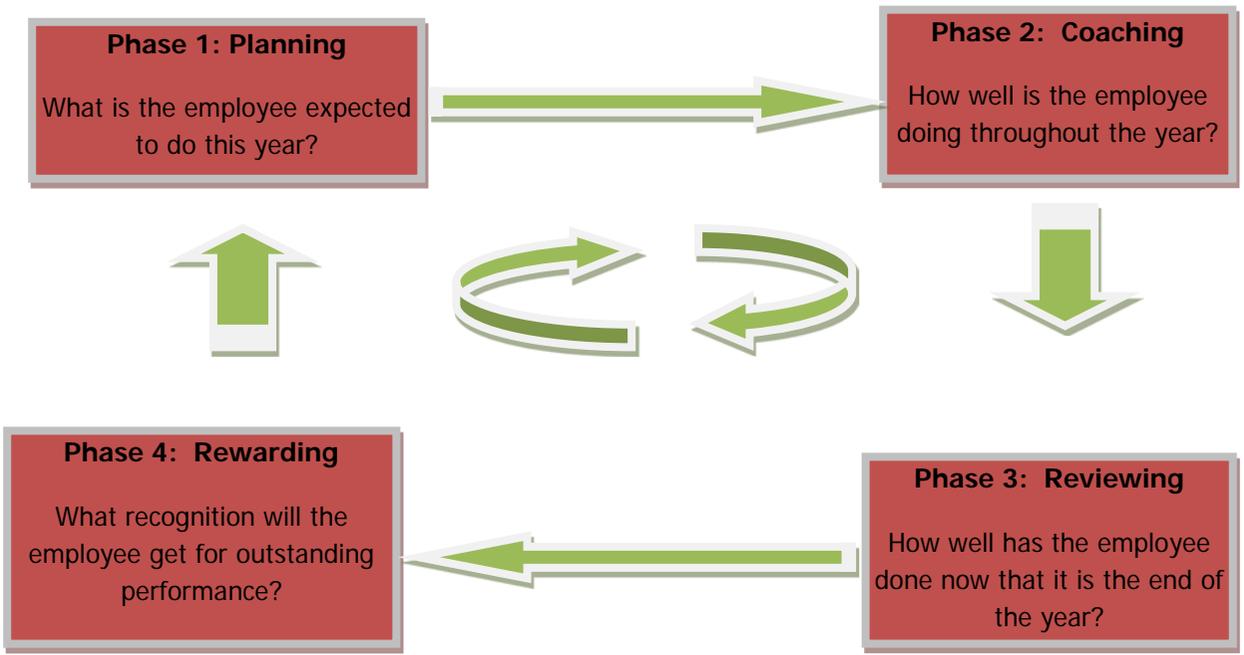
- o Setting of performance key areas (KPAs);
- o Setting of performance indicators (KPIs);
- o Setting of measurable performance targets;
- o Monitoring performance;
- o Measuring and reviewing performance at least twice a year;

- Taking steps to improve performance;
- Establishing a process of regular reporting

Annual feedback reports regarding performance are presented to the community during the IDP/Budget consultations. Annual Performance Reports are submitted to Auditor-General and MEC for Cooperative Governance and Traditional Affairs every year for auditing and reporting respectively.

Legislation regulating managers reporting directly to the Municipal Manager is adhered to and all appointed section 57 managers and the Municipal Manager sign their Performance Agreements annual. SDBIP's are accordingly completed to evaluate the implementation of the budget

The performance management process within Lekwa- Teemane Local Municipality involves the following four key phases. These phases are designed to ensure that each phase is taken into account when managing the performance of employees.



SECTION 10: ANNEXURES

The following documents forms part of this IDP, thus this IDP must be read together with these documents

(a) Spatial Development Framework, Developed 2007/08 financial year.

The municipality has developed its latest version of the Spatial Development Framework (SDF) for the 2011/12 financial year.

(b) Disaster Management Plan.

The municipality has/will adopt the District Municipality Disaster Management plan as its framework plan.

(c) Organisational Structure

The municipality has approved the organisational structure to be able to render effective service delivery.

(d) Draft Waste Management Plan

This function is a District Function but the Municipality has developed a draft plan.

(e) Draft LED Strategy

As indicated in this document the Municipality will adopt the Draft LED strategy before the end of the financial year.

(f) Draft Budget 2013-2014 financial year

SECTION 11: APPENDICES

Although the Municipality undertook an exercise of integrating the various projects, strategies and objectives throughout the planning process of this IDP, it has however been a challenge for the municipality to review the already existing integration and to develop the outstanding programs. The identified integrated programmes and their status of development and/or review are presented hereunder.

Table: Integrated Programs

Critical Components	Available/ Not Available	Reviewed for 2013/2014 (Yes/No)	When to be reviewed	Comments	Responsible person
Spatial Development Framework	Available	No	2016/2017	The document is available and in use.	Community Services & Technical Services
Comprehensive Infrastructure Plan (EPWP)	Available	-	-		Technical Services
LED Strategy	Available	Yes	2016/2017	The document is developed and the municipality has started to use the document accordingly	Community Services
Waste Management Plan	Available	No	-	Developed by the District	Technical Services

Land Use Management Framework/Strategy	Available	No	2016/2017	The document is available and in use.	Community Services
Land Reform Strategy	Not available	-	-	To be developed during 2014/2015	Community Services
Transport Plan	Available	Yes	2014/2015	The plan is complete and needs to be implemented	Community Services
Disaster Management Plan	Not Available	-	-	Developed by the District Municipality	District Municipality
Environmental Management Plan	Available	-	-	Developed by the District Municipality	District Municipality
Water Service Development Plan	Not Available	-	-	Technical assistance will be requested from the Department of Water Affairs	Technical Services
Energy Master Plan	Not available	-	-		Technical Services
Electricity Master Plan	Not available	-	-		
Housing Sector Plan	Available	-	To be reviewed 2013/14		Community Services

Health Sector Plan (HIV/AIDS Plan)	Not Available	-	-		Corporate Support Services
Organisational PMS	Available (2013)	Yes	2013/2014	The approved Framework is available	MM's Office
Financial Plan	Not available	-	-	To be developed as an integral part of 2013/2014 Five-year IDP	Chief Financial Officer