

LETSEMENG LOCAL MUNICIPALITY



INTEGRATED DEVELOPMENT PLAN 2020/21 [IDP]

*"We sparkle
in pursuit of
service
excellence"*

By: Letsemeng
Municipal
Council

DRAFT

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ACRONYMS

ABET	:	Adult Based Education and Training
ASGI-SA	:	Accelerated and Shared Growth Initiative of South Africa
CDW	:	Community Development Worker
COGTA	:	Cooperative Governance and Traditional Affairs
CRDP	:	Comprehensive Rural Development Programme
CWP	:	Community Works Programme
DARDLA	:	Department of Agriculture, Rural Development and Land Affairs
DBSA	:	Development Bank of Southern Africa
DME	:	Department of Minerals and Energy
DMP	:	Disaster Management Plan
DOE	:	Department of Education
DPRT	:	Department of Public Works Roads and Transport
DWA	:	Department of Water Affairs
EPWP	:	Expanded Public Works Programme
ESCOM	:	Electricity Supply Commission
FBS	:	Free Basic Services
FET	:	Further Education and Training
GDP	:	Gross Domestic Product
GIS	:	Geographic Information System
HDI	:	Historically Disadvantaged Individual
HRD	:	Human Resource Development
IDP	:	Integrated Development Plan
IGR	:	Inter – Governmental Relations
INSDF	:	Integrated National Spatial Development Framework
ISRDP	:	Integrated Sustainable Rural Development Program
KPA	:	Key Performance Area
KPI	:	Key Performance Indicator
LED	:	Local Economic Development

MDG	:	Millennium Development Goals
M&E	:	Monitoring and Evaluation
MFMA	:	Municipal Finance Management Act
MIG	:	Municipal Infrastructure Grant
MPCC	:	Multi-Purpose Community Centre
MSA	:	Municipal Systems Act
MSA	:	Municipal Structures Act
MSIG	:	Municipal Systems & Implementation Grant
MTEF	:	Medium Term Expenditure Framework
MTSF	:	Medium Term Strategic Framework
NEPAD	:	New Partnership for Africa's Development
NSDP	:	National Spatial Development Perspective
PDI	:	Previously Disadvantaged Individual
PPP	:	Public Private Partnership
PMS	:	Performance Management System
RDP	:	Reconstruction Development Programme
SAPS	:	South African Police Services
SASSA	:	South African Social Security Agency
SCM	:	Supply Chain Management
SDBIP	:	Service Delivery Budget Implementation Plan
SDF	:	Spatial Development Framework
SMME	:	Small Medium Micro Enterprises
SOPA	:	State of the Province Address
SONA	:	State of the Nation Address
SWOT	:	Strength, Weaknesses, Opportunity and Threat
WSDP	:	Water Services Development Plan



CHAPTER 1

1. EXECUTIVE SUMMARY OF THE MAYOR AND MUNICIPAL MANAGER

1.1 Honourable Acting Mayor, Cllr Sello Joseph Bahumi

Radical Economic Transformation and Expropriation of Land without Compensation

The review of our Integrated Development Plan comes at the backdrop of a very important and historic conference of the ruling party, the African National Congress where a number of critical policy positions have been adopted; some of which affects our communities directly and we ought to give effect to the realization and implementation of those policy positions. Letsemeng Local Municipality will indeed give effect to Radical Economic Transformation and Expropriation of Land without compensation; of cause within the realms and prescriptions of our legislative reforms and amendments. We therefore heed to all farmers and the Private Sector to enter into progressive discussions with the municipality and all relevant stakeholders so that we are not caught wanting by the time of implementation of these policy changes. Giving effect to diversification and expansion of Agriculture and food security will be part of key interventions and we will apply the Spatial Land Use Management Act as a guiding tool to the effective utilization of land in our municipality; we will advance progressive interventions like the 1Household 1Hectar programme in our municipality within the 2020/2021 financial year to give access to our most vulnerable households to work the land and ensure their own food security.

Building an inclusive society that will equally participate in the economy of our Country, Province, District and Municipality is what should guide our discussions and planning henceforth. Coming together to find common ground and unite around a common agenda will make life so much easier for everyone. The emancipation and empowerment of our Youth should be at the forefront of our agenda, investing in the youth and its future will lay a strong foundation for a better tomorrow; indeed we will be able to say that South Africa is better today than yesterday. Implementation of the above will be in direct congruence with one of the pillars of our National Development Plan which is Inclusive Economic Growth and Sustainable Job Creation, it is therefore for the Public and Private Sector to enter into sustainable Public – Private Partnerships to realise this vision of our Country.

Back to Basics

The Back to Basics strategy focuses on five pillars, namely:

- Putting people and their concerns first;
- Creating conditions for decent living;
- Demonstrating good governance;
- Ensuring sound financial management; and
- Building and maintaining sound institutional and administrative capabilities;

Progress and plans on the following 6 Points from the 10 Point Plan of B2B:-

1. Ensuring Positive Community Experiences.

We urge communities to come forward with suggestions on how to close ranks between communities and the municipality to create a positive aroma for future development initiatives aimed at improving service delivery and the lives of our communities for the better. Public opinion and debate is critical especially the rendering of effective and efficient services.

2. Municipalities Consistently Receiving Disclaimer Audit Opinions.

Letsemeng Local Municipality has improved its Audit Opinion in the 2018 Audit and is currently working around the clock to implement its Audit Action Plan in an attempt to address prior Audit year issues raised by the Auditor General. We have accelerated our pace on the implementation of effective Internal Controls as well as to take a radical approach to implement consequential management, it cannot and will never be business as usual; the tide has turned.

3. Revenue Enhancement Programme.

A very thorny and sensitive issue that needs leaders of society, stakeholders, Government Departments and society at large to take an active part in. The municipality will be giving full effect to its Revenue Enhancement Policy in the 2019/20 Financial Year henceforth to ensure that effective Revenue Enhancement Programmes

are being implemented in order to ensure a sustainable revenue base for the municipality, we urge communities and stakeholders to play their part by paying for services rendered by the municipality. Time to take Letsemeng municipality to its positive and healthy financial position is now, we will take a rather radical approach and we would not want any eventualities during the process and thus urge that we all take a rather pro – active by paying for our services and those who are financially unable to do so must come register for the Indigent subsidy of the municipality. The municipality needs to improve its level of service provision and sustain it accordingly but it can only be done if the end users pay for services received.

4. Appointment of Senior Managers in Municipalities.

The year of 2018 was a different year and I can confidently report that the Senior Management component has been filled with effect from April 2018, this will give effect to effective and efficient service delivery, not forgetting the sense of accountability it will bring.

5. Services and Infrastructure.

The municipality will continue to improve its service provision and infrastructure development through its conditional grants from the National fiscus and its own revenue. We urge communities to take ownership of its own infrastructure by preserving and protecting it all cost and report perpetrators who vandalizes and demolish their own infrastructure. We discourage the modification and by – passing of water and electricity networks by communities, it is a criminal offence as it is tantamount to stealing and we issue a stern warning to the culprits as we are going to radically root out such elements. We are aware of the electricity by – passes and we have appointed 3 electricians to deal with such cases and open cases of theft with the police, we would also like to warn the culprits who by passes their water meters to fill up their Jojo tanks on their residences; we are going to do an Operation Hlasela Lihlahisoa in the not so distant future.

6. Implementation of Forensic Reports.

Our Audit report and own Internal Audit Unit has not reflected the need for Forensic investigations but we are however doing investigations through our Section 32 Committee and the necessary precautionary and measures will be taken where needed.

Letsemeng Local Municipality's Drivers of Change

The Letsemeng Local Municipality will embark on the following high level objectives to turn the Local Municipality around prioritize them as Drivers of Change.

1. Revenue collection must improve from 36% to 70% within the 2020/21 FY with a further escalation of 3% per annum;
2. Billing System must be improved AND smart meter readers and prepaid water meters must be explored to increase revenue collection;
3. Inculcate a culture of payment amongst residents to support the improved revenue collection objective;
4. Implement sound and prudent Financial Management to ensure financial viability, accountability and sustainability;
5. Improve on the Disclaimer municipal audit outcome to a clean audit and put systems in place to maintain the status quo henceforth;
6. Facilitate radical Economic transformation through emancipation of local SMME's and Enterprise development support;
7. Avail Municipal Land for development of Solar Plants to support the promotion of alternative energy sources;
8. Set aside 30% of the municipal budget for empowerment of Women and the Youth;
9. Establish relations with the Private sector for Investment opportunities and Public Private Partnerships especially in the Mining and Agricultural Sectors;
10. Accelerate and improve Service delivery standards to Communities;
11. Accelerate Land reform processes within the Municipality to promote agricultural activities and food security amongst previously disadvantaged individuals;
12. Identify prime land for Local Economic Development and development of industrial areas;

13. Improve and maintain existing municipal Infrastructure and find a way to deal with aged infrastructure;
14. Finalise and implement the Letsemeng LM Infrastructure master plan complimented by a sound Infrastructure maintenance plan;
15. Implement and cascade Performance Management System to all levels to improve on Municipal Performance and Accountability;
16. Ensure Compliance and Good Governance;

Good Governance and Public Participation

We urge communities to actively participate in all municipal processes which affects them and are applicable to them in their different constituencies and to work more closely with Councillors and elected Ward Committees in all six (6) wards to promote a culture of active citizenry. Communities are urged to use the Hlasela War Rooms and Ward Offices of Councillors effectively for service delivery issues as the intent of those offices is to take service delivery to the people in order for people to gain easy access to Government Services. We will be launching the Hlasela War Rooms officially to give a more detailed understanding of its operations to communities and to actively launch its operations to full effect.

We will be embarking on rigorous Public Participation on the core processes of the municipality which is the IDP, Budget and the Municipal Performance Management System of the municipality; we urge communities to take an active part during these consultations. We invite the Private Sector and Civil Society and organized formations to influence and support these processes, we want to give full effect to our vision of a people's centered approach to all critical processes of the municipality.

We urge Communities to actively participate during community meetings, outreach and special programmes in our different Wards, we promote an active and participatory citizenry.

Five Key Government Priorities

We wish to plead with all Government Departments across all spheres to implement and align their planning to the Priorities of Government especially the 5 Key Priority as listed below:-

Education		Quality Basic Education
Health		Healthy Life for all South Africans
Rural Development		Vibrant, equitable, sustainable rural communities Contributing towards food security for all
Fight against Crime		All people in South Africa are and feel safe
Decent Work & Sustainable Livelihoods		Decent employment through Inclusive Economic Growth

This is an Integrated Development Plan and accommodates the planning and implementation of Government priorities across all sectors and we therefore invite all Sector Departments and the Private Sector to include their plans into this planning document which is the developmental blue print for our municipality.

In conclusion we would like to encourage Educators and Learners to take opportunity of the Free Higher Education initiative of Government and ready our Learners to channel their subject choices in line with their intended tertiary study fields. We also support the promotion of Science and Maths in all our schools and invite Science and Maths experts and professionals in the working class to go an extra mile to support our kids by giving extra classes and learning groups to our learners.

S.J BAHUMI
MAYOR (ACTING) – LETSEMENG LOCAL COUNCIL

1.2 Municipal Manager

Letsemeng Local Municipality in heeding a “clarion call” of providing developmental services to its residents must embark on a thoroughgoing organizational re-engineering to develop a vibrant, effective, efficient and a service delivery-oriented municipality.

Opportunities availed by the municipal Workplace Skills Development Plan (WSDP) will be harnessed and supplemented by the development and implementation of a series of learnerships aimed at cultivating artisanal skills (plumbing, electricity) that are sorely needed by the municipality in providing services and maintenance of infrastructure and thus safeguard service delivery assets.

The municipality will embark on an intensive exercise of reviewing its operations as they relate to land use, land development processes, municipal health services and availability of service delivery utilities. Effective co-ordination of prompt and effective land development processes will lay a solid foundation for growing the local economy - Gross Geographic Product (GGP) and yield a positive knock-on effect on broadening the revenue base of the municipality.

The municipality will facilitate a conversation on innovative ideas (agenda-setting) that should be harnessed and implemented to provide effective services to the citizen of Letsemeng Local Municipality.

Performance Management System will be reviewed and used as an instrument to ensure that management account to Council and Council account to communities on development priorities as captured in the Integrated Development Plan and the reviewed Service Delivery and Budget Implementation Plan.

Visionary leadership at the elected and municipal leadership level will be pivotal in ratcheting up the municipality to greater heights.

MUNICIPAL MANAGER

LETSEMENG LOCAL MUNICIPALITY

2. VISION, MISSION AND VALUES OF LETSEMENG LOCAL MUNICIPALITY

2.1 Vision

“A responsive Municipality in pursuit of Service excellence”

2.2 Mission

“Providing sustainable quality services through partnering with Stakeholders and Communities”.

2.3 Values

- Integrity
- Commitment
- Transparency
- Innovation
- Accountability

3. CONCEPT OF IDP, REASON FOR ITS EXISTENCE AND LEGISLATIVE CONTEXT

3.1 What is the IDP?

An IDP is a principle strategic plan for an area that gives an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent manner to improve the quality of life for all the people living in an area.

The plan should look at economic and social development for the area as a whole and set out a framework for land should be used or transformed, i.e. Spatial Development Framework, and what infrastructure and services are needed and how the environment should be protected. The legislation requires each municipality to compile a plan which determines the development needs of its area of jurisdiction. The legislation mandates that the plan should be holistic and integrated in its approach and content.

The plan should be a long term, covering a medium term revenue expenditure framework (MTREF). The projects in the IDP are also linked to the municipality's budget.

An IDP is the principal strategic planning instrument of the municipality which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality. It binds the municipality in the exercise of its executive authority and binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law and it should be a product of intergovernmental and inter-sphere planning;

An IDP is a super plan for an area of that provides an overall framework of development and it also outlines resources coordinated to implement formulated objectives which are aligned to the environment of Letsemeng Local Municipality

The Integrated Development Plan objective is intended to link and coordinate sectoral mandates, strategies and interventions. Aligns strategic priorities with financial and human resources and integrates community inputs, priorities and resources.

3.2 Reasons for developing an IDP

Letsemeng Local Municipality does not regard the development of an IDP as the only requirement prevailing legislation. Therefore there are specific reasons why the municipality should prepare the IDP. One of the main reasons is that developmental responsibilities have been prescribed by the Constitution, which is aimed at ensuring that the quality of life for the municipality's residents. The responsibilities do not only relate to the provision of basic services, but also include job creation as well as the promotion of accountability and eradication of poverty within the municipality.

4. LEGISLATIVE CONTEXT

4.1 Municipal Systems Act No. 32 of 2000

■ Chapter 5 of the Municipal Systems Act

In accordance with **above mentioned Chapter**, all Categories of Municipalities in South Africa, ranging from Metropolitan, District and Local Municipalities are required to compile a five year strategic plan (IDP's) with the current one for the period of **2016 – 2021**, which:-

- Links integrates and coordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Complies with the provisions of this Chapter; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation;

■ Section 25 (1) of the Municipal Systems Act, No 32 of 2000

Section 25 (1) of the Municipal Systems Act stipulates that "Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality".

The Municipal Systems Act dictates that the IDP should:

- Link, integrate and coordinate plans; and
- Should take into account proposals for the development of the municipality;

- In addition the plan should align the resources and capacity of the municipality with the implementation of the plan.

Moreover, the plan must form the policy framework and general basis on which annual budgets must be based. Furthermore, the plan should be compatible with national and provincial development planning requirements binding on the municipality in terms of legislation.

■ **Section 28 of the Municipal Systems Act (Adoption of process)**

Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan. The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.

A municipality must give notice to the local community of particulars of the process it intends to follow.

■ **Section 34 of the Municipal System Act**

It should be noted that section 53 (1) (b) of the MFMA requires that the Mayor of the municipality and not the MM as the Accounting Officer, must coordinate the annual revision of the IDP and should determine to what extent the IDP must be revised or take into account for the purpose of the budget of the municipality.

■ **Section 35 of the Municipal System Act**

The IDP has a legislative status. Section 35 (1) of the Municipal Systems Act states that an IDP adopted by the Council of a municipality—

- ◆ is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;
- ◆ binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and

- ◆ binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a bylaw.

4.2 Local Government: Municipal Structures Act, No 117 OF 1998

The abovementioned Act provides for the establishment of municipalities and defines the various types and categories of municipalities. Three categories of municipalities exist in South Africa after demarcation: Category A (Metropolitan), Category B (Local), Category C (District). Letsemeng Local Municipality is a Category “B” Municipality.

It further defines the types of municipalities that may be established within each category, to provide for an appropriate division of functions and powers between categories of municipalities; to regulate the internal systems, structures and office-bearers of municipalities and finally to provide for appropriate electoral systems.

Of particular note, the Act provides for the establishment of ward committees that will be assisting Council and elected representatives in deepening local democracy and facilitating the meaningful participation of communities in local government.

The Act elaborates institutional arrangements such as Section 79 Committees for provision of oversight and ensuring that municipal administration account to council and invariably to communities.

4.3 Local Government: Municipal Demarcation Act, 27 of 1998

The Local Government: Municipal Demarcation Act, Act 27 of 1998, provides a legal framework for defining and implementing a post-transitional system of local government.

The Act provides for the criteria and procedures for the determination of municipal boundaries by an independent authority; which in this case is the Municipal Demarcation Board. Thus far Letsemeng has not been affected by the resolution of the demarcation board.

4.4 Local Government: Municipal Finance Management Act, Act No 56 of 2003

This aims to secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government; to establish treasury norms and standards for the local sphere of government. It sets out the procedures for efficient and effective management of all revenue, expenditure, assets and liabilities. It establishes the duties and responsibilities of officials in charge of finances. The Act aims to secure transparency, accountability and sound financial management in local government.

4.5 Local Government: Municipal Property Rates Act, Act No. 6 of 2004

The Act is aimed at ushering uniform rating system of property in the Republic of South Africa. It further regulates the power of municipality to impose rates on property; to exclude certain properties from rating in the national interest; to make provision for municipalities to implement a transparent and fair system of exemptions, reductions and rebates through their rating policies; to make provision for fair and equitable valuation methods of properties; to make provision for an objections and appeals process; to amend the Local Government: Municipal Systems Act, 2000, so as to make further provision for the serving of documents by municipalities; to amend or repeal certain legislation.

4.6 Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 2013

SPLUMA has the following objectives:

- Provide for a uniform, effective and comprehensive system of spatial planning and land use management in the Republic,
- Ensure that the system of spatial planning and land use management promotes social and economic inclusion;
- Provide for development principles and norms and standards ;
- Provide for sustainable and efficient use of land;
- Provide for cooperative government and intergovernmental relations amongst the national, provincial and local spheres of government; and
- Redress the imbalances of the past and to ensure there is equity in the application of spatial development planning and land use management system.

Critically, the Act prescribes development principle and norms and standards to inform land use management and development. Importantly, the Act outlines envisaged inter-governmental support to be provided to municipalities in implementing the Act.

The Act, provides a guide on the preparation and content of municipal Spatial Development Framework and Land Use Management Scheme.

Furthermore, the Act provides for the following;

- Establishment and composition of Municipal Planning Tribunal (MPT), term of office of members of Municipal Planning Tribunals;
- Disqualification from membership of Municipal Planning Tribunals;
- Processes to be followed in approving land development applicants; and
- Provide for related land development matters such as internal appeals and development applications affecting national interest.

4.7 The Constitution of the Republic of South Africa

The Constitution of the Republic of South Africa outlines the kind of local government needed in the country. According to the Constitution (sections 152 and 153), local government is in charge of the development process in municipalities, and notably is in charge of planning for the municipal area.

The Constitutional mandate gives a clear indication of the intended purposes of municipal integrated development planning:

- To ensure sustainable provision of services;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage involvement of communities.

The Constitution also demands local government to improve intergovernmental coordination and cooperation to ensure integrated development across the neighboring communities.

There are a number of ACTS enacted by Parliament that intersect with local government, amongst others these are the following;

4.8 Water Services Act, Act 108 of 108

The Act provides that every water services authority has a duty to all consumers or potential consumers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water service.

The assigned responsibility should be discharged with the following cognizance;

- The availability of resources
- The need for an equitable allocation of resources to all consumers and potential consumers within the authority area of jurisdiction
- The need to regulate access to water services in an equitable way and the duty of consumers to pay reasonable charges which must be in accordance with the prescribed norm and standard for tariff of water services
- The duty to conserve water resources, the natural topography, zoning and the situation of the land in question

The right of the water service authority to limit or discontinue the provision of water service if there's failure to comply with reasonable conditions set for the provision of such service.

4.9 National Environmental Management Act 107 of 1998

The National Environmental Management Act 107 of 1998 (NEMA) provides for co-operative governance by establishing principles and procedures for decision-makers on matters affecting the environment. An important function of the Act is to serve as an enabling Act for the promulgation of legislation to effectively address integrated environmental management.

Some of the principles in the Act are-

- Accountability
- Affordability
- Cradle to Grave Management
- Equity; Integration
- Open Information
- Polluter Pays

- Subsidiary; Waste Avoidance and Minimization
- Good Governance
- Sustainable Development; and
- Environmental Protection and Justice

4.10 The White Paper on Local Government

The White Paper on Local Government gives municipalities responsibility to “work with citizens and groups within the community to find sustainable ways to address their social, economic and material needs and improve the quality of their lives”.

Critically, the White Paper on Local Government envisions a departmental local government and articulates instruments such as planning, local economic development and performance management system that should be harnessed to achieve the highlighted development outcome.

A suite of policies and legislative frameworks were subsequently enacted to realize the mentioned developmental vision for local government. There are:

- Local Government: Municipal Structures Act (Act 117 of 1998)
- Local Government: Municipal Demarcation Act (Act 27 of 1998)
- Local Government: Municipal Systems Act (Act 32 of 2000)
- Local Government: Municipal Finance Management Act (Act 56 of 2003)
- Local Government: Municipal Property Rates Act (Act 6 of 2004)

The above mentioned legislations and those that intersect with local government will be thoroughly deliberated on chronology of their enactment.

4.10.1 Other legislative requirements for the IDP-I accordance with Section 53(1) (b) of the MFMA requires that the Mayor of the municipality, and not the Municipal Manager as accounting officer, must coordinate the annual revision of the IDP and should determine to what extent the IDP must be revised or taken into account for the purpose of the budget of the municipality.

These provision of the MFMA also link up with section 34 of the Municipal Systems Act, Act 32 of 2000 which requires that a municipal council must review its IDP annually and may then

amend it according to a prescribes process. Such a review and amendment of the IDP should be based on the Municipality's performance measurements and the extent to which changing circumstances have demanded it.

CHAPTER 2

2. Demographic Profile

2.1 Letsemeng Local Municipalities Demographic Overview

Our Municipality is situated in the South Western part of the Free State Province and forms part of the smallest district namely Xhariep District Municipality, a rich agricultural area with natural economic resources. The local municipality area measures 10 192 square kilometers in surface area and comprises of five towns; Koffiefontein (which is the head office), Petrusburg, Jacobsdal, Oppermansgronde and Luckhoff.

It borders the Northern (through Jacobsdal) and Western Cape Provinces and is renowned for diamond, salt and slate mining as well as irrigation farming along the Orange Riet Canal and Van der Kloof Dam. The N8 route transgresses the area to the North West and links Kimberley and Bloemfontein via Petrusburg.

The five towns are connected with tarred road infrastructure via Koffiefontein. The R705 links Jacobsdal with Koffiefontein while the R48 links Petrusburg, Koffiefontein and Luckhoff in a north-south direction. The R704 links Koffiefontein, Fauresmith and Jagersfontein with one another.

The municipal area also accommodates Oppermansgronde just west of Koffiefontein which is part of a land restitution project. Several pans occur in the area while the Van der Kloof dam, Kalkfontein Dam and Wuras Resort are some of the more prominent water sources available near the area. The Riet River drains through the area in a westerly direction while the Orange River is the border west of the area. Although there are ample water sources available near the area, access to potable water in some of the towns' remains problematic.

The Northern parts of the municipal area surrounding Petrusburg are good cultivated agricultural land while the southern area is renowned for livestock farming. The figure below shows the Letsemeng area with its main towns and neighboring municipalities of the Xhariep District.



Figure : Letsemeng Municipal Area

Population

This municipality has shown a population growth from **38 628** residents in **2011** to **40044** in **2016**. Herewith a detailed breakdown of the population STATS per age groups and gender for our municipality:-

Population density measures the concentration of people in a region. To calculate this, the population of a region is divided by the area size of that region. The output is presented as the number of people per square kilometre.

Table: 1 total population and area size by population density

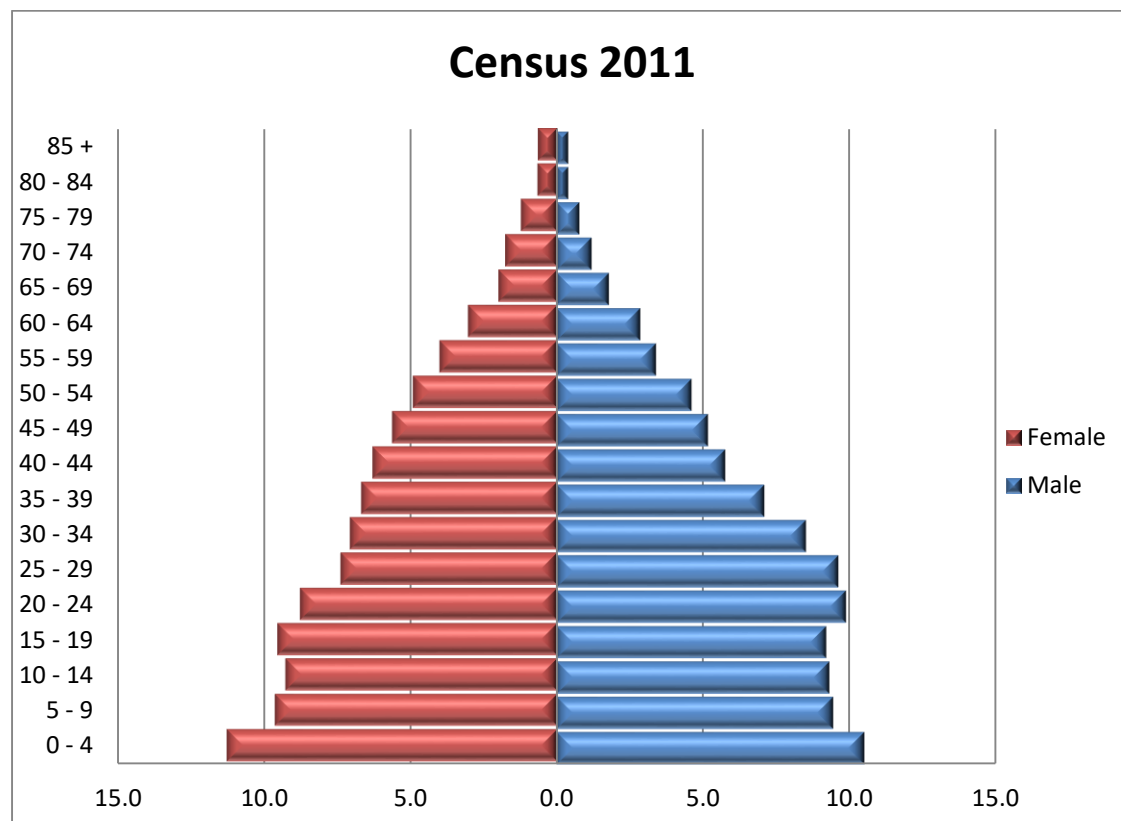
	Total Population	Area Size	Population density
CS 2016	40044	10 192	3.928963889

Data source: Statistics South Africa, Community Survey 2016

Population Pyramids

A population pyramids is a graphic representation of the population categorized by gender and age for a specific year and region. The horizontal axis depicts the share of people where male’s population are charted on the right-hand side and female population on the left hand-side of the vertical axis. The vertical axis is divided in 5- year age categories. The figures below show Letsemeng's population pyramid/structure of Census 2011 and CS 2016.

Figure 1: Population pyramid by age group and gender: Letsemeng Local Municipality 2011 and 2016



Data source: Statistics South Africa, Census 2011

Table 2: Population by age group

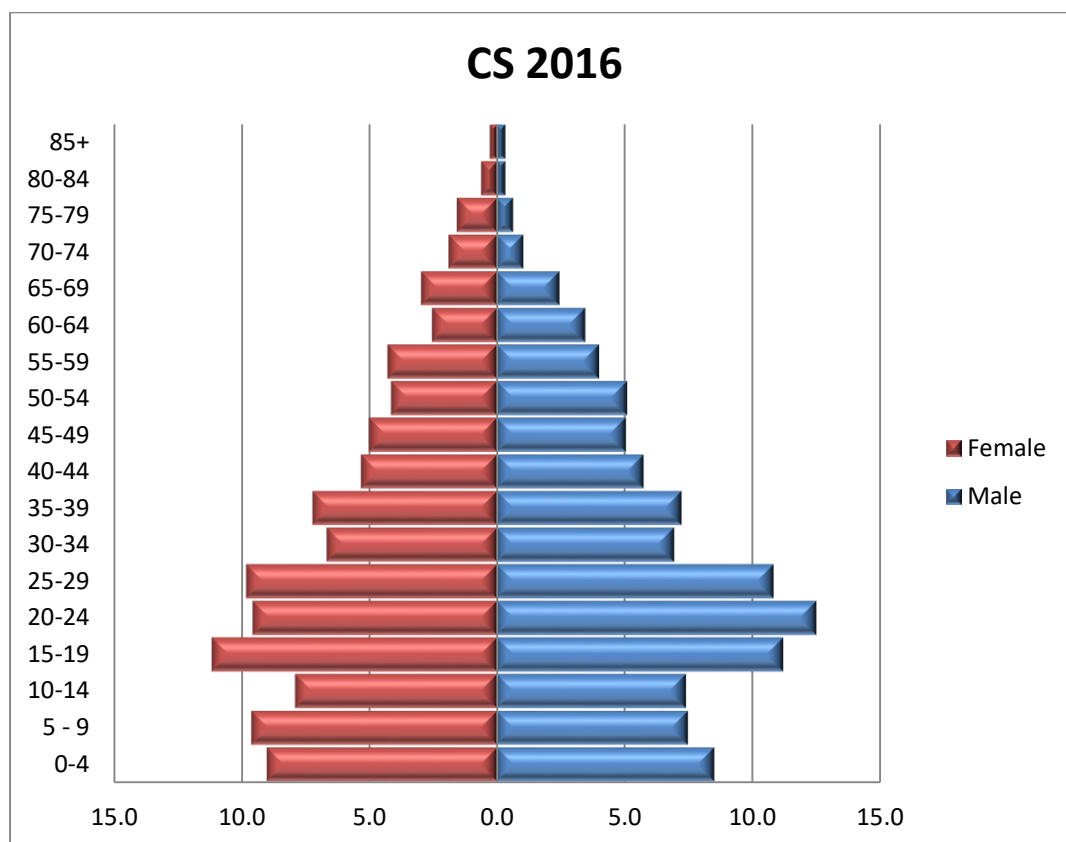
Age group	DC 16: Xhariep	FS 161: Letsemeng
00-04	11 263	3501
05 - 09	11 796	3396
10-14	10 295	3058
15-19	14 021	4475
20-24	11 759	4449
25-29	12 207	4142
30-34	10 223	2727
35-39	8 263	2891
40-44	6 569	2223
45-49	6 257	2018
50-54	5 728	1863
55-59	5 311	1661
60+	12 193	3639
Total	125 885	40043

Data source: Statistics South Africa, Census 2011

For 2011, Letsemeng local municipality population pyramid shows that males were more than females in age groups (20-24, 25-29, 30-34, 35-39). For age group 0-4 and 5-9 years, females had highest proportion than males whereas females had highest proportion in age group 15-19 years.

Census 2011 indicates that males population declined from 25-29 age group and females population declined from 20-24 age group. Females outlive the males in the older age groups starting from 40 years.

Figure 2: total number of gender population and age group



Data source: Statistics South Africa, Community Survey 2016

Figure 1 above displays that, in 2016 Letsemeng local municipality males had highest proportions for age group 20-24 than females. As age increases the population decreases. Both males and females numbers started to decrease from age group 40-44 years. In 2016 municipality had lowest population in age group (0-4) for both males and females as compared to Census 2011 had the highest population proportion on age group 0-4 years. In 2016 pyramid shows that fertility rates decreased as 0-4 years age group decreased and that more male children were born than female children.

Population Categorised By Sex, Population Group And Functional Age Group

The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub-categories of age and gender. The population groups include African, White, Coloured and Asian, where the Asian group includes all people originating from Asia, India and China. The subcategories of age groups are (0-4 children, 15-34 youth, 35-64 adult and 65+ elderly) and sex is male or female.

Table 3: Population distribution of Letsemeng Local Municipality by gender and sex ratios

	Gender		Total	Sex ratios (Males per 100 Females)
	Male	Female		
Census 2011	19 852	18 777	38628	105
CS 2016	21 140	18 904	40 044	111

Data source: Statistics South Africa, Census 2011 and Community Survey 2016

Table 3 above shows the distribution of total population in Letsemeng local municipality by gender as well as sex ratio for Census 2011 and CS 2016. The males population has increased from 19852 in 2011 to 21 140 in 2016 and as for females, it has slightly increased from 18 777 in 2011 to 18 904 in 2016. In both 2011 and 2016, the number of females was found to be less than those of males as the sex ratios were 105 and 111 in both 2011 and 2016 respectively. Overall; the results indicate that the population is predominantly male.

Table 4: Distribution of population by province, municipality, functional age group and sex

Province, District and Local Municipality	0-14 (Children)			15-34 (Youth)			35-64 (Adults)			65+ (Elderly)			Total			Dependency Ratio
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Free State	397502	399763	797265	530743	528205	1058948	355678	377185	732863	96042	149596	245638	1379965	1454749	2834714	58.2
DC16: Xhariep	20074	20511	40585	28926	28775	57701	18943	18709	37652	5984	8758	14743	73927	76754	150681	58.0
FS161: Letsemeng	4930	5025	9955	8744	7050	15794	5718	4938	10656	1747	1892	3639	21140	18904	40044	51.4

Data source: Statistics South Africa, Community Survey 2016

Table 4 above shows comparison regarding the distribution of total population between males and females of the Free State, district and letsemeng males, females, functional age groups and its dependent ratios.

Table 5: Distribution of population by functional age group and gender Population Group and Sex

Province, District and Local Municipality	Black african			Coloured			Indian/asian			White			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Free State	1225180	1289810	2514990	35042	37052	72095	4700	2596	7296	115042	125291	240333	1379965	1454749	2834714
DC16: Xhariep	58318	60539	118857	9022	9010	18032	216	37	253	6371	7167	13539	73927	76754	150681
FS161: Letsemeng	14134	12339	26473	4557	4037	8593	43	-	43	2406	2529	4935	21140	18904	40044

Data source: Statistics South Africa, Community Survey 2016

Figure 3: Distribution of population by municipality, sex and functional age group

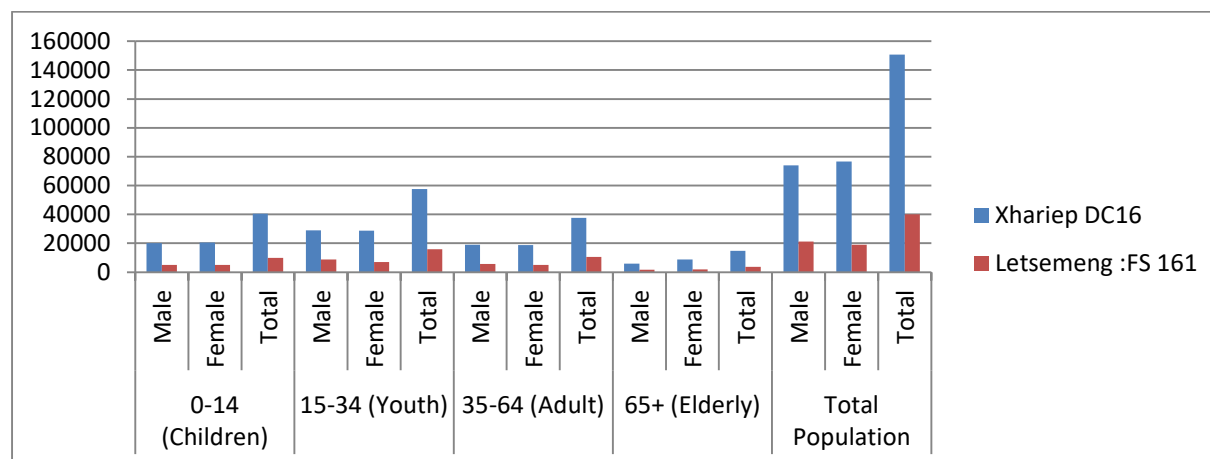


Figure 3 above illustrates that age group of 15 – 34 which is mostly youth, contributes a large population number of Letsemeng municipality, while the male population is slightly higher than that of the female.

Employment

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

The economically active population (EAP) is defined as people (aged between 15 and 64 years) who are able willing and willing to work, and who are actively looking for work.

Table 6: Distribution of Letsemeng Local Municipality population aged between 15 and 64 years by employment status, gender and unemployment rate

Employment Status	Gender		Total	Unemployment rate
	Male	Female		
Employed	5928	3236	9164	22.3
Unemployed	1170	1454	2624	
Not economically active	6036	7227	13263	

Data source: Statistics South Africa, Census 2011

Table 6 above indicates the distribution of unemployment status, gender as well as unemployment rate of population aged between 15 and 64 years in Letsemeng local municipality for Census 2011. 9 164 thousand people were employed in 2011, 2 624 thousand were unemployed whereas 13 263 thousand were not economically active. The overall municipal unemployment rate it was found to be 22.3%. (based on the official definition of unemployment)

Table 7: Distribution of employed population aged between 15 and 64 years by type of sector and gender in Letsemeng Local Municipality

Type of sector	Gender		Total
	Male	Female	
In the formal sector	3100	1930	5030
In the informal sector	2119	764	2883
Private household	513	448	960

Data source: Statistics South Africa, Census 2011

Table 7 above indicates the distribution of employed population aged between 15 and 64 years in Letsemeng local municipality by type of sector and gender. The overall municipal employed people were found to be in formal sector with 5 030 employed people. The informal sector was found to be more than that of private households with 2 883 employed people whereas private household had 960 employed people.

Table 8: Population Group and Sex

Province, District and Local Municipality	Black african			Coloured			Indian/asian			White			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Free State	1225180	1289810	2514990	35042	37052	72095	4700	2596	7296	115042	125291	240333	1379965	1454749	2834714
DC16: Xhariep	58318	60539	118857	9022	9010	18032	216	37	253	6371	7167	13539	73927	76754	150681
FS161: Letsemeng	14134	12339	26473	4557	4037	8593	43	-	43	2406	2529	4935	21140	18904	40044

Data source: Statistics South Africa, Census 2011 and Community Survey 2016

Table 8 above shows the population group between male and female individual, particularly within the vicinity of Letsemeng Local Municipality with the overall population of 40044 for both male and female. The number of Black African males was found to be high compared

to female individuals and to other population groups and sex within the area of Letsemeng followed by females of the same group.

Table 9: Household Dynamics

Province, District and Local Municipality	Main dwelling that household currently lives in											
	Formal dwelling/house or brick/concrete block structure on a	Traditional dwelling/hut/structure made of traditional	Flat or apartment in a block of flats	Cluster house in complex	Townhouse (semi-detached house in a complex)	Semi-detached house	Formal dwelling/house/flat/room in backyard	Informal dwelling/shack in backyard	Informal dwelling/shack not in backyard (e.g. in an	Room/flatlet on a property or larger dwelling/servants quart	Caravan /tent	Other
Free State	704511	15509	16142	2659	6515	2395	55569	56447	76001	3692	109	7028
DC16: Xhariep	44134	199	316	-	429	142	1701	2598	2934	328	-	341
FS161: Letsemeng	11545	10	-	-	131	17	120	674	1327	71	-	74

Data source: Statistics South Africa, Census 2011 and Community Survey 2016

Table 9 above indicates the comparison between numbers of main dwelling that household currently lives in. Of particular note, the formal dwelling /concrete block structure has been found to be the highest followed by informal dwelling/shack not in backyard within the vicinity of Letsemeng.

Table 10: No of Household

Province, District and Local Municipality	Households
Free State	946638
DC16: Xhariep	53146
FS161: Letsemeng	13969

Data source: Statistics South Africa, Census 2011 and Community Survey 2016

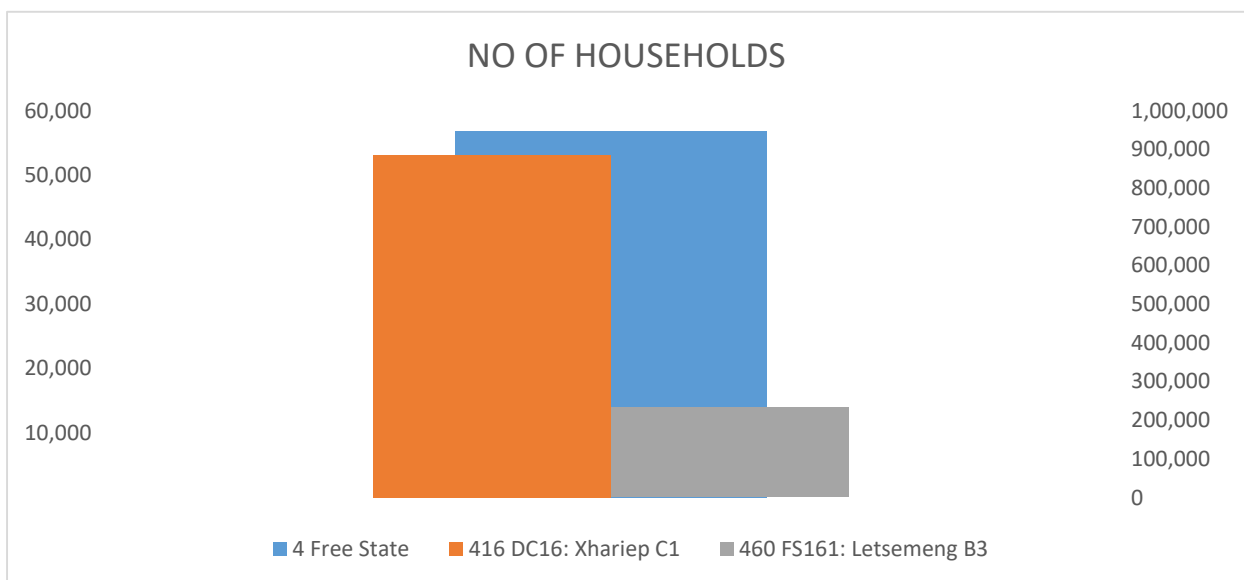


Figure: 4

Table 10 above indicates the total number of households between Letsemeng Local Municipality, Province and District. The municipality is sitting with 53146 total number of househouse within the area of Letsemeng.

Table 11: Household Access to Ablution Facilities

Province, District and Local Municipality	Main type of toilet facility used										
	Flush toilet connected to a public sewerage system	Flush toilet connected to a septic tank or conservancy tank	Chemical toilet	Pit latrine/toilet with ventilation pipe	Pit latrine/toilet without ventilation pipe	Ecological toilet (e.g. urine diversion; enviroloo; etc.)	Bucket toilet (collected by municipality)	Bucket toilet (emptied by household)	Other	None	Total
Free State	663809	19526	19662	64462	105588	1602	24131	13650	18526	15684	946638
DC16: Xhariep	42535	3469	648	1302	1839	-	504	508	494	1847	53146
FS161: Letsemeng	9709	1404	579	809	755	-	173	163	129	247	13969

Data source: Statistics South Africa, Census 2011 and Community Survey 2016

Table 11 above shows the total number of households with access to ablution facilities which describes the main type of toilet facility used in the municipality.

Table 12: Distribution of population by Letsemeng Local Municipality and broad age groups, CS 2016

	0-14		15-59		60+		Total	
	N	%	N	%	N	%	N	%
DC 16: Xhariep	33 355	26,5	80 338	63,8	12 191	9,7	125 884	
FS161: Letsemeng	9 955	24.9	26 450	66.1	3 639	9.1	40 044	100.0

Data source: Statistics South Africa, Census 2011 and Community Survey 2016

Table 12: The results presented in the above mentioned table show the population in broad age groups of children aged 0-14, working age and elderly persons within Letsemeng area.

Distribution of population by Letsemeng Local Municipality and 5-year age groups, CS 2016

PARENTAL SURVIVAL

This section focuses on the survival status of parents for children aged 0-17 years within the vicinity of Letsemeng. Although the question on parental survival was asked of everybody in Letsemeng, the focus of this table below is on children aged 0-17. Loss of a parent in the absence of family support leaves many children vulnerable, and has significant policy implications. This report basic analysis is presented for children that reported to have lost one or both biological parents.

Orphanhood

Table 13: Distribution of Orphanhood by Letsemeng Local Municipality per category

Municipality	Maternal orphans	Parental orphans	Double orphans
DC 16	3 712	4 164	1 236
FS161	1206	1035	328

Data source: Statistics South Africa, Census 2011 and Community Survey 2016

Table 13 presented above show a high number of maternal orphans compared to paternal orphans. This is observed across the area of Letsemeng.

Education

Educational attendance and attainment

Table 14: Population aged 5-24 years attending an educational institution, CS 2011 & CS 2016

Municipality	Census 2011		Census 2016	
	Number	%	Number	%
DC16: Xhariep	31 103	69,8	33 192	69,4
FS161: Letsemeng	9 084	65,6	9 574	62,3

Data source: Statistics South Africa, Census 2011 and Community Survey 2016

Table 14: Education is one of the basic human in South Africa, and among the fundamental socio-economic indicators for development. In this section, educational attendance and levels are profiled using Community Survey 2016 data, with comparisons to Census 2011 where possible

Early Childhood Development (ECD)

Early childhood development is one of the priority of the South African government and remains a critical policy issue that the Department of Education aims to address. Early years in life are critical for acquisition of perception-motor skills required for reading, writing and numeracy in

later years. It is for this reasons that resources are geared towards promotion to access to Early Childhood Development (EDC) is visible in financial expenditure, which shows an upward trend in billions of Rands (increase from 1,4 in 2011 to 4,3 in 2016/17 financial year) directed towards ECD programmes. As a result, there has been increase in enrolment in Grade R and South Africa is close to reaching the target of universal access to education for five year-olds.

Table 15: Population aged 0-5 attending an educational institution, CS 2016

Municipality	Numbers	Percentage of children attending	Total children aged 0-5
DC16: Xhariep	6 442	48,2	13 360
FS161: Letsemeng	1 867	45,2	4 126

Data source: Statistics South Africa, Census 2011 and Community Survey 2016

Table 15 above show the extent of school attendance among children aged 0-5 years within Letsemeng and District

The highest level of education for population aged 20 years and older, CS 2016

The table below presents the highest level of education attained among persons aged 20years and older. Letsemeng has the lowest percentage in the high (tertiary students attending since from CS 2016

Table 16: Population of the highest level of education

Municipality	No schooling		Primary		Secondary		Higher		Total	
	N	%	N	%	N	%	N	%	N	%
DC 16:Xhariep	8 350	23,4	5 256	14,7	20 606	57,7	1 483	4,2	35 695	100,0
FS 161: Letsemeng	3075	25,1	1718	14,0	7048	57,5	416	3,4	12257	100,0

Data source: Statistics South Africa, Census 2011 and Community Survey 2016

Table 16: The table above presents the highest level of education attained among persons aged 20years and older. Letsemeng has the lowest percentage in the high (tertiary students attending since from CS 2016

Education

Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required. The education measure represents the highest level of education of an individual, using the aged 5 years and older.

Table 17: Distribution of Letsemeng Local Municipality population aged 5 years and older by highest level of education attained and gender

Highest level of education (Ungrouped)	gender		Total
	Male	Female	
No schooling	1725	1503	3228
Grade 0	563	477	1040
Grade 1/Sub A/Class 1	501	481	982
Grade 2/Sub B/Class 2	391	535	926
Grade 3/Standard 1/ABET 1	744	733	1477
Grade 4/Standard 2	769	638	1407
Grade 5/Standard 3/ABET 2	786	843	1629
Grade 6/Standard 4	1151	1082	2233
Grade 7/Standard 5/ABET 3	1081	1114	2195
Grade 8/Standard 6/Form 1	1503	1414	2918
Grade 9/Standard 7/Form 2/ABET 4/Occupational certificate NQF Level 1	1594	1231	2824
Grade 10/Standard 8/Form 3/Occupational certificate NQF Level 2	2122	1819	3941
Grade 11/Standard 9/Form 4/NCV Level 3/ Occupational certificate NQF Level 3	1134	1455	2589
Grade 12/Standard 10/Form 5/Matric/NCV Level 4/ Occupational certificate NQF Level 3	4113	3325	7438
NTC I/N1	-	-	-
NTCII/N2	15	-	15
NTCIII/N3	16	-	16
N4/NTC 4/Occupational certificate NQF Level 5	-	14	14
N5/NTC 5/Occupational certificate NQF Level 5	18	20	39
N6/NTC 6/Occupational certificate NQF Level 5	36	43	79
Certificate with less than Grade 12/Std 10	-	-	-
Diploma with less than Grade 12/Std 10	10	-	10
Higher/National/Advanced Certificate with Grade 12/Occupational certificate NQF	85	20	105
Diploma with Grade 12/Std 10/Occupational certificate NQF Level 6	244	32	277
Higher Diploma/Occupational certificate NQF Level 7	54	8	62
Post-Higher Diploma (Masters	50	42	92
Bachelor's degree/Occupational certificate NQF Level 7	214	140	354
Honours degree/Post-graduate diploma/Occupational certificate NQF Level 8	48	32	80
Master/Professional Master at NQF Level 9 degree	-	-	-
PHD (Doctoral degree/Professional doctoral degree at NQF Level 10)	49	10	59
Other	-	41	41
Do not know	285	78	364
Unspecified	45	64	109

Data source: Statistics South Africa, Community Survey 2016

Table 17 above highlights total number of males and females, more males had no schooling than females. Highest proportion of population attained grade 12. Table shows that more males obtained matric than females in 2016.

Table 18: Number of households and average households size by Xhariep District and Letsemeng, CS 2011 & 2016

	Census 2011			Community Survey 2016		
	Population	Households	Household size	Population	Households	Households size
DC 16: Xhariep	121 945	37 678	3,2	125 884	44 767	2,8
FS 161: Letsemeng	38 628	11 242	3,4	40 044	13 969	2,9

Data source: Statistics South Africa, Census 2011 and Community Survey 2016

Table 18: The results presented above showed an upward trend in the number of households in Xhariep District. The number of population increased from 38 628 to 40 044.

CHAPTER 3

3.1 Powers and Functions of the Municipality

Local government is assigned specific powers and functions that are unique and appropriate to the lower sphere of government. Similar to the position on national and provincial spheres, local government powers and functions are constitutionally entrenched and protected and cannot be unilaterally taken away by another sphere of government. Albeit constitutionally protected, the powers and functions of municipalities are not absolute and are subject to both constitutional and national legislative requirements.

Chapter 3 of Municipal Systems Act, 2000 states that a municipality has all the functions and powers assigned to it in terms of the Constitution, and must exercise them subject to Chapter 5 of the Municipal Structures Act, 1998. Furthermore, a municipality is empowered by legislation to do anything reasonably necessary for, or incidental to, the effective performance of its functions and the exercise of its powers.

Against this legislative directive, we understand and interpret our powers and functions aligned to the objects of local government as set out in section 152 of the Constitution as follows:

Table 1: Schedule 4 (Part B) and Schedule 5 (Part B) of the Constitution of Republic of South Act, 1996

Constitutionally Mandated to Perform in terms of Schedule 4 (Part B) and Schedule 5 (Part B) of the Constitution of Republic of South Act, 1996	Definition
Air Pollution	Any change in the quality of the air that adversely affects human health or wellbeing or the ecosystems useful to mankind, now or in the future.
Building Regulations	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans, Building inspections, and

Child Care Facilities	Facilities for early childhood care and development which fall outside the competence of national and provincial government
Electricity Reticulation	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network.
Fire Fighting Equipment	Planning, co-ordination and regulation of fire services and specialized fire fighting services such as mountain, veld and chemical fire services; coordination of the standardization of infrastructure.
Local Tourism	The promotion, marketing and, if applicable, the development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate, structure.
Municipal Airport (Landing Strip)	A demarcated area on land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure.
Municipal Planning	The compilation, review and implementation of integrated development plan in terms of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
Municipal Public Transport	The regulation and control, and where applicable, the provision of services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area.
Pontoons and Ferries	Pontoons and ferries, excluding the regulation of international and national shipping and matters related thereto, and matters falling within the competence of national and provincial governments.

Storm Water	The management of systems to deal with storm water in built-up areas.
Trading Regulations	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation.
Potable Water	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution as well as bulk supply to local supply.
Sanitation	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service.
Amusement Facilities	A public place for entertainment and includes the area for recreational opportunities, available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.
Billboards and the Display Advertisements in Public Places	o The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which: promotes the sale and / or encourages the use of goods and services found in the municipal area
Cemeteries, and Funeral Parlours Crematoria	The establishment conducts and control of facilities for the purpose of disposing of human and animal remains.
Cleaning	The cleaning of public streets, roads and other public spaces either manually or mechanically

Control of Public Nuisance	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of Undertakings that Sell Liquor to the Public	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlets for compliance to license requirements.
Facilities for the Accommodation, Care and Burial of Animals	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration required.
Fencing and Fences	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads.
Licensing of Dogs	The control over the number and health status of dogs through a licensing mechanism.
Licensing and Control of Undertakings that sell food to the public	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption
Local Amenities	The provision, management, preservation and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facilities.
Local Sports Facilities	The provision, management and/or control of any sporting facility within the municipal area.
Markets	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.

Municipal Abattoirs	The establishment; conduct and/or control of facilities for the slaughtering of livestock.
Municipal Parks and Recreation	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and include playgrounds but exclude sport facilities.
Municipal Roads	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of and/or connected therewith.
Noise Pollution	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Pounds	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by-laws.
Public Places	The management, maintenance and control of any land or facility owned by the municipality for public use.
Refuse Removal, Refuse Dumps and Solid Waste Disposal	The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment.
Street Trading	The control, regulation and monitoring of the selling of goods and services along a public pavement or road reserve
Street Lighting	The provision and maintenance of lighting for the illuminating of streets in a municipal area.
Traffic and Parking	The management and regulation of traffic and parking within the area of the municipality, including but not limited to, the control over operating speed of vehicles on municipal roads.

Municipal Public Works

Any supporting infrastructure or services to empower a municipality to perform its functions

TABLE 2: LEGISLATION, POWERS AND FUNCTIONS OF THE MUNICIPALITY

LEGISLATION	FUNCTIONS AND POWERS
<p>A. OBJECTS OF LOCAL GOVERNMENT (<i>section 152 of the Constitution of the Republic of South Africa</i>)</p>	<ol style="list-style-type: none"> 1. To provide democratic and accountable government for local communities. 2. To ensure the provision of services to communities in a sustainable manner. 3. To promote social and economic development. 4. To promote a safe and healthy environment. 5. To encourage the involvement of communities and community organizations in the matters of local government.
<p>B. FUNCTIONS AND POWERS OF MUNICIPALITIES (<i>section 83 (1) of the LG: Municipal Structures Act</i>)</p> <p>POWERS AND FUNCTIONS OF MUNICIPALITIES (<i>section 156 of the Constitution of the Republic of South Africa</i>)</p>	<ol style="list-style-type: none"> 6. To provide democratic and accountable government for local communities. 7. To ensure the provision of services to communities in a sustainable manner. 8. To promote social and economic development. 9. To promote a safe and healthy environment. 10. To encourage the involvement of communities and community organizations in the matters of local government.

C. FUNCTIONS AND POWERS OF MUNICIPALITIES (*section 83 (1) of the LG: Municipal Structures Act*)

MUNICIPAL FISCAL POWERS AND FUNCTIONS (*section 229 of the Constitution of the Republic of South Africa*)

D. DIVISION OF FUNCTIONS AND POWERS BETWEEN DISTRICT AND LOCAL MUNICIPALITIES (*section 84 (3)(a) of the LG: Municipal Structures Act*)

The minister may, by notice in the **Government Gazette**, and after consultation with the Cabinet member responsible for the functional area in question, and after consulting the MEC for local government in the province and, if

1. Section 84 (1) (b) – **potable water.**
2. Section 84 (1) (c) – **bulk supply of electricity.**
3. Section 84 (1) (d) – **domestic waste water and sewage disposal systems.**
4. Section 84 (1) (l) – **municipal health services.**

applicable, subject to national legislation, authorize a local municipality to perform a function or exercise a power mentioned in subsection (1) (b), (c), (d) or (l) in its area or any aspect of such function or power.

E. NOTICE OF AUTHORISATION IN TERMS OF SECTION 85 (1) OF THE LOCAL GOVERNMENT: MUNICIPAL STRUCTURES ACT, 1998 – PROVINCIAL GAZETTE (11 APRIL 2008)

The MEC for local government in a province may, subject to the other provisions of this section, adjust the division of functions and powers between a district and a local municipality as set out section 84 (1) or (2), by allocating, within a prescribed policy framework, any of those

As listed in:

1. Section 84 (1) (e) – **social waste disposal sites.**
2. Section 84 (1) (f) – **municipal roads.**
3. Section 84 (1) (l) – **municipal health services.**
4. Section 84 (1) (j) – **firefighting services.**
5. Section 84 (1) (n) – **municipal public roads** (– relating to the above functions).

functions or powers
vested – (a) and (b).

CHAPTER 4

4.1 PROCESS PLANS

The Process Plan outlines the following issues:

The Process Plan should in detail include the following:-

- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, and other role-players in the IDP drafting process; and
- The identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation.

The Process Plan should fulfil the function of a business plan or an operational plan for the IDP process. It should say in a simple and transparent manner:-

- what has to happen when;
- by whom;
- with whom, and
- Where, and it should include a cost estimate.

The Process Plan document will therefore deals with the following aspects:

- Consideration, inclusion of any relevant and new information;
- An overview of the IDP Review;
- The time and budget schedule for the planning process;
- Roles and responsibilities of different role players;
- An approach to public participation;
- Institutional structures to be established for management of the process; and
- Monitoring and evaluation of the process.

4.1.1 SCHEDULE OF THE PLANNED ACTIVITIES TO ALIGN WITH IDP, BUDGET AND PMS PROCESS MANAGEMENT PLAN FOR 2020/21

TABLE 1

ACTION	LEGISLATION	RESPONSIBILITY	ACTION DATE	TO WHOM
Preparation Phase				
Tabling of the schedule of key-deadlines regarding the budget process for 2020/21 MTREF	Section 21(1)(b) of the MFMA	Mayor	31 August 2019	Council
Submission of draft IDP Review Process to Council for approval		Mayor	31 August 2019	Council
Submission of adopted 2020/21 IDP Review Process Plan to the District and COGTA		Accounting Officer	September 2019	District Municipality and COGTA
IDP Process Plan advertisement in newspapers and public places		IDP Manager	September 2019	Accounting Officer
Coordination of annual budget and IDP review process plan	Section 21, 22, 53 of the MFMA and 35, 36 and 66 of the MFMA	Mayor and Accounting Officer	11 September 2019 – 27 June 2020	Council
Phase 1: Review Analysis				
Assessment of IDP sector plans		IDP Steering Committee	September-November 2019	IDP & Sector Managers
Review of information to be added or amended to draft IDP		IDP Steering Committee	September – November 2019	Accounting Officer and all Heads of Departments
Phase 2: Strategic Analysis				
Determination of strategic objectives for Key Performance Areas and 3 year budget	Section 21, 22, 53 and 66 of the MFMA	Mayor and Accounting Officer	15 January 2020	Council

Determination of strategic objectives for Key Performance Areas and 3 year budget	Section 21, 22, 53 and 66 of the MFMA	Councillors and Officials	22 January 2020	Council
1 st IDP AND Budget Steering Committee Meeting Development/Review of Key Performance Areas, Key Performance Indicators and Targets		Accounting Officer	22 January 2020	Mayor
1 st IDP AND Budget Representative Forum Meeting		Accounting Officer	30 January 2020	Mayor
Submission of Department Plans for 2020/21 FY		Senior Managers	28 January 2020	CFO
Ward Based Consultation process on IDP and Budget related Policies – Ward 1 – 6		Ward Councillors	05 February 2020 Johannes Mokopane Community Hall – Ward 1	Council
			06 February 2020 Oppermans Lutheran Church – Ward 1	
			11 February 2020 Kutlwiso Community Hall – Ward 2	
			12 February 2020 Phambili School – Ward 3	
			13 February 2020 Ipetleng School Hall – Ward 3	
			18 February 2020 Walter Sisulu Community Facility – Ward 4	
			19 February 2020 Daniel Moopela	

			Community Hall – Ward 5 20 February 2020 Bolokanang Community Hall – Ward 6	
Review of Budget related policies for the 2020/21 FY	MSA 74 and 75	Mayor with Accounting Officer, CFO and BTO	03 March 2020	Council
Review of tariffs (rates and service charges for 2020/21 FY)	MSA 74 and 75	Section 79 Finance BTO	03 March 2020	Council
Assessment of IDP implementation status		Accounting Officer Heads of Departments	30 January 2020	Council
Tabling of the 2019/20 mid-year budget performance review to Finance Committee and Council	Section 72 (1)(a) of the MFMA	Mayor	24 January 2020	Council
Tabling of the 2019/20 Adjustment Budget	Section 69 (2) of the MFMA	Mayor	28 February 2020	Council
Phase 3: Project Identification (Review of Projects)				
Review existing Project Template		IDP Steering Committee	January – March 2020	Accounting Officer
Review Development Strategies		IDP Steering Committee	October 2019 – March 2020	Accounting Officer
Ward Consultation Process on Project prioritization through Sectoral Meetings targeting Rate Payers Associations		Mayor	10 – 13 March 2020	Council
Establish preliminary budget for each project		CFO and Heads of Departments	January 2020	Accounting Officer
Finalize Sector Plans		Heads of Departments	March 2020	Accounting Officer

Update 3 year Financial Plan, list of projects and 3 year Capital Investment Programme; to integrate with IDP to inform Strategic Municipal Budget aligned with IDP		Heads of Departments	February 2020	Accounting Officer
Preparation of the 2020/21 Financial Year's: <ul style="list-style-type: none"> Capital budget Operational budget Salaries Budget Tariff charges Revised Budget Draft SDBIP 		Chief Finance Officer	3-6 March 2020	Finance Committee
Draft Operating and Capital Budget to Management		CFO and Municipal Manager	11 March 2020	Finance Committee
Submission and presentation of all Capital projects for 2020/21 and the 3 year capital plan		Heads of Departments	February 2020	Council
IDP 2 nd Representative Forum Meeting		Mayor	17 March 2020	Council
Phase 4: Project Integration				
Screening of projects		IDP Steering Committee	February 2020	Section 79 Committee Planning and Development
Integration with Municipal Budget/ SDBIP		Accounting Officer CFO and Manager Development Planning	February 2020	Section 79 Committee Planning and Development
Submission of draft Operating and Capital Budget to Council	Section 16, 22, 23, 87 MFMA MSA S34	Mayor	31 March 2020	Council
Submission of 2020/21 Draft IDP to Council		Mayor	31 March 2020	Council
Submission of the draft SDBIP to the Mayor		Accounting Officer	31 March 2020	Mayor
Submission of draft IDP to COGTA for Provincial IDP Assessment		Accounting Officer	02 April 2020	MEC for COGTA

Provincial IDP Analysis			April 2020	COGTA
Submission of the tabled Annual budget to National Treasury and Provincial Treasury and publication of the tabled budget	Section 22(b) of the MFMA	Accounting Officer	02 April 2020	National Treasury and Provincial Treasury
Phase 5: Approval				
Presentation of the Revised 2020/21 IDP (After the Provincial Assessment)		IDP Steering Committee	April 2020	Municipal Manager
Consideration of inputs received from external stakeholders on the annual budget and IDP		Mayor Management	07 May 2020	Council
Tabling of the annual budget and budget related policies	Section 24 (3) of the MFMA	Municipal Manager	29 May 2020	Council
Final approval of IDP, Budget and PMS by Council			29 May 2020	Council
Submission of Final Service Delivery and Budget Implementation Plan (SDBIP)	Section 69 of the MFMA and Section 53 (1)(c)(ii)	Accounting Officer and Senior Manager	12 June 2020	Mayor
Submission of the budget in the approved format to the Provincial and National Treasuries	Section 24 (3) of the MFMA	Accounting Officer	04 June 2020	National and Provincial Treasury
Submission of the approved and adopted 2020/21 IDP to the MEC for COGTA			10 days after date of adoption.	Municipal Manager

Note: Pertaining to the IDP and Budget community consultation programmes stipulated above, the dates were amended. Budget consultations were rolled-out to all Wards as per table below;

4.1.2 Ward Based Consultation process on IDP and Budget related Policies – Ward 1 – 6

Table 2

WARD & MUNICIPALITY	STAKEHOLDER	DATE	TIME	VENUE
Letsemeng LM	Management	05 May 2020	10:00	Municipal Manager's Boardroom
Letsemeng LM	Councillors	06 May 2020	10:00	Municipal Council Chamber, Koffiefontein
Ward 4 & 5	Community/Stakeholder Consultation	7 May 2020	12:00	MPCC/Daniel Moopela Hall, Dithake
Ward 3 & 6	Community/Stakeholder Consultation	12 May 2020	16:00	Ipetleng Secondary School, Bolokanang/Petrusburg Library
Ward 2	Community/Stakeholder Consultation	13 May 2020	12:00	Kutlwisiso Community Hall, Ratanang
Ward 1	Community Consultation	14 May 2020	16:00	Oppermansgronde Lutheran Church, Hall)
Ward 1	Professionals and Business people	19 May 2020	12:00	Johannes Mokopane Community Hall

4.1.3 INSTITUTIONAL ARRANGEMENTS and ROLES and RESPONSIBILITIES

Table 3

Role Players	Responsibilities
Municipal Council	<p>As the ultimate political decision-making body of the municipality, the Municipal Council:</p> <ul style="list-style-type: none"> • Consider and adopt a Process Plan; • Consider, adopt and approve the IDP;
Ward Councillors	<p>Councillors are the major link between the municipal government and the residents. As such, their role is to:</p> <ul style="list-style-type: none"> • Link the planning process to their constituencies and/or wards; • Be responsible for organising public consultation and participation; • Ensure the annual business plans, and municipal budget are linked to and based on the IDP.
Municipal Manager and IDP Manager	<p>The Municipal Manager or a senior official being charged with the function of an IDP Manager on his/her behalf has to manage and co-ordinate to IDP process. This includes to:-</p> <ul style="list-style-type: none"> • Prepare the Process Plan; • Undertake the overall management and co-ordination of the planning process; • Ensure that all relevant actors are appropriately involved, • Nominate persons in charge of different roles; • Be responsible for the day- to-day management of the drafting process; • Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements; • Respond to comments on the draft IDP from the public, horizontal alignment and other spheres of government to the satisfaction of the municipal council;

	<ul style="list-style-type: none"> • Ensure proper documentation of the results of the planning of the IDP document; and • Adjust the IDP in accordance with the MEC for COGTA’s proposals; <p>Even if the Municipal Manager delegates some of these functions to an IDP Manager on his behalf, he is still responsible and accountable.</p>
Heads of Departments and Officials	<p>As the persons in charge for implementing IDPs, the Heads of Departments have to be fully involved in the planning process to:</p> <ul style="list-style-type: none"> • Provide relevant technical, sector and financial information for analysis for determining priority issues; • Contribute technical expertise in the consideration and finalisation of strategies and identification of projects; • Provide departmental operational and capital budgetary information; • Be responsible for the preparation of project proposals, the integration of projects and sector programmes; • Be responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for COGTA for alignment.

4.1.4 PARTICIPANTS IN THE IDP REVIEW PROCESS and TERMS OF REFERENCE

Table 4

IDP Steering Committee	
“Support the IDP Manager and ensure a smooth planning process”	
Composition	Terms of Reference
Chair:	<ul style="list-style-type: none"> • Provides terms of reference for the various planning activities • Commissions research studies

<p>Municipal Manager or IDP Manager</p> <p>Secretariat:</p> <p>Dedicated Municipal Official</p> <p>Members:</p> <p>Chairpersons of Section 79 Committees</p> <p>Heads of Departments</p> <p>Project Management Unit – Technician</p>	<ul style="list-style-type: none"> • Considers and comments on: <ul style="list-style-type: none"> + inputs from sub-committee/s, study teams and consultants + inputs from provincial sector departments and support providers • Processes, summarises and documents outputs • Makes content recommendations • Prepares, facilitates and documents meetings
<p>IDP Representative Forum</p> <p>“Institutionalizes and guarantees representative participation in the IDP Process”</p>	
<p>Composition</p>	<p>Terms of Reference</p>
<p>Chair:</p> <p>Mayor of Letsemeng Council</p>	<ul style="list-style-type: none"> • Represent the interests of their constituents in the IDP process
<p>Secretariat:</p> <p>IDP Steering Committee</p>	<ul style="list-style-type: none"> • Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders • Ensure communication between all the stakeholder representatives

Members: <ul style="list-style-type: none"> •Councillors •Ward Committee Chairpersons •Heads of Departments / Senior officials •Stakeholder representatives of organised groups •Resource people •Community Representatives 	<ul style="list-style-type: none"> • Monitor the performance of the planning and implementation process • Participate in the process of setting up and monitoring “key performance indicators” in line with the “Performance Management Framework of Letsemeng Municipality”.
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4.1.5 PUBLIC AND STAKEHOLDER PARTICIPATION DURING THE IDP PHASES

Table 5

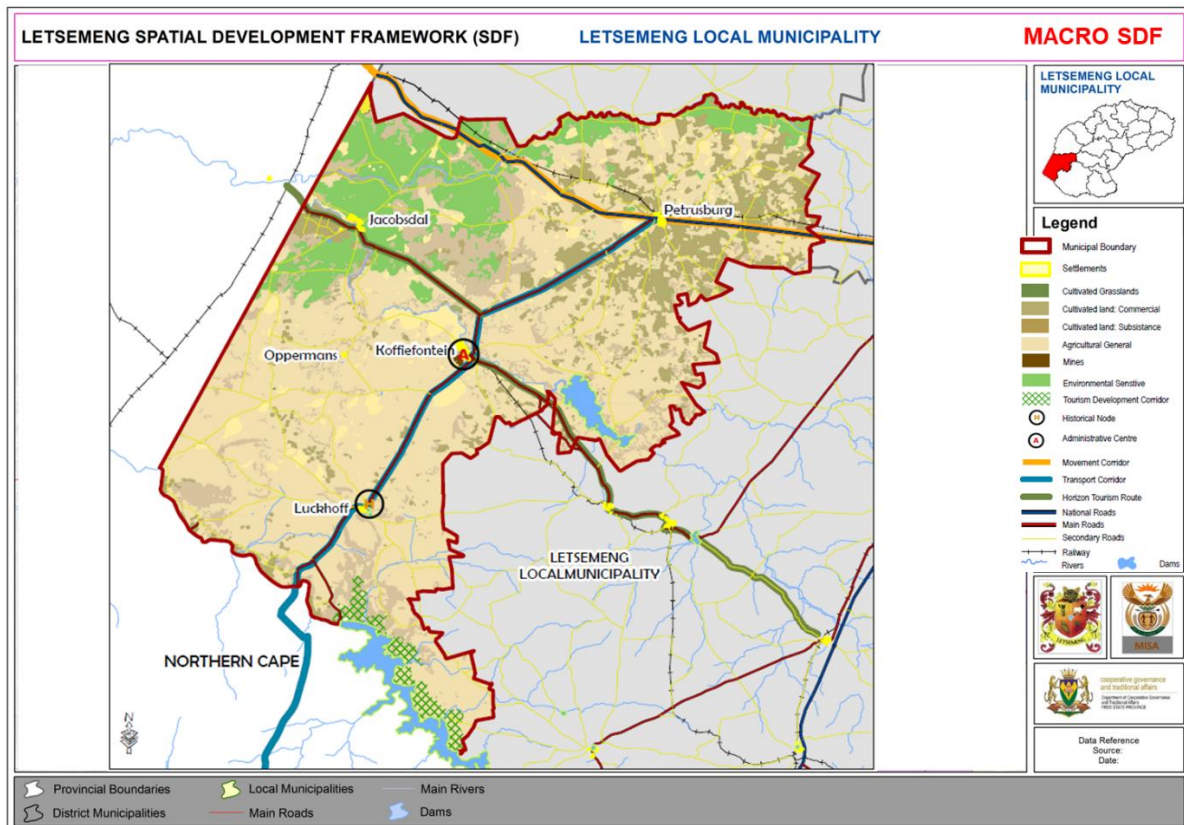
	Planning phase	Participation Mechanisms
1	Analysis	<ul style="list-style-type: none"> • Community consultation meetings organised by councillors; • Stakeholder meetings in all wards; • Written submissions from the public domain;
2	Strategies	<ul style="list-style-type: none"> • District level strategy workshops, with representatives of all municipalities in the Xhariep District

		<ul style="list-style-type: none"> • Sector Provincial and National departments; and selected representatives of stakeholder organisations; • IDP Representative Forum at local level; • Stimulation of public debates through public events;
3	Project planning a) Projects/ programmes with municipality-wide scale b) Localised community-level projects	<ul style="list-style-type: none"> • Technical sub-committees with few selected representatives of stakeholder organisations and civil society; • Intensive dialogue between technical subcommittees and affected communities;
4	Integration	<ul style="list-style-type: none"> • IDP Representative Forum;
5	Approval	<ul style="list-style-type: none"> • Broad public discussion/ consultation process within all community and stakeholder organisations; • Opportunity for comments from communities and stakeholder organisations;
6	Monitoring of Implementation	<ul style="list-style-type: none"> • IDP Representative Forum;

CHAPTER 5

5.1 SPATIAL ECONOMIC AND DEVELOPMENT RATIONALE

5.1.1 SPATIAL OVERVIEW



Letsemeng Local Municipality is situated in the south-west of the Free State province within the Xhariep District Municipality, a rather agriculturally rich area with limited natural economic resources. The area of the Local Municipality measures approximately 10 192km².

The Local Municipality consists of the towns Koffiefontein (municipal head office), Jacobsdal, Petrusburg, Luckhoff and Oppermansgronde. There are no major centres within the municipal area and the closest cities are Bloemfontein and Kimberley.

The socio-economic development of the municipality is centred on agriculture. The municipal area also has mining activities, with diamonds being the major natural resource that helps with employment creation.

It is bordered by Tokologo Local Municipality in Lejweleputswa District to the north, Mangaung Metro Municipality to the east and Kopanong Local Municipality in the southeast.

Other borders are the Pixley ka Seme District Municipality (Sol Plaatje Local Municipality) in Northern Cape Province to the west and Frances Baard District Municipality (Siyacuma, Thembalihle and Renoster Local Municipalities) in Northern Cape Province to the south-west.

The N8 route crosses the area to the north and links Kimberley and Bloemfontein via Petrusburg. The Port Elizabeth railway line starts at Koffiefontein and connects at Springfontein with the Bloemfontein/Cape Town railway line to continue in an easterly direction towards Port Elizabeth.

Letsemeng forms the gateway to the Free State from the Northern Cape. The N8 introduced new possibilities to Letsemeng, where major traffic is generated on a daily basis between Bloemfontein and Kimberly National Road (N8). The access route between Trompsburg and Koffiefontein, via Fauresmith is a major regional administrative distributor that provides access to the District and N1. A major linkage between Jacobsdal and Bloemfontein, via Koffiefontein and Petrusburg provide a gateway to the vineyards to Jacobsdal located along the Riet River. (*Letsemeng SDF, 2016/17*)

- **Koffiefontein/Ditlhake/Diamanthoogte:**

This modest country town in the south western Free State is home to some of the best quality diamonds in the world.

The name Koffiefontein is said to come from transport riders who often stopped at a spring in the area to enjoy a cup of coffee. When one of them discovered a diamond in 1870 growth started and this prompted the usual diamond rush and by 1882 Koffiefontein was a booming town with four mining companies. It was however only in 1892 that the town was proclaimed.

It is therefore suited for visitors to be greeted by a huge coffee pot at the entrance of the town that, according to its citizens, is a symbol of the hospitality. In addition, it is probably the only town in South Africa that has maintained its rural character despite of blooming mining activities and it is situated 146 km east of Bloemfontein.

- **Jacobsdal/Ratanang/Sandershoogte:**

This green idyllic town lies on the R705, 154km west of Bloemfontein and only 15km east of the Northern Cape Provincial border and 45 km northwest of Koffiefontein.

In 1858 Christoffel Jacobs gave his name to the town laid out on his farm Kalkfontein. The first residential stands were sold on 7 March 1859 and municipal status was granted in July 1860. The original house of Mr Jacobs, which will be used as an information bureau and museum, is now being restored into its original state.

Apart from being home to the first wine cellars outside the Cape Province, Jacobsdal also has an irrigation scheme that supplies water to crops over a huge area. About 160 000 tonnes of crops, such as Lucerne, groundnuts, potatoes and grapes are produced in this area annually.

The Riet River irrigation settlements start about 3km west of the town and extent 15km up to the confluence of the Riet and Modder River at Ritchie.

- **Petrusburg/Bolokanang:**

This is a rich agricultural centre which is situated 80km west of Bloemfontein on the N8. It was *named* after Petrus Albertus Venter whose estate provided the money to buy the farm Diepfontein, on which the town was laid out in 1891 as a church and commercial centre for an extensive farming area.

Mixed farming is practiced in the 3000 square km which was excised from the Fauresmith district in 1863. The main activity is sheep farming. The main crops are maize and potatoes. Modest quantities of wheat are harvested in the rare season when enough rain falls in winter and early spring. There are numerous salt pans in the district.

- **Luckhoff/Relebohile/Teisesville:**

This agricultural town lies on the R48, 50km south of Koffiefontein. This town was established on the farm Koffiekuil in 1892 and named for the Rev H.J. Luckhoff, Dutch Reformed minister of Fauresmith, when the new congregation was formed. The Dutch Reformed Church was build out of stones from the area. In front of the City Hall stands a “gaslamp” that was used as a streetlight in earlier years. An important source of income in the Luckhoff district is merino sheep farming.

- **Oppermansgronde:**

This is a land reform project. In the course of the 19th century, the region north of the Orange River became the dwelling place of a variety of people. The Oppermansgronde family was dispossessed of their rights of the land claimed in 19 June 1913. The dispossession was effected to further the objective of the previous government's segregation policies. Through intensive facilitation by Letsemeng Council and the Department of Land Affairs, the land was transferred back to the Oppermansgronde Family on 26 July 2003.

5.2 POLICY CONTEXT

5.2.1 NATIONAL POLICY

■ NATIONAL DEVELOPMENT PLAN (NDP)

The NDP's Human Settlement Targets, as set out in Chapter 8, which focuses on transforming human settlements and the national space economy, include: more people living closer to their places of work; better quality public transport; and more jobs in proximity to townships. To achieve these targets, it advocates strong measures to prevent further development of housing in marginal places, increased urban densities to support public transport, incentivizing economic activity in and adjacent to townships; and engaging the private sector in the gap housing market.

■ SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA) [16 OF 2013]

The Spatial Planning and Land Use Management Act (2013) puts forward principles to influence spatial planning, land use management and land development. It also provides for national and regional land use frameworks as well as provincial and municipal frameworks, implying that a package of plans will be undertaken from national to municipal level to direct land use management, while providing for uniform regulation of land use management. The general principles endorsed by SPLUMA is that spatial planning, land use management and land development must promote and enhance Spatial Justice, Spatial Sustainability; Efficiency; Spatial Resilience, and Good Administration as summarised below:

Spatial Justice

- Past spatial and other development imbalances must be redressed through improved access to and use of land;
- Spatial Development Frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation;
- Spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to Land by disadvantaged communities and persons;
- Must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;
- Must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
- A Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application.

Sustainability

- Promote land development that is within the fiscal, institutional and administrative means of the Republic;
- Ensure that special consideration is given to the protection of prime and unique agricultural land;
- Uphold consistency of land use measures in accordance with environmental management instruments;
- Promote and stimulate the effective and equitable functioning of land markets;
- Consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
- Promote land development in locations that are sustainable and limit urban sprawl; and
- Result in communities that are viable.

Spatial Efficiency

- Land development optimises the use of existing resources and infrastructure;
- Decision-making procedures are designed to minimise negative financial, social, economic or environmental impacts; and
- Development application procedures are efficient and streamlined.

Spatial Resilience

- Flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

Good Administration

- All spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;
- All government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;
- The requirements of any law relating to land development and land use are met timeously;
- The preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and
- Policies, legislation and procedures must be clearly set in order to inform and empower members of the public.

■ NATIONAL SPATIAL DEVELOPMENT FRAMEWORK

National Spatial Development Vision Statement reads as follows: “All Our People Living in Shared and Transformed Places in an Integrated, Inclusive, Sustainable and Competitive National Space Economy”

The accompanying Mission Statement reads as follows: “Making our Common Desired Spatial Future Together Through Better Planning, Investment, Delivery and Monitoring”

The vision statement aims to provide

- high-level spatial guidance and direction to all national sector departments, provincial governments, municipalities, SOEs, and all other role players in planning, budgeting and investment actions;
- contribute to bringing about transformation and development impact at scale through decisive national spatial targeting;
- assist in pro-actively identifying priority national intervention areas for ‘urgent spatial development and spatial management action’ by a multiplicity of role players, to utilise opportunities for change and enable adaptation at scale;
- provide a timeframe against which to undertake spatial accountability assessments.

It proposes that the development of South Africa be based on five frames:

- **Frame One:** Urban Regions, Clusters and Development Corridors as the engines of national transformation and economic growth: To focus and sustain national economic growth, drive inclusive economic development and derive maximum transformative benefit from urbanisation and urban living.
- **Frame Two:** Productive Rural Regions and Regional Development Anchors as the foundation of national transformation: To ensure national food security, rural transformation and rural enterprise development and quality of life in rural South Africa through a set of strong urban-rural development anchors in functional regional-rural economies.
- **Frame Three:** National Ecological Infrastructure System as enabler for a shared and sustainable resource foundation: To protect and enable sustainable and just access to water and other national resources for quality livelihoods of current and future generations.
- **Frame Four:** National Connectivity and Economic Infrastructure Networks as enabler for a shared, sustainable and inclusive economy: To develop, expand and maintain a

transport, trade and communication network in support of national, regional and local economic development.

- **Frame Five:** National Social Service and Settlement Infrastructure Network in support of national well-being: To ensure effective access to the benefits of high-quality basic, social and economic services in a well-located system of vibrant rural service towns, acting as urban-rural anchors and rural-rural connectors.

National Spatial Development Perspective

- **Guiding principle: sustainable development**

THE LLMSDF takes as its starting point the goal of sustainable development. Although sustainable development is a much talked about and widely supported goal, in practice our development path, globally, nationally and in the LLM, is taking us in the opposite direction. Not everyone has the same interpretation and understanding of “sustainability”. This causes numerous problems between civil society, developers, conservationist and the municipality. In the above view, development must only be acceptable and in the public interest if it is socially equitable, economically viable and environmentally sustainable. This means that the development need of present generations should be met without the ability of future generations to meet their needs, being compromised. Sustainable development encompasses the integration of social, economic and ecological factors into planning, decision-making and implementation so as to ensure that development serves present and future generations.

■ INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)

The Integrated Urban Development Framework (IUDF) was created to work towards the achievement of resilient, inclusive and liveable cities and towns within South Africa. The IUDF builds upon several chapters from the National Development Plan (NDP) as well as extending on Chapter 8 of the constitution. The vision of the (IUDF) is: ‘Liveable, safe, resource-efficient cities and towns that are socially integrated, economically inclusive and globally competitive, where residents actively participate in urban life’. It aims to achieve this vision through focusing on eight levers which are:

- Integrated Spatial Planning
- Integrated Transport and Mobility
- Integrated and Sustainable Human Settlements

- Integrated Urban Infrastructure
- Efficient Land Governance and Management
- Inclusive Economic Development
- Effective Urban Governance

■ MUNICIPAL DEMARCATION ACT 27 OF 1998

The Municipal Demarcation Act 27 of 1998 (DMA) provides criteria and procedures for the determination of municipal boundaries by an independent authority. In terms of the Act, the Municipal Demarcation Board is established to determine municipal boundaries.

Section 24 provides that when demarcating a municipal boundary, the Board must aim to establish an area that would enable the municipality to fulfil its Constitutional obligations, including the provision of services in an equitable and sustainable manner, the promotion of social and economic development and the promotion of a safe and healthy environment. The tax base must also be as inclusive as possible of users of municipal services in the municipality.

■ ORGANISED LOCAL GOVERNMENT ACT 52 OF 1997

The Organised Local Government Act 52 of 1997 (LGA) provides for the recognition of national and provincial organisations representing the different categories of municipalities and determines various procedures concerning local government, including procedures by which local government may consult with national and provincial government.

■ MUNICIPAL STRUCTURES ACT 117 OF 1998

The main object of the Municipal Structures Act 117 of 1998 (MSA) is to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality and to provide for an appropriate division of functions and powers between categories of municipality. It is one of a set of legislation that is aimed at the transformation of local government into a more financially sustainable and performance orientated sphere of government. The Act is aimed at creating the permanent structures mandated by the Constitution, which will replace the transitional structures created by the Local Government Transition Act. Municipalities are categorised either as A, B or C, depending on the level of development. Chapter 5 sets out the functions and powers of the municipalities in accordance with the Constitution.

■ MUNICIPAL SYSTEMS ACT (MSA) [32 OF 2000]

Two elements of the MSA's treatment of MSDFs should be noted:

- Chapter 5 of the Act deals with Integrated Development Planning and provides the legislative framework for the compilation and adoption of IDPs by Municipalities. Within the Chapter, Section 26(e) requires an SDF as a mandatory component of the municipal IDP. The rest of the chapter's provisions on IDPs also apply to SDFs.
- In 2001 the Minister for Provincial and Local Government issued the Local Government: Municipal Planning and Performance Management Regulations. Within these regulations, Regulation 2(4) prescribes the minimum requirements for a municipal SDF.

■ OTHER NATIONAL POLICIES

Table 1

RELEVANT ACT/ POLICY	APPLICABLE SECTIONS	COMMENTS
The Constitution of SA 1996 (Act No. 108 of 1996)	Chapter 6	Salient principles for development
National Strategy for Sustainable Development-Action Plan 1 (2011)	All, but especially chapters 3 and 4	A frame of reference for <i>business unusual</i> , but also giving clarity on some Sustainable Development objectives
National Spatial Development Perspective (2006)	Principle 5	Strategy to counter the spatial manifestations of apartheid planning
National Environmental Management Act,1998 (Act No.107 of 1998 as amended)	Chapter 1 and Section 16(4)(b)	Base principles on how we nurture nature – mandatory
National Water Act (36/1998)	Chapter 4	Mineral Resources
NEM Protected Areas Act, 2003 (Act No.57 of 2003)	Chapters 3, 4, 5, 13, and 14	Provides for the sustainable use of our water resources
	Mainly chapter 4	Provides for the conservation of ecologically viable areas (reserves)

National Heritage Resources Act, 1999 (Act No. 25 of 1999)	Mainly chapter 2	Provides for the conservation of heritage resources
Subdivision of Agricultural Land Act, 1970 (Act No. 70 of 1970)		Applicable outside of towns, on farm land.
Conservation of Agricultural resources Act, 1983 (Act No.43 of 1983)	Sections 5, 6, 7, 12 and 29	Provides for the control over the utilisation of natural agricultural resources
NEM Biodiversity Act, 2004 (Act No. 10 of 2004)	Chapter 3	To provide for the sustainable use of our natural capital
Minerals and Petroleum Resources Development Act (Act 28 of 2002 as amended)	Section 53	It is more relevant and applicable in mining towns like Welkom and most towns in the Free State where mining is growing slowly

- **NATIONAL ENVIRONMENTAL MANAGEMENT ACT 107 OF 1998**

The National Environmental Management Act 107 of 1998 (NEMA) provides for co-operative governance by establishing principles and procedures for decision- makers on matters affecting the environment. An important function of the Act is to serve as an enabling Act for the promulgation of legislation to effectively address integrated environmental management. Some of the principles in the Act are –

- Accountability;
- Affordability;
- Cradle to Grave Management;
- Equity; Integration;
- Open Information;
- Polluter Pays;
- Subsidiary; Waste Avoidance and Minimization;
- Co-operative Governance;
- Sustainable Development; and
- Environmental Protection and Justice.

5.2.2 PROVINCIAL POLICY

■ FREE STATE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS), 2012

The Free State Provincial Government has developed the Free State Provincial Growth and Development Strategy (FSGDS), Free State Vision 2030. The PGDS is the fundamental policy framework for the Provincial Government. It is a critical instrument to shape and coordinate the allocation of national, provincial and local resources, and private sector investment to achieve sustainable development outcomes based on provincial development needs and priorities.

The Strategy embodies broad strategic policy goals and objectives of the province in line with national policy objectives. The Strategy addresses the key and most fundamental issues of development, spanning the social, economic and political environment. It constantly takes into account annual provincial priorities and sets broad targets in terms of provincial economic growth and development, service delivery and public service transformation. The Strategy has identified six priority areas of intervention by the Province, namely:

- Inclusive Economic growth and sustainable job creation;
- Education innovation and skills development;
- Improved quality of life;
- Sustainable Rural Development;
- Efficient Administration and Good Governance.
- Building social cohesion.

Importantly, the FSGDS provides a situational analysis of the province, which includes the opportunities and challenges, identify drivers, strategies and measurable performance targets (5 year, 10 year, 15 year and 20-year targets) to ensure the implementation of the identified six priority areas.

■ FREE STATE SPATIAL PLANNING AND LAND USE BILL (SPLUMB)

SPLUMA was enacted as National Framework Legislation with supplementary Provincial Legislation required from provinces in accordance with Schedule 1 of the said Act.

The Provincial Government, Free State COGTA, compiled the Free State Spatial Planning and Land Use Bill to inter alia regulate:

- Land Development;

- Land Use Management;
- Spatial Planning;
- To provide a hierarchy of Regional, Provincial, Municipal And Local Spatial Development Frameworks;
- To outline the Public Participation Process in a Land Use Scheme Process;
- To provide for the adoption, publication and public participation process of land use schemes;
- As well as other matters related to provincial and municipal planning.

The Provincial Legislation has not been enacted as yet, but it is necessary to include it because all Bylaws within the Free State Province needs to adhere to its prescripts.

Section 8 of the Provincial Legislation outlines the process for the compilation, review and amendment of Municipal Spatial Development Frameworks as well as committees that may be established.

The Provincial Legislation outlines two committees with their respective roles and functions. Due to the fact that all planning legislation must be guided by SPLUMA, the Provincial Legislation outlines similar processes for the compilation, review or amendment of the Municipal Spatial Development Frameworks.

■ FREE STATE PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK (DRAFT)

The Free State Provincial Spatial Development Framework is a Provincial Spatial and Strategic Planning Policy that responds to and complies with the relevant legislation and policy. In the latter regard, reference is made to the National Development Plan (NDP) Vision 2030, which encourages all spheres of government to prepare spatial development plans and frameworks (such as the PSDF) that promote a developmental state in accordance with the principles of global sustainability as is advocated by, among others, the South African Constitution and enabling legislation.

Spatial Planning Categories (SPCs) will form the basis for the overlaying of conceptual proposals of the Xhariep District SDF. In this regard, the Free State Spatial Planning and Land Use Bill states that all planning/development frameworks should be done according to prescribed spatial planning categories in order to have a system that will be interpreted in a similar manner across the different levels of development frameworks that are in relation to the province. These SPCs provide a

framework to guide decision-making regarding land-use at all levels of planning and will ensure effective monitoring and evaluation at all levels of planning.

Implications for Letsemeng Local Municipality are:

- The FS PSDF 2013 identified the towns of Letsemeng Local Municipality as small towns, i.e. rural and small-farming communities.
- It also identified Koffiefontein the main business and administrative hub of the Municipality and Luckhoff as an Agricultural Industry
- N8 Transnational Development Corridor

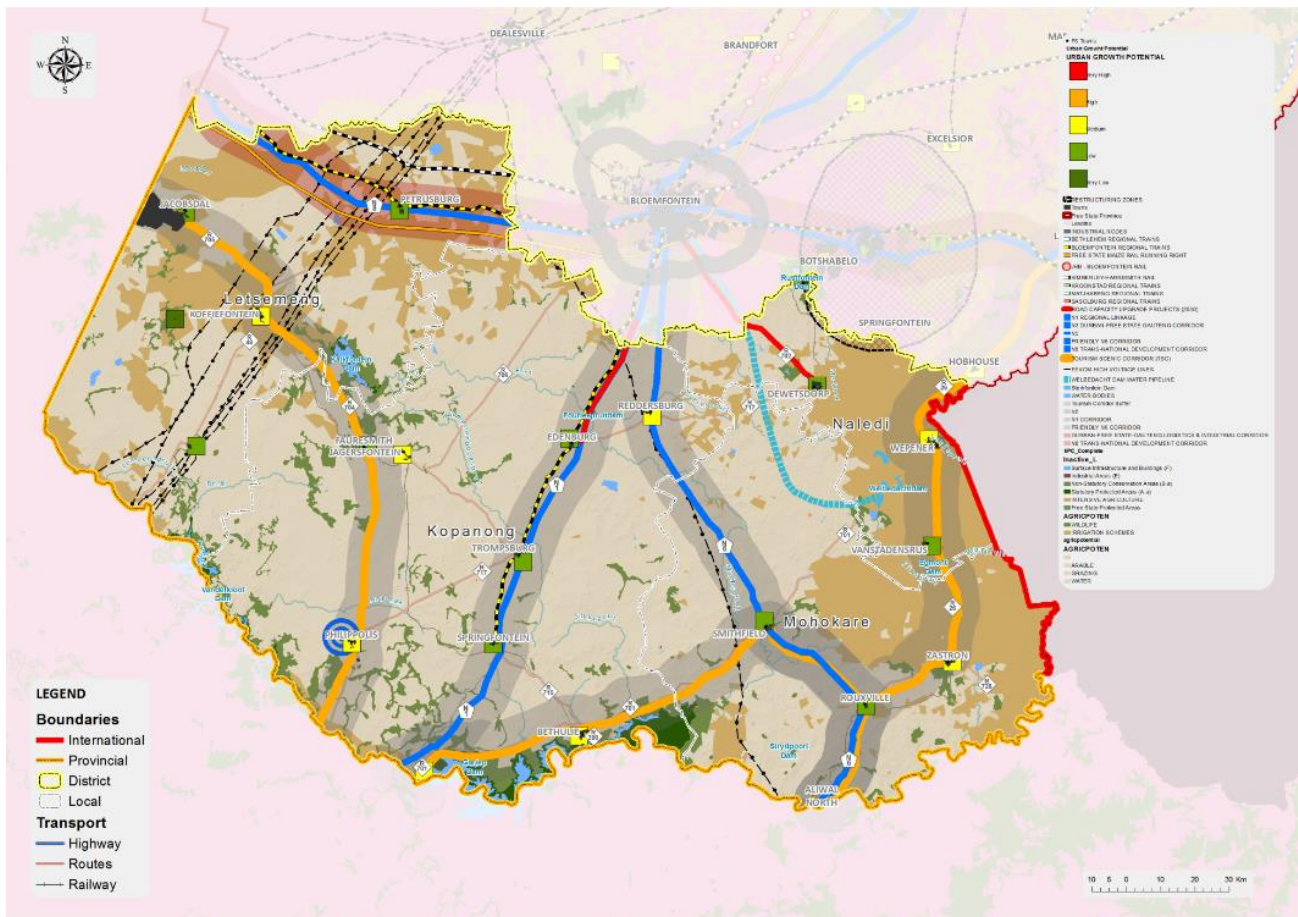
The SPCs are not a blueprint for land-use classification, or a zoning scheme. The SPCs provide a framework to guide decision-making regarding land-use at all levels of planning. The designation of SPCs does not change existing zoning or land-use regulations or legislation. SPCs merely help to clarify and facilitate coherent decision-making that can lead to better zoning, laws and regulations.

The FSPSDF is based on six Spatial Planning Categories (SPCs). These Spatial Planning Categories are:

- **SPC A:** CORE – Conservation Areas
- **SPC B:** BUFFER AREAS – Natural Environment
- **SPC C:** AGRICULTURAL AREAS – Intensive and Extensive agricultural uses
- **SPC D:** URBAN AREAS – Built-up Areas
- **SPC E:** INDUSTRIAL AREAS
- **SPC F:** SURFACE INFRASTRUCTURE

Spatial proposals for Letsemeng Local Municipality in the FSPSDF include:

- The whole of Xhariep district as a “solar corridor”. That is the only opportunity identified by the PSDF for Xhariep district. Whilst the solar corridor concept is an important one and must play an important role in Letsemeng local economic development, some potential assets were not identified by the provincial SDF:
- Vanderkloof dam and the Rolfontein nature reserve as tourism node.
- The potential of the N8 as development corridor.
- Agricultural beneficiation potential of the Vanderkloof dam and Riet River irrigation networks, serving Oppermansgronde and Jacobsdal, respectively.



(MAP 2: DRAFT FREE STATE PROVINCIAL SDF, 2014)

■ **FREE STATE AGRICULTURAL MASTER PLAN (2015)**

The main focus of the services required by the Department of Agriculture and Rural Development of the FS (FSDARD) was the development and implementation of a dynamic Agricultural Master Plan (AMP). This was to encompass identifying stakeholders and their roles, producing a comprehensive resource audit, identification of best practice land use options, identifying economic opportunities, a dynamic commodity analysis, and viable development projects and the creation of a project information library. All of these were required to inform the AMP, and were to be packaged into an integrated spatial agricultural planning system.

The resulting master plan is anchored on sound environmental and economic principles as these are to be the foundation of sustainable growth and development of the sector. On implementation, the plan should support the presidential priorities that include land reform, capacity building, extension services, and agri-businesses. It should facilitate job creation, skills development, increased sector investment in agricultural infrastructure and good practice farming systems among communities.

The following information from the AMP relates to the Letsemeng Local Municipality:

- It holds potential locations for implementing vegetable farming including as carrots, cabbage, garlic, green beans, onions, potatoes, squashes & pumpkins and watermelon.
- Letsemeng is also identified as suitable for sheep and goat farming
It holds the potential for nodes of specialisation in mining exploration and processing, as well as intensive agriculture including agro- processing

■ FREE STATE CRITICAL BIODIVERSITY PLAN (NOVEMBER 2017)

The Department of Economic Development, Small Business Development, Tourism and Environmental Affairs (DESTEA) compiled a **Biodiversity Plan** for the Free State (November 2017). It is a technical report with detail on methods followed to produce the first terrestrial biodiversity plan for the Province. The main products of biodiversity planning process are the different terrestrial categories (e.g. Protected, Critical Biodiversity Areas, Ecological Support Areas, Other and Degraded) and land-use guidelines for the above-mentioned categories.

A Critical Biodiversity Areas (CBAs) is an area that must be maintained in a natural or near-natural state in order to meet biodiversity targets. When an area is indicated to be critical does not necessarily means that all development within such an area is forbidden. The provincial biodiversity plan provides guidelines indicating types of development permissible in such spaces to ensure the persistence of the biodiversity features responsible for their classification as CBAs.

5.2.3 REGIONAL POLICY

■ KAROO SMALL TOWN REGENERATION INITIATIVE

The purpose of the Karoo Small Town Regeneration Program (KSTRI) is to highlight the role of small towns in the Karoo region as places of significant economic and social opportunity. The working problem statement for the Initiative is as follows:

- The Karoo is a water stressed biologically diverse and sensitive bio-region requiring a careful weighing up of development options
- Individual municipalities have limited resources (human, financial, technical) in order to deal with factors that affect the entire region; such as, shale gas and uranium mining, renewable energy investment, climate change and adaption, poverty and unemployment.

- Developing a strategic response to the development challenges will have limited impact, without considering the area as a region.

The Karoo Region Small Town Regeneration and Regional Economic Development Conference was convened by the SALGA in partnership with district and local municipalities from the Western Cape, Eastern Cape, Northern Cape and Free State that are located in the Karoo biophysical region, and led to the development of the KSTRI.

The following Districts and Local Municipalities will be affected by the KSTRP in the Free State.

Table 2

DISTRICT	MUNICIPALITY	TOWN
XHARIEP	Xhariep DM	Trompsburg, Gariep Dam, Springfontein, Phillipolis, Jagersfontein, Fauresmith, Edenburg & Reddersburg
	Mohokare LM	Zastron , Smithfield & Rouxville
	Letsemeng LM	Koffiefontein , Jacobsdal, Luckhoff, Oppermansgronde, Petrusburg & Farmland

DISTRICT AND LOCAL MUNICIPALITIES AFFECTED BY THE KSTRI)

5.2.4 DISTRICT POLICY

■ **XHARIEP DISTRICT SPATIAL DEVELOPMENT FRAMEWORK**

The Xhariep district is represented in a fitting global, national and provincial context which recognises the district as a key component due to its comparative and competitive advantages that include its scenery, agriculture and tourism opportunities and its international border with Lesotho. The spatial vision of the municipality is the same as that of the district Integrated Development Plan. The vision of the district municipality is: “A community - oriented municipality characterised by a sound political and administrative capacity with sustainable and enabling business environment.” From a spatial perspective the Xhariep district is envisaged as a structured matrix of interrelated land use regions which are community-orientated and collectively support a dynamic district economy vested in an enabling and sustainable business environment.

The envisaged matrix comprises the following:

- Natural resource areas and critical biodiversity areas connected through a network of functional ecological corridors;
- Productive agricultural regions pivoting around the core agricultural resources;
- Sustainable human settlements developed in accordance with set priorities;
- Primary and secondary economic development regions and nodes supported by sustainable and adequate bulk services and transportation corridors linking the district provincially, nationally and globally.

These are the following proposals:

- Bioregional SDF between Mohokare, Naledi and Lesotho;
- Detailed branding and tourism strategy to the benefit of Xhariep District;
- Following the development of the Mega Agri-Hub a precinct plan for Springfontein should be developed;
- Economic hubs and nodes where economic growth will be promoted. A variety of activities will tend to cluster in and around these nodes. The nodes offer development potential and it needs to be stimulated in order to concentrate growth. The potential for growth is informed by the strengths and opportunities presented by each hub or node;
- Presently no educational centre has been identified for the Xhariep District. Education is however a pressing issue and the expansion of especially FET colleges should be encouraged.

■ DISTRICT DISASTER MANAGEMENT STRATEGY

The National Disaster Management Framework requires each District Municipality to establish a Disaster Management Centre (DMC). Xhariep District has also through their planning initiatives also identified the critical need for the establishment of such a centre. The Disaster Management initiatives have been included in the Xhariep District Municipality Integrated Development Plan (IDP) which detailed the necessity and requirement to establish a DMC for the district. Disaster Management is identified as Key Performance Area with the objective to manage and prevent occurrence loss of lives due to disasters. Supporting projects identified include:

- Prepare the review of integrated Disaster Management Plan and implementation of it;
- Lobby funding for the Establishment of the Disaster Management Centre;
- Procure at least one 4X4 van for disaster management support to LMs;

- Support LMs and their Water and Sanitation Plans to plan and implement basic services policies.

For the municipality to achieve the above objective, the following requirements have been identified:

- Implement a DMC to house all disaster management staff;
- Establish a DMC to facilitate the coordination and communication between role player during an incident;
- Establish a DMC to facilitate the implementation of the disaster management plan;
- Integration of systems to optimise service delivery;
- Provide adequate facilities for the operations of disaster management for daily activities and during emergency situations;
- Storage facilities for emergency equipment and relief measures;
- Joint operations centre to be activated and utilised during major incidents;
- Communication network to coordinate and facilitate early warning, response and relief actions;
- Implement a Disaster Management Information System, in accordance with the National, Provincial and District Disaster Management Frameworks to enable effective information systems to consolidate and disseminate information.

Section 43 of the Disaster Management Act requires, among others, that District Municipalities must establish a DMC's. It is therefore a legislative requirement that the Xhariep District Municipality establish a DMC. The Xhariep District Municipality is currently investigating the options available for the establishment of the shared service centre and have identified a site and facility for the establishment of such. Trompsburg is one of the towns where this shared services centre will be built. The proposed site is adjacent to the Trompsburg municipal buildings.

■ DISTRICT RURAL DEVELOPMENT PLAN

The “District Rural Development Plan” and the “District Rural Development Implementation Plan” as developed by the Department of Rural Development and Land Reform and the Department of Agriculture and Rural Development has been considered and serves in the IDP as a separate Rural Development sector plan for the Municipality.

The plan identified the following for Letsemeng: attributes of the **REGION OF DIVERSE OPPORTUNITIES (SDF, 2016/17)**:

Table 3

DESCRIPTION	ATTRIBUTES
<p>The area includes Letsemeng Local Municipal area with the north western and south western sections of Kopanong Local Municipal area</p>	<ul style="list-style-type: none"> • The socio-economic growth of the municipality is centered on agriculture. • The municipal area also has mining activities, with diamonds being the major natural resource that helps with employment creation. • The area north-east of Reddersburg and the area around Petrusburg has the highest concentration of land with a grazing capacity of 0-33ha. This is in correlation with the irrigation belt which lies within the Letsemeng Local Municipality and • Land capability in this region ranges between 30% - 80%. The region around Oppermans and the area north and west of Smithfield are least capable agricultural land, as they <30% strategically located. • Pivots area largely located in the western parts of the district in the Letsemeng Local Municipality as well as along the western boundary, with a significant number of pivots found in and around the town of Jacobsdal. The location of the critical biodiversity areas, formal conservation areas and protected areas is in correlation with the location of canals, irrigated land and high agricultural land within the district. • There is a need for effective development and beneficiation of land reform beneficiaries, creation of decent jobs on farm and establishing Agri-villages for local economic development. A developmental approach to the settlement of restitution claims will be taken • The data indicates that the Letsemeng Local Municipality has a greater affinity to the successful farming of irrigated land.

- The Xhariep district is a semi-arid area with extensive farming, mainly sheep. The district comprises of open grasslands with small widely dispersed towns.
- The availability of Adelaide and Ecca precisely supports the mining activities occurring in the Jagersfontein and Koffiefontein since the rocks type is associated with essential minerals. Mining activities have potential of attracting people and other economic activities.
- A number of game farms have been identified in Petrusburg, Luckhoff, Phillipolis and Bethulie.
- Large portion of the available agricultural land is suitable for livestock production.
- The areas north of Koffiefontein, east of Jacobsdal and around Petrusburg have the highest concentration of land suitable for Lucerne. Furthermore, Lucerne suitable areas are mostly found around the region of Jacobsdal, Koffiefontein, Luckhoff, Fauresmith and Smithfield.
- Agricultural commodities have been identified for the Xhariep district. They are venison, aquaculture and livestock (beef and mutton)
- Agricultural diversity in the Jacobsdal area supported by;
- Two-thirds of the district, mainly the region between the towns of Petrusburg, Luckhoff, Fauresmith, Jagersfontein, Philippolis, Springfontein, Trompsburg, Edenburg, Reddersburg, is not suitable for the production of vegetables.
- The area around Petrusburg, Jacobsdal and Zastron has the highest concentration of suitable land for the production of Fats and Oils.

	<ul style="list-style-type: none"> • Irrigation scheme to grow irrigated field crops – potato, vegetables; pasture crops lucerne and permanent crops like pecan nuts • Petrusburg area represents a combination of cattle, small stock and cereal farming • Koffiefontein and Oppermansgronde with small stock farming inclusive of potential diversification of crops • Irrigation scheme along the Orange river at Vanderkloof Dam with associated tourism activities in Rolfontein Nature Reserve (northern cape) • Existing mining activities at Koffiefontein and Jagersfontein • Historical and cultural experiences at Phillipolis with its own character. The area surrounding Petrusburg and along the N8 to Kimberley is also rich in historical • Tourism route emanating from Jacobsdal to Philippolis. • Strong linkages with Kimberly • Renewable Energy project in proximity to Jacobsdal (Pulida Solar Park – 82.5 MW)
<p>Heritage sites</p>	<ul style="list-style-type: none"> • Historical buildings & Monuments of 2nd World War Kanonkop (Koffiefontein); • Voortrekker Memorial Anglican Church used in the Boer War (Petrusburg); • The cairn of commander Ds Lubbe (Jacobsdal); • Stone Church and Ossewa Tracks (Luckhoff); • Battle of Driefontein Graves of English soldiers (rural areas)

5.2.5 MUNICIPAL POLICY

■ INTEGRATED DEVELOPMENT PLAN (IDP) (2017/22)

The IDP holds the following as the vision for the Municipality:

“A responsive Municipality in pursuit of Service excellence”

The IDP vision is supported by the following mission: ‘Providing sustainable quality services through partnering with Stakeholders and Communities’ which will be achieved through the following developmental objectives for the years 2017-22:

- Accelerated and improved basic service delivery to communities
- Financial viability and sustainability
- Good governance and Public Participation
- Facilitating economic development and job creation
- Improving Municipal Infrastructure
- Fighting poverty and building safe, secure and sustainable communities and
- Improving Skills development to raise productivity

The SDF has an influence on both private and public capital investments in the sense that it needs to fulfil the following:

- The SDF ought to give direction to private investors with regard to where certain developments will be allowed as well as where they won’t be allowed; and
- The SDF should create a conducive environment for the implementation of the municipality’s Integrated Development Plan.

Localised Spatial Development Principles identified in the IDP are:

- To ensure the availability of land for the various land uses and in specific for future residential extensions;
- To enhance the economic base of the region through the optimal utilization of agricultural land;
- All future development should be accessible to the larger community, to promote the accessibility of employment opportunities from residential areas;
- Future development should promote the development of compact human settlements, and low intensity urban sprawl should be combated;
- Plans of neighbouring municipalities and regions should relate positively to each other;
- Promote mixed use development;
- Land use and development decisions must promote harmonious relationships between the built and natural environment;
- Land development and planning should protect natural, environmental and cultural resources;

- Land used for agricultural purposes may only be reallocated to another use where real need exists, and prime agricultural land should as far as possible remain available for production;
- Land use regulators and planning authorities must ensure that previous disadvantaged communities and areas receive benefit and opportunities flowing from land development;
- Appropriateness of land use must be determined on the basis of its impact on society as a whole rather than only the applicant or immediate neighbours;
- Special focus will be placed on rural development, especially where service delivery is not up to standard;
- Incentives should be reinstalled to promote the development of valuable riparian properties in the urban and rural areas,

■ MUNICIPAL LAND USE PLANNING BY-LAW

The Letsemeng Local Municipality Planning By-laws were gazetted in the Provincial Gazette No. 82, 28 August 2015.

The Letsemeng Municipal Land Use Planning By-law applies to all land situated within the municipal area, including land owned by the state and by organs of state. The SDF must be represented spatially. In order to create a uniform system across the Province, the Draft Free State Provincial Spatial Development Framework (2014) illustrates the desired matrix of land uses through the six main Spatial Planning Categories (SPCs).

- A. Core Areas
- B. Buffer Areas
- C. Agricultural Areas
- D. Urban Areas
- E. Industrial Areas
- F. Surface Infrastructure and Buildings

The Letsemeng Municipal Land Use Planning By-law also give direction to the following:

- The procedures for the compilation, review or amendment of Municipal Spatial Development Framework;
- The establishment of the Project Committee to compile, review or amend the SDF and the functions and duties of the Project Committee;
- Procedures with/without an Intergovernmental Steering Committee;

- The alignment between the SDF and the LUS.

As the Land Use Scheme is developed for Letsemeng (thus far Letsemeng does not have a SPLUMA compliant Land Use Scheme), the SDF will need to be reviewed and the said process is underway.

Provision is made to ensure that the SDF aligns to the principles and sections as set out by SPLUMA. The previous adopted SDF is not SPLUMA compliant and would therefore this requirement for the review of the 2016/17 SDF. The review of the 2016/17 SDF is currently being undertaken, due to be complete by the end of 2020.

■ INTEGRATED HUMAN SETTLEMENT PLAN

The IHSP approved by council in the 2019/20 financial year. The aim of this document is to interpret the national and provincial human settlements policies; analyse the municipal human settlement status quo, needs and trends; and propose an integrated strategy towards addressing the said needs within a Five-year period. To this end the following will be required:

- The quantification of the human settlements need;
- The alignment of the IHSP with the National Human Settlement Master Plan, district municipality's infrastructure programme and Municipal IDP, SDF, SDBIP.
- Provide for accreditation and assignment processes revealing capacity constraints and requirements within the municipality.
- The identification of vacant land for future housing development. As the SDF is reviewed, so will this policy to ensure alignment between the two.

The plan has clearly stated objectives on:

- Spatial restructuring
- Increasing typologies; and
- Facilitating alternative and innovative construction.

■ LOCAL ECONOMIC DEVELOPMENT STRATEGY

The objective of the document is to assist the municipality, with the development of a strategy that will guide local economic development, integrate existing projects/programmes, align to the priorities of the IDP, identify ways in which the municipality can facilitate and assist economic development in collaboration with the private sector. The strategy will further provide guidance and suggestions regarding implementable projects with long-term sustainability.

To assist the municipality achieve its objectives and outcomes, the goals of this LED Strategy for Letsemeng are the:

- Development of a credible LED strategy
- Identification of competitive and comparative advantages and disadvantages, opportunities and threats to economic development based on a situational and Economic Analysis
- Identification of the strategic economic goals for the municipality
- Identification of possible projects and programmes with economic potential
- Recommendations outlining the interventions that the municipality should take regarding the implementation of the LED Strategy
- Implementation Plan
- Priorities for implementation of projects, quick wins and the partners to be involved. This too will be reviewed with the annual IDP review.

■ **ALIGNMENT OF IDP, SDF AND LUS**

All Municipalities are by law required to prepare Integrated Development Plans, which should include a Spatial Development Framework. A Spatial Development Framework is strategic and indicative in nature and is prepared at a broad scale. It is meant to guide and inform land development and management. It should contain the following components:

- Policy for land use and development;
- Guidelines for land use management (as proposed in the spatial Development Framework);
- A capital expenditure framework showing where the municipality intends spending its capital budget, and
- A strategic environmental assessment.

The purpose and function of the Letsemeng SDF is seen to be exactly what it was intended – a broad and indicative guide that spatially reflects the development vision and objectives of the Municipality. Because the SDF does not contain detail proposals but broader objectives, it should not be revised annually, but will guide IDP decision-making over a number of years. It is expected that the revision thereof will only be necessary when there is a shift in the development vision and objectives of the Municipality. As the Land Use Scheme is developed for Letsemeng, the SDF will need to be reviewed.

Provision is made to ensure that the SDF aligns to the principles and sections as set out by SPLUMA. The previous adopted SDF is not SPLUMA compliant and would therefore this requirement for the review of the 2016/17 SDF.

■ **KEY SPATIAL ISSUES**

A detailed community and stakeholder analysis was done with all the respective communities at a day work session. The sessions were specifically to allow the communities to analyse the region and to provide their specific needs. The main issues identified by the communities are summarized as follows.

Community Spatial Issues

Table 4

SPATIAL KEY ISSUE	BRIEF DESCRIPTION
Access to land	The issue of access to land relates the local municipality as well as individuals and groups. As far as individuals and groups are concerned, the burning issues are access to residential land in urban areas and to agricultural land for emerging farmers. The municipalities experiences a shortage of land for residential expansion and other social functions
Land development	Land Development relates to the availability, preparation and funding of certain key land uses such as sites for housing developments, land for needed social amenities and economic activities. The key issues requiring attention in this regard include: the generation of proper information of projected land development needs, funding, co-operation and local capacity to evaluate development applications.
Spatial integration	Spatial integration has to focus on both a macro and a micro level. On a macro level there need to be more focused development initiatives at key nodal points to develop the municipality within its region strategically within current resource constraints. On a micro level, most town areas are still geographically segregated and direct intervention within former buffer strip areas will be required to integrate communities.
	The long term sustainability of all land development practices will be the key factor in the environmental and economic future of this

	predominantly mining and agricultural region. Specific attention will have to be given to the building of capacity amongst especially emerging land users (both miners and farmers) and the provision of a management framework to all land users within the municipality.
Sustainable land management	
Land reform and restitution	Proper distribution network
Land Conservation	Various areas adjacent to the rivers are well suited for tourism and agricultural development alike. These areas are however sensitive to over utilization and pollution and will have to be protected and conserved to ensure long term benefits thereof.

■ SPATIAL OBJECTIVES

The Spatial Development Framework (SDF) supports the Letsemeng Vision as indicated in the IDP document and is intended to promote an urban form that will deliver the long-term vision for Letsemeng. The main purpose of the SDF is to create a town that is sustainable, accessible and efficient. The following objective will ensure that the municipality succeeds in their main purpose.

Spatial Objectives

Table 5

Objective 1	To create sustainable human settlement with quality physical, economic and social environments;
Objective 2	To encourage land reform towards more intensive land uses;
Objective 3	To encourage urban and regional integration and rectification of past imbalances;
Objective 4	To create a sustainable local land use management system;
Objective 5	Support Local Economic Development Opportunities;
Objective 6	Manage Informal settlements;
Objective 7	Manage development to ensure environmental sustainability;
Objective 8	Promote regional connectivity;

The outcomes of the above objectives are indicated in the Table below

Table 6

SUSTAINABLE ENVIRONMENT	ACCESSIBLE MUNICIPALITY	AN EFFICIENT TOWN
<ul style="list-style-type: none"> • The responsible use of natural resources; • Focused activities and investment; • Sustainable neighborhoods; • Infrastructure viability; • Managed growth; • Cultural heritage; 	<ul style="list-style-type: none"> • A physical town structure that promotes accessibility; • Form and structure that lead to greater efficiency; • A sustainable rates base; 	<ul style="list-style-type: none"> • Equity within the urban system; • Protection of existing investments; • Focused investment; • Safety and security; • Diversity within the urban system; • Open space system; • Sustained economic growth;

■ STRUCTURING ELEMENTS

The Spatial Development Framework needs to be indicative and therefore there is a need to adopt a set of structuring elements that can give future structure to the urban and rural form of the municipal area. Six (6) spatial structuring elements had been identified; with the main purpose of these structuring elements being:

- To ensure that the SDF achieves the desired urban form;
- To link spatial objectives with clear implementation strategies;
- To ensure that infrastructure is carefully planned;
- Policy and institutional instruments are in place;
- Growth is appropriately managed;
- To ensure that all relevant sectors are aligned to the plan;

The above can be achieved by implementing an effective growth management approach, which steers development to achieve the desired spatial and developmental outcomes. Growth management is a multi-sectoral concept that should be reflected in an integrated management system which relies on the contributions of all service providers in the area.

■ **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:

- (a) Government spending on fixed investment, beyond the 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.
- (b) In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending beyond basic services should focus on 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.

■ **DEVELOPMENT POTENTIAL**

NSDP Categories of Development Potential

Categories of development potential proposed by the NSDP are:

- (a) Innovation and experimentation;
- (b) Production – high value, differentiated goods (not strongly dependent on labour costs);
- (c) Production – labour intensive, mass-produced goods (more dependent on labour costs and/or natural resource exploitation);
- (d) Public services and administration;
- (e) Retail and services;
- (f) Tourism.

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.

CHAPTER 6

STATUS QUO ASSESSMENT OF LETSEMENG LOCAL MUNICIPALITY

6.1 INSTITUTIONAL OVERVIEW

6.1.1 Management structure

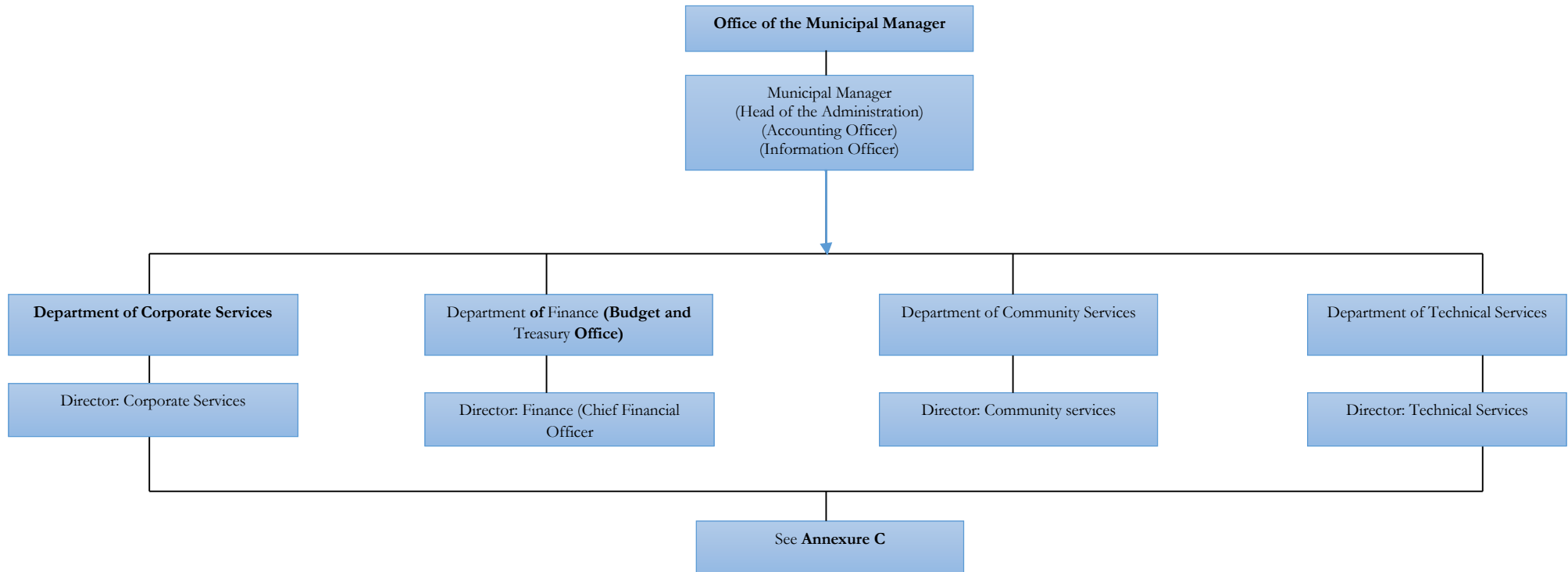
The municipal administration is divided into many different directorates and sub-directorates, all of which deliver specific services. Some sub-directorates focus on service delivery, whilst others are more concerned with internal affairs, such as the Corporate Services.

The administration of the Municipality is based on 4 directorates. These directorates are illustrated as per the structure below;

Footnote: In terms section 36 (5) of Local Government; Municipal Structures Act, No. 117 of 1998 a Councillor may not hold office as Speaker and mayor or executive mayor at the same time, but in a municipality of a type mentioned in section 9 (e) or (f) or 10 (c) the speaker must be called mayor. In the case of Letsemeng Local Municipality the speaker must be called mayor as the Municipality is plenary executive system.

LETSEMENG LOCAL MUNICIPALITY MACRO-STRUCTURE

ANNEXURE B



The administration is headed by the Municipal Manager as the Chief Accounting Officer. The day to day management of the municipality it's carried out by staff under the stewardship of the municipal manager and heads of directorates.

6.1.2 Top administrative structure

The administration is made up of the following Directorates headed by members of the Senior Management Team:

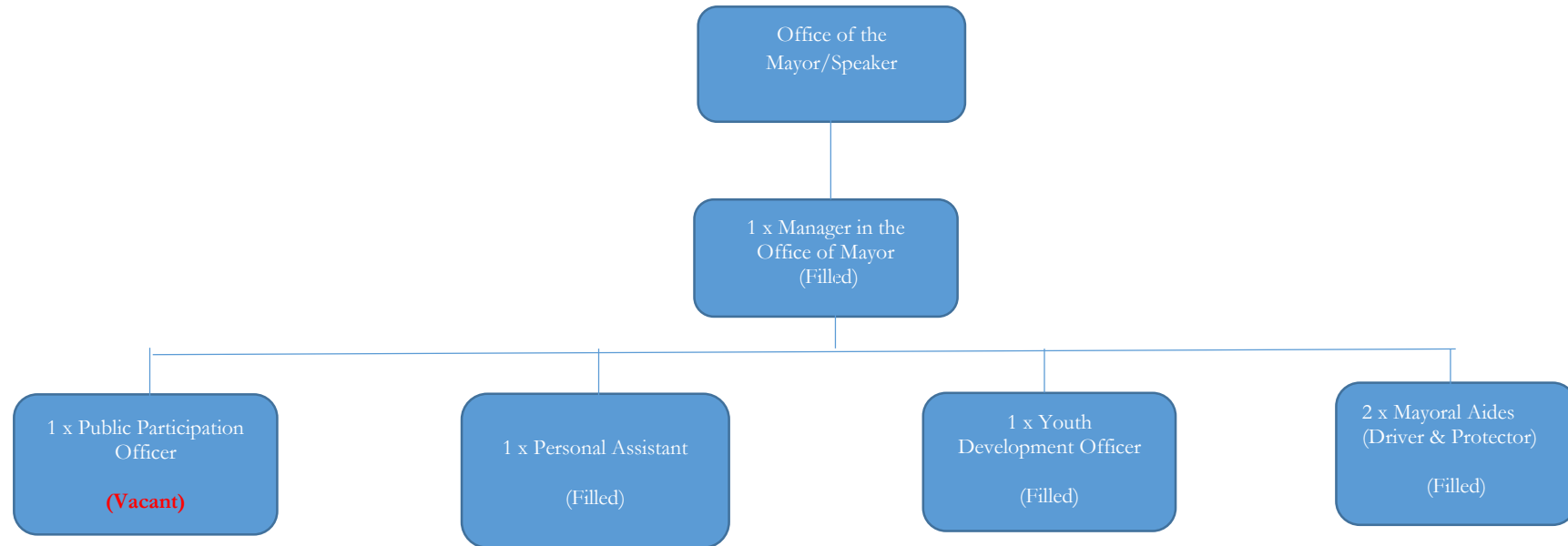
- Municipal Manager
- Director: Finance
- Director: Technical Service
- Director: Community Services
- Director: Corporate Services

6.1.3 Political governance

The Mayor as a political head of the Municipal Council attends to day to day obligations of the Municipal Council by playing oversight role over the administration and represents the meeting at the district and provincial intergovernmental relation forums as well as at the, South African Local Government Association (SALGA). The Mayor provides general guidance over the fiscal and financial affairs of the municipality as well as the Integrated Development Plan.

The Council has established five (5) Section 79 Committees in terms of the Municipal Structures Act and the Municipal Finance Management Act to process items before they could be forwarded to the Municipal Council and i.e. Finance, LED & Planning Committee, Monitoring and Good Governance Committee, Corporate Services Committee, Community Services Committee and Technical Services Committee. These Committees process items before they could be forwarded to the Council.

**LETSEMENG LOCAL MUNICIPALITY ORGANIZATIONAL STRUCTURE
EXECUTIVE STRUCTURE**



Footnote: In terms section 36 (5) of Local Government; Municipal Structures Act, No. 117 of 1998 a councillor may not hold office as Speaker and mayor or executive mayor at the same time, but in a municipality of a type mentioned in section 9 (e) or (f) or 10 (c) the speaker must be called mayor. In the case of Letsemeng Local Municipality the speaker must be called mayor as the Municipality is plenary executive system.

6.2 KEY PERFORMANCE AREAS

The Letsemeng Local Municipality has aligned its IDP with the top – level Service Delivery Budget Implementation Plan to achieve the Strategic Objectives as set out in the IDP. The Service Delivery and Budget Implementation Plan (SDBIP) is defined in Chapter one of the MFMA as “a detailed plan approved by the Mayor of a Municipality in terms of Section 53(1)(c)(ii) for implementing the municipality’s delivery of municipal services and its annual budget”. Essentially the SDBIP is the Council’s operational business plan and is an integral part of the planning, implementation and reporting processes. Although the SDBIP only needs to be approved by the Mayor 28 days after approval of the budget, its preparation occurs in tandem with the IDP and MTREF process.

The SDBIP of Letsemeng Local Municipality is aligned with the:-

- IDP Strategic Objectives: this is the primary alignment of the SDBIP and serves as the bases of the Annual Performance Report and informs Chapter three of the Annual Report;
- IDP Pre-determined Objectives;
- National Outcomes;
- National Key Performance Areas;
- National Development Plan; and
- Provincial Strategic Outcomes

The various objectives, plans and outcomes are contained within the IDP as follows and covers the following six Key Performance Areas of Local Government:-

1. Service Delivery and Infrastructure Development
2. Financial Viability and Management
3. Local Economic Development
4. Public Participation and Good Governance
5. Municipal Transformation and Institutional Development
6. Spatial Development Framework

The municipality has set itself the following developmental objectives for the next 5 years ahead:-

- Accelerated and improved basic service delivery to communities
- Financial viability and sustainability
- Good governance and Public Participation

- Facilitating economic development and job creation
- Improving Municipal Infrastructure
- Fighting poverty and building safe, secure and sustainable communities and
- Improving Skills development to raise productivity

The SDBIP is utilised as the basis of Council's Performance Management System (PMS) and has the following objectives and uses:

- To facilitate strategy (IDP) deployment throughout the municipality, and ensure alignment of strategic objectives;
- To transform the Strategic Objectives; Vision; Mission; and the IDP as a whole into clear and measurable deliverables;
- To create an organisational performance culture (culture of best practices);
- To provide early warning signals; To promote accountability;
- To develop open and constructive relationship between customers, leadership and employees;
- To manage and improve poor performance; and
- To link performance to skills development and career planning, therefore encourage learning and growth.

6.3 SITUATIONAL ANALYSIS PER KEY PERFORMANCE AREA

6.3.1 Service Delivery and Infrastructure Development

6.3.1.1 Strategic Objective

Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance

6.3.1.2 Intended outcome

Sustainable delivery of improved services to all households

The municipality in its planning of the Technical Directorate and Community Services Directorate prioritizes the following areas of service provision with shared responsibilities in some of the overlapping functions to the Department of Community Services:-

- Basic residential infrastructure for water sanitation, roads, refuse removal, street lighting;
- Connector and bulk infrastructure;
- Municipal infrastructure like sport, recreation and community facilities;
- Electricity;
- Storm – water drainage systems;
- Water distribution networks;
- Cemeteries; and
- Safety and Security facilities;

■ Situational Analysis of Service Delivery and Infrastructure Development

Following South African President Cyril Ramaphosa's announcement of a national lockdown from midnight on Thursday (26 March 2020) to midnight on 16 April 2020 to help curb the COVID-19 pandemic which was declared accordance with the application of Section 57 of the Disaster Management Act, act No. 57 of 2002. Rest assured LLM and the communities needed to have joint efforts in ensuring that essentials, particularly on the supply of water, electricity, sanitation and refuse removal are provided uninterruptedly to mitigate the impact of the COVID-19 pandemic with the support of Municipal Councillors, Senior Manager and stakeholders. However, the Minister of Cooperative Governance and Traditional Affairs, Dr. Nkosazana Dlamini Zuma issued Directions and Regulations (Gazettes No. 43147 and 43148, respectively. The aforesaid department through the National Disaster Management Centre is administering the Disaster Grants which may be accessed by organ of the state to prevent and combat the spread of the

COVID-19 outbreak. The following are the goods and services to be provided by the LLM as per directions provided the Minister of Cooperative Governance and Traditional Affairs;

- Provision of water services
- Provision of sanitation services
- Provision of temporary shelters
- Waste Management cleansing and sanitization
- Municipal public spaces, facilities and offices

LLM has proactively and speedily provided precautionary measures, for instance, protective gloves, masks, sanitizers to the workers who are exposed to the health hazards when providing the above mentioned essential services to combat and mitigate the spread of Covid-19 Pandemic. Furthermore, the municipality also managed to procure eight (8) Jojo Tanks and they are strategically distributed to the remote areas where there is critical water challenges. The Provincial Department of Water and Sanitation also assisted the municipality with extra more 10 Jojo Tanks which are distributed around the remote areas in LLM except for Oppermansgronde. They also provided LLM with 3 Trucks to help provide and distribute service delivery orientated services more especially the vulnerable. However, the municipality has also submitted business plans to tap into the Disaster Management Grant so as to ensure that there is sufficient essential resources to combat the spread of Covid-19 pandemic outbreak.

Investment support from the Private Sector is minimal as the municipality is currently only limited to the investment from Petra Diamonds on their implementation of the Social Labour Plan (SLA) which is subject to projects prioritised by the community and not necessarily infrastructure development support as per the priorities of the municipality. These interventions from the Mine are also predominant in Koffiefontein and at a very small scale in the other towns. It is therefore imperative for the municipality to source more Private Partners to support the municipality across all Sectors. The municipality is currently relying on DORA allocations for infrastructure development as its revenue is too low to implement its own Capital projects from its revenue and only budget for maintenance of its existing infrastructure.

The Water Service Development Plan (WSDP) of the municipality has been developed through the assistance of the Department of Cooperative Governance and Traditional Affairs (CoGTA) and adopted by Council.

Table 1: Summary of current level of services, demands and backlogs

SERVICE	MUNICIPALITY	
	Access	Backlog
HOUSING	11 969	2 000
WATER	12 956	1 013
SANITATION	12 501	1 468
ELECTRICITY	13 585	384
SOLID WASTE	8 136	5 833

Free Basic Services

The Municipality is committed to assisting its communities by giving Free Basic Services to households that cannot afford to pay for services and are classified as Indigents.

Table 2: Provision of free Basic Services

Free Basic Services	Indigent Support/Subsidy	Indigents Household
Electricity	50 kwh	1666
Water	6kl	1666
Sewerage	Basic charge	1666
Refuse Removal	Basic Charge	1666
Property Rates		

Water

Letsemeng Local municipality is the Water Services Authority and the objective remains that of ensuring 100% of its populace have access to potable water.

Measures are being implemented on a regular and on-going basis to ensure that this objective is achieved. The municipality has solicited assistance from Cogta regarding the development of water masterplan and its operation and maintenance plan. The aforesaid planning instruments were developed through Cogta and approved by the Council. It is also crucial to report that these water planning instruments are expected to address water related challenges during its implementation phase.

It is safe to report that Letsemeng Local Municipality does not have any backlogs for both Domestic and Associated Services at this stage but envisage to fall into a backlog due to the newly development townships within all six Wards and proposed additional ward 7 in the near future. All informal settlements are currently supplied with water brought by trucks from the nearest

towns with jojo tanks which can be located not more than 200m walking distance from the affected households over and above the declared National Disaster by the President. However, reticulations on stand-pipes were done to improve and reduce the working distance of the affected residents.

All schools and clinics that are in remote areas (farming areas) are regularly supplied with water tankers as and when there is a demand from the affected occupants as this is an ad – hoc arrangement.

Letsemeng Local Municipality is both the WSA and WSP and both functions are implemented by the Technical Directorate at this stage. Currently the functions of WSA and WSP are not clearly defined though the Technical Directorate is overseeing all the responsibilities of the WSA and WSP.

Table 3: The status quo with regard to areas with unreliable water supply are as follows in the six (6) Wards of Letsemeng Local Municipality:-

Ward/s	Settlement/Areas	Status Quo	Potential Solution s
1 – 6	Private Farms	All private owned areas or farms are not being supplied with water or any other services, this is due to accessibility of the areas, farmers (farm owners) refuse access to their land	That the municipality need to mobilise private owned areas or issue out notices which will inform them about inability to access their land regarding essential services. This can also be supported through conducting customer satisfaction survey to all farmers
1	Luckhoff	Unreliable Water supply due to low capacity of the water treatment works	The municipality has developed water master plan to curb this deficiency

<p>3 & 6</p>	<p>Bolokanang and Petrusburg</p>	<p>Unreliable Water supply due to non-functional Water boreholes and as a result the municipality is unable to meet the required demands of the community due to lack of adequate functional pumps.</p>	<ul style="list-style-type: none"> • Increase capacity of size-diameter of water pipeline from the pumps-stations to Bolokanang Reservoirs • The municipality need to refurbish the existing boreholes and re-use them
<p>2</p>	<p>Ratanang and Sandershoogte</p>	<ul style="list-style-type: none"> • Unreliable Water supply due to low capacity of the water treatment works • There is a need for supply of portable water in Ratanang Clinic and Phambili 	<ul style="list-style-type: none"> • Currently there is project underway which is intended to increase capacity of water supply. • Temporary arrangement with the Phambili Primary School to be put in place as a temporary measure for supply of water for the duration of the project on Water Treatment Works
<p>3</p>	<p>Jacobsdal Town</p>	<p>Unreliable sewer pipes which result in frequent spillages in town</p>	<p>The municipality has developed master plan and Operation & Maintenance to curb this deficiency</p>

4 and 5	Koffiefontein, Dithlake Sonwabile	Unreliable Water supply due to and low capacity of the water treatment works	The municipality need to upgrade WTW in order to increase the capacity of the plant and install zonal water meters
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It must be noted that the upgrade to the Water Treatment Works of the affected areas is high on the priority list of the municipality and will be addressed over the MTREF period through our MWIG and MIG allocations as capital projects in the next ensuing financial year as part of priority development initiatives in all Wards.

LLM currently does not have approved service levels at this stage but a document is being prepared by the Administration office to curb this deficiency. There are currently Operations and Maintenance Manuals in place and as a result operation and maintenance is improving for the better. Most of the existing infrastructure need does not adequately addresses the current demand of water supply.

There are plans in place to manage the Water Conservation and Water Demand (WCWD) strategies, however; there are a number of items that are in the pipe line to reduce the losses. Amongst others, the municipality has mainly prioritised project on the installation of domestic water meters, Bulk Meters and Zonal meters around the five towns to also reduce on water revenue loss which are intended to commerce during 2020/21 financial year through funding models from various authorities, MIG and WSIG. Of particular note, WTW in all towns has become a priority except for Jacobsdal since upgrading and refurbishment of WTW is about to be completed. This initiative will also help the municipality to address and reduce spillages and improve on revenue collection rate. There are monitoring programmes in place and water quality is checked every two weeks for compliance. In case where there are failures, the Technical department investigates the cause and apply remedial actions and then re-test the water. The results are loaded in to the Blue Drop System (BDS) on a monthly basis for proper monitoring by the relevant authorities Department of Water and Sanitation and we have been registered in terms of the Blue Drop requirements of the National Certification Programme.

Sanitation

Table 4: Distribution of households by main type of toilet facility used in Letsemeng Local Municipality Household Access to Ablution Facilities

Toilet facilities	Census 2011		CS 2016	
	Households	Percentages	Households	Percentages
Flush toilet/Chemical toilet	8543	76.0	11692	83.7
Pit toilet	1783	15.9	1565	11.2
Ecological toilet (e.g. urine diversion; enviroloo; etc.)			-	-
Bucket toilet	256	2.3	336	2.4
Other	93	0.8	129	0.9
None	567	5.0	247	1.8
Total	11242	100.0	13969	100.0

Data source: Statistics South Africa, Census 2011 and 2016 Community Survey 2016

Table 13 above indicates distribution of households in Letsemeng local municipality by type of toilet facility being utilised. The table above, households with flush/chemical toilet facilities has increased from 76.0% in 2011 to 83.7% in 2016. Households without any toilet facilities have decreased from 5.0% in 2011 to 1.8% in 2016.

The Municipality continues to provide proper sanitation facilities to all communities. The municipality managed to eradicate all bucket systems in formal settlements within the municipal area and this was achieved, earlier than the target dates set in National Standards. The municipality manages the Waste Water Treatment Works (WWTW), there are plans in place to re-use the treated water and not yet done by the municipality, only Petra Mine has requested to divert the final effluent to their plants for reuse.

About 90% of the VIP toilets in Petrusburg are dilapidated due to poor workmanship and the same VIP toilets are filled up which makes it extremely difficult for it to be drained or sucked by a truck and some of the toilets are not accessible for this truck.

The overall judgement on our WWTWs is fair, although some are in a poor state and is not effectively operational due to damaged mechanical and electrical equipment at the affected WWTW's. However, the municipality solicited funds to curb on this deficiency and MIG was allocated by DWS to upgrade and refurbish WWTW in Petrusburg. This initiative will assist the municipality to reduce health hazard and non-compliance in terms Water Service Act and the discharge of final effluent.

There has been progress made in ensuring that necessary measures are been put in place to improve status of supply of water

Table 5: The status quo with regard to areas with unreliable sanitation system are as follows in the six (6) Wards of Letsemeng Local Municipality:-

Ward/s	Settlement/Areas	Status Quo	Potential Solution (s)
1	Luckhoff	There is lack of functional Waste Water Treatment Works	There is a need to refurbishment and appoint a dedicated Process Controller who will be in charge of the operations of WWTW on a daily basis. However, the municipality need to prioritise permanent security personnel in the WWTW to avoid vandalism
	Ratanang	There is a challenge of sewer pipeline (household-connection and main-pipeline) as a result of the size-diameter and construction of manhole in the entire	There is a need to replace 40mm with 110mm for household connection and 40mm with 160mm for the main pipeline

3 & 6		area to reduce sewer spillages	
	Bolokanang	<ul style="list-style-type: none"> The WWTW is not fully functional and there is a need for refurbishment and lack of personnel (Both security and a dedicated Process Controller There is a need to replace all the dilapidated toilets VIP toilets need to be refurbished in order to meet the standard of waterborne toilets 	<ul style="list-style-type: none"> There is a need for the refurbishment of WWTW and the appointment of Process Controller and Security personnel That the municipality need to seek funding to replace dilapidated toilets
4 & 5	Ditlhake	<ul style="list-style-type: none"> There is a need for refurbishment of 4 sewer pump-stations within the area. However, the 	The municipality need to upgrade all the pump-stations and refurbish WWTW in order to meet the necessary

3		<p>municipality managed to refurbish two (2) of the pump stations in the area.</p>	<p>standards of compliance</p> <p>NB! Water and Sanitation Master-plans are developed with the assistance of MISA and Cogta to address this problem.</p>
	Phambili	<ul style="list-style-type: none"> There is no proper provision of basic services since the area is not yet formalised in order to qualify for these significant services. However, the municipality is engaging relevant authorities to address the matter. Other means of supply of water tanks to 	<p>That the area need to be formalised in order render basic services without any destructions</p>

the community
are taking place.

Electricity

Electricity provision in the Municipality is jointly supplied by ESKOM and the Municipality. The Municipality is servicing all the five towns under its jurisdiction, which are Koffiefontein, Petrusburg, Oppermansgronde, Jacobsdal and Luckhoff. The municipality also sells prepaid electricity to all consumers in Koffiefontein and a newly developed area in Luckhoff. ESKOM is selling electricity to the communities of Bolokanang, Ratanang, Saundershoogte, Relebohile and Teisesville. The electricity network still remains a challenge in some of the areas and the municipality intends to apply for funding from the National Department of Energy to upgrade some of these networks. However, the municipality has received funding to address some of the challenges interrelated to electricity network. Upgrading of bulk-feeder line and one (1) substation and electrification of 262 sites are planned and aligned to the budget for 2020/20 financial year. The municipality is seeking for funds from other external authorities from the province and national to address this deficiency, more especially aging-infrastructure in all areas where the municipality supply electricity.

Table 6: Household Access to Electricity

Province, District and Local municipality	Household access to electricity									
	In-house conventional meter	In-house prepaid meter	Connected to other source which household pays for (e.g. con	Connected to other source which household is not paying for	Generator	Solar home system	Battery	Other	No access to electricity	Total
Free State	108973	761009	17676	2466	209	992	179	4786	50349	946638
DC16: Xhariep	9451	39523	1212	504	28	141	-	443	1845	53146
FS161: Letsemeng	2073	10495	648	242	-	69	-	59	384	13969

Source Community Survey 2016, STATSSA

The Municipality is providing electricity services to an average of 13 585 and 384 households are still without electricity. This represents 97.2% of households that have access to electricity services.

Table 7: Households having access to electricity in Letsemeng Local Municipality

Electricity access	Census 2011	
	Households	Percentages
Electricity	10430	92.8
Gas	10	0.1
Paraffin	56	0.5

Candles (not a valid option)	714	6.3
Solar	16	0.1
None	17	0.1
Total	11242	100.0

Data source: Statistics South Africa, Census 2011

Table 7 above indicates distribution of households had access to electricity in Letsemeng local municipality in 2011 wherein 92.8% of households had access to electricity whereas only 0.1% of households had no access to electricity.

Table 8: Households having access to electricity in Letsemeng Local Municipality

Access to electricity	CS 2016	
	Households	Percentages
In-house conventional meter	2073	14.8
In-house prepaid meter	10495	75.1
Connected to other source which household pays for (e.g. con	648	4.6
Connected to other source which household is not paying for	242	1.7
Generator	-	-
Solar home system	69	0.5
Battery	-	-
Other	59	0.4
No access to electricity	384	2.7
Total	13969	100.0

Data source: Statistics South Africa, 2016 Community Survey 2016

Note: Access to electricity was not derived the same for both Census 2011 and CS 2016

Table 8 above indicates the distribution of households with access to electricity wherein 13457 households were connected to electricity in Letsemeng local municipality whereas 512 households were not connected to electricity in 2016. 75.1% of households having access to electricity were connected to in-house prepaid meter followed by in-house conventional meter with 14.8% and 1.7% of households were connected to other source which households is not paying for. In 2016 2.7% of households were not connected to electricity whereas 0.5 of households were using solar home system and 0.4% was using battery.

Table 9: Distribution of households by supplier of electricity

District and Local Municipality	Municipality-Prepaid	Municipality-receive bill from municipality	Eskom-prepaid	Eskom-receive bill from Eskom	Other supplier	Total
DC 16: Xhariep	11 900	962	180668	3 871	5 078	40 479
FS 161: Letsemeng	4 609	445	5 889	1 295	221	12 459

Refuse Removal

Table 10: Distribution of households by refuse removal in Letsemeng Local Municipality

Refuse removal	Census 2011		CS 2016	
	Households	Percentages	Households	Percentages
Removed by local authority/private company at least once a week	7646	68.0	8139	58.3
Removed by local authority/private company less often	102	0.9	65	0.5
Communal refuse dump	483	4.3	889	6.4
Communal container/central collection point			36	0.3
Own refuse dump	2777	24.7	4140	29.6
No rubbish disposal	156	1.4	665	4.8
Other	78	0.7	35	0.2
Total	11242	100.0	13969	100.0

Data source: Statistics South Africa, Census 2011 and 2016 Community Survey 2016

Table 10: above indicates distribution of households by type of refuse removal being utilised by households in Letsemeng local municipality in 2011 and 2016. In 2011, 24.7% of households were using their own refuse dumps which increased to 29.6% in 2016 whereas households without any rubbish disposal increased from 1.4% in 2011 to 4.8% in 2016.

Waste Removal Services are provided to all towns within FS161 which are, Koffiefontein, Petrusburg, Luckhoff, Oppermansgronde and Jacobsdal. The Municipality has an approved Integrated Waste Management Plan with the assistance of DBSA. In addition to this, land fill sites that are currently used as transfer stations and will be registered accordingly and be optimally compliant with the Waste Management Act.

Housing

The objective of the Municipality is to facilitate provision of low-cost houses housing structures to the communities in its area of jurisdiction. Provision of houses is not the core competency of the Municipality however; this objective is undertaken in partnership with the Provincial Department of Human Settlements and the private sector which continues to allocate houses to residents on an on-going basis. There is an ever increasing demand for houses from communities and the municipality has a housing committee in the municipality that report on housing backlogs on a continuous basis. There is a further challenge of low-cost houses that are defectively

constructed in the previous years and the municipality has made such referrals to the Department of Human Settlements for intervention.

Table 11: Household Access to Water

Province, District and Local Municipality	Main source of water for drinking													Total
	Piped (tap) water inside the dwelling/house	Piped (tap) water inside yard	Piped water on community stand	Borehole in the yard	Rain-water tank in yard	Neighbours tap	Public/com munal tap	Water-carrier/ tanker	Borehole outside the yard	Flowing water/stre am/river	Well	Spring	Other	
Free State	357926	499067	25768	8098	694	13142	14680	11226	8548	1124	411	1108	4848	946638
DC16: Xhariep	17830	31071	524	954	-	639	96	635	1176	13	-	10	199	53146
FS161: Letsemeng	6469	6487	153	291	-	46	29	65	364	13	-	-	52	13969

Source Community Survey 2016, STATSSA

The municipality is currently providing 12 656 households with water within the set ROP standards.

Households Information

A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone.

Table 12: Total number of households per municipality

Municipality	Census 2011		CS 2016	
	Households	Percentage	Households	Percentages
FS161: Letsemeng	11242	29.8	13969	31.2
FS162: Kopanong	15643	41.5	18412	41.1
FS163: Mohokare	10793	28.6	12387	27.7
DC 16: Xhariep	37678	100.0	44767	100.0

Data source: Statistics South Africa, Census 2011 and Community Survey 2016

The table 12 above shows household distribution in Letsemeng LM in comparison with other local municipalities within the district between 2011 and 2016. Kopanong LM had the highest share of households in 2011 (41.5%) and in 2016 (41.1%) respectively followed by Letsemeng LM with 29.8% households in 2011 and 31.2% in 2016 and Mohokare LM had the lowest share of households in 2011 (28.6%) and 2016 (27.7%).

Table 13 Distribution of households by main type of dwelling in Letsemeng Local Municipality

Main type of dwelling	Census 2011		CS 2016	
	Households	Percentages	Households	Percentages
Formal dwelling	9358	83.2	11885	85.1
Informal dwelling	1812	16.1	2001	14.3
Traditional dwelling	17	0.1	10	0.1
Other	55	0.5	74	0.5
Total	11242	100.0	13969	100.0

Data source: Statistics South Africa, Census 2011 and 2016 Community Survey 2016

Table 13 above indicates households by types of their main dwelling for Census 2011 and CS 2016. In 2011, 83.2% of households in Letsemeng local municipality were living in formal dwellings which increased to 85.1% in 2016. In informal dwellings, there was decrease from 16.1% in 2011 to 14.3% in 2016. On the other forms of dwellings there were no changes between 2011 and 2016.

Table 14: Household Access to Ablution Facilities

Province, District and Local Municipality	Main type of toilet facility used										Total
	Flush toilet connected to a public sewerage system	Flush toilet connected to a septic tank or conservancy tank	Chemical toilet	Pit latrine/toilet with ventilation pipe	Pit latrine/toilet without ventilation pipe	Ecological toilet (e.g. urine diversion; enviroloo; etc.)	Bucket toilet (collected by municipality)	Bucket toilet (emptied by household)	Other	None	
Free State	663809	19526	19662	64462	105588	1602	24131	13650	18526	15684	946638
DC16: Xhariep	42535	3469	648	1302	1839	-	504	508	494	1847	53146
FS161: Letsemeng	9709	1404	579	809	755	-	173	163	129	247	13969

Source Community Survey 2016, STATSSA

12 501 (89.4%) household had access to basic sanitation. There are still however 1 467 households with below minimum service level

Roads and Storm Water

Another aim of the municipality is to facilitate adequate and constant maintenance of internal and access roads. Every year an affordable amount of kilometers of internal roads are being paved under the MIG and the municipality has even gone further to appoint local SMME's to do pothole repairs and internal road upgrades. To date more than 200 km's of these roads have been repaired.

Table 15: Table Summary of current level of services, demands and backlogs

SERVICE	MUNICIPALITY	
	Access	Backlog
HOUSING	11 969	2 000
WATER	12 956	1 013
SANITATION	12 501	1 468
ELECTRICITY	13 585	384
SOLID WASTE	8 136	5 833

Free Basic Services

The Municipality is committed to assisting its communities by giving Free Basic Services to households that cannot afford to pay for services and are classified as Indigents.

Table 16: Distribution of indigent household subsidy

Free Basic Services	Indigent Support/Subsidy	Indigents Household
Electricity	50 kwh	1666
Water	6kl	1666
Sewerage	Basic charge	1666
Refuse Removal	Basic Charge	1666
Property Rates		

Public Safety and Disaster Management

The municipality made provision in the revised organizational structure to accommodate the enforcement of by-laws through the appointment of Public Safety Officers.

The municipality is currently represented in the District Disaster Management Forum. However, provision has been made in the revised organizational structure for the appointment of the disaster management officer.

Public Transport

The municipality has developed a draft public transport master-plan and approved by council. The said Masterplan was developed in collaboration with the CoGta.

Cemeteries and recreational parks

The state of the cemeteries within the vicinity of Letsemeng is in a standard condition. It has been observed that these cemeteries although fenced are being vandalized by the community as well as roaming animals.

The recreational parks are generally in an acceptable conditions but require maintenance and refurbishment.

Roads and Storm Water

Another aim of the municipality is to facilitate adequate and constant maintenance of internal and access roads. Provision has been made in the revised municipal organizational structure in order to address this challenge.

Every year an affordable amount of kilometers of internal roads are being maintained and potholes are being attended with the assistance provided by MISA also to ensure that local residents benefit from this initiative, retrospectively. To date more than 200 km's of these roads have been repaired.

Table 17: Household Access to Water

Province, District and Local Municipality	Main source of water for drinking													
	Piped (tap) water inside the dwelling/house	Piped (tap) water inside yard	Piped water on community stand	Borehole in the yard	Rain-water tank in yard	Neighbours tap	Public/com munal tap	Water-carrier/ tanker	Borehole outside the yard	Flowing water/stre am/river	Well	Spring	Other	Total
Free State	357926	499067	25768	8098	694	13142	14680	11226	8548	1124	411	1108	4848	946638
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FS161: Letsemeng	6469	6487	153	291	-	46	29	65	364	13	-	-	52	13969

Source Community Survey 2016, STATSSA

The municipality is currently providing 12 656 households with water within the set ROP standards.

Households Information

A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone.

Table 18: Total number of households per municipality

Municipality	Census 2011		CS 2016	
	Households	Percentage	Households	Percentages
FS161: Letsemeng	11242	29.8	13969	31.2
FS162: Kopanong	15643	41.5	18412	41.1
FS163: Mohokare	10793	28.6	12387	27.7
DC 16: Xhariep	37678	100.0	44767	100.0

Data source: Statistics South Africa, Census 2011 and Community Survey 2016

Table 18 above shows household distribution in Letsemeng LM in comparison with other local municipalities within the district between 2011 and 2016. Kopanong LM had the highest share of households in 2011 (41.5%) and in 2016 (41.1%) respectively followed by Letsemeng LM with 29.8% households in 2011 and 31.2% in 2016 and Mohokare LM had the lowest share of households in 2011 (28.6%) and 2016 (27.7%).

Table 19: Distribution of households by main type of dwelling in Letsemeng Local Municipality

Main type of dwelling	Census 2011		CS 2016	
	Households	Percentages	Households	Percentages
Formal dwelling	9358	83.2	11885	85.1
Informal dwelling	1812	16.1	2001	14.3
Traditional dwelling	17	0.1	10	0.1
Other	55	0.5	74	0.5
Total	11242	100.0	13969	100.0

Data source: Statistics South Africa, Census 2011 and 2016 Community Survey 2016

Table 19 above indicates households by types of their main dwelling for Census 2011 and CS 2016. In 2011, 83.2% of households in Letsemeng local municipality were living in formal

dwellings which increased to 85.1% in 2016. In informal dwellings, there was decrease from 16.1% in 2011 to 14.3% in 2016. On the other forms of dwellings there were no changes between 2011 and 2016.

Table 20: Households having access to piped water in Letsemeng Local Municipality

Access to piped water	Census 2011		CS 2016	
	Households	Percentages	Households	Percentages
Access to piped (tap)water inside dwelling /yard	10211	90.8	12956	92.7
Piped (tap) water on community stand	788	7.0	153	1.1
No access to piped (tap) water	243	2.2	860	6.2
Total	11242	100.0	13969	100.0

Data source: Statistics South Africa, Census 2011 and 2016 Community Survey 2016

Table 20 above indicates the distribution of households in Letsemeng local municipality by water access status. Households with access to piped water inside dwelling/yard increased from 90.8% in 2011 to 92.7% in 2016 and households with access to piped water on community stand decreased from 7.0% in 2011 to 1.1 in 2016 whereas households with no access to piped water increased from 2.2% in 2011 to 6.2% in 2016.

Table 21: Households having access to electricity in Letsemeng Local Municipality

Electricity access	Census 2011	
	Households	Percentages
Electricity	10430	92.8
Gas	10	0.1
Paraffin	56	0.5
Candles (not a valid option)	714	6.3
Solar	16	0.1
None	17	0.1
Total	11242	100.0

Data source: Statistics South Africa, Census 2011

Table 21 above indicates distribution of households had access to electricity in Letsemeng local municipality in 2011 wherein 92.8% of households had access to electricity whereas only 0.1% of households had no access to electricity.

Table 22: Households having access to electricity in Letsemeng Local Municipality

Access to electricity	CS 2016	
	Households	Percentages
In-house conventional meter	2073	14.8
In-house prepaid meter	10495	75.1
Connected to other source which household pays for (e.g. con	648	4.6
Connected to other source which household is not paying for	242	1.7
Generator	-	-
Solar home system	69	0.5

Battery	-	-
Other	59	0.4
No access to electricity	384	2.7
Total	13969	100.0

Data source: Statistics South Africa, 2016 Community Survey 2016

Note: Access to electricity was not derived the same for both Census 2011 and CS 2016

Table 22: The above indicates the distribution of households with access to electricity wherein 13457 households were connected to electricity in Letsemeng local municipality whereas 512 households were not connected to electricity in 2016. 75.1% of households having access to electricity were connected to in-house prepaid meter followed by in-house conventional meter with 14.8% and 1.7% of households were connected to other source which households is not paying for. In 2016 2.7% of households were not connected to electricity whereas 0.5 of households were using solar home system and 0.4% was using battery.

Table 23: Distribution of households by main type of toilet facility used in Letsemeng Local Municipality Household Access to Ablution Facilities

Toilet facilities	Census 2011		CS 2016	
	Households	Percentages	Households	Percentages
Flush toilet/Chemical toilet	8543	76.0	11692	83.7
Pit toilet	1783	15.9	1565	11.2
Ecological toilet (e.g. urine diversion; enviroloo; etc.)			-	-
Bucket toilet	256	2.3	336	2.4
Other	93	0.8	129	0.9
None	567	5.0	247	1.8
Total	11242	100.0	13969	100.0

Data source: Statistics South Africa, Census 2011 and 2016 Community Survey 2016

Table 23 above indicates distribution of households in Letsemeng local municipality by type of toilet facility being utilised. From the table above, households with flush/chemical toilet facilities has increased from 76.0% in 2011 to 83.7% in 2016. Households without any toilet facilities have decreased from 5.0% in 2011 to 1.8% in 2016.

Table 24: Distribution of households by refuse removal in Letsemeng Local Municipality

Refuse removal	Census 2011		CS 2016	
	Households	Percentages	Households	Percentages
Removed by local authority/private company at least once a week	7646	68.0	8139	58.3
Removed by local authority/private company less often	102	0.9	65	0.5

Communal refuse dump	483	4.3	889	6.4
Communal container/central collection point			36	0.3
Own refuse dump	2777	24.7	4140	29.6
No rubbish disposal	156	1.4	665	4.8
Other	78	0.7	35	0.2
Total	11242	100.0	13969	100.0

Data source: Statistics South Africa, Census 2011 and 2016 Community Survey 2016

Table 24: above indicates distribution of households by type of refuse refusal being utilised by households in Letsemeng local municipality in 2011 and 2016. In 2011, 24.7% of households were using their own refuse dumps which increased to 29.6% in 2016 whereas households without any rubbish disposal increased from 1.4% in 2011 to 4.8% in 2016.

Table 25: Distribution of households by supplier of electricity

District and Local Municipality	Municipality-Prepaid	Municipality-receive bill from municipality	Eskom-prepaid	Eskom-receive bill from Eskom	Other supplier	Total
DC 16: Xhariep	11 900	962	180668	3 871	5 078	40 479
FS 161: Letsemeng	4 609	445	5 889	1 295	221	12 459

Table 26: Distribution of households by access to internet services and sex of head of households

District and local municipality	Male-headed households			Female-headed households			Total households
	With access	Without access	Total	With access	Without access	Total	
DC 16: Xhariep	2 909	24 592	27 501	1 382	15 196	16 578	44 079
FS 161: Letsemeng	1 104	8 353	9 457	488	3 862	4 350	13 807

Table 26 showed above represent the community of Xhariep District and Letsemeng Local and its survey 2016

Table 27: Distribution of households involved in agriculture activities by type of agricultural activities by Xhariep District

District	Livelihood Production	Poultry production	Grains and food crops	Industrial crops	Fruit production	Vegetable production	Other
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DC 16:	4 167	3 758	628	38	2 015	3 672	27
Xhariep							

Table 28: Extend to which households agrees that municipality is trying to solve the challenges/problems in the District

District	Strongly disagree		Disagree		Neither agree or disagree		Agree		Strongly agree		Total	
	N	%	N	%	N	%	N	%	N	%	N	
DC16: Xhariep	15 885	46,1	10 229	29,7	2 023	5,9	5 502	16,0	838	2,4	34 477	
FS161: Letsemeng	4 702	39,2	4 228	35,2	606	5,1	2 317	19,3	147	1,2	12 000	100,0%

Table 28 presented above show satisfaction levels in terms of efforts made by municipality. Findings revealed that the majority of households were not satisfied with how their respective municipalities were resolving challenges. Over 4 702 households which strongly disagree that municipalities try to rectify/solve challenges they are facing.

Ward Based Community Needs Analysis

Ward 1 – Luckhoff, Relebohile, Teisesville and Oppermansgronde

Ward 2 – Ratanang and Sandershoogte

Ward 3 – Bolokanang (portion), Jacobsdal and Phambili

Ward 4 – Khayelitsha and Diamanthoogte

Ward 5 – Dithlake and Koffiefontein

Ward 6 – Bolokanang (portion) and Petrusburg

Table 29: Community needs analysis

Priority	Priority Issue	Needs Identified	Responsible Department	Affected Wards/Areas
No				
1	Water	Replacement of non – functional household water meters	Technical Services Department	Ward 1 – 6
		Incorrect readings/ estimates of water meters	Finance Department	Ward 1 – 6
		Sourcing of reliable water source for Petrusburg	Project Management Unit	Ward 3 and 6
		Repair of boreholes and supply of water to municipal commonage land	Community Services Department	Ward 1 – 6

		Upgrading of Waste Water Treatment Plant	Technical Services	Ward 1-6
		Provide a consistent clean water supply	Technical Services	Ward 1-6
		Rehabilitate the Kalkfontein water scheme	Technical Services	
		Upgrading of Water Treatment Works	Technical Services	Ward 4 and 5
		Construction of pipeline from Petrusburg Reservoir to Bolokanang Reservoir	Technical Services	Ward 3 and 6
		Boreholes Drilling and Testing, Phambili (Informal settlements)	Technical Services	Ward 3
2	Sanitation	Replacement of dilapidated toilets in Petrusburg	Community Services Department	Ward 3 and 6
		Servicing of VIP chemical toilets	Community Services Department	Ward 3 and 6
		Removal of buckets in Sandershoogte to be monitored	Community Services Department	Ward 2

	Servicing of drainage system of Sandershoogte	Community Department	Services	Ward 2
	Servicing of drainage system of Dithlake (Rooi rand pump station)	Community Department	Services	Ward 5
	Servicing of drainage system of Dithlake (Roselove pump station)	Community Department	Services	Ward 5
	Building of waterborne 'toilets in Bolokanang	Community Department	Services	Ward 3 and 6
	Building and maintenance of ablution facilities at all our graveyards	Community Department	Services	Ward 1 – 6
	Refurbishment of Waste Water Treatment Works	Technical Services		Ward 5 & 4
	Erect flushing toilets as the existing ones are not conducive (Waste Water and Sanitation)	Community Services		Ward 1,2,3, & 6
	Recycle waste water for the development of waterborne and do away with VIP toilets	Technical Services		Ward 1-6
	Refurbishment and upgrade of sewerage plant in (Relebohile)	Technical Services		Ward 1
	Allocate portable/mobile toilets for residents in Phambili	Community Services		Ward 3

3	Waste Disposal & Refuse Removal	Waste Disposal Truck only servicing the Jacobsdal Area in town and not Sandershoogte and Ratanang	Community Department	Services	Ward 2
		Dumping site in Sandershoogte not fenced and access is therefore not properly controlled, proposed that dumping permits be issued by the municipality	Community Department	Services	Ward 2
		Illegal Dumping sites be cleaned and NO DUMPING sign boards be erected and municipal by – laws be implemented in order to contain trespassers	Community Department	Services	Ward 1 – 6
		Conduct labour intensive projects to clean the current dumping sites both legal and illegal	Community Department	Services	Ward 1 – 6
		There is need for the development of Landfill Sites	Technical Services		Ward 1,2 & 3
		Provide proper dumping sites, as current ones are not licenced	Community Services		Ward 1-6
		Waste removal remains a challenge in townships	Community Services		Ward 1-6
		Waste recycling be considered in Letsemeng	Community Services		Ward 1-6

4	Electricity	Regular maintenance be done on street lights in all areas as it poses a security risk	Technical Department	Services	Ward 1 – 6
		Erect street lights in Sandershoogte next to the dumping site	Technical Department	Services	Ward 2
		Restore streetlights in the townships	Technical Services		Ward 1-6
		Install electricity for the residents of Thompson (Phambili)?	Technical Services		Ward 3
5	Streets and Storm Water canals	Construction of paved roads in Relebohile 3 in Luckhoff	Project Unit	Management	Ward 1
		Construction of paved roads in Donkerhoek in Jacobsdal	Project Unit	Management	Ward 2
		Construction of paved roads in Sandershoogte in Jacobsdal	Project Unit	Management	Ward 2
		Construction of paved roads in Nkululeko in Bolokanang	Project Unit	Management	Ward 6

		Construction of paved roads in Mthonjeni Street Bolokanang	Project Management Unit	Ward 6
		Provide a functional Storm-water drainage system	Technical Services	Ward 1-6
		Construction of functional Storm-water drainage system in Boiketlo Street	Technical Services	Ward 6
		Construction of functional Storm-water drainage system in Tau Street	Technical Services	Ward 6
		Construction of functional Storm-water drainage system in Mthojeni Street	Technical Services	Ward 6
		Maintain Jacob RegOp Street in Luckhoff	Technical Services	Ward 1
		Erect directional signage in the town and township of Jacobsdal	Community Services	Ward 2
		The bridge into Koffiefontein requires a refurbishment	Technical Services	Ward 5
		Consider constructing paved road rather than tarred road	Technical Services	Ward 4-5
6	Radical Economic Transformation & Economic	Avail business sites in all areas for local business people to create an enabling environment	Community Services Department	Ward 1 – 6
		Outsource road maintenance to local SMME's for job creation of local people	Office of the MM - Planning & Development Unit	Ward 1 – 6

Development	Outsource maintenance of ablution facilities in Jacobsdal to local SMME	Office of the MM - Ward 2 Planning & Development Unit
	SMMES in all wards to be assisted through provision of Equipment and Materials for their businesses to grow	
	SMMES Container HUB Centers in all our towns to assist SMMES	
	Outsource maintenance of ablution facilities in Petrusburg to local SMME	Office of the MM - Ward 3 and 6 Planning & Development Unit
	That Petra Diamonds be engaged on their SLP contribution to benefit the broader community of Letsemeng municipality and not Koffiefontein only	Office of the MM - Ward 1 – 6 Planning & Development Unit
	That the development of small contractors not be compromised in any way to upgrade their CIDB grading's	Office of the MM - Ward 1 – 6 Planning & Development Unit
	That SMME development opportunities and initiatives be categorized and opportunities be given accordingly	Office of the MM - Ward 1 – 6 Planning & Development Unit
That the maintenance of local parks be outsourced to local SMME's		

	That 30% of the SCM procurement budget be set aside for local SMME's on all future projects	Supply Chain Management Unit – BTO	Ward 1 – 6
	That an amount of R 500 000.00 be set aside for Youth Empowerment Programmes	Supply Chain Management Unit – BTO	Ward 1 – 6
	Conduct training to necessitate recycling	Community Services	Ward 1
	SMMEs and Contractors requires training on bidding processes and procedures	Office of the MM –	Ward 1-6
	Provide support for potential young entrepreneurs	Office of the MM – Development Unit	Ward 1-6
	Request for the establishment of a Youth Support Centre	Office of the MM – Development Unit	Ward 1-6
	Provide support to existing and emerging farmers, as agriculture is one of the main commodity in Letsemeng	LED	Ward 1-6
	Free State is declared a disastrous area –The municipality need to avail funding opportunities for farmers from relevant external authorities	LED – Department of Agriculture	Ward 1-6

7	Spatial Planning and Land Use Management	That land be availed for both residential and industrial use at a radical paste		
		That land and farms be availed for Agricultural projects to the previously disadvantaged individuals	Office of the MM – Planning & Development Unit	Ward 1 – 6
		That the Municipality apply for additional land through Department of Rural Development and Land Reform to use for additional commonage usage	Department of Land Affairs	
		Provide proper land management and develop commonage policy		
		There is a challenge of access to farming land and existing land is being used for illegal dumping	Department of land affairs/Office of the MM/LED and Community Services	Ward 3 & 6
8	Job Creation	That skills development programmes for Artisans be included in the SDF of the municipality to support the unemployed youth	Department of Corporate Services	Ward 1 – 6
		That buildings be availed in Oppermansgronde for Youth Job Creation Cooperatives and Projects	Community Services Department	Ward 1

		That Letsemeng unemployed graduates be absorbed into the Government across all spheres	Department of Corporate Services	Ward 1 – 6
		Review and approve the municipal organisational structure	Office of the MM	Ward 1-6
		That the municipality initiate projects on Brick manufacturing, Solar Plant project and Crusher Plant project	Office of the MM - DMR	Ward 5
		That the municipality provide learnership on Environmental Health Services through EPWP or source funding else to Combat Covid-19 Pandemic across Letsemeng	Department of Corporate Services and Office of the Municipal Manager	Ward 1-6
9	Crime	That the Oppermans police station be expanded and operating hours be extended to 24 hours per day	South African Police Services	Ward 1
		That a satellite police station be opened in Relebohile to service the community as the current one is way too far	South African Police Services	Ward 1

		That a satellite police station be opened in Ratanang to service the community as the current one is way too far	South African Police Services	Ward 2
		That a satellite police station be opened in Bolokanang to service the community as the current one is way too far	South African Police Services	Ward 3 and 6
		That a satellite police station be opened in Dithlake to service the community as the current one is way too far	South African Police Services	Ward 4 and 5
		That the SAPS improve on visible policing in all areas	South African Police Services	Ward 1 – 6
		Provide interventions for drug and alcohol abuse in Letsemeng	SAPS – Department of Social Development	Ward 1-6
10	Health	That more Doctors be deployed to the municipal area as we are currently only having two Doctors to service all local clinics	Department of Health	Ward 1 – 6
		That the racial issue of Dr Hunter at the Jacobsdal clinic be handled as a matter of urgency as he is ill-treating black patients	Department of Health	Ward 2

	That proper waiting areas be built at the local clinics as some patients are lying dormant on chairs whilst waiting to be serviced	Department of Health	Ward 1 – 6
	That EMS improve on their response time as some old and critically ill patients suffer the consequences of their slow response	Department of Health	Ward 1 – 6
	That proper clinics be built in:- Teisesville Ratanang	Department of Health	Ward 1 and 2
	That a mobile clinic be obtained to service the farming areas	Department of Health	Ward 1 – 6
	That the maternity Wards at Ethembeni Clinic in Koffiefontein be equipped with necessary machinery so that it can become operational	Department of Health	Ward 4 and 5
	That the Ethembeni clinic be turned into a Health Care Centre' in order to operate 24 hours to decrease the no of referrals to the District hospital	Department of Health	Ward 4 and 5
	Clinic personnel must improve on effectiveness as people can't gain access to services after 12h00	Department of Health	Ward 1 – 6

		Batho Pele principles must be applied at all clinics and customer relations should be improved	Department of Health	Ward 1 – 6
		Provide shelter (Bus Stop) for ambulance patients waiting area in (Jacobsdal)	LLM and Department of Health	Ward 2
11	Education	Facilitate roll – out training programmes for the youth in the Arts & Culture to empower them as performing groups	Office of the Mayor Department of SACR	Ward 1 – 6
		Assist the youth with registration fees and bursaries for deserving students	Office of the Mayor Office of the Premier and Sector Departments	Ward 1 – 6
		Facilitate the roll – out of Maths and Science at all our local schools	Office of the Mayor Department of Education	Ward 1 – 6

		That the municipality provide accredited Learnerships for the Youth	Office of the Mayor & Department of Education	Ward 1-6
		The municipality engage the Department of Education and other relevant authorities to convert Motheo Satellite situated in Koffiefontein into a College	Office of the Mayor & Department of Education	Ward 5
		The municipality develop an exit strategy for students who are undertaking internships programmes with the municipality	Office of the MM & Office of the Mayor	Ward 1-6
		Provide a library in Sonwabile	LLM & Department of Education	Ward 4
		Erect brick wall fence between graveyard and Leretlhabetse Primary School for the sake of school kids	Community Services	Ward 5
12	Rural Development	Facilitate the formalisation of Phambili into an Agricultural Hub and residential area	Community Services Directorate DHA & Human Settlements	Ward 1 – 6
		Capacitate and operationalize housing unit which will address the demands of the communities	Community Services	Ward 1-6

		There is a need to construct low-cost houses in Letsemeng	Community Service – Ward 1-6 Department of Housing and Human Settlement
		Provide basic services for new sites.	Technical Services and Ward 1,23 & 6 Community Services
13	Social Development	Social Development must look into the possibility of bringing both the Social Development and SASSA offices to Dithlake as it is currently out of reach of the people	Department of Social Development Ward 4 and 5 Department of Public Works
		MPCC be utilised for its intended purposes, and that was to “bring District Sector Department closer to the people”.	Office of the MM Ward 4
		Provide a hospice for people with disabilities, and an proper old age home	Department of Social Development & Department of Health Ward 4-5

14

**Community
Sport &
Recreational
Facilities**

Building of a community hall in Oppermansgronde

Project Management Ward 1
Unit

SASSA

Building of an sports centre' in Oppermansgronde

Project Management Ward 1
Unit

Department of SACR

Upgrading/Completion of sports facility in Teisesville

Project Management Ward 1
Unit

Fencing of grave yard in Ratanang

Community Services Ward 2
Department

Upgrading of sports facility in Bolokanang

Project Management Ward 3
Unit

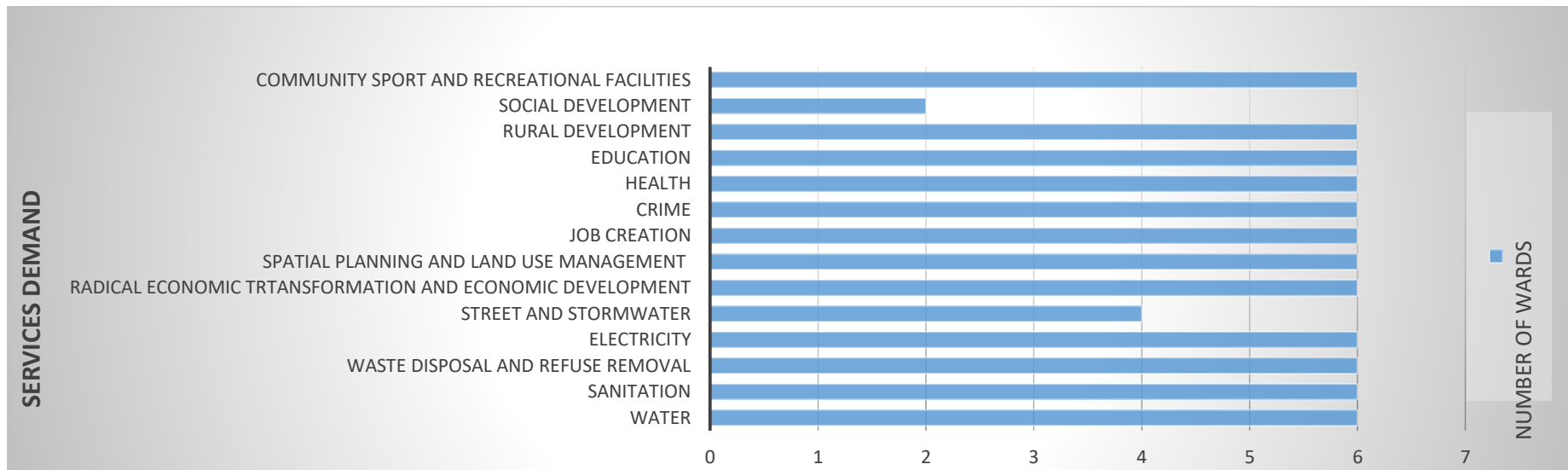
Department of SACR

Completion of sport facility in Khayelitsha

Project Management Ward 5
Unit

	Proper maintenance of parks, recreational facilities, sports facilities and community halls, libraries and offices by local people	Department of Community Services	Ward 1 – 6
	Appoint Security personnel to prevent the vandalism and theft of municipal properties and facilities	Community Services	Ward 1-6

A SUMMARY OF SERVICES DEMAND PER WARDS



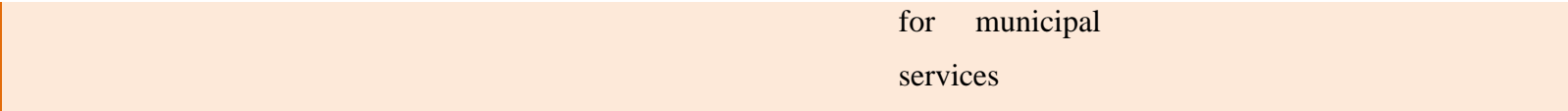
MUNICIPAL RESPONSE IN REGARDS TO THE ABOVE IDENTIFIED NEED

Table 18: Infrastructure and Development

What needs to be improved In your Community	A summary of how you will do it.	Specific location	Monitoring and evaluation		
			Project objective	Responsible sector	Time lime
STORM WATER DRAINAGE SYSTEM	Upgrade Storm water drainage system	KOFFIEFONTEIN, JACOBSDAL, LUCKHOFF, PETRUSBURG AND OPPERMANSGRONDE	To deal with roads and storm-water drainage backlogs	Technical Services	Upgrade roads and storm-water by 6km in 2021

COMMUNITY SERVICES

What needs to be improved In your Community	A summary of how you will do it.	Specific location	Monitoring and evaluation		
			Project objective	Responsible sector	Time line
WASTE MANAGEMENT	— New CWP recruits to be assisted to register storage facilities (what is commonly known as recycling) with DESTEA that will collect all recyclable material and sell to big recycling companies via in Johannesburg when 35 Ton of each recyclable material is collected and baled	KOFFIEFONTEIN, JACOBSDAL, LUCKHOFF, OPPERMANSGRON DE AND PETRUSBURG	<ul style="list-style-type: none"> — Minimize littering. — Keep SA Clean with less pollution. — Increase wages of members of recycling cooperatives. — Increase revenue because more people will be able to can pay 	<ul style="list-style-type: none"> — Communit y Services — LED — IDP 	80 EPWP for waste management in 2021



for municipal
services

BUILDINGS/ASSETS	Renovation of municipal buildings /assets	KOFFIEFONTEIN, JACOBSDAL, LUCKHOFF	Upgrade and renovate municipal buildings / assets	Community Services	3 municipal buildings (Koffiefontein, Petrusburg and Jacobsdal in 2021)
CEMETRIES	Safeguard all cemeteries with physical security	All towns	To safeguard cemeteries	Community Services	4 cemeteries safeguarded
SPORTS FIELDS	Refurbishment of sports facilities	All towns	Refurbishment of sports facilities	Community Services	2 sports facilities (Sonwabile and Dithlake)
PARKS	Upgrading and maintenance all community parks	All towns	Upgrading and maintenance of community parks	Community Services	4 community parks upgraded by 2021

What needs to be improved in your Community	A summary of how you will do it.	Specific location	Monitoring and evaluation
			Project objective Responsible sector Time lime

SMME DEVELOPMENT	Skill SMMES through workshops on (tendering, sub-contracting 30% of capital projects)	Town based and Municipal based	— Supporting and promoting SMMES	Finance (SCM)	2 workshops convened on tendering by 2021 LED 6 projects with sub-contracting arrangements
	Promote and register SMMES.	Town based and Municipal based	— Supporting and promoting SMMES	Finance (SCM)/LED	100 SMMEs supported in registering
	— Number of co-operatives supported	Town based and Municipal based	— Supporting and promoting SMMES	LED	2 co-ops Bricklaying and Crusher Plant resuscitated and supported by 2021

REVENUE ENHANCEMENT	— INDIGENT REGISTRATIONS	KOFFIEFON TEIN, PETRUS BURG, JACOBSDAL, LUCKHOFF AND OPPERMANSGRON DE	— Revision of the Indigent Register	Finance	6334 additional indigents registered by 2021
	Massive ward-based campaign on Indigent registrations				
	— PAYMENTS OF SERVICES	KOFFIEFON TEIN, PETRUS BURG, JACOBSDAL, LUCKHOFF AND OPPERMANSGRON DE	— Improving the collection rate	Finance	85 % collection rate by 2021
	Ward committee members to be given the list of people in areas of the people council anticipate to write-off their debt.				
	— Ward committee members to be paid a commission for revenue collected.				

What needs to be improved in your Community	A summary of how you will do it.	Specific location	Monitoring and evaluation			
			Project objective	Responsible	sector	Time lime
TOURISM	Improve the wine route Build a tourist village at Malatse	Jacobsdal	Support Economic opportunities	Local	LED	Develop a business plan and leverage funding for the building of a tourist village at Malatse
FOOD SECURITY	Establish a hydroponic farm	Oppermansgrond	Support Economic opportunities	Local	Petra Diamonds LED	Hydroponic farm established and operational

YOUTH DEVELOPMENT

What needs to be improved in your Community	A summary of how you will do it.	Specific location	Monitoring and evaluation		
			Project objective	Responsible sector	Time lime
Youth Enterprise Development	— Train aspiring young entrepreneurs on Business plan Development.	KOFFIEFONTEIN, PETRUSBURG, JACOBSDAL,	— Reduce youth unemployment	YDO SEDA	20 aspiring young entrepreneurs trained
	— Encourage business plan competition.	OPPPERMANSGR ONDE AND LUCKHOFF.	— Supporting the development of youth entrepreneurs	LED	
	— Petra to provide start-up capital for the best sustainable business idea from social enterprise development budget.	One project per town	— Harness opportunities from the Presidential Youth Employment Service		Mayoral budget supplemented by private sector for Youth Entrepreneur Start-up capital
	— Develop incubation and monitoring system				

EDUCATION AND TRAINING

What needs to be improved in your Community	A summary of how you will do it.	Specific location	Monitoring and evaluation			
			Project objective	Responsible sector	Time lime	
School results / performance	<p>Cradle to Career(Mayors Project)</p> <p>— Municipality to recruit at <i>least 15 Unemployed Youth</i> with Tertiary Qualifications or Matric participating in internship programme.</p> <p>— Supporting matriculates with good results with registration monies at institutions of higher learning</p>	<p>KOFFIEFONTEIN, JACOBSDAL, LUCKHOFF, PETRUSBURG AND OPPERMANSGRO NDE</p>	<p>Creation of employment opportunities for unemployed Youth</p>	<p>— OFFICE OF THE MAYOR — YDO — IGR</p>	<p>45 unemployed youth participating in internship programme by 2021</p>	

WOMEN, CHILDREN AND PEOPLE WITH DISABILITIES

What needs to be improved in your Community	A summary of how you will do it.	Specific location	Monitoring and evaluation		
			Project objective	Responsible sector	Time lime
Support women, children and people with disabilities organizations	Providing information through sessions and engagements Engage different departments and stakeholders for support	JACOBSDAL, KOFFIEFONTEIN AND PETRUSBURG	Providing supporting to women, children and people with disabilities organisations	Mayor's office	2021

HEALTH CARE

What needs to be improved in your Community	A summary of how you will do it.	Specific location	Monitoring and evaluation		
			Project objective	Responsible sector	Time lime
All towns is in short of Ambulances	Municipality to intervene and ask for Department of health to at least sponsor all five towns with	OPPERMANSGRONDE, KOFFIEFONTEIN, PETRUSBURG,	Lobby department of health to	Mayor and Municipal	Secure 5 ambulances from the

**and waiting
rooms are also
requested to all
towns**

Ambulances by the help of the JACOBSDAL AND provide adequate Managers Department
community. LUCKHOFF services Office of Health by
2021

SAFETY AND SECURITY

at needs to be improved in your Community	A summary of how you will do it.	Specific location	Monitoring and evaluation			
			Project objective	Responsible sector	Time lime	
Law enforcement	Municipality to recruit unemployed trained security volunteers through CWP that will focus on enforcing and implementation of By-Laws. Obviously with consideration of applicable legislative guidance	LUCKHOFF, OPPERMANSGRONDE, JACOBSDAL, KOFFIEFONTEIN AND PETRUSBURG	Effective by laws enforcement will result in <ul style="list-style-type: none"> ▪ addressing refuse and littering problems. ▪ Addressing road accidents as a result of roaming animals. ▪ Contribution to municipal revenue 	Community Services	Recruit law enforcement officers by 2021	

Fire and Rescue Services	Municipality to recruit unemployed trained fire fighters volunteers through CWP that will focus on fire and rescue services	LUCKHOFF, OPPERMANSGRONDE, JACOBSDAL, KOFFIEFONTEIN AND PETRUSBURG	Provision on an effective disaster and emergency services	Community Services	Establishment of a local disaster management committee by 2020 Recruit 10 fire fighters Leverage funds and acquire fire fighting equipment by 2021
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6.3.2 Financial Viability and Management

6.3.2.1. Strategic Objective

To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and systems.

6.3.2.2 Intended Outcome

Improved financial management and accountability.

Letsemeng Local Municipality has taken an approach of adopting the following budget principles:-

- Drafting a delivering a realistic and funded budget
- Drafting an mSCOA compliant budget
- Focusing on provision of basic services
- Improving the revenue base and payment rate for services provided
- Maintaining commitment to deliver quality services
- Improving the cash reserves to increase future capital investment capacity of the municipality

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services and full implementation of the approved budget related policies of the municipality;

The revenue base of the municipality has declined drastically and the low revenue collection has put the municipality in a compromising position in terms of both its financial sustainability and its cash flow. The municipality is currently in the process of reviewing its Revenue Enhancement Strategy and has started to roll out a massive Operation Patala campaign.

The following budget related policies will be tabled together with budget of the Municipality:-

- Budget policy;
- Banking and Investment policy;

- Virement policy;
- Supply chain management policy;
- Credit control and debt collection policy;
- Indigent support policy;
- Property rates policy;
- Tariffs policy;
- Funding and reserves policy;
- Petty Cash Policy
- Supply chain management and Infrastructure policy

Budget Policy

To set out the budgeting principles which the municipality will follow in preparing each annual budget and to secure sound and sustainable management of budgeting and reporting practices by ensuring compliance with norms and standards and other requirements as established by the National Treasury.

Virement Policy

The purpose of this policy is to provide a framework whereby transfers between line items within votes of the operating budget may be performed with the approval of certain officials.

Supply Chain Management Policy

To provide for effective systems for demand management, acquisition management, logistics management, disposal management, risk management and performance management and to ensure that the procurement processes are conducted in an effective, efficient, equitable, transparent and sustainable manner.

Credit Control and Debt Collection Policy

To ensure that all consumers pay for the services that are supplied and consumed according to the approved tariff structure of the municipality and to ensure that all consumer account related enquiries are attended to promptly and diligently.

Indigent Support Policy

To provide procedures and guidelines for the subsidization of basic service charges to registered indigent households, using the Council's budgetary provisions received from National Government, according to prescribed policy guidelines.

Property Rates Policy

To determine criteria to be applied for the levying of differential rates for different categories of properties, exemptions, reductions and rebates, and rate increases.

Tariffs Policy

To comply with the provisions of section 74 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000); to prescribe procedures and guidelines in terms of tariff structure to be imposed on services provided by the municipality.

Funding and Reserves Policy

The objective of the policy is to set out the assumptions and methodology for estimating the projected billings, collections and all direct revenues; the provision for revenue that will not be collected; the funds the municipality can expect to receive from investments; the funds to be set aside in reserves and the proceeds the municipality can expect to receive from the transfer or disposal of assets;

The Letsemeng Local Municipality has undergone the necessary budget reforms and intends to implement the following principles with regard to budgeting:-

- A more strategic approach to budgeting and financial management;
- Promote sound financial governance by clarifying roles;
- Modernization of financial management;
- Promoting cooperative governance;
- Promoting sustainability

Some of the modernization initiatives the municipality has taken will be aimed at achieving the following:-

- Budgets get tabled 90 days before the start of the new year to deepen consultation and transparency;
- Integrate policy, planning and budgeting;
- Monthly reporting to promote in-year management and discipline;
- Implementation of accounting standards (GRAP), promoting comparability;
- Timely submission of financial statements;

The long term vision of the municipality is to promote:-

- Sound financial systems and processes;
- Transparent budgeting processes;
- Effective management of revenue, expenditure, assets and liabilities;
- Unqualified financial statements prepared on the accrual basis and on time.

The municipality has also adopted the following IDP/Budget process cycle to ensure credibility of both the IDP and Budget of the municipality as well as to ensure alignment of these two critical documents;-

Table 1: IDP/BUDGET PROCESS CYCLE

STEP – BY – STEP IDP/BUDGET PROCESS CYCLE		
No	Step	Process
1	Planning	Schedule key dates, establish consultation forums, review previous processes
2	Strategising	Review IDP, set service delivery targets and objectives for the next 3 years, consult on tariffs, review all budget related policies, free basic services. Consider local, provincial and national issues, the prior year’s performance and current economic and demographic trends
3	Preparing	Prepare budget, revenue and expenditure projections, draft budget policies, consult and consider local, provincial and national priorities
4	Tabling	Table IDP/Budget and budget – related policies before municipal council, consult and consider formal local, provincial and national inputs or responses
5	Approving	Council approves budget and budget related policies and any amendments to the IDP

6	Finalising	Approve SDBIP and publish with budget and annual performance agreements and indicators
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The Finance Directorate is administering and managing all conditional and non – conditional grants received from the Division of Revenue Act, though the actual implementation responsibility lies upon the respective Directorates within the municipality.

The following grants are being received by the municipality with the following conditions which the municipality must comply with to ensure effective application and proper reporting of these grants

Table 2: Grants Received

Grant	Objective	National Financial Year		
		Column A	Column B	
			Forward Estimates	
		2020/2021	2021/2022	2022/2023
Local Government Financial Management Grant	To promote and support reforms in financial management by building capacity in municipalities to implement the Municipal Finance Management Act	2 800 000	R 3 000 000	R 3 200 000
Expanded Public Works Programme Integrated Grant for Municipalities	To incentivize municipalities to expand work creation efforts through the use of labour intensive delivery methods in the following identified focus areas, in compliance with the Expanded Public Works Programme Guidelines: road maintenance and	1,000,000	0	0

	<p>maintenance of buildings, low traffic volume roads and rural roads, basic services infrastructure, including water and sewer reticulation, sanitation, pipelines (excluding bulk infrastructure), other economic and social infrastructure, tourism and cultural industries, waste management, parks and beautification, sustainable land-based livelihoods, social services programme, health service programme and community safety programme</p>			
Municipal Infrastructure Grant	<p>To provide specific capital finance for eradicating basic municipal infrastructure backlogs for poor households, micro enterprises and social institutions servicing poor communities</p>	17 061 000	18 192 000	19 019 000
Municipal Water Services Infrastructure Grant	<p>To facilitate the planning, acceleration and implementation of various projects that will ensure water supply to communities</p>	24 201 000	25 532 000	26 758 000

	identified as not receiving a water supply service			
Equitable Share	To enable municipalities to provide basic services to poor households and to enable municipalities to afford administration and governance capacity to perform core municipal functions.	68 088 000	73 040 000	77 614 000
Integrated National Electrification Grant	To deal with energy challenges within the Municipality – Upgrading of electricity network within Letsemeng Local Municipality	12 847 000	15 009 000	8 000 000

Municipality is also going to receive a grant in kind of R 10 000 000 for water services infrastructure grant, this grant will be used to improve water services infrastructure within the Municipality.

LETSEMENG LOCAL MUNICIPALITY - FINANCIAL PLAN

National Treasury prescribes the guidelines of the MTREF period through a sustained and viable process as taken from the priorities of the country's National Development Plan. This is confined to our Growth and Development Strategy (as revised) and Council's 5-Year IDP. In addition the budget speech of Minister of finance was used as the basis of the budget preparation, the following five fundamental prescripts have been mentioned by the Minister of Finance to ensure that we provide sustainable services to our community members:

- Higher rate of economic growth
- Increasing tax collection
- Reasonable and affordable expenditure
- Stabilizing and reducing Debt
- Managing public Sector Bill

However, as economic uncertainty continues throughout the country, it is imperative that we take a conservative approach to the budget in order to give financial stability and start improving cash flow of the Municipality. As an immediate solution to our cash flow problems, the cost containment regulations dictates that we prepare cost containment measure policy, The municipality is busy with the process of preparation of cost containment policy in line with the requirements of Cost containment regulation read together with MFMA circular 82.

The legislative requirements of the budget are disclosed in terms of the MFMA circulars 48, 51, 54, 55, 58, 66, 67, 70, 74,78, 79, 85, 86, 93, 94, 98 and 99 as well as the Municipal Budget and Reporting Regulations (MBRR GN 393 of 2009).

The municipality adopted conservative approach for 2020/2021 MTREF as the municipality's revenue base (primarily composed of grants & subsidies) has been shrinking for the past 5 financial years, and unemployment rate is increasing, particularly amongst youth.

Budget Process

The annual Budget is strategically aligned to the IDP 2020/2021 and provides the financial framework to the strategic objectives and targets.

The budget process started in August 2019 when the council adopted the budget/ IDP timelines.

The budget was compiled based on a historical basis into consideration the anticipated revenue realizable in the 2019/20 financial year. Contractual obligations such as salaries and contracted services were first determined whereby general expenses were reduced in an effort to obtain a balanced budget.

Financing of Operating Activities:

The budget on financial performance (A4) in terms of Municipal Budget and reporting regulations has been drawn up on the GRAP (Generally Recognized Accounting Practices) principles of accounting where provision for depreciation and debt impairment has been taken into account. In line with Circular 99, the following is the indicative CPI:

- 4.5 %

This CPI was used to factor in increases in our budget, Salaries were increased in line with Salaries and Wage agreement as concluded by SALGBC, the percentage increase being 6.25%

Transfers to Municipalities

Section 214 of the Constitution provides for national government to transfer resources to municipalities in terms of the Division of Revenue Act (DoRA) to assist them in exercising their powers and performing their functions. Transfers to municipalities from national government are supplemented with transfers from provincial government.

The following table shows the allocation for the MTREF:

Table 3

Grant	2020/2021	2021/2022	2022/2023
Equitable Shares	68 088 000	73 040 000	77 614 000
EPWP	1 000 000		
INEP	12 847 000	15 009 000	8 000 000
WSIG	24 201 000	25 532 000	26 758 000

MIG	17 061 000	18 192 000	19 019 000
FMG	2 800 000	R 3 000 000	R 3 200 000

TARIFF INCREASES

As a requirement from National Treasury, our budget is based on the concept of balanced budget, Municipalities are not supposed to budget for a deficit, in order to mitigate against this issue, decision was taken to increase our tariffs.

Property rates

- Property rates tariffs for other properties will increase by 4.5%. Municipality will be implementing a supplementary valuation roll in line with the provisions of Municipal Property rates act

Service charges

- The tariffs for Water, Sanitation and Refuse will increase by an average of 4.5%.
- Electricity tariff will increase by 8.1%, this is in line with MFMA circular 99 guidelines

OVERVIEW OF THE BUDGET

Our total budget for revenue is 152 million and total expenditure budget is R 238 million

The table below shows the breakdown of both revenue and expenditure budgets

FS161 Letsemeng - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1										
Revenue By Source											
Property rates	2	14,917	14,678	16,960	20,826	22,492	22,492	–	23,504	24,585	25,716
Service charges - electricity revenue	2	20,961	16,539	11,749	22,386	21,009	21,009	–	21,955	22,965	24,021
Service charges - water revenue	2	16,715	19,737	4,938	9,326	8,207	8,207	–	8,576	8,971	9,383
Service charges - sanitation revenue	2	9,104	8,312	6,048	10,534	9,902	9,902	–	10,348	10,824	11,322
Service charges - refuse revenue	2	8,541	7,985	6,092	11,059	10,174	10,174	–	10,632	11,121	11,633
Rental of facilities and equipment		2,209	585		473	284	284	–	297	310	325
Interest earned - external investments		579	513		443	390	390	–	407	426	446
Interest earned - outstanding debtors		10,526	19,356		4,070	4,070	4,070	–	4,253	4,449	4,653
Dividends received	1	4			41	10	10	–	10	11	11
Fines, penalties and forfeits		8	2		19	32	32	–	33	35	36
Licences and permits		–	–		5	5	5	–	5	5	5
Agency services		–	–		–	–	–	–	–	–	–
Transfers and subsidies		49,347	51,089		67,103	72,103	72,103	–	71,888	76,040	80,814
Other revenue	2	545	434	2,336	1,059	847	847	–	569	595	623
Gains		–	452	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		133,453	139,683	48,123	147,345	149,526	149,526	–	152,478	160,337	168,989
Expenditure By Type											
Employee related costs	2	46,772	49,073	35,896	53,561	53,561	53,561	–	58,918	61,626	64,458
Remuneration of councillors		3,348	3,746		4,127	4,127	4,127	–	4,313	4,317	4,516
Debt impairment	3	34,324	12,271		22,998	22,998	22,998	–	50,000	52,300	54,706
Depreciation & asset impairment	2	42,692	44,090	43,762	38,649	38,649	38,649	–	47,140	49,308	51,576
Finance charges		2,115	2,232		600	2,000	2,000	–	600	628	656
Bulk purchases	2	27,270	26,469	35,161	21,000	33,000	33,000	–	38,000	39,748	41,576
Other materials	8	–	–		–	–	–	–	5,940	6,237	4,530
Contracted services		6,521	12,201	5,514	18,160	11,843	11,843	–	18,924	18,146	20,307
Transfers and subsidies		–	–		–	–	–	–	–	–	–
Other expenditure	4, 5	25,301	18,101	–	15,612	13,500	13,500	–	14,922	15,648	16,775
Losses		601	–	–	–	–	–	–	–	–	–
Total Expenditure		188,945	168,183	120,333	174,709	179,680	179,680	–	238,757	247,957	259,100
Surplus/(Deficit)		(55,493)	(28,501)	(72,210)	(27,364)	(30,154)	(30,154)	–	(86,279)	(87,620)	(90,112)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		56,320	28,406		46,349	46,349	46,349	–	54,109	58,733	56,777
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		827	(94)	(72,210)	18,985	16,195	16,195	–	(32,170)	(28,887)	(33,335)
Taxation											
Surplus/(Deficit) after taxation		827	(94)	(72,210)	18,985	16,195	16,195	–	(32,170)	(28,887)	(33,335)
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		827	(94)	(72,210)	18,985	16,195	16,195	–	(32,170)	(28,887)	(33,335)
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		827	(94)	(72,210)	15,18,985	16,195	16,195	–	(32,170)	(28,887)	(33,335)

Legal Implications

The budget has been drawn up in line with the MFMA, Act 56 of 2003 (SS 16-17) which inter alia states:

“The council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year.”

This budget is fully linked to the IDP and all related policies of the Municipality.

Table 5

Five –year Strategic objective	Five year IDP Programme	Section Changed	Reasons for Change
Availability of cost effective finance to fund capital programmes	Pursue borrowing through DBSA loans and source capital funding trough government grants	IDP sub programme	The municipality will be implementing MIG capital projects for upgrading infrastructure within the Municipality
Equitable and competitive tariff Effective system that is informed by national inflation data and targets, comparable to local municipalities and circumstances of communities to ensure affordability	Tariff Management Programme An evaluation of the tariff methodology to assess whether it is relevant to the current changes in municipality and NERSA Revenue enhancement strategy	Ensure compliance with the reviewed tariff policy of the municipality Maintain separate property rates tariffs per category of property Improve the 2020/2021 tariff public consultation process onwards Improve revenue collection rate to	Equitable and competitive tariff system that is informed by national inflation data and targets, comparable to local municipalities and circumstances of community to ensure affordability

		70% in 2020/21 75% in 2021/2022 80% In 2022/2023	
Five –year Strategic objective	Five- year IDP Programme	Section Changed	Reasons for Change
A budget system, structure and format that enables sound resources allocation and MSCOA seven segments	<p>Financial Management Programme</p> <p>The municipality is currently on the implementation of version 6.4 of MSCOA.</p> <p>The department uses the MSCOA seven segments to determine the allocation of funding to each departments</p>	<p>Redevelop formats to ensure that they are in line with the National Treasury’s requirements</p> <p>Develop and determine Medium Term Budget Framework and long-term financial framework</p> <p>Ensure that the budget system is maintained and is at par with the latest trends in the economy</p>	A budget system, structure and format that enables sound resource allocation

Financial Sustainability Section

The financial sustainability section is informed by the objectives as outlined in the 2020/2021 IDP of the municipality. The section fundamentals includes: ensuring financial sustainability, accountability, and responsiveness to the needs of the community of Letsemeng.

Table 6: Financial Sustainability

Indicator	Five-year target	Progress against the Five-year target (accumulated)	2020/2021 Delivery Agenda
70% collection rate	90% collection rate		Increase revenue collection to a minimum of 70% throughout the municipal area of jurisdiction
95% of customers receiving bills	98% of customers receiving bills	95% customers receiving bills	95% active customers receiving bills
100% implementation of the valuation roll and an amount additional revenue raised as a result of implementing the valuation roll.	Rates policy effectively monitor and evaluate SAGE financial system and align to new polices	Extensive and effective and consultation with the public done annually Compiled supplementary valuations rolls in compliance with property rates Act no. 6 of 2004	Monitor impact of the policy and tariff structure to inform possible policy changes Review the policy on an annual basis in line with the budget process and legislation

Indicator	Five-year target	Progress against the Five-year target (accumulated)	2020/2021 Delivery Agenda
			Formulate and implement additional supplementary valuation roll
Percentage spent on capital programme	% spent on the municipality's capital budget	Less than 100% during the previous financial year	100% is targeted to be spent for 2020/2021
Less than 5% variance on the municipal operating budget	5% variance on the municipality operating budget.	A variance of less than 19% obtained	Should not be more than 5% over budgeted amount
100% updated and GRAP compliant FAR	Update the moveable and immovable asset registers and develop a system for regular collecting asset performance information and maintenance requirements going forward	Implement a consistent method across all parts of the municipality to account for asset and account for future investments requirements	Continuous update of the movable and immovable asset registers quarterly

Table 7: Challenges and Opportunities

Challenges	Opportunities
Placement of staff	Internal prepare Annual Financial statements by 2022/2023
Grading of the municipality resulting to lack of retention of competent staff and attraction of scare skill	Dedicated BTO staff
Satellite offices operating manually	
Unreliable meter reading leading to inconsistent billing	
Lack of clear business process	
Shortage of BTO staff	

Table below 26: Strategic Priorities

Key Performance Area	Implementation Plan
Financial turnaround strategy	Expenditure review and implementation of recommendations Stringent financial control municipal wide Revenue maximisation plan Credit control Improve implementation of billing Increased collections levels

	Implementation of fraud and corruption strategy Implementation of effective supply chain management
Customer service	Monitor turnaround time on query resolution Customer feedback on accounts
Overall financial oversight	Attainment and maintenance of unqualified audit opinion

Table 8: Financial Sustainability Sector Plan

The table below is an outline of the financial sustainability sector plan:

Five-year Strategic Objectives	IDP Programme and Key Achievements (accumulated to date)	Delivery Agenda
<p>Empowered customers enjoying highest standard of customer care and responsiveness</p>	<p>Responsive customer care</p> <ul style="list-style-type: none"> ▪ Complaints V/S resolved ▪ Embracing new business ▪ Demands MPRA aims 	<p>Responsive customer care</p> <ul style="list-style-type: none"> ▪ Harness the single customer experience from optimisation of customer service centre ▪ Address challenges related to technology improvements on the contact centre ▪ Further reduction in time taken to answer calls to an average of 60 seconds ▪ Sustain customer satisfaction despite forces of NCA, MPRA and credit control
<p>The municipality that creatively evolves its</p>	<p>Maximise Revenue Collection and Billing</p>	<p>Maximise Revenue Collection and Billing</p>

Five-year Strategic Objectives	IDP Programme and Key Achievements (accumulated to date)	Delivery Agenda
resourcing/expenditure system to ensure long-term fiscal stability and growth, and optimal spending to support accelerated and sustainable development	<ul style="list-style-type: none"> ▪ Increase in revenue collection to 70% 	<ul style="list-style-type: none"> ▪ Increase in revenue collection to acceptable levels, including indigents ▪ Facilitate property value chain initiatives ▪ Address meter reading ▪ Reducing impact on refunds and clearance figures
	Financial control and reporting <ul style="list-style-type: none"> ▪ Staff trained to respond to the NCA, closely monitoring its effect on income 	Financial control and reporting <ul style="list-style-type: none"> ▪ 100% compliance with NCA ▪ Support the implementation of MPRA
	Debtors book Analysis of the debtors book	Debtors book

Five-year Strategic Objectives	IDP Programme and Key Achievements (accumulated to date)	Delivery Agenda
		Encourage customers to utilise incentive scheme through operation patala
<p>Sustained excellence in financial management</p>	<p>Completeness of revenue</p> <ul style="list-style-type: none"> ▪ Increase in number of matched accounts reaching more than 97% ▪ Fostering completeness of revenue partnering with poverty value chain 	<p>Completeness of revenue</p> <ul style="list-style-type: none"> ▪ Realise all revenue maximisation projects under property valuation relating to the following areas: <ul style="list-style-type: none"> - Valuation roll - Reconciliation of property data - Overall completeness of data - Priority projects to raise additional revenue ▪ Return on investment of revenue maximisation ▪ Harness value add of property value chain ▪ Sustained incremental concise completeness of revenue project

Five-year Strategic Objectives	IDP Programme and Key Achievements (accumulated to date)	Delivery Agenda
	<p>Refunds and clearances efficiencies</p> <ul style="list-style-type: none"> ▪ Increase of active customers receiving bills to 100% ▪ 98% refunds issued within 30 days ▪ 100% clearance certificates issued within 30 days 	<p>Refunds and clearances efficiencies</p> <ul style="list-style-type: none"> ▪ Accurate billing management ▪ 93% to 97% clearance certificate and refunds issued within 30 days of application ▪ 97% properties on the billing system metered and billed with accurate bills ▪ 97% increase in active customers receiving bills to minimum
<p>A municipality stable and growing revenue streams</p>	<p>Credit control enforcement</p> <ul style="list-style-type: none"> ▪ Expansion of credit control 	<p>Credit control enforcement</p> <ul style="list-style-type: none"> ▪ Strengthened credit management controls through reduction of areas where no credit control is taking place

Five-year Strategic Objectives	IDP Programme and Key Achievements (accumulated to date)	Delivery Agenda
A municipality with stable and growing revenue streams	Capital Financing Programme <ul style="list-style-type: none"> ▪ Where appropriate and within a policy framework raise project finance for specific infrastructure projects 	Capital Financing Programme <ul style="list-style-type: none"> ▪ Strengthens relationship with businesses
A budget system, structure and format that enables sound resource allocation decisions	Budget reform programme <ul style="list-style-type: none"> ▪ Revise the budget format to facilitate flexible programme-based MSCOA budgeting ▪ As required by the MFMA, continue to build the system and practices enabling more effective and efficient budget tracking funded budget 	Budget reform programme <ul style="list-style-type: none"> ▪ Develop an expenditure review model on an annual basis ▪ Produce quarterly SDBIP reports in line with National Treasury regulations ▪ Review budget policies annually
Measurable improvements in unit cost and allocation	Expenditure review programmes	Expenditure review programme

Five-year Strategic Objectives	IDP Programme and Key Achievements (accumulated to date)	Delivery Agenda
<p>efficiency on a key of set indicators</p>	<ul style="list-style-type: none"> ▪ As part of the overall framework of performance tracking and strategic decision-making, build a system and practice of annual budget review that tracks trends and issues in personnel spending, unit cost efficiencies, allocative efficiencies of, and social, economic and financial returns from, key service investments, and whether expenditure responsibilities are being adequately matched by resources ▪ Develop methods for evaluating for evaluating unit cost efficient in expenditure on key service and conduct 	<ul style="list-style-type: none"> ▪ Develop an expenditure review document on an annual basis ▪ Produce quarterly SDBIP reports in line with national treasury regulations ▪ Review budget policies annually

Five-year Strategic Objectives	IDP Programme and Key Achievements (accumulated to date)	Delivery Agenda
	regular benchmark-comparison studies with comparable to local municipalities	

REPORT OF THE AUDITOR-GENERAL TO THE FREE STATE LEGISLATURE AND THE COUNCIL ON THE LETSEMENG LOCAL MUNICIPALITY

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

1.1.1 Qualified opinion

1. I have audited the financial statements of the Letsemeng Local Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2019, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, except for the possible effects of the matters described in the basis for qualified opinion section of this auditor's report, the financial statements present fairly, in all material respects, the financial position of the Letsemeng Local Municipality as at 30 June 2019, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2018 (Act No. 1 of 2018) (Dora).

1.1.2 Basis for qualified opinion

Payables from exchange transactions

3. I was unable to obtain sufficient appropriate audit evidence for payables from exchange transactions as statements from suppliers could not be provided. I was unable to confirm payables from exchange transactions by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to payables from exchange transactions stated at R63 927 181 (2018: R37 183 072) in note 15 to the financial statements. In addition, the municipality did not recognise all outstanding amounts meeting the definition of a liability in accordance with GRAP 1, *Presentation of financial statements*, as the municipality did not maintain adequate records for goods and services received, but not yet paid at year-end. A material difference exists

between the trade payables' listing and the financial statements that could not be explained, and the leave accrual was incorrectly calculated. Consequently, payables from exchange transactions was understated by R23 897 005 (Overstated 2018: R13 043 784). There was also a resultant impact on expenditure, employee costs, the deficit for the period and the accumulated surplus.

Receivables from exchange transactions

4. I was unable to obtain sufficient appropriate audit evidence that all receivables from exchange transactions were correctly accounted for due to an incorrect age analysis that was used by the municipality. As a result, I could also not confirm the debt impairment amount. I was unable to confirm receivables from exchange transactions by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to receivables from exchange transactions stated at R47 385 666 in note 5 to the financial statements. In addition, the municipality did not correctly account for debt impairment in accordance with GRAP 104, *Financial Instruments*, as debt not older than 30 days was incorrectly included when calculating the debt impairment in the current and prior year. I was unable to determine the full extent of the misstatement of receivables from exchange transactions, as it was impracticable to do so. There was also a resultant impact on debt impairment, the deficit for the period and the accumulated surplus.

Service charges

5. I was unable to obtain sufficient appropriate audit evidence for service charges as it could not be confirmed that the reports used by management for recording the sales of prepaid electricity were reliable. I could also not confirm the estimates made where actual meter readings were not taken, due to lack of information to support the estimate calculations. I was unable to confirm the service charges by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to service charges stated at R50 259 851 in note 20 to the financial statements. In addition, the municipality did not recognise revenue from service charges in accordance with GRAP 9, *Revenue from exchange transactions*. Service charges were levied at incorrect tariffs or incorrectly recorded, monthly services for water consumption were not consistently metered and correctly billed, and value-added tax (VAT) refund amounts were included in service charges, resulting in service charges as well as receivables from exchange transactions being understated by R1 215 049 (overstated 2018: R40 450 809). There was also a resultant impact on the deficit for the period and the accumulated surplus.

VAT receivable

6. I was unable to obtain sufficient appropriate audit evidence for journal adjustments that were recorded against the VAT receivable, due to inappropriate record keeping and monthly VAT reconciliations that were not being performed by the municipality. I was unable to confirm these adjustments by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to the VAT receivable stated at R11 014 379 in note 7 to the financial statements. In addition, the municipality did not claim input VAT on all qualifying expenses, did not declare output VAT on prepaid electricity sales and direct bank deposits, and did not record any VAT relating to the provision for impairment of receivables. I was unable to determine the full extent of the misstatement of the VAT receivable for the current year as it was impracticable to do so.

Irregular expenditure

7. The municipality did not disclose all instances of irregular expenditure incurred in the notes to the financial statements, as required by section 125(2)(d) of the MFMA. The municipality made payments in contravention of the supply chain management (SCM) requirements, which were not disclosed. I was unable to determine the full extent of the understatement of irregular expenditure stated at R310 442 449 in note 47 to the financial statements as it was impracticable to do so.

Commitments

8. I was unable to obtain sufficient appropriate audit evidence for commitments, as the municipality did not maintain complete and accurate records of contractual information and payment documentation. I was unable to confirm the commitments by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to commitments stated at R18 483 078 (2018: R30 753 122) in note 42 to the financial statements. In addition, the municipality did not have adequate systems in place to account for commitments in terms of GRAP 17, *Property, plant and equipment*. This resulted in commitments being understated by R18 235 080 (overstated 2018: R1 138 455).

Bulk purchases

9. The municipality did not recognise bulk purchases in terms of GRAP 1, *Presentation of financial statements*. A difference was identified between the supplier statements and the accounting records, resulting in bulk purchases and payables from exchange transactions being overstated by R7 005 934. There was also a resultant impact on the deficit for the period and the accumulated surplus.

Interest received – outstanding debtors from exchange and non-exchange transactions

10. I was unable to obtain sufficient appropriate audit evidence for interest received – outstanding debtors from exchange and non-exchange transactions – as I could not confirm the principal debt amounts to be used in the calculation due to a lack of adequate systems. I was unable to confirm the interest received – outstanding debtors from exchange and non-exchange transactions – by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to interest on outstanding debtors from exchange transactions of R13 932 141 (2018: R14 861 585) and non-exchange transactions of R4 803 463 (2018: R4 493 959) as stated in note 22 to the financial statements. In addition, the municipality incorrectly calculated interest received on outstanding debtors from exchange and non-exchange transactions in the current year due to incorrect interest rates used and interest levied only after 90 days instead of 30 days when the debt became due and in the prior year, the municipality incorrectly calculated interest charges on outstanding accounts on a monthly basis instead of on a daily basis as per the council credit control policy. I was unable to determine the full extent of the misstatement of interest received – outstanding debtors from exchange and non-exchange transactions – for the current and prior year as it was impracticable to do so. There was also a resultant impact on receivables from exchange and non-exchange transactions, the deficit for the year and the accumulated surplus.

Professional and consulting fees

11. During 2018, I was unable to obtain sufficient appropriate audit evidence for consulting and professional fees due to the unavailability of supporting documentation to confirm that goods and services had actually been received and correctly accounted for. I was unable to confirm the

consulting and professional fees by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to consulting and professional fees for the prior year stated at R13 901 912 in note 37 to the financial statements. In addition, the municipality did not recognise all its professional and consulting fees in terms of GRAP 1, *Presentation of financial statements*. Professional and consulting fees was recorded in the incorrect categories in the general ledger, resulting in professional and consulting fees being overstated by R3 268 860 for the current year. There was a resultant impact on the VAT receivable, the deficit for the year and the accumulated surplus.

Inventory

12. I was unable to obtain sufficient appropriate audit evidence for inventory, as the municipality did not have adequate systems in place to account for inventory based on the weighted average method of valuation. Furthermore, the municipality did not have adequate internal controls in place to maintain records of inventory. Consequently, I was unable to determine whether any adjustments were necessary to inventory stated at R2 681 149 (2018: R2 666 564) in note 3 to the financial statements.

General expenses

13. The municipality did not recognise all expenditure in accordance with GRAP 1, *Presentation of financial statements*, as general expenses was not accounted for in the correct financial year. Consequently, general expenses is understated by R2 054 262; trade payables is understated by R2 487 184; property, plant and equipment is understated by R609 149; bulk purchases is understated by R176 074; professional and consulting fees is understated by R42 099; finance costs is understated by R1 945; repairs and maintenance is overstated by R295 245; and the VAT receivable is overstated by R101 100. There was also a resultant impact on the deficit for the period and the accumulated surplus.

Material losses

14. During 2018, I was unable to obtain sufficient appropriate audit evidence for material water and electricity losses and to confirm the disclosure by alternative means. Consequently, I was unable to determine whether any adjustment was necessary to water losses stated at R2 025 001 and electricity losses stated at R10 812 979 in note 50 to the financial statements. My audit opinion on the financial statements for the period ended 30 June 2018 was modified accordingly. My opinion on the current year financial statements was also modified because of the possible effect of this matter on the comparability of the water and electricity losses for the current period.

Context for the opinion

15. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.

16. I am independent of the municipality in accordance with sections 290 and 291 of the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* and parts 1 and 3 of the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA codes) as

well as the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA codes.

17. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

1.1.3 Material uncertainty relating to going concern

18. I draw attention to the matter below. My opinion is not modified in respect of this matter.

19. Note 55 to the financial statements indicates that the municipality incurred a net loss of R76 956 926 during the year ended 30 June 2019 and, as of that date, the municipality's current liabilities exceeded its current assets by R32 616 964. In addition, as disclosed in note 15 to the financial statements, the municipality owed Eskom R24 796 353 (2018: R12 200 916) and the water boards R6 054 034 (2018: R2 950 859) as at 30 June 2019 – these amounts were long overdue. These events or conditions, along with other matters as set forth in note 55, indicate that a material uncertainty exists that may cast significant doubt on the municipality's ability to continue as a going concern.

1.1.4 Emphasis of matters

20. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Unauthorised expenditure

21. As disclosed in note 49 to the financial statements, the municipality incurred unauthorised expenditure of R119 091 292 (2018: R64 871 038) due to overspending the approved budget.

Fruitless and wasteful expenditure

22. As disclosed in note 48 to the financial statements, fruitless and wasteful expenditure of R2 046 204 (2018: R1 375 621) was incurred, mainly due to interest on arrear payments to creditors.

Restatement of corresponding figures

23. As disclosed in note 44 to the financial statements, the corresponding figures for 30 June 2018 were restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2019.

Underspending of conditional grants

24. As disclosed in note 26 to the financial statements, the municipality materially underspent the municipal infrastructure grant by R14 521 311 (2018: R6 031 554) and the water services infrastructure grant by R33 227 661 (2018: R32 998 842).

Material losses

25. As disclosed in note 50 to the financial statements, material water distribution losses of R4 223 691 (2018: R2 025 001) and electricity distribution losses of R10 691 429 (2018: R10 812 979) were incurred by the municipality mainly due to leakages, burst water pipes, line losses, tampering and theft.

1.1.5 Other matter

26. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Unaudited disclosure notes

27. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion thereon.

1.1.6 Responsibilities of the accounting officer for the financial statements

28. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the SA Standards of GRAP and the requirements of the MFMA and Dora, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

29. In preparing the financial statements, the accounting officer is responsible for assessing the Letsemeng Local Municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations, or has no realistic alternative but to do so.

1.1.7 Auditor-general's responsibilities for the audit of the financial statements

30. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

31. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

1.1.8 Introduction and scope

32. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected key performance areas (KPAs) presented in the annual performance report. I was engaged to perform procedures to raise findings but not to gather evidence to express assurance.

33. I was engaged to evaluate the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected KPA presented in the annual performance report of the municipality for the year ended 30 June 2019:

KPA	Pages in the annual performance report
KPA 1 – basic service delivery and infrastructure	x – x

34. The material findings in respect of the usefulness and reliability of the selected KPA are as follows:

KPA 1 – basic service delivery and infrastructure development

35. I was unable to obtain sufficient appropriate audit evidence to confirm the usefulness and reliability of the reported performance information because the annual performance report was presented without evidence of the correct approved service delivery and budget implementation plans for the year under review, as required by section 25 of the Municipal Systems Act of South Africa, 2000 (Act No. 32 of 2000) (MSA) and sections 1, 21 and 53 of the MFMA, I was provided with two different service delivery and budget implementation plans but could not confirm which of the two plans was the correct version, as the municipality could not provide me with reliable evidence as to which of the two plans was indeed approved by the council. I was unable to audit the usefulness and reliability of the reported performance information by alternative means.

Other matter

36. I draw attention to the matter below.

Achievement of planned targets

37. Refer to the annual performance report on pages ... to ... for information on the achievement of planned targets for the year. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information in paragraph 34 of this report.

REPORT ON THE AUDIT OF COMPLIANCE WITH LEGISLATION

1.1.9 Introduction and scope

38. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

39. The material findings on compliance with specific matters in key legislation are as follows:

Utilisation of conditional grants

40. The municipal infrastructure grant was not spent on its intended purposes in accordance with the applicable grant framework, as required by section 17(1) of Dora.

41. Performance in respect of programmes funded by the municipal infrastructure grant was not evaluated, as required by section 12(5) of Dora.

42. The water services infrastructure grant was not spent on its intended purposes in accordance with the applicable grant framework, as required by section 17(1) of Dora.
43. Performance in respect of programmes funded by the water services infrastructure grant was not evaluated, as required by section 12(5) of Dora.

Human resource management

44. Appropriate systems and procedures to monitor, measure and evaluate the performance of staff were not developed and adopted, as required by section 67(1)(d) of the MSA.

Procurement and contract management

45. Some of the goods and services with a transaction value below R200 000 were procured without obtaining the required price quotations, in contravention of SCM regulation 17(a) and (c). Similar non-compliance was also reported in the prior year.
46. Sufficient appropriate audit evidence could not be obtained that some quotations were accepted only from prospective providers who were on the list of accredited prospective providers and met the listing requirements prescribed by the SCM policy, in contravention of SCM regulations 16(b) and 17(b).
47. Quotations and some contracts were accepted from bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state, as required by SCM regulation 13(c). Similar non-compliance was also reported in the prior year.
48. Sufficient appropriate audit evidence could not be obtained that quotations and contracts were accepted only from bidders whose tax matters had been declared by the South African Revenue Service to be in order, as required by SCM regulation 43. Similar non-compliance was also reported in the prior year.
49. Some of the goods and services with a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM regulation 19(a). Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of SCM regulation 36(1). Similar non-compliance was also reported in the prior year.
50. Sufficient appropriate audit evidence could not be obtained that invitations for competitive bidding were advertised for the required minimum period, as required by SCM regulation 22(1) and 22(2). Similar non-compliance was also reported in the prior year. This non-compliance was identified in the procurement processes for the upgrading and refurbishment of the sports facility in Koffiefontein/Dithlake and the new sports facility in Koffiefontein/Sonwabile.
51. Competitive bids were adjudicated by a bid adjudication committee that was not composed in accordance with SCM regulation 29(2). Similar non-compliance was also reported in the prior year. This non-compliance was identified in the procurement processes for the upgrading and refurbishment of the sports facility in Koffiefontein/Dithlake and the new sports facility in Koffiefontein/Sonwabile.
52. Some of the contracts and quotations were awarded to bidders based on pre-qualification criteria that differed from those stipulated in the original invitation for bidding and quotations, in

contravention of preferential procurement regulation 4(1) and 4(2) of 2017. Similar non-compliance was also reported in the prior year. This non-compliance was identified in the procurement processes for the new sports facility in Koffiefontein/Sonwabile.

53. Some of the contracts and quotations were awarded to bidders that did not score the highest points in the evaluation process, as required by section 2(1)(f) of the Preferential Procurement Policy Framework Act of South Africa, 2000 (Act No. 5 of 2000) and the Preferential Procurement Regulations. This non-compliance was identified in the procurement processes for the new sports facility in Koffiefontein/Sonwabile.
54. Bid documentation for procurement of commodities designated for local content and production, did not stipulated the minimum threshold for local production and content as required by the 2017 preferential procurement regulation 8(2). This non-compliance was identified in the procurement processes for the supply and installation of electrical meters, frames, steel doors, windows and door locks.
55. Sufficient appropriate audit evidence could not be obtained that the performance of some of the contractors or providers was monitored on a monthly basis, as required by section 116(2)(b) of the MFMA. Similar non-compliance was also reported in the prior year. This non-compliance was identified in the contract management processes for the upgrading of the Koffiefontein electricity sub-station and the Luckhoff wastewater treatment plan.
56. Sufficient appropriate audit evidence could not be obtained that all extensions or modifications to contracts were approved by a properly delegated official, as required by SCM regulation 5. Similar non-compliance was also reported in the prior year.
57. Sufficient appropriate audit evidence could not be obtained that contract performance and monitoring measures and methods were sufficient to ensure effective contract management, in contravention of section 116(2)(c) of the MFMA. Similar non-compliance was also reported in the prior year.

Annual financial statements and annual reports

58. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of non-current assets, current assets current liabilities, revenue, expenditure and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected and the supporting records provided, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving a qualified audit opinion.
59. The 2017-18 annual report was not tabled in the municipal council after the end of the financial year, as required by section 127(2) of the MFMA.

Expenditure management

60. Money owed by the municipality was not always paid within 30 days or an agreed period, as required by section 65(2)(e) of the MFMA.

61. Reasonable steps were not taken to ensure that the municipality implemented and maintained an effective system of expenditure control, as required by section 65(2)(a) of the MFMA.
62. Reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1)(d) of the MFMA. The expenditure disclosed does not reflect the full extent of the irregular expenditure incurred, as indicated in the basis for qualification paragraph. The majority of the disclosed irregular expenditure was caused by unspent conditional grants that were not cash-backed at the end of the financial year.
63. Reasonable steps were not taken to prevent unauthorised expenditure amounting to R119 091 292, as disclosed in note 49 to the financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the unauthorised expenditure was caused by non-cash items that were not adequately budgeted for.
64. Reasonable steps were not taken to prevent fruitless and wasteful expenditure amounting to R2 046 204, as disclosed in note 48 to the financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was caused by interest levied on overdue payables due to cash-flow constraints experienced by the municipality.

Revenue management

65. Revenue due to the municipality was not calculated on a monthly basis, as required by section 64(2)(b) of the MFMA.
66. Accounts for municipal tax and charges for municipal services were not prepared on a monthly basis, as required by section 64(2)(c) of the MFMA.
67. An effective system of internal control for debtors and revenue was not in place, as required by section 64(2)(f) of the MFMA.

Asset management

68. An adequate management, accounting and information system was not in place to account for assets, as required by section 63(2)(a) of the MFMA.

Consequence management

69. Unauthorised expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(a) of the MFMA.
70. Irregular expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.
71. Fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.

Strategic planning and performance management

72. Sufficient appropriate audit evidence could not be obtained that the service delivery and budget implementation plan was revised during the year with council approval following the approval of an adjustments budget, contrary to section 54(1)(c) of the MFMA.
73. The performance management system and related controls were not maintained or were inadequate as it did not describe how the performance planning, monitoring, measurement, review, reporting and improvement processes should be conducted and organised or managed, as required by municipal planning and performance management regulation 7(1).

OTHER INFORMATION

74. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected KPA presented in the annual performance report that has been specifically reported on in this auditor's report.
75. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
76. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected KPA presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
77. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, and if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

INTERNAL CONTROL DEFICIENCIES

78. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion, the findings on the annual performance report and the findings on compliance with legislation included in this report.
79. The municipality continued to rely on consultants to resolve the prior year audit findings, but the internal controls within the municipality did not improve as repeat findings were again reported in the current year. It was evident that there was an inadequate transfer of skills as the municipality relied on consultants every year.

80. There was no accountability or oversight by management to ensure that internal controls were improved and that a better audit outcome was achieved.
81. Leadership's lack of accountability for sound financial management had a negative impact on the municipality's financial sustainability and resulted in overspending of the budget and irregular expenditure not being prevented.
82. There was no consequence management at the municipality and officials were not held accountable for irregular, unauthorised and fruitless and wasteful expenditure incurred in the current and previous financial years.
83. Management did not in all instances effectively review and monitor the municipality's compliance with laws and regulations, due to their slow response in addressing the drivers of the compliance findings identified in the prior year. As a result, material instances of non-compliance that could have been prevented were repeated by the municipality.
84. Management had a slow response to recommendations of external auditors given in the prior year, as a result, material misstatements on the financial statements and annual performance report that could have been prevented were identified in the current year which are repeat findings.

Bloemfontein

30 November 2019



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure – Auditor-general’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for selected KPAs and on the municipality’s compliance with respect to the selected subject matters.

1.1.10 Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor’s report, I also:

- identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality’s internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
- conclude on the appropriateness of the accounting officer’s use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Letsemeng Local Municipality’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor’s report. However, future events or conditions may cause a municipality to cease continuing as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

1.1.11 Communication with those charged with governance

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related

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6.3.3 Local Economic Development

6.3.3.1 Strategic Objective

To create an environment that promotes development of the local economy and facilitate job creation.

6.3.3.2 Intended Outcome

Improved municipal economic viability and Radical Economic Transformation.

The Constitutional Provisions

Section 152 (1) c states that one of the objects of local government is to promote social and economic development. Expanding on the developmental duties of municipalities, Section 153 goes on to state:

“A municipality must

- a) Structure and manage its administration, budgeting and planning processes, to give priority to the basic needs of the community and to promote the social and economic development of the community; and
- b) Participate in national and provincial development programmes.”

These objectives are further articulated in the Municipal Systems Act 32 of 2000.

The stated priority function of this Act is “To provide for the core principles, mechanisms and processes that are necessary to move progressively towards the social and economic upliftment of local communities...” and more so “to progressively build local government into an efficient, frontline development agency capable of integrating the activities of all spheres of government for the overall social and economic upliftment of communities”.

The primary means to give effect to these developmental roles is by undertaking developmentally-oriented municipal planning which should ensure progress towards Section 152 and Section 153 of the Constitution (Chapter 5, sub-section 23, Municipal Systems Act). Thus the Integrated Development Plan (IDP) of each municipality is intended to reflect a “single inclusive and strategic plan for the development of the municipality which links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality”.

Local Government has been identified as the primary institution for LED, however it is not exclusive; within this context Municipalities (Local Government) have three primary roles to play in LED:-

- To provide leadership and direction in policy making (by-laws and processes to regulate land in manner that reduces the costs of doing business and maximises the involvement of people in the local economy);
- To administer policy, programmes and projects (the core function of anybody or structure responsible for LED is to co-ordinate and maximise the impact of programmes and projects with respect to growth and development);
- To be the main initiator of economic development programmes through public spending, regulatory powers, and (in the case of larger municipalities) their promotion of industrial, small business development, social enterprises and cooperatives.

What is LED?

LED is not one particular strategy or theory, but rather it is a wide range of activities that are implemented at the local level in response to local developmental needs and it can be described as a locally-driven process designed to identify, harness and utilise local resources to stimulate the economy and create new employment opportunities. It is therefore a process by which public, business and non-governmental sector partners collectively (or independently) work together to create better conditions for economic growth and employment creation

LED occurs best when a partnership between the local authorities, business, NGO's and most importantly, individuals is formed, and together they strive to improve the localities Economic development is the process of building strong, adaptive and sustainable local economies.

The development of Strategies which are driven by:-

- Local assets and realities;
- A diverse industry base; and
- A commitment to equality of opportunity and sustainable practices;

The LLM have emerged as those that will ensure a strong foundation for long-term stability and constant growth. Even within the parameters of these principles, what constitutes success in economic development and the specific strategies to accomplish it will look different from town to town. It is quite evident that the economy of Jacobsdal differs from the economy of Luckhoff for

instance. Despite these differences, leadership is consistently identified as a critical factor in effective economic development.

Dedicated leadership is needed to:-

- Raise awareness;
- Help develop and communicate a common vision; and
- Motivate stakeholders into action;

Although leadership can come from many institutions within the community, local elected Councillors are particularly well-positioned to take on this role. The political influence of elected leadership is critical to helping communities stay the course toward a vibrant economic future. From the podium to the design and coordination of public development strategies, the Mayor and Council members have opportunities every day to effect change and promote a strategic vision of economic growth for their respective communities.

The local economic trajectory of the Letsemeng Local Municipality is undergoing an improved way of “Shaping the debate” around LED in its municipal jurisdiction. It is essential for the municipality to create conditions under which the local economy can undergo swift growth. In attaining these swift growth patterns in the local economy of the FS161 municipal jurisdiction it is quite critical for the municipality’s local economic development Unit and Council to contextualize and understand the following principles of its local economy.

The local economic strengths and weaknesses

To have a stronger understanding of its community’s economic profile will help to create a realistic vision and strategies for economic development.

ANALYSIS of the Strengths and Weaknesses of each town in Letsemeng Local Municipality

Table 1

Letsemeng Local Municipality		
Town	Description	Spatial Issues
Koffiefontein	Koffiefontein/Dithlake serves as the municipal administrative seat within Letsemeng Municipality. It is situated approximately 125 km northwest of Trompsburg and an estimated 146 km east of Bloemfontein. Access to the town is via the R48 between Petrusburg and Luckhoff. The main social and economic functions of the town include: (a) main LM administrative centre, (b) regional agricultural services centre, (c) diamond mining operations, (d) regional social services centre.	<ul style="list-style-type: none"> ▪ Need for commercial and social integration of former separated town areas. ▪ Shortage of all forms of housing. ▪ Dilapidation of bridge connecting the town to the surrounding towns. ▪ Shortage of municipal land surrounding existing town and impeding expansion. ▪ Access to land by emerging farmers. ▪ Development/expansion of municipal buildings and functions. ▪ Sustainable management of land.
Petrusburg	Petrusburg/Bolokanang serves as a commercial and social service centre within Letsemeng Municipality. It is situated approximately 55 km northeast of Koffiefontein. Access to the town is via the N8 between Bloemfontein and Kimberley. The main social and economic functions of the town include: (a) main regional agro-processing centre, (b) secondary agricultural service centre, (c) social functions such as residence, education and medical services, and (d) transport support services on major route.	<ul style="list-style-type: none"> ▪ Shortage of especially lower income housing. ▪ Shortage of municipal land surrounding existing town, impeding expansion. ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas. ▪ Effective infrastructural development in areas where agri-processing is dominant. ▪ Sustainable management of land. ▪ More direct benefit from major transport routes.
Jacobsdal	Jacobsdal/Ratanang serves as an economic growth and tourism development node within Letsemeng Municipality. It is situated approximately 45 km northwest of Koffiefontein. Access to the town is via the R705 between Koffiefontein and Modderivier. The main social and economic functions of the town include: (a) regional agricultural services centre, (b) key regional tourist destination, (c) main regional agro-processing centre, and (d)	<ul style="list-style-type: none"> ▪ Shortage of especially lower income housing. ▪ Access to land by emerging farmers; Infill planning and development of the buffer area between the two town areas. ▪ Effective infrastructural development in areas where agri-processing is dominant. ▪ Land availability for social application such as community hall and cemeteries. ▪ Sustainable land management. ▪ Conservation of areas surrounding local rivers.

However, there are Developmental nodes identified at Jacobsdal & Koffiefontein. It should be noted that there is a need for the development in those towns to draw investment through working relationships with private and public sector.

The community's place in the broader Regional, Provincial and National economy

To gain a firm grasp of how the Letsemeng community fits into the broader Regional, Provincial and National Economy we need to work very close with other spheres of Government to gain National economic success.

The community's economic development vision and goals

Local Municipal officials in the LED Unit of Letsemeng Local Municipality should play a key role in building consensus for a vision and goals that provide clear direction for local economic development.

The community's strategy to attain its goals

A strategic approach which must link economic development goals to specific activities, allocating a budget and appointing or placing staff to these activities and evaluating performance based on measurable outcomes.

Connections between economic development and other Council policies

When drafting economic development policies, it is essential to consider how other Council policies (e.g. SCM policies) affect your economic development goals.

The local economic stakeholders and development partners

Municipal officials should think strategically on a project-by-project basis about who needs to be involved, the resources they bring to the table, and what it will take to get them engaged.

The needs of our local business community

Municipal officials should help create an environment that supports the growth and expansion of local businesses, primarily by opening lines of communication and encouraging partnerships amongst local business.

The community's economic development message

Municipal officials must develop a clear, accurate and compelling message that reflects its local vision and that helps ensure broad support for economic development projects undertaken by the Municipality and its partners.

The economic development staff

Councillors will be more effective in leading economic development activities to the extent that they forge strong relationships with staff members who work on these issues on a daily basis.

The goal of the abovementioned principles is basically to identify fundamental ways on how Council can become informed and strategic decision-makers who can connect the policy “dots,” be effective communicators and take a leadership role in economic development. It is based on the premise that Councillors can and should actively participate in and lead long term development strategies that make sense for their communities.

Assessing the Local Economy of Letsemeng Local Municipality

The community’s strengths and weaknesses, such as quality-of-life amenities, infrastructure and workforce skills, determine the potential of the local economy to support economic growth. This economic profile lays the foundation for creating a realistic vision and strategic direction for economic success that is unique to each community.

Information about the local economy can also help engage and educate constituencies and build community support for economic development decisions, on this note Letsemeng Local Municipality commits to undertake an in-depth diagnosis of its local economy

This exercise will assist the local economic development Unit to identify factors within and outside of the control of local government that impact and shape its local economy. It will further assist in identifying strengths and opportunities which are quite crucial, but local officials also should pay attention to weaknesses and potential threats.

For example:-

What industries in our community and region are growing or struggling?

What barriers and support services exist for local entrepreneurs and small businesses?

All of these factors should be understood in comparison to the respective communities and in the context of the broader economic trends. As a result of this process, we will have a stronger sense of our unique local assets, as well as what we can and should be doing to build on strengths and mitigate weaknesses.

Though the budget for Local Economic Development in the local space is still limited the municipality and its role-players has made significant strides in trying to change the communities mind-set from a

state reliance syndrome; to that of a making things possible to work with community members to take inventory of their local capacity (Human, Physical, Social, Environmental and Economic Assets) and to acknowledge their own potential and strengths.

The municipality has in essence aligned itself to the four key strategies which are:-

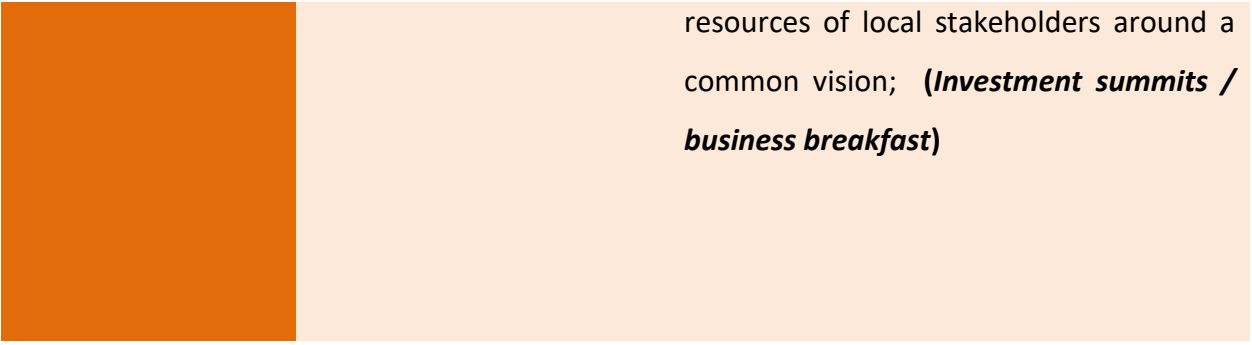
- Improving good governance, service delivery and public and market confidence in municipalities;
- Spatial development planning and exploiting the comparative advantage and competitiveness of Districts;
- Enterprise support and business infrastructure development; and
- Introducing sustainable community investment programmes focusing on organising communities for development and maximising circulation of public spend in local economies;

The municipality will over the next multi – year period of three years focus its energies and redirect its available financial resources aimed at local economic development on implementing the following

Table 2: Strategic Objectives.

OBJECTIVE	PROGRAMME/PLANS	ACTIONS/PLANS
To shift towards a more strategic approach to the development of our local economy and to overcome challenges and failures	Skills programmes to respond to business and government for greater productivity and efficiency;	Ensure that social and economic development are prioritised within the municipal Integrated Development Plans (IDPs);
To support the local economy in realising its optimal potentials and making local communities’ active participants in the	Business support programmes to retain existing businesses and encourage start-up or relocating businesses to enter the area;	Conduct local economic regeneration studies that form a core component of the IDPs; Identify and market new economic opportunities;

economy of the country.		
To wage the local fight against poverty more effectively through local level debates, strategies and actions.	Develop an effective poverty eradication strategy with clear targets and outcomes.(medium – long term)	Implement poverty eradication programmes and projects (establish two co-operatives)
To improve community access to economic initiatives, support programmes and information.	Social development programmes to increase participation in the local economy and build better lifestyles for the community;	Motivate and support individuals, community groups and local authorities to initiate and sustain economic initiatives; Mobilise civil society to participate in LED and encourage public participation;
To improve the coordination of economic development planning and implementation	Promoting of multi-stakeholder participation in the local economy;	Network with key sectors and role players to create partnerships and projects; Promote interdepartmental collaboration across line departments; and
		Establish sector linkages and clustering of economic activity; Establish LED groups within the community to mobilise the efforts and



resources of local stakeholders around a common vision; (*Investment summits / business breakfast*)

The Letsemeng Local Municipality envisages achieving the following local economic strategies by implementing the following interventions to achieve its goals:-

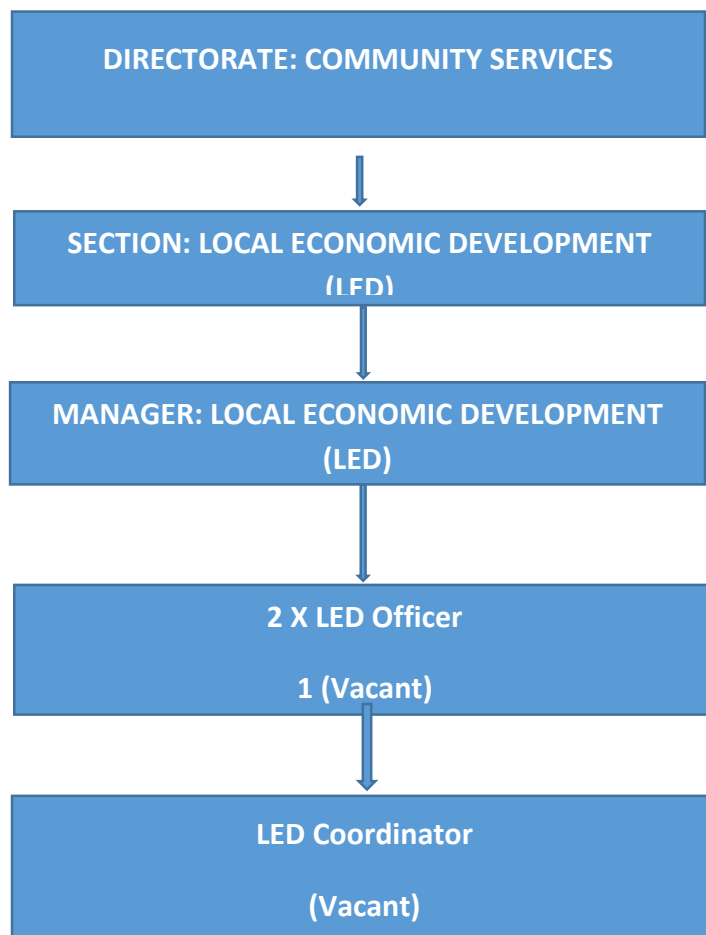
Table 3

STRATEGY	AIMS	INTERVENTIONS
Development and maintenance of infrastructure and services	Create an enabling Environment, Save time, cost and Technology	The provision of: Reliable, cost effective municipal service delivery – choose a service delivery mechanism that targets the under-serviced Efficient infrastructure maintenance Municipal provision of social amenities and facilities (health, recreation and pre-school) Effective housing and settlements policy Appropriate zoning
Retention and expansion of existing services	Assist local businesses to improve their productivity and increase market share Graduate to higher value added levels of the production chain	Development of local business skills (training) Providing advice and technological support Developing under-exploited sectors that have comparative advantages Outreach programmes (identifying specific problems in local economy) Financial schemes and assistance packages (approach banks) Bulk buying Place and product purchasing Networking

STRATEGY	AIMS	INTERVENTIONS
Increase spending on products of the local economy	To stem the outflow of money from poor areas	<p>Encourage communities to buy local (understanding the reasons for external purchasing)</p> <p>Funding special events and festivals</p> <hr/> <p>Providing infrastructure using local labour and locally manufactured materials</p> <p>Promoting employee training within local businesses and communities</p> <p>Networking enterprises of all sizes in the local area</p>
Human capital development and productivity	Ensuring that economic development brings social benefits often requires explicit linkages between 'living wages', human capital development and productivity	<p>General and customised training within lead Sectors</p> <p>Basic and advanced skills development</p> <p>Targeted procurement policies</p>
Community economic development	Support poverty reduction in low income communities and organisations	<p>Promote safe savings collectives and financial services, community based environmental management and maintenance schemes, urban farming projects</p> <p>Support SMME development by providing business infrastructure, technical support through business advice centres, opportunities for involvement of</p>

STRATEGY	AIMS	INTERVENTIONS
		SMMEs in government procurement, network key sectors in which SMMEs dominate
Linkage of profitable growth to redistributive development/ financing	To ensure that businesses investment benefits disadvantaged communities and areas	Example: Banks or other financial institutions opening a branch in any municipal area in Letsemeng Municipality should invest some of their turnover in local small businesses (Corporate Social Responsibility of private Companies, e.g. FNB, Petra Diamonds, OVK)

Based on the strategies provided above the management had joint efforts in ensuring that there is an additional personnel within the unit that will practically implement the aforementioned objectives. In accordance with the approved organizational structure of the municipality, provision in terms of personnel had been made from the overall organizational structure illustrated below;



The administration review the above mentioned structure and it should be noted that there were number of amendments made thereof. However the LED unit was initially located within the office of the municipal manager and was moved to the department of Community Services.

■ MAIN ECONOMIC SECTORS

Agriculture

Agriculture is the largest contributor to the local economy, but does not dominate as much as in the other two local municipalities. The very sought after products of the Petra Diamond Mines contribute the major part to the local economy. The farming industry varies throughout the region. The irrigation scheme of Jacobsdal produce crops such as grapes, potatoes, maize, wheat, lucern and groundnut. Cattle and sheep farming dominate farming practice in Luckhoff and Koffiefontein. Luckhoff is well known for its Merino sheep. In Petrusburg mixed farming pays the rent, with sheep farming as the main activity and potatoes and maize as the main crops. Other crops such as sunflowers and corn are also produced. In Oppermansgronde vineyards produce a major income for the town.

Letsemeng Municipality as a whole does not have industries that would ensure employment of our people. It is an agricultural area wherein the Government has really showed support in emerging farms for livestock farming, irrigation and other projects related to agriculture. The challenge existing is that this emerging farmers remains emerging forever and this blocks the cycle as it should be completed in terms of growing and giving way and contributing largely on the economy of the country. The department of Agriculture has started a mentorship programme that would assist the farmers in the long run. There is abundance of water in Jacobsdal area and on the irony; Petrusburg does not have a reliable water source.

Mining

Mining has a significant impact on the rural areas with diamonds being mined extensively in the area. You will find mainly mining, poultry farming and piggery in the Koffiefontein area. It is established as a service town for the mining industry. There is one diamond mine that is situated in the southeastern part of Koffiefontein namely, Petra Diamond Mines Limited.

Tourism

The Municipal area has a significant weekend related tourism potential that could, in future, contribute to the GDP of the district and should be further explored.

Light Industries

Letsemeng Municipality as a whole does not have industries that would ensure employment of our people. Projects have been identified to complement and develop the industries that are currently operating. This includes a Tile making factory that will support the recycling of the slimes dams of the Koffiefontein mines. Few industries are situated in Petrusburg. Existing industries include furniture manufacturers and “scrap yards”. Projects have been identified to compliment and develop the industries that are currently operating.

■ JOB CREATION INITIATIVES BY THE MUNICIPALITY

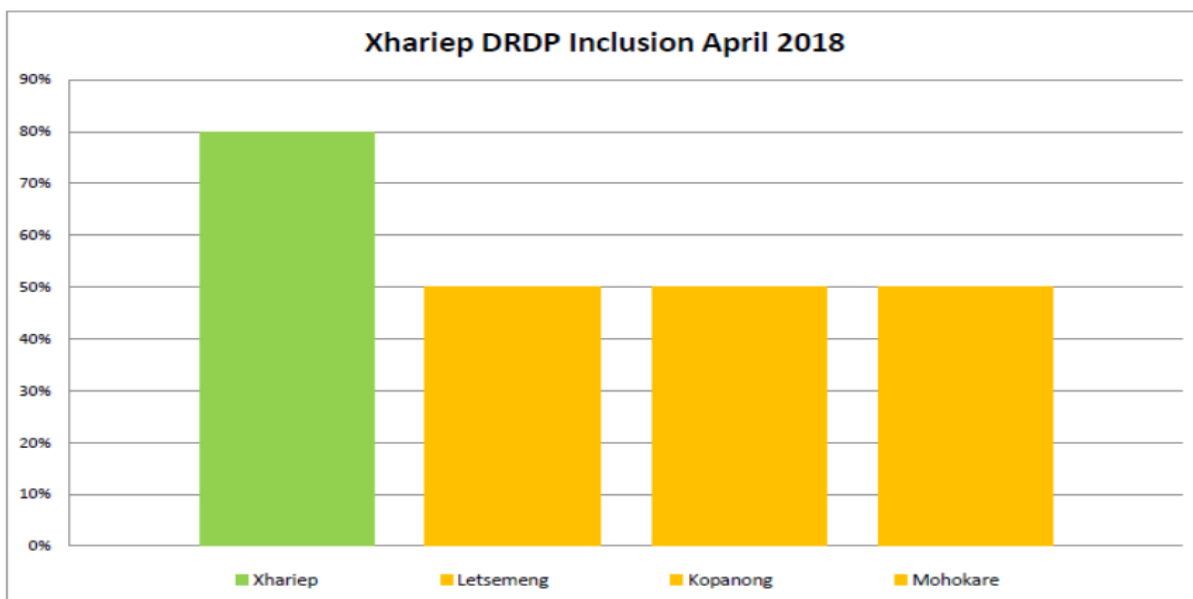
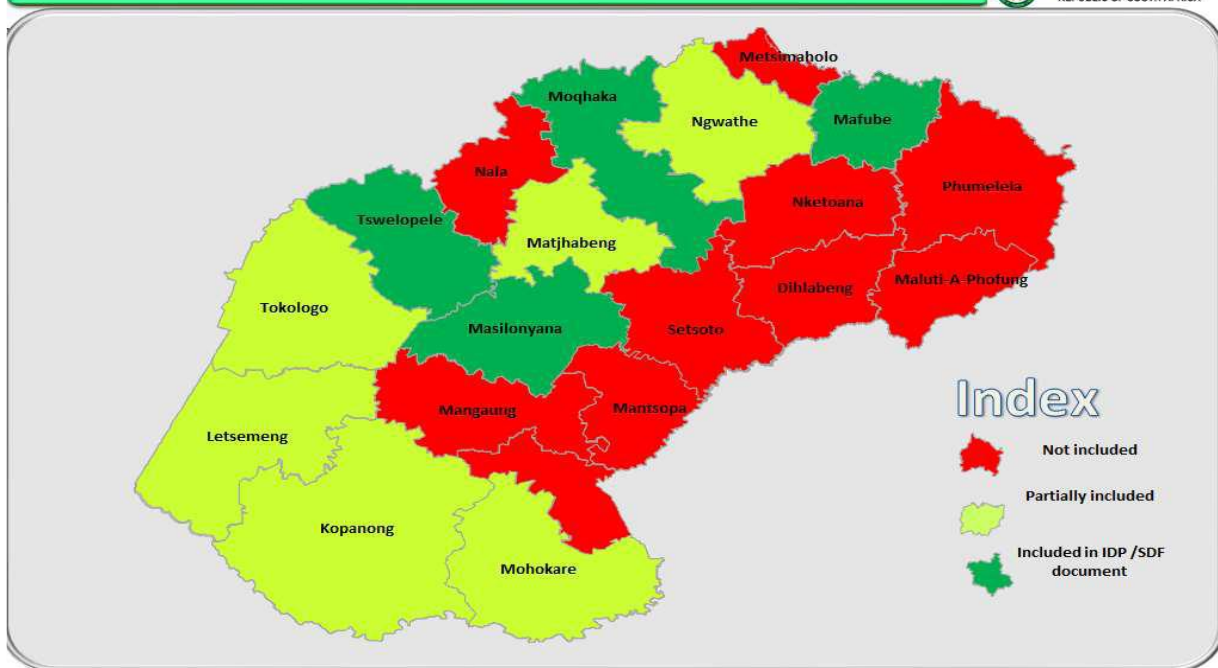
Expanded Public Works Programme

The Expanded Public Works Programme has been implemented in Letsemeng municipality since 2011 and is growing stronger by the year through the EPWP Incentive Grant from the National Department of Public Works. The municipality has made additional budget provision for the expansion of the EPWP in the municipality from its internal budget in order to create more jobs and give real effect to the EPWP.

Comprehensive Rural Development Programme

Jacobsdal has been declared a CRDP site and some high impact projects have been presented to the National Department of Public Works for implementation in the CRDP site, the municipality is still awaiting approval of these proposals. The upgrading of the stadium has however been completed and the appointment of a Service Provider for the completion of the Recreational Facility is in the process of being finalized by the Department of Rural Development.

Rural Development Plan inclusion in IDP/SDF



These initiatives have brought about enormous changes in our endeavors to relieve the plight of the poor and to accelerate job creation opportunities. Putting the limited resources and rich diversity of minds and commitments into one basket has brought light at the end of the dark tunnel. Indeed it has brought hope to those in despair and has provided to those in need. The municipality is however challenged with the continuous monitoring of the implementation of some of these programmes as some have never been evaluated nor monitored after their launch

■ LEGISLATIVE AND POLICY FRAMEWORK

The Constitution stipulates that all three spheres of governance are autonomous but Inter - dependent. This in essence calls for rather closer collaboration and effective implementation of intergovernmental relations between all these spheres of government. It is very important to note and take cognizance of the fact that most of our national and international policies have a particular bearing on the Provincial and Local spheres of government. A few critical ones relevant to LED development are highlighted below.

National Policy Context

National Development Plan 2030

The National Development Plan 2030, developed in 2012 aims to eliminate poverty and reduce inequality by 2030. The Plan is targeting the development of people's capabilities to improve their lives through:-

1. Education and skills development;
2. Health care;
3. Better access to public transport;
4. Jobs;
5. Social protection;
6. Rising income;
7. Housing and basic services; and
8. Safety

It proposes to the following strategies to address the above goals:

1. Creating jobs and improving livelihoods;
2. Expanding infrastructure;
3. Transition to a low carbon economy;
4. Transforming urban and rural spaces;
5. Improving education and training
6. Providing quality health care;
7. Fighting corruption and enhancing accountability;

8. Transforming society and uniting the nation;

The primary intention of the National Development Plan is to eliminate poverty and reduce inequality is the special focus on the promotion gender equity and addressing the pressing needs of youth.

White Paper on Local Government

The White Paper on Local Government gives municipalities responsibility to “work with citizens and groups within the community to find sustainable ways to address their social, economic and material needs and improve the quality of their lives”

Municipal Structure Act (2008)

The Act provides for the three categories of municipality, to operate within the newly demarcated areas and assigns them specific powers and duties.

The duties and powers are based on the Constitution of RSA and are generally of a service type nature, but include the following LED-type foci, namely:

- tourism,
- planning,
- public works,
- infrastructure development and
- markets

In undertaking such duties municipalities are expected to promote economic and social development in the area under their jurisdiction.

The Act also allows for the participation of traditional leaders within local government administration in the areas in which they reside. It also mandates district councils to assist municipalities lying within the areas under their jurisdiction through integrated development planning, bulk infrastructural development, capacity development and the equitable distribution of resources.

Municipal Systems Act (2000)

The objectives above are further articulated in the Municipal Systems Act 32 of 2000.

The stated priority function of this Act is “To provide for the core principles, mechanisms and processes that is necessary to move progressively towards the social and economic upliftment of local communities...” and more so “to progressively build local government into an efficient, frontline

development agency capable of integrating the activities of all spheres of government for the overall social and economic upliftment of communities”

The one which has the most direct influence over the principle of public participation in local governance and local-level development. The Municipal Systems Act provides for ‘the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of communities, and ensure universal access to essential services that are affordable to all’.

The Act goes on to state that it describes the ‘core processes or elements that are essential to realising a truly developmental local government system. These include;

- Participatory governance,
- Integrated development planning,
- Performance management and reporting,
- Resource allocation and organisational change’.

This particular Act has very defined implications for LED in terms of the operational procedures, powers and management systems discussed, which in themselves can be regarded as mechanisms to promote pro-poor development. Municipalities are specifically required to involve communities in the affairs of the municipality,

- To provide services in a financially and sustainable manner and to ‘promote development in the municipality’.

In terms of service provision, municipalities are required to prioritise the basic needs of the community and to ensure that all residents have access to a minimum level of basic services.

LED may be promoted through the provision of special tariffs for commercial and industrial users. A further LED provision is that municipalities may establish service utilities or acquire ownership of a company which renders a municipal-type service. The parallel White Paper on Municipal Service Partnerships details how municipalities can enter into partnership arrangements with the private, public, community and NGO sectors to improve service delivery in a specific area.

A key facet of the Act is the detail provided on the government’s commitment to the encouragement of participation. The Act spells out the same powers and duties as detailed in the Structures Act and obligates municipalities to undertake developmentally orientated planning, requiring Municipalities

to develop 'Integrated Development Plans'. These plans should involve widespread consultation with communities and other stakeholders and should link and co-ordinate all municipal development plans, municipal resources, capacity and budgets and be compatible with national and provincial planning requirements.

In terms of service provision, municipalities are required to prioritise the basic needs of the community and to ensure that all residents have access to a minimum level of basic services. The Act clearly provides the mandate for participatory governance in local government affairs and development matters. These principles clearly have critical pro-poor objectives.

Municipal Finance Management Act of 2003, Act No. 56 (MFMA) aims:

- To modernise budget and financial management practises by placing local government finances on a sustainable footing in order to maximise the capacity of municipalities to deliver services to all its resident, customers, users and investors.

It also aims to put in place a sound financial governance framework, by clarifying and separating the roles and responsibilities of the Executive Mayor, Councillors, and Officials.

The Act empowers the Executive Mayor (Council) to provide political leadership by being responsible for policy and outcomes, and holds the municipal manager and other senior managers responsible for implementation and outputs. Non-executive councillors are empowered to play a key policy-approval and monitoring role through the municipal council.

The Act aims to enable managers to manage, but make them more accountable, by introducing regular and consistent reporting requirements. The challenge facing all role players is to improve the efficiency and effectiveness of the municipality through the best use of management information.

The Act is required by the Constitution, which obliges all three spheres of government to be transparent about their budget and financial affairs. It also forms an integral part of the broader reform package for local government, as outline in the 1998 White Paper on Local Government.

The Act provides a unique opportunity for each municipality to reap great benefits for the community, but only if it is properly implemented to transform the municipality into a learning organisation.

National Spatial Development Perspective

The NSDP states that the National Government is committed to economic growth, employment creation, sustainable service delivery, poverty alleviation and eradication of historic inequities. The strategy proposes a number of normative principles that could be applied by all spheres of government in their decision-making processes on infrastructure investment and development spending in line with these goals.

The key objectives of the NSDP are to:

- Provide a framework within which to discuss the future development of the national space economy by reflecting the localities of severe deprivation and need, of resource potential, of infrastructure endowment and of current and potential economic activity by describing the key social, economic and natural resource trends and issues shaping the national geography.
- Act as a common reference point for national, provincial and local governments to analyse and debate the comparative development potentials of localities in the country by providing a coarse-grained national mapping of potential.
- Identify key areas of tension and/or priority in achieving positive spatial outcomes with government infrastructure investment and development spending.
- Provide national government's strategic response to the above for a given period.

The National Spatial Development Perspective (NSDP) gives a set of principles and mechanisms for guiding infrastructure investment and development decisions in the national context. The NSDP will provide a framework to discuss future development of the national spatial economy of areas of severe deprivation and in need of certain economic activities.

The document also gives an overview of the space economy within South Africa by using economically functional categories. This is done to reflect the unique attributes of localities and to priorities infrastructure and development spending in areas where it will have the greatest impact.

Six categories of development potential were identified, namely:

- Innovation and Experimentation
- High-Value differentiated goods
- Labour Intensive produced goods
- Public Services and Administration

- Tourism
- Service and Retail

In conclusion the NSDP will guide decisions around policy and programme co-ordination with regard to infrastructure investment and development. The NSDP acknowledges that the development of IDPs by local government is an important element of spatial planning.

Development Facilitation Act, 1995, Act No. 67 aims:

- To introduce extraordinary measures to facilitate and speed up the implementation of reconstruction and development programmes and projects in relation to land.
- In so doing to lay down general principles governing land development throughout the Republic.
- To provide for the establishment of a Development and Planning Commission for the purpose of advising the government on policy and laws concerning land development at national and provincial levels.
- To provide for the establishment in the provinces of development tribunals which have the power to make decisions and resolve conflicts in respect of land development projects.
- To facilitate the formulation and implementation of land development objectives by reference to which the performance of local government bodies in achieving such objectives may be measured,
- To provide for national uniform procedures for the subdivision and development of land in urban and rural areas so as to promote the speedy provision and development of land for residential, small-farming or other needs and uses;
- To promote security of tenure while ensuring that end-user finance in the form of subsidies and loans becomes available as early as possible during the land development process and to provide for matters connected therewith.

National Policy Guidelines for Local Economic Development Framework (2006-2011) states that:

Municipalities have a Constitutional mandate to promote local economic development (LED). Section 153 of the Constitution states that:

“A municipality must structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community”.

The South African government has prioritised rural development and urban renewal as key strategies to counter the legacy of uneven development in the country. The aim of the LED programme within government is to support all municipalities in South Africa in implementing these strategies, and make them attractive places to live in, invest in and visit. This is to be achieved by focusing on addressing the needs of poor and marginalised people and communities.

Local stakeholders, such as government, business, labour and civil society organisations, should work together in order to enhance local economic development (LED). Local communities and authorities can play an active role in determining their own economic paths. LED involves identifying and using local resources to create opportunities for economic growth and employment. Successful LED depends on local partnerships as well as on national and regional structures to promote and support local initiatives.

Government has a particular role to play in LED, by ensuring that LED leads to job creation, sustainable rural development and urban renewal. LED interventions must benefit disadvantaged and marginalised people and communities within municipal boundaries through an inclusive and redistributive approach to economic development.

Local government structures have a particularly important role to play in harnessing national and regional resources to promote their areas and in facilitating strategic local partnerships to enhance and sustain economic growth.

Key principles underlying Local Economic Development

- Poverty and unemployment are the main challenges facing South Africa. LED strategies must prioritise job creation and poverty alleviation
- LED must target previously disadvantaged people, marginalised communities and geographical regions, black empowerment enterprises and SMMEs to allow them to participate fully in the economic life of the country
- There is no single approach to LED. Each locality may develop an approach that is best suited to its local context
- LED promotes local ownership, community involvement, local leadership and joint decision making
- LED involves local, national and international partnerships between communities, businesses and government to solve problems, create joint business ventures and build up local areas

- LED uses local resources and skills and maximises opportunities for development
- LED involves the integration of diverse economic initiatives in a comprehensive approach to local development
- LED relies on flexible approaches to respond to changing circumstances at local, national and international levels.

Key strategies for Local Economic Development

For local economic development to succeed, local government must become involved. The following LED strategies have been identified to assist municipalities to play a useful role:

- Facilitating community economic development
- Linking profitable growth to redistributive development and financing
- Linking 'living wages', human capital development and productivity
- Developing and maintaining infrastructure and services
- Preventing a drain of resources from the local economy, and
- Retaining and expanding existing businesses.

New Growth Path (2010)

The New Growth Path starts by identifying where employment creation is possible, both within economic sectors as conventionally defined and in cross-cutting activities. It then analyses the policies and institutional developments required to take advantage of these opportunities. In essence, the aim is to target our limited capital and capacity at activities that maximise the creation of decent work opportunities. To that end, we must use both macro and micro economic policies to create a favourable overall environment and to support more labour-absorbing activities.

The main indicators of success will be jobs (the number and quality of jobs created), growth (the rate, labour intensity and composition of economic growth), equity (lower income inequality and poverty) and environmental outcomes. To achieve profound changes in the structure of savings, investment and production, the government must steadily and consistently pursue key policies and programmes over at least a decade. Moreover, the state must coordinate its efforts around core priorities rather than dispersing them across numerous efforts, however worthwhile, that do not contribute to a sustained expansion in economic opportunities for our people. These are the core characteristics of a developmental state.

The requisite policy stability and coherence will be supported by effective social that helps establish a broad consensus on long-run policy goals and a vision for the country, and facilitates the necessary trade-offs and sacrifices by ensuring a visibly fair distribution of the benefits from growth. Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective strategies that are realised without endless debates and delays. That, in turn, means government must both strengthen its own capacity for engagement and leadership, and re-design delivery systems to include stakeholders meaningfully.

Long-term structural change also requires phasing to establish the preconditions for success over time. In the case of employment, for instance, the steps that the state can take vary over time.

There is growing consensus that creating decent work, reducing inequality and defeating poverty can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. To achieve that step change in growth and transformation of economic conditions requires hard choices and a shared determination as South Africans to see it through.

The Government is committed to forging such a consensus and leading the way by;

- Identifying areas where employment creation is possible on a large scales a result of substantial changes in conditions in South Africa and globally.
- Developing a policy package to facilitate employment creation in these areas, above all through:
 - A comprehensive drive to enhance both social equity and competitiveness;
 - Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and
 - Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

The New Growth Path must provide bold, imaginative and effective strategies to the millions of new jobs South Africa needs. It must also lay out a dynamic vision for how we can collectively achieve a more developed, democratic, cohesive and equitable economy and society over the medium term, in the context of sustained growth. The strategy sets out critical markers for employment creation and growth and identifies where viable changes in the structure and character of production can

generate a more inclusive and greener economy over the medium to long run. To that end, it combines macroeconomic and microeconomic interventions.

The shift to a new growth path will require the creative and collective efforts of all sections of South African society. It will require leadership and strong governance. It takes account of the new opportunities that are available to us, the strengths we have and the constraints we face. We will have to develop a collective national will and embark on joint action to change the character of the South African economy and ensure that all our people, particularly the poor, share the benefits more equitably.

Achieving the New Growth Path requires that we address key trade-offs. Amongst other decisions, government must prioritise its own efforts and resources more rigorously to support employment creation and equity; business must take on the challenge of investing in new areas; and business and labour together must work with government to address inefficiencies and constraints across the economy and partner to create new decent work opportunities.

Broad Based Black Economic Empowerment (BBBEE) Act 53 of 2003

Government has adopted the position that black economic empowerment (BEE) should aim to empower all historically disadvantaged people rather than only a small group of black investors. To this end, it adopted the Broad-Based BEE Act, which calls for expanded opportunities for workers and smaller enterprise, as well as ownership that is more representative and management. Current BEE provisions have, however, in many instances failed to ensure a broad-based approach, instead imposing significant costs on the economy without supporting employment creation or growth. The present BEE model remains excessively focused on transactions that involve existing assets and benefit a relatively small number of individuals.

The New Growth Path requires a much stronger focus on the broad-based elements of the BEE regulations – ownership by communities and workers, increased skills development and career pathing for all working people, and support for small enterprise and co-ops – as well as a new emphasis on procurement from local producers in order to support employment creation.

The following shortcomings have emerged in the implementation of BEE. First, ownership and senior management issues receive disproportionate emphasis. The unintended consequences of this trend include “fronting”, speculation and tender abuse. Second, the regulations do not adequately

incentivise employment creation, support for small enterprises and local procurement. The preferential procurement regulations aggravate this situation by privileging ownership over local production. Finally, the broad-based BEE regulations penalise public entities as suppliers. The democratic state owns public entities on behalf of our people yet the regulations do not count them as “black empowered”. A major re-think is needed of the BEE framework and policy to achieve South Africa’s developmental and growth goals.

Provincial

■ FSGDS

The Provincial government of Free State has developed a seven-year development strategy; The Free State Provincial Growth and Development Strategy (PGDS). The PGDS is the fundamental policy framework for the Free State Provincial Government and it is the embodiment of the broad strategic policy goals and objectives of the FS Province in line with national policy objectives;

The Strategy addresses the key and most fundamental issues of development, spanning the social, economic and political environment. It constantly takes into account annual Provincial priorities and sets broad targets in terms of Provincial economic growth and development, service delivery and public service transformation.

The Strategy has identified four priority areas of intervention by the FS Province, namely;

1. Economic Development and Employment Creation;
2. Social and Human Development;
3. Justice and Crime Prevention;
4. Efficient Administration and Good Governance

The expressed “overarching goal of the PGDS is to align the provincial policies with the national policies and to guide development in terms of effective and efficient management and governance to achieve growth and development.”

The FSGDS is guided by the National policy thrusts identified for the Millennium Development Goals (2004 – 2014). This document strives to balance development of economic sectors and spatial localities. The following are FSGDS principles:

- Apply the principles of sustainable development
- Acknowledge the ecological limitation of the environment
- Ensure alignment between all spheres of government
- Ensure integrated development planning and implementation
- Actively address economic and social inequalities
- Promote economic infrastructure investment and development spending in areas of potential and need according to the principles of the NSDP
- Acknowledge the importance of BEE, as well as the need to broaden access to the economy
- Promote labour intensive approaches to development.

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

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

During numerous consultations with different protagonists, the Province identified the following areas that need to be addressed by 2014:

- To achieve an annual economic growth rate at least equal to the national average economic growth rate
- To reduce unemployment from 38,9% to 20%.
- To reduce the number of households living in poverty by 5% per annum.
- To improve the functional literacy rate from 69,2% to 85%.
- To reduce infant mortality for children under five years to 65 per 1000 live births.
- To reduce the obstetrical maternal mortality rate from 65,5% to 20,06% per 100 000 women in the reproductive age group.
- To stabilize the prevalence rate of HIV and AIDS and reverse the spread thereof.
- To provide shelter for all the people of the province.
- To provide free basic services to all households.

- To reduce crime rate by at least 7% per annum.
- To provide adequate infrastructure for economic growth and development

Alignment of both FSPGDS and Letsemeng LM Key Priority Areas and Strategies:

Table 1: In order to achieve the above-mentioned targets, the province needs to focus on the following Key Priority Areas and Strategies:

Economic Growth, Development and Employment	Human and Social Development	Justice, Crime Prevention and Security	Efficient Governance and Administration	Letsemeng Local Municipality
Expanding the manufacturing sector in key subsectors	Improving housing and basic services	Facilitate and improved and effective integrated criminal justices system	Improving integrated development planning and implementing	Identification and implementation of catalytic and strategic LED projects–leveraging resources for resourcing and implementing LED projects Fast-tracking services delivery, ensuring adequate maintenance of service delivery

				<p>infrastructure and utilities and ensuring effective provision of municipal services</p> <p>Assisting with MPT sittings and land use application approval</p>
Focusing on diversification in agricultural development	Improving health-care services	Ensure effective and efficient police service	Ensuring effective communication with stakeholders and clients	<p>Promote agricultural and agricultural diversification activities within the Municipality and assisting with implementation of Rural Development Plans</p>
Developing tourism	Improving education and	Establish and effective disaster prevention and	Promoting Black Economic Empowerment	Develop the Tourism Master Plan

	educational services and skills	response capacity for disasters throughout the Province		to promote tourism Develop/Review Disaster Risk Reduction Strategy
Develop and expand transport and distribution industry	Improving social development services	Improve traffic policing and road incident management in the Province	Ensuring effective Human Resource Development and Management	Stabilising the municipal administration – finalising placement and filling of critical vacancies and implementation of organisational performance management system; hold regular management meetings; Effective fleet management; Strengthen treasury and budget office

				<p>and shore-up internal audit ;</p> <p>Strengthening the ward committee system</p> <p>Assisting with ring-fencing of grant funding</p>
			<p>Ensuring improvement in financial management</p> <p>Promoting integrity in government</p>	<p>Evolving a sound and prudent financial management – cash flow management, clean audit, enhancing the credibility and transparency of Supply Chain Management; Implement revenue enhancement</p>

				<p>strategy – implementati on of credit control measures; Effective provision of social services – libraries, Youth Development Centres, social amenities, etc.</p> <p>To create and facilitate an enabling environment for LED in the Municipality.</p>
Emphasizing SMME development				<p>Facilitate development for the SMME through training, opening up of space, liaison with other protagonists</p>

				Establishment of LED forums with strategic focus
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Alignment of both FSPGDS and Letsemeng LM Key Priority Areas and Strategies:

FREE STATE PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK (FSPSDF), 2013

The FSPSDF states that its role is to create an enabling, functional and statutory environment to promote sustainable socio-economic development with a focus on the following:

- “Providing direction and scope to province-wide development programmes and projects taking into consideration economic, political, social, and environmental constraints and opportunities;
- Enhancing human well-being (including social equity) and environmental integrity through the efficient use of the various forms of capital inherent, or available to the Free State;
- Serving as a framework for public and private-sector investment, indicating areas of opportunity and development priorities;
- Providing an environment of certainty and predictability critical for investment;
- Together with the FSGDS provide guidance to public and private infrastructure investment in the province, taking cognisance of the growth and development potential of the municipalities and settlements;
- Serving as a spatial and strategic vision and basis for common action amongst all social partners, both inside and outside government in a province;
- Spatially co-ordinate and direct the activities and resources of the provincial government departments; and,
- Put forward a spatial vision, objectives, policy, and strategic implementation guidelines for projects identified in the FSGDS.”

Spatial Planning Categories (SPCs) will form the basis for the overlaying of conceptual proposals of the Xhariep District SDF. In this regard, the Free State Spatial Planning and Land Use Bill states that

all planning/development frameworks should be done according to prescribed spatial planning categories in order to have a system that will be interpreted in a similar manner across the different levels of development frameworks that are in relation to the province. These SPCs provide a framework to guide decision-making regarding land-use at all levels of planning and will ensure effective monitoring and evaluation at all levels of planning.

Alignment of the Letsemeng SDF and Xhariep District SDF with the Free State Provincial Spatial Development Framework (FSPSDF) is achieved by structuring the SDF document in accordance with the different Spatial Planning Categories (SPCs) as reflected in the Free State Spatial Provincial Development Framework 2014, as well as incorporating development proposals applicable to Xhariep district from the said framework.

2.2.4. Free State Master Plan for Agriculture (2015)

The Free State Master Plan for Agriculture identifies challenges facing the growth of the agricultural sector in the province including human, institutions, infrastructure and natural resource endowments. Agricultural development, according to the plan is one of the ideal vehicles through which poverty alleviation initiatives can be achieved due to the diverse natural resource base of the province. In relation to limiting factors at municipal level, the document highlights that strengthening capacities for effective local governance is needed, both through vertical relationships with other spheres of government and horizontal relationships with local grass- root communities, NGO's CBO's and the private sector. Development forums is one of the vehicles through which this can be achieved.

In relation to the Xhariep District and Letsemeng LM, the Free State Master Plan for Agriculture identifies nodes for specialisation in the Xhariep District, potential locations for implementing the proposed vegetable business plan such as carrots, cabbage, garlic, green beans, onions, potatoes, squashes & pumpkins and watermelon. Letsemeng is also identified as suitable for sheep and goat farming and the Xhariep District for wine grape, fig and pomegranate farming.

Node	Area of specialization	Specific initiatives that can be promoted
Bethany settlement	Agriculture: emerging farmers Agriculture: intensive (irrigation)	Fruit Irrigation schemes
Trompsburg	Tourism: Information Agriculture: Agro-processing Agriculture: Special produce Mining: exploration	Tourism information centre Spring water, Beer brewery, wool spinning, Angora rabbits
Gariepdam	Tourism: Information and Tourism: Attraction	Filling station, tourist information centre, Convention centre, Tri-district casino, Arts and crafts curio shops
Phillippolis	Tourism: Information and attraction	Tourist information centre Historic sites
Jagersfontein	Mining: Exploration and processing	Diamond mining and cutting
Koffiefontein	Mining: Exploration and processing Agriculture: Intensive (irrigation)	Diamond mining and cutting Irrigation scheme along Kalkfontein dam
Luckhoff	Agriculture: Intensive (irrigation) Agriculture: Special produce Agriculture: Agro-processing	Irrigation schemes Leather tanning Abattoir
Oppermans	Agriculture: Emerging farmers Agriculture: Special produce Agriculture: Intensive (irrigation)	Ostrich farming Grape and fruit farming
Jacobsdal	Agriculture: Intensive (irrigation) Agriculture: Agro-processing	Grape farming Wine produce
Petrusburg	Mining: Exploration and processing Agriculture: Agro-processing Agriculture: Intensive (irrigation)	Slate and salt mining Potato processing Potato farming
Reddersburg	Agriculture: Emerging farmers	Game farming Weigh bridge
Smithfield	Tourism: Information and attraction Agriculture: Special produce	Tourist information centre Game farming
Zastron	Agriculture: Special produce	Fish farming Game farming Trade with Lesotho
Bethulie	Agriculture: Special produce	Fish farming Game farming

Table 2: nodes for specialisation in the Xhariep District

■ **District and Local**

Xhariep IDP 2017/18

Xhariep District forms the southern part of the Free State Province and is one of four district municipalities in the Free State. The municipality measures 34289 km sq.

Xhariep consists of three local municipal areas, with Letsemeng forming the northwestern section, Kopanong the middle section, Mohokare the southeastern section of the district. Xhariep District was estimated at a population of approximately 164 000 people in 2007. According to the 2011 Census statistics, its population size has declined with a lesser average of 2.21% per annum since 2007 to 2011. The current district's populations is at 125 884 people as per the 2016 census survey statistics.

There has been an overview within the LED spectrum were a number of Strengths and weaknesses of each town in Letsemeng Local Municipality were identified. The following table depicts;

Letsemeng Local Municipality		
Town	Description	Spatial Issues
Koffiefontein	Koffiefontein/Dithlake serves as the municipal administrative seat within Letsemeng Municipality. It is situated approximately 125 km northwest of Trompsburg and an estimated 146 km east of Bloemfontein. Access to the town is via the R48 between Petrusburg and Luckhoff. The main social and economic functions of the town include: (a) main LM administrative centre, (b) regional agricultural services centre, (c) diamond mining operations, (d) regional social services centre.	<ul style="list-style-type: none"> ▪ Need for commercial and social integration of former separated town areas. ▪ Shortage of all forms of housing. ▪ Dilapidation of bridge connecting the town to the surrounding towns. ▪ Shortage of municipal land surrounding existing town and impeding expansion. ▪ Access to land by emerging farmers. ▪ Development/expansion of municipal buildings and functions. ▪ Sustainable management of land.
Petrusburg	Petrusburg/Bolokanang serves as a commercial and social service centre within Letsemeng Municipality. It is situated approximately 55 km northeast of Koffiefontein. Access to the town is via the N8 between Bloemfontein and Kimberley. The main social and economic functions of the town include: (a) main regional agro-processing centre, (b) secondary agricultural service centre, (c) social functions such as residence, education and medical services, and (d) transport support services on major route.	<ul style="list-style-type: none"> ▪ Shortage of especially lower income housing. ▪ Shortage of municipal land surrounding existing town, impeding expansion. ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas. ▪ Effective infrastructural development in areas where agri-processing is dominant. ▪ Sustainable management of land. ▪ More direct benefit from major transport routes.
Jacobsdal	Jacobsdal/Ratanang serves as an economic growth and tourism development node within Letsemeng Municipality. It is situated approximately 45 km northwest of Koffiefontein. Access to the town is via the R705 between Koffiefontein and Modderivier. The main social and economic functions of the town include: (a) regional agricultural services centre, (b) key regional tourist destination, (c) main regional agro-processing centre, and (d)	<ul style="list-style-type: none"> ▪ Shortage of especially lower income housing. ▪ Access to land by emerging farmers; Infill planning and development of the buffer area between the two town areas. ▪ Effective infrastructural development in areas where agri-processing is dominant. ▪ Land availability for social application such as community hall and cemeteries. ▪ Sustainable land management. ▪ Conservation of areas surrounding local rivers.

Pertaining to the above information it should be noted that Development nodes identified: Jacobsdal & Koffiefontein- need to be developed to draw investment into those areas through working with private and public sector.

6.3.4 Public Participation and Good Governance

6.3.4.1 Strategic Objective

Promote a culture of participatory and good governance.

6.3.4.2 Intended outcome

Entrenched culture of accountability and clean governance

6.3.4.3 Governance structures:

Risk Management

The municipality has a functional risk management unit in terms of Section 62 (1) (c) (i) and 95 (c) (1) of the Municipal Finance Management Act. The risk assessment is conducted on a continuous basis in order to assess issues relating to strategic operational and fraud risk. The aforesaid unit has developed Risk Management Strategy, Risk Management Policy, Anti-fraud & Corruption Strategy, Anti-fraud and Corruption Policy, Risk Management Charter and Risk Management Implementation Plan approved by the Risk Management Committee.

Risk Management Committee

Risk Management Committee has been established and is functional.

Internal Audit

The Internal Audit functional and operates in accordance with Section 165 of Municipal Finance Management Act, 56 of 2003. There is need for the appointment of the internal auditor and provision has been made in the revised organizational structure in order to strengthen internal audit unit.

The internal unity has developed Internal Audit Charter, Audit Committee Charter, Internal Audit Framework and Internal Audit Professional Standards.

Furthermore, the Internal Audit has developed annual risk based Internal Audit Plan which is rolled-out for two (2) outer years.

Audit and Performance Committee

The municipality has established Audit and Performance Committee and is functional.

Oversight committee

The municipality has collapsed an Oversight and Section 32 Committees. The municipality has established Municipal Public Accounts Committee to replace the above mentioned committees. This Committee has developed schedule of meetings to ensure functionality of the structure.

Ward committees

The ward committee serve as a resource to the ward councillor, they are the consultative community structure whose purpose is to broaden participation in the democratic processes of council and to assist the ward councillor with organizing consultation, disseminating information and encouraging participation from residents in the wards.

Ward committees elections were successfully conducted through extensive consultations programmes implemented in all Wards within Letsemeng areas. The challenge that the municipality is currently experiencing with regard to the functionality of these committees. There is currently declared vacant sits within some of these ward committees. However, the municipality has plan in place to conduct necessary consultation in ensuring that these vacant positions are been filled in order to have functional ward committees.

Table 1: Priority issues, challenges and possible solutions

Priority Issue	Challenges	Solutions
1. Ward Committees	<ul style="list-style-type: none">• Ward Committees are not fully-functional according to the required standard• Long-existing and declared vacant sits within all respective Wards• Non submission of reports by committee members	<ul style="list-style-type: none">• Provide supporting mechanism and ensure that schedule of meetings is adhered to meticulously.• Conduct stakeholder consultation for the election of committee members.• Provide refresher training for all ward committee members –

Public Participation		develop systems to improve existing internal controls relating to payment of stipends.
	<ul style="list-style-type: none"> • There is lack of capacity of personnel in the public participation unit 	<ul style="list-style-type: none"> • The review of the organizational structure and implementation
Council Committees/Portfolio Committees	<ul style="list-style-type: none"> • Non-sitting of Section 79 committees 	<ul style="list-style-type: none"> • Provide refresher training to all Councillors

A new monthly directive of compulsory Ward meetings has been adopted by Council and it is being supported by monthly Ward Committee reports which are sent to Council through the reports of the office of the Speaker.

The elections of the newly established Ward Committees was done in accordance with the latest Ward Committee guidelines and was coordinated in conjunction with the Public Participation Directorate of the Department of Cooperative Governance and Traditional Affairs.

We are currently in the process of developing Ward-based Plans and Ward Operational Plans which are mainly derived, amongst others Service Delivery and Budget Implementation Plan (SDBIP) in close relation with the respective Ward Committees. This intend is to promote transparency, openness and fairness in relation to the developmental issues raised by the communities of Letsemeng.

The municipality does not have sufficient capacity in terms of personnel to execute functions within the ambit of public participation. However, the municipality has reviewed the organizational structure which it intend to table before council for adoption and implementation in order to address this deficiency.

Supply Chain Committees (SCM)

All SCM committees have been established and are operational in accordance with the regulations and prescripts of the MFMA.

Schedule of Council Meetings

A schedule of Council meetings has been adopted by Council and all Ordinary Council sittings are convened in accordance with the adopted schedule. Special Council meetings are being convened as per the prerogative of the Speaker of Council.

The IDP and Public Participation

It can take the municipal council approximately six to nine months to develop a credible IDP. The main reason is that the IDP is interactive and participatory in nature and therefore it requires inputs from various role-players and stakeholders internally and also externally in order to improve strategic objectives which impact positively towards the actual municipal performance and the overall implementation of the budget of the municipality. As far as the community members of Letsemeng Local Municipality are concerned, the principle of public participation is crucial to ensure that the developmental needs of the community are also incorporated in the IDP.

To ensure that public participation in the IDP process is encouraged, the municipality must put appropriate structures in place. These structures include ward committees that should be established within the geographical area of the municipality and need to be closely monitored in ensuring that they meet the required standard of performance. The IDP should create a formal link between the municipality and the community through the implementation of ward of operational plans. This principle enables the community to gain the opportunity to monitor the implementation of IDP strategic objectives of the municipality.

6.3.5 Municipal Transformation and Institutional Development

6.3.5.1 Strategic Objective

An effective administration capable of sustainable service delivery.

6.3.5.2 Intended outcome

To create an efficient, effective and accountable administration.

6.3.5.3 Institutional Arrangements

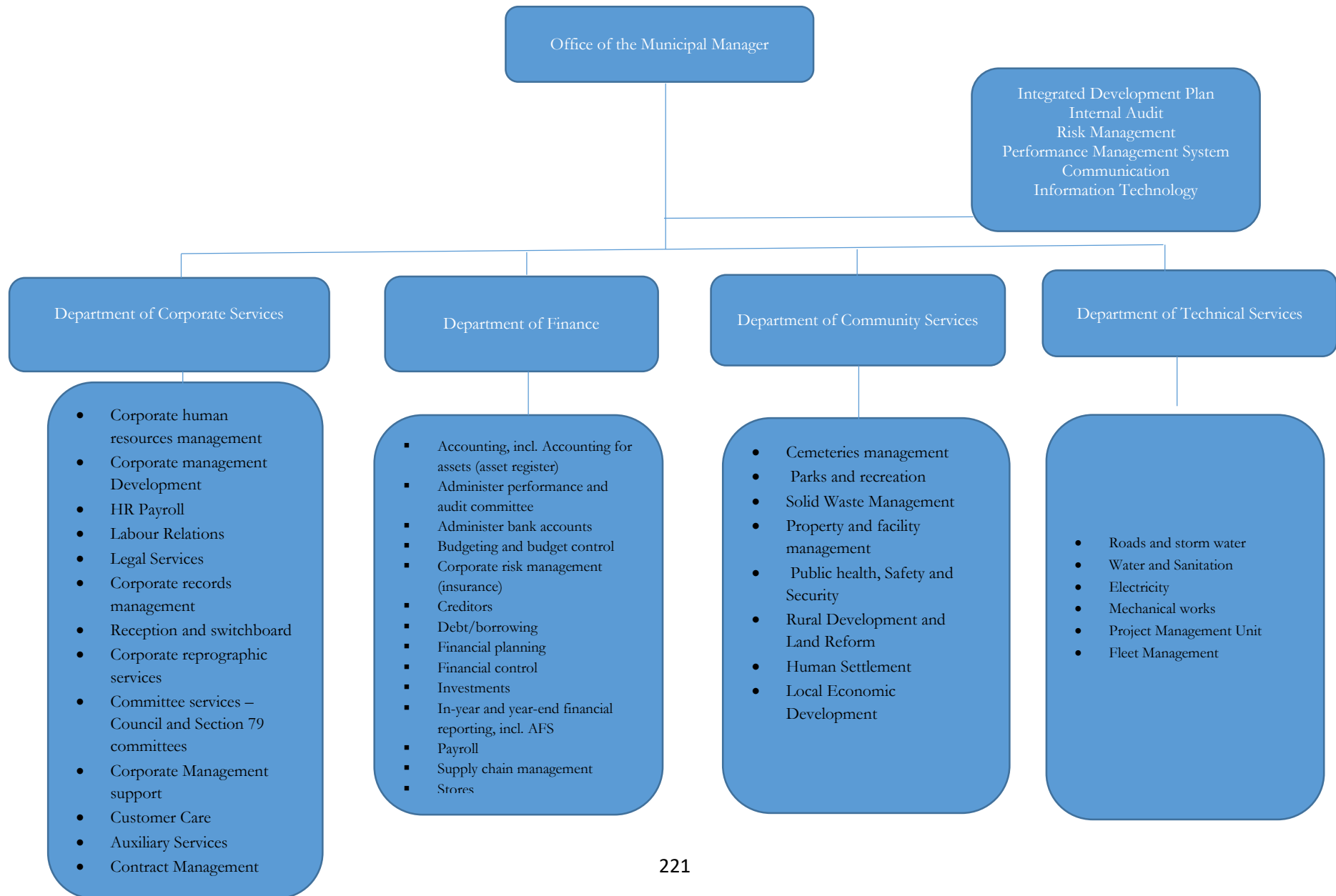
The municipality has its Human Resource Management Policy Manual that encompasses all aspects that pertain to Human Resources Management as well as Human Resources Development. The Municipality is in the process of finalised the review of Human Resources Management Policy Manual. The Human Resources Policy Manual is used in conjunction with Local Government: Regulations on appointment and conditions of employment of Senior Managers.

The current Municipal Organizational Structure was tabled before Council was approved in January 2019. There are few positions that must be filled as a matter of urgency as the vacancies impedes the Municipality to deliver effective and quality services to the communities.

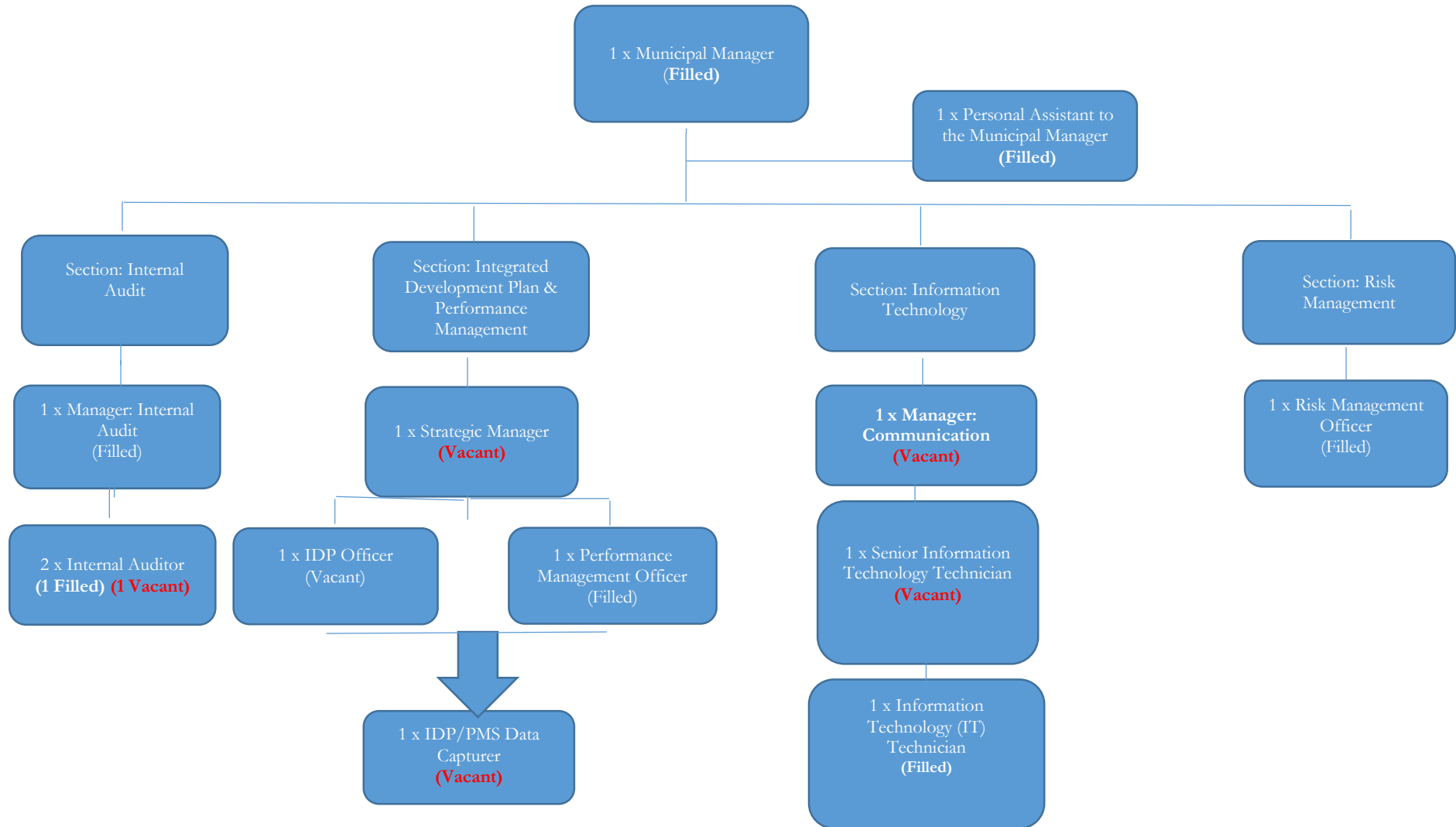
The Municipality has a Workplace Skills Plan which was conducted in consultation with relevant Stakeholders. The programmes in the Training Plan which are part of the WSP are being planned in anticipation to address the skills gaps that were revealed during the Skill Audit that was conducted. The municipality conducted a skills audit to identify the skills gaps amongst the employees of the municipality. Thereafter he Skill Development Facilitator consulted with all relevant stakeholders and collectively identify training needs that will address those identified skills gaps.

The approved municipal organisational structure is illustrated below;

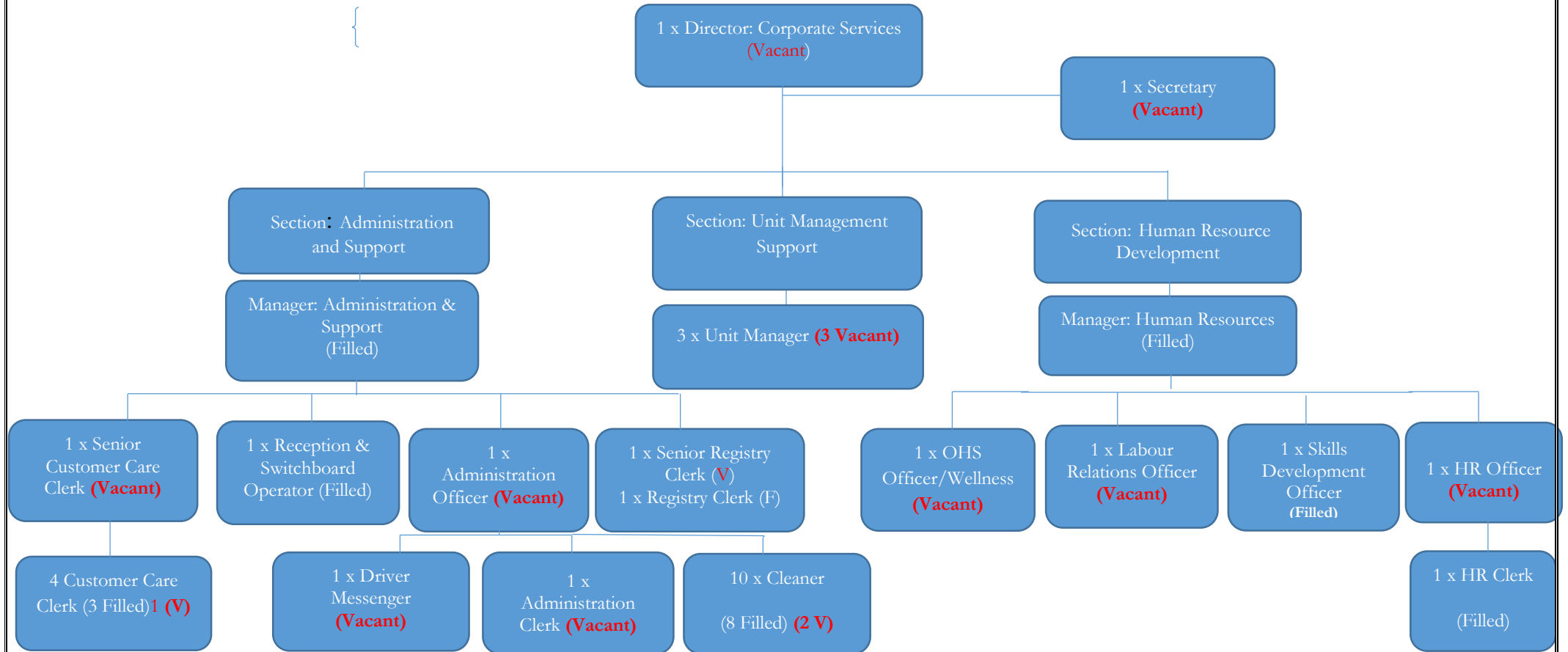
FUNCTIONAL STRUCTURE



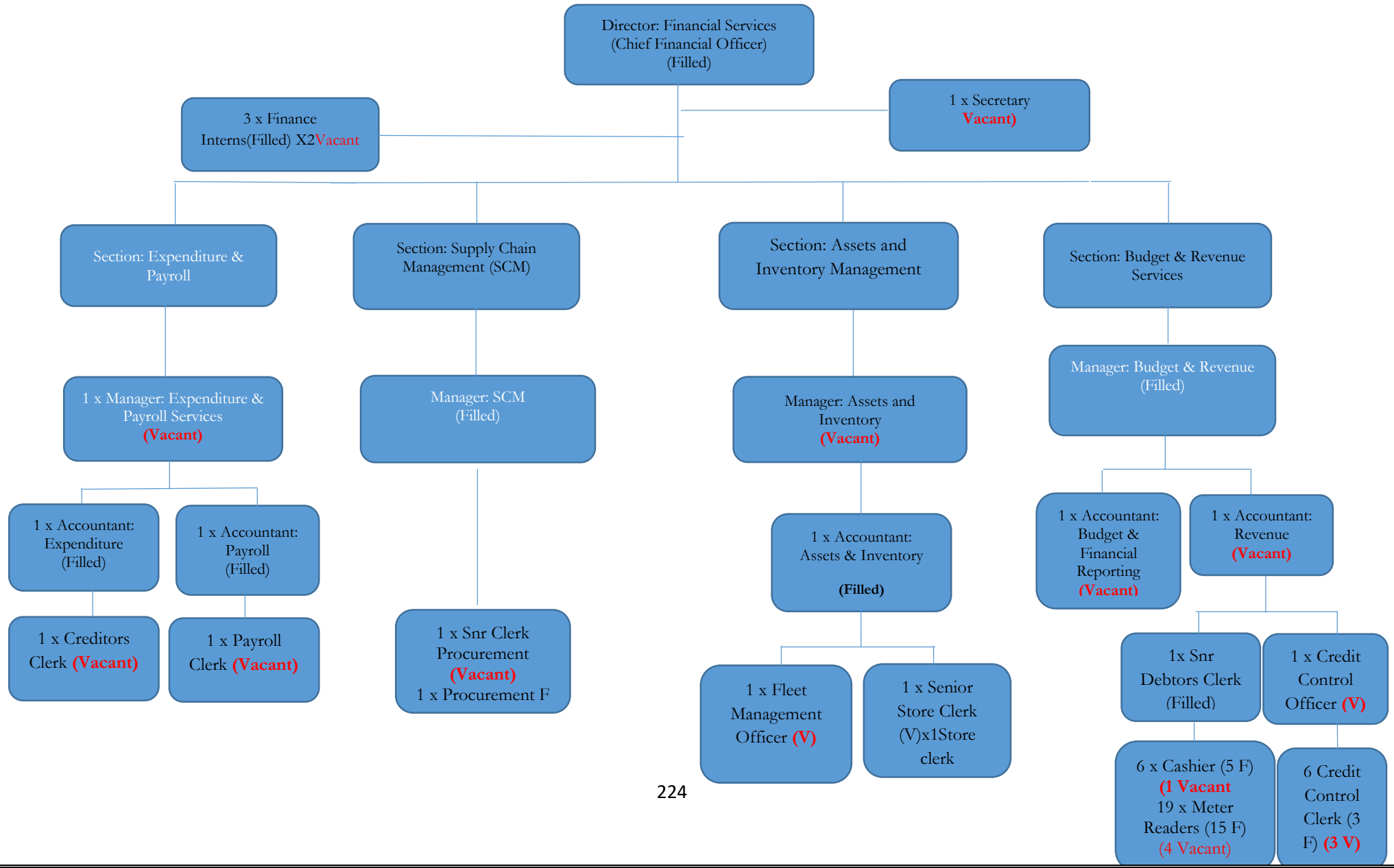
OFFICE OF THE MUNICIPAL MANAGER



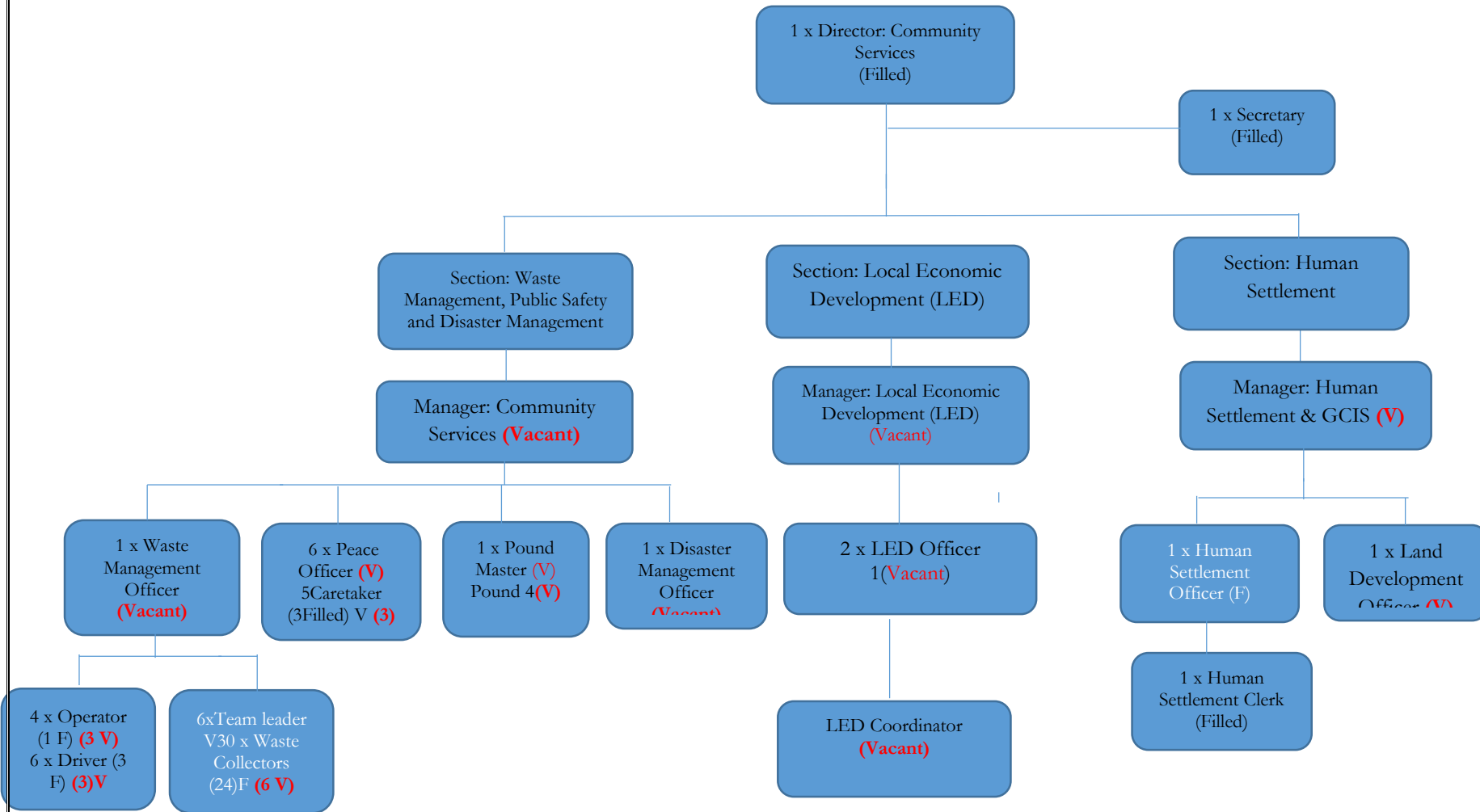
DEPARTMENT OF CORPORATE SERVICES



DEPARTMENT OF FINANCE (BUDGET & TREASURY OFFICE)



DEPARTMENT OF COMMUNITY SERVICES



Performance Management System

The Performance Management System of the municipality is currently confined to Senior Managers reporting directly to the Accounting Officer as well as that of the Accounting Officer. This has caused a high level of complacency and underperformance in the municipality and the municipality is currently in the process of cascading the Organisational Performance Management System to each and every individual employee of the Municipality.

Human Resource Management

The municipality has functional Human Resource Management Unit consisting of the following sub-components;

- Recruitment and Selection
- Training and Development
- Labour Relations
- Occupational Health and Safety
- Leave Management
- Remuneration and Benefits (Employee Wellness)

Recruitment and Selection

The municipality is conducting recruitment and selection in line with the adopted human resource management policy.

Training and Development

The municipality has conducted skills audit to identify skills gap and training plan was developed and approved.

Labour Relations

The municipality has established Local Labour Forum in order to harmonise the relations between the employer and the employee.

Occupational Health and Safety

The municipality has established Health and Safety Committee and safety representatives were trained on occupational health and safety issues.

Leave Management

The municipality has centralised leave management in the Human Resource Unit. Employees apply for leave and subsequently approved by the supervisor and Head of Department.

Remuneration and Benefits (Employee Wellness)

The municipality has developed processes for employee remuneration and benefits. Employees are being remunerated in accordance with the collective agreement.

The municipality is assisting employees on their well-being and programmes are initiated based on the number of employees who experience social problems. However, such employees are referred to the rehabilitation centres.

INFORMATION TECHNOLOGY

Network Infrastructure

The network infrastructure in the IT spectrum has improved to the extent that the IT server room of the municipality was revamped in accordance with relevant prescripts governing IT. It should be noted that the designs also covered the network installation in the following offices;

- Office of the Mayor
- Store Building
- Department of Community Services
- Department of Technical Services

The aforesaid project was successfully completed and reported.

- **ICT Policies and ICT Governance Framework**

There are 11 Policies and an ICT governance framework developed and approved by council, namely; ICT Backup, Email, Change Management, Disaster Recovery, Internet Usage, Mobile Devices, Network, Password, Patch Management, Security, Telephone Policy + One Governance Framework.

- **Business Continuity Plan**

Financial year of 2019/20 the Municipality will develop a Business continuity plan, the plan is of most importance as it will guide the municipality through all different phases during any event of a disaster that may disrupt everyday computing whether on our local network and internet.

** The plan will need assistance and expertise externally, therefore it has been budgeted for.*

- **ICT Strategic Objectives of ICT Three years Master Plan**

The municipality need to set and prepare its future developmental goals and objectives through the development of ICT Master Plan. However, the municipality need to make provision in the budget for the development of the said master plan.

- **Software Licensing**

The municipality need to use licensed software (Operating Systems, Microsoft Office, etc) on all its workstation.

- **Access Forms, Systems Change Documentation and Manual Backup Register**

to have access to the Municipal financial systems and Services like a telephone and an email account, an employee is supposed to fill in a form to request access to these systems. By filling in any of the forms the employee agrees to be liable for the use of these services. The forms, document and register have been developed, however they have not yet been approved by management.

- **Capacity in the IT unit**

It remains difficult for the IT Technician to execute most of his daily tasks. This daily tasks include but are not limited to technical issues:

Workstations,

Servers,

Telephone system,

Emails,

Telephones,

Internet connection,

Access to financial systems,

Network related issues,

Printers,

Taking daily manual backups.

The management has the responsibility to allocate resources It becomes more difficult when the issues are coming from remote sites (Petrusburg, Jacobsdal, Oppermans and Luckhoff) as I now need to travel to those sites.

** It remains the responsibility of management to address the issue.*

- **Computer Literacy**

The issue of the lack of basic computer literacy continues to be problematic for the municipality. Reason being it has the effect to affect everyday business and can also be a security threat to financial systems. The majority of the people who struggle with basic computer skill have access to the municipal's financial systems and again these employees many of them were not trained on either financial system.

** It remains the responsibility of both management and the skills development unit to address the issue.*

- **Training (Financial Systems)**

Employees need to be properly trained on both financial systems. Only a hand full of employees were trained on the systems and a few of them are doing well. The major concern is that some on the very employees who received training on these systems especially sage evolution are struggling with some tasks which they are supposed to execute on a daily basis on the system. Now the concern with this issue is that the first person to be called in order to assist will be the IT Technician who himself only has the administrative training on the system not on what users are trained to do.

** It remains the responsibility of both management and the skills development unit to address this issue.*

Policy Development and Implementation

The Administration Unit is assigned to coordinate and monitor the implementation of policies within the respective departments.

Customer-Oriented Services/Customer Care

The municipality has centralised compliments and complaints management system both manual and electronic. The municipality is currently in the processes of developing Standard Operating Procedure (SOP) to effectively monitor service delivery orientated complaints. Over and above this, the

municipality has also developed Draft Customer Care Policy, Service Charter and Service Standards to curb complaint management in relation to Batho Pele initiatives. However, the municipality has erected comments boxes to curb on customer satisfaction.

CHAPTER 7

MUNICIPAL STRATEGIC OBJECTIVES

6.4 QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

TL NO. S	Program Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020
Technical Services															
Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance															
Project Management Unit															
TL1	Upgrading of Koffiefontein Substation and bulk feeder lines	An efficient competitive and responsive infrastructure network	Inclusion and access	Service Delivery and Infrastructure Development	Improved quality of life	100% upgrading of Koffiefontein substation and bulk feeder lines by 30 June 2020	Percentage	Progress reports and completion certificate	50%	R 5 000 000	100% Completion of substation	Advertisement and appointment of service provider	Progress report	Progress report	Completion certificate
TL2	Electrification of stands in Diamanthoogte	An efficient competitive and responsive infrastructure network	Inclusion and access	Service Delivery and Infrastructure Development	Improved quality of life	Electrification of 27 stands in Diamanthoogte by 30 June 2020	Number	Progress report and Certificate of Compliance	0	R 200 000	27 Stands	Advertisement and appointment of service provider	Progress report	Progress report	27 Stands electrified

TL NO. s	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMAN CE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUAR TER 01 APR – 30 JUN 2020
TL3	Waste water Treatment Plant constructed in Jacobsdal	An efficient competitive and responsive infrastructure network	Inclusion and access	Service Delivery and Infrastructure Development	Improved quality of life	100% Completion of the new 4.2MI Conventional WTW in Jacobsdal by 30 June 2020	Percentage	Progress reports and completion certificate	75%	R 24 000 000	100% Completion	Progress report	Progress report	Progress report	Completion certificate
TL4	Installation of domestic water meters at Dithlake , Diamanthoogte , Sonwabile	An efficient competitive and responsive infrastructure network	Inclusion and access	Service Delivery and Infrastructure Development	Improved quality of life	Installation of 750 domestic water meters at Dithlake (250), Sonwabile (250), Diamanthoogte (250). (MIS:321576) by 30 June 2020	Number	Progress reports and completion certificate	0	R 2 600 000	750 domestic water meters installed	Advertisement and appointment of service provider	Progress report	Progress report	Completion certificate
TL5	Installation of bulk water meter at Koffiefontein	An efficient competitive and responsive infrastructure network	Inclusion and access	Service Delivery and Infrastructure Development	Improved quality of life	Installation of 1 bulk water meter at Koffiefontein (MIS:321576) by 30 June 2020	Number	Progress reports and completion certificate	0		1 bulk water meter installed	Advertisement and appointment of service provider	Progress report	Progress report	Completion certificate
TL6	Installation of domestic water metres at Jacobsdal and Ratanang	An efficient competitive and responsive infrastructure network	Inclusion and access	Service Delivery and Infrastructure Development	Improved quality of life	Installation of 681 domestic water meters at Jacobsdal (205) and Ratanang (476) by 30 June 2020 (MIS:321605)	Number	Progress reports and completion certificate	0	R 1 740 766.55	681 domestic water meters installed	Advertisement and appointment of service provider	Progress report	Progress report	Completion certificate

TL NO. s	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMAN CE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUAR TER 01 APR – 30 JUN 2020
TL7	Installatio n of bulk water meters and valves at Ratanang	An efficient competit ive and responsi ve infrastru cture net work	Inclusio n and access	Service Deliver y and Infrastru cture Develop ment	Improv ed quality of life	Installation of 2 bulk water meters and valves at Ratanang by 30 June 2020 (MIS:321605)	Number	Progress reports and completion certificate	0		2 bulk water meter installed				
TL8	Installatio n of domestic water meters at Relebohile	An efficient competit ive and responsi ve infrastru cture net work	Inclusio n and access	Service Deliver y and Infrastru cture Develop ment	Improv ed quality of life	Installation of 250 domestic water meters at Relebohile by 30 June 2020 (MIS:321628)	Number	Progress reports and completion certificate	0	R 1 400 324.90	250 domestic water meters installed	Advertiseme nt and appointment of service provider	Progress report	Progress report	Compl etion certific ate
TL9	Installatio n of bulk water meter and vales in Luckhoff	An efficient competit ive and responsi ve infrastru cture net work	Inclusio n and access	Service Deliver y and Infrastru cture Develop ment	Improv ed quality of life	Installation of 1 bulk water meter and valves in Luckhoff by 30 June 2020	Number	Progress reports and completion certificate	0		1 bulk water meter installed				
TL10	Installatio n of domestic water meters at Bolokanang	An efficient competit ive and responsi ve infrastru cture net work	Inclusio n and access	Service Deliver y and Infrastru cture Develop ment	Improv ed quality of life	Installation of 150 domestic water meters at Bolokanang by 30 June 2020 (MIS:321618)	Number	Progress reports and completion certificate	0	R 1 049 851.82	150 domestic water meters installed	Advertiseme nt and appointment of service provider	Progress report	Progress report	Compl etion certific ate

TL NO. s	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMAN CE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUAR TER 01 APR – 30 JUN 2020
TL11	Installatio n of bulk water meters and valves at Petrusburg and Bolokanang	An efficient competitive and responsive infrastructure network	Inclusio n and access	Service Delivery and Infrastru cture Development	Improv ed quality of life	Installation of 8 bulk water meters and valves at Petrusburg (5) and Bolokanang (3) by 30 June 2020 (MIS:321618)	Number		0		8 bulk water meter installed				
TL12	Constructi on of Pipeline from boreholes in Petrusburg to reservoir at Bolokanang	An efficient competitive and responsive infrastructure network	Inclusio n and access	Service Delivery and Infrastru cture Development	Improv ed quality of life	20% Construction of new pipeline from boreholes 14 & 15 in Petrusburg to reservoir at Bolokanang by 30 June 2020 (MIS:325184)	Percentag e	Progress reports	0	R 945 211.04	20%	Progress report	Progress report	Progress report	20% Compl etion
TL13	Upgrading and refurbish ment of Sports Facility in Koffiefont ein/Ditlhake	An efficient competitive and responsive infrastructure network	Inclusio n and access	Service Delivery and Infrastru cture Development	Improv ed quality of life	100% completion of Upgrading and refurbishment Sports Facility in Koffiefontein , Ditlhake	Percentag e	Completion Certificate/Clo se out report	65%	R 4 213 427.97	100% Completion	0	Completion Certificate	0	0
TL14	Constructi on of a new Sports Facility in Koffiefont	An efficient competitive and responsive infrastru	Inclusio n and access	Service Delivery and Infrastru cture Development	Improv ed quality of life	100% completion of construction of the new Sports facility in Koffiefontein/Sonwabile 2019/20 financial	Percentag e	Completion Certificate/Clo se out report	0	R 1 580 708.60	100%	0	0	Completion certificate	0

TL NO. s	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMAN CE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUAR TER 01 APR – 30 JUN 2020
	ein/Sonw able	cture net work													
Water and Sanitation															
TL15	Water quality testing	An efficient competitive and responsive infrastructure net work	Inclusion and access	Service Delivery and Infrastructure Development	Improved quality of life	Number of water samples submitted to an accredited laboratory for testing.	Number	Laboratory test reports.	24	R 624 000	24 reports	6 Laboratory test reports.	6 Laboratory test reports.	6 Laboratory test reports.	6 Laboratory test reports.
TL16	Green Drop Status	An efficient competitive and responsive infrastructure net work	Inclusion and access	Service Delivery and Infrastructure Development	Improved quality of life	Number of waste water samples submitted to an accredited laboratory for testing.	Number	Laboratory test reports.	24		24 reports	6 Laboratory test reports.	6 Laboratory test reports.	6 Laboratory test reports.	6 Laboratory test reports.
TL17	Water losses and Revenue collection	An efficient competitive and responsive infrastructure net work	Inclusion and access	Service Delivery and Infrastructure Development	Improved quality of life	Installation of 4 level control valves at Nkululeko (1), Bolokanang (2) and Petrusburg (1) reservoir.	Number	Progress report and completion certificate	0	R 350 000	4 control level valves	Advertisement and appointment of service provider for assessment and installation	Install 1 Control valve at Nkululeko reservoir	Install 2 control valve at Bolokanang reservoir	Install 1 control valve at Petrusburg reservoir

TL NO. s	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMAN CE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUAR TER 01 APR – 30 JUN 2020
TL18		A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of updates on the strategic risk register 2019/20 financial year	Number	Reports implementation of risk mitigating plans and evidence.	0	OPEX	4 reports per quarter	1	1	1	1
TL19		A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of Section 79 Committee meetings held 2019/20 financial year	Number	Attendance registers, minutes of committee meetings and approved schedule of committee meetings	0	OPEX	5 committee meetings	1 committee meeting	1 committee meeting	2 committee meeting	1 committee meeting

Community Services

TL20		A responsive, accountable, effective and efficient	Governance	Public participation and good governance	Efficient administration and good governance	Number of updates on the strategic risk register 2019/20 financial year	Number	Reports implementation of risk mitigating plans and evidence.	0	OPEX	4 reports per quarter	1	1	1	1
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			local government system													
TL21			A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of Section 79 Committee meetings held 2019/20 financial year	Number	Attendance registers, minutes of committee meetings and approved schedule of committee meetings	0	OPEX	5 committee meetings	1 committee meeting	1 committee meeting	2 committee meeting	1 committee meeting
TL22			An efficient competitive and responsive infrastructure network	Inclusion and access	Service Delivery and Infrastructure Development	Improved quality of life	100% Upgrading of Daniel Moopela Hall, Koffiefontein/Ditlha ke by 30 June 2020	Percentage	Completion Certificate/Progress report	0	R 250 000.00	100% completion	Advertisement and Appointment of service provider	Progress report	Progress report	Completion certificate
TL23			An efficient competitive and responsive infrastructure network	Inclusion and access	Service Delivery and Infrastructure Development	Improved quality of life	100% Upgrading of Bolokanang Hall, Petrusburg by 30 June 2020	Percentage	Completion Certificate/Progress report	0	R250 000.00	100% Completion	0	Advertisement and Appointment of service provider	Progress report	Completion Certificate
TL24			An efficient competitive and responsive infrastructure network	Inclusion and access	Service Delivery and Infrastructure Development	Improved quality of life	100% Upgrading of Ratanang Hall, Jacobsdal by 30 June 2020	Percentage	Completion Certificate/Progress report	0	R250 000.00	100% Completion	0	0	Advertisement and Appointment of service provider	Completion Certificate

TL25		An efficient competitive and responsive infrastructure network	Inclusion and access	Service Delivery and Infrastructure Development	Improved quality of life	100% Extension of Diamanthoogte Cemetery, Koffiefontein by 30 June 2020	Percentage	Completion Certificate/Progress report	0	R350 000.00	100% Completion	0	0	Advertisement and Appointment of service provider	Completion Certificate
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LOCAL ECONOMIC DEVELOPMENT

	Program Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020
To create an environment that promotes development of the local economy and facilitate job creation															
Local Economic Development															
TL26	Local Economic Development	A responsive, accountable, effective and efficient local government system	Inclusion and access	Local Economic Development	Inclusive Economic growth and sustainable job creation	Number of LED forums established in the municipality 2019/2020 financial year	Number	TOR, Report of establishment and attendance register.	0	OPEX	5 LED Forums Established	None	None	2 LED Forums Established	3 LED Forums Established
TL27	Local Economic Development	A responsive, accountable, effective and efficient	Inclusion and access	Local economic Development	Inclusive Economic growth and sustainable	Number of LED Strategies approved by Council by 30 June 2020	Number	Strategy and Council resolution	0	OPEX	An approved LED Strategy	None	None	None	Approved LED Strategy

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020
		local government system			ble job creation										
TL28	Vibrant, equitable and sustainable rural communities with food security for all	A responsive, accountable, effective and efficient local government system	Inclusion and access	Local economic Development	Inclusive Economic growth and sustainable job creation	Number of Commonage Policies approved by Council by 30 June 2020	Number	Commonage policy and Council resolution	0	OPEX	An approved commonage Policy	None	None	None	Approved commonage policy
TL29	Development of Business Licencing Policy and Table to Council for approval	A responsive, accountable, effective and efficient local government system	Inclusion and access	Local economic Development	Inclusive Economic growth and sustainable job creation	Number of Business Licencing policy approved by Council by 30 June 2020	Number	Business licence policy and Council resolution	0	OPEX	Approved Business Licencing Policy	None	None	None	Approved Business Licencing Policy

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020
TL30	SMME Development and Support	A responsive, accountable, effective and efficient local government system	Inclusion and access	Local economic Development	Inclusive Economic growth and sustainable job creation	Number of SMMEs supported through supply of specialised equipment (budgetary constrain)	Number	Goods received notes/registers	R300 000	OPEX	4 SMMEs Supported	1	1	1	1
TL31	SMME Development and Support	A responsive, accountable, effective and efficient local government System	Inclusion and access	Local economic Development	Inclusive Economic growth and sustainable job creation	Number of SMMEs/ Cooperatives/Contractor Development Workshops/Training Programmes conducted 2019/2020 financial	Number	Attendance register, Minutes and report.	1	OPEX	1 Workshop conducted	None	None	1 Workshop conducted	None

PUBLIC PARTICIPATION AND GOOD GOVERNANCE

To promote a culture of participatory and good governance

Information Communication Technology

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMAN CE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUAR TER 01 APR – 30 JUN 2020
TL32	ICT Network Infrastructure	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of approved ICT Policies and Governance Framework by 30 June 2020	Number	ICT policies and Council resolution	0	OPEX	Approved ICT Policies and Governance Framework	None	None	None	Approved policies
TL33	ICT Network Infrastructure	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	100% Renovation of the Municipality's ICT network infrastructure, server room included by 30 September 2019	Percentage	Close out report	50%	R 4 670 000	100% completion	100% completion	None	None	None
TL34	ICT software licences	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	100% Acquisition/Procurement of licensed software (MS Office, MS Windows and others) by 31 December 2019	Percentage	Goods received note	0	R 116 270	100% acquisition	None	100% acquisition	None	None

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMAN CE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUAR TER 01 APR – 30 JUN 2020
TL35	<i>Installation of Biometric Systems and Surveillance Systems</i>	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Percentage installation of Biometric Systems and Surveillance Systems (cameras) by 30 June 2020	Percentage	Goods received note	0	R 400 000	100% acquisition	None	None	None	100% acquisition
TL36	<i>ICT Governance</i>	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of ICT Steering committee established by 30 June 2020	Number	Appointment letters and Council resolution	0	OPEX	1 ICT committee established	None	None	None	1 ICT committee established

Internal Auditing

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020
TL37	Internal Audit Unit	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of audit assignments conducted	Number	Internal Audit reports	12	OPEX	15 Audit assignments	3 Audit assignments	4 Audit assignments	4 Audit assignments	4 Audit assignments
TL38	Audit Committee	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of audit committee meetings held	Number	Attendance registers, resolution registers, IA reports, schedule of audit committee meetings.	5	OPEX	6 Audit committee meetings	1 Audit committee meeting	2 Audit committee meetings	2 Audit committee meetings	1 Audit committee meetings
TL39		A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of approved Audit Strategic documents for the 2020/21 financial year.	Number	Approved risk based audit plan (RBAP) (MFMA - Section 165(2) (a)) Approved Internal Audit Charter Approved Audit Committee	4	OPEX	4 audit strategic documents approved	None	None	None	Approved risk based audit plan (RBAP) (MFMA - Section 165(2))

	Programme Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020
								Charter Approved Audit Methodology							(a) Approved Internal Audit Charter Approved Audit Committee Charter Approved Audit Methodology
Risk Management															
TL40		A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of updates on the strategic risk register 2019/20 financial year	Number	Reports implementation of risk mitigating plans and evidence.	0	OPEX	4 reports per annum	1	1	1	1

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020
TL41		A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of Risk Committee Meeting held for the 2019/20 financial year	Number	Minutes of meeting and attendance registers and reports, RMC	3	R 30 000	4 Committee meetings	1 meeting held	1 meeting held	1 meeting held	1 meeting held
TL42		A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of approved risk management strategic documents for the 2020/21 by the Accounting Officer	Number	Approved Risk management policy Approved Risk management strategy Approved anti-fraud and corruption policy Approved anti-fraud and corruption strategy Approved Risk	7	OPEX	7 approved risk managements strategic documents		None	None	7 approved risk managements strategic documents

	Programme Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020
								committee charter Approved risk management implementation plan Approved and signed off strategic and operational risk register							
TL43		A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of quarterly RM reports compiled and presented to the Risk Management Committee 2019/20 financial year	Number	Attendance registers, Minutes of the meeting and approved report, schedule of RMC meetings.	3	OPEX	4 approved RM reports	1 approved RM reports	1 approved RM reports	1 approved RM reports	1 approved RM reports
TL44		A responsive, accountable, effective and efficient local government	Governance	Public participation and good governance	Efficient administration and good governance	Number of Risk and fraud Awareness workshops conducted to inculcate a culture of Risk Management 2019/20 financial year	Number	Attendance registers	0	OPEX	1 Workshops conducted	1 Workshop conducted	0	0	0

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020
		ent system													
TL45		A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of risk assessment working sessions facilitated quarterly per department by 2019/20 financial year	Number	Attendance registers per department, schedule of risk assessment and signed off updated risk registers per department.	3	OPEX	4 risk assessments working sessions facilitated quarterly per department.	1 risk assessments working sessions facilitated per department per quarter.	1 risk assessments working sessions facilitated per department per quarter.	1 risk assessments working sessions facilitated per department per quarter.	1 risk assessments working sessions facilitated per department per quarter.

Integrated Development Plan

TL46	Strategic Leadership programmes	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of Process plans approved by Council for 2020/21 Financial year by 31 August 2019	Number	Approved process plan and Council resolution	1	OPEX	1 approved process plan	Approved process plan	None	None	None
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TL47	Strategic Leadership programmes	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of approved 2020/2021 IDP and related sector plans submitted to Council	Number	IDP and Council resolution	1	OPEX	1 approved IDP	None	None	Tabled 2020/21 IDP	Approved 2020/21 IDP
TL48	Strategic Leadership programmes	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of integrated Development Plan Community Representative forum held 2019/20 financial year	Number	Report of the IDP Rep forum, attendance register	3	OPEX	3 integrated Development Plan Community Representative forum held	None	1 Community Representative Forum held	2 Community Representative Forums held	None
TL49	Strategic Leadership programmes	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of draft Integrated Development Plan 2020/21 tabled in Council	Number	2020/21 Draft IDP and Council resolution	1	OPEX	1	0	0	2020/21 Draft IDP and Council resolution	0
TL50	Strategic Leadership	A responsive, accountable	Governance	Public participation and	Efficient administration	Number of credible and legally Integrated	Number	Approved IDP 2020/21 and Council resolution	1	OPEX	1	0	0	0	Approved

	programmes	able, effective and efficient local government system		good governance	n and good governance	Development Plan 2020/21 submitted to Council for approval									ID P and Council resolution
Communication Services															
TL51	Strategic Leadership programmes	A responsible, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of reviewed Communication Strategy approved by Council 2019/20	Number	Approved Communication Strategy and Council resolution	0	OPEX	1	None	Approved Communication Strategy and Council resolution	None	None
TL52	Strategic Leadership programmes	A responsible, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of Local Communicators forum meetings held 2019/20 financial year	Number	Invitations, attendance register and minutes	0	OPEX	2	0	1	1	0
TL53	Strategic Leadership programmes	A responsible, accountable, effective and efficient	Good Governance and Public Participation	Public participation and good governance	Efficient administration and good governance	Number of press release on Council resolutions 2019/20 financial year	Number	Screen shots from official Facebook page; press release to print media	0	OPEX	4	1	1	1	1

		local government system													
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Performance Management

TL54	Strategic Leadership programmes	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of approved SDBIP for 2020/21 within 28 days by the Mayor	Number	Approved SDBIP2020/21	1	OPEX	Approved SDBIP 2020/21	None	None	None	Approved SDBIP 2021
TL55	Strategic Leadership programmes	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Publishing of SDBIP 2020/21 on the website, notice boards and libraries within 14days after approval by the Mayor	Number	screen dump for publication on website	1	OPEX	2020/21 SDBIP Published	2020/21 SDBIP Published	None	None	None
TL56	Strategic Leadership programmes	A responsive, accountable, effective and efficient local government	Governance	Public participation and good governance	Efficient administration and good governance	Number of SDBIP's submitted to Cogta, PT and NT	Number	Proof of submission	1	OPEX	1	2020/21 SDBIP	None	None	None

		ent system													
TL57	Strategic Leadership programmes	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of Performance Agreements developed and signed by relevant officials for 2020/21 FY	Number	Signed performance agreements	5	OPEX	2020/21 Performance agreements	Signed performance agreements	None	None	None
TL58	Strategic Leadership programmes	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of performance agreements submitted to department of Cogta by July 2020	Number	Proof of submission	5	OPEX	5 Performance Agreements submitted to Cogta by July 2020	5 Performance Agreements submitted to Cogta	None	None	None
TL59	Strategic Leadership programmes	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of Quarterly Performance Reports developed and submitted to Council	Number	Performance reports and council resolution	3	OPEX	4 reports	1 report	1 report	1 report	1 report
TL60	Strategic Leadership	A responsive, accountable	Governance	Public participation and	Efficient administration	Number of Annual Performance Reports for 2018/19 submitted to AGSA	Number	Annual Performance Report and proof	1	OPEX	Annual Performance Report 2018-19	None			

	programmes	able, effective and efficient local government system		good governance	n and good governance	on or before 31 August 2019		of submission.					None	None	None
TL61	Strategic Leadership programmes	A responsible, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of Draft Annual Reports for 2018/19 submitted to Council on or before 31 January 2020	Number	Draft Annual Report and proof of submission.	1	OPEX	Draft Annual Report 2018-19	None	None	Draft Annual Report 2018-19	None
TL62	Strategic Leadership programmes	A responsible, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of approved 2018/19 Oversight Reports and Final Annual Report 2018/19 submitted to NT, PT and FS Legislature	Number	Council Resolution, Oversight Report and proof of submission to NT, PT and Legislature	1	OPEX	Oversight Report and final Annual Report of 18/19	None	None	Oversight Report and final Annual Report of 18/19	None

TL63	Strategic Leadership programmes	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of Bid committee members appointed at the beginning of financial year 2019/20 financial year by the Municipal Manager	Number	Proof of appointment letters	14	OPEX	13 Bid Committee members appointed at the beginning of the financial year	4 members of Bid Specification Committee appointed by the MM 5 Members of Bid Evaluation Committee appointed by MM 4 Members of Bid Adjudication Committee appointed by the MM	0	0	0
TL64		A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of approved PMS Policy by 30 June 2020	Number	Approved PMS Policy and Council Resolution	1	OPEX	Approved PMS Policy and Council Resolution	0	0	0	Approved PMS Policy

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

	Program Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020
Corporate Services															
An effective administration capable of sustainable service delivery															
TL65		A responsible, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of Ward Committees established 2019/20 financial year	Number	Advertisement, elections report, attendance registers, appointment letters.	5	OPEX	1 established committee	None	Appointment letters.	None	None
TL66		A responsible, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of ward committee workshops held 2019/20 financial year	Number	Attendance registers and training report.	2	OPEX	1 Workshop	None	1 Workshop	None	None
TL67		A responsible, accountable,	Governance	Municipal Transformation and	Efficient administration and	Number of Ordinary Council meetings held 2019/20 financial year	Number	Attendance registers and Council minutes, approved	4	OPEX	4 Council meeting	1 Council meeting	1 Council meeting	1 Council meeting	1 Council meeting

	Program me Descripti on	STRATEGIC OBJECTIVES					Unit of Measure ment	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMAN CE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUAR TER 01 APR – 30 JUN 2020
		effective and efficient local governm ent system		Instituti onal Develop ment	good govern ance			schedule of Council meetings							
TL68		A responsi ve, account able, effective and efficient local governm ent system	Govern ance	Municip al Transfo rmation and Instituti onal Develop ment	Efficien t admini stratio n and good govern ance	Number of Section 79 Committee meetings held 2019/20 financial year	Number	Attendance registers, minutes of committee meetings and approved schedule of committee meetings	0	OPEX	5 committee meetings	1 committee meeting	1 committee meeting	2 committee meeting	1 commi ttee meetin g
TL69		A responsi ve, account able, effective and efficient local governm ent system	Govern ance	Municip al Transfo rmation and Instituti onal Develop ment	Efficien t admini stratio n and good govern ance	Number of LLF meetings held 2019/20 financial year	Number	Attendance registers, minutes of LLF meetings and approved schedule of LLF meetings	2	OPEX	2 LLF meetings held	None	1 LLF meeting	None	1 LLF meetin g

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMAN CE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUAR TER 01 APR – 30 JUN 2020
TL70		A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of Occupational Health and Safety Committee meetings held 2019/20 financial year	Number	Attendance registers, minutes of committee meetings and approved schedule of committee meetings	0	OPEX	4 Committee meeting	1 Committee meeting	1 Committee meeting	1 Committee meeting	1 Committee meeting
TL71		A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of adopted By-laws by Council 2019/20 financial year	Number	Attendance registers of public consultations and approved by-laws, Council resolution.	5	OPEX	6 adopted by-laws.	None	None	6 adopted by-laws.	None
TL72		A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of progress reports on Council resolutions submitted to Council 2019/20 financial year	Number	Resolution register and Council resolution.	4	OPEX	4 Progress reports	1 report	1 report	1 report	1 report

	Programme Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020
TL73		A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of Reviewed Organizational Structure approved by Council 2020/21 financial year	Number	Council resolution and organisational structure.	1	OPEX	1 organisational structure	0	0	0	1 organisational structure
TL74		A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of WSP developed and submitted to LGSETA by April 2020	Number	WSP and proof of submission to LGSETA	1	OPEX	1 WSP	0	0	0	1 WSP
TL75		A responsive, accountable, effective	Governance	Municipal Transformation and Institutional	Efficient administration and good	Number of EE Plan compiled and submitted to DOL by January 2020	Number	EE plan and proof of submission to DOL	1	OPEX	1 EE plan	0	0	1 EE plan	0

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020
		and efficient local government system		onal Development	governance										
TL76		A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of Customer Care Policy developed and approved by Council 2019/20 financial year	Number	Approved Customer care policy, Service Charter and Council resolution	1	OPEX	1 approved customer care policy	0	0	0	1 approved customer care policy
TL77		A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of PPE procured for employees 2019/20	Number	Goods received notes	270	R?	280 PPE procured	0	280 PPE procured	0	0

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020
TL78		A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of HR related policies reviewed and approved by Council by 30 June 2020	Number	Integrated HR policy manual and the Council resolution	1	OPEX	1 Integrated HR policy manual	0	0	0	1 approved
TL79		A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of updates on the strategic risk register 2019/2020 financial year	Number	Reports implementation of risk mitigating plans and evidence.	0	OPEX	4 reports per quarter	1 report	1 report	1 report	1 report
TL80		A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of Section 79 Committee meetings held 2019/20 financial year	Number	Attendance registers, minutes of committee meetings and approved schedule of committee meetings	0	OPEX	5 committee meetings	1 committee meeting	1 committee meeting	2 committee meeting	1 committee meeting

	Program Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020

FINANCIAL VIABILITY AND MANAGEMENT

	Program Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020
		To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and systems													
TL81		A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of updates on the approved valuation Roll.	Number	Supplementary valuation roll certified by the Accounting Officer	1	R 600 000	1	0	0	Supplementary valuation roll certified by the Accounting Officer	0

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMAN CE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUAR TER 01 APR – 30 JUN 2020
TL82		A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of indigent households registered for the financial year 2020/21 financial year in all 6 Wards.	Number	Indigent register and indigent forms	1400	OPEX	2100 registered indigents	0	0	0	2100
TL83		A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of GRAP compliant asset Register updated	Number	Quarterly updates on the asset register	1	OPEX	1 asset register	1 quarterly update	1 quarterly update	1 quarterly update	1 quarterly update
TL84		A responsive, accountable, effective and efficient local government	Governance	Financial Viability and Management	Efficient administration and good governance	Number of 2020/21 Budget related policies reviewed and adopted by Council	Number	(1 Approved policy manual, including procurement plan) and Council resolution	10	OPEX	1 Approved policy manual, including procurement plan)	0	0	Tabled policy manual, including procurement plan)	1 Approved policy manual, including procurement plan)

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMAN CE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUAR TER 01 APR – 30 JUN 2020
		ent system													
TL85		A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of section 72 report submitted to the PT, NT and the Mayor on or before the 25 th of January 2020	Number	Section 72 reports and proof of submission to PT, NT and the Mayor	1	OPEX	1 section 72 report	0	0	1 report	0
TL86		A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of section 52d reports submitted to Council within 30 days after end of each quarter	Number	Section 52d reports and Council resolution	0	OPEX	3 reports	0	1 report	1 report	1 report
TL87		A responsive, accountable, effective	Governance	Financial Viability and Management	Efficient administration and good	Number of section 66 reports submitted to Council per quarter	Number	Section 66 reports and Council resolution	0	OPEX	12 section 66 reports	3 Reports	3 Reports	3 Reports	3 Reports

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET						
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMAN CE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUAR TER 01 APR – 30 JUN 2020	
			and efficient local governm ent system			governance										
TL88			A responsive, accountable, effective and efficient local governm ent system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of section 70 reports submitted to Council per quarter	Number	Section 70 reports and Council resolution	0	OPEX	2 section 70 reports	0	1 Report	0	1 Report
TL89			A responsive, accountable, effective and efficient local governm ent system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of section 71 reports submitted to the Mayor, PT and NT within 10 days after the end of the month	Number	Section 71 reports and proof of submission	12 reports	OPEX	12 reports	3 reports	3 reports	3 reports	3 reports

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020
TL90		A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of MFMA compliant AFS submitted to the AGSA on or before 31 August 2019	Number	AFS and proof of submission	1	R 2 500 000	MFMA compliant AFS submitted to the AGSA	MFMA compliant AFS submitted to the AGSA	0	0	0
TL91		A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of SCM implementation reports submitted to the Mayor and PT	Number	SCM reports and proof of submission	4 reports	OPEX	4 SCM reports	1 report	1 report	1 report	1 report
TL92		A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of SCM deviations reports submitted to Council.	Number	Deviations register and Council resolution	0	OPEX	4 deviations reports.	1 deviation report	1 deviation report	1 deviation report	1 deviation report

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMAN CE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUAR TER 01 APR – 30 JUN 2020
		ent system													
TL93		A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of Contracts Above R100 000.00 published in the municipal website	Number	Proof of website uploads (website screenshots and document upload register	0	OPEX	45	28	4	6	5
TL94		A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of billing reports signed off by the CFO.	Number	Pre-billing reports	12 pre-billing reports	OPEX	12 pre-billing repots	3 pre-billing reports	3 pre-billing reports	3 pre-billing reports	3 pre-billing reports
TL95		A responsive, accountable, effective	Governance	Financial Viability and Management	Efficient administration and good	Number of report on faulty electricity and water meters submitted to Technical department	Number	Proof of submission to Technical department	0	OPEX	12 reports	3 reports	3 reports	3 reports	3 reports

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMAN CE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUAR TER 01 APR – 30 JUN 2020
		and efficient local governm ent system			governance										
TL96		A responsive, accountable, effective and efficient local governm ent system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of revenue enhancement strategies approved by Council 2019/2020 financial year	Number	Revenue enhancement strategy and Council resolution	1	OPEX	1 revenue enhancement strategy	0	1	0	0
TL97		A responsive, accountable, effective and efficient local governm ent system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of approved audit action plans.	Number	Audit action plan and Council resolution	1	OPEX	1 Audit action plan	0	0	1 approved Audit action plan.	0

	Program me Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2019/20 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2019/20	PERFORMANCE TARGET 2019/20	1 ST QUARTER 01 JULY – 30 SEPT 2019	2 ND QUARTER 01 OCT – 31 DEC 2019	3 RD QUARTER 01 JAN – 31 MAR 2020	4 TH QUARTER 01 APR – 30 JUN 2020
TL98		A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of updates on the strategic risk register 2019/2020 financial year	Number	Reports implementation of risk mitigating plans and evidence.	0	OPEX	4 reports per quarter	1 report	1 report	1 report	1 report
TL99		A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of Section 79 Committee meetings held 2019/20 financial year	Number	Attendance registers, minutes of committee meetings and approved schedule of committee meetings	0	OPEX	5 committee meetings	1 committee meeting	1 committee meeting	2 committee meeting	1 committee meeting

CHAPTER 8

SECTION PLANS

Sector Plan	Status Quo	Date: Council Adoption
Spatial Development Framework	Adopted by Council	28 August 2018
Water and Sanitation Master Plan	Adopted by Council	August 2019
Electricity Master Plan	Draft	August 2019
LED Strategy	Draft tabled by Council	
Tourism Sector Plan	None	
Integrated Waste Management Plan (IWMP)	Adopted by Council	
Integrated Human Settlements Plan	Adopted by Council	28 August 2018
Disaster Management Plan	Adopted by Council	29 March 2019
Fire Management Plan	None	

Workplace Skills Plan	Adopted by Council	
Human Resources Strategy	Review Phase	28 August 2018
Energy Master Plan	None	
Housing Sector Plan	None	
Turnaround Strategy	Adopted by Council	
Risk Management Strategy	Approved by the Accounting Officer	August 2019
Public Transport	Approved	
O & M : Water and Sanitation	Approved	August 2019
O & M: Electricity	Draft	

The municipality has developed Operation and Maintenance Manuals for Water and Sanitation Master Plan approved Electricity Master Plan

CHAPTER 9

DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS

OPEX: FINANCE DEPARTMENT- EXPENDITURE

Department	Item	Total budget
Finance Department		
	Expenditure: Bulk Purchases: Electricity: ESKOM	16,000,000.00
	Expenditure: Contracted Services: Outsourced Services: Connection/Dis-connection: Electricity	3,000,000.00
	Assets: Non-current Assets: Property, Plant and Equipment: Cost Model: Furniture and Office Equipment: Future Use: Cost: Acquisitions	52,600.00
	Expenditure: Contracted Services: Contractors: Maintenance of Equipment	21,040.00
	Expenditure: Inventory Consumed: Consumables: Standard Rated	526,000.00
	Expenditure: Operational Cost: Advertising, Publicity and Marketing: Tenders	-
	Expenditure: Operational Cost: Courier and Delivery Services	5,260.00
	Expenditure: Operational Cost: Entertainment: Senior Management	-
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Food and Beverage (Served)	21,040.00
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport with Operator: Public Transport: Air Transport	52,600.00
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport with Operator: Public Transport: Road Transport	21,040.00
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport without Operator: Car Rental	10,520.00
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport without Operator: Own Transport	52,600.00
	Expenditure: Operational Cost: Travel Agency and Visa's	
Expenditure: Contracted Services: Contractors: Maintenance of Unspecified Assets	30,000.00	

Expenditure: Operational Cost: Licenses: Motor Vehicle License and Registrations	-
Expenditure: Operational Cost: Communication: Postage/Stamps/Frinking Machines	100,000.00
Expenditure: Interest, Dividends and Rent on Land: Interest Paid: Overdue Accounts	600,000.00
Expenditure: Operational Cost: Commission: Third Party Vendors	420,800.00
Expenditure: Operational Cost: Deeds	31,560.00
Expenditure: Depreciation and Amortisation: Depreciation: Solid Waste Infrastructure: Capital Spares	4,424,509.00
Expenditure: Depreciation and Amortisation: Depreciation: Investment Property: Revenue Generating: Improved Properties	-
Expenditure: Contracted Services: Outsourced Services: Catering Services	15,780.00
Expenditure: Depreciation and Amortisation: Depreciation: Transport Assets	-
Expenditure: Operational Cost: Bank Charges, Facility and Card Fees: Bank Accounts	526,000.00
Expenditure: Operational Cost: External Computer Service: Software Licenses	116,057.00
Expenditure: Operational Cost: Travel and Subsistence: Domestic: Accommodation	63,120.00
Expenditure: Depreciation and Amortisation: Depreciation: Storm water Infrastructure: Storm Water Conveyance	3,892,400.00
Expenditure: Contracted Services: Consultants and Professional Services: Business and Advisory: Business and Financial Management	2,656,000.00
Expenditure: Depreciation and Amortisation: Depreciation: Computer Equipment	818,846.00
Expenditure: Operational Cost: Advertising, Publicity and Marketing: Tenders	63,120.00
Expenditure: Operational Cost: Professional Bodies, Membership and Subscription	21,040.00
Expenditure: Operational Cost: Registration Fees: Seminars, Conferences, Workshops and Events: National	105,200.00
Expenditure: Operational Cost: Insurance Underwriting: Premiums	1,550,000.00
Expenditure: Depreciation and Amortisation: Depreciation: Community Assets: Community Facilities: Halls	1,027,716.00
Expenditure: Depreciation and Amortisation: Depreciation: Other Assets: Housing: Capital Spares	572,818.00
Expenditure: Depreciation and Amortisation: Depreciation: Furniture and Office Equipment	1,234,330.00
Expenditure: Depreciation and Amortisation: Depreciation: Machinery and Equipment	2,981,368.00

Total	Expenditure: Bad Debts Written Off	22,998,000.00
	Expenditure: Depreciation and Amortisation: Depreciation: Electrical Infrastructure: LV Networks	3,892,400.00
	Expenditure: Depreciation and Amortisation: Depreciation: Information and Communication Infrastructure: Capital Spares	3,892,400.00
	Expenditure: Depreciation and Amortisation: Depreciation: Roads Infrastructure: Roads	8,127,841.00
	Expenditure: Depreciation and Amortisation: Depreciation: Sanitation Infrastructure: Waste Water Treatment Works	3,892,400.00
	Expenditure: Depreciation and Amortisation: Depreciation: Water Supply Infrastructure: Distribution	3,892,400.00
	Expenditure: Inventory Consumed: Materials and Supplies	10,520.00
	Expenditure: Bulk Purchases: Water	2,000,000.00
		89,719,325.00

OPEX: FINANCE DEPARTMENT-REVENUE

Department	Item	Total budget
Finance Department		
	Revenue: Exchange Revenue: Service Charges: Electricity: Electricity Sales: Domestic High: Conventional	- 8,914,206.00
	Revenue: Exchange Revenue: Service Charges: Electricity: Electricity Sales: Domestic High: Prepaid	- 13,471,996.00
	Revenue: Exchange Revenue: Interest, Dividend and Rent on Land: Interest: Receivables: Electricity	- 2,153,897.00
	Revenue: Exchange Revenue: Service Charges: Water: Sale: Conventional	- 9,325,980.00
	Revenue: Non-exchange Revenue: Transfers and Subsidies: Capital: Monetary Allocations: National Government: Integrated National Electrification Programme Grant	- 5,200,000.00
	Revenue: Exchange Revenue: Operational Revenue: Skills Development Levy Refund	- 29,563.00
	Revenue: Exchange Revenue: Sales of Goods and Rendering of Services: Clearance Certificates	- 32,170.00
	Revenue: Non-exchange Revenue: Transfers and Subsidies: Operational: Monetary Allocations: National Revenue Fund: Equitable Share	- 63,668,000.00
	Revenue: Exchange Revenue: Sales of Goods and Rendering of Services: Building Plan Approval	- 55,863.00
	Revenue: Exchange Revenue: Licenses or Permits: Trading	- 4,733.00

Revenue: Non-exchange Revenue: Fines, Penalties and Forfeits: Fines: Traffic: Court Fines	-	18,930.00
Revenue: Exchange Revenue: Operational Revenue: Insurance Refund	-	33,633.00
Revenue: Exchange Revenue: Rental from Fixed Assets: Market Related: Investment Property: Sub-lease Payment	-	157,800.00
Revenue: Non-exchange Revenue: Transfers and Subsidies: Operational: Monetary Allocations: National Governments: Expanded Public Works Programme Integrated Grant	-	1,000,000.00
Revenue: Non-exchange Revenue: Transfers and Subsidies: Capital: Monetary Allocations: National Government: Municipal Infrastructure Grant	-	17,149,000.00
Revenue: Exchange Revenue: Operational Revenue: Commission: Transaction Handling Fees	-	29,010.00
Revenue: Exchange Revenue: Operational Revenue: Collection Charges	-	147,174.00
Revenue: Exchange Revenue: Operational Revenue: Discounts and Early Settlements	-	30,284.00
Revenue: Exchange Revenue: Operational Revenue: Incidental Cash Surpluses	-	70,723.00
Revenue: Exchange Revenue: Interest, Dividend and Rent on Land: Dividends: External Investment	-	5,400.00
Revenue: Exchange Revenue: Interest, Dividend and Rent on Land: Interest: Deemed Interest	-	443,117.00
Revenue: Exchange Revenue: Sales of Goods and Rendering of Services: Objections and Appeals	-	89,126.00
Revenue: Exchange Revenue: Sales of Goods and Rendering of Services: Town Planning and Servitudes	-	125,413.00
Revenue: Exchange Revenue: Sales of Goods and Rendering of Services: Sale of Goods: Valuation Rolls	-	35,757.00
Revenue: Exchange Revenue: Sales of Goods and Rendering of Services: Scrap, Waste & Other Goods: Scrap	-	13,518.00
Revenue: Non-exchange Revenue: Property Rates: Farm Properties: Agricultural Purposes	-	5,364,937.00
Revenue: Exchange Revenue: Rental from Fixed Assets: Market Related: Investment Property: Straight-lined Operating	-	157,800.00
Liabilities: Current Liabilities: Consumer Deposits: Rental Properties: Opening Balance	-	57,397.00
Revenue: Exchange Revenue: Rental from Fixed Assets: Market Related: Property Plant and Equipment :Ad-hoc rentals: Community Assets	-	157,800.00
Revenue: Non-exchange Revenue: Transfers and Subsidies: Operational: Monetary Allocations: National Governments: Local Government Financial Management Grant	-	2,435,000.00
Revenue: Non-exchange Revenue: Property Rates: Business and Commercial Properties	-	4,220,198.00
Revenue: Exchange Revenue: Service Charges: Waste Management: Refuse Removal	-	11,058,961.00

Total	Revenue: Exchange Revenue: Interest, Dividend and Rent on Land: Interest: Receivables: Waste Management	-	932,945.00
	Revenue: Exchange Revenue: Interest, Dividend and Rent on Land: Interest: Receivables: Water	-	393,553.00
	Revenue: Non-exchange Revenue: Transfers and Subsidies: Capital: Monetary Allocations: National Government: Water Services Infrastructure Grant	-	24,000,000.00
	Revenue: Non-exchange Revenue: Property Rates: Residential Properties: Developed	-	8,698,964.00
	Revenue: Exchange Revenue: Sales of Goods and Rendering of Services: Photocopies and Faxes	-	34,558.00
	Revenue: Exchange Revenue: Sales of Goods and Rendering of Services: Cemetery and Burial	-	264,190.00
	Revenue: Non-exchange Revenue: Property Rates: Mining Properties	-	2,542,345.00
	Revenue: Exchange Revenue: Operational Revenue: Administrative Handling Fees	-	68,275.00
	Revenue: Exchange Revenue: Interest, Dividend and Rent on Land: Interest: Receivables: Waste Water Management	-	589,341.00
	Revenue: Exchange Revenue: Interest, Dividend and Rent on Land: Dividends: Municipal Entities	-	35,836.00
	Revenue: Exchange Revenue: Service Charges: Waste Water Management: Sanitation Charges	-	10,534,181.00
			-

OPEX: OFFICE OF THE MUNICIPAL MANAGER

Department	SDBIP	Item	Total budget	SDBIP
Municipal Manager				
	MM004/2017/IDP	Expenditure: Inventory Consumed: Materials and Supplies	300,000.00	EPWP
		Expenditure: Operational Cost: Uniform and Protective Clothing	200,000.00	
		Expenditure: Contracted Services: Outsourced Services: Personnel and Labour	500,000.00	
	MM002/2017/IDP	Assets: Non-current Assets: Intangible Assets: Cost: Other: Future Use: Computer Software: Acquisitions	139,600.00	Procurement of IT Equipment

	Assets: Non-current Assets: Property, Plant and Equipment: Cost Model: Furniture and Office Equipment: Future Use: Cost: Acquisitions	75,000.00	
	Assets: Non-current Assets: Property, Plant and Equipment: Cost Model: Information and Communication Infrastructure: Cost: Acquisitions	650,000.00	
	Expenditure: Contracted Services: Consultants and Professional Services: Business and Advisory: Research and Advisory	80,000.00	
	Expenditure: Contracted Services: Contractors: Maintenance of Buildings and Facilities	80,000.00	
MM024/2017/ID P	Expenditure: Contracted Services: Contractors: Event Promoters	40,000.00	ICT Campaign
MM007/2017/ID P	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Accommodation	60,000.00	ICT Municipality Running Costs
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Daily Allowance	5,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Food and Beverage (Served)	10,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport without Operator: Car Rental	15,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport without Operator: Own Transport	25,000.00	
	Expenditure: Contracted Services: Contractors: Maintenance of Unspecified Assets	15,000.00	
MM015/2017/ID P	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Accommodation	20,000.00	Risk Management
	Expenditure: Contracted Services: Consultants and Professional Services: Business and Advisory: Commissions and Committees	30,000.00	
	Assets: Non-current Assets: Property, Plant and Equipment: Cost Model: Furniture and Office Equipment: Future Use: Cost: Acquisitions	10,000.00	

	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Accommodation	30,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Food and Beverage (Served)	5,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport with Operator: Public Transport: Air Transport	20,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport without Operator: Car Rental	10,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport without Operator: Own Transport	30,000.00	
MM025/2017/ID P	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Accommodation	20,000.00	Internal Audit
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Food and Beverage (Served)	2,500.00	
	Assets: Non-current Assets: Property, Plant and Equipment: Cost Model: Furniture and Office Equipment: Future Use: Cost: Acquisitions	85,000.00	
	Expenditure: Contracted Services: Consultants and Professional Services: Business and Advisory: Audit Committee	110,000.00	
	Expenditure: Contracted Services: Outsourced Services: Catering Services	5,000.00	
	Expenditure: Operational Cost: Professional Bodies, Membership and Subscription	6,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Accommodation	15,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Food and Beverage (Served)	5,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport with Operator: Public Transport: Air Transport	28,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport without Operator: Car Rental	20,000.00	

	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport without Operator: Own Transport	50,000.00	
MM006/2017/ID P	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Accommodation	20,000.00	PMS Municipality Running Cost
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Food and Beverage (Served)	10,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport with Operator: Other Transport Provider	10,000.00	
MM026/2017/ID P	Assets: Non-current Assets: Property, Plant and Equipment: Cost Model: Furniture and Office Equipment: Future Use: Cost: Acquisitions	220,000.00	MM Municipality Running Costs
	Expenditure: Operational Cost: Advertising, Publicity and Marketing: Municipal Newsletters	50,000.00	
	Expenditure: Operational Cost: External Audit Fees	3,090,820.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport with Operator: Public Transport: Air Transport	30,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport without Operator: Car Rental	10,000.00	
	Expenditure: Contracted Services: Contractors: Maintenance of Unspecified Assets	20,000.00	
	Expenditure: Operational Cost: Communication: Satellite Signals	15,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Accommodation	70,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Food and Beverage (Served)	20,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport without Operator: Own Transport	50,000.00	
MM027/2017/ID P	Expenditure: Contracted Services: Consultants and Professional Services: Business and Advisory: Project Management	987,000.00	Implementation of Mscoa

Total	MM019/2017/IDP	Assets: Non-current Assets: Property, Plant and Equipment: Cost Model: Machinery and Equipment: Future Use: Cost: Acquisitions	158,100.00	SMME Development support
		Expenditure: contracted services: security guard	1,700,000.00	
			9,157,020.00	

OPEX: COMMUNITY SERVICES

Department	SDBIP	Item	Total budget	SDBIP
Community Services				
	COMM003/2017/IDP		250,000.00	Landfill site
	COMM002/2017/IDP		0.00	Parksand recreation
	COMM010/2017/IDP		500,000.00	Building maintenance
	COMM011/2017/IDP		0.00	Maintenance of halls
	COMM012/2017/IDP		240,000.00	Maintenance of sports facilities
	COMM013/2017/IDP		360,000.00	Extension numbering and maintenance of Graves
	COMM015/2017/IDP		1,000,000.00	Pegging of sites
	COMM016/2017/IDP		100,000.00	Disaster management
	COMM017/2017/IDP		250,000.00	Office Furniture and equipment
	COMM018/2017/IDP	Expenditure: Operational Cost: Entertainment: Senior Management	0.00	Municipality running costs
		Expenditure: Operational Cost: Wet Fuel	500,000.00	
		Expenditure: Contracted Services: Contractors: Catering Services	10,000.00	
	Expenditure: Operational Cost: Registration Fees: Seminars, Conferences, Workshops and Events: National	0.00		

Total		Expenditure: Operational Cost: Travel and Subsistence: Domestic: Accommodation	50,000.00	
		Expenditure: Operational Cost: Travel and Subsistence: Domestic: Food and Beverage (Served)	10,000.00	
		Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport with Operator: Public Transport: Air Transport	30,000.00	
		Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport without Operator: Own Transport	20,000.00	
	COMM008/2017/IDP			
			3,320,000.00	
	COMM019/2017/IDP		300,000.00	LED municipality running costs

OPEX: TECHNICAL SERVICES

Department	SDBIP	Item	Total budget	SDBIP
Technical Services				
	TECH010/2017/IDP	Assets: Non-current Assets: Property, Plant and Equipment: Cost Model: Water Supply Infrastructure: Distribution: Cost: Acquisitions	500,000.00	Bulk water meter installation
	TECH17/2017/IDP	Expenditure: Contracted Services: Contractors: Electrical	200,000.00	Transformer and Substation Servicing & Repairs
	TECH043/2017/IDP	Expenditure: Contracted Services: Contractors: Electrical	500,000.00	Replacement of faulty electric meters
	TECH060/2017/IDP	Expenditure: Contracted Services: Contractors: Maintenance of Equipment	200,000.00	Vehicle maintenance

TECH10/2017/IDP	Expenditure: Inventory Consumed: Materials and Supplies	3,000,000.00	Chemicals
	Expenditure: Contracted Services: Consultants and Professional Services: Laboratory Services: Water	600,000.00	
TECH062/2017/IDP	Assets: Non-current Assets: Property, Plant and Equipment :Cost Model: Machinery and Equipment: Future Use: Cost: Acquisitions	100,000.00	General Electrical maintenance and procurement of equipment and tools
	Expenditure: Contracted Services: Contractors: Maintenance of Unspecified Assets	700,000.00	
TECH2/2017/IDP	Assets: Non-current Assets: Property, Plant and Equipment: Cost Model: Machinery and Equipment: Future Use: Cost: Acquisitions	-	General Water & Sanitation Repairs and Maintenance
	Expenditure: Inventory Consumed: Materials and Supplies	500,000.00	
	Expenditure: Contracted Services: Contractors: Maintenance of Unspecified Assets	200,000.00	
FS161_TECH1/2017/IDP	Expenditure: Contracted Services: Contractors: Maintenance of Unspecified Assets	300,000.00	Manhole rings, slabs and covers
TECH9/2017/IDP	Assets: Non-current Assets: Property, Plant and Equipment: Cost Model: Machinery and Equipment: Future Use: Cost: Acquisitions	200,000.00	Domestic water meter installation
TECH14/2017/IDP	Expenditure: Contracted Services: Contractors: Electrical	500,000.00	Replacement/repairs of underground cables
TECH013/2017/IDP	Assets: Non-current Assets: Property, Plant and Equipment: Cost Model: Machinery and Equipment: Future Use: Cost: Acquisitions	-	STANDBY GENERATOR REPAIRS AND PURCHASING
	Expenditure: Contracted Services: Contractors: Maintenance of Unspecified Assets	80,000.00	
FS161_TECH01/2017/IDP	Expenditure: Contracted Services: Contractors: Maintenance of Unspecified Assets	500,000.00	FIRE HIDRANTS
FS161_TECH05/2017/IDP	Expenditure: Operating Leases: Machinery and Equipment	100,000.00	Rental of plant and equipment Water & Sanitation

	FS161_TECH22/2017/IDP	Assets: Non-current Assets: Property, Plant and Equipment: Cost Model: Machinery and Equipment: Future Use: Cost: Acquisitions	700,000.00	Fleet management
		Assets: Non-current Assets: Property, Plant and Equipment: Cost Model: Transport Assets: Future Use: Cost: Acquisitions	650,000.00	
		Expenditure: Operational Cost :Signage	20,000.00	
		Expenditure: Operational Cost: Wet Fuel	800,000.00	
		Expenditure: Contracted Services: Contractors: Maintenance of Unspecified Assets	460,000.00	
		Expenditure: Operational Cost: Licenses: Motor Vehicle License and Registrations	80,000.00	
		Expenditure: Inventory Consumed: Materials and Supplies	200,000.00	
	FS161_TECH16/2017/IDP	Expenditure: Inventory Consumed: Materials and Supplies	150,000.00	Rental of plant and equipment Electrical
	FS161_TECH24/2017/IDP	Assets: Non-current Assets: Property, Plant and Equipment: Cost Model: Machinery and Equipment: Future Use: Cost: Acquisitions	300,000.00	ROADS
		Expenditure: Contracted Services: Contractors: Maintenance of Unspecified Assets	500,000.00	
		Expenditure: Operating Leases: Machinery and Equipment	80,000.00	
		Expenditure: Operational Cost: Signage	80,000.00	
	TECH045/2017/IDP	Expenditure: Inventory Consumed: Materials and Supplies	1,000,000.00	Refurbishment, repair and the maintenance of sewer and water pump stations.
			160,000.00	Daily running costs

Total			13,360,000.00	
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OPEX: CORPORATE SERVICES

Department	SDBIP	Item	Total budget	SDBIP
Corporate Services				
	CORP20/2017/IDP		-	Purchasing of new administrative vehicle
	CORP21/2017/IDP		905,676.00	Purchase of personal protective clothing
	CORP37/2017/IDP	Expenditure: Contracted Services: Outsourced Services: Catering Services	35,365.00	Municipal running cost
		Expenditure: Operational Cost: Advertising, Publicity and Marketing: Tenders	7,000.00	
		Expenditure: Operational Cost: Bursaries (Employees)	-	
		Expenditure: Operational Cost: Communication: Telephone, Fax, Telegraph and Telex	1,700,000.00	
		Expenditure: Operational Cost: Entertainment: Senior Management	5,000.00	
		Expenditure: Operational Cost: Professional Bodies, Membership and Subscription	10,000.00	
		Expenditure: Operational Cost: Travel and Subsistence: Domestic: Accommodation	65,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Food and Beverage (Served)	5,000.00		

	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport without Operator: Own Transport	95,000.00	
	Expenditure: Operational Cost: Licenses: Motor Vehicle License and Registrations	5,000.00	
	Expenditure: Operational Cost: Communication: Postage/Stamps/Frinking Machines	15,000.00	
	Expenditure: Operational Cost: Communication: Telephone Installation	-	
	Expenditure: Operational Cost: Travel and Subsistence: Foreign: Transport without Operator: Car Rental	10,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Foreign: Incidental Cost	-	
	Expenditure: Operational Cost: Communication: Rent Private Bag and Postal Box	10,000.00	
	Expenditure: Inventory Consumed: Materials and Supplies	72,272.00	
	Expenditure: Operational Cost: Advertising, Publicity and Marketing: Staff Recruitment	223,255.00	
	Expenditure: Contracted Services: Consultants and Professional Services: Legal Cost: Legal Advice and Litigation	400,000.00	
CORP22/2017/IDP	Expenditure: Contracted Services: Outsourced Services: Professional Staff	1,000,000.00	Development and tabling WSP
CORP41/2017/ IDP	Expenditure: Contracted Services: Outsourced Services: Administrative and Support Staff	155,992.00	Review of PMS Policy
CORP24/2017/IDP	Expenditure: Operational Cost: Workmen's Compensation Fund	441,517.00	Employee wellness programme
	Expenditure: Contracted Services: Contractors :Employee Wellness	200,000.00	

Total	CORP45/2017 IDP	Expenditure: Operational Cost: Advertising, Publicity and Marketing: Corporate and Municipal Activities	86,957.00	Cascade performance to lower level
	FS161_CORP48/2017/IDP	Expenditure: Operational Cost: Signage	450,000.00	Branding Signage
			5,898,034.00	

OPEX: EXECUTIVE AND COUNCIL

Department	SDBIP	Item	Total budget	SDBIP Description
Executive and Council				
	EXEC001/2017/IDP	Assets: Non-current Assets: Property, Plant and Equipment: Cost Model: Transport Assets: Future Use: Cost: Acquisitions	500,000.00	Municipality running cost
		Expenditure: Contracted Services: Contractors: Maintenance of Equipment	21,040.00	
		Expenditure: Contracted Services: Outsourced Services: Catering Services	150,000.00	
		Expenditure: Operational Cost: Achievements and Awards	10,520.00	
		Expenditure: Operational Cost: Courier and Delivery Services	842.00	
		Expenditure: Operational Cost: Indigent Relief	31,560.00	
		Expenditure: Operational Cost: Professional Bodies, Membership and Subscription	544,960.00	
		Expenditure: Operational Cost: Travel and Subsistence: Domestic: Accommodation	250,000.00	
		Expenditure: Operational Cost: Travel and Subsistence: Domestic: Food and Beverage (Served)	55,000.00	

	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport without Operator: Own Transport	10,000.00	
	Expenditure: Operational Cost: Wet Fuel	105,200.00	
	Expenditure: Operational Cost: Licenses: Motor Vehicle License and Registrations	5,000.00	
	Expenditure: Operational Cost: Road Worthy Test	1,578.00	
	Expenditure: Operational Cost: Travel and Subsistence: Foreign: Transport without Operator: Car Rental	250,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Foreign: Transport with Operator: Public Transport: Air Transport	31,560.00	
	Expenditure: Operational Cost: Travel and Subsistence: Foreign: Transport with Operator: Other Transport Providers	100,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Foreign: Accommodation	50,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Foreign: Food and Beverage	20,000.00	
	Expenditure: Operational Cost: Communication: Satellite Signals	6,312.00	
	Expenditure: Operational Cost: Office Decorations	5,000.00	
EXEC006/2017/IDP	Expenditure: Operational Cost: Remuneration to Ward Committees	252,960.00	Ward Committees Remuneration
EXEC008/2017/IDP	Expenditure: Contracted Services: Contractors: Event Promoters	843,200.00	Special events and programmes
FS161_EXEC014/2017/IDP	Expenditure: Inventory Consumed: Materials and Supplies	100,000.00	Disaster management

Total			3,344,732.00	
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OPEX: PMU –WSIG-INEG

Department	SDBIP	Item	Total budget	SDBIP
Project Management Unit				
	TECH015/2017/IDP	Assets: Non-current Assets: Construction Work-in-progress: Acquisitions: Outsourced	82,245.00	Upgrading of waste water treatment
	TECH003/2017/IDP	Assets: Non-current Assets: Construction Work-in-progress: Acquisitions: Outsourced	976,401.00	Construction of new sports facility
	TECH005/2017/IDP	Assets: Non-current Assets: Construction Work-in-progress: Acquisitions: Outsourced	415,357.00	Construction of waterborne Sanitation for 202 stands
	TECH041/2017/IDP	Assets: Non-current Assets: Construction Work-in-progress: Acquisitions: Outsourced	144,738.00	Upgrading of sports facility
	TECH053/2017/IDP	Assets: Non-current Assets: Property, Plant and Equipment: Cost Model: Machinery and Equipment: Future Use: Cost: Acquisitions	3,213,791.00	Installation of 2500 Water meters In Koffifontein, Luckhoff, Petrusburg and Jacobsdal
	TECH054/2017/IDP	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Transport without Operator: Own Transport	20,000.00	Municipality running costs
		Expenditure: Operational Cost :Communication: Cellular Contract (Subscription and Calls)	20,000.00	
		Assets: Non-current Assets: Property, Plant and Equipment :Cost Model: Furniture and Office Equipment: Future Use: Cost: Acquisitions	60,000.00	

	Expenditure: Operational Cost: Registration Fees: Seminars, Conferences, Workshops and Events: National	100,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Accommodation	80,000.00	
	Expenditure: Operational Cost: Travel and Subsistence: Domestic: Food and Beverage (Served)	20,000.00	
	Expenditure: Operational Cost: Registration Fees: Professional and Regulatory Bodies	2,000.00	
Tech057/2017/IDP	Assets: Non-current Assets: Construction Work-in-progress: Acquisitions: Outsourced	397,142.00	Luckhoff: Upgrading of 0.9km access paved road and storm water
TECH069/2017/IDP	Assets: Non-current Assets: Construction Work-in-progress: Acquisitions: Outsourced	555,263.00	Koffiefontein/Dithlake: Upgrading and refurbishment of Sports facility
Total excluding bottom red		6,086,937.00	
	Not appearing on Data string but captured and approved in mpbm	4,750,000.00	Petrusburg:Equiping of 11 Bore Holes
	Not appearing on Data string but captured and approved in mpbm	5,756,614.50	Petrusburg: Upgrading of waste water treatment works
Total including upper red		16,593,551.50	
TECH020/2017/IDP	Assets: Non-current Assets: Construction Work-in-progress: Acquisitions: Outsourced	5,200,000.00	INEG
FS161_TECH065/2017/IDP	Assets: Non-current Assets: Construction Work-in-progress: Acquisitions: Outsourced	24,000,000.00	WSIG

CAPITAL PROJECTS: MIG IMPLEMENTATION PLAN 2019/20 FINANCIAL YEAR

Municipal Infrastructure Grant (MIG): Free State Province						
MIG Implementation Plan 2019/2020						
Letsemeng Local Municipality						
MIG Nr	Reference	Project Description	EP W P Y/ N	Total Planned Expenditure for 2019/2020	Total Planned Expenditure for 2020/2021	Total Planned Expenditure for 2021/2022
	PMU		N	857,450.00	894,100.00	946,850.00
MIG/FS0647/S/0 8/09		Jacobsdal: Upgrading of water treatment works (MIS:168615)	Y	30,510.26		

MIG/FS0949/S W/12/15	Koffiefontein: Upgrading of existing Waste Disposal Site (MIS:207907)	Y -			
MIG/FS1145/CF /18/18	Koffiefontein/Sonwa bile: Upgrading of sports facility (Phase 2) (MIS:249754)	Y	144,737.50	800,000.00	885,000.00
MIG/FS1279/S WD/19/20	Luckhoff: Closure of existing solid waste site and construction of a new solid waste facility (MIS:285464)	Y -		5,721,531.75	301,133.25
	Petrusburg: Equipping of 11 Bore Holes	Y	4,750,000.00	250,000.00	
	Petrusburg: Upgrading of waste water treatment works	Y	5,756,614.50	7,320,943.25	772,442.25

Petrusburg:	Y	2,583,656.91
Construction of 2km Paved Road and Storm Water	-	

NB! MIG Projections were also performed for two outer financial years (20/21 and 21/22)

MIG: CAPITAL PROJECTS-2020/21 FINANCIAL YEAR

Source	Project Description	Project Budget 2020/21
(MIS: 249754)	Koffiefontein/Sonwabile: Upgrading of Sports facility (Phase 2)	R2757930.00
(MIS: 325184)	Petrusburg/Bolokanang: Construction of new pipeline from boreholes 14 & 15 to reservoir	R6 329554.00
MIS: 325185	Petrusburg: Refurbishment of waste water Treatment Works	R8 111, 686.00

MIG CAPITAL PROJECTS- 2020/21 FINANCIAL YEAR

Source	Project Description	Project Budget 2020/21
WSIG	Equipping of unutilized bore holes and connect into the water supply scheme Equipping of unutilized bore holes and connect into the water supply scheme	R 13 800 000.00
WSIG	Water conservation and water demand management	R 10 200 000.00
Total		R 24 000 000.00

PROPOSED COVID-19: CAPITAL PROJECTS-2020/21 FINANCIAL YEAR

Petrusburg	Reconstruction of dilapidated 226 toilets and Maintenance of 515 VIP Toilets
Koffiefontein	Refurbishment of Water Treatment Works- 110mm PVC pipes and filters
Koffiefontein	Refurbishment of Waste Water Treatment Works <ul style="list-style-type: none"> • Replacement of motors • Replacement of aerators and clarifiers • Cleaning of Primary secondary and tertiary ponds
Jacobsdal	<ul style="list-style-type: none"> • Refurbishment of Waste Treatment Works- Replacement of outline pipeline
Jacobsdal	202 Pump-Station

Project Description	Projected Expenditure												Total Planned Expenditure for 2019/2020	Total Planned Expenditure for 2020/2021	Total Planned Expenditure for 2021/2022
	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20			
PMU	71,455	71,455	71,455	71,455	71,455	71,455	71,455	71,455	71,455	71,455	71,455	71,449	857,450	894,100	946,850
Jacobsdal: Upgrading of waste water treatment works (MIS:168615)									30,510				30,510		
Jacobsdal: Upgrading of waste water treatment works (Phase 2)									51,735				51,735		
Koffiefontein/Sonwabile: Construction of new sports facility (Phase 1)	210,000	275,101	250,000	241,300									976,401	85,000	
Jacobsdal/Ratanang: Construction of waterbourne Sanitation for 202 stands (MIS:272657)											415,357		415,357		
Koffiefontein/Sonwabile: Upgrading of sports facility (Phase 2) (MIS:249754)												144,738	144,738	800,000	885,000
Luckhoff: Upgrading of 0.9km access paved road and storm water (MIS:266873)											397,142		397,142		
Koffiefontein/Dithlake: Upgrading and refurbishment of Sports facility (MIS:287082)												555,263	555,263		
Luckhoff: Closure of existing solid waste site and construction of a new solid waste facility (MIS:285464)													-	5,626,532	396,133
Letsemeng: Installation of Water meters In Koffiefontein	105,000	280,000	267,815	110,010	180,000	205,000	120,000	205,000	150,700	158,000	266,000	141,627	2,189,152		
Letsemeng: Installation of Water meters In Jacobsdal	180,000	220,000	160,000	120,000	99,000	150,000	160,000	120,000	115,000	115,000	135,000	120,603	1,694,603		-
Petrusburg:Equiping of 11 Bore Holes	315,000	202,500	780,000	545,000	610,000	410,000	350,000	780,000	757,500				4,750,000	250,000	
Petrusburg: Upgrading of waste water treatment works							350,000	400,000	350,000	780,000	477,670	440,615	2,798,284	10,226,368	825,347
Jacobsdal/Ratanang: Construction of Water reticulation for 540 stands													-		13,300,000
Petrusburg:Construction of 2km Paved Road and Storm Water													-		2,583,669
Letsemeng: Installation of Water meters In Luckhoff	105,000	180,000	167,815	110,010	180,000	105,000	120,000	105,000	150,700	119,630			1,343,155		
Jacobsdal Waer Project	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	24,000,000	24,201,000	25,532,000
Letsemeng: Installation of Water meters In Petrusburg	95,010	105,000	105,000	95,000	86,000	77,500	110,000	105,000	71,641	95,060			945,211		
	3,081,465	3,334,056	3,802,085	3,292,775	3,226,455	3,018,955	3,281,455	3,786,455	3,749,241	3,339,144	3,762,623	3,474,294	41,149,000	42,083,000	44,469,000

CHAPTER 10

ALIGNMENT WITH NATIONAL AND PROVINCIAL OBJECTIVES AND PROGRAMMES

The Constitution stipulates that all three spheres of governance are autonomous but Inter - dependent. This in essence calls for rather closer collaboration and effective implementation of intergovernmental relations between all these spheres of Government. It is very important to note and take cognizance of the fact that most of our national and international policies have a particular bearing on the Provincial and Local spheres of government. A few critical ones are highlighted below.

(a) Medium Term Strategic Framework

The Medium Term Strategic Framework is a statement of government intent which explicitly identifies the development challenges facing South Africa and outlines the medium_term strategy for improving living conditions of South Africans. The MTSF base document is meant to guide planning and resource allocation across all spheres of government. National and provincial departments need to develop their five_year strategic plans and budget requirements, taking into account the medium 8 term imperatives.

(b) The 14 Outcomes of Government

From the development focus of the MTSF the government has derived twelve outcome areas that set the guidelines for more results-driven performance.

*The **FOURTEEN (14) KEY OUTCOMES** that have been identified and agreed to by the Cabinet are:*

1. Improved quality of basic education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel safe;
4. Decent employment through inclusive economic growth;
5. A skilled and capable workforce to support an inclusive growth path;
6. An efficient, competitive and responsive economic infrastructure network;

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7. Vibrant, equitable and sustainable rural communities with food security for all;
 8. Sustainable human settlements and improved quality of household life;
 9. A responsive, accountable, effective and efficient local government system;
 10. Protect and enhance environmental assets and natural resources
 11. Create a better South Africa and contribute to a better and safer Africa and world;
 12. An efficient, effective and development oriented public service
 13. A comprehensive response and sustainable social protection system; and
 14. A diverse socially cohesive society with a common national identity

Out of the 12 outcomes above, Outcome 9 is closest to local government. The champion of this Outcome is the National Department of Cooperative Governance and Traditional Affairs. In order to achieve the vision and objectives of a “Responsive, accountable, effective and efficient local government system”.

Seven outputs have been identified under Outcome 9, which are as follows:-

1. **Output 1:** Implement a differentiated approach to municipal financing, planning and support;
2. **Output 2:** Improving Access to Basic Services;
3. **Output 3:** Implementation of the Community Work Programme;
4. **Output 4:** Actions supportive of the human settlement outcomes;
5. **Output 5:** Deepen democracy through a refined Ward Committee model;
6. **Output 6:** Administrative and financial capability;
7. **Output 7:** Single Window of Coordination;

(c) National Development Plan

The South African Government, through the Ministry of Planning, has published a *National Development Plan* which aims to eliminate poverty and reduce inequality by 2030. The Plan is targeting the development of people’s capabilities to improve their lives through:-

-
1. Education and skills development;
 2. Health care;
 3. Better access to public transport;
 4. Jobs;
 5. Social protection;
 6. Rising income;
 7. Housing and basic services; and
 8. Safety

It proposes to the following strategies to address the above goals:

1. Creating jobs and improving livelihoods;
2. Expanding infrastructure;
3. Transition to a low_carbon economy;
4. Transforming urban and rural spaces;
5. Improving education and training
6. Providing quality health care;
7. Fighting corruption and enhancing accountability;
8. Transforming society and uniting the nation;

The primary intention of the National Development Plan is to eliminate poverty and reduce inequality is the special focus on the promotion gender equity and addressing the pressing needs of youth.

Table 1: IDP Alignment- National Development Plan

IDP Alignment-National Development Plan (Vision 2030)	Municipality IDP Response
<p>Expanded infrastructure</p> <p>Create 11 million jobs by 2030</p> <ul style="list-style-type: none"> • <p>Transition to a low-carbon economy</p> <ul style="list-style-type: none"> • Speed Expand the public works programme up and expand renewable energy, waste recycling, ensure buildings meet energy efficient standards <ul style="list-style-type: none"> • Set a target of 5 million solar water heaters by 2029 <p>Transform urban and rural spaces:</p>	<ul style="list-style-type: none"> • Accelerated and improve service delivery standard to communities • Improve and maintain existing municipal infrastructure and find a way to deal with age (ing) infrastructure. • Finalize and implement the Letsemeng Local Municipality infrastructure master plan complimented by a sound infrastructure maintenance plan <ul style="list-style-type: none"> • Establish relations with the private sector for investment opportunities and public private partnership specifically. • Facilitate radical economic transformation through empowerment of local SMME's and Enterprise Development support <ul style="list-style-type: none"> • Avail municipal land for development of solar plants to support the promotion of alternatives energy sources <ul style="list-style-type: none"> • Identify prime land for Local economic Development

- **Stop building houses on poorly located land shift more resources to upgrading informal settlements, provided that they are in areas close to jobs**
- **Fix the gap in the housing market by combining what banks have to offer with subsidies and employer housing schemes**

Provide quality healthcare:

- accelerated and improve service delivery standard to communities
- Improve and maintain existing municipal infrastructure and find a way to deal with age (ing) infrastructure.
- Finalize and implement the Letsemeng Local Municipality infrastructure master plan complimented by a sound infrastructure maintenance plan

Building a capable state

- **Fix the relationship between political parties and government officials**
- **Improve the relations between National, Provincial and Local Government**

- Ensure compliance and good governance

Fight corruption:

Make it illegal for civil servants to run or benefit directly from certain types of business activities

- Ensure compliance and good governance

Transformation and unity

- **Employment equity and other redress measures should continue and be made more effective**

- Implement and cascade Performance Management System to all level to improve on municipal performance and accountability

(d) The Free State Growth and Development Strategy (FSGDS)

The Provincial government of Free State has developed a seven-year development strategy; The Free State Provincial Growth and Development Strategy (PGDS)

- The PGDS is the fundamental policy framework for the Free State Provincial Government;
- It is the embodiment of the broad strategic policy goals and objectives of the FS Province in line with national policy objectives;

The Strategy addresses the key and most fundamental issues of development, spanning the social, economic and political environment. It constantly takes into account annual Provincial priorities and sets broad targets in terms of Provincial economic growth and development, service delivery and public service transformation.

The strategy has identified six priority areas of intervention, namely;

1. Inclusive Economic growth and sustainable job creation
2. Education innovation and skilled development
3. Improved quality of life
4. Sustainable Rural Development
5. Efficient Administration and Good Governance
6. Building social cohesion

The expressed “overarching goal of the FSGDS is to align the provincial policies with the national policies and to guide development in terms of effective and efficient management and governance to achieve growth and development.” The Letsemeng Municipality is committed in aligning its IDP to the FSGDS as one of the principle development tools in the Free State Province. Shaping the debate in pursuit of robust economic growth in our municipal area should be the order of the day.

The FSGDS principles are as follows:

- a) Apply the principles of sustainable development;
- b) Acknowledge the ecological limitation of the environment;
- c) Ensure alignment between all spheres of government;
- d) Ensure integrated development planning and implementation;

-
- e) Actively address economic and social inequalities;
 - f) Promote economic infrastructure investment and development spending in areas of potential and need according to the principles of the NSDP;
 - g) Acknowledge the importance of BEE, as well as the need to broaden access to the economy;
 - h) Promote labour intensive approaches to development.

Based on the social and economic development challenges the Free State 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

Table 2: IDP Alignment with the Free State Growth and Development Strategy

FSGDS	Municipal IDP Response
<p>Inclusive economic growth and sustainable job creation</p>	<ul style="list-style-type: none"> ▪ Facilitate radical Economic transformation through emancipation of local SMME's and Enterprise Development support set aside 30% of the municipal budget for empowerment of Women and Youth. ▪ Establish relations with private sector investment opportunities and PPP especially in the Mining and Agricultural sectors.
<p>Improved quality of life</p>	<ul style="list-style-type: none"> ▪ Accelerate and improve service delivery standard to communities ▪ Improve and maintain existing municipal infrastructure and find a way to deal with aged infrastructure
<p>Sustainable rural development</p>	<ul style="list-style-type: none"> ▪ Accelerate land reform processes with the municipality to provide agricultural activities and food security amongst previously disadvantaged individuals (PDI's)
<p>Build social cohesion</p>	<ul style="list-style-type: none"> ▪ Inculcate a culture of payment amongst the residents to support the revenue collector objectives and maintain existing municipal infrastructure and find a way to deal with aged infrastructure.

Good Governance

- Ensure good governance
- Revenue collection must rise from 35% to 75% within the 2020/2020 financial year.
- Billing system must be improved and smart meter reader and prepaid water meters must be explored to enhance revenue collection.

Sustainable Development Goals

The sustainable development goals (SDGs) are new, universal set of goals, targets and indicators that the United Nations' member states will be expected to use to frame their agendas and political policies over the next 15 years. The SDGs follow and expand on the millennium development goals (**MDGs**), which were agreed by governments in 2001 and expired in 2015. These goals were concluded on 25 September 2015. On 1 January 2016, the world officially began with the implementation of the 2030 Agenda for Sustainable Development Goals (**SDGs**). These are therefore a Post 2015 Development Agenda (success to the Millennium Development Goals)

It is spearheaded by the United Nations, through a deliberative process involving its 193 Member States, as well as global civil societies. This transformative plan of action is based on 71 Sustainable Development Goals to address urgent global challenges over the next 15 years. South Africa as a member state is also obliged to implement the same.

These 17 with goals with 169 targets covers a broad range of sustainable development issues. These include ending poverty and hunger, Improving health and education, making cities more sustainable, combining climate change, and protecting oceans and forests.

Domestication of Sustainable Development Goals.

In view of the fact that these goals were developed at a global level, it is important to domesticate them. This implies selection and modification of those that are relevant and peculiar to our country, province and finally our municipality

Goal 1 – End poverty in all its forms everywhere

Goal 2 – End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

Goal 3 – Ensure healthy lives and promote well-being for all at all ages.

Goal 4 – Ensure inclusive and equitable quality education and promote lifelong learning

Goal 5 – Achieve gender equality and empower all women and girls

Goal 6 – Ensure availability and sustainable management of water and sanitation for all.

Goal 7 – Ensure access to affordable, reliable, sustainable and modern energy for all.

Goal 8 – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal 9 – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Goal 10 – Reduce income inequalities within and among countries

Goal 11 – Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 12 – Ensure sustainable consumption and production patterns

Goal 13 – Take urgent action to combat climate change and its impact by regulating emissions and promoting developments in renewable energy.

Goal 14 – Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

Goal 15 – Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Goal 16 – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Goal 17 – Strengthen the means of implementation and revitalise the global partnership for sustainable development.

Africa Union's Agenda 2063

The Heads of States and Government of the African Union adopted the Agenda 2063 in January 2015

Agenda 2063 is primarily Africa's vision and roadmap that coalesce with a series of sectoral, national, regional and continental plans into a coherent whole.

The Agenda 2063 is geared towards galvanising collective action in the next 50 years to contribute towards the realization of the following outcomes:

- a) Eradicating poverty in the coming decades;
- b) Providing opportunities for all Africans to have decent and affordable housing in clean, secure and well-planned environments;
- c) Catalyse education and skills revolution and actively promote science, technology, research and innovation;
- d) Transform, grow and industrialise our economies;
- e) Consolidate the modernization of African agriculture and agro-businesses;
- f) Act with sense of urgency on climate change and environment;
- g) Connect Africa through world class infrastructure;
- h) Fast-track the establishment of the Continental Free Trade Area;
- i) Support young people as drivers of Africa's renaissance;
- j) Silence the guns by 2020 through enhanced dialogue-centred conflict prevention and resolution;
- k) Achieve gender parity in public and private institutions;
- l) Introduce an African Passport;
- m) Consolidate a democratic and people-centred Africa;
- n) Enhance Africa's united voice in global negotiations;
- o) Strengthen domestic resource mobilization; and

NB! The alignment is further tabulated and expressed in Chapter 7

CHAPTER 11

PROJECTS AND PROGRAMMES OF OTHER SPHERES

TABLE 1: DEPARTMENT OF SOCIAL DEVELOPMENT

Project name	Area		Coordinates/property description	Timeframes (Annual)		Actual budget		
	Location	Ward		Start date	End date	2019/2020	2020/2021	2021/2022
Bolokanang Soup Kitchen <ul style="list-style-type: none"> • Gardeni ng 	Letsemeng			01 Apr 2020	31 Mar 2021		R151 872	
	Petrusburg							