

# LEKWA-TEEMANE LOCAL MUNICIPALITY “NW396”



*Draft*  
**INTEGRATED  
DEVELOPMENT  
PLAN  
2011-2016**

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## 1. THE PLANNING PROCESS ( PREPARATION PHASE)

### 1.1 PLANNING PROCESS

This document is the 3<sup>rd</sup> Generation Integrated Development Plan (IDP) of Lekwa-Teemane Local Municipality for the next five years 2011/2016. This document highlights developmental issues and matters of the municipal area that need to be addressed during the next five years.

In terms of the Municipal Systems Act 32 of 2000, section 34 states that:

“A municipal council-

- must review its integrated development plan
  - I. Annually in accordance with the assessment of its performance measurements.
  - II. To the extent that changing circumstances so demands; and
- May amend its IDP in accordance with a prescribe process.

As far as the status of the integrated development plan is concerned, section 35 of the Municipal Systems Act (Act 32 of 2000) states that an integrated development plan adopted by the council of a municipality-

“ a.) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, within the municipality;  
 b) 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  
 c.) binds all other persons to the extent that those parts of the integrated development plan that affect the duties and rights of those persons have been passed as a by-law.”

Furthermore section 35 of the Municipal Systems Act of 2000 explains the status of the municipal Integrated Development Plan as:

- a) Is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard with planning, management and development, in the municipality.
- b) Binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's IDP and national or provincial legislation, in which case such legislation prevails, and
- c) 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 by-law.

**Section 36 Municipal Systems Act (Act 32 of 2000) further stipulates that-**

“A municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its development plan.”

The municipality adopted a process plan during August 2010, which has been used for the purpose to compile the 3<sup>rd</sup> Generation IDP 2011/2016 document. The adopted process plan was developed in line with the District Framework and Process Plan as well as the Provincial and National Planning Cycle for 2011/2016. The plan is aimed at guiding the municipality's planning throughout all the faces of the IDP.

**1.2 .The Integrated Development plan**

This IDP was compiled in terms of the requirement of chapter 5 of the Municipal Systems Act (Act 32 of 2000).

Section 25 of the of the Municipal Systems Act (Act 32 of 2000) 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 which-

- (a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- (b) aligns the resources and capacity of the municipality with the implementation of the plan;
- (c) forms the policy framework and general basis on which annual budgets must be based;
- (d) complies with the provision of the chapter; and
- (e) is compatible with the national and provincial development plans and planning requirements binding on the municipality in terms of the legislation.”

**1.3 The Core Components of the IDP**

In terms Chapter 5 and Section 26 of the Municipal Systems Act (2000) the following are the prescribed core components of integrated development plans:

An integrated development plan must reflect-

- a) The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- b) An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- c) The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- d) The council's development strategies which must be aligned with any national and provincial sector plans and planning requirements binding on the municipality in terms of legislation;
- e) A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- f) The council's operational strategies;
- g) Applicable disaster management plans;
- h) A financial plan, which must include a budget projection for at least the next three years; and
- i) The key performance indicators and performance targets determined in terms of section 41.

#### 1.4. LEGAL CONTEXT

**a)** Section 34 of the Municipal Systems Act 32 of 2000 as amended, reads as follows:

“Annual review and amendment of integrated development plan”

A municipal council-

- a. must review its” integrate development plan annually in accordance with an assessment of its performance measurements in terms of section 41, an to the extend that changing circumstances so demand.
- b. may amend its” integrate development plan in accordance with prescribed process.

**b)** Section 29 of the same act reads as follows:

“Process to be followed “

- (1) The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must –
  - a. Be in accordance with a predetermined programme specifying time frames for the different steps.
  - b. Through appropriate mechanisms, process and procedures established in priorities.
    - 1) the local community to be consulted on its development needs and priorities
    - 2) the local community to participate in the drafting of the integrated development plan; and
    - 3) organs of state and other role players to be identified and consulted on the drafting of the integrated development plan.
  - c. Provide for the identification of all plans and planning requirements binding the municipality in terms of national legislation; and
  - d) Be consistent with any other matters that may be prescribed by regulations.

### 3. A District Municipality must-

- a. Plan integrated development for the area of the district municipality as a whole but in close consultation with the local municipality in that area;
- b. Align its integrated development plan with the framework adopted in terms of section 27 and;
- c. Draft its integrated development plan taking into account the integrated development process of, and proposals submitted to it by the local municipality in that area.

### 4. A local municipality must-

- a) Align its integrated development plan with the framework adopted in terms of section 27; and
- b. Draft its integrated development plan taking into account the integrated development process of, and proposal submitted to it by the District municipality.

## 1.5. Key Elements to be addressed in this Process

The following is a summary of the main activities to be undertaken during this IDP Process:

### 1.5.1 The Assessment issue

- Address the comments from the MEC for Cooperative Government and Traditional Affairs, and also the audit queries from the Auditor General.
- Areas, shortcomings and weaknesses identified through self-assessment.

1.1.1. Review of the strategic elements of the IDP in terms of Council's new priorities

- Review of the Vision, Mission and Developmental Objectives;
- Review of the key strategic elements of the IDP;
- Review of the PMS Framework;

1.1.2. Inclusion of new information where necessary

- Addressing areas requiring additional attention in terms of legislative requirements not addressed during the previous years of the IDP Review Process (i.e. MFMA);
- Alignment of the IDP with newly operational and completed Sector Plans;
- Review of the Strategic elements of the IDP;
- The ongoing alignment of the district PMS, in terms of Chapter 6 of the MSA, with the IDP;
- The update of the 5-year Financial Plan,
- the list of projects (both internal and external funded), and the capital investment framework

## 1.6

## INSTITUTIONAL ARRANGEMENTS

The following arrangements were made to ensure that the IDP process plan implemented successfully. This arrangement commits each and every stakeholder to contribute towards the planning process of the municipality. All stakeholders were involved, i.e. municipal officials, sector departments, NGO's ward committees, CDW's and community members.

### 5. ORGANISATIONAL STRUCTURE FOR IDP PROCESS

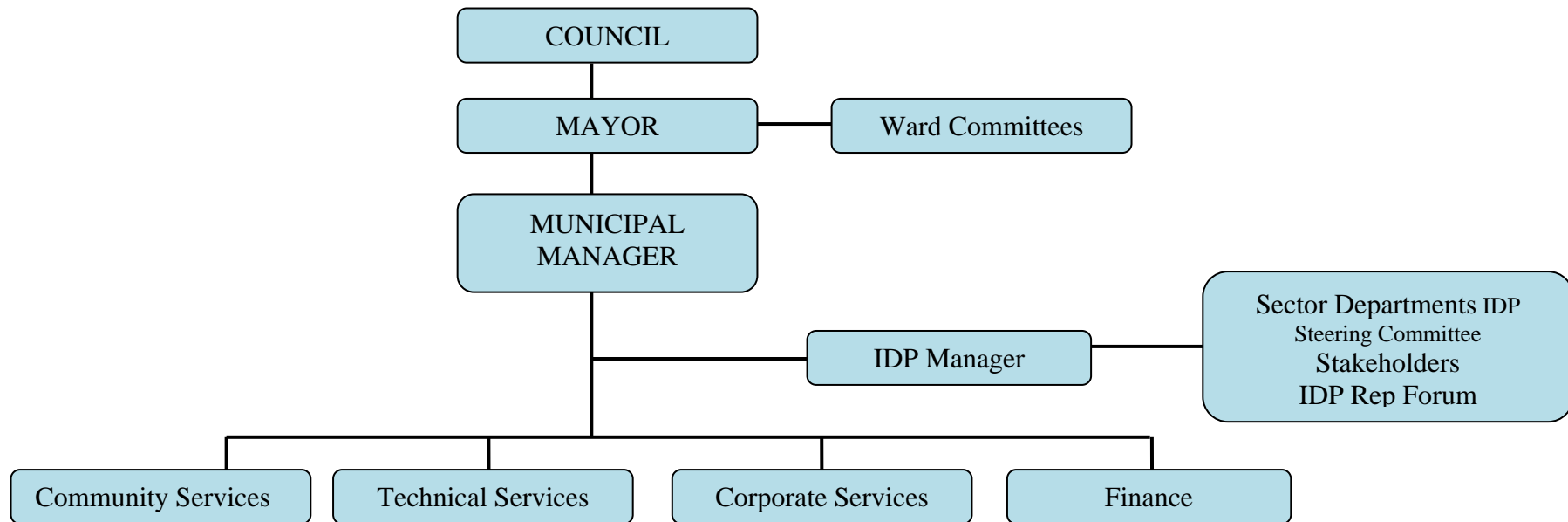


Figure 1: IDP PROCESS ORGANOGRAM



### 1.5.1 Composition

- **IDP Steering Committee**

- Chairperson    Municipal Manager
- Secretariat    Municipal Official
- Members       Senior Officials and HOD's

- **IDP Representative Forum**

- This forum will be chaired by the Mayor or a Councillor delegated by him/her.
- The secretarial services will be rendered by the IDP Steering Committee.

### 1.5.2 Terms of Reference:

#### *1. IDP Steering Committee:*

- Provides terms of reference for the various planning activities
- Commission research studies
- Considers and comments on:
  - Inputs from subcommittee/s, study teams and consultants
  - Inputs from provincial sector departments and support providers
  - Processes, summaries and documents outputs
- Makes content recommendations
- Prepares, facilitates and documents meetings
- Secretarial for IDP Representative forum

## 2. IDP Representative Forum:

- Represent the interests of their constituents in the IDP process
- Provide an organizational mechanism for discussion, negotiation and decision-making between stakeholders
- Ensure the annual business plans and budget are linked to and based on the IDP process.
- Monitor the performance of the planning and implementation process.

## 3. Ward Committees:

To represent interests and contribute knowledge and ideas in the planning process by:

- Inform interest group, communities and organizations on relevant planning activities and their outcomes.
- Analyze issues, determine priorities, negotiate and reach consensus.
- Participate in the designing of project proposals and/or assess them
- Discuss and comment on the draft IDP
- Ensure that annual business plans and budgets are based on and linked to the IDP
- Monitor performance and implementation of the IDP
- Conducting meetings or workshops with groups, communities or organizations to prepare for and follow-up on relevant planning activities.

### 1.5.4 Distribution of Roles and Responsibilities:

#### 1. Municipal Council/ Mayor

- Prepare, decide on and adopt a Process Plan.
- Undertake the overall management and co-ordination of the planning process, which includes ensuring that:
- All relevant actors are appropriately involved.
- Appropriate mechanisms and procedures for public consultation and participation are applied.
- The sector planning requirements are satisfied.

- Adopt and approve the IDP
- Adjust the IDP in accordance with the MEC for Local Government's proposal.
- Ensure that the annual business plans, budget and land use management decisions are linked to and based on the IDP.

**1 Ward Councillors:**

The roles of ward councillors are critical in the sense that they are the link between the council and the community. Some of roles are to:

- Link the planning process to their constituencies and/or wards.
- Be responsible for organizing public consultation and participation.
- Ensure the annual business plans and municipal budget are linked to and based on the IDP
- Ensure the IDP is linked with provincial and national department's budget.

**2 Municipal Manager**

The Municipal Manager has to manage and co-ordinate the IDP process. This includes to

- Prepare the Process Plan
- Undertake the overall management and co-ordination of the planning process.
- Ensure that all relevant actors are appropriately involved.
- Nominate persons in charge of different roles.
- Is responsible for the day-to-day management of the drafting process.
- Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector-planning requirements.
- Respond to comments on the draft IDP from the public, horizontal alignment and other spheres of government to the satisfaction of the municipal council.
- Ensure proper documentation of the results of the planning of the IDP document.
- Adjust the IDP in accordance with the MEC for Local Government's proposals.

**3 Directors of respective Departments (Municipal)**

Different Directors within the Municipality must be fully involved in the planning process. The following roles must be perform:

- Provide relevant technical, sector and financial information for analysis for determining priority issues.
- Contribute technical expertise in the consideration and finalization of strategies and identification of projects.
- Provide departmental operational and capital budgetary information.
- Is responsible for preparation of project proposals, the integration of projects and sector programmes.
- Is responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for Local Government of alignment.

#### 4 Support Providers/Planning Professionals:

External service providers will be engaged to when necessary to:

- Providing technical guidance to the IDP process
- Facilitation of planning workshops
- Documentation of outcomes of planning activities
- Special studies or other product related contributions
- Support to organized and unorganized groups and communities to more effectively engage in and contribute to the planning process.
- Ensure the IDP is aligned with provincial and national department's budget.

#### 5 Residents, Communities and stakeholders:

To represent interests and contribute knowledge and ideas in the planning process by:

- Participating in the IDP Representative Forum to:
  - Inform interests groups, communities and organizations, on relevant planning activities and their outcomes
  - Analyze issues, determine priorities, negotiate and reach consensus
  - Participate in the designing of project proposals and/or assess them
  - Discuss and comment on the draft IDP
  - Ensure that annual business plans and budgets are based on and linked to the IDP
  - Monitor performance in implementation of the IDP

- Conduct meetings or workshops with groups, communities or organizations to prepare for and follow-up on relevant planning activities.

6 **Public Participation**

Public meetings will be held in all the Municipal wards and all ward committees will develop its ward plans for 2011-2016. Organise groups within the communities will also be engage. The community meetings will take place at the following venues:

Ward	Venue	TIME FRAMES
1	Boitumelong	SEPTEMBER 2010
2	Thuto-Lore	SEPTEMBER 2010
3	Geluksoord Hall	SEPTEMBER 2010
4	Bloemhof Town hall	SEPTEMBER 2010
4	Coverdale hall	SEPTEMBER 2010
5	Utlwanang Hall	SEPTEMBER 2010
6	Maranatha Creche	SEPTEMBER 2010
6	Christiana Town hall	SEPTEMBER 2010

**NB:** The ward Delimitation Process is not yet finalized regarding the seventh ward. Once the process is finalized provision will be made for the public meetings.

**1.7 COMMUNITY BASED PLANNING AND PUBLIC PARTICIPATION**

Through the participation of ward committees the municipality managed to involve the local community regarding the compilation of this document. The ward councillors, Municipal Manager and municipal staff attended all the community meetings. Community Development Workers played also a critical role during this planning process.

Community meetings took place during January 2011 as per the schedule. Ward committees completed their respective ward plans. Most wards complain about the non-implementation of ward projects.

**PROGRAMME FOR IDP 2011-2016 MEETINGS**

<b>WARD</b>	<b>DATE AND VENUE</b>	<b>TIME</b>	<b>RESPONSIBLE STAFF</b>
Ward 1	Monday 17 <sup>th</sup> January 2011 Boitumelong Comm. Hall		Office of the Mayor IDP staff Ward Councilor Ward committee members CDW
Ward 2	Tuesday 18 <sup>th</sup> January 2011 Thuto-Lore Sec. School		Office of the Mayor IDP staff Ward Councilor Ward committee members CDW
Ward 3	Monday 17 <sup>th</sup> January 2011 Geluksoord Hall		Office of the Mayor IDP staff Ward Councilor Ward committee members CDW
Ward 4	Monday 17 <sup>th</sup> January 2011 Coverdale Community Hall		Office of the Mayor IDP staff Ward Councilor Ward committee members CDW
Ward 5	Monday 17 <sup>th</sup> January 2011 Utlwanang Hall		Office of the Mayor IDP staff Ward Councilor Ward committee members CDW

Ward 6	Tuesday 18 <sup>th</sup> January 2011 Maranatha Creche		Office of the Mayor IDP staff Ward Councilor Ward committee members CDW
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**TABLE: 2 PROGRAMME FOR 2011-2016 IDP MEETINGS**

**1.8 CURRENT REALITIES AND DEMOGRAPHIC PROFILE OF LEKWA-TEEMANE LOCAL MUNICIPALITY (ANALYSIS PHASE**

# ANALYSIS OF EXISTING LEVEL OF DEVELOPMENT WITHIN LEKWA - TEEMANE LOCAL MUNICIPALITY

## 1. EXECUTIVE SUMMARY

### 1.1 Purpose/Objectives

The main purpose of this report is to get various information from local municipalities within Dr. Ruth S Mompati District Municipality. This will provide a basis and further work and to measure the status and progress with regard to basic services as the District is in the process of developing 3<sup>rd</sup> generation IDP for 2011/ 2016.

Furthermore the report will also serve as reference for planning, resource allocations and lack of resources or services. In addressing the methodology, we dealt with existing situation at local municipalities. We use census 2001 and Community Survey as a base to assist us in determining the correct level of development within the local municipality and the district. Our source of information was further extended to available data from local IDP's and ward plans.

We further acknowledge Global Insight as a source of information in conducting our baseline statistics.

We used various sources to capture correct information for our baseline statistics. We depended on the following sources:

- IDP 2011/2016
- Ward Plans
- LED Strategies (2009)
- Stats SA, Census 2001
- Stats SA, Community Survey February 2007 based on households
- Municipal Source i.e. water and sanitation backlog study (2007)
- Global Insight (2009)

#### **Explanatory note:**

Our data is collected from local municipalities and the district municipality IDP 2011/2012



## **2. Introduction**

The big challenge for the municipal management in the Analysis Phase is to focus on the relevant aspects of the situation. In doing, so municipalities need to know the required outputs to arrive at strategic and implementation-oriented decisions on how to make best use of their scarce resources.

The Municipal Systems Act 32 of 2000 is not very prescriptive on this issue. It just requires an assessment of the existing level of development, including an identification of communities which do not have access to the basic municipal services.

### 3. The Analysis Phase in practice

The outputs of the Analysis Phase comprised of:

- An assessment of the existing level of development, with special reference to basic services gaps; and
- Key Strategic Interventions prioritised in the local municipal area.
- Information on context, dynamics and causes of Key Strategic Interventions prioritised.
- Information on available resources, potentials and assets.

The outputs of the Analysis Phase facilitated decision-making and management in the following manner:

- The information enabled the decision-makers to decide on Key Strategic Interventions prioritised with due consideration of the perceptions of the community and of available facts and figures;
- The information informed the decision-makers about the concrete nature of the Key Strategic Interventions prioritised, such as trends, context, causes and impacts related to these issues; in order to make informed decisions on appropriate solutions (rather than just curing symptoms),
- The information made the decision-makers aware of resource limitations before making decisions on strategies.

In summary, the Analysis Phase comprised of the following Planning Activities:

- Compiling existing information (Planning Activity 1/1);
- Conducting a community and stakeholder-level analysis (Planning Activity 1/2);
- Conducting a Municipal-Level analysis (Planning Activity 1/4), comprising of:
- An economic analysis (Planning Activity 1/4A);
- An environmental analysis (Planning Activity 1/4B)
- An institutional analysis (Planning Activity 1/4C).
- A spatial analysis (Planning Activity 1/5); and
- A socio-economic analysis (gender/ poverty) (Planning Activity 1/6);

Reconciling existing information (Planning Activity 1/3);

- Identifying District-Municipal-Level Key Strategic Interventions prioritised (Planning Activities 1/7 and 1/10);
- An in-depth analysis of Key Strategic Interventions prioritised: general guidelines was not conducted, except for the economy and the environment (Planning Activity 1/8);

- An in-depth analysis of Key Strategic Interventions prioritised: generic guidelines for sector alignment was not conducted (Planning Activity 1/9);
- Determining sector-specific requirements (Planning Activity 1/9A); and
- Consolidating the analysis results (Planning Activity 1/10).
- The Analysis Phase is presented in more detail in the subsequent section.

The Analysis Phase informed the Strategies Phase, comprising of a Vision, Objectives, Strategies, Projects and Programmes.

The processes that were followed to produce the outputs were guided by the following considerations:

- A need existed to combine data-based and consultative/participative methods of analysis (refer to Planning Activity 1/2);
- The community needs had to be determined (refer to Planning Activity 1/2);
- The process had to be informed by facts and figures, pertaining to services gaps, unemployment, and the like (refer to Planning Activity 1/1). Decisions were informed by perceptions and statistical data, considering both, comparing both, and interrelating both sources of information to one another to arrive at a full and realistic picture (refer to Planning Activity 1/3); and
- A need existed to look at the situation, not only from the perspective of the community and stakeholders, but also from the perspective of the Lekwa - Teemane Local Municipality (MLM).
- The District-Municipal-Level perspective provided information and insight into various overarching issues, for example economic decline, which may not be possible if identified through a localised analysis. Planning events at Local Municipal Level was initiated to identify and analyse such issues (Planning Activity 1/4); and
- The analysis was not sectoral specific. Sectoral thinking results in a wide and comprehensive list of issues, rather than in focusing on the Key Strategic Interventions priority of the people. Some cross-sectoral dimensions, however, had to be considered in the analysis of the existing situation in order to ensure that related development policy guidelines could be applied in a situation-specific manner, including:
  - A socio-economic analysis, with special focus on the poverty situation, gender differentiation, and on issues like HIV/AIDS was required as a basis for arriving at an inclusive development strategy in line with national policy guidelines on poverty alleviation and gender equity (refer to Planning Activity 1/6); and
  - A spatial analysis (to be included as separate section of this Reviewed IDP document) was required to inform the drafting of an Integrated Spatial Development Framework which is aligned with the principles of spatial development, contained in the Development Facilitation Act, 1995 (Act 67 of 1995) (hereafter referred to as the DFA, 1995), as well as the principles and norms for spatial

planning and land use management, contained in the Draft White Paper on Spatial Planning and Land Use Management, 2001 (refer to Planning Activity 1/4D); and,

- A systematic cross-sectoral analysis for the economic, environmental, and institutional dimensions (to be included as separate section of this Reviewed IDP document) were also conducted (refer to Planning Activities 1/4 A, B, C). An issue-focused approach within the District-Municipal-Level analysis (refer to Planning Activity 1/4) was followed, which made best use of available knowledge, including existing studies, and which relied on informed professional guesses, rather than exact analysis.

Well-known basic facts and figures on the institutional system, on economic conditions and environmental issues were included in the compilation of existing information (refer to Planning Activity 1/1). The major challenge in the Analysis Phase was to compile, aggregate and reconciliation of all the information, gathered at different levels and places and by different methods into a consolidated list of Key Strategic Interventions which does justice to all the sources accessed and all the participants involved.

The information, gathered during the Analysis Phase, was primarily relevant for those role-players involved in the further planning and decision-making process. The information that resulted from the Analysis Phase was compiled and will be made available for use during the Strategies Phase (Planning Activity 1/10).

The compiling of existing information (refer to Planning Activity 1/1) and undertaking community and stakeholder-level analysis (refer to Planning Activity 1/2) were conducted in tandem. The analysis was not comprehensive, but was defined, directed or focused by the Key Strategic Interventions prioritised, determined in the Lekwa - Teemane local municipality IDP Process.

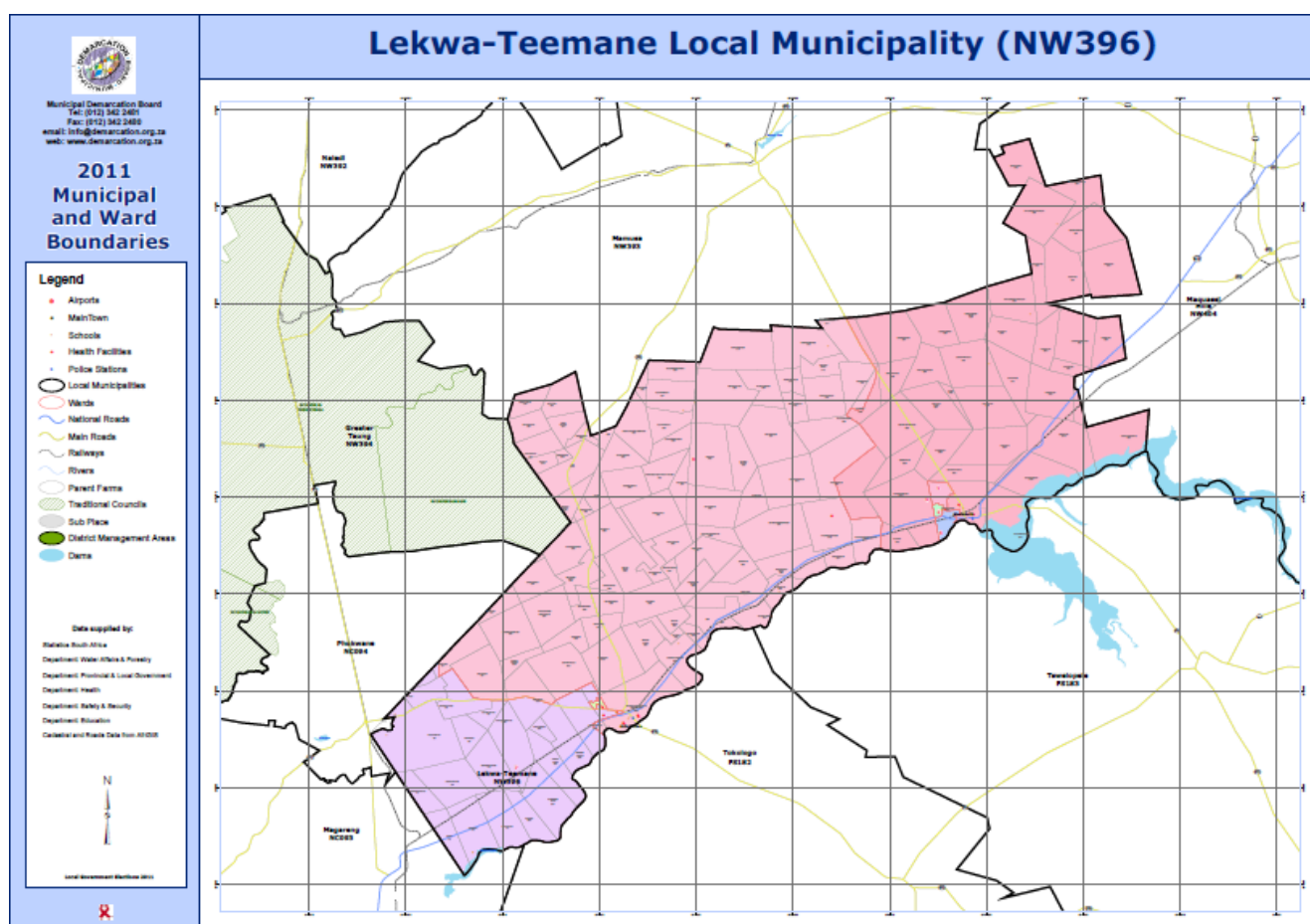
The Analysis Phase accommodated a range of sector status quo and analysis requirements that are general in nature. The potentially duplicative aspects of sector planning, were incorporated into compilation of existing information (refer to Planning Activity 1/1).

Sector alignment also indicated the need to expand consideration of resource constraints analysis beyond the financial and human capacity aspects to include natural resources, such as water, land and the environment. The latter sector perspective and related expertise were incorporated into the District-Municipal-Level analysis (refer to Planning Activity 1/4).

## 4. THE GEOGRAPHIC PROFILE OF THE LEKWA - TEEMANE LOCAL MUNICIPAL AREA

### 4.1 Geographic Area Size

Lekwa - Teemane Local Municipality (NW394) with a surface area is 3681,25 km<sup>2</sup> in extent, and is one of the six (6) local municipalities (i.e. Greater Taung LM(NW394), Naledi LM (NW392), Mamusa LM (NW393), Kagisano and Molopo LM (NW397) under the jurisdiction of Dr Ruth S Mompoti District Municipality situated in the North West Province of South Africa. The administrative centre of the municipality is the town of Bloemhof. Other offices are located in Christiana.



### 4.2 Major Town

The local municipality comprises of Bloemhof and Chirstiana which predominantly farming towns.

### 4.3 Major Road Links

The main road is the N12 highway which is the tourist attraction as it passes along the Vaal River and Bloemhof dam.

### 4.4 Soils

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

#### **4.5 Vegetation**

The vegetation is characterized by turf thornveld and mixed bushveld areas.

#### **4.6 Climate**

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

The municipal area is semi-arid, with occasional hail and frost. The area receives variable rain with scattered thunder storms and flooding. During hot summers there is high evaporation and elevated temperature.

#### **4.7 Rainfall**

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

#### **4.8 Geology**

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

## 5. THE DEMOGRAPHIC PROFILE OF THE LEKWA - TEEMANE LOCAL MUNICIPAL AREA

### 5.1 Population Size

Water and sanitation backlog study report of 2007, record 49755 as the total population of Lekwa- Teemane Local Municipality (9.94% of the total population of Dr Ruth S Mompoti District Municipality of about 500,365 people). Community Survey 2007 total population figure for Lekwa-Teemane Local Municipality was 32809, which has since increase due to various factors including influx of people from the farms and growth within communities. It is further increased by job opportunities in agriculture and hunting in the surrounding area.

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

#### Population size

**Table 1: Census 2001 population estimates by Local Municipality**

Municipality	Population estimate	Households total population
Lekwa-Teemane Local Municipality	49,765	10,175
<b>Total</b>	<b>49,765</b>	<b>10,175</b>

Sources: (water and sanitation backlog study (2007) and Global Insight 2009)

### 5.2 Population Groups

Water and sanitation backlog study (2007), depicts that the Africans are in majority and constitute about 42950 people (86.5%) of the total population of Lekwa- Teemane LM). The Whites group is about 4520 (9%) of the total population of Lekwa-Teemane LM), Coloured constitute 2171 (4.3%) of the total population of Lekwa-Teemane LM) and the total number of Asians is 124 (0.2%) of the total population of Lekwa-Teemane LM.

**Table 2: Gender population estimates by and sex, 2009**

Area	Male	Female	Total
Lekwa- Teemane Local Municipality	25,914	23,851	49765

Sources: (backlog study (2007) and Global Insight 2009)

**Table3: Gender population estimates by and sex, 2009**

Population group	Male		Female		Total	
	Number	Percentage of total population	Number	Percentage of total population	Number	Percentage of total population
African	22,647	45.5%	20,303	41%	42,950	86.5%
White	2156	4.3%	2364	4.7%	4,520	9%
Coloured	1047	2.1%	1124	2.2%	2,171	4.3%
Indian/Asian	64	0.1%	60	0.1%	124	0.2%
<b>Total</b>	<b>25,914</b>	<b>52%</b>	<b>23,851</b>	<b>48%</b>	<b>49,765</b>	<b>100%</b>

Sources: (Global Insight 2009)

### 5.3 Gender Distribution

The data on gender distribution for Lekwa-Teemane LM shown in Table below confirms that African males are dominating in the municipality and this can be attributed by the job opportunities in the farms and game lodges. African females also dominate in the local municipality and this can be influenced by opportunities within agriculture and hunting.

**Table 4: Population group for Lekwa - Teemane LM by population group and sex, 2009**

Population group	Male	Female	Total
	Number	Number	Number
African	22,647	20,303	42,950
White	2156	2364	4,520
Coloured	1047	1124	2,171
Indian/Asian	64	60	124
<b>Total</b>	<b>25,914</b>	<b>23,851</b>	<b>49,765</b>

Sources: (Global Insight 2009)



## 5.4 Age

Table 5: Age distribution estimates by population group age and sex, 2009

Age	African Male	African Female	TOTAL	White Male	White Female	TOTAL	Coloured Male	Coloured Female	TOTAL	Asian Male	Asian Female	TOTAL	LM Male	LM Female	Total M&F
00-04	2451	2324	4775	126	80	206	84	93	177	4	4	8	2665	2501	5166
05-09	1931	1999	3930	89	121	210	100	109	209	0	5	5	2120	2234	4354
10-14	2495	2303	4798	114	141	255	118	112	230	0	3	3	2727	2559	5286
15-19	1866	2014	3880	142	155	297	59	86	145	5	4	9	2072	2259	4331
20-24	2645	2038	4683	149	151	300	132	103	235	8	0	8	2934	2292	5226
25-29	2286	1633	3919	135	150	285	83	83	166	7	5	12	2511	1871	4382
30-34	1964	1448	3412	155	128	283	114	108	222	9	4	13	2242	1688	3930
35-39	1686	1160	2846	86	85	171	48	87	135	6	4	10	1826	1336	3162
40-44	1201	1014	2215	74	137	211	77	88	165	0	0	0	1352	1239	2591
45-49	1067	1007	2074	195	182	377	59	45	104	0	4	4	1321	1238	2559
50-54	925	1061	1986	161	195	356	30	34	64	0	7	7	1116	1297	2413
55-59	792	635	1427	166	149	315	60	40	100	8	6	14	1026	830	1856
60-64	590	595	1185	155	190	345	30	48	78	8	14	22	783	847	1630
65-69	360	438	798	160	129	289	26	37	63	9	0	9	555	604	1159
70-74	167	263	430	95	126	221	14	14	28	0	0	0	276	403	679
75+	221	371	592	154	245	399	13	37	50	0	0	0	388	653	1041
<b>Total</b>	<b>22647</b>	<b>20303</b>	<b>42950</b>	<b>2156</b>	<b>2364</b>	<b>4520</b>	<b>1047</b>	<b>1124</b>	<b>2171</b>	<b>64</b>	<b>60</b>	<b>124</b>	<b>25914</b>	<b>23851</b>	<b>49765</b>

Sources: (Global Insight 2009)



## Population Density

The average population density for Lekwa - Teemane Local Municipality is 13.34 people per km<sup>2</sup> and is measured by dividing the total population of the municipality by the total land area of the municipality.

**Table 6: Number of people per km<sup>2</sup>**

<b>Population group</b>	<b>Number of people per km<sup>2</sup></b>
African	11,49
Coloured	1.23
Indian/Asian	0.59
White	0.03
<b>Total</b>	<b>13.34</b>

Sources: (Global Insight 2009)

## **6. THE DEVELOPMENTAL PROFILE OF THE LEKWA - TEEMANE LOCAL MUNICIPAL AREA**

### **6.1 The Conducting of a Socio-Economic Analysis (Planning Activity 1/4a)**

The purpose of conducting the socio-economic analysis is to ensure that the IDP projects and programmes will address not only community- and stakeholder specific issues, but also over-arching issues which relate to the municipality and its sustainability as a whole.

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

- Identification of crucial trends, dynamics, and related problems which affect the area of the municipality and the municipal government as a whole.
- Identification of available resources, competitive advantages and initiatives in the municipal area and of the municipal government to address these problems.

### **6.2 The Socio-Economic Profile of the Lekwa - Teemane Local Municipal Area**

#### **6.2.1 Households**

According to water and sanitation backlog study Report of 2007, the total number of households in Lekwa - Teemane Local Municipality is 9953 as compared to 10730 (census 2001) and 10175 (Global Insight 2009) households recorded during the Census 2001, Community survey 2007 and Global Insight.

#### **6.2.2 Households Structure**

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

The average household size in the Lekwa - Teemane LM is five persons per household. The spatial concentration of households and household sizes in the Lekwa - Teemane LM will serve as an important form-giving element in the compilation of the Spatial Development Framework.

#### **6.2.3 Household Type**

The Community Survey of 2007 indicates that a total 13676 households (73.4% households) out of 3,650 households in Lekwa - Teemane LM area are formal houses or brick structure on a separate stand or yard.

About 151 informal households (1.5% households) are of traditional dwelling/hut/structure made of traditional material. 5729 households (56.3% households) constitute a flat in block of flats.

An estimated 70 household (0.68 % households) is a house/flat/room in back yard. About 2768 households (27.2% households) is an informal dwelling in a backyard and include informal dwellings not in the backyard.

**Table 7: Percentage distribution of households by type of main dwelling**

	Global Insight 2009
Very formal	3,650
Formal	5,729
Informal	2,768
Traditional	151
Other dwelling type	70
Share of household occupying formal dwellings	<b>75.8%</b>
Formal dwelling backlog (households not living in a formal dwelling)	<b>2,989</b>
<b>Total</b>	<b>12,368</b>

Sources: (Global Insight 2009)

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

### 7.1 Water Services

A total 16 338 households (119.4% of the households) in the Naledi Local Municipal Area have access to acceptable levels of water services.

Most of the 10 138 households (74% of the households) use piped water inside the dwelling. 3 370 households (24.6% of the households) use water inside the yard.

About 744 (5.4% households) use communal piped water: less than 200m from the dwelling (at RDP-level). 1 385 households or 10.1% households use communal piped water: more than 200m from dwelling (below RDP). An estimated 87.2% households share piped water at or above RDP-level and water backlog number of households below RDP-level.

**Table 8: Number of households by level of access to water**

	Global Insight 2009
Piped water inside dwelling	4683
Piped water in yard	5245
Communal piped water : less than 200m from dwelling (at RDP-level)	1084
Communal piped water: more than 200m from dwelling (below RDP)	637
No formal piped water	718
Share of households with piped water at or above RDP-level (%)	<b>89.0%</b>
Water backlog-number of households below RDP-level.	<b>1356</b>
<b>Total</b>	<b>12368</b>

Sources: (Global Insight 2009)

### 7.2 Sanitation Services

13 061 households (79.94 % of the households) in the Naledi Local Municipal Area have access to acceptable levels of sanitation services. A significant number of the households, 3 278 households, or 20.05% of the households in the Naledi Local Area, however, are in need of acceptable levels of sanitation services.

About 12 413 households (75.97% households) use flush toilet, whilst 2 245 households (13.74% households) do not have toilet.

Total 648 households (4.7% households) use a pit latrine with ventilation (VIP) and 683 households (4.18% households) use a pit latrine without ventilation. Lastly, 350 households (2.14% households) use a bucket latrine and 2 245 households (1.37% of the households) are not provided with any type of sanitation.

**Table 9: Number of households by type of toilet**

	Global Insight 2009
Flush toilet (connected to sewerage system)	10443
Ventilation improved Pit (VIP)	84
Pit Toilet	655
Bucket system	738
No toilet	448
Share of households with Hygiene toilets (%)	85.1%
Sanitation backlog-number of households without hygienic toilets	1840
<b>Total</b>	<b>12368</b>

Sources: (Global Insight 2009)

### 7.3 Refuse Removal

According to Global Insight data (2009) about 12476 households (75.3% of the households) in the Naledi Local Municipal Area had access to acceptable levels of refuse removal services. These households receive municipal refuse removal services weekly.

About 102 households (0.62% households) receive refuse removal less often than a week. A total of 783 households or 4.79% have no access to refuse removal services.

A total 144 households (0.88% of the household) uses a communal dump and households or 17,33% use own dumping for refuse removal

**Table 10: Number of households by access to refuse removal**

	Global Insight 2009
Removed weekly by authority	10683
Removed less often than weekly by authority	75
Removed by community members	0
Personal removal (own dump)	1582
No refuse removal	29
Share of households with formal refuse removal (%)	87.0%
Number of households with no formal refuse removal	1610
Infrastructure index	<b>0.75</b>
<b>Total</b>	<b>12368</b>

Sources: (Global Insight 2009)

## 7.4 Energy Use

### 7.4.1 Number of households by electricity usage

A total of 1994 households (12.2% households) use electricity for lighting. Estimated 11634 households (71.2% of the households) use electricity for lighting and other purposes. About 2710 households (16.58% household) not using electricity.

**Table 11: Number of households by electricity usage**

	Global Insight 2009
Electricity for lighting only	1619
Electricity for lighting and other purposes	8521
Not using electricity	2228
Share of households with electricity connections (%)	82.0%
Number of households with no electrical connections	2228
<b>Total</b>	<b>12368</b>

Sources: (Global Insight 2009)



## 8. THE SOCIO-ECONOMIC PROFILE OF THE LEKWA - TEEMANE LOCAL MUNICIPAL AREA

### 8.1 The Conducting of a Socio-Economic analysis

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

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

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

### 8.2 Gross domestic product

**Table 12: Detailed economic sectors - GDP**

<b>Detailed Economic Sectors (34 sectors)</b>	
<b>Current prices (R 1000)</b>	
<b>2009</b>	
11 Agriculture and hunting	218 252
12 Forestry and logging	7 158
13 Fishing, operation of fish farms	2 891
21 Mining of coal and lignite	0
23 Mining of gold and uranium ore	0
24 Mining of metal ores	1 760
25-29 Other mining and quarrying (incl 22)	58 224
30 Food, beverages and tobacco products	128 446
31 Textiles, clothing and leather goods	345
32 Wood and wood products	1 213
33 Fuel, petroleum, chemical and rubber products	4 428
34 Other non-metallic mineral products	2 924
35 Metal products, machinery and household appliances	10 501
36 Electrical machinery and apparatus	1
37 Electronic, sound/vision, medical & other appliances	0
38 Transport equipment	1 812
39 Furniture and other items NEC and recycling	69
41 Electricity, gas, steam and hot water supply	15 824
42 Collection, purification and distribution of water	12 349
50 Construction	41 795
61 Wholesale and commission trade	10 322
62 Retail trade and repairs of goods	98 426

63 Sale and repairs of motor vehicles, sale of fuel	11 059
64 Hotels and restaurants	17 286
71-72 Land and Water transport	144 324
73-74 Air transport and transport supporting activities	1
75 Post and telecommunication	57 195
81-83 Finance and Insurance	133 435
84 Real estate activities	86 357
85-88 Other business activities	109 956
91 Public administration and defence activities	97 930
92 Education	96 666
93 Health and social work	100 835
94-99 Other service activities	43 607
<b>Total Industries</b>	<b>1 515 390</b>
<b>Taxes less Subsidies on products</b>	<b>221 151</b>
<b>Total (Gross Domestic Product - GDP)</b>	<b>1 736 542</b>

Sources: (Global Insight 2009)

### 8.3 Employment

#### 8.3.1 Labour:- Economically Active Population (EAP) – Number of EAP

**Table 13: Number of EAP per group population, 2009**

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

Sources: (Global Insight 2009)

#### 8.3.2 EAP as % of total population

**Table 14: Number / percentage of EAP per group population, 2009**

Population group	Male		Female	
	Number	Percentage of total population	Number	Percentage of total population
African	8591	38.9%	5020	24.9%
White	851	39.4%	624	26.4%
Coloured	338	32.3%	312	27.8%
Indian/Asian	39		23	
<b>Total</b>	<b>9819</b>	<b>38.6%</b>	<b>5979</b>	<b>25.2%</b>

Sources: (Global Insight 2009)

### 8.3.3 Unemployment

#### Number of unemployed people and percentage

Table 15: Number of unemployed people per group population 2009

Population group	Male		Female		Race
	Number	%	Number	%	Total
African	1181	13.7%	1365	27.2%	2545
White	49	5.8%	55	8.8%	104
Coloured	158	46.7%	192	61.6%	350
Indian/Asian	0	0.0%	1	6.2%	1
<b>Total</b>	<b>1388</b>	<b>14.1%</b>	<b>1613</b>	<b>27.0%</b>	<b>3001</b>

Sources: (Global Insight 2009)

### 8.4 Formal Employment

#### 8.4.1 Number of formally employed people

Table 15: Number of unemployed people per group population 2009

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

Sources: (Global Insight 2009)

#### 8.4.2 Number of informal employed people

Table 16: Number of informal employed per sector 2009

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

Sources: (Global Insight 2009)

## 8.5 Formal Employment per sector

Table 17: Number of formal employed per sector 2009

<b>Detailed Economic Sectors (34 sectors)</b>	
<b>Number of formally employed people</b>	
<b>2009</b>	
11 Agriculture and hunting	1 646
12 Forestry and logging	30
13 Fishing, operation of fish farms	11
21 Mining of coal and lignite	0
23 Mining of gold and uranium ore	100
24 Mining of metal ores	39
25-29 Other mining and quarrying (incl 22)	154
30 Food, beverages and tobacco products	397
31 Textiles, clothing and leather goods	17
32 Wood and wood products	9
33 Fuel, petroleum, chemical and rubber products	62
34 Other non-metallic mineral products	64
35 Metal products, machinery and household appliances	40
36 Electrical machinery and apparatus	0
37 Electronic, sound/vision, medical & other appliances	0
38 Transport equipment	48
39 Furniture and other items NEC and recycling	1
41 Electricity, gas, steam and hot water supply	28
42 Collection, purification and distribution of water	10
50 Construction	396
61 Wholesale and commission trade	193
62 Retail trade and repairs of goods	476
63 Sale and repairs of motor vehicles, sale of fuel	182
64 Hotels and restaurants	243
71-72 Land and Water transport	269
73-74 Air transport and transport supporting activities	0
75 Post and telecommunication	85
81-83 Finance and Insurance	106
84 Real estate activities	29
85-88 Other business activities	469
91 Public administration and defence activities	636
92 Education	533
93 Health and social work	479
94-99 Other service activities	166
Households	1 688
<b>Total</b>	<b>8 606</b>

Sources: (Global Insight 2009)

## 8.6 Annual income

### 8.6.1 Income: Number of households by income category

Table 18: Number of informal employed per sector 2009

Annual Income	African	White	Coloured	Asian
0-2400	30	0	5	0
2400-6000	102	1	3	0
6000-12000	1 129	3	61	2
12000-18000	1 414	1	40	3
18000-30000	1 867	2	35	7
30000-42000	1 629	8	58	7
42000-54000	1 144	12	44	4
54000-72000	910	20	58	8
72000-96000	639	107	51	7
96000-132000	455	217	46	2
132000-192000	344	282	33	3
192000-360000	332	497	36	5
360000-600000	124	292	16	2
600000-1200000	44	166	0	1
1200000-2400000	10	43	0	0
2400000+	2	7	0	0
<b>Total</b>	<b>10 175</b>	<b>1 658</b>	<b>485</b>	<b>50</b>

Sources: (Global Insight 2009)

**8.7 Health infrastructure**

<b>Area</b>	<b>Number</b>
<b>Total</b>	

**8.8 Cemeteries**

<b>Area</b>	<b>Number</b>	<b>In use</b>	<b>In use</b>
<b>Total</b>			

**8.9 Sports and recreation facilities**

<b>Area</b>	<b>Number</b>
<b>Total</b>	







8.10 Educational analysis

8.11 Educational levels  
Highest level of education age 15+

**Table 19:** Number of highest level of education age+ per population group, 2009

Population group	No schooling	Grade 0-2	Grade 3-6	Grade 7-9	Grade 10-11	Less than matric & certi/dip	Matric only	Matric & cert/dip	Matric & bach degree	Matric & Post graduate degree
African	2611	953	2570	7231	5158	90	4034	861	212	26
White	59	2	73	608	877	57	1608	405	121	43
Coloured	170	27	204	425	376	14	266	56	17	0
Asian	0	0	0	34	27	6	21	22	0	0
<b>Total</b>	<b>5840</b>	<b>982</b>	<b>5548</b>	<b>8299</b>	<b>6437</b>	<b>167</b>	<b>5929</b>	<b>1343</b>	<b>34</b>	<b>68</b>

Sources: (Global Insight 2009)



## 8.12 Educational levels

### Functional literacy: Age 20+, completed Grade 7 or higher illiteracy

**Table 20:** Number of functional literacy age 20 + per population group, 2009

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

Sources: (Global Insight 2009)

## **9. THE CONDUCTING OF COMMUNITY AND STAKEHOLDER-LEVEL ANALYSIS**

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

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

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

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

Conditions for public participation shall be created by:

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

Reconstituting the Lekwa - Teemane IDP Representative Forum;

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

Considering the results of community and stakeholder level events in the subsequent analyses.

## 1.9 MUNICIPAL PRIORITIES

### PRIORITY 1: WATER

PROJECT NAME	LOCATION	BENEFICIARIES	REASON AND INFO
Upgrading of water purification and extraction point.	Bloemhof and Christiana		The purification plants currently run at 100% capacity.

### PRIORITY 2: HOUSING

PROJECT NAME	LOCATION	BENEFICIARIES	REASON AND INFO
Housing Backlog	Bloemhof and Christiana	5500 households	A number of households still stay in shacks.
Unblocking of Existing human settlement projects.	Bloemhof & Christiana		Old RDP projects of 1996 still not completed

### PRIORITY 3: SANITATION

PROJECT NAME	LOCATION	BENEFICIARIES	REASON AND INFO
Upgrading of sewer purification plant. Upgrading sewer network/sanitation	Geluksoord Bloemhof Christiana		Population has increased. The sewer network is very old.

**PRIORITY 4: ROADS**

<b>PROJECT NAME</b>	<b>LOCATION</b>	<b>BENEFICIARIES</b>	<b>REASON AND INFO</b>
Upgrading of all roads and storm water in Lekwa-Teemane.	All areas in the municipality	49050	Roads in the municipal area are in a very bad condition.

**PRIORITY 5: ELECTRICITY**

<b>PROJECT NAME</b>	<b>LOCATION</b>	<b>BENEFICIARIES</b>	<b>REASON AND INFO</b>
Upgrading of electricity network	Bloemhof & Christiana		The network is very old
Installation of 30 High mast lights	Boitumelong, Coverdale Utlwanang, Geluksoord		No streetlights in new establishments

**PRIORITY 6: MUNICIPAL MACHINERY**

<b>PROJECT NAME</b>	<b>LOCATION</b>	<b>BENEFICIARIES</b>	<b>REASON AND INFO</b>
Replacement of old machinery/plant	Bloemhof and Christiana	49050	To improve service delivery

**PRIORITY 7: SOCIAL AMENITIES**

<b>PROJECT NAME</b>	<b>LOCATION</b>	<b>BENEFICIARIES</b>	<b>REASON AND INFO</b>
Upgrading of sports facilities	Bloemhof Geluksoord		Upgrading of public swimming pool

### 1.10 OBJECTIVES AND STRATEGIES (STRATEGIES PHASE)

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

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

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

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

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

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

### 1.10.1

#### **MUNICIPAL VISION**

*To strive for the realization of developmental local government with an effective and affordable service provision which is sustainable in a safe environment through community participation.*

### 1.10.2

#### **MUNICIPAL MISSION**

*“Supporting developmental Local Government and providing effective, affordable and sustainable service delivery, creating a safe environment and enhancing community participation”*



**2. ALIGNMENT WITH NATIONAL STRATEGIC AGEND**

	2009-2014 NATIONAL GOVERNMENT STRATEGIC OBJECTIVES	2011/16 12 NATIONAL PRIORITY OUTCOMES	2011/16 12 NATIONAL PRIORITY OUTCOMES ROLE OF LOCAL GOVERNMENT	10 POINT PLAN	LEKWA-TEEMANE OBJECTIVES
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**ALIGNMENT OF STRATEGIC OBJECTIVES,NATIONAL PRIORITY OUTCOMES,TEN POINT PLAN AND LEKWA-TEEMANE OBJECTIVES**

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

4	Strengthen the skills and human resource base	<u>Outcome 1:</u> Improved quality of basic education	<ul style="list-style-type: none"> <li>Facilitate the building of new schools by: <ul style="list-style-type: none"> <li>Participating in needs assessments</li> <li>Identifying appropriate land</li> <li>Facilitating zoning and planning processes</li> </ul> </li> <li>Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections</li> </ul>	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management.( <b>Infrastructure Services</b> )	
5	Improve the health profile of all South Africans	<u>Outcome 2:</u> A long and healthy life for all South Africans	<ul style="list-style-type: none"> <li>Many municipalities perform health functions on behalf of provinces</li> <li>Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments</li> <li>Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services</li> </ul>	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management.( <b>Health Services</b> )	
6	Intensify the fight against crime and corruption	<u>Outcome 3:</u> All people in South Africa are and feel safe	<ul style="list-style-type: none"> <li>Facilitate the development of safer communities through better planning and enforcement of municipal by-laws</li> <li>Direct the traffic control function towards policing high risk violations – rather than revenue collection</li> <li>Metro police services should contribute by: <ul style="list-style-type: none"> <li>Increasing police personnel</li> <li>Improving collaboration with SAPS</li> <li>Ensuring rapid response to reported crimes</li> </ul> </li> </ul>	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management.( <b>Public Safety &amp; Security Services</b> )	
7	Build a cohesive and sustainable communities	<u>Outcome 8:</u> Sustainable human settlements and improved quality of household life	<ul style="list-style-type: none"> <li>Cities must prepare to be accredited for the housing function</li> <li>Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements</li> <li>Participate in the identification of suitable land for social housing</li> <li>Ensure capital budgets are appropriately prioritized to maintain existing services and extend services</li> </ul>	Deepening democracy through a refined ward committee system that will be based on the will of the people.	
8	Pursuing African advancement and enhanced international cooperation	<u>Outcome 11:</u> Create a better South Africa and contribute to a better and safer Africa and World	<ul style="list-style-type: none"> <li>Role of local government is fairly limited in this area. Must concentrate on: <ul style="list-style-type: none"> <li>Ensuring basic infrastructure is in place and properly maintained</li> <li>Creating an enabling environment for investment</li> </ul> </li> </ul>	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management.	

9	Sustainable Resource Management and use	<b>Outcome 10:</b> Environmental assets and natural resources that are well protected and continually enhanced	<ul style="list-style-type: none"> <li>• Develop and implement water management plans to reduce water losses</li> <li>• Ensure effective maintenance and rehabilitation of infrastructure</li> <li>• Run water and electricity saving awareness campaigns</li> <li>• Ensure proper management of municipal commonage and urban open spaces</li> <li>• Ensure development does not take place on wetlands</li> </ul>	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management. <b>(Environmental Services)</b>	
10	Building a developmental state including improvement of public services and strengthening democratic institutions	<b>Outcome 9:</b> Responsive, accountable, effective and efficient local government system	<ul style="list-style-type: none"> <li>• Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality</li> </ul>	Municipalities that have reliable and credible Integrated Development Plans (IDP's) that are used as a guide for every development, programs and projects within that municipality.	
			<ul style="list-style-type: none"> <li>• Implement the community work programme</li> </ul>		
			<ul style="list-style-type: none"> <li>• Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues</li> </ul>	Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system.	
			<ul style="list-style-type: none"> <li>• Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption</li> </ul>	Build and strengthen the administrative, institutional and financial capabilities of municipality, and all municipalities should have clean audits by 2014.	
		<b>Outcome 12:</b> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	<ul style="list-style-type: none"> <li>• Continue to develop performance monitoring and management systems</li> </ul>	The creation of a single window of co-ordination, support, monitoring and intervention as to deal with uncoordinated interaction by other spheres of government with municipalities including unfunded mandate.	
			<ul style="list-style-type: none"> <li>• Comply with legal financial reporting requirements</li> </ul>		
			<ul style="list-style-type: none"> <li>• Review municipal expenditures to eliminate wastage</li> </ul>		
			<ul style="list-style-type: none"> <li>• Ensure councils behave in ways to restore community trust in local government</li> </ul>	Restore the institutional integrity of municipality Develop and strengthen a politically and administratively stable system of municipalities. Uprooting of corruption, nepotism, maladministration in our system of local government.	

### 3. AREAS ANALYSIS, OBJECTIVES, STRATEGIES, PROJECTS AND INTEGRATION OF THEMATIC

#### 3.1 THEMATIC AREA 1: BASIC SERVICES

Analysis: In terms of sanitation the municipality still has 228 buckets in Boitumelong. The Christiana Town and a section of Bloemhof are still using the septic tank systems. The total number is 705. Certain sections within the municipality still experiences problems of incomplete sewer projects. These projects were funded and managed by the District Municipality.

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

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

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

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

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

<b>THEMATIC AREA</b>	<b>Basic Services</b>	
<b>NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)</b>	<ul style="list-style-type: none"> <li>• Massive programme to build social and economic infrastructure</li> <li>• Sustainable Resource Management and use</li> </ul>	
<b>10 POINT PLAN</b>	Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management. <b>(Infrastructure Services)</b>	
<b>NATIONAL PRIORITY OUTCOMES (2011/16)</b>	<b>Outcome 6:</b> An efficient, competitive and responsive economic infrastructure network	<b>Role of Local Government</b> <ul style="list-style-type: none"> <li>• Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services</li> <li>• Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport</li> <li>• Maintain and expand water purification works and waste water treatment works in line with growing demand</li> <li>• Cities to prepare to receive the devolved public transport function</li> <li>• Improve maintenance of municipal road networks</li> <li>• Develop and implement water management plans to reduce water losses</li> <li>• Ensure effective maintenance and rehabilitation of infrastructure</li> <li>• Run water and electricity saving awareness campaigns</li> <li>• Ensure proper management of municipal commonage and urban open spaces</li> <li>• Ensure development does not take place on wetlands</li> </ul>
	<b>Outcome 10:</b> Environmental assets and natural resources that are well protected and continually enhanced	
<b>DISTRICT OBJECTIVES (2011-2016)</b>	Provide and maintain the full range of social and economic infrastructure services to the needy households (that is 152 500 people) within the next five years (2011-2016)	
<b>STRATEGIES</b>		
A partnership should be established between the relevant spheres of government, private sector and the respective communities to co-plan and co-fund massive social and economic infrastructure services in the District.		
<b>Objectives( 2011-2016)</b>	<b>Strategy(s)</b>	
To deliver sustainable essential services such as water, sanitation, electricity and roads for the Lekwa-Teemane communities.	<b>Strategy(s)</b>	
	<b>Water:</b> Facilitation of water supply to 1000 erven in Geluksoord ext 2.	

	<p>Facilitation of the upgrading of Raw water abstraction in Bloemhof</p> <p>Facilitation of the upgrading of Water Purification works in Bloemhof</p> <p>Facilitation of the rehabilitation of Raw Water abstraction and irrigation Channels in Christiana</p> <p>Maintenance of raw water channels.</p> <p>Management and monitoring of water quality.</p> <p><b><u>Sanitation</u></b></p> <p>Facilitate the waterborne sewer connections in Christiana.</p> <p>Upgrading of sewer Pump Station and pumping mains in Bloemhof.</p> <p>Facilitation of sanitation to 1000 households in Geluksoord ext 2.</p> <p><b><u>Waste management</u></b></p> <p>Establishment of land Fill Sites Bloemhof.</p> <p>Establishment of land Fill Sites Christiana</p> <p><b><u>Electricity</u></b></p> <p>Sustain supply of electricity to Christiana, Bloemhof and Geluksoord.</p> <p>Provision of electricity network in Geluksoord ext 2.</p> <p>Facilitation of electricity supply to 1200 households in Boitumelong ext 5.</p> <p>Maintenance of 1468 streetlights.</p> <p>Installation of high mast lights in new extensions.</p> <p>Solicit funding for the upgrading of electricity networks.</p> <p><b><u>Roads and storm water</u></b></p> <p>Upgrading of internal roads in bad state.</p> <p>Maintenance of internal roads on a regular basis.</p> <p>Upgrading and maintenance of Prince street in Bloemhof and Pretorius, Voortrekker and President streets in Christiana.</p> <p><b><u>Plant and equipment</u></b></p> <p>Operation and maintenance of vehicles and equipment</p>

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

IDP Development Objectives	Corporate Objective	Baseline	Key Performance Indicator	Input Indicator	Output Indicator	Outcome indicator	Quantity	Budget	Activities	Timeframe	Annual Target	Quarterly Targets				
												1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
	To deliver sustainable essential services such as water, sanitation, waste management, electricity and roads/storm water for the Lekwa-Teemane communities at least at RDP level.	1000 households in Geluksoord without water	Facilitation of water supply to 1000erven in Geluksoord ext 2.	Layout plans and land	1000 households with water above RDP standard.	Community provided with water	1000 households	R 20 000	Letters, attend meetings	As per DM process plan	Facilitated 1000 water connections to households	Write letters and attend meetings at the District.				
		Water abstraction point in Bloemhof substandard, not	Facilitation of the upgr	Water purification plant.	Upgraded abstraction point that supplies sufficient water to purification plant.	Community provided with water.	140 litres per second.	R20 000	Write Letters and attend meetings.	As per DM process plan	Upgraded abstraction point by .....	Write Letters and attend meetings at the District.				



		supplying sufficient water to purification plant	abstraction of Raw water in Bloemhof												
		Water abstraction point in Bloemhof substandard, not supplying sufficient water to purification plant	Facilitation of the upgrading of Water Purification works in Bloemhof	Water purification plant.	Upgraded purification plant that supplies sufficient water to reservoirs	Community provided with water.	120 litres per second	R20 000	Write Letters and attend meetings	As per DM process plan	Upgraded purification plant by ....	Write Letters and attend meetings at the District			
		Insufficient of water to abstraction point.	Facilitate the rehabilitation of Raw	Water purification plant	Upgraded abstraction point and irrigation channel	Community supplied with water.	140 litres water per second	R20000	Write Letters and attend meetings	As per DM process plan	Completed abstraction point and repaired irrigation channel by .....	Write Letters and attend meetings at the District			

			Water abstraction and irrigation Channels in Christiana												
		Insufficient of water to abstraction point.	Maintained of raw water channels.	Water Channel at Christiana	Maintained raw water channel	Water provided to community	1 water channel	R200 000	Purchase of materials Appointment of builders Manager Water and Sanitation to monitor and supervise the project.	Ongoing	Maintained raw water channel.	Purchase of materials Appointment of builders	Manager Water and Sanitation to monitor and supervise the project	Manager Water and Sanitation to monitor and supervise the project	Manager Water and Sanitation to monitor and supervise the project
		Regular maintenance and monitoring of water quality.	Managed and monitored water quality.	Water testing equipment.	Quality water provision to residents	Community with access to quality drinking water.	Provision of quality water to all.	OPEX	Take water sample Test the water sample and make necessary adjustment if required.	Daily	Provision of quality water to community on a daily basis.	Take water sample Test the water sample and make necessary adjustment if required.	Take water sample Test the water sample and make necessary adjustment if required.	Take water sample Test the water sample and make necessary adjustment if required.	Take water sample Test the water sample and make necessary adjustment if required.

		667 Households without water born sewerage system.	<b>Facilitate the water borne sewer connections in Christiana</b>	Water borne sewerage system.	667 households with Water born sewerage.	Connection of households with vacuum tanks to waterborne sanitation system.	667 households	R20 000	Write Business plan and submit to District Municipality, application for funding through NPDG, write letters and attend meetings	July-December 2011	Facilitated connection of water borne sewerage to 667 Households.	Submit the Business plan to the District.	Application for funding submitted to the NDPG.		
		The pump station is below the flood line.	<b>Facilitate upgrading of sewer Pump Station and pumping mains in Bloemhof</b>	Sewer pump station and main pumping lines.	Elevated pump station and water tight manholes on pumping lines.	Community with sewer pumping service.	Three pump stations and pumping network	R20000	Write Letters attend meetings.	July-September 2011	Approved project	Write Letters attend meetings			

		1000 households in Geluksoord without sanitation	<b>Facilitate sanitation to 1000 households in Geluksoord ext 2.</b>	Layout plans and land	1000 households with sanitation above RDP standard.	Community provided with sanitation	1000 households	R 20 000	Letters, attend meetings	As per DM process plan	Facilitated 1000 households with sanitation.				
		Dilapidated electrical infrastructure.	<b>Sustain supply of electricity to Christiana, Bloemhof and Geluksoord</b>	Investigative report, identification of main upgrade.	Upgraded and maintained network	Community with electricity.	Number of household affected.	R	Invite tenders Appoint a consultant Appoint a contractor Monitoring and supervision by Electrical Engineer Electrical Engineer submits report to Technical Service Manager.	July 2011- June 2012	Upgraded and maintained network by June 2012	Investigative report	Compile tender document	Invite tenders	Adjudication of tender.

		Stands without electricity	<b>Provision of electricity network in Geluksoord ext 2.</b>	Layout plans, approved surveyor general plan.	1000 households with electricity	Community with electricity.	1000 households	R6.5 Million	Fill the application and submit to DOE.	July 2011-June 2012	1000 households with electricity by July 2011-June 2012.	Fill the application and submit to DOE.			
		No electricity network.	<b>Facilitation of electricity supply to 1200 households in Boitumelong</b>	Layout plan, surveyor general plan.	Facilitated 1200 households with electricity.	Provide community with access to electricity.	1200 households supplied with electricity	R20000	Write and submit Business plan to Eskom, write letters and attend meetings	July 2011-June 2012	Facilitated 1200 households with electricity by June 2012.	Write and submit Business plan to Eskom.	Follow-up by writing letters.		
		Regular maintenance of street lights.	<b>Maintenance of 1468 streetlights</b>	Street lights, bulbs, Cheery Picker, electricians.	Functional 1468 street lights.	Luminous areas	1468 streetlights maintained regularly	R	Replace broken street lights.	As and when required.	1468 maintained street lights by June 2012.	Replace broken street lights when need arise.	Replace broken street lights when need arise.	Replace broken street lights when need arise.	Replace broken street lights when need arises.

		Utlwanagn and Boitumelong without high masts.	<b>Installation of high mast lights in new extensions.</b>	Layout plans, Eskom's layout plan of grid and land for installation.	Installed and functional high masts lights.	Luminous areas	20 high installed and functional mast lights.	R	Obtain Eskom's grid Identify area/ exact spots to erect high masts. Tenders or quotations from service providers Appoint a contractor Electrical Engineer to monitor and supervise Electrical Engineer to submit report to Technical Service Manager.	July 2011- June 2012	20 High Masts Installed and functional by June 2012.	2 erected high masts.	6 erected high masts	6 erected high masts	6 erected high masts
		Internal roads in a bad condition.	<b>Upgrading of internal roads in bad state</b>	Graders, tar team, wackers.	Paved internal roads.	Accessible internal roads for the community.	7 km roads paved.	R (MIG Allocation)	Instruct Turn-key developed to pave the identified roads. Deployee of DBSA and PMU to monitor and supervise, and ensure submission of report to the Technical Service Manager.	July 2011- June 2012	7km of Paved internal roads by June 2012.	Instruct Turn-key developed to pave the identified roads and provide project plan.	2km	2km	3km

		Internal roads in bad condition.	<b>Main tained internal roads on a regular basis.</b>	Graders, tippers TLB, Gravel, Tar and labour.	Maintained internal roads	Accessible internal roads for the community	30 km gavel roads graded. Potholes repaired on 20 km tar roads	R	(GRAVEL ROADS) Identify priority roads Back filling of roads Grade and compact the road (POTHOL ES) Identify the priority roads Cut, patch and compact the road.	July 2011- June 2012	Maintained internal roads, 30km roads gravelled and 20km of roads with potholes repaired by June 2012	Regular maintenance of gravel and potholes.	Regular maintenance of gravel and potholes.	Regular maintenance of gravel and potholes.	Regular maintenance of gravel and potholes.
		Roads in bad condition	<b>Upgraded and maintained of Prince street in Bloemhof and Pretorius, Voor trekker and President</b>	Business plan for securing funding, and IDP.	Approved funding for upgrading of main routes through towns.	Accessible internal roads for the community	1 Business plan for upgrading of 11.3 km roads.	R11.3 Million	Draft business plan and sent it to the Municipal Manager for approval. Request IDP from the IDP Manager Submit approved IDP and Business plan to the relevant funding institutions	September- December 2011	Approved funding for upgrading of main routes through towns by December 2011.		Draft business plan and sent it to the Municipal Manager for approval. Request IDP from the IDP Manager Submit approved IDP and Business plan to the relevant funding institutions		

			streets in Christiana.												
		Vehicles and Equipment in a bad state.	Operation and maintained vehicles and equipment	Mechanic, Reputable workshops for repair external.	Reliable vehicles and equipment.	Improved service delivery to communities.	All municipal vehicles and equipment.	R	Instruct mechanic to repair and service the vehicles and equipment Workload excessive for one mechanic, vehicles and equipment will be taken to external workshop for repairs.	July 2011-June 2012	Reliable vehicles and equipment by June 2012	Regular repair and maintenance of vehicle and equipment.	Regular repair and maintenance of vehicle and equipment.	Regular repair and maintenance of vehicle and equipment.	Regular repair and maintenance of vehicle and equipment.



### 3.2 THEMATIC AREA 2: LOCAL ECONOMIC DEVELOPMENT

**Analysis:** The municipality is still using the old LED strategy which was drafted in 2006. The municipality still has challenges regarding the implementation this strategy. Some of the challenges are:

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

In trying to boost the LED unit the municipality has established a Local Development Agency.

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

The District municipality is currently assisting the municipality to review its LED strategy.

<b>THEMATIC AREA</b>	Local Economic Development	
<b>NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)</b>	Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.	
<b>10 POINT PLAN</b>	Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Developments (LED's) utilizing cooperatives in every ward.	
<b>NATIONAL PRIORITY OUTCOMES (2011/16)</b>	<b>Outcome 4:</b> Decent employment through inclusive economic growth	<b>Role of Local Government</b> <ul style="list-style-type: none"> <li>• Create an enabling environment for investment by streamlining planning application processes</li> <li>• Ensure proper maintenance and rehabilitation of essential services infrastructure</li> <li>• Ensure proper implementation of the EPWP at municipal level</li> <li>• Design service delivery processes to be labour intensive</li> <li>• Improve procurement systems to eliminate corruption and ensure value for money</li> <li>• Utilize community structures to provide services</li> </ul>
	<b>Outcome 5:</b> A skilled and capable workforce to support an inclusive growth	<b>Role of Local Government</b> <ul style="list-style-type: none"> <li>• Develop and extend intern and work experience programmes in municipalities</li> <li>• Link municipal procurement to skills development initiatives</li> </ul>

	path	
<b>DISTRICT OBJECTIVES (2011-2016)</b>	Ensure that by means of a District-Wide Local Economic Development Strategy, the unemployment rate is reduced by 25% , thus creating 2 750 job opportunities per annum by 2016.	
<b>STRATEGIES</b>		
<ul style="list-style-type: none"> <li>• Industrial recruitment by offering tax and other incentives to attract new firms that will create new jobs</li> <li>• Place-marketing to advertise attractions, such as available land and infrastructure, a pool of skilled workers, available amenities and entertainment</li> <li>• SMME promotion and support by providing business infrastructure, finance, technical support through business advice centres, providing government contracts, and the like</li> <li>• Community economic development through skills training, employment brokering (connecting job-seekers with available jobs), identifying niches in the local economy for SMMEs by means of a data bank, identifying enterprises that can be established under community control</li> <li>• Export promotion: identifying sectors with comparative and competitive advantage, establishing partnerships with exporting firms, promoting local products by attending trade fairs, initiating relationships with foreign cities</li> <li>• Business retention and expansion by providing adequate infrastructure and services, streamlining of internal municipal functions (i.e. rezoning, building plan approvals), communicating with business chambers</li> </ul>		

### 3.2.1 THEMATIC AREA 3: LOCAL ECONOMIC DEVELOPMENT - OBJECTIVES, STRATEGIES, PROJECTS & TARGETS

#### Top Layer SDBIP – Score Card

IDP Development Objectives	Corporate Objective	Baseline	Key Performance Indicator	Input Indicator	Output Indicator	Outcome indicator	Quantity	Budget OPEX/CAP EX	Activities	Timeframe	Annual Target	Quarterly Targets			
												1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
	Rendering effective services	Service level agreements not signed	Review and Signing of service level agreement with Transport & Arts, Sports & culture departments	Draft agreements with relevant department	1.Allocated library grant and audited licensing revenue collected 2.Renovations of Bloemhof library	Improved Transport & Library Services to community members	One service level per agreement sector	300 000	1. Liaise with relevant sector departments in signing the agreements.	Sept 2011	2 Signed Service Level agreement	Signed agreements	N/A	N/A	N/A
	Quarterly departmental meetings	Departmental meetings held regularly	Monitoring & Implementation of departmental meetings resolutions	Draft Schedule of departmental meetings	Signed resolution register send to managers & supervisors for implementation	Prompt responses to departmental & community problems	4	N/A	1.Signed Draft schedule of departmental meetings 2.Resolution register send to managers	Quarterly	4 Departmental Meetings held	1	2	3	4
	Review of waste Management plan	Review of old waste management plan	Review waste management plan in conjunction with DRSM	Facilitate Meetings with DRSM to Appoint environmental expert consultants in drafting the plan	Drafted waste management plan	WMP in place & approved by the community	1	20 000	Facilitate communication & schedule meetings with the DRSM	Jan2012	Signed document of reviewed WMP	Facilitate communication & schedule meetings with the DRSM	Continuous Meetings & workshops	Adoption of the WMP by council	Complete document signed by MM
	Facilitate housing	1000 units approved by DPLG  1997 blocked project	Facilitate new housing allocation  Unblock old project	Approved new & funding allocation by DPLG	Signed approved SLA by MM&DPLG	Number of allocations approved & blocked	10000  6000	40 000	1.Facilitate communication with DPLG 2. Preparation of beneficiary	March 2012	Old projects unblocked  Allocated new units	Follow up with the provincial DHS on our application	Ongoing follow up with higher structure provincially	Take the matter to national government	Follow up

									list 2. handing over of finished houses						
	Provide refuse removal services	100% provision of refuse removal services and extend it to new areas	<b>Maintain the existing service and provision of plastic refuse to household without refuse bins</b>	Number of household provided with refuse bags and supervised weekly collection schedule signed by the HOD	Procurement of plastic refuse bags & signed weekly schedule by HOD	Reduced Complains from community members	3000 refuse bags	R80 000	1.Weekly collection of refuse  2.Quarterly procurement of black refuse bags	Sept 2011	Procurement of refuse bags by Sept 2011	Table proposal before council for approval & procurement of refuse bags	On-going procurement & continuous refuse removal	On going	On going
	Provision of cemeteries & closing of geluksoord unit	Utlwanang & Bloemhof cemeteries almost full & geluksoord is established on wetland	Establishment of new cemeteries at both towns	Identification of land & appointment of environmental expert to conduct EIA & geotech	New cemeteries ready for use	Dignified burials for community members	2	R6.5m	1. Appointment of environmental experts to conduct EIA. 2.Signed PPP agreement with service providers	Sept 2011	Newly established cemeteries ready for burials	Opening of new cemeteries	Continuous maintenance of cemeteries	On going	on going
	Facilitate access to Library facilities	Increased access to our libraries	Facilitate renovation & Building of Utlwanang & Bloemhof of library	Appointment of service provider /contractors by the municipality and Dept. of Sports, Arts & culture	Handing over of the buildings to contractors	Improved library services to community	2	R4m for Utlwanang  R2.5m for Bloemhof.	Appointment of service provider /contractors by the municipality and Dept. of Sports, Arts & culture	Sept 2011	Completed projects of libraries	Commencement with building & renovations	Construction continues	Construction continues	Construction continues
	Municipality to render traffic speed camera service	TMT Speed camera currently in Bloemhof	Renew TMT contract for 3 years and extend the service to	Extension of contract proposal tabled before council for approval	Adopted & signed service level agreement by Council & MM  Approved	Visible Traffic Officers on our roads	1	R400 000	Motivate to council about the importance of extending TMT Contract	August 2011	Renewed TMT contract	Setting up plans for Christiana approved road	Monitoring and supervision of the service	Continuous operation	Continuous operation

			Christian a	Approved road application for Christiana by NPA	Road certificate from NPA										
	Traffic law enforcement	Road marking & signs very old Visible traffic law enforcement not existing in all units	Replacement of old traffic signs,  Painting of road markings.  Setting of traffic operations during peak hours & holidays	Procurement of paintings & traffic signs  Drafted Operations schedule signed by HOD	Visible traffic signs, road markings, & traffic officers	Reduced accident on our roads	2	R250000  R80000	Replacement of old traffic signs,  Painting of road markings.  Setting of traffic operations during peak hours & holiday	Dec 2011	Replaced old traffic signs, visible road marking & traffic officers	Replacement of old signs and markings  Implementation of POA	Ongoing implementation	Ongoing implementation	Ongoing implementation
	Upgrading and reopening of testing stations	Both testing station not fully operational	Upgrading of bloemhof station & Christiana	Sourcing of quotation from prospective suppliers/contractors	Appointment of contractor/supplier	Provision of quality testing services to community	2	R1.2m	Sourcing of quotation from prospective suppliers/contractors	Dec 2011	Upgraded testing stations	Negotiate with TMT to fund the Bloemhof Station & motivate to council to fund Christiana's	Continuous follow ups on proposal	On going	Complete projects
	LUMS / SDF	Lekwa-Teemane LUMS/SDF not in place	Develop LUMS/SDF for Lekwa-Teemane	Drafted copy of LUMS	Adopted copy by Council	Implementation of LUMS/SDF	1	R450 000	Appointment of consultants	March 2012	SDF/LUMS in place by March 2012	Consultative meetings and workshops	Consultative meetings and workshops	Draft copy tabled to council for adoption	SDF/LUMS in place
	Maintenance and Management of recreational facilities	No specific person for care and management of facilities	Second/ Appointment of a caretaker with a team of workers	Internal secondment/ advertisement of a caretaker post	Secondment/Appointed of caretaker	Well maintained recreational facilities	2	R112 000	Enter into agreement with local teams to take care of sporting facilities	Nov 2011	Facilities in good conditions	Facilitate meetings with local teams	Provide necessary support to the teams	Implementation of the agreed terms and conditions	Ongoing maintenance

	Coordination & Support to all local SMMEs & Cooperatives	No updated municipal database	Sustainable coordination & support to SMMEs and cooperatives	Advert placed on newspapers, organize workshop with SEDA	No of registered SMME's & cooperatives on our database	Empowered business committees & self-sustainability	12	R15 000	Partner with SEDA in empowering community members on self-sustainability	Jan 2012	Report on support given to SMME's & Cooperatives	Identify and register all SMMEs in our database	Do needs analysis and offer support	Offer support	Report to council
	Revival & promotion of Tourism	Nonfunctional Lekwa Teemane tourism association	Revival of the association and establishment of subcommittees in both towns	Invitation extended to all stakeholders and drafting of tourism project plan	Names of member and project plan approved by council	Signed project plan & implementation of the plan	1	R15 000	Invitation extended to all stakeholders and drafting of tourism project plan	Jan 2012	Functional tourism association	Invitations to stakeholders and project planning meetings	Names and project plan to be adopted by council	Implementation of the project plan	Ongoing implementation
	Revival of leather project and appointment of new beneficiaries	Nonfunctional leather project	Appointment of new beneficiaries and project manager	Enter into a service level agreement with the DRSM	Signed service level agreement with beneficiaries and project manager	Empowerment of community members	1	R250 000	1. Facilitate meetings with DRSM LED unit 2. Enter into a service level agreement with the DRSM	Feb 2012	Operational leather project	Draft service level agreement and appointment of new beneficiaries	Adopted agreement by council	Procurement of materials	Ongoing operations
	Drafting of LED strategy	No LED strategy for Lekwa - Teemane	Appointment of consultant through the DRSM for drafting of LED strategy	Available LED strategy draft	Adopted draft copy by the council	Functional LED unit	1	R400 000	1. Facilitate communication with DRSM LED unit 2. Enter into a service level agreement with the DRSM in	Feb 2012	LED strategy in place	Appointment of a consultant	Adoption of the strategy by council	Implementation of the strategy	Ongoing implementation

									implementing the strategies						
	Staffing LED unit	1 vacant position	Appoint 1 LED coordinator	Advertised posts published on newspapers	Appointment letter issued to new candidate	Functional LED Unit	1	R87 000	Advertised posts published on newspapers	April 2012	Appoint 1 LED coordinator	Recruitment process	Recruitment process	Appointment of LED coordinator	
	Staffing of general workers	24 vacancies	Filing of all 24 posts of general workers	Advertised posts published on newspapers	Appointment letter issued to new candidate	Improved Service delivery	24	R1.5m	Advertised posts published on newspapers	April 2012	Appointment of general workers	Recruitment process	Recruitment process	Appointment of general workers	
	Traffic Staff	Staffing of traffic Office	Appointment of 2 traffic officers, 2 Examiners, 2 Learners Officers	Advertised posts published on newspapers	Appointment letter issued to new candidate	Visible law enforcement	2	R644 000	Advertised posts published on newspapers	April 2012	Appointment of traffic officer	Recruitment process	Recruitment process	Appointment of general workers	
	Appointment of Community Service Manager	Vacant position of Community Service Manager	Filling of community service manager	Advertised posts published on newspapers	Appointment letter issued to new candidate	Improved Service delivery	1	R174 000	Advertised posts published on newspapers	April 2012	Appointment of community service manager	Recruitment process	Recruitment process	Appointment of general workers	

### 3.3. THEMATIC AREA 3: MUNICIPAL TRANSFORMATION, INSTITUTIONAL DEVELOPMENT & LABOUR MATTERS

## Analysis

### 1. Municipal Transformation and Institutional development:

#### Status Quo:

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

#### Challenges:

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

### 2. Labour Matters:

#### Status Quo:

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

#### Challenges:



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

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

### 3.3.1 Top Layer SDBIP – Score Card

BROAD KPAs	MUNICIPAL PRIORITIES	BALANCE SCORECARD PERSPECTIVES	OBJECTIVES	VOTE/DEPT	BASELINE	KPIs	BUDGET	TARGETS					PORTFOLIO OF EVIDENCE
								ANNUAL TARGET	1 <sup>st</sup> QUARTER	2 <sup>nd</sup> QUARTER	3 <sup>rd</sup> QUARTER	4 <sup>th</sup> QUARTER	
1. Good Governance	Promotion of Good Governance through effective processes	Customer	Communication and community participation	Corporate	Communication strategy approved	Improved quality of External newsletter distributed.	20 000	4	1	1	1	1	Copy of newsletter
				Corporate	2 Imbizos	Mayoral Imbizo's report.	10 000	2	1	-	-	1	To have two reports on Imbizos
			Corporate	12 Minutes of Council Meetings		Opex	12 Council meetings.	3	3	3	3	Copy of Signed minutes by Mayor and MM.	
			Corporate	4 IGR Report	Inter-Governmental forum report.	20 000	4 Meetings	1	1	1	1	IGR reports	
			Corporate	None	Customer satisfaction survey report	20 000	2 CSS Report	-	Half Yearly Report	-	1 Report to Council	2 Reports on CSS	
			Corporate	Established Special Programs office	Establish disability desk by August 2011	50 000	Quarterly reports to council	1	1	1	1 Report to council	Attendance register and minutes	
			Corporate	Ensure stability in Council									

			Ward Committees not fully functional	Corporate	6 Ward committees fully functional	Revive all Ward Committees	Opex	6 Ward Committees functional	2	2	2		Minutes and list of elected members
			Delegation of Function Policy to be updated and implemented	Corporate	Policy is available	Review and adoption of policy	Opex	Adoption of reviewed policy	Review and adopt policy				Adopted policy
				Corporate	None	ITC Service level agreements signed/Memorandum of agreements	∅						Signed SLA by MM.
			Monthly Departmental Meetings	Corporate	Deptmental meetings not sitting regularly.	1 meeting per Month	∅	12 Reports	1	1	1	1	Minutes signed by Director.
			HR POLICIES	Corporate Services	Review	Adopted HR Policies	25 000	EAP,HR Strategy,HIV/AIDS,Bursary Policies	Consultation and Drafts	Adoption by Council	-	-	Policy
			Employee Assistance Policy	Corporate	EAP	Improve employees personal growth and provide employee counseling.	20 000	2 Workshops	-	Motivational Session	Personal Finance Management	-	Signed Reports by Corporate Services Director and MM
			Employment Equity	Corporate	Review	Adopted EEP	Opex ∅	Annual Reviewed of Targets	Submission to LLF and Council	Submission of EE Report	-	-	Adopted by Council
			Functionality of LLF improved	Corporate		Revive functional LLF	Opex	Fully functional LLF					Minutes and attendance registers
		Learning & Growth	WSP review	Corporate	WSP adopted	Reviewed WSP and implementation	Opex ∅	Reviewed WSP by Sept. 2011	-	Planning and Consultation Processes	Adoption by Council	Submission of WSP by end June	Adoption by Council
		Internal	Internal	Corporate	communicati	Improve	Opex	4	1	1	1	1	4 issues

		<i>Business</i>	<i>communication</i>		on strategy	quality of Internal newsletter and Distribution.	Ø						
			Internal Legislative Compliance	Corporate	Ongoing	OHS,MFMA, BCEA,SALG BC & BY-LAWS	30 000	2 Update Workshops	1	-	1	-	Workshops
				Corporate	Established website	Quarterly updating of the website.	Opex	Website Updated Quarterly	1	1	1	1	Website to be accessible to external and internal users
				Corporate	Municipal logo, vision & mission.	Branding & Marketing of the municipality	200 000	Improved image of the municipality	25%	25%	25%	25%	Improve corporate image of Municipality
				<i>CORPORATE</i>	<i>ONGOING</i>	<i>AUDIT LEAVE REPORTS – SHARED AUDIT</i>	<i>200 000</i>	<i>2 REPORTS</i>	<i>-</i>	<i>HALF YEARLY LEAVE AUDIT</i>	<i>Update</i>	<i>FINAL LEAVE AUDIT</i>	<i>Reports verified by HR Manager</i>
		<i>Learning &amp; Growth</i>	Capacity building	Corporate	Work Skills Plan	Training of staff members	270 000	Minimum of 50 staff member trained	-	25	10	15	Training plan to be approved by training committee
			Provide Land for Business & Residential	Corporate	Approved SDF	Allocate land in terms of SDF	1,650 m	12 Reports to Council	3	3	3	3	Record of allocation
			Municipal Buildings	Corporate	Municipal Buildings	Renovated municipal buildings	Opex	Renovate/Fix all municipal buildings	25%	25%	25%	25%	Renovation of halls approved by MM

			Promote Safety and Security in terms of our By-Laws	Corporate (Community Services)	By-Laws Published.	Each peace officer to submit and implement a plan of action	Opex	4 Reports & POA with at least 50 cases per Peace officer	1	1	1	1	Approved by Council
			Promote Clean & Safe Environment	Corporate	By-Laws Published.	Each peace officer to submit and implement a plan of action	Opex	POA with at least 50 cases per Peace officer	50	50	50	50	Signed Reports and proof of work done by Peace Officers
		Internal Business	Improve ICT Infrastructure	Corporate	Established ICT Server.		450 000	2 Reports on Updated and functional Server	updating	Half Yearly Report	updating	Yearly Report	Service Level Agreement to be signed
		Learning & Growth	Capacitate employees through experiential training.	All	None	Facilitate training of employees with service providers doing work for us	270 000	Relevant employee capacitated by consultants	Enter into agreement with SPs	Implement the agreements	Implement the agreements	Implement the agreements	Appointment of accredited service provider
2. Institutional Development & Transformation		Internal business	Staffing LED unit	Community /Cooperate	1 vacant position	Appoint 1 LED coordinator	Opex 110 000	Appoint 1 LED coordinator	Recruitment processes	Recruitment processes	Appointment of LED coordinator		Advertised posts published on newspapers
			Staffing of general workers	Community Cooperate	22 vacancies	Appoint 10 general workers	Opex 590 000	Appoint 10 general workers	Recruitment processes	Appointment of general worker	Vacancies filled	Vacancies filled	Advertised posts published on newspapers

			Traffic Staff	Cooperate	4 traffic officers positions vacant	Appoint 2 traffic officers	Opex 285 000	Appoint 2 traffic officers	Recruitment processes	Appoint ment of traffic officer s	Vacancies filled	Vacancies filled	Advertised posts published on newspapers
			Organizational structure to be aligned to the IDP objectives	Cooperate services	Present Organizational Structure not aligned to IDP	Review the Organizational Structure in line with IDP	Opex	Reviewed Organizational structure	Preparations and consultations	Review of organizational structure	Placement where necessary	Placement where necessary	Reviewed Organizational structure

### 3.4 THEMATIC AREA 4: FINANCIAL MANAGEMENT AND ADMINISTRATIVE CAPACITY

**Analysis:** Currently the municipality is undergoing a serious cash flow problem which creates problems of wasteful and irregular expenditures mainly on interests for late payment of creditors such as Eskom. The DDLG&T has assisted by appointing a service provider who will capacitate and collectively with the Municipality develop a revenue enhancement plan. Specific focus will be on debt collection, tariff restructuring and cash flow management. Staff shortage and skilling is a problem as well but it could only be addressed after the above project is completed.

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

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

#### REVENUE ENHANCEMENT STRATEGIES

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

#### SUPPLY CHAIN MANAGEMENT STRATEGIES

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

#### EXPENDITURE AND BUDGET MANAGEMENT STRATEGIES

- Payments be effected within 30 days
- Submission of both expenditure and budgets reports timely.
- Timely creditors' reconciliations.
- Implement budget reforms as per MFMA.
- Capacity building



- Safeguards of the supporting documents.
- The development of a comprehensive inventory and stores management policy.
- Annual budget compilation.
- Cash flow management
- Investment management.

**BUDGET AND TREASURY MANAGEMENT**

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

**CREDIT CONTROL AND DEBT COLLECTION**

- Indigent Management.
- Review and maintain credit control and debt collection procedures.
- Managing the cut-off, restriction, and disconnection and re connection.
- Reducing number of collection debts to 45 days.

**8.1. FINANCIAL MANAGEMENT AND ADMINISTRATIVE CAPACITY**

**3.4.1 Top Layer SDBIP – Score Card**

IDP Development Objectives	Corporate Objective	Baseline	Key Performance Indicator	Input Indicator	Output Indicator	Outcome indicator	Quantity	Budget	Activities	Timeframe	Annual Target	Quarterly Targets					
												1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>		

Build and strengthen the financial management of the municipality to enhance service delivery and achieve clean audit by 2014	Efficient and effective financial management	MFMA prescription	Review and adopt financial policies.	CFO office and normal operating costs	Adopted financial policies	Implementation of adopted reviewed policies	12	Normal operating expenditure as per approved budget.	Workshop and consultative meetings	10 <sup>th</sup> of each month	12 financial policies reviewed and adopted by 31 March 2012	2 policies	5 policies	5 policies	
	Revenue enhancement	Internal control measures	Tariff setting. Billing improvement. Development of cost recovery plan	BTO staff and R350000	Cost recovery tariff. Effective and efficient billing	Correct and accurate billing to all consumers	Monthly accounts	Normal operating expenditure as per approved budget.	Billing of accounts. Setting new tariff structure with cost reflective	10 <sup>th</sup> of each month	Cost recovery plan by Dec 2011. Improved billing and tariffs by June 2012	Develop cost recovery plan	Adoption of the CRP	Billing system improvement	implementation
			Comparison report on monthly billing v/s money received				12		Metering reading	10 <sup>th</sup> every month	90% of accounts opened of accounting systems	100%	100%	100%	100%
	Supply chain management and monitoring		Review and adopt SCM policy. Capacitate the SCM unit. Update service provider data base	Appoint 1 admin officer for SCM. Advertisement for data base registration. R75000	Capacitated unit with a reviewed and adopted SCM policy	Procure goods and services according	12	Normal operating expenditure as per approved budget.	Manage supply chain management	10 <sup>th</sup> of every month	Achieve objective by Sept 2011	Review policy Appoint staff	Update data base	100%	100%
	Expenditure and budget management	Previous year Annual cash collected not good	Timely submission of reports. Payment of creditors in 30 days. Inventory and stores management. Effective cash flow management.	MFMA section 71 reports. Inventory and stores Expenditure unit. Opex and Capex	Reports submitted. Creditors up to date	Improved cash flow. Healthy financial position	12	Normal operating expenditure as per approved budget.	Annual financial statements. Manage audit queries	10 <sup>th</sup> of every month	Audited cash flow statement. 12 sec.71 reports	Adopted budget	Cash flow plan	Manage capex and opex	

	Credit control and debt collection	Debt collection not effective	Capacitate the debt collection unit. Regular update of indigent register. Reducing debt age to 45 days	Debt collectors. Reviewed debt collection policy. Indigent register	Well-functioning unit. Updated indigent register	Reduced debtors account	1 policy	Normal operating expenditure as per approved budget and also commission fee of 21% to be paid base on money collected by outsource debt collector	Manage Indigent administration. Manage Credit control administration  Manage debt collection	Payment within 30 days	Achieve the KPI by June 2012	Train debt collectors.  Update indigent register continuously Implement debt collection policy	Update indigent register continuously	Update indigent register continuously Implement debt collection policy	Update indigent register continuously Implement debt collection policy
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IDP Development Objectives	Corporate Objective	Baseline	Key Performance Indicator	Input Indicator	Output Indicator	Outcome indicator	Quantity	Budget	Activities	Timeframe	Annual Target	Quarterly Targets			
												1st	2nd	3rd	4th
Build and strengthen the financial management of the municipality to enhance service delivery and achieve clean audit by 2014	Asset management (GRAP17 & 16)	MFMA prescripton and GRAP Guideline as approved by National Treasury	Adopt Asset Management plan and register.	CFO development of asset plan	Adopted asset management plan	Credible asset register in place		Normal operating expenditure as per approved budget plus external funding	Workshop and consultative meetings with different dictorates.  Physical audit of assets Recording of assets Development of of depreciation assets  Funding of assets	10 <sup>th</sup> of each month	12 repotrs2		Approved plan	Ass ets register	Asset register



### 3.5. THEMATIC AREA 5: GOVERNANCE, PUBLIC PARTICIPATION & INTEGVERNMENTAL RELATIONS

#### Analysis:

1. Governance & Public Participation:

Status Quo:

1. Council has been meeting regularly
- 2.

Challenges:

1. Though meeting regularly it has not been in terms of the adopted schedule of meetings.

2. Intergovernmental Relations:

Status Quo:

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

Challenges:

1. The IGR does not meet regularly

<b>THEMATIC AREA</b>	Governance, Public Participation & Intergovernmental Relations
<b>NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)</b>	Building a developmental state including improvement of public services and strengthening democratic institutions
<b>10 POINT PLAN</b>	<ul style="list-style-type: none"> <li>• Municipalities that have reliable and credible Integrated Development Plans (IDP's) that are used as a guide for every development, programs and projects within that municipality.</li> <li>• Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system.</li> <li>• Build and strengthen the administrative, institutional and financial capabilities of municipality, and all municipalities should have clean audits by 2014.</li> <li>• The creation of a single window of co-ordination, support, monitoring and intervention as to deal with</li> </ul>

	uncoordinated interaction by other spheres of government with municipalities including unfunded mandate.	
<b>NATIONAL PRIORITY OUTCOMES (2011/16)</b>	<b>Outcome 9:</b> Responsive, accountable, effective and efficient local government system	<ul style="list-style-type: none"> <li>• Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality</li> <li>• Implement the community work programme</li> <li>• Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues</li> <li>• Continue to develop performance monitoring and management systems</li> <li>• Ensure councils behave in ways to restore community trust in local government</li> </ul>
	<b>Outcome 12:</b> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	
<b>MUNICIPAL OBJECTIVES (2011-2016)</b>	<p style="text-align: center;"><b>OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>1. To ensure good governance;</li> <li>2. To Project Lekwa-Teemane Municipality as a preferred area to invest, live and work;</li> <li>3. To inform the community about services rendered and have an effective communication system ;</li> <li>4. To provide the necessary strategic support for the implementation of the SDBIP and MTAS</li> <li>5. To encourage and ensure public participation through ward committees, ensure participation of sector departments and other stakeholders on integrated planning.</li> </ol>	
<b>STRATEGIES</b>		
<ol style="list-style-type: none"> <li>1. Organise effective public participation and stakeholder meetings;</li> <li>2. Enhance Corporate image;</li> <li>3. Development and production of information brochures, articles, news-letters and stakeholder meetings in both electronic print media information;</li> <li>4. Develop and implement SDBIP and MTAS;</li> </ol>		

NB: SEE ABOVE SCORE CARD.

### 3.6 THEMATIC AREA 6: SPATIAL RATIONALE AND ENVIRONMENTAL MATTERS

**Analysis:** The municipality manage to compile a LUMS/SDF. The Framework will be attached to the document.

The municipality has formalised all the informal settlements. The municipality still has a housing backlog of 5500 housing units. The municipality has land for housing but also needs to rehabilitate some land.

In terms of environmental matters the municipality still has a problem of unlicensed landfill sites. The current landfill sites are situated below the 50 year flood line. The District municipality budgeted R 5.5m for the upgrading and establishment of new landfill site. The sewer purification plants of the municipality are below the 50 year flood line.

The District municipality are still in the process to develop an Integrated Waste Management Plan for the municipality.

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

(2011-2016)

households (that is 152 500 people) within the next five years (2011-2016)

- Ensure that the housing needs of the most disadvantaged residents are adequately addressed in the District (more than 30 000 housing opportunities by 2016).

### STRATEGIES

- Verify the housing need in the respective Municipal Areas with the respective communities and relevant role-players
- Devise and implement a Capacity-Building Programme, focusing on building the capacity of staff to manage housing projects
- Increase the housing/ownership options and choice (owner-built, rental housing, higher density urban, communal)
- Focus on the development and implementation of a Rural Housing Development Plan
- Make the community aware of the availability of housing subsidies
- Establish Public-Private Partnerships (PPPs)
- Ensure that housing needs are reflected in and coordinated through spatial planning



### 3.7 THEMATIC AREA 7: COMMUNITY AND SOCIAL SERVICES

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

#### STRATEGIES

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

## Analysis

(What is the status quo relating to this function - challenges-how do intend to address those challenges- If everything is well and good that's great- +- 1page)

### 3.8 THEMATIC AREA 8: CROSS CUTTING ISSUES

## Analysis

<b>THEMATIC AREA</b>	Governance, Public Participation & Intergovernmental Relations	
<b>NATIONAL GOVERNMENT STRATEGIC OBJECTIVES (2009-2014)</b>	Building a developmental state including improvement of public services and strengthening democratic institutions	
<b>10 POINT PLAN</b>	<ul style="list-style-type: none"> <li>• Municipalities that have reliable and credible Integrated Development Plans (IDP's) that are used as a guide for every development, programs and projects within that municipality.</li> <li>• Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system.</li> <li>• Build and strengthen the administrative, institutional and financial capabilities of municipality, and all municipalities should have clean audits by 2014.</li> <li>• The creation of a single window of co-ordination, support, monitoring and intervention as to deal with uncoordinated interaction by other spheres of government with municipalities including unfunded mandate.</li> </ul>	
<b>NATIONAL PRIORITY OUTCOMES (2011/16)</b>	<b>Outcome 9:</b> Responsive, accountable, effective and efficient local government system	<ul style="list-style-type: none"> <li>• Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality</li> <li>• Implement the community work programme</li> <li>• Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues</li> <li>• Continue to develop performance monitoring and management systems</li> <li>• Ensure councils behave in ways to restore community trust in local government</li> </ul>
	<b>Outcome 12:</b> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	
<b>DISTRICT OBJECTIVES (2011-2016)</b>		
<b>STRATEGIES</b>		

LEKWA-TEEMANE LM -Objectives

**3.9 INTEGRATED SECTOR PROJECTS AND PROGRAMMES LEKWA-TEEMANE GROWTH PATH**

LEKWA-TEEMANE LOCAL MUNICIPALITY TEMPLATE: GROWTH PATH – KEY PROJECTS 2010/11/12/13								
SECTOR	KEY PROJECTS IN MTEF	VALUE '000			ESTIMATED JOBS CREATED	DEPARTMENT RESPONSIBLE	OFFICIAL RESPONSIBLE	LOCALITY
SECTOR	KEY PROJECTS IN MTEF	VALUE '000			ESTIMATED JOBS CREATED	DEPARTMENT RESPONSIBLE	OFFICIAL RESPONSIBLE	LOCALITY
1. INFRASTRUCTURE	LEKWA TEEMANE	10/11	11/12	12/13	ESTIMATED JOBS CREATED	DEPARTMENT RESPONSIBLE	OFFICIAL RESPONSIBLE	LOCALITY
	a)Utlwanang Library	4 000	00	00	50	Sports Arts & Culture	Mr Pascal Letebele	Utlwanang
	b)High Mast Lights	1 400	00	00	30	MIG	Mr Oosthuizen	Bloemhof/Christiana
	c)Valuation Roll	500	00	00	00	Lekwa -Teemane Budget	Mr Oupa Makgale	Municipal area
	d)Upgrading of roads & storm water	5 000	5 000	00	150	MIG	Mr Oosthuizen	Municipal area
	e)Electricity Upgrading	6 700	00	00	50	MIG	Mr Oosthuizen	Municipal area
	f)Township Establishment	1 600	00	00	00	DBSA	Mr Pascal Letebele	Bloemhof/Christiana
	g)EPWP – Pothole repairs and township cleaning	1000	00	00	50	Dept of Public Works/District Municipality.	Mr. Oosthuizen/Mr. P Letebele	Bloemhof/Christiana
	h)Bucket Eradication Ext 5	512	00	00	40	District Municipality	Mr. Pascal Letebele/Mr. Oosthuizen	Bloemhof
	I) Electrification of Ext 9 houses Christiana Town	624	00	00	15	Lekwa-Teemane Municipality	Mr. Oosthuizen	Christiana

SECTOR	KEY PROJECTS IN MTEF	VALUE '000			ESTIMATED JOBS CREATED	DEPARTMENT RESPONSIBLE	OFFICIAL RESPONSIBLE	LOCALITY
	LEKWA – TEEMANE LM	10/11	11/12	12/13	ESTIMATED JOBS CREATED	DEPARTMENT RESPONSIBLE	OFFICIAL RESPONSIBLE	LOCALITY
2. GREEN ECONOMY	Kopano Enviromental Project	400 000,00	00	00	15	Social Development	Mr Motshwiri/Mr. P Letebele	Bloemhof
	Re-establishment of landfill site	00	5.900	00	20	District Mun.	Zebo and Mr. P Letebele	Bloemhof
	CLEANING CAMPAIGN	14400000	00	00	200	OFFICE OF THE PREMIER	Mr. P Letebele/Mr. Oosthuizen	Bloemhof/Christiana
3. MANUFACTURING	LEKWA – TEEMANE LM	10/11	11/12	12/13	ESTIMATED JOBS CREATED	DEPARTMENT RESPONSIBLE	OFFICIAL RESPONSIBLE	LOCALITY
	Tirisano Art Centre	250 000.00	00	00	14	DISTRICT	Mrs. A Moheta/Mr. P Letebele	Bloemhof
4. AGRICULTURE, AGRO-PROCESSING, RURAL DEVELOPMENT	LEKWA – TEEMANE LM	10/11	11/12	12/13	ESTIMATED JOBS CREATED	DEPARTMENT RESPONSIBLE	OFFICIAL RESPONSIBLE	LOCALITY
	Agro processing	50 000,00			06	DISTRICT Mun.	Mr. Pitso	Christianah
	Zezethu & Utlwanang Commonage Farms	50 000,00	00	00	12	District Municipality	Mr. Pitso/ Mr. P Letebele	Bloemhof & Christiana
5.LED AND TOURISM	LEKWA- TEEMANE LM	10/11	11/12	12/13	ESTIMATED JOBS CREATED	DEPARTMENT RESPONSIBLE	OFFICIAL RESPONSIBLE	LOCALITY
	Reolebogile Guest House	950 000.00	00	00	12	District Municipality	Mrs. A Moheta/Mr. P Letebele	Bloemhof
	Establishment of Development agency	1.200	00	00	5	IDC and Lekwa-Teemane Municipality		
	LED Strategy	400	00	00	6	District Municipality	Mr Pitso and Mr. P Letebele	Bloemhof and Christiana
6. KNOWLEDGE ECONOMY	Retsogile Education and Training	250	00	00	6	District Municipality	Mr. Pitso and Mr.P Letebele	Bloemhof/Chrsitiana
	WORKING ON FIRE	600 000.00	00	00	24		Mr. Pascal Letebele	Bloemhof /Christiana
7. SOCIAL ECONOMY	Renovation of Community Hall	400	00	00	30	Lekwa-Teemane Municipality	Mr.Pascal Letebele	Bloemhof/Christiana

# ANNEXURES

# LED STRATEGY

Strategic Framework for Local Economic Development 2006 - 07



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### **Abbreviations used**

BEE Black economic empowerment

CBO Community-based organization

CSIR Council for Scientific and Industrial Research

DBSA Development Bank of Southern Africa

DFI Development finance institutions

IDP Integrated development plan  
DM District municipality  
DPLG Department of Provincial and Local Government  
DST Department of Science and Technology  
DTI Department of Trade and Industry  
ICT Information and Communication Technology  
IDZ Industrial Development Zone  
LBSC Local Business-Services Center  
LED Local economic development  
NDA National Development Agency  
NEF National Empowerment Fund  
NGO Non-governmental organization  
NPI National Productivity Institute  
PDI Previously disadvantaged individual  
PPP Public-private partnership  
PPP's Public-private partnership  
SABS South African Bureau of Standards  
SARS South African Revenue Service  
Seda Small Enterprise Development Agency  
Sita State Information Technology Agency  
SMEDP Small- and Medium-Enterprise Development Programmes  
SME's Small and medium enterprises  
SMME's Small, medium and micro-enterprises  
UYF Umsobomvu Youth Fund

## **1. Purpose of document**

The basis of this document is premised on deliberate and carefully planned interventions, leading up to a business summit which was used to draw from various local economic players so as to intervene appropriately. This strategic collaboration between government (local), private sector and other parties is to uncover where the most significant obstacles to growth and development lie and the type of interventions that are most likely to remove them.

We will highlight the context in which there are areas of growth promise to the economy, the support required by the local government, and the nature of interventions capable of altering the economic landscape in promoting economic growth and addressing poverty.

## **2. Summary of Strategic Approach**

The strategy is based on three pillars:



- Promoting entrepreneurs through information forums, awareness campaigns, leadership training and workshops
- Strengthening the enabling environment through more flexible regulations, better access to finance and markets, improved infrastructure facilities and business support,
- Enhancing competitiveness and capacity at the enterprise level through skill training more focus quality-, productivity-, and competitiveness- support and the facilitation of technology transfer and understanding of the local economy.

Across these pillars the strategy is to be underpinned by improved information and knowledge spread and management, including expanded research and communication as well as monitoring and evaluation of existing support programmes.

A key strategic shift is to find a more co-operative approach of government towards its partners in the public and private sectors.

### **3. Core thrusts**

Within the strategic framework the document highlights five thrusts, which each needs strong and sustained commitment by local government to roll out their interventions as ways to unlock growth and reduce poverty.

#### **Substantially strengthen support for Business and SMME's access to finance**

Through a more targeted approach focus more on micro-, small and medium sized enterprises. There should be particular support given to the formulation of the youth-enterprise- development strategy currently being drafted by the Umsobomvu Youth Fund and the National Youth Commission. Initiate an entrepreneurship drive and expand education and training for small business specifically in support of youth owned enterprises.

#### **Create an enabling regulatory environment through Governance and Administration**

To be more financial viable it is important to do capacity building in improving service delivery of local government to businesses, developments and community.

#### **Further expand market opportunities for Tourism**

Efforts in this sphere have to happen through government's procurement process and the possible addition of schemes. With the strategy the proposal is to have a selection of a few products frequently used by government departments and public, to be manufactured by small-scale manufacturers.

#### **Local Farming and Mining support through co-coordinated information and advice-access points**

There is a mandate to design and implement a standardized delivery network that reaches both sections and integrates government-funded small-enterprise support.

#### **Minimum Infrastructure facilities in local-authority areas**

Essentially the integrated strategy has to link up closely with current IDP efforts in local municipality, with them being prepared to help to mobilize and initiate it.

While the strategy stresses that in each area the optimal mix of private-public, public-public partnerships together with government will be different; it is the integration of different

support clusters, which can, *if underpinned by significant resources and strong leadership via local government*, assure a meaningful acceleration of the process of economic growth.

#### 4. Objectives and Approach

The desired outcomes or objectives in this strategy is to improve the collaboration and communication between government, the other suppliers of support and the large and small-enterprise community in the process of implementing the strategy. This is envisaged through a number of strategic pillars of support.

##### Strategic pillars of support

An overview of priority areas of interventions within the strategy framework is set out below.

##### Unlocking the potential of Local Economic Development

<b>PILLAR 1 Promoting entrepreneurship</b>	<b>PILLAR 2 Creating enabling environments</b>	<b>PILLAR 3 Enhancing competitiveness and capabilities at enterprise level</b>
<ul style="list-style-type: none"> <li>a) Strengthening awareness about the critical role of entrepreneurship</li> <li>b) Promote focus on ownership through campaigns, training and workshops</li> <li>c) Expand franchise opportunities</li> <li>d) Strengthening business associations and networks</li> </ul>	<ul style="list-style-type: none"> <li>a) Prioritizing different thrust through creating forums/representatives on local municipalities</li> <li>b) Improve access to finances</li> <li>c) Strengthen access to markets via procurement, by-laws, information and business linkage</li> <li>d) Facilitate the availability of business infrastructure and premises</li> <li>e) Increase the effectiveness of enterprise support</li> <li>f) Localise support infrastructures</li> </ul>	<ul style="list-style-type: none"> <li>a) Strengthen managerial, business and technical skills</li> <li>b) Facilitate improved quality, productivity and competitiveness</li> <li>c) Support technology transfer, incubation and the commercialization of business services</li> <li>d) Expand SMME-focused sector support strategies</li> </ul>
<p><b>Cross-cutting foundation services required for success of the Pillars</b></p>	<p>Information, research, monitoring and evaluation</p>	

##### Interventions to advance growth

This integrated strategy has been designed to address the needs, assessment made and development potential of the whole sectors involved in economic growth of the Lekwa-Teemane Municipality.

The targeted sectors can be address on the bases of the following:

- The degree to which the market exists in particular with a SWOT analysis
- The degree to which segments create opportunities to support developmental goals through interventions
- The viability of suitable action plans to impact the local government

**4.2.1 TOURISM**

**SWOT Analysis:**

<p><b><u>Strength</u></b></p> <ul style="list-style-type: none"> <li>▪ Proximity to Johannesburg</li> <li>▪ Accommodation</li> <li>▪ Availability of water resources for water related activities</li> <li>▪ Opportunities of the FIFA World Cup.</li> <li>▪ Facilities to host</li> <li>▪ Low crime rate</li> </ul>	<p><b><u>Weakness</u></b></p> <ul style="list-style-type: none"> <li>▪ Roads</li> <li>▪ Accommodation not up to standard.</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>▪ Events</li> <li>▪ Tourism promotion and development</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>▪ Tourism awareness limited</li> </ul>

**Interventions:**

Products can be diversified which is important for tourism interest to be attractive. As an intervention this can promote more market access.

With all tourism the importance of a place to stay, the food to eat and the entertainment it offers. This where we see potential for interventions:

Accommodation:

- Under utilized
- Quality/standard

Food:

- Franchise opportunity
- Uniquely African Cuisine
- Fish Restaurant due to water access

Entertainment:

- Bloemhof dam opportunities
- Night life – cinema, theatre
- Sports – golf, sports complex.

**Planned actions:**

1. The need for Municipality to prioritize Tourism as an important facet of the area.
2. Tourism Management team: Representative that sit in on the Local Municipality.
3. The Management team can direct and support various tourism activities.
4. Arts & Culture – Creation of a Cultural Village that would lend the opportunity for small business development as well as the introduction to the area and its cultural heritage being along the N12 highway
5. The water resources lends itself to facilitate for expansion and upgrading of accommodation, and sports facilities like hosting as a fan fair park for the World Cup 2010

**4.2.2 BUSINESS and SMME's**

**SWOT Analysis:**

<u><b>Strengths</b></u>	<u><b>Weakness</b></u>
<ul style="list-style-type: none"><li>▪ Enough land</li><li>▪ SMME's exist</li><li>▪ Industries already exist</li><li>▪ e.g. Dairybelle and Beefmaster</li><li>▪ Natural resources are available around the area e.g. Diamonds, water, salt and fish.</li></ul>	<ul style="list-style-type: none"><li>▪ PPS's non existent</li><li>▪ BEE not understand properly</li><li>▪ Training is not relevant to some beneficiaries</li><li>▪ LED projects – Identification of beneficiaries is lacking</li></ul>

**Opportunities**

- The merger between the business chamber and small business forums.
- Regulate the unorganized businesses, e.g. drafting of by laws, Tourism Bloemhof dam development
  - Sub Contracting
  - Arts & Culture
  - Beef producing
  - Dairy farming
  - Small scale mining
- Seda / Municipality relations must be developed

**Threat**

- Fronting
- Inferior Products

**Interventions:**

Municipality must draft by-laws

Registration of businesses

Rates and tax co-sessions: big companies.

Seda must be more accessible.

Service Providers for drafting of business plans must be appointed by Seda

There is adequate land but it is not utilized

Municipality must identify and develop the land so that it can be utilized

Acquiring of land must be speed up

Town Planning is crucial for there is no difference between industrial and other business, e.g. storages in CBD

Infrastructure will have to suit a particular environment.

BEE opportunities should be created and be broad based.

**Planned actions:**

1. Small enterprises are highly sensitive to the availability, quality and cost of infrastructure facilities and business premises. This is the area where local government plays a role.
2. Establishment of LED Forums
3. Seda Entrepreneurship awareness campaigns
4. Co-funding of local industrial-park incubators and other enterprise-focus facilities in industrial development zones and other spatial development projects is essential. As far as possible these facilities should be linked to mentorship and training support related to specific sector-development strategies.

**4.2.3 INFRASTRUCTURE****SWOT Analysis:**

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>▪ Can sell resources to generate income e.g. water, electricity and land.</li> <li>▪ Sanitation is on course &amp; has national support.</li> <li>▪ Plenty of land, sought after</li> </ul>	<p><b><u>Weakness</u></b></p> <ul style="list-style-type: none"> <li>▪ Capacity (human capital)</li> <li>▪ Network structure</li> <li>▪ Capital injection</li> <li>▪ Townships – no coupon system for electricity – unable to audit</li> <li>▪ Roads back log (Internal network)</li> <li>▪ Roads – funding very little</li> <li>▪ Land – Marketing plan <ul style="list-style-type: none"> <li>○ Land use plan</li> <li>○ Assessment &amp; valuation</li> </ul> </li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>▪ Job creation</li> <li>▪ Upgrading of electricity networks</li> <li>▪ Outsourcing services to SMME's</li> <li>▪ Partnership with investors (BBBEE,PPP)</li> <li>▪ Skills development</li> <li>▪ New SMME's development</li> <li>▪ Construction <ul style="list-style-type: none"> <li>○ tenders</li> <li>○ influx of high income through land acquisition</li> </ul> </li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>▪ No proper planning therefore any investor confidence. No empowerment.</li> <li>▪ Lack of electricity and water supply restricts development.</li> <li>▪ Township illegal connections</li> <li>▪ Land lies undeveloped</li> <li>▪ No facilitated funding for <ul style="list-style-type: none"> <li>○ SMME's-sureties</li> <li>○ bridging finance</li> <li>○ does not pay SMME's in time causing them to close</li> </ul> </li> </ul>

**Interventions:**

IDP representative forum should be establish to involve all key stakeholders

District - bulk supply of water.

Eskom – infrastructure planning

DME put pressure on Eskom

Investor/Commercial institutions

- Social responsibility

- Pressure on Eskom

Public works / Road Agencies

- for roads

Tourism

Share income generated by infrastructure development.

Financial Institutions form part of the forum to take ownership of development.

**Planned actions:**

1. IDP forum together with Municipality management committee relevant to different portfolios will integrate & facilitate implementation of the above immediately involving finance houses that could help package deals
2. Roll out of infrastructure facilities with particular emphasis on townships and rural areas, including roads, telecommunication links, electricity supply, street lighting and business as well as public premises.
3. Support for extension of services and utilities and further improvement of affordability.

**4.2.4 FARMING****SWOT Analysis:**



<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>▪ Availability of Natural Grazing.</li> <li>▪ Sufficient Water Resource.</li> <li>▪ Favorable weather condition</li> <li>▪ Availability of markets for products</li> <li>▪ Well-developed infrastructure:</li> <li>▪ Roads</li> <li>▪ Railways Lines</li> <li>▪ Grain Elevators</li> <li>▪ Positive/well Established Inter Governmental relationship.</li> <li>▪ Presence of Dairy Belle and Beef Master</li> <li>▪ Existing Agricultural activities reduce poverty rate.</li> </ul>	<p><b><u>Weakness</u></b></p> <ul style="list-style-type: none"> <li>▪ Lack of cattle handling facilities for Small Farmers.</li> <li>▪ Lack of skills/knowledge of Farming related matters.</li> <li>▪ Lack of access to Agricultural Land</li> <li>▪ Previously identified Farming Projects on I.D.P. not been implemented.</li> <li>▪ Lack of inter-action between Small Scale Farmers and Commercial Farmers</li> </ul>
<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>▪ Crime-Farm attacks, theft of cattle / fences</li> <li>▪ Periodical drought</li> <li>▪ Diseases</li> <li>▪ Competition between Department of Agriculture and Mineral for available land</li> </ul>	<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>▪ The presence of Dairy Belle and Beef Master</li> <li>▪ Availability of a Land Reform Program</li> </ul>

**Planned actions:**

A forum for organized Farming to be established

Forum to be all inclusive:

- Department of Agriculture
- Land affairs
- Municipality
- Farming Community Commercial/ Small farmers

The main focus of the forum would be to address skill shortage, infrastructure and institutional matter

#### 4.2.5 MINING

##### SWOT Analysis:

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ Availability of diamond rich gravel</li> <li>▪ Availability of local tender facility (market)</li> <li>▪ Availability of water-river/underground.</li> <li>▪ Well-established local Diggers with knowledge and equipment.</li> </ul>	<p><b>Weakness</b></p> <ul style="list-style-type: none"> <li>▪ Unnecessary red tape / high cost make the Department of Mineral and Energy inaccessible for Small Mining applicants.</li> <li>▪ High potential Agricultural soil destroyed.</li> <li>▪ Lack of Diamond cutting-polishing facility</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>▪ Job can be created</li> <li>▪ Improved Local Economy</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>▪ High cost to start Mining can give cause for debt problems if applicants are not successful.</li> <li>▪ The non-rehabilitation of land hampers future development.</li> </ul>

##### Planned actions:

1. Before any process regarding small scale Mining can be made, the Local Council Must engage into discussions with Dept. of Mineral And Energy to:
  - Terminate all Mining activities currently on Municipal commonage land.
  - Municipal commonage land to be reserved for Lekwa-Teemane Small Scale Miners only.
  - Dept. of Mineral and Energy be encouraged to do away with red tape and high cost for Small Scale Miners of LEKWA-TEEMANE.
  - Dept. of Mineral And Energy to assist LEKWA-TEEMANE Small Scale Miners with rehabilitation of Land.
  - National Government should be encouraged to avail funds for LEKWA-TEEMANE Small Scale Miners, for training and purchasing of equipment.
  - Establish an organized structure for proper control and functioning of LEKWA-TEEMANE Small Miners.

#### 4.2.6 GOVERNANCE AND ADMINISTRATION

##### SWOT Analysis:

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>▪ The capacity of professionals in the Municipality Staff or well as Sector Departments</li> <li>▪ Channels of communication maintaining consistent communication with communities (English, Afrikaans, Setswana) accessibility</li> <li>▪ Well established and effective ward committee systems</li> <li>▪ The major businesses in LEKWA-TEEMANE MUNICIPALITY             <ul style="list-style-type: none"> <li>- Agricultural</li> <li>- Finance</li> <li>- Retail</li> </ul> </li> </ul>	<p><b><u>Weakness</u></b></p> <ul style="list-style-type: none"> <li>▪ No Municipal budget to implement IDP priorities</li> <li>▪ Workplace skills plan</li> <li>▪ Database – SMME's , Professionals, and statistics of HIV/AIDS</li> <li>▪ Policing Forum and business</li> <li>▪ Access to information</li> <li>▪ Newsletter &amp; Internet website.</li> <li>▪ Equity targets on projects. E.g youth, women &amp; people with disability</li> <li>▪ Political tolerance – Tendering</li> <li>▪ Inter governmental relationship – basically protocol.</li> <li>▪ Information dissemination.</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>▪ Mining</li> <li>▪ Capacity building in skills development – in order to address the low level of education.</li> <li>▪ Bring on board – SETAS, Umsombomvu &amp; SEDA for skills, projects &amp; business plans.</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>▪ Enforcement of by laws</li> <li>▪ Rate of unemployment</li> <li>▪ Poverty</li> <li>▪ Subsistence abuse- youth</li> <li>▪ HIV/Aids statistics very high</li> <li>▪ Street trading – street brokers</li> <li>▪ Poor payment of Municipal services</li> <li>▪ Poor service delivery to Business</li> </ul>

##### Interventions:

###### 1. Skills Development

1. Database numbers , types and age groups of technically qualified individuals and those going through training programmes
2. As assessment of skill/occupational shortages/ oversupply

###### Public Procurement Policies and “Buy local Campaigns”

3. By- laws and ordinances (information)
4. Local Government regulation
5. Policies: types of policy – Political Party Policy –implementation policy
6. National policy – administrative

## **2. Invest in soft Infrastructure**

1. Programs and Projects should include:

- enabling or providing skills training
- Provision of skills should be demand led
- Skills development – link to education programmes in schools

## **3. Providing Increased Business focused education and access to education**

- Subjects – work ethics, IT , Entrepreneurship, and finances.
- Adult literacy must be addressed through LED education and outreach strategies.

## **4. Research and Development**

- Collaboration between the Municipality, Business and institutions of higher learning.
- Eradicate placement programmes – Community LED satisfaction – survey

## **5. Business Advisory Services**

- Good practice is a one – stop shop.
- MPCC

## **6. Access to Capital and Finance**

- The Municipality must be involved in detailed advice to business on funding issues
- Banking institutions- relationships

## **7. Development of Business and Trade Associations**

- Business chambers/ forum
- SMME's forum

## **8. Improving service delivery of local Government services to businesses**

- Payment of creditors
- Happiness of the business people may attract more investment to the Municipality

## **9. Social Inclusion strategies**

- Women empowerment
- Recruiting disabled people into the workplace.
- Social activities for the young and elderly citizens

## **10. Crime Prevention measures**

- Free from drugs
- Imposing curfews at night
- After- school activities to keep young people busy.
- Policing forum
- Street lightning

## **5. Streamlining the support framework**

Economical advancement in particular growth or priority sectors includes agriculture and agro-processing, construction, small-scale manufacturing, tourism, crafts and cultural industries as well as the beneficiation of minerals.

Ideally one would hope that:

- All suppliers of services or supportive action would be fully aware of what each other player is doing and how these different services dovetail and could reinforce specific support.

- Businesses would be fully aware of the existence of all support services and how their own business could utilize them to meet their particular needs, for optimum co-operation between all.

## 5.1 Public-sector involvement: The key players

- Local and district authorities
- Provincial authorities
- Para-statals interacting with SMME's

## 6. Monitoring the Integrated Strategy

The importance of systematic, regular and objective monitoring and evaluation of progress with the overall strategy and its different components is beyond dispute.

It is imperative that Lekwa-Teemane Local Municipality continuously engage the communities and give regular feed-back of progress achieved during pre-planned interventions.

### 18.1 What is the future plans for Lekwa-Teemane Municipality

#### Cross cutting Issues

- 18.2 Integrated Poverty Reduction and Gender Equity Plan and Programme
- 18.3 Integrated HIV/AIDS Plan and Programme
- 18.4 Women and children Programme
- 18.5 Youth and Disability Programme

#### Water Services Development Plan and Programme (WSDP)

- 18.6 Water management issues

#### Integrated Waste Management Plan and Programme (IWMP)

- 18.7 Solid waste management plans

#### Integrated Transport Plan and Programme

- 18.8 Transport plans

#### Internal Audit Plans 2010-2012

#### Financial Cluster

- 18.9 Budget Summary
- 18.10 Five Year Financial Plan
- 18.11 Five Year Capital Investment Programme
- 18.12 Five Year Action Programme.

#### Approval Phase

#### Approval by Lekwa- Teemane Municipality

**Submission to Department of Co-operative Government and Traditional Affairs and Provincial Treasury**  
**Self-Assessment of Credibility of the IDP**

**Conclusion**

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