



**Integrated  
Development Plan  
2020/21 Final**



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# Section A: Executive Summary

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## 1. Vision & Mission

### VISION

“BY 2030, LESEDI MUNICIPALITY WILL BE A SMART, INNOVATIVE, EFFICIENT, PEOPLE CENTRED AND PERFORMANCE DRIVEN MUNICIPALITY PROVIDING A SAFE AND HEALTHY LIVING ENVIRONMENT AND HIGH QUALITY MUNICIPAL SERVICES FOR ITS COMMUNITIES”.

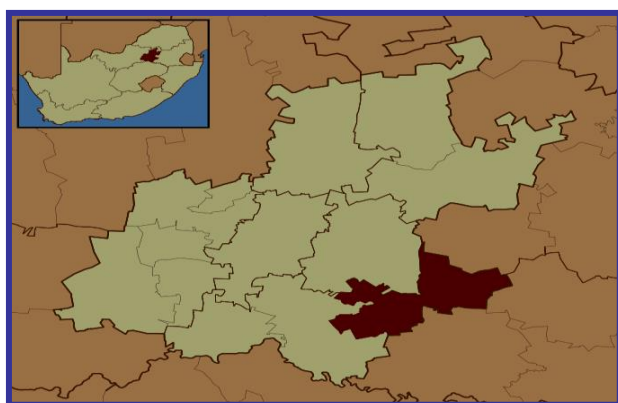
### MISSION

“LESEDI MUNICIPALITY WILL IMPROVE THE QUALITY OF LIFE OF ITS PEOPLE BY PROVIDING SUSTAINABLE HIGH QUALITY SERVICE DELIVERY MANDATES THROUGH INNOVATION, GOOD GOVERNANCE, CONTINUOUS CAPACITY BUILDING, INTEGRATED PLANNING AND APPLYING BATHO PELE PRINCIPLES”.

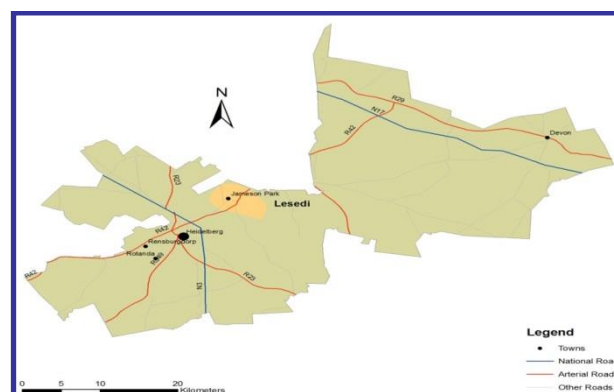
# Section A: Executive Summary

## Overview

Lesedi Local Municipality is a local municipality situated in the Sedibeng District Municipality of Gauteng, South Africa. Heidelberg is the seat of the municipality and during the first war of independence, Heidelberg served as capital of the Zuid Afrikaansche Republiek, from 1880 to 1883. The figure below shows the map of Gauteng with Lesedi Local Municipality highlighted;



Lesedi Local Municipality can be described as a primarily rural area, the major urban concentration located in Heidelberg/Ratanda, which is situated along the N3 freeway at its intersection with Provincial Route R42, east of the Suikerbosrand Nature Reserve. Devon/Impumelelo, which is situated on the eastern edge of the Municipal area, abutting the N17 freeway on the north is a significant rural settlement, while Vischkuil/ Endicott east of Springs abutting Provincial Route R29 is a smaller rural centre. The following map indicates places found in Lesedi Local Municipality as well as the major transport routes:



Lesedi spans an area of  $\pm 1430\text{km}^2$ , which is largely rural, with two towns situated within it, namely Heidelberg/Ratanda in the western part, and Devon Impumelelo on its eastern edge. The area can be described as mostly agricultural, with Heidelberg and Devon being the primary service centers for the surrounding agricultural areas.

As far as its sub-regional context is concerned, Lesedi is situated approximately 56km southeast of Johannesburg and is traversed by two national roads, namely the N17 and the N3, which create future economic development potential.

According to Census (2011), the population of Lesedi was estimated at 99 520, which reflects a population increase of about 27 652 since 2001. According to the recent community survey the population of Lesedi Local Municipality is now sitting at 116 922. Therefore, the total population of Lesedi accounts for only 10.9% of the total population of the district. Approximately 74.9% of the total population of Lesedi resides in the urban areas of Heidelberg/ Ratanda and Devon/Impumelelo, while the rest 25.1% is categorized as rural.

Municipalities	Total Population 2011	Total Population 2016	Total Population 2018 (Quantek)
Emfuleni Local Municipality	721 663	733 445	758 811
Lesedi Local Municipality	99 520	112 472	116 922
Midvaal Local Municipality	95 301	111 612	112 233

**POPULATION AS PER MUNICIPAL AREA (SOURCE: STATSSA & QUANTEK)**

# Section A: Executive Summary

## FOREWORD BY THE MAYOR

### Greetings to all residents of Lesedi Local Municipality,

The review of our Integrated Development Plan (IDP) and Budget for the 2020/21 financial year takes place at a time when we as a country and the world are hard at work fighting the Coronavirus pandemic. Our national government under the leadership of President Cyril Ramaphosa has declared Coronavirus pandemic a national disaster and announced several extraordinary measures to combat this grave public health emergency.

The nation-wide lockdown was enacted in terms of the Disaster Management Act as a measure to contain the rapid spread of the virus which is transmitted when people come into direct contact with those infected with the virus. The lockdown entailed amongst others; banning of public gatherings, closure of schools, maintenance of social and physical distancing. The lockdown also meant that all citizens should stay in their homes with the exception of essential workers in order for them to continue rendering essential services. Members of the public can only leave their homes to access essentials such as buying food, medicines, to seek medical care or to collect social grants.

Given the current situation that we all find ourselves in, a lot of changes had to happen for us to embrace this new normal way of doing things in order to help control the spread of the virus. As the leadership and residents of Lesedi Local Municipality we hereby abide by the Disaster Management Act regulations and play our part to ensure that we play part to save lives. Despite all these challenges we are faced with, the delivery of services and

the core business of the municipality must continue. Although unprecedented, the municipality will continue to utilise various social media platforms to communicate with the residents, in particular the IDP/Budget 2020/21. Using our official Facebook page, the municipality aims to reach and communicate with ordinary citizens, business people and rate-payers across the length and breadth of our municipal area.

It is with much gratification to note that, once again, Lesedi Local Municipality, attained an unqualified audit in the financial year of 2018/19. This is largely due to the unwavering commitment of our staff and Councillors who continue to work hard towards improving our municipality. Our goal is to ultimately attain a clean audit, of which through determination, prudence, commitment and political will we shall attain. Attaining this goal will give us much more joy and put our Council on the pedestal of being a well-governed municipality. We also remain committed towards improving our service delivery capabilities in the same manner we are committed to improving governance.

In realising our mission of continuously improving and developing living conditions of our communities through provision of bulk services, our IDP has been and will continue to be the guiding tool. It contains five key performance areas, wherein the following priorities are embedded: Sustainable infrastructures, Local Economic Development (LED), Job creation and Tourism, Agriculture and Rural Development, Social Development, Sports, Arts and Culture, Good Governance and Community Participation as well as Financial Viability.

## Section A: Executive Summary

We have also endeavoured to align our budget with our priorities, and ensured that we are much prudent with spending of the very limited financial resources at our disposal.

We are proud that we have continued to invest resources and efforts in the following:

- Construction of roads and upgrading of sanitation infrastructure in various areas in the Municipality,
- Local Economic Development and Tourism Strategy review,
  - Attracting appropriate investments and supporting SMMEs,
  - Positioning of Lesedi Local Municipality as a tourist destination;
  - Community development;
  - Financial support to needy students; and
- Implementation of internship programmes for graduates in scarce skills.

The year under review was however not without its own challenges and pitfalls, but from all those we were able to learn better lessons and picked ourselves up to ensure that Lesedi Local Municipality rose up to those demands and steered its ship forward.

The priority going forward, is to ensure that our local economy is rejuvenated and expanded to mitigate the impact of the COVID 19 in our area. The

municipality is currently reviewing the LED strategy to refocus our efforts and improve the ways of attracting investments and grow the local economy, thereby creating necessary jobs. The implementation of the LED strategy has led to a number of investments in the area, in the form of Lesedi Transit Hub (LETHU projects). The investments include, among others, reviving the Heidelberg Aerodrome, the establishment of a Dry Port, construction of a Government Precinct in rural areas, Revitalization of the Township Economy, SMMEs incubation centre, Skills development centre, Infilling and Densification. In addition, an inland storage facility has emerged as a secondary spin-off from the National Multi-Product pipeline which is developed by Vopak-Reatile

Let me take this opportunity to thank you, fellow residents, let us all continue to play a part in stopping the spread of the Coronavirus by;

- Observing social and physical distancing,
- Washing our hands regularly with soap or an alcohol-based sanitizer,
- Wearing our cloth masks when we are in public; and
- Staying at home unless –if we are essential worker going to buy essentials.

I thank you!

# Section A: Executive Summary

Cllr. Lerato Maloka

Executive Mayor: Lesedi Local Municipality

## Message from the Acting Municipal Manager

As the Accounting Officer of the Lesedi Local Municipality, it gives me pleasure to make this submission as the foreword of our IDP which seeks to take the public on board in respect of the service delivery agenda of the municipality.

The municipality has performed remarkably well in gaining the confidence of its communities through accelerated service delivery implementation of its core functions, namely water, sanitation, electricity and road infrastructure. The IDP which serves as a service delivery master plan of the municipality is reviewed annually to improve livelihoods within our space. During these unprecedented times, where the country is faced with the fight against Coronavirus by implementing lockdown measures, the municipality will strive to provide excellent basic service to our communities but ensuring that the National Disaster Act regulations are adhered to at all times.

The IDP 2020/21 will continue to provide opportunity for the municipality to deliver on all the Key Performance indicators as approved by Council in 2016/17FY. The municipality adopted a five-year Integrated Development Plan in the 2016/17 financial year as a service delivery framework to implement aspirations of the people who voted us into office in 2016. The IDP is aligned to the Gauteng

Provincial Government Transformation, Modernisation and Reindustrialisation plan, the National Development Plan 2030 and the Sedibeng Growth and Development strategy to ensure that the governmental development programmes to improve lives of communities are realised in our space and the duplication of resources is avoided at all cost.

### 1. Municipal Transformation and Organization Development

The Council has continually budgeted towards the improvement of the ICT network and systems and further support the new normal, by using ICT platforms to promote social distancing and allow more employees to work from home.

### 2. Basic Service Delivery

The municipality remains committed to improve access to services for all Lesedi residents. The total capital budget

# Section A: Executive Summary

is R72, million consisting of grants at the value of R64,6 million and own funded capital of R7,4 million.

## Notable projects:

- Electrification of Impumelelo Ext 3and4 - R11, 3 Million (Ward 13)
- Construction of roads and storm water in Kwa-Zenzele - R6 Million (Ward 12)
- Construction of roads and storm water Jamesonpark - R3 Million (Ward 10)
- Construction of roads and storm water Heidelberg Ext 23 and 26 - R4 Million (Ward 7&11)
- Upgrading of sewer pump line in Ratanda Ext 2 - R6 Million (servicing all Ratanda Wards)
- Replacement of Asbestos water pipes in Heidelberg - R8 Million (Ward 8 and 9)

### 3. Local Economic Development

LLM has established a platform to proactively engage with the local SMMEs and strengthen the link between other state departments, private sector and the local forums. This platform of communication has improved the relationship between government and small businesses in the area.

## Notable projects:

- LED and Tourism Strategy review
- Shared economic infrastructure (Shalimar Ridge Stalls)
- Agri-park (Obed Nkosi)
- Vopak-~~Re~~atile Bulk liquid terminal
- Game changer: Renewable Energy project (Bio gas)

### 4. Financial Viability and Management

The financial status of the municipality has improved drastically over the past two financial years, due to decisive implementation of management decisions on cost containment strategies and oversight role exercised by the Executive Mayor and her team.

### 5. Good Governance and Public Participation

#### ✓ External Audit outcomes

The municipality maintained an unqualified audit opinion on the regularity audit in the previous financial years.

#### ✓ Anti-Fraud and Corruption Hotline.

LLM has established the Anti-Fraud and Corruption Hotline managed independently by Public Service Commission. All

## Section A: Executive Summary

stakeholders and members of public are encouraged to report any suspected fraud and corruption activities to the hotline. The contact, number of the hotline is provided on our website, municipal notice boards and vehicles. The municipality is also working very close with the Ethics Institute to continuously conduct awareness campaigns with all councilors and employees to uphold good ethical standards.

Lesedi Local Municipality, in support of the country's efforts to contain the Covid-19 epidemic will be using social media platforms for public participation purposes. This is in response to Directions No. 43291 issued by the minister of Cooperative Governance and Traditional Affairs in terms of section 27(2) of the Disaster Management Act, 2002.

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Mr. Sbusiso Dlamini

Acting Municipal Manager – Lesedi Local Municipality



# Section A: Executive Summary

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## 2. LLM IDP Process Plan

The LLM Process Plan formulated and adopted detailed outlines aimed at helping Lesedi to embark on its own focused IDP Review Process.

The process commenced July 2019 and will be completed in May 2020. The Process Plan outlines the time frames of scheduled events, structures involved and their respective roles and responsibilities.

### 2.1. LLM Review Structures

**The following are structures set-up to guide the IDP Review Process:**

Actor	Roles/Responsibility
Council/Speaker/ Political Forum	<ul style="list-style-type: none"> <li>✚ Draw a code of conduct for representative Forum and Steering committee</li> <li>✚ Approve Process Plan</li> <li>✚ Adjust IDP to MEC's requirements and adopt</li> <li>✚ Answerable to the community</li> </ul>
Mayoral committee/Executive Mayor	<ul style="list-style-type: none"> <li>✚ Decides on the process of the IDPs</li> <li>✚ Overall management</li> <li>✚ Political co-ordination and monitoring</li> <li>✚ Approval of nominated persons to run the IDP process</li> <li>✚ Recommend to the council</li> </ul>
Municipal Manager/ Executive Manager: LEDP/ Assistant Manager: IDP	<ul style="list-style-type: none"> <li>✚ Manage and co-ordinate the process</li> <li>✚ Implement the IDP</li> <li>✚ Answerable to council and officials</li> <li>✚ represents the council at district level in the IDP co-ordination committee</li> <li>✚ ensure that all HODs and officials are capacitated and involved in the IDP process</li> <li>✚ chairperson of the Steering Committee</li> </ul>
IDP Political Steering Committee	<ul style="list-style-type: none"> <li>✚ consists of MAYCO, MANCO and officials</li> <li>✚ chaired by the Executive Mayor</li> <li>✚ fully involved in the planning and implementation process of the IDP</li> <li>✚ provides political inputs</li> </ul>
IDP Technical-Steering Committee	<ul style="list-style-type: none"> <li>✚ Consists of SMT and chaired by the Municipal Manager</li> <li>✚ facilitate the IDP process</li> <li>✚ formulate the IDP document</li> <li>✚ provide analysis, strategies, identify projects and integrate the plans or programs</li> <li>✚ continuously liaise with the Political Steering Committee</li> </ul>
IDP Public-Participation Meetings	<ul style="list-style-type: none"> <li>✚ Ensures that priority issues of their constituents are considered.</li> <li>✚ Ensures that annual business plans are based on the reviewed IDP.</li> <li>✚ Discusses and comments on the reviewed IDP.</li> <li>✚ consists of all organized formations including service providers</li> </ul>

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Actor	Roles/Responsibility
Ward Committees	<ul style="list-style-type: none"> <li>✚ identify specific needs</li> <li>✚ addresses them at the public participation meetings.</li> </ul>
District Council/Sedibeng	<ul style="list-style-type: none"> <li>✚ participates in the IDP process at all levels</li> <li>✚ assist with capacity building</li> <li>✚ ensure alignment</li> <li>✚ provide the district framework</li> </ul>
National, Provincial Government Departments and Service Providers	<ul style="list-style-type: none"> <li>✚ ensure alignment.</li> <li>✚ participate in the IDP public-participation meetings.</li> </ul>

## 2.2. Alignment

Vertical and Horizontal Alignment has been achieved as follows:

### 2.2.1. Liaison with Sedibeng District

The Lesedi Local Municipality is represented in the Sedibeng Intergovernmental Relations Forum. Meetings are held with the Sedibeng District Municipality. Interim documentation has been forwarded to Sedibeng on a regular basis, while the relevant officials and Councilors of Lesedi attended Sedibeng Steering Committee meetings as and when required. One-on-one meetings were also held when the need arose, while the Executive Managers regularly attended their relevant cluster meetings at the District. An inter-sectoral forum consisting of various provincial sector departments has been set up for purposes of IDP engagements.

### 2.2.2. Provincial and State Departments

Local development strategies and programs are informed by National and Provincial development policy, strategies and initiatives. Specific attention has been given to provincial pillars pronounce by the

Premier of Gauteng. Departments were invited to attend the Representative Forum meetings.

### 2.2.3. Adjacent Municipalities

Adjacent municipalities were invited to attend the Representative Forum meetings and were consulted on any cross-border issues or projects, which may arise. The Lesedi Local Municipality has regular meetings with the Ekurhuleni Metropolitan Municipality on cross border issues e.g. the project of the Tambo-Springs that takes place at the area that is covering both the Municipalities.

### 2.2.4. Sectoral Alignment within the Municipality

Alignment between the different sectoral plans, programs and projects has been achieved during the Steering Committee Meetings, as well as inter-departmental liaison throughout the process.

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## 2.3. Public Participation

The main structure for public participation comprised of twelve (12) public meetings. And where relevant, the database of participants in the IDP Public Meetings was updated in 2019 and these stakeholders were invited electronically to the meetings, through the use of SMSes. Loud hailing was also used to invite community members in areas where such mechanism is permissible. Notices of these meetings were also put up, inviting stakeholders' organizations to nominate members to attend such meetings through the media.

The Lesedi Local Municipality funded the facilities needed for the public participation process. Meetings were held in Ratanda proper, Ratanda X7, Heidelberg X23 and Heidelberg Central. The meetings were also held at Vischkuil and in Devon/ Impumelelo. Scheduling of meetings took place to meet the requirements of the majority of participants and was scheduled in the evenings. IDP material is in English, but presentations are done in vernacular and translation will be provided as and when the need arises.

### PROCESS OVERVIEW: STEPS AND EVENTS

The steps and events in Lesedi Local Municipality 2019/20 IDP review process are summarized in the table hereunder:

Steps and Events	Major Activities	Time Frames
<b>Formulation of Process Plan</b>	This was undertaken in conjunction with the Municipal Manager and Executive Managers at the outset of the project and was submitted to Council and Sedibeng District	July - August 2019
<b>Internal Review</b>	A technical review of the existing 2019/20 IDP was undertaken, including the following aspects: Review of comments from the Provincial Departments - adjustments to documentation where necessary. Review of strategies, programmes and projects pertaining to each priority issue, including: Project progress reports; Assessment and adjustment of development programmes [project time-frames, budgets, addition/deletion of projects]. Review of PMS and integration with IDP's. The format of project progress reports was developed in consultation with the IDP Core Team, the Executive Managers and other relevant officials. Aspects, which were addressed in these reports, include the status of funding, actual [measurable] progress to date, problems and concerns if applicable, and revised budgets and time frames if applicable. The results of the progress reports were incorporated into revised formats for the Project Information Sheets, the Summary List of Identified Projects and the Operational 3 Year Action	September – October 2019
<b>IDP Steering Committee Meeting</b>	The presentation of the status quo (current situation) and projects to extended SMT	27 January 2020
<b>IDP Political Steering Committee</b>	The presentation of the status quo (current situation) and projects to Mayoral Committee.	04 February 2020
<b>IDP Political Forum</b>	The presentation of the status quo (current situation) and projects to politicians	11 February 2020

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Steps and Events	Major Activities	Time Frames
IDP Public Meeting – Ratanda Multi Purpose Hall	Presentation of the status quo and projects to the public of ward 1,2,3.and 4	18 February 2020
IDP Public Meeting – Ratanda X7 Hall	Presentation of the status quo and projects to the public of ward 5 and 6.	20 February 2020
IDP Public Meeting – Heidelberg X23/26 Hall	Presentation of the status quo and projects to the public of ward 7 and 11	19 February 2020
IDP Public Meeting – Heidelberg Town Hall	Presentation of the status quo and projects to the public of ward 8, 9 and 10.	25 February 2020
IDP Public Meeting- Devon/Vischkuil	Presentation of the status quo and projects to the public of ward 12. In ward 13, there was instability coupled with a looming protest action, thus the engagement never materialised.	26 February 2020
Council Draft Approval	Submission of the Draft IDP to Council for approval	26 March 2020
Council Approves Final	Submission of the Final IDP to Council for approval	25 June 2020

## MEC COMMENTS

Gauteng Municipalities, including Lesedi, have made significant strides in ensuring that their IDPs are credible and compliant with the law – as shown by the timeous development, review and adoption of both draft and final IDPs of the 2019/20 financial year. The municipality is commended for this important milestone in improving the lives of our people. Municipalities are further commended for taking various initiatives aimed at promoting the linkages between IDPs and the strategic pathways of the other two spheres of government, despite challenges in the integrated development planning process.

In line with Section 32(2) of the Municipal Systems Act (32 of 2000), the municipality is to receive the comments made by the MEC for the IDP 2019/20. These responses seek to highlight areas requiring attention as part of the IDP review process whilst also presenting a number of issues for consideration in the next IDP review.

COMMENTS	RESPONSE
<b>SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</b>	
<b>The allocation of budget for repairs and maintenance of infrastructure appears to be a persistent challenge in the municipality: the rate at which the municipality's infrastructure assets are maintained. The existing National Treasury (NT) norm is that eight percent of property, plant and equipment per annum should be put aside by</b>	The low budget for repairs and maintenance is mainly due To budget constraints, in order to increase the budget capacity credit control needs to be implemented stringently this increase cash flow, decrease the debt impairment and thus allow for an increase in repairs and maintenance. In addition, if the revenue projections decrease it becomes a challenge to keep the maintenance budget in line with the existing National Treasury (NT) norms of 8%. However, the Municipality will be increasing the maintenance budget annually until it reaches the 8% norm.

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the municipality for repairs and maintenance of infrastructure. In contrast the municipality has budgeted for repair and infrastructure at 3.5 percent per annum. This suggests that the institution is repairing and maintaining its assets at lower rate than what is required. The municipality is urged to address the above-said incongruity to the NT norm.

Studies at the macro-sphere demonstrate that South Africa is a water scarce country and so is Lesedi Municipality at the micro-level. It is therefore vital that the municipality proactively puts systems in place to safe-guard the limited water resources available within its jurisdiction. It is therefore recommended that a Water Service Development Plan be developed to deal with water related issues in the municipality in an integrated and sustainable manner. Other initiatives in the area of water resources and processes including Water Pollution Control and Water Quality Management; and Water Quality control are acknowledged.

With regards to service delivery, specifically, social services, the municipality's commitment to contributing towards the implementation of the Substance Abuse Act through the formation of Local Drug Abuse Committees are commended. However, it is further recommended for children, people with disabilities, older persons, abused women and children, substance abuse treatment, rehabilitation and prevention. In order to

The Municipality has an approved Water Services Development Plan; however, the Plan needs to be reviewed. The Department of Water and Sanitation is currently assisting the Municipality to populate the automated Water Service Development Plan version, which will be approved by the Municipal Council once completed.

The Municipality is currently in the process of reviewing its Water Safety and Security Plan, to ensure that issues relating to Water Pollution and Quality control are addressed.

The current Water Conservation and Water Demand Management Plan/Strategy, seeks to ensure that the scarce water resources are secured through the reduction of water leaks. Multi years aging water supply infrastructure replacement programme, has been put in place effective from the 2017/18 fy. The programme is implemented through the Water Services Infrastructure Grant from the Department of Water and Sanitation.

The comments are noted with gratitude. Children, people with disabilities, older persons, abused women and children are assisted and supported when the need arise but special focus will be given to the mentioned community groups. The aim of the Social Development Section is to promote and uplift the quality of life, lifestyle and environment of the people within in Lesedi and assist people in need with assistance. Lesedi implemented the Day Mother program to improve accessibility to EDC services. Luncheon clubs were established in all communities for the Elderly and special attention is given to their needs in conjunction with the Provincial Social Development Department. The Gauteng Department of Social Development is in process of constructing a center for abused women and children. A meeting was scheduled by Senior Management, chaired by

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**effectively implement this, financial infrastructure and human resources should be prioritized to realise the foresaid programmes.**

the Acting Municipal Manager, to speed up the process. Land has been identified for this development. In terms of the Substance Abuse Act, rehabilitation is not the competency of Local Government. All rehabilitation cases/requests are referred to the Department Social Development. One Senior Social Worker has been appointed and vacancies are filled. The matter pertaining to additional resources will be referred to the 2020/2021 budget submission.

## LOCAL ECONOMIC DEVELOPMENT

**In relation to Green or Climate jobs interventions, the municipality is commended for putting in place plans to alleviate unemployment in the area through green jobs processes (i.e the Bontle ke Botho awareness campaigns, Aliens Vegetation and Bankrupt Bush Control Projects, and Community Workers Programme). For the municipality to run the foresaid projects sustainably and for long-term benefit of the environment as well as the community, a supporting budget should be made available.**

Manure to Biogas Project.

The released land for the establishment of a Manure to Biogas Plant in Lesedi as part of sustainable development in line with mitigations for climate change effects. The project will utilise the organic waste produced at establishment such as Beef Feedlot and convert such to Biogas.

Over 2000 jobs direct and indirect will be created and a number of spin offs are expected, through other waste management initiatives, such as recycling. The Environmental impact Assessment was approved on the 05 of December 2019. Funding exploration is underway.

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## SPATIAL DEVELOPMENT PLANNING

In relation to the idea of building an economic network, the Lesedi Local Municipality IDP indicated existing transport network links with neighbouring municipalities. The above-said approach is commended and epitomizes the importance of inter-municipal planning. However, there is a need for the municipality to further articulate clearly, the above-mentioned linkages in the Municipal Spatial Development Framework. Furthermore, on the concept of creating a viable and productive hinterland, the municipality highlighted the potential for agro-processing in the area such as Devon/Impumelelo and the R29 Corridor. It is important that the municipal SDF begins to spatially represent where existing small-scale agriculture activities are situated and where such activities are encouraged.

It is further noted that the Lesedi is experiencing air quality challenges in its area of jurisdiction and measures to address this are unclear due to the absence of an Air Quality Plan. The Lesedi Local

### Agri-Park

Although most high Agricultural potential land within the Municipality is located within R29 Corridor a decision was reached in inconclusion with GDARD to have a Planned Agri park to be developed at Obed Nkosi Extension 1 this will contribute towards Gauteng's vision of Township Economic Revitalization (TER)

The Agri-parks will provide for:

- Secured, intensive bulk production of a specific agricultural commodity for economies of scale
- Agro-processing within a shared infrastructure (incubation),
- Marketing avenues of agri-infrastructure,
- Value adding and marketing within the boundaries of a single geographical farm or an agricultural holding.

The Agripark will serve as an intermediary and a distribution facility whereby the smallholder farmers `s produce will be aggregated and graded in accordance with formal markets requirements.

According to the Lesedi MSDF of 2016 Heidelberg/Ratanda as the primary node of the municipality is situated along the N3 freeway at its intersection with Provincial Route R42, the same Provincial route that connects the eastern half of the municipality to the western half. Devon/Impumelelo, which is situated on the eastern edge of the Municipal area, bordering the N17 freeway from Mpumalanga to Gauteng on the north is a significant rural settlement, while Vischkuil/Endicott east of Springs bordering Provincial Route R29 is a smaller rural centre that is connected to Devon/Impumelelo by the Provincial Route R42.



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**Municipality falls under the Vaal Triangle Air Shed Priority Areas and is required to adopt the Sedibeng District Municipality Air Quality Management Plan and develop programmes for the implementation to address air quality challenges in the region. The Local Air Pollution Plan that the municipality has undertaken to develop in the 2019/20 financial year should be developed in line with the Gauteng Provincial Air Quality Management Plan. In addition to that, the establishment of the environmental Unit that is planned for this financial year should further include designation of air quality management Officer in the municipality as a starting point.**

**The municipality's 2019/20 IDP demonstrates no evidence that the municipality has a Climate Change mitigation and adaptation Plan or Strategy in place. Since the Lesedi Local Municipality falls under Sedibeng District Municipality, it is urged to adopt the district municipality's Climate Change Bill will require all municipalities to develop their own climate adaptation and mitigation plans for approval by the local leadership. In line with the above-said, it will be beneficial for the municipality to commence with plans to develop such a plan of action.**

**Moreover, the climate vulnerability assessment identifying commercial industries at risk to climate impacts is not in place as per the current and submitted IDP. The municipality is urged to**

The Municipality is in the process of filling the vacant post of the Environmental by-law enforcement officer of which one of their duties is to craft an Environmental Management plan which will link with Provincial and District plans such plans will be the Sedibeng District Municipality Air Quality Management Plan as a component of the Local Environmental Management Plan.

This Environmental Management Plan will/should introduce programmes like air pollution plan in line with the District and Provincial Programmes identified in the Municipality

The respond is noted. Lesedi Local Municipality falls within the Highveld Air Shed Priority Area but reports to Sedibeng District Municipality. An Air Quality Management Plan based on the Gauteng Provincial Air Quality Management Plan will be developed. In addition, action plans, based on the challenges within Lesedi will be developed to address air quality matters within Lesedi as well as cross boundary matters. The establishment of an Environmental Unit is supported whereby a dedicated Air Quality Management Officer should be appointed. Establishing such a unit will have to be done systematically due to the nature of the costs involved, with specific reference to equipment, human resources and training.

It should be noted that Sedibeng District Municipality is the Licensing Authority within Lesedi whereby emissions licenses are issued to industries that comply with the emission requirements

Comment noted. Even though Lesedi has only a few industries, the Gauteng Department of Agriculture and Rural Development (GDARD) vulnerability assessment map, and Pollution Buffer Zones Guidelines to minimize climate change caused by industry and other activities having negative impact on climate, will be used to determine the areas impacting negatively on climate change, within Lesedi.

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use the Gauteng Department of Agriculture and Rural Development (GDARD) vulnerability assessment map, and Pollution Buffer Zones Guidelines to minimize climate change impacts around industries at risk climate change impacts.

A gender performance or assessment of the environment in Lesedi Local Municipality by the Gauteng Department of Agriculture and Rural Development (GDARD) scored the municipality average. The key findings, for instance, reveal the biggest environmental challenges in the municipality as climate change, biodiversity management and conversation. Against the fore-said backdrop, it is recommended that the municipality focus on these areas ad build necessary financial and technical capacity. Such an approach will assist the organization to develop and implement plans and strategies including a biodiversity plan, soil conversation plan as well as various climate changes mitigation plans to address climate response actions and potential natural disaster risks.

The climate change action plan will address matters such as biodiversity management and conversation.

The resources needed, will be referred to the 2020/21 budget but will also be implemented systematically due to financial constraints.

The desired spatial form for Lesedi involves the conservation of areas of environmental significance such as indigenous vegetation, priority biodiversity areas, wetlands, rivers and their surroundings, etc. For this strategy to work there is the need for management and enforcement of environmental laws and negotiation processes to enhance the viability of environmental conservation and management in the Municipality. These, together form part of contributing towards the minimisation of the related effects of climate change and achieving a sustainable environmental system.

The current SDF Review is robust in redressing the natural resource scarcity and multi-dimensional impacts of climate change. Lesedi should in liaison with the Gauteng Department of Agriculture develop a single Gauteng Environmental Management Framework to advance a uniform approach to environmental, climate change, resource scarcity and waste output reduction.

Elements which make up the environmental structuring concept include high potential agricultural land, river systems (and catchments areas), unprotected biodiversity and ecological zones. Such areas would require different levels of protection and optimal utilization as part of the creation of an integrated open space system. The Lesedi SDF therefore seeks to adequately conserve and manage environmental elements which support the proper functioning of its biodiversity and eco-systems, and contribute to climate change mitigation and adaptation. The SDF thus makes proposals for the following:

- a.* River systems as essential functional systems would ideally require legally defined buffer areas to be applied to minimise undesirable impacts.

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- b. Ecological and biodiversity zones which are not formally protected would require to be appropriately designated as part of the municipal open space system where appropriate rules would apply.
- c. Formally protected areas such as the Suikerbosrand Provincial Nature Reserve; Heidelberg Natural Heritage Site; Daisy Private Natural Reserve; Voortrekker Private Natural Reserve; Nikolaas Private Nature Reserve and Alice Glockerner Provincial Nature Reserve will retain their current status and be appropriately maintained to combat any form of degradation.
- d. Conduction of Environmental Conservation Awareness Campaigns, particularly in former Townships Areas.
- e. Review of the Disaster Management Plan to be undertaken at a macro level wherein different risks within the Municipality such as lightning, fire (veld and structural fires), drought, floods and heavy rains should be assessed in order to identify future developments of disaster risk management within the Municipality and further identify backlogs and emergency strategies.

## FINANCIAL VIABILITY

***Loss/gain on trading services:*** this component measures whether the price at which the municipality is selling its services (i.e water, electricity, refuse removal, and sanitation) is sufficient in recouping the cost. For instance, if Lesedi provides its services at a loss, it will lose money needed to pay salaries, maintain infrastructure and conduct day to day operations. The grants allocated by national government are not enough to ensure the long-term sustainability of the municipality. On assessing the municipality, it is observed that electricity, which is supposed to be the main revenue driver for the

Tariffs of the municipality are based on approved tariffs from rand water and NERSA for the water related and electricity tariffs.

The main reason we have a R5m loss on revenue is mainly due to theft distribution losses bridged meters and the CRU's which are stealing electricity and water. Plans are underway to evict the illegal occupants of the CRU's meter audits and credit control is being implemented in order to deal with the losses.

WSIG is currently used to replace old water infrastructure and this has reduced the water losses.

municipality, is running at a loss of almost R5 million while other services just manage to break even. This causes major concern with regards to the financial sustainability of the municipality.

*Cash coverage ratio:* this measures the municipality's ability to meet its monthly fixed expenditure commitments with available cash and cash equivalents. The National Treasury (NT) norm is 1 to 3 months.

The budget ratio for the Lesedi Local Municipality is 0.2 suggesting that the municipality would only have six days of cash should all revenues stop is concerning. The municipality is thus urged to correct the above-mentioned situation for it to remain running and in existent.

*Cash projections:* this is to track how much in cash the municipality plans to have over the three budget years. The Lesedi Local Municipality has projected to close the next three financial years with R 14,8 million; R 18, 9 million and R 29,1 million respectively.

The three-year financial plan or projection is noted. In order for the municipality to achieve these cash projections and turn its financial situation around in general, it is recommended that the organization begins with the ring-fencing of a percentage of the capital budget towards revenue-raising infrastructure and try to increase the revenue-raising measures (i.e tourism), and

begin to use SALGA consultations on curbing the employee cost increases (these increases have already bankrupted some of the Sedibeng and West Rand municipalities).

It is important that municipalities emphasise that any proposed provincial projects must be accompanied by funding or human capital. In reality, the Province should not put excessive pressure on depleted municipal funds by requiring projects that are not accompanied by support.

## 2.6. Comments by Community/ Stakeholders During IDP Public Meeting 2020

The Lesedi Local Municipality is committed to ensuring community participation in the interest of participative democracy at local government sphere. The commitment to participate is underpinned by adherence to the Municipal Systems Act, which requires municipalities to consult local communities through appropriate mechanisms, process and procedures as well as by the MFMA, which has further accentuated the role of informing the development of community participation. In addition to this legal framework, the municipality remains committed to bringing participatory democracy closer to citizens and communities and ensuring progressive improvements in the quality of participation and the number of citizens who participate through organized formations. During the first phase, the municipality consulted with

the stakeholders, seeking their inputs into the framing of the draft IDP. During this period of engagement, a list of issues and comments representing stakeholders' views were drawn up.

The following template outlines a number of delivery issues that have been captured per Sector Department (KPA) and accordingly have been referred to the relevant departments for appropriate response and incorporation into future planning.

Due to Covid-19 pandemic, the comments by the community were reordered using social media platform.

Item No.	Comments	Responsible Department	Response	Due date
1.	The community members asked municipality to speed up the process of roads construction at Obed Nkosi because when it rains it cause a lot of damage which community cannot bear with it anymore.	IS	The contractor is appointed and onsite, all the roads and storm water challenges will be addressed accordingly, even beyond the current financial year.	30 June 2020
2.	Community member has since registered for a house in 2000 and has not received anything from Human Settlement Department, may the municipality assist in this regard.	LEDP	The current list of beneficiaries is quite long, nonetheless for all those who have registered and have been approved, there will be a process of subsidy registration. When that is completed, the beneficiaries will be directed according to the allocation list. In addition, the department of human settlement is currently building a mega project at Obed Nkosi to address this backlog.	
3.	The community members asked for the following to be taken into consideration, geyser installation and electricity issues since winter is around the corner at Obed Nkosi Ward 1 and Round 14.	LEDP/IS	Obed Nkosi, the contractor has been appointed for electrification of houses in Lesedi, the contractor has been appointed for the period of three years in order to address access to electricity supply backlogs.	
4.	Since there are informal settlement at Ward 2, community members experience chemical toilets being removed by the service provider and water issues as community members we plea with municipality to remove all informal settlement.	LEDP/IS	One of the objectives of Obed Nkosi housing project is to address issues pertain to informal settlement, with that been said the sanitation aspect will also be addressed accordingly. The department of human settlement is in the process of appointing a new service provider for provision and maintenance of toilet units.	
5.	Mechanical workshop is no longer safe which is a danger to a community, may CCTV Cameras be installed for staff and community members safety and at waste site (transfer station) may there be access control.	CORSER	The municipality is currently soliciting funding to improve security measures in all municipal buildings.	
5.	The community member who is also a ward committee, asked about the procedures that are followed before IDP consultative meetings. The IDP process does not find expression in ward committee meetings. Lastly, we plea with the municipality to run all projects that are envisaged for Ratanda because the municipality is really failing to deliver.	COSER	Ward committee members were inducted accordingly at the beginning of their term of office. Further clarity can be sourced from the office of the speaker.	

**IDP Public Meeting held on the 19February 2020– Heidelberg ETX23/26 Multi-Purpose Hall**

Item No.	Comments	Responsible Department	Response	Due date
1	Student accommodation is becoming an issue, may municipality intervene in this issue before it gets out of hand. We have also experienced rape and killings of our brothers and sisters.	LEDP	The municipality will engage with Sedibeng College and various other interested stakeholders to address the issues related to student accommodation.	30 June 2020
3	Streets lights/High-mast lights are not working properly in Ext 23/26, as community we no longer walking freely because we are being mugged and attacked by nyaope boys may this matter be attended before we lose souls.	IS	The municipality has the existing contact for maintenance of high-mast and street lights in Lesedi. All the affected areas will be addressed. Communities are also urged to safe keep these community infrastructures as vandalism is becoming rife and therefore depletes the resource allocation.	
4	May speed humps be implemented because our kids are no longer safe on the street here in Ext 23	IS	Speed hump will be erected as per the community needs.	
5	My concern is on stadium project is taking too long to complete and it was supposed to been completed long time ago. Even today that project is on stand still, the is no progress happening? The municipality is doing nothing regarding that issue of the stadium	IS	There is a planned hand over of the facility/project to the municipality.	31 March 2020
6	Some of us we are capable of building our own houses, as community we plea with municipality to give us site/serviced stands to build our own houses.	LEDP	The municipality is engaging with the Department of human settlement, to initiate the rapid land release program. Which will address such issues.	30 June 2020
7	The houses and yard are too smalls, I agree with municipality that there is no land but please try to do something about this issue is not safe the houses are too close meaning if one house catches fire all of them will be affected.	LEDP	The challenge is with the high influx of people in Gauteng as the province, thus the province took a posture to reserve utilisation of mass land for human settlement and introduced walk-ups as part of the program to address unavailability of land.	
8	Renting is an issue especially when you are old and have family, may municipality take us seriously and build us houses even if it is RDP houses since we are pensioners	LEDP	The current list of beneficiaries is quite long, nonetheless for all those who have registered and have been approved, there will be a process of subsidy registration. When that is completed, the beneficiaries will be directed according to the allocation list. In addition, the department of human settlement is currently building a mega project at Obed Nkosi to address this backlog	

**Stakeholder's Forum held on the 20<sup>th</sup> February 2020 – Heidelberg Ext 7 Community Hall**

Item No.	Comments	Responsible Department	Response	Due date
1.	Mariah Malumu is experiencing waste problem at her street House no. 5334 Mochana street, she asking for an urgent intervention from the municipality to help her remove the water in her yard.	IS	The contractor is onsite to upgrade the sewer line, crossing Ratanda Ext7 to Tokollohong Agr-Village. However, the community is urged to report all sewer blockages and visible water leaks to the customer care centre.	
2.	Streets lights are not working which put community members lives at risk and the truck that collect rubbish is no longer coming is no longer healthy for community members, may municipality take these issues to consideration said by Mariah Moloi Ward 5 House No. 6338.	IS	The municipality has the existing contact for maintenance of high-mast and street lights in Lesedi.  Solid waste is collected as per the schedule, however, there are challenge with regards to municipal aging fleet.	
3.	May I get assistance on how to apply for free water and electricity.	CFO	For indigent registration, the municipality usually ran roadshows for massive indigent registration, nonetheless the municipality in its offices at Ratanda, Devon and Heidelberg have the officer designated for assisting applicants. These can be done by just walking-in and asking for the officer, no appointments required.	
4	We are experiencing high rate of unemployment because whenever there are vacancies available municipality hire outsiders and forget about the youth of Heidelberg who possess same qualifications that outsider have	CORSER	All municipal vacancies are advertised on the municipality website and local newspaper.	
5	I am old and unemployment, yet I do not have a house. I registered for a house long time ago still have not find a one. Please assist me.	LEDP	The current list of beneficiaries is quite long, nonetheless for all those who have registered and have been approved, there will be a process of subsidy registration. When that is completed, the beneficiaries will be directed according to the allocation list. In addition, the department of human settlement is currently building a mega project at Obed Nkosi to address this backlog. It should also be mentioned that the priority is given to child headed homes, elderly and people living with disabilities.	

**Stakeholder's Forum held on the 25<sup>th</sup> February 2020– Heidelberg Town Hall**



Item No.	Comments	Responsible Department	Response	Due date
1.	Flats at Shalimar are being occupied illegally and I believe municipality is aware of this issue but nothing has been done.  Grass at block D (Shalimar flats) need to be removed because it might inhibit illegal activities	LEDP/CS	The municipality has obtained an eviction order from the court of law. Currently municipality is engaging on the reasonable manner with those that have invaded the space.  General maintenance including grass cutting will be rolled-out as per stipulated schedule.	
2.	(Rand water) M2 Project is causing problem to the community.  There is a serious problem with storm water when it is raining it cause lot of damage in Jamesonpark  Thank you for High Mast lights	CFO/LEDP/IS	The project belongs to Rand-Water including all upgrades in the vicinity (M7 project). However, the projects are integral for addressing capacity issues in Lesedi, including bulk infrastructure along the N3 corridor.  The roads and storm water will be address in the multi-year road infrastructure projects including this current financial year. The contractor is onsite.	
3.	Tenders are given to outsiders instead of giving them to community members for them to develop their business	CORSER	The procurement process is highly regulated, and the prescripts therefore allow for competitive bidding. It is rather obscured and unfortunate that these measures are viewed as an impediment for local business to get business from the municipality.	
4.	Please provide women and child abuse shelter.  Provide women empowerment budget that was promised last year	CS	The shelter for the abused women and children is a project that will be rolled-out by the Department of Social development. This project is still at planning stage with the architectural drawings been completed.	
5.	Having scrutinized the IDP document what route did the municipality take regarding Kaydale?  What is meant by the formalisation of Kaydale?  Who was consulted before the decision and who sanctioned the delegation process?  Is Kaydale part of the people catered by the Lesedi Local municipality?  Why are people from Kaydale not getting primary services like every area at Lesedi Local Municipality?	LEDP/CORSER	Kaydale was established 19  The Kaydale community decided to take the matter to the Constitutional Court, as the engagements with the municipality were ongoing. Thus, the disengagement, awaiting ConCourt decision.	
6.	Bergsig which forms part of Ward 10 is not considered in a municipality plan, right now there is no ECD, skills centre, park and library. We have been side-lined for long. Our kids are not getting employment, there are no projects coming our way which can benefit our community	CS/CORSER		
7.	We are experiencing high rate of unemployment because whenever there is a vacancies available municipality hire outsiders forget about us.	CORSER	All municipal vacancies are advertised on the municipality website and local newspaper.	

8	Hindu cemetery is not clean and is getting vandalised we plea with municipality to provide cleaning services.	CS	The rotational grass maintenance in all cemeteries is currently underway and will be monitored by the responsible horticulturist.	
9	Shalimar pedestrian bridge is not safe, too steep, a lady fell and hurt herself there, please build pedestrian road as the said bridge is danger to the community.	IS	The municipality will do a structural assessment, where repairs are required, that will be attended to.	
10	Shalimar park was supposed to be done long time ago but we do not see progress as community, municipality please intervene to this matter we also want to do some activities there and host events there.	CS	Shalimar Ridge park is currently undergoing construction and it should be completed in due course	31 May 2020
11	There are pot holes at Shalimar that need to be fixed immediately	IS	The patching of potholes is ongoing throughout Lesedi as part of road infrastructure maintenance.	
12	Streets lights at Shalimar are not working properly, as community we no longer walking freely because we are being mugged and attacked by nyaope boys may this matter be attended before we lose souls.	IS	The municipality has the existing contact for maintenance of high-mast and street lights in Lesedi. All the affected areas will be addressed. Communities are also urged to safe keep these community infrastructures as vandalism is becoming rife and therefore depletes the resource allocation.	
13	The stadium in Shalimar Ridge need to be renovated and maintained please assist with that.	CS	The department responsible, is soliciting funds to renovate the sport facility.	
14	As a resident of Jamesonpark Ward 10, I did not receive invitation to attend IDP2020/21 Public Participation Meeting that is why people of Ward 10 are not present.	LEDP	Upon the approval of the IDP process plan, the advert for public participation is published in the local newspaper. In addition, on the social media platform (Lesedi Local Municipality page) all the details of the meetings were communicated there, on the eve of the public meeting, loud-hailing was conducted in Jameson park. Lastly SMSes were sent to stakeholders to alert them about the public meeting	
15	LED lights were installed to save electricity but it wastes electricity instead of saving it, because those light are on all day long, please do something with this issue.	IS	The municipality has the existing contact for maintenance of high-mast and street lights in Lesedi. All the affected areas will be addressed. Communities are also urged to safe keep these community infrastructures as vandalism is becoming rife and therefore depletes the resource allocation.	
16	Jamesonpark Community hall is not in good state, it needs to be renovated or build us another hall if it is possible.	CS	Through CSI and other initiatives, the municipality aims to refurbish the hall at Jamesonpark and Ratanda Ext 7.	
17	All ITC projects have been the same since 2017-2020 please update it as things change every year.	LEDP	Other project appears on the IDP and remain unchanged because they are either multi-year projects, or the projects are not yet completed because funds are still being solicited.	

18	We have a challenge at Jameson Park when it comes to indigents registrations and approval.	CFO	For indigent registration, the municipality usually ran roadshows for massive indigent registration, nonetheless the municipality in its offices at Ratanda, Devon and Heidelberg have the officer designated for assisting applicants. These can be done by just walking-in and asking for the officer, no appointments required.
19	Councillor of Jameson Park does not have manners, the councillor must be called into order and stop conducting community meetings as political meetings.	CORSER	The matter will be escalated to the speaker's office, further investigation will be instituted.
20	What are requirements to apply for RDP house?	LEDP	<p>Married or living with a partner, or single and have dependents</p> <p>Over 21 years old and mentally competent to sign a contract.</p> <p>First-time homeowner.</p> <p>A first-time government subsidy recipient.</p> <p>Earn less than R3,500 per month per household</p>

**Stakeholder's Forum held on the 26<sup>th</sup> March 2020 – Impumelelo Community Hall**

Item No.	Comments	Responsible Department	Response	Due date
1	Invitation for IDP 2020/21 Public Meeting it was brought late and the timing is wrong because other community members will be at work and cannot be able to raise their issues.	LEDP	<p>Upon the approval of the IDP process plan, the advert for public participation is published in the local newspaper. In addition, on the social media platform (Lesedi Local Municipality page) all the details of the meetings were communicated there, on the eve of the public meeting, loud-hailing was conducted in Impumelelo.</p> <p>However, if the community would like the to reschedule the meetings for later on (i.e. 16H30) that should be communicated with the local councillor and the schedule will be changed to allow maximum participation.</p>	
2	We are experiencing high rate of unemployment because whenever there is a vacancies available municipality hire outsiders forget about us.	CORSER	All municipal vacancies are advertised on the municipality website and local newspaper. And the municipality is guided by the recruitment policy to fill vacancies.	
3	Please the person who is in charge or in control Facebook, must always be there for us when we need clarity or asked questions.	CORSER	The matter will be escalated to communication, and all the questions posed on social media will be provided with adequate responses.	

4	The price we are paying for burial at cemetery it is too much for us pensioners.	CS/CFO	The cost is determined by the costs involved in the providence of the entire service (i.e. preparing the grave, labour etc). However, for indigent burial, the municipality is able to assist its residents through a ward councillor and the department of community services.	
	We need mobile offices here in Devon, we do not afford travel expense.	CORSER	All queries can be forwarded to the Clerk who is based on the newly built offices. This will ensure that the turn around time is reduced, and services reach communities speedily.	
5	When will the library be completed?	CS	The matter will be escalated to provincial government of SHRAC, to get an update on what are the bottle necks.	30 June 2020
	Pot holes need to be fixed before they cause accidents or damage our vehicles. Roads need to be maintained.	IS	The patching of potholes is ongoing throughout Lesedi as part of road infrastructure maintenance	
7	It is being long time without employing youth from 2010 till 2020 or do I have to be politician to be hired at Lesedi Local Municipality?	CORSER	All municipal vacancies are advertised on the municipality website and local newspaper. And the municipality is guided by the recruitment policy to fill vacancies.	
	I am a deejay, soccer player and photographer but yet still not working please provide me with an opportunity to put my skills into use.	CORSER	All municipal vacancies are advertised on the municipality website and local newspaper. And the municipality is guided by the recruitment policy to fill vacancies.	

**Stakeholder's Forum held on the 26 February 2020 – Vischkuil/Endicott community Hall**

Item No.	Comments	Responsible Department	Response	Due date
1.	Kwazenzele community members we still living at informal settlement, while still battling living at an informal settlement, then experience electricity and water shortage, may municipality take our issues into consideration and attend to it urgently, we need houses.	LEDP/CS	As municipality we apologise for slow progress of building houses and we are very disappointed for failing community. As part of mitigation the Executive mayor along with the MMC responsible will escalate the matter to the MEC in order to solicit amicable solution to the challenge. A follow-up meeting in regards to human settlement in Kwazenzele will be communicated and the community will be updated.	
2.	May Municipality ask CPW to cut grass here at Endicott, before it brings dangerous reptiles at our houses.	CS		

3.	Endicott has lot of potholes that need to be fixed.	IS		
4.	Last year this time we had the same meeting, there have been challenges, there have been successes, there have been failures but you are not telling us anything about that. On the basis of that, we can be able to exchange ideas and views. Housing backlogs and reservoir.	LEDPI/S	As municipality we apologies for slow progress of building houses and we are very disappointed for failing community. As part of mitigation the Executive mayor along with the MMC responsible will escalate the matter to the MEC in order to solicit amicable solution to the challenge. A follow-up meeting in regards to human settlement in Kwazenzele will be communicated and the community will be updated.	
5.	Sewage is problem here at Endicott, we ask that municipality to attend to this matter as soon as possible.	IS	The municipality has attained the Water Use license and the designs are finalised. Currently the municipality is soliciting adequate resources to resume with construction work.	

## Section B: Situational Analysis

# Section B: Situational Analysis

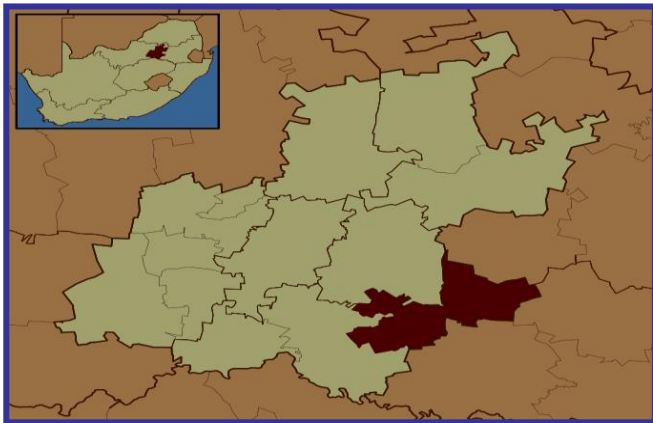
## 1. Basic Facts And Figures

The situational analysis and statistics presented in this section indicates the developmental challenges facing the Lesedi Local Municipality such as poverty,

unemployment and service delivery backlogs. The programs and projects in this IDP are informed by this scenario.

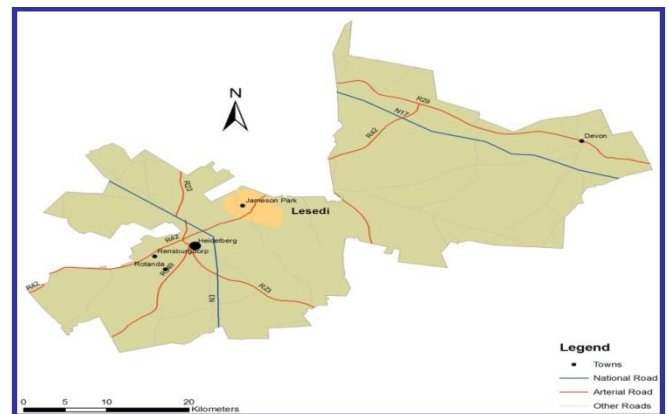
### 1.1. LOCALITY, General Description and Regional Context

Lesedi Local Municipality is a local municipality situated in the Sedibeng District Municipality of Gauteng, South Africa. Heidelberg is the seat of the municipality and during the first war of independence, Heidelberg served as capital of the Zuid Afrikaansche Republiek, from 1880 to 1883. The figure below shows the map of Gauteng with Lesedi Local Municipality highlighted;



Lesedi Local Municipality can be described as a primarily rural area, the major urban concentration located in Heidelberg/Ratanda, which is situated along the N3 freeway at its intersection with Provincial Route R42, east of the Suikerbosrand Nature Reserve. Devon/Impumelelo, which is situated on the eastern edge of the Municipal area, abutting the N17 freeway

on the north is a significant rural settlement, while Vischkuil/ Endicott east of Springs abutting Provincial Route R29 is a smaller rural centre. The following map indicates places found in Lesedi Local Municipality as well as the major transport routes:



Lesedi spans an area of  $\pm 1430\text{km}^2$ , which is largely rural, with two towns situated within it, namely Heidelberg/Ratanda in the western part, and Devon/Impumelelo on its eastern edge. The area can be described as mostly agricultural, with Heidelberg and Devon being the primary service centers for the surrounding agricultural areas.

As far as its sub-regional context is concerned, Lesedi is situated approximately 56km southeast of Johannesburg and is traversed by two national roads, namely the N17 and the N3, which create future economic development potential.

# Section B: Situational Analysis

## 1.2. Demographic Profile and Density

### 1.2.1. Size of the population

The aim for this section is to analyze some demographic statistics of the district so as to provide a base on which development within the municipality's area of jurisdiction can be made. In 2001 the population in Sedibeng District Municipality was recorded at 794 088 by StatsSA and the population has since increased by 122 396 in 2011. The total population in Sedibeng District Municipality is presently at 987 967. The population growth rate therefore from 2001-2018 was 1.43 percent per annum.

Year	Population	Source
2001	794 088	2001 Census
2011	916 484	2011 Census
2016	957 531	2016 CS
2017	973 810	2017 IHS/Quantek
2018	987 967	2018 (Quantek)

According to Quantek projections (2018), the current population of Lesedi is estimated at 116 992, which reflects a population increase of about 24 109 since 2010. Therefore, the total population of Lesedi accounts for only 10.9% of the total population of the district. Approximately 74.9% of the total population of Lesedi resides in the urban areas of Heidelberg/Ratanda and Devon/Impumelelo, while the rest 25.1% is categorized as rural.

Municipalities	Total Population 2011	Total Population 2016	Total Population 2017 (IHS)	Total Population 2018 (Quantek)
Emfuleni Local Municipality	721 663	733 445	749 622	758 811
Lesedi Local Municipality	99 520	112 472	114 287	116 922
Midvaal Local Municipality	95 301	111 612	109 901	112 233

### POPULATION AS PER MUNICIPAL AREA (SOURCE: STATSSA 2011, 2016, IHS 2017 AND QUANTEK 2018)

The racial composition of Lesedi is indicated in the table below and geographically most of the African population is concentrated in areas such as Impumelelo and Ratanda. This illustrates the entrenched racial divisions within the municipality. These tend also to reflect the socio-economic

geography of the municipality and the pattern of access to services.

Population Group	Total Population 2011	Total Population 2016	Total Population 2017 (IHS)	Total Population 2018 (Quantek)
Black Africans	76 919	88 177	91 936	94 316
Whites	19 562	22 375	19 149	19 308
Coloureds	1 156	898	1 694	1 739
Indians or Asians	1 313	1 022	1 508	1 559
Other	570			
<b>Total</b>	<b>99 520</b>	<b>122 472</b>	<b>114 287</b>	<b>116 922</b>

### POPULATION BY POPULATION GROUP: STATSSA, 2011, 2016, IHS 2017 AND QUANTEK 2018

The largest population group is Black Africans. This group makes up 80.44% of the municipality's population. The second largest population group is Whites which accounts for 16.75% of the population while the Asian and Coloured population groups account for 1.3% combined, of the total population. This is according to the projections made by IHS.

### 1.2.2 Population by home Language

Home language	Total population
Afrikaans	18788
English	4828
IsiNdebele	2423
IsiXhosa	3707
IsiZulu	39384
Sepedi	1311
Sesotho	21166
Setswana	1101
Sign language	640
SiSwati	450
Tshivenda	421
Xitsonga	980
Other	1381
Unspecified	-
Not applicable	2940
<b>Grand Total</b>	<b>99520</b>

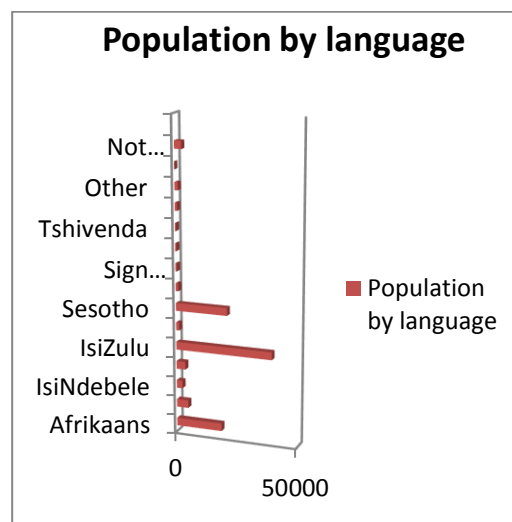
Population by home language (Source Census 2011)

The table above with the Graph below indicates the following regarding the population by home language which consist of a total population of 99 520: The IsiZulu speaking population is the highest with 39 384



# Section B: Situational Analysis

people, followed by the Sesotho speaking population which consists of 21 166 people, the Afrikaans speaking population is at third with a total of 18 788 people. The remainder of the home languages in numerical order (largest to smallest) of the amount of people per home language consist of English, IsiXhosa, Non-Applicable languages, IsiNdebele, Other, Sepedi, Setswana, Xitsonga, Sign Language, SiSwati and Tshivenda, with 20 182 people.



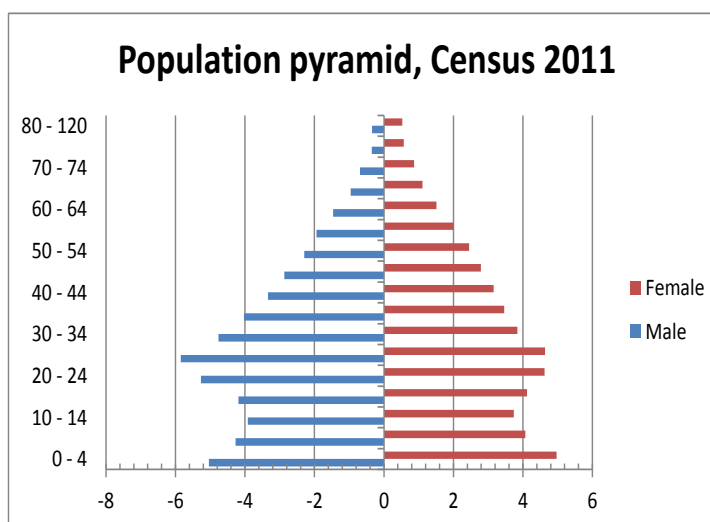
## 1.2.2. POPULATION age distribution

The population of Lesedi LM (as depicted in table and population pyramid below) shows larger numbers in the younger age groups, this indicates rapid growth. 34% of the population is below the age of 20. This youthful population will make different demands on the municipality than an older, mature population, for example on education, sport and recreation, libraries and other community facilities. It is therefore important that, whilst functions such as education are not the responsibilities of local government, LLM should interact more closely with provincial and national departments to ensure that the needs of this age cohort are catered for in planning.

There are also a large number of people in the economically active age group (15-54 years) and this is important to keep the dependency ratios as low as possible. There are also a significantly higher number of people in the 65 years plus age groups which might point to a significant number of retired people settling in the area.

Migrant labour is not a factor in the municipality as there are about equal amounts of males and females in the municipal area. However, there are anomalies in some cohorts between 20 years and 50 years. However there is no apparent reason that explains this situation.

Age Group (years)	Male	Female	Total	Age Group (Male and Female) (IHS 2017)	Age Group (Male and female) (quantek 2018)
0-4	5 019	4 943	9 962	11 055	11 051
5-9	4 245	4 048	8 293	11 272	11 465
10-14	3 904	3 723	7 626	9 934	10 410
15-19	4 173	4 105	8 278	7 975	8 204
20-24	5 247	4 601	9 848	7 653	7 563
25-29	5 817	4 617	10 434	9 737	9 563
30-34	4 740	3 824	8 563	10 365	10 498
35-39	4 010	3 447	7 457	9 681	10 040
40-44	3 325	3 142	6 467	7 866	8 299



## Section B: Situational Analysis

45-49	2 854	2 775	5 628	6 704	6 944
50-54	2 278	2 433	4 711	5 392	5 555
55-59	1 929	1 990	3 919	4 792	4 916
60-64	1 449	1 501	2 949	4 072	4 239
65-69	951	1 101	2 052	3 180	3 321
70-74	688	864	1 552	2 460	2 607
75- 79	348	566	914	2 127	2 247
80+	343	524	867		
<b>Total Pop</b>	<b>51 317</b>	<b>48 203</b>	<b>99 520</b>	<b>114 287</b>	<b>116 922</b>

Population by Gender and Age: StatsSA 2011, IHS 2017 and Quantek 2018

1

### 1.2.3 types and number of dwellings/households

Using a similar description as in population composition the tables below depicts the number of formal and informal dwellings within the municipality and their percentage distribution. About 88.25 % of the households in LLM are formal in nature and 8.62% are informal households.

#### TYPES AND NUMBER OF DWELLINGS, CENSUS 2011 AND COMMUNITY SURVEY 2016

Types of Dwellings	No. of Dwellings (2011)	% in (2011)	No. of Dwelling (2016)	% in (2016)
Formal dwelling units	25 361	85.4%	34 679	88.25%
Traditional dwelling units	119	0.4%	438	1.11%
Informal dwellings	3 896	13.13%	3 389	8.62%
Other	292	0.98%	788	2%
<b>Total</b>	<b>29 668</b>	<b>100</b>	<b>39 294</b>	<b>100</b>

In 2016 according to Community Survey about 88.25% of the dwellings in the municipality are made up of formal structures and 8.62% is mainly informal structures

# Section B: Situational Analysis

## 2. Socio Economic Trends

Decades distorted development in the area has manifested in highly skewed distribution of income and wealth. The unemployment rate among the economically active sector of the community is approximately 25,9% and this is according to the Census 2011. However, the recent projections provided by Quantek, depicts a bleaker picture, thus

projecting the unemployment rate to be at 43.6% in 2017. This challenge as bleak as it seems, it gives the municipality opportunity to radically implement the LED strategy in order to lure potential investments both locally and abroad, such as the VOPAK bulk terminal project and TECINO LETHU projects.

Type of sector	Employed	Un-employed	Discouraged work-seekers	Not economically active	Age less than 15yrs	N/A	Total
Formal sector	22 671	-	-	-	-	429	23 100
Informal sector	3 360	-	-	-	-	55	3 415
Private household	4 270	-	-	-	-	101	4 371
unknown	1 218	-	-	-	-	24	1 242
unspecified	-	-	-	-	-	-	-
N/A	-	11 042	2 889	22 805	-	30 656	67 393
<b>Total</b>	<b>31 518</b>	<b>11 042</b>	<b>2 889</b>	<b>22 805</b>	<b>-</b>	<b>31 266</b>	<b>99 520</b>

The LLM continues to provide relief to impoverished households through its assistance to the poor scheme and the indigent policy providing its monthly contribution of 6 kiloliters of water and 50 kilowatts of electricity respectively to all registered and approved indigent households. All approved indigent households are exempted from paying basic service charges, in addition their current debts are written off once.

The Gross Geographic Product (GGP) of Lesedi Local Municipality is largely dependent on manufacturing (38.8%), community services (29.4%) and financial services (18.6%), and collectively these three sectors constitute 86.8% of GGP of Lesedi Local Municipality.

### Amongst the key notable industries are:

- ✚ British American Tobacco (BAT), is the largest cigarette manufacturing facility in the Southern Hemisphere, occupying 35ha, with 125 000m<sup>2</sup> under cover.
- ✚ Eskort Beacon, a large pork abattoir and distributor of fresh pork countrywide.
- ✚ Karan Beef, is the largest feedlot in the Southern Hemisphere, holding some 100 000 heads of beef.
- ✚ PK Farming and Mancho Ranch are second largest feedlots supplying beef to the country.
- ✚ Van Driel's Steel Construction, are structural engineers and fabricators with undertaking countrywide. The Company occupies approximately 3000 m<sup>2</sup>.
- ✚ VAMCO Engineering, is involved primarily in large-diameter gear cutting, and associated steel fabrication, for both the local and international markets. The facility is housed on less than 3000m<sup>2</sup>.
- ✚ Global Wheels, Manufacturers of heavy-duty steel wheels for agricultural, commercial, mining, and military and off-road industries. Exports bulk of production.
- ✚ Highveld Tissue Converters.
- ✚ Coca Cola Valpre Plant
- ✚ Monster energy drink plant

# Section B: Situational Analysis

 Multivac packaging company

 Transnet Bulk Liquid Terminal

# Section B: Situational Analysis

## 3. Summarized Ward Analysis Rationale

In order to comply with the Ward Based IDP approach, an attempt was made to compile the analysis of each Ward in Lesedi Local Municipality and subsequent to that the municipality has piloted the

Community Based Planning program in the three Wards, (ward 11, 12, and 13) to ensure maximum participation of the community.

### 3.1.Ward 1

DESCRIPTION/ STATUS QUO						
Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	5 143	57	9	559	27	5795
<p>✦ This ward is located along the R42 to the North and with western border line of the Midvaal Local Municipality. Heidelberg Road forms the north western border and Sigasa Street is the south eastern border with Blesbok Street as the south western border of the ward. The ward consists of Ratanda Ext 2 &amp; 5, Sedaven, Refilwe-Simphiwe, Obed Nkosi Township and Boschfontein Holdings on the north of Ratanda. The ward also includes the farm area to the west of Midvaal such as Schikfontein, Mount Avabel and Klipstapel.</p> <p>✦ The ward consists of Sedaven Primary and Sedaven High school which are privately owned.</p> <p>✦ There is one old age home, luncheon club and a day care centre for the elderly operating in this ward.</p>						

### 3.2.Ward 2

DESCRIPTION/ STATUS QUO						
Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	8 056	37	18	4	2	8 117
<p>Ward Two is located in Ratanda and Heidelberg Road forms the north western border with Blesbok Street forming the north eastern border line. The bonded houses are also found in this ward. Ratanda Ext 6 is located in this ward. The ward consists mainly of RDP houses and currently there are no community facilities available.</p>						

### 3.3.Ward 3

DESCRIPTION/ STATUS QUO						
Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	6 856	14	8	4	30	6 912

# Section B: Situational Analysis

## DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
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Ward 3 is located in Ratanda. Blesbok street forms the south-western boarder line and Sigasa Street forms the north-western borderline. The whole of Ratanda Ext 1 and 4 forms part of this ward.

The following facilities are available in this ward;

- a) Filling Station
- b) Two (2) secondary schools
- c) Two (2) primary schools
- d) A day care centre which caters for the elderly and children.
- e) Ratanda Mall

### 3.4.Ward 4

## DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
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Total Population	6 582	27	10	0	18	6 636
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Ward 4 is located in Ratanda. Ratanda Proper forms part of this ward with the Heidelberg Road as the south- eastern border, Mohalane Street north-western border line and Mahomo Street forms the south-eastern border line.

The following facilities are available in this ward;

- a) Ratanda Stadium
- b) Ratanda Clinic
- c) Ratanda Police Station
- d) Two (2) primary schools
- e) Ratanda Library
- f) Municipal Offices
- g) Community hall

### 3.5.Ward 5

## DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
------------------	---------------	----------	---------------	-------	-------	-------

Total Population	6 800	44	13	4	29	6 890
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Ward 5 is situated in Ratanda. A part of Ratanda Ext7 and the whole of Ratanda Ext 8 form part of this ward. The Old Ratanda Cemetery is situated in this ward. There is also a vegetable project called Bophani Izidwaba with 6 beneficiaries. The Construction of 238 houses is initiated in this ward.

The following facilities are available in this ward;

- a) Clinic
- b) Primary school

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## 3.6.Ward 6

### DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	4 989	43	13	1 161	7	6 212

The ward comprises of a part of Ratanda Ext 7, Tokolohong and a number of agricultural holdings. Uitlyk, Morea, Witkop, Langzeekoegat, Hartbeesfontien, De Hoek, Nooitgedacht, Lagerspoort, Steynskraal, Bothaskraal, Blinkpoort and Gelukspoort are some of the farms that form part of this ward. The Karan Beef Feedlot is also situated in this ward.

## 3.7.Ward 7

### DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	9 877	133	27	41	109	10 86

Ward 7 is located in Heidelberg. The R549 is the north-western border and Denne Avenue forms northern borderline including the cemetery are on the south. Heidelberg Ext 23, Rensburg Ext 4 and Heidelberg Prison form part of this ward. The ward is made up of RDP houses with basic necessities such as water, outside toilets and prepaid electricity.

The following facilities are available in this ward:

- a) Secondary school
- b) Multi-purpose centre

## 3.8.Ward 8

### DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	3 092	210	780	5 992	173	10 247

Ward 8 is located on the southern parts of Heidelberg and includes rural areas towards the south and east of Lesedi Local Municipality. The ward consists of Rensburg, Shalimar Ridge, Poortjie Mines and Agricultural Holdings. The main industries of the Lesedi Local Municipality (British American Tobacco and Escort) are situated in this ward is Shalimar Ridge and Rensburg are well serviced and consists of necessary urban amenities. An industrial township has established in this ward to accommodate 40 industrial stands.

## 3.9.Ward 9

### DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	1 090	201	210	4 892	24	6 417

# Section B: Situational Analysis

## DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
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Ward 9 is located in Heidelberg. The N3 (Langlaagte 1861R) forms the border line on the east and this continues to include partially the Poortjie Rd (excluding the Poortjie Mines) up to Stasie Street which forms the southern border line. The northern parts of Stasie Street and eastern parts of Meyers Street are included in this ward. The border line continues from Smit Street towards Voortrekker Street where it joins with Blesbok River.

- ✚ The Military Base is located in this ward.
- ✚ Heidelberg Provincial Hospital and Suikerbosrand Clinic are also located in this ward.
- ✚ The ward is fully serviced and all necessary urban amenities are available.

### 3.10. Ward 10

## DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
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Total Population	3 904	105	106	3 071	37	7 224
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Ward 10 is mainly rural and it is located along the northeast and northwest of Heidelberg towards the boundary of Ekurhuleni. The ward consists of urban areas like Overkruijn, Bergsig, Berg-en-dal, Kaydale & Jameson Park and a number of agricultural holdings.

Overkruijn, Berg-en-dal and Bergsig are up market residential areas which is fully serviced. Jameson Park consists of single dwellings with large stands. There is a primary school, clinic, community hall and a hospice located at Jameson Park. There is also a newly developed English media high school in Bergsig. Transnet Fuel Depot is under construction in this ward. Vopak-Reatile bulk liquid terminal will be developed in this ward. Heidelberg Ext 25 is located in this ward consists of the shopping mall, multivac factory and VW showroom

### 3.11. Ward 11

## DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
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Total Population	5 848	54	11	541	34	6 489
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Ward 11 is located in Heidelberg. Part of Heidelberg Ext 23 and the whole of Heidelberg Ext 26 with Blackwood Street as the northern borderline of this ward. Part of Heidelberg Ext 26 and Rensburg Ext 4 also form part of this ward with R23 forms borderline to east of this ward.

Emmasdale School, Ekurhuleni Cemetery, Heidelberg Airfield, Coca Cola Vapre Plant and surrounding farms are located in this ward. X26 consist of RDP houses with basic facilities such as water, electricity and toilets available

### 3.12. Ward 12

## DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloureds	Indian/ Asian	White	Other	Total
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Total Population	6 370	205	50	3 149	50	9 825
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Ward 12 consists of all rural areas along the eastern and the southern parts of the Lesedi Local Municipality. It is the biggest ward in the municipality. The ward hosts the (plots & farm portions around Vischkuil/ Endicott area) and the most impoverished communities (KwaZenzele).

Ward 12 is mainly rural and consists of farming areas and a number of denser rural settlements such as Vischkuil, Endicott, Umbila, Hallgate, Bothasgeluk, Agricultural holdings, Skyling and Aston Lake. The ward consists of grasslands, mixed woodland vegetation and a number of aquatic & wetland habitats (dams, spans, streams and Vlei's)



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## DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloureds	Indian/ Asian	White	Other	Total
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The population densities are very low in this ward.  
The ward consists of two primary schools, library and community halls.  
The major economic activity comprises of commercial agriculture and dry land crop cultivation.

### 3.13.Ward 13

## DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
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Total Population	8 310	26	56	147	31	8 569
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Ward 13 is situated toward the eastern edge of the Lesedi Local Municipality. It is a highly impoverished area with a population of 8 569 of which only 1 865 have formal employment. (Stats SA: 2011)

The residential areas available in the ward are Devon, Impumelelo and some farm portions east of Devon. Devon is typically a rural town, consisting mostly of single residential dwellings on large stands and is fully serviced. Impumelelo is a historically disadvantaged township consisting of formalized/ serviced and informal settlements. The rural part of the ward consists of some rehabilitated agricultural lands and natural grasslands. A prison is also located in this part of the ward.

## 4. Key Performance Areas

The Five KPAs are as follows:

1. Municipal Transformation & Organizational Development
2. Basic Service Delivery
3. Local Economic Development
4. Municipal Financial Viability & management
5. Good governance & Public Participation

### 4.1. Kpa 1: Municipal Transformation And Institutional Development

The Lesedi Local Municipality has 489 permanent staff members, 128 EPWPs, 121 ward committee members and 24 contractual/casual workers that are employed to implement some of the capital projects and to deepen democracy. The total number of staff complement including permanent, interns/learners, ward committee members, contractual/casual workers is 762. As far as the political structure is concerned, Lesedi Local Municipality has 13 Wards.

*Eight Wards (Ward 1, 2, 3, 4, 5, 6, 7 and 11) covers Ratanda and some outer rural arrears.*

*Wards 8 and 9 covers parts of Heidelberg and outlying rural areas.*

*Ward 10, 12 and 13 covers rural areas and substantially larger than the other wards in geographical terms. Ward 12 especially stretches for ±65 km from its southern boundary to its northern boundary. These*

## Section B: Situational Analysis

*obviously have implications for effective administration and communication within this Ward. These exert strain for the Ward Councilor to convene meetings and to disseminate information.*

In addition to the Ward Councillors there are other additional 13 elected Councillors on proportional representation basis, making 26 political representatives.

The Speaker chairs the Council or legislative arm of the municipality, while the Executive Mayor chairs the Mayoral Committee or the Executive which exercise powers of oversight on the administrative arm of the municipality. The Mayor is assisted by 5 Councilors in ensuring that there is day to day oversight on administration.

There is functional ward committee system and a policy in this regard is approved. In terms of this system the Ward Committee is [chaired by the respective Ward Councillors], have been established in all the wards. Training program for Ward committees was undertaken by CoGTA and Council.

All members of the Mayoral Committee are full time as proclaimed by the MEC of COGTA.

The Chairpersons of Section 80 committees consist of Councilors who are portfolio heads and these Councilors represent the municipality at similar SALGA Gauteng working groups.

The municipality also avails the following committees to assist it in its activities:

*Senior Management Team*

*Audit & Performance Committee*

*Bid Committees*

*Local Labour Forum*

*Sub Local Labour Forum*

*Training and Development Committee*

*Employment Equity Committee*

*Section 80 Committees*

*MPAC*

*Remuneration Committee*

*Section 79 Committee – Petitions Management Committee*

*Screening and Short-Listing Committee*

*Revenue Enhancement Committee*

*Mayoral Committee and Council*

### 4.1.1. EMPLOYMENT EQUITY

The municipality has an approved Employment Equity Plan. The plan is rolled over for a period of five years. Employment Equity reports are submitted annually to indicate the extent to which targets are being pursued

and achieved before 1<sup>st</sup> October annually as prescribed by the Employment Equity Registry.

The Employment Equity Committee is established and is fully functional.

### 4.1.2. ORGANIZATIONAL DESIGN

The approved Human Resources Strategy deals with all elements of Human Resources as a strategic partner and decision maker on roles and responsibilities, training and development and transformation, policies, organizational structures and the way forward. The rolled-out HR Strategy through

road shows highlighted the significance of HR and HR Manuals will be issued to all officials.

The approved strategy is informed by Human Resource Management and Development Strategy of Province.

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## 4.1.3. LABOUR / EMPLOYEE RELATIONS

The Disciplinary Procedure and Code Collective Agreement guides Lesedi Local Municipality on disciplinary matters and the code of conduct of officials. Newly employed employees are inducted and provided with a Code of Conduct, Disciplinary Procedure and Code Collective Agreement with policies in order to ensure they know what is required of them.

Grievance procedures are being followed according to the Collective agreement in order to ensure challenges are dealt with efficiently and effectively and to prevent disputes.

Misconduct/misbehaviors are being dealt with under this collective agreement and corrective measures are undertaken if and when necessary. Some of the

officials will be referred to an employee wellness program and other might need more serious action depending on the transgression.

It is required from members of community and Councillors and Heads of Departments and other Manager/officials to notify the HR Section immediately, preferably in writing, if they depict some misconduct/misbehaviours of officials who work for Lesedi Local Municipality. Mainly it is required that the Heads of Departments and Managers to deal with disciplinary matters of a less serious in nature themselves however the more serious the transgression HR must be notified immediately.

Turnaround time on handling of disciplinary matters is of the utmost importance.

## 4.1.3. TRAINING AND DEVELOPMENT

### INTERNSHIP PROGRAMS

#### LG SETA: NON-GRADUATE DEVELOPMENT PROGRAMME.

A total of 93 learners were placed on the Governance learnership, which is at NQF level 4, to undergo theoretical training. One site, and through e-learning. It was both 18(1) and 18(2) learners. The learners were placed at different departments in municipality under the guidance of trained mentors. They must be given workplace experience while they get trained in order to graduate. The external learners only qualify for a stipend a month as prescribed by LG Seta.

#### FOCUS AREAS WILL BE ON TRAINING SCARCE SKILLS

LG Seta has been approached to fund training of the scarce skills officials in the following areas, electrical, parks, roads and storm water, water and sanitation, town planning, traffic, fire fighters, plumbing and mechanical apprenticeships. It is planned to train at least 120 officials and to offer experiential training to at least 40 learners in the different fields. These training initiatives will be on different NQF Levels this is for 2019/2020

#### TREASURY

At Treasury there are 6 interns appointed in the Finance Department for two years. These interns are assisting in Assets, Budget and Accounting section. They receive a stipend as prescribed by Treasury. Reports on their performances are submitted to both Treasury and LG Seta.

#### WORKPLACE SKILLS PLAN

The Workplace Skills Plan will be submitted to the Local Government Sector Education Training Authority (LGSETA), annually before end of May every year, as per legislative requirement. In the plan some of the training initiatives that have been planned for this financial year are the following (including the internship programme outlined above): A WSP Matrix are discussed and submitted to the Training Committee after resource packs have been issued and received to identify the needs of the individuals versus those of the organization in relation to national key performance areas according to this WSP Matrix training are identified which must be implemented during a financial year and it must form part of the

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WSP on both planning and reporting. Monthly monitoring reports are submitted on all training initiatives completed. Training conducted are also captured on the Payday system on each individual name in order to keep data. The Training Committee is fully functional and resource packs are distributed in the beginning of the year to put training initiative in a WSP matrix to prioritize training versus budget requirements

An Advertisement was placed on the Website in order to source accredited service provider to conduct ABET in-house however the first round was unsuccessful and it need to be repeated again.

### SAICA TRAINING

SAICA offers AAT training and Finance officials who is not yet competent will be granted the opportunity to attend the training.

### AAT (SA) LEARNERSHIP PROGRAMME

In complying with the Treasury minimum competency level requirements, the Department of Local Government and Housing (DLG&H) together with the LGSETA and the South African Institute of Chartered Accountants (SAICA) rolled out the Local Government Accounting Certificate, which is a learnership registered through FASSET (and delivered in accordance with an MoU between FASSET and LGSETA) at NQF Level 3. 8 employees in the Finance Department were placed on the programme in order to acquire the minimum competencies and will be completing at the end of 2012. About eight (8) employees have already attained NQF level 4.

### WARD COMMITTEE TRAINING

Capacitation of Ward committees is also envisaged for this financial year. The course will focus on training ward committee members in different wards in the Municipality to be able to apply the relevant competencies required for the proactive participation

as Ward Committee members so that they achieve municipal objectives. The outcomes contained in the training will be based on the competencies required to contribute to the effectiveness of municipal processes from a Ward Committee perspective.

### SALGA CAPACITY BUILDING PROGRAMMES ONGOING

The South African Local Government Association (SALGA) Gauteng in partnership with the Development Bank of Southern Africa (DBSA) – Vulindlela Academy will be rolling out a number of skills programmes targeted at Councillors and Officials who have management responsibilities. Amongst these programmes are courses on Integrated

Development Programme (IDP), Local Economic Development (LED), Project Finance, Policy making and management and Environmental Management. Several Councillors and Officials have been earmarked to attend these programmes in accordance with their specialty.

### BATHO PELE/CUSTOMER RELATIONS

It was identified that a need exist for front desk and officials who work with the community must be trained in Batho Pele and Customer Relations in order to speed up service delivery LG Seta and DBSA will be

approached to assist in funding to train at least 20 officials and 10 Cllr's in order to assist with communication and service delivery.

### CPMD LEARNERSHIP AT WITS

The LG SETA at the University of Witwaterand has planned a learnership programme whereby identified employees of Lesedi Local Municipality will undergo training in management development and municipal

finance. About 35 employees have been identified to undergo this training. Three groups have been placed on hold due to renovations at Wits Business School

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this affects about 15 officials/Cllr and they will be notified in due course when it will continue.

### OTHER INTERNAL SKILLS PROGRAMMES

Other programmes that are earmarked for this financial year are inter alia, the capacitation of Bid Committees, the Supply Chain Unit, Line management on Microsoft Office suite, and other hardware and software training if available and providing Executive Support to incoming Councilors.

Training will also be provided to various staff members and Councilors on different initiatives as and when applicable, such as kerbing, paving, potholes repairs, cleaning, plumbing, electricity, IDP, LED, Governance, Financial Management, Project Management, Leadership, landscaping and gardening/pruning during this financial year. The Financial Management training will assist Council to ensure all financial officials are declared competent by 2013 as per Treasury Regulation.

Training is also anticipated in the following categories:

*80 employees and 40 unemployed people will be trained in Horticulture and Landscaping using discretionary grant.*

*Waste management.*

*Road maintenance, water process controllers and purifiers.*

*Record management*

*IDP, LED, Fire Fighting (level 1&2) and Environmental practices.*

*CPMD*

*MPD*

Training will also be provided for 12 officials in traffic studies. And horticulture will also be at level 3. IDP, LED will be provided at level 5 for about 22 successful candidates from level 4. Councilors will also be trained in Public Management and Administration and Municipal Management Finance in the current financial year.

About 200 ward committees will also be trained in various relevant municipal courses to enhance their skills and to improve their participation.

It needs to be mentioned that other avenues of sourcing funds for capacity building will be explored during the financial year in order to ensure that there are programmes for both the unemployed (18.2's) and the employed (18.1's) and such programmes will be communicated accordingly. A grant from LG Seta will ensure that the training initiatives takes place and that the training room is fully equipped.

### SUPPLY CHAIN/PREFERENTIAL PROCUREMENT TRAINING

Treasury assisted Council to train the Bid Evaluation, Bid Specification, Bid Adjudication and Councilors on the new regulations that governs supply chain

tendering processes in order to be able to communicate to the community on what the processes and procedures entails.

### BASIC ELECTRICITY AND BASIC PLUMBING

General workers of the Electrical Section and the Plumbing Section have been trained in order to skill

them towards a qualification for future career movement if and when a post becomes available.

### EMPLOYEE ASSISTANCE AND WORKPLACE PROGRAMS

Training will be conducted for at least 20 officials on the EAWP and funding will be searched from LG Seta due to the urgent nature of dealing with work related

and occupational related illnesses, trauma, stress and other aspects in the workplace that affects employees and Councilors. An advertisement will be placed to

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invite psychologists and medical practitioners to sign service level agreements with Council in order to

access to such immediately to deal with medical boarding and or medical conditions and 2<sup>nd</sup> opinions.

### RECRUITMENT

In order to ensure synergy and to prevent nepotism it was decided to establish a Screening and Short listing Committee which will consists out of the relevant Head of Department or his/her delegated Manager and either the HR Manager or the HR Provisioning Officer depending on the level and one independent Head of Department or his/her delegated Manager. This will ensure adherence to the Recruitment policy and also ensure that objectivity in short listing the right candidates. An Interview panel will also consists of either the Head of Department and/or his/her

delegated Manager, not more than two of a section, the HR Manager and/or the HR Provisioning officer and labour will be invited to sit in as observers, questions will be compiled on the day of the interviews before the interviews starts reason being that it was depicted that questions are not always treated with confidentiality. Appointment of new permanent officials will be placed on a six month probation which will be monitored and assessed and reports will be submitted in writing.

### HR TRAINING ROOM

HR Training room need to be fully equipped with chairs, a printer/scanner/copier and overhead projector, a TV with a DVD player a fitted white screen and blinds funding will be sourced in order to try and find enough money to pay for these expenses from COGTA.

## 4.2. KPA 2: Service Delivery And Infrastructure Development

### 4.2.1. Infrastructure Overview

Large amounts of infrastructure investment are required over the short term (5 to 10 years) to address the basic services backlog. Critical bulk water, sanitation and electricity infrastructure are needed for key economic developments (i.e. Logistic Hub).

It is evident that municipal needs are significant and current budgets cannot meet these needs. Water resource and bulk infrastructure is also becoming more critical as a number of economic developments are desperately in need of more bulk water, sewer and electricity.

### 4.2.2. Water Provisioning

Water demand is also increasing every year. The figure below indicates that water provision in Lesedi is around 92, 1% with 52.3% access inside the dwelling and 39,8% inside the stand.

Considering the nature and extent of capital required, it is inevitable that some of the developments will have to be done with loan funding and that most of the economic developments should be co-funded by developers. The biggest concern is that our municipality currently lacks the necessary revenue streams to co-fund its obligations. Improved financial management in the municipality is thus key to successful implementation of the investment framework.

Non-revenue water in the province has increased from 21.8% in 2005 to 35.9% in 2010. In Lesedi non-revenue water was significantly lower than the Gauteng average and declined over the same period to 23%

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Level of Service	% Access to Water
Piped water inside dwelling	52.3
Piped water inside stand	39.8
Communal Taps less than 200m	4
Communal Taps more than 200m	2
Other Sources	1.9

Access to water in Lesedi is higher than Gauteng average of 95.4% and Sedibeng average of 96.7% and currently measured at about 97.4%.

Authority	% Access to Water
Gauteng Province	95.4
Sedibeng District Municipality	96.7
Lesedi Local Municipality	97.4

The Blue Drop Status of water is currently at 93% and this is due to proper management of water services over the years.

## CHALLENGES OF WATER PROVISIONING

### 4.2.3. Access to Sanitation

In Lesedi the percentage of households with hygienic toilets was 89.1% in 2011. This is an improvement from the proportion of 67.2% in 1996.

The current sanitation backlog in absolute terms amounts to approximately 4 000 households or 12.8% of all households.

In comparison to Gauteng Province and Sedibeng District, Lesedi remains high in the provisioning of proper sanitation.

Level of Service	% Access to Service
Flush Toilets	89.1
Chemical Toilets	0
Ventilated Improved Pit- latrine Toilets (VIP)	4
Non Ventilated	0.9
Other	6

The following are the water treatment works available in the municipality and their capacity:

Aging water supply infrastructure

Limited Capital investment to address infrastructure upgrades

Vandalism of the Water Infrastructure by members of the community

Theft of water supply components,(i.e. cast iron valve boxes, copper valves and electrical supply cables to pump stations)

Theft of water through by passing of water meters

Water wastage by members of the communities ( leading toilets, Excessive irrigation and communal taps left running in informal settlements)

## INTERVENTIONS OF WATER PROVISIONING

Partnership with CoGTA, MISA and DWA to reduce the non-revenue water levels.

Internal capital funding to address aging infrastructure.

Implementation of the comprehensive water conservations and demand management program.

Waste Water Works	Capacities (Ml/d)
Ratanda	5
Heidelberg	8
Devon	1.5
Vischkuil	0.125

## CHALLENGES

Pressurized infrastructure due to migration from Rural to Urban Areas

Influx of people into the Municipal Area due to soft borders

Proliferation of Informal Settlements

Waste Water Works operating above their design capacities

Influx of people into areas that do not have sanitation infrastructure (Kaydale)

Unauthorized Tanker Services which discharge directly into Municipal Sewer System

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Discharge of non-acceptable Effluent quality by Industries into the Municipal sewer network

Theft and Vandalism of the Sewer Network and WWTW

## 4.2.4. REFUSE/ WASTE REMOVAL

Refuse removal services are rendered to the following areas in Lesedi:

Heidelberg: Refuse removal take place once a week

Ratanda: Refuse removal by the Municipality to a transfer site and from there to the Plat kop regional disposal site takes place twice a week.

Jameson Park: Refuse removal by the Municipality to the Platkop regional disposal site takes place once a week.

Endicott/Vischkuil/Aston Lake: Refuse removal has been outsourced to a private contractor (Waste Group) to the Holfontein regional disposal site.

Devon/Impumelelo: Refuse removal by the Municipality takes place twice a week. Access to Solid Waste services

### ACCESS TO SOLID WASTE – COMPARATIVE ANALYSIS

Authority	% Access to Service
Gauteng Province	88.3
Sedibeng District Municipality	88.2
Lesedi Local Municipality	83.2

### SOLID WASTE PROVISION CHALLENGES

- Theft and vandalism at waste handling facilities
- Lack of waste buy back centers within the Municipality
- Contaminated land that needs to be rehabilitated
- Lack of green waste composting sites to promote waste diversion
- Lack of crushing sites to address building rubble disposal
- Operation of unauthorized waste disposal sites
- High disposal costs for utilizing Ekurhuleni Land Fill Sites
- Minimum compliance with the requirements of the Waste Act
- Aging waste collection vehicles
- Illegal dumping and littering in general
- Unavailability of Municipal owned land to establish landfill sites

Level of Service	% Access to Service
Once a week collection	83.2
Less than once a week	1
Communal refuse dump	8
Own refuse dump	5
No refuse removal	0.5
Other	1

## 4.2.5. ROADS AND STORM WATER DRAINAGE SYSTEM.

At the present Lesedi has about 652km of road and of which 267km is gravel. Currently the rate of backlog reduction is 5-10km/year and Lifespan of a surfaced road is about 75yrs. Depending on the usage, the roads need to be resealed at least 4 to 5 times during its lifespan.

The types of seals utilized in Lesedi are tar and paving. No foreign resources are need in maintaining the paving. In general, paved roads need less maintenance during service period. However, Gravel roads need to be graded regularly to be kept in a trafficable condition and this puts strain on the available resources.



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The total backlogs in RDP houses for roads & storm-water in Lesedi area are 26 km. The backlog on Roads & Storm-water and resealing of roads is 117, 5 km. Total fund needed to accomplish this project is R450 million.

### *Roads and Stormwater backlog on existing extension (RDP houses)*

EXTENTION	ROADS & STORMWATER	FUNDS NEEDED (MILLION)
Ext 23, 26	8 km	R40
Ext 1,3,4,5,6 Ratanda	5 km	R25
Impumelelo	9 km	R45
Kwazenzele	<b>1.2 km</b>	<b>R5,5</b>
<b>TOTAL</b>	<b>23,2 km</b>	<b>R115,5</b>

### *Roads and Stormwater backlog on existing extensions.*

EXTENTION	ROADS & STORMWATER	FUNDS NEEDED MILLION
Shalimar Ridge (stormwater)	2,5 km	R6,3
Overkruin (stormwater)	1 km	R2,5
Jameson Park	10 km	R50
Spaarwater	5 km	R12,5
Small Farm Holdings in Lesedi	20km	R60
Endicott	15 km	R75
Devon	1 km	R5
Vischkuil	8 km	R40
Rensburg (stormwater)	21 km	R52,5
Jordaan Park (stormwater)	9 km	R22,5
Heidelberg/ Bergsig (stormwater)	25 km	R62,5
<b>TOTAL</b>	<b>117.5 km</b>	<b>R317.5</b>

There is a need to upgrade a section of R42 road between Heidelberg and Nigel due to the major developments in the Zone of Opportunity and Jameson Park. R549 between Heidelberg and Ratanda also needs upgrading due to Obed Nkosi Township that is under construction.

The biggest challenge remains in Agricultural Holdings wherein due to the distance, low occupation density and sparseness of the area it is very expensive to develop the infrastructure. As stated above, the Agricultural Holding roads are largely gravel, and maintained by LLM.

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### 4.2.6. Electrical Network

The LLM's Electricity Supply network consists of Medium Volts (MV) and Low Tension (LT) overhead and underground electrical network

MV overhead is approximately 82 000m

MV underground is approximately 100 000m

LT overhead is approximately 200 000m

LT underground is approximately 82 000m

LLM has six feeding points from Eskom

Electrical network is 11KV except for Kwazenzele and Impumelelo which is 22KV

LLM has 90MVA capacity of which approximately 50% is spare capacity

#### ENERGY SAVING PROGRAM

The LLM has developed the following energy saving program in line with National government target of saving 10% of usage of electricity by the municipalities

Ripple control over 4 000 streetlights, switch streetlights on at 19h00 and off 5h00, saving ± 60 000 kWh per month.

Switching geysers on and off with ripple control. Load Management.

The Municipal Buildings air cons are switched off with timer switches.

The electrical offices installed light sensors, when you enter the offices, the lights switch on

and when you leave the office the lights switch off.

The lights of the municipal building are controlled by timer switches.

The Council uses the consumer accounts and local newspaper to educate consumers about ways of saving electricity.

The installation of free Solar Geysers is currently pursued in Lesedi to alleviate poverty and to reduce the usage of electricity in the area.

The Council plans to install LED Street lights around Lesedi, as and when the funds are available from DoE.

#### MEDIUM TO LONG TERM INTERVENTION

The Council will budget to change 4 000 x 125 Watt streetlights fittings to 59 Watt fittings. It will cost the council R5 704 000. Council paid Eskom R27 million. Total project cost R35 million. The project will be completed in two years' time.

Upgrade Eskom Bulk Supply's

Upgrading existing geyser control – R700 000.

Installation of geyser blankets – need R60 million.

Installation of smart metering – council need ± R170 million

Installation of LED streetlights.

### 4.2.7. HUMAN Settlement

#### INTRODUCTION

Lesedi Local Municipality strives to achieve the national target of eradicating the informal settlements by providing houses to poor communities. Lesedi work very closely with the Gauteng Department of Human Settlement by providing the land and all necessary infrastructures to ensure successful housing delivery.

The housing backlog is currently estimated at 14 189 and this information is based on the number of people registered in the demand data-base.

Over the years the LLM has managed to deliver over 11 000 houses and formalized 943 informal stands in the area. The municipality has been able to address about 60% of housing delivery backlogs, however due to continuous migration problems into the area, the housing backlog remains high. Furthermore, the LLM has recently managed to formalize another 238 stands in Ratanda X8 where about 130 housing units are planned to be delivered. The present status quo with regard to housing projects in Lesedi is highlighted in the table below:

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Project Description	Milestone	Status Report
Hostel (CRU) redevelopment Ratanda (1187) and Shalimar Ridge (2261)	The project consist of 210 units.	Twenty four (24) CRUs have been built at Ratanda and 186 unit are being constructed at Shalimar Ridge. There is still outstanding work such as, paving, landscaping, fencing, parking lots and washing lines, before the project is handed over to the municipality. This project is implemented by the Department of Human Settlement. Unfortunately there were invasions and vandalism on the property and the municipality is soliciting ways to remedy the situation.
Obed Nkosi Housing Project	This project is envisaged for development of Six Thousand (6000) mixed income residential stands	This project is envisaged for development of Six Thousand (6000) mixed income residential stands. It forms part of one of Gauteng's Mega Housing Projects.  Currently 1 532 houses have been allocated and occupied by approved beneficiaries.
Ratanda extension 8, 238 stands	To accommodate all the informal households in Ratanda that have invaded private and municipal land.	A contractor has been appointed and is currently on side, to build 135 houses as the first phase of the project. Thirty-eight (38) houses have been allocated.
Ratanda close-off Housing Project	About 130 houses are under construction in Ratanda extension 1,3,5,6,7 and 8	The second phase of the project will include completion of Gautrans houses and construction of houses in Ratanda X8 (238 stands). Two contractors have been appointed to complete the 130 housing units and 58 additional units will be build. Thirty three (33) houses have been allocated thus far
Kwazenzele Phase 2 Housing Project	The EIA studies have been commissioned in the area. Concept design showing proposed land use for the project is completed	Overall progress: 42%  Storm water: 24%  Sewer: 70%  Water 72% now 82%  Time Elapsed 46% now 62%  <b>The project is not performing according to the plan</b>
Impumelelo extension 3 Housing Project	Feasibility Studies have already been conducted and preliminary results indicate that the land identified is suitable for development. The project will consist of 3 400 stands; however, the Department has started with EIA, Geo-tech, preliminary designs and layout plan on Impumelelo Extension 3 which consists of 1 000 stands.	<b>1 Water and Sewer</b>  1536 stands are completed and Services Certificate was issued by LLM.  Water on phase 1 – 100%  Sewer on phase 1 – 100%  <b>2 Roads</b>  Roads are completed but not signed off by the Municipality and this will be done when they are paved.  <b>3 Building</b>  95 houses were handed over  80 were handed over on the 14th December 2019  495 Foundations  431 Wall plates  <b>WALKUPS</b>

# Section B: Situational Analysis

Project Description	Milestone	Status Report
		<p>92 Ground floor wall plates</p> <p>40 Slabs &amp; staircases</p> <p>21 First floor wall plates</p>
FLORACADIA	<p>This development is envisaged along the R42 on the remainder of portion four (4) of the farm Boschoek 385 IR. The site was previously known as Floracadia Nursery and was used for hydroponics flower production. However, most of the infrastructure has been removed and the site is currently used as a construction camp for a nearby bulk liquid infrastructure project.</p> <p>The Proposed Development will consist of a mixed used township, including land uses such as residential stands, commercial activities, institutional (school, church, communities facilities etc) and recreational/open space.</p>	
FLORACADIA (BOSCHOEK EQUESTRIAN ESTATE)	<p>This development is envisaged in a rural agricultural community abutted on the east by small farm holdings. A small settlement, which was previously used by Floracadia staff, is located on the south. The Property is located adjacent to the provincial roads R42 south of Heidelberg town on the remaining extension of portion 4 of the farm Boschoek 385 IR. The proposed site will be zoned rural residential erven, which will be bonded and privately owned.</p>	
TOKOLOHONG AGRICULTURAL VILLAGE	<p>The project is envisaged at building 290 units which were completed and occupied.</p> <p><i>General plan and EIA were approved.</i></p> <p><i>Geo-tech Plan is completed</i></p>	<p>The Township Application to undertake Land Subdivision in terms of the Provision of the Land Assistance Act 1993 was submitted to the Lesedi Local Municipality and the Department of Land Reform and Rural Development on the 12 April 2011 for approval. The Council has since approved the application.</p>
Kaydale Township	<p>An item will server in council, regarding the provision of services at Kaydale.</p>	<p>The township was established in 1931 with accordance to the Ordinance No 11 of 1931. Under the aforementioned ordinance, the deed office could register a township without submission of the services certificate. As a result, Kaydale remains without basic services like water, sewer and electricity.</p>

# Section B: Situational Analysis

## ERADICATION OF INFORMAL SETTLEMENTS

### RATANDA INFORMAL SETTLEMENTS

The total number of squatters that were audited was one thousand and eighteen (*1018*) in 2014. The

total number of informal settlements formalized was 943, this includes the 238 stands in Ratanda X8.

### IMPUMELELO INFORMAL SETTLEMENTS

The informal settlements in Impumelelo are approximately thousand (*1000*). Part of the problem has been addressed by construction of houses at

Impumelelo Ext 2. Plans are underway to have housing projects for Extensions 3 & 4 to assist in the eradication of informal settlements.

## SOCIAL HOUSING

## Section B: Situational Analysis

Social housing is a rental housing option mainly delivered by Social Housing Institutions aiming at low income target group (R1500 to R7500 per month) these income brackets may change over time. Social housing is aimed at integrating society, socially, racially and economically in order to create sustainable living environments.

The LLM is currently consolidating the municipal owned flats in the area. Plans are underway for the creation of more social housing.

### INFRASTRUCTURE BACKLOGS PER CATEGORY OF BASIC SERVICE

The following table depicts the infrastructural backlog in Lesedi Local Municipality. The current MIG funding that is available to the municipality is surely not enough to address the present backlog; hence other sources of funding should be advanced.

#### 1.1. Waste Water Treatment Works (WWTW)

Project Name	Project Location	Ward	Project Duration	Bulk Sewer Capacity Requirements			
				Proposed Capacity	Target	Source of Funding	Current Interventions and Required Funding
Expansion of Devon Waste Water Works	Devon	13	Multi-year	8Ml/d	1	MIG	R 112 000 000 Feasibilities will commence in the 2019/20 fy
Expansion of Kwazenzele Waste Water Treatment Works	Kwazenzele Phase 2	12	18 Months	6Ml/d	1	MIG	Environmental Authorisation and Water Use License Application Stage R 100 000 000 feasibility will be completed in the 2018/19 fy
Expansion of Ratanda Waste Water Treatment Works	Ratanda	5	Multi-year	10Ml/d	2	ERWAT	ERWAT is conducting Regionalisation Studies for additional 5Ml/d and future

## Section B: Situational Analysis

Project Name	Project Location	Ward	Project Duration	Bulk Sewer Capacity Requirements			
				Proposed Capacity	Target	Source of Funding	Current Interventions and Required Funding
							relocation of the Heidelberg Waste Water Works

### 1.2. Outfall Sewer Mains

Project Name	Project Location	Ward	Project Duration	Bulk Sewer Infrastructure Requirements			
				Proposed Intervention	Target	Source of Funding	Funding Required
Outfall Sewer Upgrades to Impumelelo Extension 3&4 to Devon Waste Water Works	Impumelelo Extension 3&4 Townships	13	1 year	Upgrading of the existing sewer pipeline from Impumelelo to the Devon Waste Water Works	350mm	MIG	R 12 000 000
Outfall Sewer Upgrades to Hebert Bickley Regional Waste Water Works	Maraisdrift Farm	10	1 year	Upgrading of the existing outfall sewer from Jameson Park Pump Station to Hebert Bickley WWTW from 150-250mm	250mm	MIG	R 14 000 000

## Section B: Situational Analysis

Project Name	Project Location	Ward	Project Duration	Bulk Sewer Infrastructure Requirements			
				Proposed Intervention	Target	Source of Funding	Funding Required
Outfall Sewer Upgrades to Ratanda Waste Water Treatment Works	Ratanda Township	1-9	18 moths	Upgrading of the existing outfall sewer from Heidelberg Works Ratanda Works	350mm	MIG	R 15 000 000

### 1.3. Sanitation/Toilet Facilities

Project Name	Project Location	Ward	Project Duration	Community Sanitation Ablution Structures Requirements			
				Proposed Intervention	Target	Source of Funding	Funding Required
Installation of Dry Sanitation Units in Villages	Houtpoort, Siphwe and Laangzekoiegat	1,11& 12	1 year	Installation of Sanitation Units	144	DRD	R 2 000 000



# Section B: Situational Analysis

## 1.4. Bulk Water Storage

Project Name	Project Location	Ward	Project Duration	Bulk Water Storage Capacity Requirements			
				Proposed Proposed	Target	Source of Funding	Funding Required
Construction of a Water Tower in Heidelberg Extension 26	Heidelberg Extension 26	11	1 year	Construction of a 0.45 MI Water Tower	1	MIG	R 10 000 000
Construction of a 5 MI Reservoir in Devon	Devon	13	1 year	Construction of a 5MI Reservoir	1	MIG	R 10 000 000
Construction of a 0.45 MI Water Tower for Impumelelo Extension 3&4	Impumelelo Township	13	1 year	Construction of a 0.45MI Tower	4	MIG	R 10 000 000

## 1.5. Bulk Water Supply Pipelines

Project Name	Project Location	Ward	Project Duration	Bulk Water Supply Infrastructure Requirements			
				Proposed Solution	Target	Source of Funding	Funding Required/Current Interventions
Augmentation of the M2,M5&7 Bulk water supply mains on the R42	R42 from Jameson Park to Heidelberg Extension 9	1-10	3 years	Consolidate M2 & 5 into the new 800mm pipeline  The M7 will remain at 600mm	1400mm	Randwater	Rand Water is currently conducting the Environmental Impact Assessments Studies

## Section B: Situational Analysis

Project Name	Project Location	Ward	Project Duration	Bulk Water Supply Infrastructure Requirements			
				Proposed Solution	Target	Source of Funding	Funding Required/Current Interventions
Bulk Water Pipeline to Impumelelo Extensions 3&4	Impumelelo Township	13	1 year	Installation of a 200mm water pipeline	200mm	MIG	R 15 000 000
Bulk Water Pipeline to Kaydale Township	Jameson Park/Kaydale Township	10	1 year	Installation of a 200mm water pipeline	200mm	MIG	R 20 000 000

### 1.6. Water Supply to Rural Areas

Project Name	Project Location	Ward	Project Duration	Rural Water Supply Requirements			
				Proposed Solution	Target	Source of Funding	Funding Required/Current Interventions
Siphiwe ground water supply	Siphiwe Village	1	3 moths	Drilling of boreholes	3	DRD	R 750 000
Houtpoort ground water supply	Houtpoort	11	1 month	Drilling of boreholes	1	DRD	R 250 000
Langzekoiegat ground water supply	Laangzekoiegat Village	12	2 months	Drilling of boreholes	2	DRD	R 500 000

# Section B: Situational Analysis

## 1.7. Waste Management Services

Project Name	Project Location	Ward	Project Duration	Solid Waste Bulk Infrastructure and Collection Requirements			
				Proposed Intervention	Target	Source of Funding	Funding Required/Current Interventions
Feasibility Studies and Construction of a Material Recovery Facility and Landfill Site on the Western Edge	Rensburg Extension 4	11	3 years	Closure of the Heidelberg Waste Transfer Station	1	DED	R 40 000 000
Rehabilitation of the Devon Dumping Site	Devon	13	1 year	Rehabilitation and Closure	1	DEA	R 8 500 000
Rehabilitation of the Poortjie Dumping Site		10	1 year	Rehabilitation and Closure	1	DEA	R 8 500 000
Roll out of Wheelie Bins	Lesedi Wide	1-13	Multi-year	Roll out of 240 litres bins	39 294 HH	DEA	R 58 432 000
Separation at Source	Lesedi Wide	1-13	Multi-year	Roll out of Colour coded bins/liners	39 294 HH	DEA	R 29 216 000

# Section B: Situational Analysis

## 1.8. Roads and Stormwater Services

Project Name	Project Location	Ward	Current Roads Conditions	Roads and Stormwater infrastructure Requirements			
				Project Duration	Target	Source of Funding	Funding Required
Construction of Roads and Stormwater at Obed Nkosi Township	Obed Nkosi	1	Majority Gravel	Multi-year	85.5km	MIG	R 470 250 000
Construction of Roads and Stormwater at Ratanda	Ratanda	1,3&6	Gravel, Tar and Paving	Multi-year	25.5km	MIG	R 140 250 000
Construction of Roads and Stormwater at Jameson Park	Jameson Park	10	Gravel, Tar and Paving	Multi-year	17.5km	MIG	R 96 250 000
Construction of Roads and Stormwater at Heidelberg Extensions 23&26	Heidelberg Extensions 23&26	7&11	99% Paved	Multi-year	0.1km	MIG	R 550 000
Construction of Roads and Stormwater at Impumelelo Extension 2	Impumelelo Extension 2	13	19% Paved	Multi-year	12.9km	DRDLR	R 70 950 000
Construction of Roads and Stormwater at Impumelelo	Impumelelo Extensions 3 & 4	13	100% Gravel	Multi-year	7.6km	DRDLR	R 41 800 000
Construction of Roads and Stormwater at Kwazenzele Extension1	Kwazenzele Extension1	12	Gravel and Paving	Multi-year	2.0km	MIG	R 11 000 000

## Section B: Situational Analysis

Project Name	Project Location	Ward	Current Roads Conditions	Roads and Stormwater infrastructure Requirements			
				Project Duration	Target	Source of Funding	Funding Required
Construction of Road and stormwater at Laangzekoiegat	Laangzekoiegat	12	Gravel	Multi-year	0.4km	DRDLR	R 3 000 000
Construction of Roads and Stormwater at Aston Lake	Aston Lake	12	Gravel	Multi-year	3.1km	MIG	R 17 050 000
Construction of Roads and Stormwater at Kaydale	Kaydale AH	10	Gravel	Multi-year	79.5km	MIG	R 437 250 000
Construction of Roads and Stormwater at Siphwi/Refiloe Village	Siphwi/Refiloe Village	1	Gravel	Multi-year	1.4km	DRDLR	R 7 700 000
Construction of Roads and Stormwater at Endicott	Endicott AH	12	Gravel	Multi-year	9.9km	DRDLR	R 54 450 000
Construction of Roads and Stormwater at Vischkuil AH	Vischkuil AH	12	Gravel	Multi-year	26.5km	DRDLR	R 145 750 000
Construction of Roads and Stormwater at Spaarwater	Spaarwater AH	10	Gravel	Multi-year	46.2km	DRDLR	R 254 100 000
Construction of Roads and Stormwater at Rensburg	Rensburg Extension 2	8	Gravel	Multi-year	2.4km	MIG	R 13 200 000
Construction of Roads and Stormwater at Heidelberg AH	Heidelberg AH	8	Gravel	Multi-year	6.3km	DRDLR	R 34 650 000
Construction of Roads and Stormwater at Hallgate AH	Hallgate AH	12	Gravel	Multi-year	16.5km	DRDLR	R 82 500 000

## Section B: Situational Analysis

Project Name	Project Location	Ward	Current Roads Conditions	Roads and Stormwater infrastructure Requirements			
				Project Duration	Target	Source of Funding	Funding Required
Construction of Roads and Stormwater at Bothasgeluk AH	Bothasgeluk AH	12	Gravel	Multi-year	3.1km	DRDLR	R 17 050 000
Construction of Roads and Stormwater at Blue Valley AH	Blue Valley AH	12	Gravel	Multi-year	5.3km	DRDLR	R 29 150 000

### 1.9. Electricity supply

Project Name	Project Location	Ward	Current Status quo	Electricity Supply Infrastructure Requirements			
				Project Duration	Target	Source of Funding	Funding Required
Electrification of Obed Nkosi	Obed Nkosi	1	Some households Electrified	Multi-year	4 000	INEP	64 000 000
Electrification of Impumelelo Extension 3 & 4	Impumelelo	13	No houses	Multi-year	6 400	INEP	102 400 000
Electrification of Kwazenzele Extension 1	Kwazenzele	13	No houses	Multi-year	6 000	INEP	96 000 000
Electrification of Kaydale	Kaydale	10	Few households	Multi-year	500	INEP	8 000 000

## Section B: Situational Analysis

Project Name	Project Location	Ward	Current Status quo	Electricity Supply Infrastructure Requirements			
				Project Duration	Target	Source of Funding	Funding Required
Electrification of Laangzekoiegat	Laangzekoiegat	13	No Electricity	Multi-year	70	DRD	1120 000
Electrification of Houpoort	Houpoort	11	No Electricity	Multi-year	24	DRD	384 000

### 1.10. Public and Area Lighting

Project Name	Project Location	Ward	Project Duration	Public and Area Lighting Infrastructure Requirements			
				Proposed Solution	Target	Source of Funding	Funding Required
Installation of High Mast Lights in Lesedi	Lesedi Wide and multi-year	1-13	Multi-year	Installation of High Mast Lights	90	MIG	22 680 000

### 4.2.8. SOCIAL DEVELOPMENT AND COMMUNITY FACILITIES

# Section B: Situational Analysis

## SOCIAL DEVELOPMENT

This section deals with the socio-economic upliftment of the community by rendering the following services:

*Indigent*

*Elderly, Women, Disabled and Youth programs*

*Homeless*

*Children (Early Childhood Development)*

*Assistance of Employee with social problems*

*Men Development*

The communities in lower income areas are generally in greater need of social services and are more dependent on public facilities because of the ill-effects of poverty and the inability to access private facilities and services.

In an attempt to address the increasing levels of poverty, unemployment and inequality, Gauteng Provincial Government (GPG) developed the Social Development Strategy (GSDS).

The GSDS provides a framework for sustainable social development that places children, youth, women, the disabled and the elderly at the centre of its development efforts, through promoting a caring society, offering social protection and investing in human and social development.

In order to better tackle the challenges of poverty and create future generations who are well integrated into the economic, social and cultural mainstream, the strategy will ensure that departments and the local sphere of government collaborate with each other to enable households to access a comprehensive set of services including shelter and nutrition, infrastructure, education and health.

It aims, further, to effectively translate social development inputs into socio-economic development

outcomes, by providing the necessary educational resources and social infrastructure to enable people to increase their potential to improve their quality of life.

In these and other ways, government plans to radically increase its poverty reduction efforts that address the needs of families, households and citizens living with inadequate financial and social support networks. In so doing, government will work in collaboration with its social partners, NGOs, FBOs, CBOs, business and civil society.

GSDS requires that all spheres of government work together, and therefore it is incumbent that LLM either develops and adopt its own Social Development Strategy or adopts and localizes the GSDS.

Social Development Section focus on Early Childhood Development (ECD), Services for Older Persons, Disabled and Child Headed Families.

A facility catering for Orphans and Vulnerable Children (OVC), ECD and the Elderly was erected through the 20 Prioritized Township Program and is still operational.

Partnerships were established with Hollard Trust as well as National Development Agency to improve the standards at informal ECD's by providing training to the Educators as well as to develop minimum Norms and Standards.

A Toy Library with personnel has been allocated by NDA which cover all ECD's within Lesedi Local Municipality and this is the first to be implemented in Gauteng Province

Consideration must be given by Lesedi Local Municipality to make provision in the budget to maintain this program to ensure sustainability.



# Section B: Situational Analysis

## EARLY CHILDHOOD DEVELOPMENT

The Leadership of Lesedi Local Municipality (LLM) and Hollard Trust (HT) committed in July 2014 by means of signing a Memorandum of Understanding (MOU) to partner in developing a strategy for Early Childhood Development (ECD) in the local municipality. The aim

The ECD project will be rolled out in two phases, namely, the diagnostic phase and the implementation phase:

Upon completion of the diagnostic phase, the strategic framework for the implementation phase was developed. The ECD Strategic Plan will be implemented over a 3 years period. An annual operational plan with budget allocation (Business Plan) will inform the parameters of the partnership and the MOU between Lesedi Local Municipality and Hollard Trust during the implementation phase.

According to an audit report compiled by Hollard Trust there are about 4100 children across Lesedi LM

of the strategy is to improve access and quality of ECD services to children in the area. The quality of life of children between the ages 0-5 years will be improved through implementing the Kago-Ya-Bana (KYB) and 'SmartStart' model for ECD.

that have access to ECD services. However, there are about 7700 children that do not have access to ECD services. Other challenges that were highlighted in the report include, among others and not limited to the following;

*Lack of formal training for ECD practitioners*

*Poor practitioner - child ratio*

*Lack of compliance for registration*

*Lack of funding for ECD centres*

*Lack of infrastructure*

*Lack of compliance with infrastructure and ECD program*

*Requirements.*

## COMMUNITY DAY CARE CENTRE FOR THE ELDERLY

The centre is used as a service point where provision for social, recreation and health related activities in a protective setting for individuals who cannot be left alone during the day due to health and others social needs.

The Department of Social Development main mandate is to deal effectively with the plight of older persons by

concentrating holistically at their welfare. The Department looks in the formulation of policy, funding for centers and all the activities evolving around older persons. Policy implementation and services rendered for older persons is a cross cutting function and the responsibility of all departments

## CENTRE FOR ORPHANS AND VULNERABLE CHILDREN

The centre caters for three categories of children in distress and provide the following services

After Care Centre for school going children between age 7 and 18. Programme commences from 14h30 – 18h30. Children get assisted with their homework and get served with meals. During school holidays the

programme runs midweek from morning to afternoon to ensure that children's needs are still met.

Drop in centres provides programmes to vulnerable children and orphans to benefit from assistance with food, counselling and material and assistance where a need arises.

## DAY CARE CENTER FOR CHILDREN

Day Care Centre for children from age group 0-6 years who are not attending formal schooling are accommodated. The programme operates daily and

the children return to their families in the afternoon. Three balanced meals are provided per day.

# Section B: Situational Analysis

## THE ROLE OF THE MUNICIPALITY

Guided by the Older Persons Bill, the Lesedi Local Municipality's Social Development unit, deals among other things with the plight of older persons in the area. Services rendered look into programs that seeks

to develop, protect and improve their functioning, ensuring an enabling and supportive environment for older persons.

## PROGRAMMES RENDERED TO OLDER PERSONS

### LUNCHEON CLUBS

These are day care centers that accommodate older persons during the day only. There are 2 in Ratanda, 1 in Jameson Park, 1 in Vischkuil and 1 in Impumelelo.

The elderly persons are encouraged to be actively involved in bead work, wood work, food gardening, and create a platform for them to share their stories.

### INTERGENERATIONAL

Bridging the gap between younger and older generations by sharing skills, stories and teaching values & morals. In our communities older persons are not cared for or respected by the younger

generation and the inter-action between the generations promotes the restoration of dignity among the older generation.

### HEALTH AND SOCIAL TALKS

Different professionals are invited to give talks on different issues that affect older persons. Dieticians, Health promoters, Social workers who articulate on

different topics that need to enhance the life of older persons.

### EDUCATION AND TRAINING

Most of the older persons have become parents to their grandchildren due to the scourge of HIV/AIDS and the unit conducts training on parenting to bridge

the age gap. This makes it possible for them to cope with the children during the different stages of development.

### AWARENESS AND EDUCATIONAL CAMPAIGNS

Older persons are visited at the day care centers where they are empowered to know their rights and to report any violation of these rights. Awareness campaigns are conducted in the communities to prohibit the community from abusing the older persons, financially by misusing their social grants for personal benefit.

### ACTIVE AGEING

The Provincial DSD together with the Municipal Social Development unit is involved in the planning of the annual program of older persons to participate in sporting activities (golden games) and choir

competitions. These take place through local, regional, provincial and national competitions and older persons partake in these activities as part of active ageing.

## Section B: Situational Analysis

### ACCOMMODATION OF HOMELESS AND THE FRAIL

There are only 3 old age homes in Lesedi, namely, Suikerbosoord, Sedaven, and Ratanda Old Age. The unit intervenes in cases of older persons who are reported by the community to have no one to look

after and those who are frail and can no longer take care of themselves. The social worker apply to old age facilities where after admission, they are cared for by a multi-disciplinary team.

### PROGRAMMES THAT WILL NEED FUNDING / COST IMPLICATIONS

The games take place from June to October and they commence with the local games, whereby all older person meet in one place and compete to be in the local team that will be represented in the region. They have to be transported there and meals provided for them as they spend the whole day there.

Regional up to the National is budgeted for by DSD but the challenge is during the local games and choir competitions.

ESTIMATED BUDGET R20 000 PER ANNUM as this is an annual plan

# Section B: Situational Analysis

## 4.2.9. HEALTH

Primary Health Care facilities are clustered in urban and service centres whilst, rural areas are served through mobile units. Primary Health Care is rendered by Gauteng Provincial Health.

There are two hospitals in the study area, namely the Heidelberg District Hospital, which is a provincial hospital and the Suikerbosrand Clinic, which is privately owned.

The following are the primary health care facilities available in Lesedi Local Municipality:

Clinic	Property Owner	Services rendered	Challenges
Rensburg	Lesedi Local Municipality	Voluntary Counseling and Testing (VCT); Prevention of Mother to Child Transmission (PMTCT); Well baby clinic Family planning; Chronic illnesses (diabetes mellitus, hypertension epilepsy, asthma, tuberculosis, HIV and AIDS); Minor ailments; Pap smears Antenatal & postnatal care; and Health promotion ART	Building needs to be extended (waiting area, additional rooms, public toilets, etc.)
Ueckerman Street	GPG	VCT; PMTCT; Well baby clinic; Family planning; Chronic illnesses; School health; Minor ailments; Antenatal & postnatal care; Health promotion and ART	Gauteng Health Department plans to build a new facility, which will be a Community Health Center.
Ratanda Ext. 7	Lesedi Local Municipality	Mental health; VCT; PMTCT; Well baby clinic; Family planning; Chronic illnesses (diabetes mellitus, hypertension epilepsy, asthma, tuberculosis, HIV & AIDS); Oral health; Minor ailments; Pap smears; Antenatal & postnatal care and Health promotion and ART	The clinic needs to be extended to accommodate the catchment population.
Jameson Park	Lesedi Local Municipality	VCT; PMTCT; Well baby clinic; Antenatal & postnatal care; Family planning; Chronic illnesses; Minor ailment, Health promotion and ART	The clinic needs to be extended to accommodate the catchment population.
Usizolwethu Devon/ Impumelelo (GPG)	GPG	VCT; PMTCT; Well baby clinic; Family planning; Chronic illnesses; School health; Minor ailments; Antenatal & postnatal care; Health promotion, ART	Additional Professional nurses to be appointed. Turnover of Professional Nurses.
Vischkuil	Lesedi Local Municipality	VCT; PMTCT; Well baby clinic; Antenatal & postnatal care; Family planning; Chronic illnesses; Minor ailments, ART and Health promotion	Primary Health Care services needs to be extended to accommodate the catchment population. (Kwa-zenzele)

## Section B: Situational Analysis

Clinic	Property Owner	Services rendered	Challenges
Extension 23 Clinic	Lesedi Local Municipality	VCT; PMTCT; Well baby clinic; Family planning; Chronic illnesses; School health; Minor ailments; Antenatal & postnatal care; Health promotion and ART	The clinic needs to be extended to accommodate the catchment population.
3 x Mobile Clinics	GPG	Well baby clinic; Family planning; Chronic illnesses; School health; Minor ailments; Antenatal & postnatal care; Health promotion	Mobile points to be re-evaluated to cover the vast area. Mobile clinics to be replaced due to ageing.
Ratanda Clinic	Lesedi Local Municipality	Voluntary Counseling and Testing (VCT); Prevention of Mother to Child Transmission (PMTCT); Well baby clinic Family planning; Chronic illnesses (diabetes mellitus, hypertension epilepsy, asthma, tuberculosis, HIV and AIDS); Minor ailments; Pap smears, Antenatal & postnatal care; and Health promotion, ART, Mental Health and Dental Services	Implement additional extended hours over weekends.

### IMPROVEMENTS WERE DONE AT ALL CLINICS IN LESEDI

The norms for the provision of health are that community health centers should operate 24 hours, and clinics 5 days a week.

Calculating the backlogs for health services is based on a standard of 1 hospital for every 50 000 people and 1 clinic per every 7000 people, based on 2011 Census, there are no backlog in Lesedi.

In order to address some of the challenges relating to clinics, the Gauteng Department of Health need to improve the capacity, availability, and frequency of services at all the clinics and to improve the services and frequency of mobile clinics, as these cater largely for the poor.

### CHALLENGES: PRIMARY HEALTH CARE SERVICES

Clinics situated in extension 23, 7, Rensburg, Jameson Park and Vischkuil are too small and need to be extended. These clinics are overcrowded and under-

staffed. Service hours must be extended at Ratanda clinic due to the demand.

# Section B: Situational Analysis

## 4.2.10. HIV AND AIDS

### INTRODUCTION

The impact of HIV&AIDS at Municipal Level can be illustrated from two perspectives: (a) HIV &AIDS impact on a municipality as an organization where staff and politicians may be infected or affected resulting in absenteeism, low staff morale, staff turnover, and poor quality of service and loss of human capital. (b) HIV&AIDS impact on residents who may be infected or affected resulting in a burden of demand for supply of goods and services among others, services for health; poverty alleviation and indigent assistance. This may also lead to less revenue collection by the municipality for services provided.

Access to and the utilization of HIV Counseling & Testing (HCT), Prevention of Mother to Child Transmission (PMTCT) and the provision of Ante Retroviral Treatment (ART) has brought quiet a remarkable difference in mitigating the scourge of HIV&AIDS. There have been developments to contain the HIV& AIDS epidemic across the Municipal area. In Lesedi the Ward Based HIV and AIDS programme has been implemented in 13 Wards. 39 x HIV & AIDS Ward Coordinators have been appointed on a contractual basis. All Health Facilities in Lesedi do offer ARV treatment.

The following are Non-Governmental Organizations that are rendering various services within the Municipality:

Siyaphila > Home Based Care (Devon) – Funded

Bring Hope > Support Programme for the infected & affected (Devon) – Funded  
Leandra Home Based Care > Home Based Care (Devon) - Funded  
Boiketlo > Home Based Care & Orphan Support (Vischkuil) - Funded  
St. Martins > Drop – In Centre (Vischkuil) – Funded  
Mohau Oa Bophelo > Support Group for People Living with HIV (Jameson Park) – Not Funded  
The Fort Community Dev. Project > HCT Programme, HTA and Maternal, Child Health & Nutrition (Jameson Park & Shalimar) – Funded  
Lebone> Drop – In Centre (Ratanda) - Funded  
The Light of Hope > Education & Awareness (Ratanda) – Not Funded  
SANCA > Education on Drug & Alcohol Abuse (Lesedi) Funded  
South African Men’s Action Group > Mobilisation of Men (Lesedi) – Funded  
Ikhono Care Group > Home Based Care (Ratanda) – Funded  
Indawo Yosizo > Home Based Care and HCT Programme (Heidelberg & Ext 23/26)

These organizations, together with volunteers from the community also assist in the door to door health calendar educational campaigns that are run throughout the year

### LESEDI LOCAL MUNICIPALITY HIV AND AIDS INTERNAL & EXTERNAL WORKPLACE PROGRAMME

We have an Internal Workplace Committee which consists of representatives from various Municipal Departments and Sections. HIV&AIDS Workplace Policy has been reviewed and approved by Council. The Committee meet on a monthly basis in order to prepare for Health Awareness Days, Workshops, Training and other activities for employees experienced by staff. This will further be characterized by organizing other activities like Open Days where

employees will have an opportunity to test for HIV, TB, Hypertension, Diabetes etc.

*We also do support other Companies in running their own Programmes in terms of the External Workplace Programme.*

*Condom Distribution*

*Mounting of condom cans was done internally and externally and condom distribution monitoring is done by the HIV and AIDS Workplace*

## Section B: Situational Analysis

*Committee. We have a Bulk supply condom distribution Centre at Jameson Park. The Light of Hope and The Fort are the NGO's that distribute condoms to various places like*

*clinics, other NGO's, Factories and all HIV High Transmission Areas. 100 000 male and 4 000 female condoms are distributed every month.*

### HIV & AIDS MULTI SECTORAL PROGRAMME

*Inter-sectoral & Interdepartmental collaboration to strengthen partnership with other stakeholders has been formed with the following Organizations, Government Departments & Institutions:*

*Victim Empowerment Centre (a unit for sexual related victims at the SAPS)*

*Correctional Services (Education & Awareness for Staff & inmates)*

*South African Police Services (Education & Awareness + Gender Based Violence)*

*Home Affairs (Identity Documents & Birth Certificates for Grant Applications)*

*Health (NGO Funding , Nutrition , Clinics & Hospital Services)*

*Education (Schools)*

*Social Development (NGO Funding and Social Services)*

*South African Social Security Agency – SASSA (Social Grants)*

*Cross-cutting Unit (Gender , Youth & Disability)*

*South African National Defence Force (Education & Awareness)*

*Faith Based Organisations (Moral regeneration, promotion of abstinence , spiritual counselling & leading the Candle Light Events)*

*Traditional Healers (Education, Awareness & referral to health facilities)*

*Men's Forum (Mobilisation of men for Reproductive Health & action on Gender Based Violence)*

*Non-Governmental Organisations (Various services mentioned above) Monthly meetings are still held with all the above Organizations and reporting rate by sectors has improved.*

### AIDS COUNCIL

The Lesedi Local AIDS Council is fully functional. The Executive Mayor preside during the quarterly meetings attended by different stakeholders. Progress Reports and other presentations are being made during these meetings.

### WARD – BASED PROGRAMME

We have 39 Ward HIV&AIDS Co-ordinators within the Lesedi Local Municipal Area and they are based at 13 Wards which have been arranged into clusters. Cluster 1 (Wards 1 – 4) ; Cluster 2 (Wards 5, 6, 7 & 11) ; Cluster 3 (Wards 8, 9 & 10) ; Cluster 4 (Wards 12 & 13). Each Cluster has a Supervisor for monitoring purposes.

The Ward Coordinators are responsible for:

*Mobilizing & strengthening all sectors within wards for the integrated & coordinated implementation of HIV&AIDS Programme*

*Implementing & hosting of all HIV&AIDS related national & international events in the wards*

*Ensuring regular HIV&AIDS awareness campaigns including door to door campaigns*

*Identifying problems within wards & performing a referral function to various local service providers e.g. Clinics, NGO's, Social Services, Home Affairs etc.*

*Ensuring effective co-ordination of ward structures for participation in the Local AIDS Inter-sectoral Forums*

*Ensuring the regular distribution of Condoms & Information, Education & Communication ( IEC ) material to the community.*

# Section B: Situational Analysis

## LESEDI CARE CENTRE – JAMESON PARK

The Centre was earmarked to cater for HIV & AIDS patients and other categories of frail care. Due to unavailability of funds, the centre has since been utilised as a Clinic, a the Training Centre, HIV Counseling and Testing facility, Bulk Condom Storage

and for Food Garden Projects. We are planning establish a One Stop Shop Centre by recruiting different service providers and government departments to render services to the community

### CHALLENGES

Delayed funding from Province to run the Municipal HIV&AIDS Programme impacts negatively on the progress made.

Ward HIV&AIDS Co-ordinators are employed on a contractual basis whereas they are a great need in the implementation of Ward Based Programmes on a continuous basis. The increase of Ward Coordinators from 13 to 39 has also posed a challenge of office space.

Delay in payments of NGO's by Health & Social Development which impacts on HIV Counseling & Testing Services at our facilities

### 4.2.11. COVID-19 RESPONSE PLAN

#### LESEDI LOCAL MUNICIPALITY EMERGENCY RESPONSE PLAN COVID-19

Herewith the developed emergency response plan, in relation to the declared national state of disaster by the president of South Africa Mr Cyril Ramaphosa on 15 March 2020.

#### OBJECTIVE

In light of the current status quo with the COVID19 and the national pronouncement of it reaching global pandemic level; as the organ of state, we have an obligation to ensure synergy in processes within, so that collectively, we will be in a position to respond better if and when a need arise. To contain and manage the COVID19 pandemic, Lesedi Local Municipality (LLM) developed a contingency plan to minimize the risk of spreading of the virus.

#### A.TASK TEAM

Representatives from all sections to formulate the COVID-19 Task Team

Coordinator of Task Team – Ms Nompumelelo “Lelo” Khawula

#### B. LLM COVID19 Local Task Team will:

1. Undertake support visits to facilities with clients who could be at high risk for complications from

COVID-19 (those who are older or have underlying health conditions) to ensure their needs are taken into consideration.

2. Undertake ‘state of readiness” at facilities that receive and or care for patients with COVID-19
3. Consult with community leaders, local public health departments, and faith-based organizations about places to refer clients if your shelter space is full.
4. Communicate about COVID-19 and everyday preventive actions
5. Create a communication plan for distributing timely and accurate information during an outbreak.
6. Identify everyone in the chain of communication (for example, staff, volunteers, key community partners and stakeholders, and clients) and establish systems for sharing information.
7. Maintain up-to-date contact information for everyone in the chain of communication.
8. Identify platforms, such as a hotline, automated text messaging, and a website to help disseminate information to those inside and outside our organization.



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9. Identify and address potential language, cultural, and disability barriers associated with communicating COVID-19 information to workers, volunteers, and those within LLM.

## C. Frequency of Meetings by the COVID-19 Local Task Team

- Weekly (the day to be determined by the Task Team)
- Reporting to MM on weekly basis

## D. Guiding Principles

- Openness
- Transparency
- Consultation
- Commitment
- Participation

## E. Critical Success Factors

- Political Support
- Management Support
- Availability of resources
- Stakeholders active participation
- Employees cooperation

## F. High Risk Identified Areas

- Licensing Centers
- Finance
- ICT Technicians
- Drivers
- Halls Personnel
- Parks & Cemeteries Centers and Personnel
- Emergency Centers and Personnel
- Security Officers

## G. Reporting of suspected illness at LLM

### Listen, Connect & Protect

1. LLM will establish ongoing communication with the local private & public health department to **facilitate** access to relevant information before and during an outbreak.
2. LLM will during planning process, facilitate communication between ALL service providers of vulnerable groups. This will aid in the collaboration, sharing of information, and reviewing plans with community leaders and local public health officials to help protect their staff, clients, and guests.

## H. Commit, Connect to Community-wide planning

LLM will build strong alliances with the Provincial Response Team Response before, during and after an outbreak, to provide the organization with the support and resources needed to respond effectively. Also, in recognition of the “whole community” approach to emergency planning and management, LLM’s input as community leaders and stakeholders will help ensure that its’ emergency operations plan is complete and represented.

## I. Develop & update emergency operations plan

1. LLM will identify a list of key contacts from local health departments as well as other intergovernmental departments.
2. Include contingency plans for increased absenteeism caused by employee illness or by illness in employees’ family members that requires employees to stay home. These plans might include extending hours, so that service delivery is not compromised, interdepartmental support where applicable
3. Activate Emergency Plan in line with the directive of the Disaster Management Plan (Accommodation, JOC, Evacuation, etc.)

## J. Address key prevention strategies in the emergency operations plan

1. LLM will promote the practice of everyday preventive actions.
2. LLM will use health messages and materials developed by credible public health sources, such as local public health departments or the National Institute for Communicable Diseases (NICD)
3. LLM will issue regular updates on the status quo

## K. Prevention, Accommodating & Escalating

1. Disposable facemasks will be kept on-site for first responders
2. Education and awareness talks

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## L. Personnel Support

1. LLM will develop flexible attendance and sick-leave policies. Staff may need to stay home when they are sick (approval with a letter from NICD)
2. Identify critical job functions and positions, and plan for capable alternative coverage by cross-placing staff members.

## M. Work Place Action Plan - Activities and Responsible Persons

ITEM / ACTIVITIES	ACTION	RESPONSIBLE DEPT / PERSON
State of readiness for all vulnerable people's facilities	Physical verification of premises	Community Services
Inventory of equipment	Acquiring of face masks, sanitizers and goggles	Fire Chief & EAP
Communication Plan	Regular communication on the updates via WhatsApp, Facebook, Intranet and Website	Communications Officer
Mobilization Plan	The Disaster Management Plan will address the mobilization plan	Communications Officer
Emergency Contact Lists (Task Team)	Avail the emergency contact list / task team members	Communication Officer
Engagement of hospitality industry (Guest Houses, Hotels, Meter Taxis)	Health inspection undertaken and health education and awareness information disseminated	Environmental Health Practitioners
Engagement of spaza shops / informal shop owners	Health inspection undertaken and health education and awareness information disseminated	Environmental Health Practitioners
Engagement of liquor license holders (formal & informal)	Health inspection undertaken and health education and awareness information disseminated	Environmental Health Practitioners
Engage funeral parlors	Disseminate information on the proposed duration of services	Parks Department

## N. Checklist

ITEM / ACTIVITIES	RESPONSE
How will LLM reduce the risk at multiplying numbers	<p>Isolating and tracing of contacts</p> <p>Distribution of educational material to all municipal facilities; including facilities that house the most vulnerable</p> <p>Conduction of site readiness assessments and provided health education</p> <p>Regular disinfection of surfaces, door-knobs/ handles (SOP)</p> <p>Minimizing of meetings</p>
Has LLM procured of additional PPE for employees	Acquiring of face masks, sanitizers and goggles
Special roster to accommodate skeleton staff	LLM will identify critical job functions and positions, and plan for capable alternative coverage by cross-placing staff members.
How will LLM update if staff contact details	Task Team has a communication strategy in place
Does LLM have a procurement of PPE (what are the turn-around times and stock-availability)	LLM has identified service providers that would provide PPE within 48 hours

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ITEM / ACTIVITIES	RESPONSE
Has LLM revoked all permits granted (gathering / events)	LLM has sent out communication and cancelation of public gatherings in line with the declaration of the pandemic
Does LLM have COVID-19 response team	Yes
Can LLM test its own plan (including work from home for at least one day)	Yes

## O. Awareness

ACTIVITY	RESPONSIBILITY	TIMEFRAME	PROGRESS
Provide and circulate COVID-19 Posters to all municipal buildings and community	LLM	Immediately	In place
Provide continuous electronic safety and awareness messages to employees and councilors through emails, WhatsApps and website	LLM	Immediately	In place

## P. Prevention Algorithm

ACTIVITY	RESPONSIBILITY	TIMEFRAME	PROGRESS
Encourage those employees with more leave days to take them and update electronic leave register to reduce physical contact or consider flexi hours	HR	Immediately	In progress
Provide sanitizing hand-hub dispensers at reception areas of all municipality buildings and ensuring that these are refilled on a regular basis	Task Team & Finance Department	Immediately	In progress
Cleaning and sanitizing floors, hard surfaces, workstations, countertops, doorknobs and waiting areas at licensing centres and other buildings	Facilities Department	Immediately	In progress
Provide frontline staff such as at licensing, ICT, drivers and handymen sanitizers and paper towels and ensure proper disposal	Task Team & Finance Department	Immediately	In progress
Ensure frontline staff is conversant with the protocol pertaining to COVID-19	Task Team & EAP	Immediately	In progress
Issue protocol circulars/letters to all members of the community/customers who have booked the municipality halls/facilities for events such funerals, wedding etc.	Communication Officer & Speakers Office	Immediately	In progress

## 4.3. KPA3: Local Economic Development

### 4.3.1. Economy and Employment

The primary objective of Local Economic Development (LED) is to accelerate growth and generate employment opportunities. In order to achieve this it is necessary for the economy to become more productive, competitive and diversified. This requires increased levels of investment in order to create an enabling economic environment and the provision of

support for key industries. The purpose of this section is to provide an overview of the Lesedi LM economy and employment situation. This overview will enable the identification of key industries and opportunities to be examined in further detail later in this report. The overview also provides a baseline against which to measure economic outcomes and improvements

### 4.3.2. Production Profile

The Lesedi LM economy produced approximately R4.48 billion in total output (GVA) in 2011. Assuming an average annual growth rate of 3.0% over the previous two years, it is estimated that the Lesedi LM economy produced R4.51 billion in total output in 2013.

The Lesedi LM is located within the massive Gauteng economy, which is the key driver of economic production in South Africa. Production from the Lesedi LM economy is therefore relatively minimal in comparison to the wider economy. In 2011, the local economy accounted for only 10.2% of total of total output from the Sedibeng DM and 0.49% of output from the Gauteng Provincial economy.

### 4.3.3. ECONOMIC Growth

Economic growth is one of the most important indicators of local livelihood, as it is the primary driver of business development, investment and employment creation. The Lesedi LM experienced an economic growth rate of 4.8% from 2010 to 2011, the last year for which data is available at the local

municipality level. The level of economic growth can also be equated as an average over time, to minimize the impression of short-term fluctuations. In the Lesedi LM the average economic growth rate over the decade from 2001 to 2011 was 3.0% per annum.

### 4.3.4 Composition of the Economy

The composition of an economy refers to the relative level of output from each of the ten economic sectors. Understanding economic composition in a study area is important for several reasons. Firstly, it allows for the identification of key industries, where economic growth and employment creation is likely to occur. Secondly, the economic composition of a region is a clear indication of the demand for diversification into new industries. The Lesedi LM economy is relatively diversified with three key production sectors, manufacturing (23.0%), government (20.9%) and finance and business services (20.6%). These sectors

also support output in other industries including construction (5.6%), trade (11.8%) and transport (3.9%). Interestingly, despite the rural nature of the region the agriculture sector accounts for only 1.4% of output. In comparison to the wider economic region the Lesedi LM has strong productive industries, including agriculture, mining and manufacturing. These industries are extremely important for driving economic growth and development in the entire economy. The Lesedi LM economy also has a relatively large finance sector, which is important for the facilitation of business development in all industries.

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## 4.3.5 Employment Distribution

The employment distribution in an economy refers to the proportional level of employment in each economic sector. This information allows for the identification of key sectors and labour absorptive industries as well as determining the need for employment diversification. Employment in the Lesedi LM is relatively concentrated, compared to production. The key employment industries in are trade (38.2%) and government (17.8%). The high level of employment in these two industries is consistent with other rural economies across South Africa. Another

important employer is the manufacturing sector (9.8%), which typically provides well-paying job opportunities and has a strong multiplier effect on employment throughout the economy. These industries are identified as having the potential to absorb local labour and thus will be emphasized throughout the Lesedi LED Strategy. Employment distribution in the Lesedi LM is virtually parallel to that of the Gauteng province with the exception of noticeably more workers in agriculture and mining and less in the finance sector

## 4.3.6 Employment Creation

During the period under review numerous employment initiatives were undertaken by either the private or government. Government will include both National and Provincial spheres. The table below outlines some of those interventions and the scale of job creation.

Project	Jobs created
EPWP	76
Monster Energy	300
Vopak - Reatile	

Project	Jobs created
CWP	1035
Alien Vegetation and Bankrupt bush control project	58
Eco-furniture factory	91 plus 4 SMMEs
Heidelberg Mall	799
Valpre Water Bottling	123
Enterprise Development	20 cooperatives registered

The Sedibeng Growth and Development Strategy (SGDS) identified the following five key thrusts for the long-term development of SDM.

- Reinventing the economy
- Renewing our communities
- Reviving our environment
- Reintegrating the region
- Releasing the human potential

In order to give effect to the process, there is a need for LLM to localize the outcomes of the SGDS.

## 4.3.7. Reinventing The Economy

### The Zone of Opportunity

A developer was identified by the Council to develop the Zone of Opportunity.

The following developments have been achieved thus far:

- The construction of Multivac factory.
- Installation of bulk services.
- The construction of VW show room
- The construction of Heidelberg Regional Shopping

The construction of another retail facility and hospitality centre is underway along the N3 corridor.



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### HEIDELBERG EXTENSION 24 (SHOWGROUND SITE) ON PORTION 92 OF THE FARM LANGLAAGTE 186 IR & PORTION 4 OF THE FARM LANGLAAGTE 186 IR)

The Heidelberg Extension 24 has been earmarked for an Industrial or Commercial township since the inception of the Land Development Objectives of 1997. The proposed township is ideally situated in relation to the station and the existing industrial areas such as BAT, Eskort and Heidelberg Extension 6. The Township is 30 Ha in extent and will consist of approximately 47

stands. The 47 stands will be made up of 43 Industrial/commercial stands, 1 Municipal stand housing the drivers testing area and 3 Public Open Space stands that accommodate the indigenous thorn trees in the area. The township has been registered & proclaimed already and available for investment opportunities.

### THE TRANSNET BULK LIQUID TERMINAL

Transnet has completed the first phase of a construction of Bulk Liquid Terminal in Jameson Park along R42 Corridor. This project forms part of the Multi Product Pipeline from Durban to Heidelberg, which

carries four products including petrol, diesel, aviation fuel and crude oil. The Bulk Liquid Terminal will serve as a storage point thereby ensuring that there is enough fuel in the inland.

### THE VOPAK REATILE BULK LIQUID TERMINAL

The purpose of this project is to construct and operate an independent Fuel and Gas Storage and Distribution Terminal at Jameson Park.

Vopak Reatile will be constructing a 350 000 cubic metres of storage capacity in Heidelberg. This storage will be constructed in two stages. The first stage will construct 100 000 cubic metres and the second stage will be 250 000 cubic metres. All the necessary

regulatory approvals have been received. The land has also been purchased.

This storage facility will employ about 2 00 people during construction. Construction is envisaged to commence during next financial year. Construction will occur over a period of two and a half years. The final cost of the terminal is estimated at R2bn.

### THE RATANDA SHOPPING COMPLEX

The Ratanda Shopping Complex was constructed and is now in operation with Shoprite as one of the anchor stores within the establishment. This development has

created an opportunity to extent the Ratanda CBD to include Protea Rd towards the Blesbok street junction.

### THE LESEDI TRANSIT HUB – TECINO

The developer has mobilised funding of about R4 bn: spreading throughout the Municipality including rural areas covering retail, logistics, industrial development amusement and property development.

Property description	Extent	Proposed Project	Area
Portion 5 of farm Langlaagte 186 I.R.	155 hectares	Warehousing Port	Heidelberg
Portion 28 of the Farm Boschoek 385 I.R.	30 hectares	Mixed Land Use	Obed Nkosi Township
Heidelberg Extension 5- 1235	3000m <sup>2</sup>	Student Housing	Heidelberg

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Property description	Extent	Proposed Project	Area
Heidelberg Extension 19- 3527	2025m <sup>2</sup>	Filling station	Heidelberg
Heidelberg Extension 24	39 stands	Warehouse park	Heidelberg Extension 24
Stands 126 and 129 Heidelberg	4900m <sup>2</sup>	Office park	Heidelberg
Remainder of the farm Rieffontein 276 I.R.	10 hectares	Extreme Park and Service Centre	Vischkuil
Devon	5 hectares	Shopping Centre and Incubation Park for SMMes	Devon
Old Gaol		Lifestyle cafe	Jordaan Street

### THE SOUTHERN GATEWAY LOGISTIC HUB.

The Southern Gateway Logistical Hub is now formally known as Tambo Springs Logistical Hub and its first phase will begin in Ekurhuleni along the N3 corridor. The proposed development is located in between the N3 and R103 corridors (Tamboekiesfontein) and it can be directly accessed from the freeway through R550 corridor. The area measures approximately 550 hectares and ROD has been approved for the first 30ha, another 90ha has a pending ROD and a new EIA has to be processed for the remainder of this portion. IDC indicated that a minimum of 13 000 new (direct and indirect) jobs will be created by the new development and development will cost a minimum of R3 billion. Currently Transnet has now fully committed to developing the container terminal west of the N3 freeway in Ekurhuleni. The work on the project will commence within the next financial year (2015/16). Furthermore, Gauteng Province has appointed Ndodana Consulting Engineers to do the detail design of the K148/N3 interchange (where the Total Petroports are), and to supervise construction of such. Construction of this project, which will open up the areas directly abutting the freeway, is expected to commence in 2016.

GEDA, Gauteng Provincial Government, Gautrans and DED have all identified this project as of provincial and national strategic importance and they are in full support of it.

The primary significance of this logistic hub is to take off the bulk freight from the main ports of Richards Bay and Durban and break it into warehousing units so that it can be distributed to the inland in an efficient manner. Subsidiary benefit to this hub is to alleviate traffic congestion and help reduce associated road fatalities.

The envisaged project is comprised of the following establishments:

- Warehouses
- Commercial Offices
- Trucking stop and refueling station
- Container Depot
- Light Commercial Industries

### THE INTEGRATED MEDICAL FACILITY

The Council has approved proposed development of an Integrated Medical Facility in the area North of Bergsig. This development is envisaged for the construction of

a university hospital that will use alternative healing therapy based of eastern medicine and methods such as acupuncture and herbal cures.

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Meigui Developers have pledged to inject an amount of R7, 5 Billion for the construction of 600 beds hospital and the project is envisaged to create more than five thousand job opportunities for local communities.



Coupled to this project, the LLM has also approved the development of the Herbal Farm in Jameson Park which will grow and produce herbs for the hospital. The picture below shows Portion 18 (A Portion of Portion 7) of the farm Maraisdrift that has been earmarked for this development.

## 4.3.8. Comprehensive Local Economic Development Strategy And Policies

The LED strategy was approved by Council in 2014 and it is currently at the implementation phase. A panel of service providers were also appointed in 2014 to assist the municipality in implementing the strategy. All the Development plans of the Municipality have been consolidated and will be used to lobby for funding. In addition, the Municipality has approved a number of

policies aimed at enterprise development, extended public works program policy and informal trading.

It is also important to mention that the Municipality is participating in various forums and projects that are aimed at providing impetus to the challenge of LED and to name a few, the following are mentioned :

INTERVENTION	DEPARTMENT	REMARKS
Gauteng Manufacturing Sector Key Action Plan	Gauteng Department of Economic Development	Included into the LED strategy.
Development of the Gauteng SMME Policy Framework	Gauteng Department of Economic Development	Participating in the steering committee
Gauteng Tourism Development Strategy	Gauteng Tourism Authority	Part of the steering committee is to determine the establishment of the Regional Tourism Organisation.
MEC-MMC	GDARD	Issues of environment management and agriculture development are coordinated
Land Reform	Department of Rural Development and Land Reform	Part of the District Screening and Provincial Grants Approval Committees entrusted to evaluate and approve applications for land acquisition
Intergovernmental Relations Forum	Sedibeng District Municipality	IDP implementation and coordination issues are discussed and coordinated
Business Service	Gauteng Economic Propeller	Capacity building and funding for emerging business

## INFORMAL TRADING

SALGA-Gauteng has been approached to assist with the informal trading policy which will be followed by the informal trading by-law. Law enforcement is one

area that the Municipality is advised to invest on to derail urban decay throughout. Areas like Devon and Vischkuil will be prioritized in accordance with funding



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availability, however they are not excluded. Most informal traders in the area are not organized. The Municipality ends up being faced with the challenge

of mobilizing them so as to address their issues adequately. Legislation makes this the prerogative of the private sector.

### NODAL AND CORRIDOR DEVELOPMENT

In order to implement the Spatial Development Framework, Sedibeng Growth and Development Strategy, the Council, PLAN ASSOCIATES, a Town and Regional Planning company was appointed to develop the nodes and corridor development strategy for the Municipality. The study was completed in July 2009 and approved by the Council. Then it was circulated to all Provincial and National Sector Departments for support. It forms part of the twenty year vision of the Municipality. The study has identified twelve development nodes in the whole area of the Municipality. Over this period it is estimated that 39 573 job opportunities will be created if the nodes are developed to full potential. Development is anticipated to focus on the following activities:-

agriculture, land reform (agri-villages), and agri-processing;  
manufacturing (light industries);  
transport (freight and public transport facilities);  
residential development to create “critical mass” around certain nodes;  
provision of social/community services by way of one-stop Multi Purpose Community Centres (Thusong Centres); and  
tourism development. posals and applications in the area and at the same time promote rural development.

### NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT : LESEDI PRECINCTS

The Neighbourhood Partnership Grant Funded Project with the aim of improving development opportunities in the disadvantaged areas of Lesedi. The project is funded through National Treasury and implemented by Worley Parsons (incorporating Kwezi V3 Engineers.) as a technical assistance to the Lesedi Local Municipality in terms of the grant awarded to Sedibeng District Municipality.

The focus areas of the project are:

Heidelberg/Ratanda which is the core area and exhibits a typical apartheid town structure.

Devon/Impumelelo which is a very small isolated core with no obvious comparative advantage and ,

Jameson Park which is a group of agricultural holdings with a much closer link to Nigel than to either Heidelberg or Devon.

The following deliverables are to be achieved at the end of the contract:

Status Quo Report  
Household Survey  
Economic Analysis  
Urban Design Framework (for each Township)  
Township Regeneration Strategy  
Precinct Plan  
Project Plans

### PROGRESS TO DATE :

After consultation with the National Treasury, Worley Parsons was instructed to focus on the Ratanda precinct due to its potential to to create economic and social benefits. The brief of the consultants was to be confined to the Precinct plan for Ratanda. The following plan was put together:-

Upgrading of Heidelberg Road, Protea Road & Boschoek Street

Upgrading of sidewalks and raised pedestrian crossings  
Taxi/ bus laybys  
Commuter bus/taxi shelters  
Lighting

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Signage and street advertising  
Landscaping  
Street furniture  
Public art gateway elements at the intersection of Heidelberg and Boschoek street  
Redevelopment of market stalls

Taxi rank

The plans in this regard are receiving consideration and as soon as a decision is taken, the process of implementation will unfold

## 4.3.9. REVIVING Our Environment

### Introduction

In terms of Section 24 (a) of the Bill of Rights in the South African Constitution (Act 108 of 1996), everyone has the right:

to an environment that is not harmful to their health or well-being; and  
to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that -  
prevent pollution and ecological degradation  
promote conservation; and  
secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

The Lesedi Local Municipality established an Environmental Management Unit as a component of its Planning and Development Department to ensure the integrity of our environment and biodiversity. Environmental impact management should play a more significant role in all spheres of society. The government through the Department of Environmental Affairs has adopted the Integrated Environmental Management (IEM) principles. IEM provides a suite of principles and tools to guide South Africa on a path to sustainable development. Although there are numerous and varied definitions of the term sustainable development, the common elements include the need to integrate social, economic and environmental features as well as to address intra- and inter-generational equity.

The South African National Environmental Management Act (NEMA, Act 107 of 1998) defines sustainable development as follows (section 1(1)(xxix)):

Sustainable development means the integration of social, economic and environmental factors into planning, implementation and decision-making so as to ensure that development serves present and future generations.

The following principles underpin IEM: Accountability and responsibility; Adaptive; Consideration of Alternative options; Community empowerment; Continual improvement; Dispute Resolution; Environmental Justice; Equity; Global and Local Responsibilities; Holistic decision-making; Informed decision-making; Institutional co-ordination; Integrated approach; Polluter Pays; Precautionary approach; Rigour; Stakeholder engagement; Sustainability; and Transparency

Meeting the many challenges South Africa faces in achieving the goal of sustainable development requires co-operation between all spheres of government, community-based organisations, non-governmental organisations, researchers and academics, business and environmental practitioners. Constructive interactions between all of these stakeholders in the spirit of continual improvement will ensure that the country continues to play a leading role in developing and implementing innovative approaches to IEM.

### TOOLS FOR IMPLEMENTING IEM PRINCIPLES

IEM principles can be realized through the application of one or more of a suite of tools, which are used by specialists to support decision-making. These include the following:

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Screening:	Determines whether or not a development proposal requires environmental assessment, and if so, what type and level of assessment is appropriate.
Environmental Impact Assessment (EIA):	Aims to predict both positive and negative environmental impacts of a proposed project and find ways to reduce adverse impacts, shape projects to suit the local environment and present the predictions and options to decision-makers. This tool is designed to be project specific and site-specific, and not to be focused on strategic issues.
Stakeholder Engagement:	Engagement between stakeholders during the planning, assessment, implementation and/or management of proposals or activities.
Life Cycle Assessment (LCA):	The systematic analysis and evaluation of the environmental aspects of a product or service through all stages of its life cycle.
Environmental Auditing	A process whereby an organization's environmental performance is tested against numerous requirements, for example, clearly defined policies, legislated requirements and key performance indicators.
Environmental Accounting:	To identify, quantify and allocate the direct and indirect environmental costs and benefits of ongoing operations.
Technology Assessment:	Systematically examines the effects on society that may occur when a technology is introduced, extended or modified.
Cumulative Effects Assessment (CEA)	A systematic procedure for identifying and evaluating the significance of effects from multiple actions representing potential causes of impacts.
Cost-Benefit Analysis	Used by decision makers either to rank projects or to accept/reject them
Environmental Economics:	Helps identify the costs and benefits (negative and positive environmental impacts) not taken into account by economic agents (i.e. external costs).
Ecological and Environmental Footprinting:	Provides a measure of how much bio-productive area (i.e. land, water or air) a population would require to sustainably produce all the resources it consumes and to absorb the waste it generates, using available technology.
Risk Assessment	The definition of the probability and severity of an undesired effect, expressed in the context of associated uncertainties.
State of the Environment Reporting:	Used to highlight changes in the environment, the causes of those changes, and identify appropriate responses.
Indicators:	Evaluate and monitor the amount and direction of change occurring in the environment and whether developments or actions are operating at a sustainable level.
Sustainability Analysis	Aims to evaluate the extent to which an activity/business is aligned with the principles of sustainable development and contributes to sustainable development
Strategic Environmental Assessment/Environmental Management Framework	Used tool for determining the environmental implications of decisions made at a policy, plan or programme level.
Eco-labelling	To describe an officially sanctioned scheme in which a product may be awarded an ecological label based on an acceptable level of environmental impact and responsible management.
Scenario Analysis	Assesses the future implications of current environmental problems or the future emergence of new problems.
Sustainability Reporting	An organisation's public account of economic, environmental and social performance in relation to its operations, products and services – i.e. the triple bottom line.
Environmental Management Systems (EMS):	Provide guidance on how to manage the environmental impacts of activities, products, and services.

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Screening:	Determines whether or not a development proposal requires environmental assessment, and if so, what type and level of assessment is appropriate.
Environmental Policy	Details an organisation's aims and principles of action with respect to the environment including compliance with all relevant regulatory requirements.
Environmental Management Plan (EMP)	Form part of an EMS and specify how an activity is to be managed to minimize potential impacts on the environment and enhance benefits, throughout the life cycle of the activity.

It is therefore critical that prior to any development, the environmental impacts associated with the activity are identified and mitigation measures are introduced to deal with those impacts.

## Environmental Management Legislative Framework

Environmental legislation is essential for promoting environmental sustainability, both as a source of guidance and as a source of enforcement. The success of legislation and policies depends on enforcement' and action at all levels in society, from governmental organisations through to civic engagement and environmental activist groups.

Constitution of the Republic of South Africa 1996 provides the overarching legislative foundation for environmental management in South Africa

Mineral and Petroleum Resources Development Act 28 of 2002 and Regulations provides for equitable access to and 'sustainable development' of the nation's mineral and petroleum resources.

National Environmental Management Act 107 – 1998 provides for co-operative environmental governance based on the principles that everyone has the right to an environment that is not harmful to his or her health or well-being, and enabling the administration and enforcement of other environmental management laws.

## Specific Environmental Management Acts:

National Environmental Management: Biodiversity Act (10 of 2004): supports conservation of plant and animal biodiversity, including the soil and water upon which it depends.

National Environmental Management: Protected Areas Act (57 of 2003, amended No. 31 of 2004): supports conservation of soil, water and biodiversity.

National Environmental Management: Integrated Coastal Management Bill (2008) (and amendments):

supports integrated coastal and estuarine management system to promote conservation of the coastal environment, maintain natural coastal landscape and seascape attributes, and ensure that development and use of natural resources within the coastal zone is socially and economically justifiable and ecologically sustainable.

National Environmental Management: Air Quality Act (39 of 2004) Air Quality Act (39 of 2004) replaces the Atmospheric Pollution Prevention Act (No. 45 of 1965).

National Environmental Management: Waste Act (59 of 2008): aims to prevent pollution and ecological degradation, thus protecting the environment and our health.

## National Heritage Resources Act 25 – 1999

National Water Act 36 of 1998: promotes the protection, use, development, conservation, management, and control of water resources in a sustainable and equitable manner.

National Forests Act (84 of 1998): supports sustainable forest management and the restructuring of the forestry sector, as well as protection of indigenous trees in general.

Environment Conservation Act (73 of 1989): the previous primary framework Act, this has been replaced by the National Environmental Management Act (above).

Conservation of Agricultural Resources Act (43 of 1983) (CARA): supports conservation of natural agricultural resources (soil, water, plant biodiversity) by maintaining the production potential of the land and combating/preventing erosion; for example, by controlling or eradicating declared weeds and invader plants.

Atmospheric Pollution Prevention Act: replaced by the NEMA Air Quality Act (above).

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Hazardous Substances Act (15 of 1973): supports the control of hazardous substances which may cause injury or ill-health or death.

Fertilizers, Farm Feeds, Agricultural Remedies Act (36 of 1947) - enforced by Dept. of Agriculture, Forestry and Fisheries: for the registration and regulation of fertilizers, farm feeds, agricultural remedies, stock remedies, sterilizing plants, and pest control operators and their importation, sale, acquisition, disposal, and use

Mountain Catchment Areas Act (63 of 1970) - summary: supports conservation, use, management and control of land (including soil, water and plant biodiversity) in mountain catchment areas. Provided for under NEMA (above).

Fertilizers, Farm Feeds, Agricultural Remedies Act 36 of 1947) - enforced by Dept of Agriculture, Forestry and Fisheries: for the registration and regulation of fertilizers, farm feeds, agricultural remedies, stock remedies, sterilizing plants, and pest control operators and their importation, sale, acquisition, disposal, and use

Agricultural Pests Act (36 of 1983): control measures over plants and for the prevention of plant diseases (agricultural pests).

Development Facilitation Act (67 of 1995) (South Africa): supports reconstruction and development while adhering to general principles governing land development.

Environmental Impact Assessment Regulations (R3877 of June 2010): procedures to be followed when an application has been lodged with the relevant authority to conduct a proposed activity, including preparation of a scoping report (regulation 6) by an independent consultant, a 'full' environmental impact assessment and alternatives identified (depending on likelihood of any detrimental effects), and environmental issues identified in the scoping report (regulation 7).

Genetically Modified Organisms Act (15 of 1997: supports responsible development, production, use and application of genetically modified organisms; to ensure that all activities involving the use of genetically modified organisms (including importation, Concerns within the province.

production, release, and distribution) shall be carried out in such a way as to limit possible harmful consequences to the environment.

Hazardous Substances Act (15 of 1973) (South Africa): to control substances that may cause injury, ill-health, or death through their toxic, corrosive, irritant, strongly sensitizing or flammable nature, or by the generation of pressure.

Mine Health and Safety Act (29 of 1996, amended 1997): supports the identification of hazards and the elimination, control, and minimization of risks relating to health and safety in mines.

National Heritage Resources Act (25 of 1999): supports an integrated and interactive system for the management of national heritage resources, including supports soil, water and animal and plant biodiversity.

National Veld and Forest Fire Act: protects soil, water and plant life through the prevention and combatting of veld, forest, and mountain fires.

Nuclear Energy Act (46 of 1999): sets out the Minister's responsibilities regarding source material, special nuclear material, restricted material, radioactive waste, and the storage of irradiated nuclear fuel.

Water Services Act (108 of 1997: provides a regulatory framework for local authorities to supply water and sanitation services in their respective areas.

Promotion of Access to Information Act (2 of 2000)

Promotion of Administrative Justice Act (3 of 2000)

King III Report: a report that promotes ethical considerations of socio-economic and environmental concerns, through a focus on leadership, sustainability and corporate citizenship.

Agenda 21 (international): a comprehensive plan of action to be taken globally, nationally and locally by organizations of the United Nations System, Governments, and Major Groups in every area in which human impacts on the environment.

The Gauteng Province State of Environment Report

The structure of the Gauteng State of the Environment Report provides a clear indication of priority environmental issues and

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This structure also largely corresponds with the key environmental issues identified in the Gauteng Environmental Implementation Plan.

Key Environmental Issues	Specific Indicators
Social	Demographic Dynamics Education Employment Health Poverty Basic Services
Land	Land Use Land Condition – High potential agricultural land Land Condition – Soil loss Land Condition – Vegetation condition Land Condition – Land degradation Land Condition – Soil contamination
Water Resources	Surface water quality Groundwater quality Ecological status of rivers Eutrophication of water bodies
Air Quality	Climate change Ambient air quality levels of priority pollutants
Biodiversity	Species diversity Red data species per taxonomic group Habitat change – Condition of ridges Habitat change – Condition of wetlands Habitat change – Condition of vegetation types Habitat change – Protected Areas Habitat change – Alien invasion

Key Environmental Issues	Specific Indicators
Waste Management	Waste generation o Service delivery o Waste disposal

These issues and indicators can be used to generate environmental key performance indicators for the municipality in order to ensure that the principles of EMI and Sustainable Development are promoted and become part of the municipality's strategy. It is apparent then that no development should proceed within the municipality without the prior consultation with the Environmental Management Unit of the Development and Planning department.

The above issues and other relevant provincial and national policies on Sustainable Development and environmental management give effect to the five overarching themes which the IDP should focus on with regard to IEM, namely:

Theme 1	Sustainable infrastructure provision and development and use of natural resources
Theme 2:	Ecological integrity and protection of biodiversity
Theme 3	Management of development impacts
Theme 4	Integrated planning and cooperative governance
Theme 5	Environmental capacity building, awareness and empowerment

## Special Projects for the Environmental Management

### ALIEN VEGETATION AND BANKRUPT BUSH CONTROL PROJECT

Background of Alien Vegetation and Bankrupt Bush control Project.

The Alien Vegetation and Bankrupt Bush control Project previously known as Londindalo Alien Vegetation Eradication Project (LAVEP) was initiated in 2006 as a community based project aimed at providing employment opportunities while also preparing the beneficiaries to start their own enterprises.

Since its initiation the project has trained over 100 people in alien plant eradication methods. At the moment 58 beneficiaries are employed on a temporary basis and the teams are spread in two farms within the municipality: Nootgedacht in the South of Ratanda and Uitkyk in the north east. The project funded and

implemented by the Gauteng Department of Agriculture and Rural Development (GDARD).

As part of the initial exit strategy the municipality assisted the beneficiaries to open cooperatives to develop a culture on entrepreneurship among the beneficiaries. However, the GDARD has secured further funding to develop a well-planned exit strategy that will be implemented across all alien plant eradication projects under their management. When the strategy has been finalized, the beneficiaries will then have a suite of options to assist them in exiting the project and establishing their own businesses.

The project is implemented according to the Working for Water principles and is managed under the

## Section B: Situational Analysis

Environmental Sector of the Expanded Public Works Program.

The aims of the projects are to:

Contribute to conservation of natural resources through control and eradication of alien vegetation.

Assist in poverty alleviation through job creation and skills development.

### OBJECTIVES

Enhance water security

Restore agricultural capacity and security

Improve the ecological integrity of natural systems

Maximize social and economic benefits

Promote appropriate land use and rehabilitation of cleared areas

Protect and restore biodiversity

Create jobs and develop skills to alleviate poverty

Co-operative governance

The project has enhanced cooperate governance between all spheres of government and partnership between public and private sector.

### PROJECT PROFILE

In terms of socio economic the project has created 58 jobs opportunities. Of 58 jobs created: 69% are women and 31% are males youth, 78% youth and 6% are physically challenged. The project has had a very positive impact on the community because of the job opportunities that have been created as well as skills and training offered. The beneficiaries have been trained on various aspects such as chainsaw operation,

herbicide application, finance management, life skills, firefighting and first aid. All training was offered by accredited service providers.

LAVEP has won the several awards in the past including the 2008 Kamoso award as the best provincial environmental project.

### HEIDELBERG ECO-FURNITURE FACTORY

The Eco Furniture factory is the initiative of SANPARK whose aim is to eradicate the alien trees and produce furniture for schools and other sectors. The project is situated in Jameson Park next to Transnet Bulk Liquid terminal. LLM, DPW and DEA are key stakeholders in

this project. There 91 people currently employed at the factory. The project has also empowered about 4 SMMEs contractors that supplies the factory with the raw material for making furniture.

### RENEWABLE ENERGY PROJECT

Manure and Biogas to Gas, Power and Clean Water: Earth Sea Corporation Technology will own and operate the plant at Karan Beef Estate. Licenses are being sought for air quality, waste management and

water. Jobs will be created and skills transferred. The municipality has finalised the procurement process of alienating the farm land for this project.

### BONTLE KE BOTHO

The provincial government conceived the Bontle ke Botho (BkB) idea after the 2002 World Summit on

Sustainable Development (WSSD) held in Johannesburg. The BkB campaign is aimed at

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promoting environmental awareness and conservation among local communities and schools.

This Clean and Green Campaign brings about competition amongst schools, Wards and Municipalities, with the best performing School, Ward or Municipality rewarded to further their greening campaigns.

The Gauteng Department of Agriculture and Rural Development (GDARD) through BkB, rewards local initiatives that address the environmental challenges experienced by most wards in Gauteng. BkB also supports these initiatives:

- water conservation
- energy efficiency
- sound waste management practices
- sustainable agriculture and
- Greening initiatives in the wards and schools.

Since the inception of the BkB Campaign, most Wards in the municipality have been active in environmental projects and their efforts were rewarded by GDARD.

BkB requires that Ward Councilors, in partnership with Community Development Workers (CDW) and Ward Committees, prepare Environment Management Plans (EMP) for their Wards as the first step in showing the intent of taking part in the campaign. The Environmental Management Plan is used by GDARD to determine the types of projects taking place in different Wards and is also used to determine plans that the Ward Councilor has for future projects and spending of the prize money.

The prize money won by the wards can only be used to expand or sustain existing projects and / or start new environmental or agricultural projects in the wards.

### ENVIRONMENTAL MANAGEMENT IMPACT REPORT

#### Prospecting and Mining

The municipality has received many applications for the prospecting of gold, iron ore, tailings facilities coal and sand. The applicants submit an Environmental Management Plan according to the MPDR as administered by the Department of Mineral Resources.

#### Housing Developments

Several proposed developments have recently been awarded environmental authorization in the form of Records of Decision (RoD). These include:

The Langzeekoegat Rural Housing Development

The Sedaven township establishment.

#### Education and Awareness

The Environmental Unit has embarked on a greening project that aims to instill a culture of green living through projects like tree planting, awareness and education for school learners, the public and developers

#### 4.3.10. RELEASING THE HUMAN POTENTIAL

The Council benefited through acquiring commonage to address the land question to those who cannot afford so as to discourage backyard farming in residential areas. A working arrangement to draw social partners has been forged with AFGRI-SA who is helping with funding for crop cultivation on the commonage. 520 hectares are at this disposal.

A trust is in place to manage this development. Due to challenges that LLM has faced with agriculture-related projects and lack of capacity, a process is currently

underway to acquire a service provider with agricultural expertise to assist LLM with a turn-around strategy to boost agricultural development in the area and this could also take the form of a Memorandum of Understanding with commercial farmers and their organization. The Municipality has appointed the agricultural expert that will to address the above-mentioned challenges.

The Youth Advisory Centre, GEP, satellite office for the Department of Land Affairs is typical examples.



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Poverty alleviation in the form of food security and Homestead gardens projects are being initiated with the help of GDARD.

Lesedi Local Municipality introduced special projects to alleviate poverty.

### RATANDA FARMERS CO-OPERATIVE:

This poverty alleviation project has five beneficiaries and is located on Portion 28 Boschhoek 358 IR in Ratanda. It was initiated by the Eastern Gauteng Services Council in 1996. Two broiler houses with equipment were installed during the 2007/08 financial year. Water is scarce and the need for drawing it from

the Blesbokspruit was identified to diversify with vegetable or crop farming. Poultry houses were erected through the Council's budget and Gauteng Department of Agriculture, Conservation and Environment.

### BOPHANI IZIDWABA MAKHOSIKAZI

The project is based in Ratanda Extension 8 and has 6 beneficiaries. It is located on a land that is 4 hectares in extent. The infrastructure on the land entails potable water, electricity, office, poultry structure (broiler house), bush-cutters, spades, hoes containers and enviro-loo's. Bophani is jointly managed by the beneficiaries, Gauteng Department of Agriculture, Conservation and Environment and Lesedi Local Municipality Project has been expanded with two hectares.

Additional portion of 300m has been fenced through funds from Council.

A broiler unit for layers has been added to the project through funds from GDARD.

300litre Deep freeze was purchased through project funds.

Irrigation system is in place/installed through funds from GDARD.

The old broiler unit has been revamped through funds from Council.

The job creation fund is over the past five committed R150 000 to the project which has not yet been deposited into the account. Finding avenues in the form of applications to rand water, foreign embassies and BAT have been done. The GDARD is providing extended support to the project. Illegal entity in the form of Agricultural Primary Cooperatives has been registered.

### INGQAYIZIVELE SMALL-SCALE FARM (NOW KNOWN AS HLWANYELA PRIMARY COOPERATIVES)

The project is located on the farm Nooitgedacht in Devon. The project focuses on poultry farming, hydroponics farming and nursery. The total number of beneficiaries is 20 and all of them reside in Impumelelo. Training has been provided in the form of National Occupational Safety Act and Running a Cooperative. The council and GP have funded the training. This co-operative also benefitted from Corporate Social Investment (CSI) done by Lateral Unison and they received R 20 000.00 from this

initiative. They used this money to revive the vegetable production project within the farm. This co-operative has received support from the Gauteng Department of Agriculture and Rural Development (GDARD), DRDLR, the National Development Agency (NDA) and the Municipality. The project does well while receiving support but once the funders are gone the project experiences financial difficulties since it has that it depends on government support for its sustainability.

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## LESEDI AGRI PARK

Commitment has been made to develop a farmer production support unit in Lesedi. A site in Obed Nkosi and Langzeekoegat is contemplated for feasibility studies. DRDLR and GDARD, together with the municipality will enter into an MOU in due course. The cost implication is R15m.

## THUTHUKANI AGRICULTURAL PROJECT

The project is predominantly vegetable farming and is located on a council-owned plot in Vischkuil. The infrastructure on site entails two containers, irrigation system, water tank, chairs, spades, hoes and tables

(equipment). Presently the project is dormant, beneficiaries are no longer on site and the equipment & infrastructure have been vandalized and prospects of reviving it are being devised.

## COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME .

Devon also known as Ward thirteen is one of the four sites in Gauteng where the CRDP program is piloted. Institutional mechanisms are in place to ensure that sustainable development takes place in the area in the form of the Council of Stakeholders and Steering Committee. The two structures represent communities, business and government (vertically and horizontally). It has translated into various visible community projects where schools were refurbished (Nomnenkani Primary, Zikhethole Secondary and Sithembiso Primary), agriculture projects were revived (Hlwanyela Agricultural Primary Cooperative), Ingqayizivele Sewing Cooperative, human settlement (Impumelelo Extension 2 and Extension 3 : at EIR level.

An amount of R15 million has been jointly budgeted by the Department of Rural Development and Land Reform (R12million) and Lesedi Local Municipality (R3 million) to develop roads in Impumelelo.

The Gauteng Department of Agriculture and Rural Development has commissioned a feasibility study that came out positively where land on the remainder of portion 40 of the farm Nooitgedacht will be subdivided and rezoned after the conclusion of the Environmental Impact Report for the development of a tannery and an incubation park on stand 392 in Devon. A professional team will be appointed to execute this planning activity. It is critical to mention the refurbishment of the stadium in Impumelelo through the grant that came from the Lotto Distribution Fund.

## POULTRY VALUE CHAIN PROJECT

Farm portion owned by the National Government was earmarked and a request was made to DRDLR to assist with the acquisition of this farm and once this succeeds this project would be developed in that farm portion.

The description of the farm is the Remaining Extent of the farm Zeerkry 292 IR and is 56 hectares in size. Eggs, broilers, hatchery and abattoir are commodities envisaged in this project.

## JAMESON PARK COMMONAGE

The LLM has leased about 495ha of land to three (3) cooperatives at the Jameson Park Commonage for crop production. This is the first season that these co-operatives and they have planted maize, however, this coincided with the drought that was experienced this

season, the late summer rain was welcomed by these co-operatives and now they are just waiting to see what yield they will get this season. The lease agreement was signed around November 2015.

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## EXTENDED PUBLIC WORKS PROGRAMME

In order to create an alignment with the National vision of creating job opportunities to the extent as spelled out in the Provincial and National targets, the LLM approved the policy to promote the extended public work programme in 2016/2017. The following are the principles of focus:-

- Identification of suitable infrastructure construction projects
- Appropriate design for labour intensive construction
- Introduction of tender and contract documentation suitable for small contractors and the use of labour intensive methods of construction
- Introduction of monitoring mechanism to monitor training and labour statistics
- Promote the training of consultants in design methods supporting labour intensity

- Support training of supervisory staff in labour intensity
- Employment of labour (preferably from the local project area)
- Implementation of learnerships and skills programmes for Labour Intensive construction

This policy is being reviewed to entail other expertise beyond infrastructure projects to include Community Home-Based Care, Environment Management, Sports, Recreation, Arts and Culture and Economic sectors. A web-based reporting system has been set up to allow Municipalities to provide report quarterly on EPWP opportunities. Over and above the latter a Provincial task team has been set up within the auspices of the Department of Infrastructure Development to assist with the implementation of this programme. The programme has got another leg that focuses on the aspect of contractor development

### 4.2.11. SPATIAL AND LAND USE

Lesedi Local Municipality can be described as a primarily rural area, with the major urban concentration located in Heidelberg/ Ratanda, which is situated along the N3 freeway at its intersection with Provincial Route R42, east of the Suikerbosrand Nature Reserve. Devon/ Impumelelo, which is situated on the eastern edge of the Municipal area, abutting the N17

freeway on the north, is a significant rural settlement, while Vischkuil/ Endicott east of Springs abutting Provincial Route R29 is a smaller rural centre. Jameson Park is an isolated residential area abutting Route R42 between Heidelberg and Nigel. The rest of the municipal area is taken up by commercial farms, with agricultural holdings situated in places.

## AGRICULTURE, LAND REFORM AND FOOD SECURITY

Commercial agriculture takes up the largest area within Lesedi – 142053 ha of land (95% of the study area). Agricultural activity in the municipality is dominated by large scale commercial farming operations (crop production including maize, grain, sorghum, wheat, soya and dry beans, ground nuts, sunflower seeds and vegetables, and animal production including milk, beef, mutton and lamb, eggs and poultry). Lesedi is a very important resource to Gauteng in terms of food production, and this fact should be taken into consideration in the future planning of the area. The performance of the agricultural sector is very dependent on climatic conditions and may fluctuate from year to year. The

agricultural sector does however present opportunities for downstream economic activities and job creation in terms of further processing of agricultural produce (e.g. Karan Beef, Eskort, and Mancho Ranch all of which create opportunities within Lesedi). 60% of the area is agricultural (Gauteng Agriculture Development Strategy). The challenges to Land Reform centre around funding, proper planning (Area Based Plans), access to information, absence of rural development strategy to counter urban sprawl, pricing of properties, alignment of food security and small farm development initiatives to economic development.

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## MINING SECTOR

### MINING-RELATED LAND USES

Gold mining did take place in the study area in the past, however due to the uneconomic nature of the remaining reserves; gold mining stopped a number of years ago. A number of old shafts are located in the study area, east of Heidelberg and south of Nigel. The most important of these are the old Witwatersrand / Nigel Gold Mine situated  $\pm 3$ km south of Jameson Park east of Heidelberg, and the vertical shaft in the "Heidelberg Zone of Opportunity" between Heidelberg and Bergsig.

The following are the three slimes dams with a total area of 540 ha (0.4% of the total study area) are located in Lesedi:

A major slimes dam abutting National Road N17 on the south, to the west of Vischkuil/Endicott, on the boundary of the study area;

A smaller slimes dam at the old Witwatersrand / Nigel Gold Mine south of Jameson Park; and  
An old, partially rehabilitated slimes dam east of Rensburg and the N3 freeway, south of the Heidelberg Airfield.

Extraction of industrial mineral deposits in Lesedi includes the following:

Building sand (silica) quarries in the southwestern and southern parts of Lesedi, mostly in low-lying areas close to watercourses;

Shale / brick clay quarries northeast of Ratanda, northeast of Rensburg and north of Vischkuil;

Refractory / fireclay quarries in the southern part of Lesedi east of Heidelberg; and

Stone aggregate quarry adjacent to the old Witwatersrand / Nigel Gold Mine.

The following mining companies are found in Lesedi:

**Gold Mines:** Witwatersrand Nigel, West Spaarwater, East Daggafontein;

**Industrial Minerals:** Blesbokspruit Alluvial Gravels, R. Sand, Summit Sand Quarry, Conaf, Greycor, DG Sand Quarry and Wits Nigel Quartzite Quarry,

Recent developments in Heidelberg shows a lack of appreciation for the significance of the town and guidelines must be put in place for future growth and development.

### AGRICULTURAL HOLDINGS AND SMALL FARMS

Agricultural holding areas within Lesedi have a total area of  $\pm 6473$  ha (4, 5% of the study area) and include the following:

Vischkuil / Endicott Agricultural Holdings, abutting Provincial Road R29 between Springs and Devon in the northern part of the study area;

Hallgate Agricultural Holdings, abutting Provincial Road 550 east of Nigel;

Blue Valley Agricultural Holdings south of Mackenzieville in Nigel;

Bothasgeluk Agricultural Holdings, abutting Provincial Route R51 southeast of Nigel;

Kaydale Agricultural Holdings, abutting Jameson Park on the northwest;

Spaarwater Agricultural Holdings, abutting Provincial Route R23 in the north-western part of the study area;

Heidelberg Agricultural Holdings, abutting Provincial Route 549 south of Shalimar Ridge;

Eendracht Small Farms, abutting Provincial Route R23 between the Spaarwater Agricultural Holdings and the N3 freeway;

Zonnestraal Small Farms, between the Spaarwater Agricultural Holdings and Duduza;

Boschfontein Small Farms, abutting Provincial Route R42 west of Jordaan Park; and

Heidelberg Agricultural Holding, which is located to the south of Shalimar Ridge.

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Diverse land uses are found on the agricultural holdings, ranging from rural residential, through small scale farming to extensive, informal industrial and

commercial activities. A relatively large proportion of the agricultural holdings are vacant.

### 4.3.12. TOURISM DEVELOPMENT AND MARKETING

A comprehensive strategy in this regard is pending. The area is endowed with a potential that can turn development and growth around. Personnel capacity is another area that the Municipality needs to invest on so as to mobilize and facilitate development and growth.

In order to boost tourism growth, the Gauteng Tourism Authority has initiated a project geared towards identifying tourism needs to realize the objective of job creation and economic development. Provincial Government has decided to incorporate local initiatives and plans into the broader scheme of planning for tourism in the whole Province. This was coined to be known as the Tourism Portfolio or Investment Portfolio for the Gauteng Province.

Numerous projects were submitted to facilitate the growth of tourism in the area of Lesedi Local Municipality. The detailed list is available in the Gauteng Tourism Portfolio document but for the sake of this review it is important to mention projects that are currently receiving attention where the GTA has appointed consultants to conduct feasibility report. Such projects entail the revival of the Round Fourteen Pleasure Resort, the Kudung Lodge and Conference

Centre (though falling under Midvaal but has impact on the economy and tourism potential of Lesedi Local Municipality), Suikerbosrand Nature Reserve Turnaround strategy and the establishment of Visitor information centres.

Over and above these developments, Sedibeng District Municipality has registered a company known as the Sedibeng Tourism Organisation with the Companies, Intellectual Properties Commission whose responsibility is to drive and manage tourism in the region. The community of Lesedi Local Municipality has a challenge to align itself with this development through the mobilization of the community sector and the private sector to for its own associations that will culminate into the Lesedi Local Tourism Organisation. The latter will be in a position to articulate the interest of the community at the level of the District Tourism Organisation.

In Councils Resolution (LC.MC 9/1/2016) of the Lesedi Local Municipality dated 26 January 2016 a decision was taken for the restoration against the future lease of the old Heidelberg Motor Museum venue. This was aimed (amongst other things) to boost the tourism sector around Lesedi

## 4.4. KPA4. Financial Management And Viability

### 4.4.1. OVERVIEW OF THE BUDGET PROCESS

Various IDP consultation processes were held with stakeholders in February 2019 at public participation engagements, for the municipal budget need. Furthermore, engagements were held to discuss the

IDP priorities and budget formulation and implementation. The municipality considered National Treasury's budget circulars for guidance in terms of the budget preparation.

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## BUDGET ASSUMPTIONS

National Treasury issued MFMA/Budget Circular In line with circular 94 the following macroeconomic forecasts must be considered when preparing the 2019/20 MTREF municipal budgets. The following CPI's were used to project expenditure for the 2019/20 financial year as well as the two subsequent years:

Item	2019/20	2020/21	2021/22
Salaries	5.8%	6.25%	4.6%
General expenditure	5.6%	5.4%	5.4%

There has been a proposed increment of 13.07% on electricity bulk purchases and 7.9% on water bulk purchases. The said projections were used to forecast revenue from services as well as to determine tariff increases for the draft budget 2019/2020 financial year. Tariff increments are discussed below.

The said circular advises municipalities to give attention to several areas of concern, among others:

- Revenue management
- Collection of outstanding debt
- Pricing services correctly
- Under-spending on repairs and maintenance
- Spending on non-priorities

Division of Revenue Act 2014 has been issued, advising on the allocation of revenue raised nationally to other government spheres. It is outlined in the said Act, that the Lesedi's allocation for equitable share is estimated at R119 million, indicated in Division of Revenue Act, 2014 (DoRA, 2014), while Municipal Infrastructure Grant is estimated at R25.9 million. The proposed allocation has a significant impact on the municipality's fiscal position and its commitment to meeting its set objectives.

## COST CONTAINMENT MEASURES

In MFMA Circular No. 70 municipalities were strongly advised to take note of the Cabinet resolution of 23 October 2013 by which all national and provincial departments, constitutional institutions and all public entities are required to implement cost containment measures with effect of January 2014. The cost containment measures must be implemented to eliminate waste, reprioritize spending and ensure savings on six focus areas namely, consultancy fees, no credit cards, travel and related costs, advertising, catering and event costs as well as costs for accommodation. Municipalities were subsequently strongly urged to take note of the cost containment measures as approved by Cabinet and align their budgeting policies to these guidelines to the maximum extent possible.

Although it's acknowledged that local government is autonomous in its strategy formulation (IDP) and setting of budget appropriations, local government remains a sphere of government and must therefore

align itself to the maximum extent possible to that of national and provincial government. In this regard in terms of section 62(1) of the MFMA the accounting officer of the municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure:

- That the resources of the municipality are used effectively, efficiently and economically;
- That full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards;
- That the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control; and of internal audit operating in accordance with any prescribed norms and standards; and
- That unauthorized, irregular or fruitless and wasteful expenditure and other losses are prevented.

## OVERVIEW OF ALIGNMENT OF THE BUDGET WITH THE IDP

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The strategic objectives as per the draft IDP would be addressed by the budget. A reconciliation of the IDP strategic objectives and the budget are populated in the budget supporting tables SA4 (revenue), SA5 (operational expenditure) and SA6 (capital expenditure).

## MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

MFMA Circular 13, advises municipality to formulate the Service Delivery and Budget Implementation Plans (SDBIP), after adoption of the budget. The draft SDBIP will be informed by the approved budget and will be

tabled to the Executive Mayor 14 days after approval of the budget, while the final SDBIP will be signed by the Executive Mayor within 28 days of approval of the budget, as legislated.

## FUNDING OF THE BUDGET

In terms of section 18(1)(a)(b)(c) of the MFMA, an annual budget may only be funded from realistically anticipated revenues to be collected; cash-backed accumulated funds from previous years' surpluses not

committed for other purposes; and borrowed funds, but only for the capital budget referred to in section 17(2).

## TARIFFS INCREASES

It is well understandable that the municipality's ability to fund its operations is also based on its own generated revenue. MFMA circular 89 advises municipalities to apply cost-reflective tariffs. The following tariff increments are proposed to be affected in the 2019/20 financial year.

Water	6.6%
Sanitation	4.9%
Refuse	4.9%
Other income	4.9%

The electricity tariff application is in line with NERSA's guidelines and as a result should be approved by them. The number of households receiving services has been populated in Table A10

Assessment Rates	5.6%
Electricity	6.24%

Proposed revenue for the 2020/21 financial year is as follows:

Description	Budget 2019/20 R	Budget (outer year) 2020/21 R	Budget (outer year) 2021/22 R	Weighting
Property rates	116,940,704	123,255,505	129,911,305	12.2
Service charges- electricity revenue	344,986,684	364,160,467	384,400,126	36.1
Service charges – Water revenue	121,147,729	128,163,555	135,590,575	12.7
Service charges – sanitation revenue	31,365,237	33,290,704	35,337,348	3.3
Service Charges refuse revenue	31,487,855	33,251,138	35,113,163	3.3
Fines	45,919,353	45,920,398	45,921,499	4.8
Interest earned outstanding debtors	29,240,072	30,819,035	32,483,262	3.1
Transfers recognized – operational	149,669,915	167,520,340	185,936,159	15.7
Transfers recognized – Capital	71,404,000	72,819,964	80,808,000	7.5
Rental of facilities and equipment	5,219,316	5,501,160	5,798,224	0.5
Other revenue	8,163,528	8,604,352	9,068,989	0.8
<b>Total</b>	<b>955,544,393</b>	<b>1,013,306,618</b>	<b>1,080,368,650</b>	<b>100.0</b>

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The largest revenue items are electricity at 36.1%, grant income at 23.2% (15.7% is operational grants and 7.5% is capital grants), water sales at 12.7% and

property rates at 12.2%. The three items generate 84.2% of the revenue of the municipality.

## 4.4.3. Expenditure

Proposed expenditure for the financial year is as follows:

Description	Budget 2018/19 R	Budget (outer year) 2019/20 R	Budget (outer year) 2020/21 R	Weighting
Employee costs	210,091,557	220,018,205	233,164,377	23.2
Councillors remuneration	11,795,677	12,562,396	13,228,203	1.3
Debt Impairment	150,776,271	156,960,695	163,493,107	16.7
Depreciation	38,768,608	39,845,956	41,687,517	4.3
Finance charges	7,711,200	7,607,693	7,547,828	0.9
Bulk purchases: Electricity and Water	341,353,138	359,244,573	378,073,982	37.7
Other Materials	15,442,585	16,018,784	16,883,797	1.7
Leases	3,227,704	3,402,000	3,585,709	0.3
Contracted services	80,283,586	79,637,687	84,552,025	8.9
Other expenditure	45,606,529	47,014,186	49,851,631	5.0
<b>Total Expenditure</b>	<b>905,056,855</b>	<b>942,312,175</b>	<b>992,068,176</b>	<b>100.0</b>

The largest expenditure items are bulk purchases at 37.7%, employee related costs at 23.2% and debt impairment at 16.7%. The three items make up 77.6% of the expenditure of the municipality.

## 4.4.4. Capital Budget

The Capital Budget amounts to R82,354,000 and is funded as follows:

Description	Draft Budget 2019/20 R	Weighting
National Government funded	66,154,000	80%
Lesedi L.M. (own funded)	16,200,000	20%
<b>TOTAL</b>	<b>82,354,000</b>	<b>100%</b>

## 4.2.5. Supply Chain Management

The Council policy contains the following fundamental aspects:

- Adherence to the Constitutional expectations regarding the procurement system
- Adherence to the Preferential Procurement Policy Framework Act

Adherence to the Municipal Finance Management Act

Adherence to delegation of powers as per requirements of the law:

- All bid committees being fully functional, namely Bid Specification, Bid Evaluation and Bid Adjudication



## Section B: Situational Analysis

No councilors serve on these committees, as prescribed by the Municipal Finance Management Act (MFMA) (Act 56 Of 2003)

The Council established a Supply Chain Management unit in finance is directly accountable to the Chief Financial Officer.

Over 600 suppliers have already completed the supplier registration forms that are daily updated on our suppliers system. Acquisition is informed by operational budget practices and principles such as;

### 4.4.6. Investments

External investments are made according to the investment policy of the Council.

### 4.4.7. Indigent Policy

The Council's indigent policy is implemented to assist the poor households, which cannot afford the services rendered. The households receive 50 KW electricity and 6 Kiloliters of water free, and in addition an amount equivalent to basic charges per household per

### 4.4.8. Billing of Debtors

The Council has strict controls regarding the timeous issuing of debtors statements for services rendered to its consumers. As a result of this the payment of the accounts by the consumers average 80% of the monthly amounts due. This is followed up by cut-off instructions issued against non-payers of services rendered by the Council.

Audit teams were also used from time to time, to identify households that tampered with the services of

### 4.4.9. Provision for Bad Debts

Lesedi's current provision for Bad Debt amounts to R61 492 000 and this has been increased to R84 061 000 for the 2014/15 budget year due poor collection levels on outstanding debt over 90 days. The liquidity of the municipality will be placed under pressure for the budget year if consumers do not pay for the services. The consumers of municipal services needs to understand that the

Municipality should be financial sustainable as required in terms of the Municipal Systems Act. In

use of the stores section incorporating logistics and disposal management.

Demand management manifests via the Integrated Development Plan and operational budgeting exercises. Risk Management is done by the Management Accounting Section focusing on assets, fleet management for vehicles, Information Technology section for information storage and backup system in the Management Support Services department.

month is credited to their account in order to assist them with refuse, assessment rates and sewerage. All outstanding arrears at the date of approval of indigent status were written off.

the council. If the services of a household have been removed due to tampering, the owner is responsible for all costs involved before the services are restarted.

If the outstanding amounts are investigated it is clear that the biggest problem is the amount of R 259.6 million outstanding for a period longer than 90 days. This amount represents 82.9% of the total outstanding debtors of R 312.9 million as at the end of December 2013.

simple terms, this means the municipality should at the least, recover the cost incurred in providing municipal services such that it can pay municipal salaries and service providers who contribute to service delivery.

# Section B: Situational Analysis

## 4.5. KPA5. Good Governance & Public Participation

The Council of the Lesedi Local Municipality consists of 26 councilors. 16 from the African National Congress (ANC), 6 from the Democratic Alliance (DA), 3 from Economic Freedom Front (EFF) and 1 from the Freedom Front Plus (FF). The ANC has 9 female and 7 male councilors, DA 2 female and 4 male councilors and FF has 1 female councilor and EFF has 3 female councilors. There is also a Mayoral Committee that consists of the Mayor and the 5 Members of the Mayoral Committee (MMC's). The MMC's are portfolio heads of the different departments within the municipality (Finance, Corporate & Legal, LED & Planning, Infrastructure and Community Services)

The Lesedi Local Municipality is committed to ensure community participation in the interest of participative democracy at local government sphere. The commitment to participate is underpinned by adherence to the Municipal Systems Act, which requires municipalities to consult local communities through appropriate mechanisms, process and procedures as well as by the MFMA, which has further

accentuated the role of informing the development of community participation.

In addition to this legal framework, the municipality remains committed to bringing participatory democracy closer to citizens and communities and ensuring progressive improvements in the quality of participation and the number of citizens who participate through organized formations. During the first phase the municipality consulted with the stakeholders, seeking their inputs into the framing of the draft IDP.

During this period of engagement, a list of issues and comments, representing stakeholders' views will be drawn up. Over and above that there are Mayoral Imbizo's that a convened also to give communities a platform to raise issues and make positive contributions that can take the Municipality forward. Ward Councilors and Members of the Mayoral Committee (MMC's) are given an opportunity to inform the public on what they are currently doing in their respective wards/ departments and what they are also planning for the future.

### 4.5.1. Public Participation, Accountability and Transparency

Lesedi Local Municipality has identified the following projects to improve public participation, accountability and transparency:

The internal audit

Audit & performance audit committees were established and fully operational

Our council meetings are scheduled to take place once a quarter and all council meetings are advertised.

Ward Committees have been established in line with the requirements of sector representatives

Ward Committees are sitting monthly according to their year plan, and the minutes of the meetings are submitted to the Speaker's Office.

The following support is provided to the Ward Committees:

- Capacity building (training & workshops)

- Transport to attend meetings
- Stipends of about R600 to each member
- Admin support via our corporate service
- Venues are provided for meetings

The MPAC is established and is fully functional. The municipality will ensure that there is a dedicated supporting Staff that deals with MPAC matters.

Anti-corruption policy

Complain register

Community Development Workers (CDWs)

- ✚ CDW are deployed to work in all the wards
- ✚ CDWs attend ward committee meetings
- ✚ CDWs participate in all relevant forums of council
- ✚ They have open invitation to Council Meetings
- ✚ They submit reports through the Speaker's Office

## Section B: Situational Analysis

Public communication takes place via:

Local and national newspapers  
Newsletters  
Notices at Rates Payers Offices Municipal  
current accounts  
SMS and emails.

### WARD SYSTEM

#### WARD COMMITTEE TRAINING

The ward committees are a creature of statute in terms of the MSA and thus their functionality is crucial for an effective ward-based system.

The training of ward committee members cannot be over-emphasized in this regard as this structure is on the cutting edge of community participation in the municipality's development agenda that is, the Integrated Development Plan (IDP). Hence the need to train the committees and such training is coordinated from the Gauteng CoGTA and Lesedi Local Municipality.

The ward committees training was coordinated from the municipality and it centered on the secretaries in ensuring that the wards secretariat functions optimally, training was carried out on the following areas:

- Drawing a year planner with a schedule of meetings
- Compilation of the agenda
- Minute taking and generating the concept of the minutes

This training did not merely offer knowledge but it interrogated the functionality of wards and reinforced the administrative process that it flows efficiently, as well.

The ward secretaries and their alternates were empowered in the above-stated training areas in order to ensure that meetings are planned; the agenda is pre-communicated in invitation of the meetings including clear and accessible venue and time for the meetings. Ward Committee meetings are held monthly per ward and thus pivotal to ensure that they are effective and the department provides administrative support in terms of general meetings that are for the entire ward.

Useful information exchange between the ward committee secretaries and the training facilitators informed training to a level that ensured that a repeat session for secretaries that did not turn up is necessary. Follow up training is therefore on cards for another batch of trainees in this regard, including other training interventions.

Meetings of the Ward Committees are convened on monthly basis, chaired by the Ward Councillor. Reports then get submitted to Council.

Coordination and Linkage between the Municipality and Ward Committees happen through the Office of the Speaker. IDP Implementation Workshop was held whereby all ward committees were invited and taken through IDP Implementation Plan.

# Section B: Situational Analysis

## 4.5.2 Risk Management

### D R A F T RISK REGISTER 2020/2021

There are internal and external risk factors that, if not managed can impede on the successful accomplishment of the Municipality's strategic objectives. As part of the annual strategic planning process, management identified strategic risks that could affect the Municipality's ability to achieve its

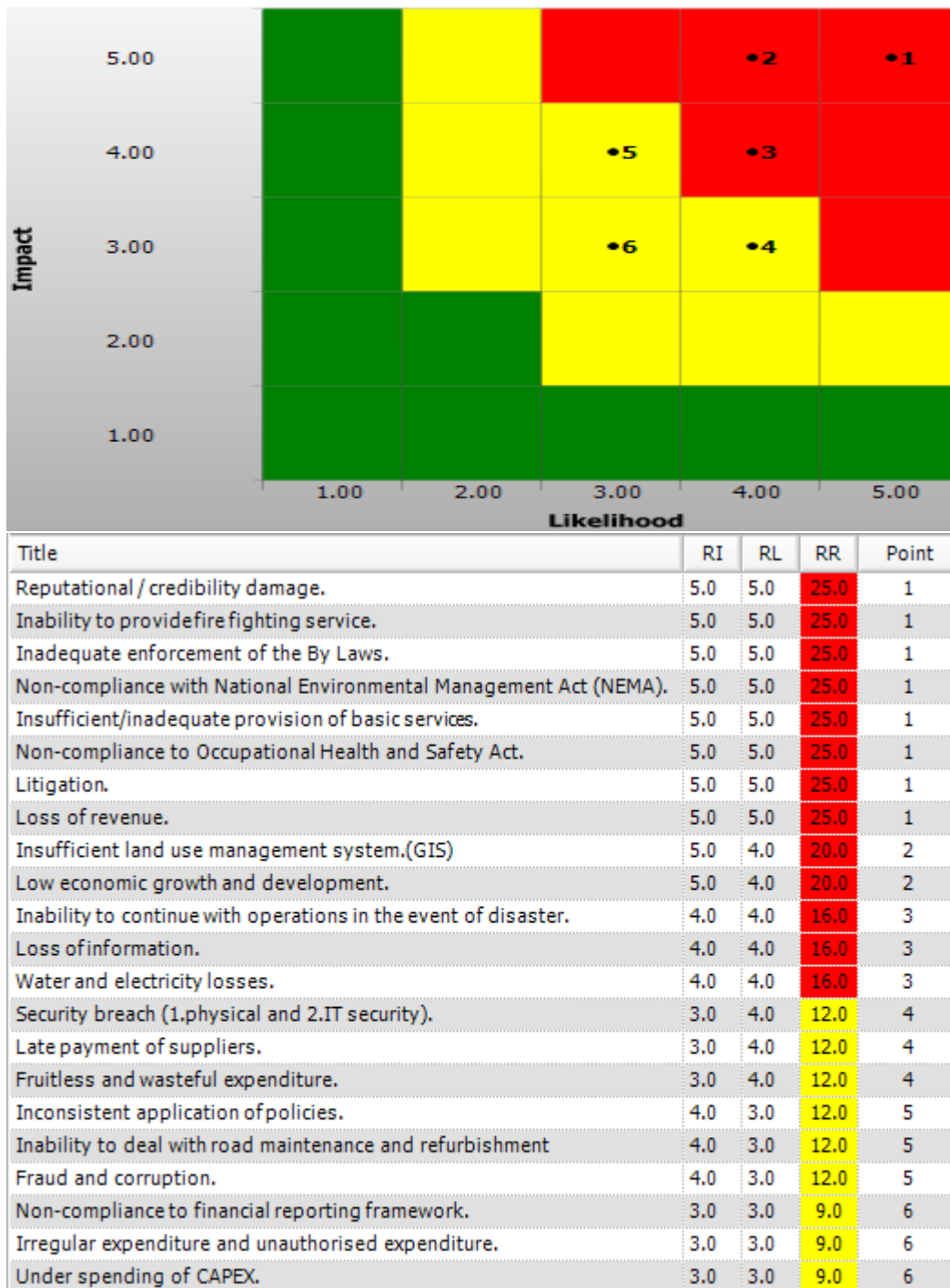
objectives in order to ensure continuous management of risks.

The following risk assessment table and diagram have been used to assess the risks identified:

## 1. SUMMARY OF STRATEGIC RISKS

Twenty two (22) risks identified during the Risk Assessment process are shown below as prioritised by participants in terms of Residual Risk Exposure:

### 3.1 RESIDUAL RISK HEATMAP



### 3.2 TOTAL INHERENT AND RESIDUAL RISK TABLE

Twenty two (22) risks identified during the Risk Assessment process are shown below as prioritised by participants in terms of Residual Risk Exposure:

No	Risk	Inherent Risk	Residual Risk	Points
1.	Reputational / credibility damage.	25.00	25.00	1
2.	Inability to provide fire fighting service.	25.00	25.00	1
3.	Inadequate enforcement of the By Laws.	25.00	25.00	1
4.	Non-compliance with National Environmental Management Act (NEMA).	25.00	25.00	1
5.	Insufficient/ inadequate provision of basic services.	25.00	25.00	1
6.	Non-compliance to Occupational Health and Safety Act.	25.00	25.00	1
7.	Litigations.	25.00	25.00	1
8.	Loss of revenue.	25.00	25.00	1
9.	Insufficient land use management system.(GIS)	25.00	20.00	2
10.	Low economic growth and development.	25.00	20.00	2
11.	Inability to continue with operations in the event of disaster.	25.00	16.00	3
12.	Loss of information.	25.00	16.00	3
13.	Water and electricity losses.	25.00	16.00	3
14.	Security breach (1.physical and 2.IT security).	25.00	12.00	4
15.	Late payment of suppliers.	25.00	12.00	4
16.	Fruitless and wasteful expenditure	25.00	12.00	4
17.	Inconsistent application of policies.	25.00	12.00	5
18.	Inability to deal with road maintenance and refurbishment.	16.00	12.00	5
19.	Fraud and Corruption.	25.00	12.00	5
20.	Non-compliance to financial reporting framework	25.00	9.00	6
21.	Irregular expenditure and unauthorised expenditure	25.00	9.00	6
22.	Under spending on CAPEX.	25.00	9.00	6

According to the above ratings, Points **1, 2 and 3** are currently not being controlled at an acceptable level. This may mean that there are no controls or the controls in place to mitigate these risks are inadequate. Immediate implementation of corrective action plans is required.

Points **4, 5 and 6** are currently being controlled at an acceptable level, however with caution. This may mean that the current controls in place to mitigate these risks are partially adequate. Implementation of improvement opportunities and validation of controls are therefore necessary.

## NATURAL – ACT OF GOD

### ***Under Natural Disasters the following risks have been identified:***

Floods | Informal Settlements close to dormant riverbeds etc.  
Heavy Downpours.  
Windstorms.

Landslides.  
Earthquakes.  
Epidemics.  
Drought  
Snow  
Hail.

## CONTINGENCY PLANS AND EMERGENCY PROCEDURES

Joint operation centers.  
Satisfactory Predetermined attendance.  
Standard operating procedures in place.  
Predefined plans of action.  
Communication systems.  
Mutual aid agreements with neighboring services.  
Access and utilization of specialized services.  
Hazmat company  
Tow services  
Private Ambulances  
Specialized rescue services  
Specialized fire services  
Security  
Successful chain of command.  
Establishment of Control points.  
Utilization of community assistance.

### 4.6.3. Integrated Environmental Management

#### RESULTS OF THE ENVIRONMENTAL ANALYSIS

The environmental analysis indicates that Lesedi is predominantly rural, with only two significant urban settlements, namely Heidelberg/Ratanda and Devon/Impumelelo. There are two important environmental resources in the sub-region namely the Blesbokspruit Wetlands [RAMSAR site] and the Suikerbosrand Nature Reserve. The rural areas in Lesedi are mostly utilized for commercial farming purposes.

Environmental problems and constraints include:

Poor living conditions in the informal settlements and on some of the farms.  
Pollution [limited].  
Past mining activities.  
Environmental strengths and opportunities include:  
Suikerbosrand and Alice Glockner Nature Reserves and surrounding hills.  
The various watercourses, water bodies and wetlands.  
Agricultural potential of the rural areas.  
Unique character of Heidelberg town.

#### ENVIRONMENTAL FOCUS AREAS

The following environmental focus areas have been identified in the localized strategic environmental guidelines;

- The nature reserves.
- The various water bodies and wetlands.

- The previously disadvantaged areas.
- The informal housing settlements.
- The rural farming areas.
- The small holding areas.
- The old mining areas.
- Heidelberg CBD.

#### COMPLIANCE WITH NEMA PRINCIPLES AND NATIONAL ENVIRONMENTAL NORMS AND STANDARDS

A comprehensive Environmental Management Plan for the whole of Lesedi will be drawn up which will prescribe detailed guidelines and procedures to be followed pertaining to development in the various areas.

In the interim all development in Lesedi is strictly controlled in terms of the prescriptions of the relevant environmental legislation.

#### PROJECTS WHICH WILL REQUIRE ENVIRONMENTAL SCOPING/EIA

The following identified projects will require an environmental scoping or EIA:

- Construction of Ratanda/ R42 link road.
- Development of Devon/Impumelelo Refuse Disposal Site.
- Feasibility Study: Vischkuil mini dumping site.

- Housing development in the Heidelberg "Zone of Integration".[EIA Completed]
- Tokolohong Agri-Village [Scoping completed].
- KwaZenzele Agri-Village.
- Township Establishment Heidelberg Zone of Opportunity.
- Refinement of the SDF.



#### 4.6.4. ENVIRONMENTAL HEALTH

LLM renders environmental health service on behalf of SDM, through a service level agreement (SLA). In

terms of the Health Act, Act 61 of 2003, the following services are rendered:

#### WATER QUALITY MONITORING

Water quality monitoring comprises the monitoring and surveillance of water quality and availability that is intended for human consumption, recreational, commercial and industrial use. It includes the following but is not limited to:

- Enactment of relevant by-laws.
- Complaint investigation.
- Monitoring of water reticulation systems and other sources of water supply.
- Ensuring that potable and an adequate supply of water is provided for domestic use and that it complies with Blue Drop Certification.

Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.  
Water sampling for bacteriological and chemical analysis

Health promotion and training. Advocacy on proper water usage.  
Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.

#### FOOD CONTROL

Food control relates to a mandatory regulatory activity of enforcement to provide consumer protection and ensure that food:

- is handled in a hygienic manner during production, storage, processing, distribution and sale;
- is safe, wholesome and fit for human consumption and conforms to safety, nutrition and quality requirements; and - is honestly and accurately labeled as prescribed by law.

This includes the following but is not limited to:

- Issuing of certificates of acceptability.
- Inspection of formal and informal food premises and delivery vehicles
- Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.

Examination, sampling and analysis of foodstuffs.  
Examination of food labels.  
Monitoring compliance with HACCP requirements.  
Hygiene control and meat inspection at abattoirs.  
Addressing complaints.  
Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).  
Export / Import control when requested.(Specifically in Lesedi)  
Provision of information.  
Health promotion and training.  
Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.

Ensure that tenders, contracts and procurement specifications in this regard comply with Health requirements.

## WASTE MANAGEMENT

Waste management involves the monitoring of waste management systems, refuse, health care waste, hazardous waste and sewage.

This includes the following but is not limited to:

- Enactment of relevant by-laws.
- Complaint investigation.
- Ensuring that waste is stored, collected and disposed of properly and that proper facilities and containers are provided.
- Ensuring through monitoring that sewerage and industrial effluent or other liquid waste are disposed of in terms of legal requirements and that no blockages and spills occur and instituting remedial and preventative measures.
- Ensuring through monitoring the proper handling, storage, collection, treatment and disposal of health care and hazardous waste.
- Compliance monitoring of garden refuse sites, refuse transfer sites, landfill sites, incinerators, recycling sites, waste treatment plants and sites and sewerage works, and the

processes associated with such premises and instituting remedial and preventative measures.

- Sampling of any waste product.
- Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.
- Law enforcement by serving compliance notices or if deemed necessary by issuing "summons to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).
- Health promotion and training.
- Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.
- Ensure that tenders, contracts and procurement specifications in this regard comply with health requirements.
- It does NOT include the provision of refuse removal or other waste management systems which may be the function of a different department or authority.

## HEALTH SURVEILLANCE OF PREMISES

Health surveillance of premises concerns the identification, monitoring and evaluation of health risks, nuisances and hazards and instituting remedial and preventive measures.

This includes the following but is not limited to:

- Enactment of relevant by-laws.
- Complaint investigation.
- Giving advice on legal requirements, which includes comments on building plans, for the establishment of premises, as well as comments on planning issues, as and when required.

- Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.
- Identification of health risks, nuisances and hazards and instituting remedial and preventative measures.
- Monitoring indoor air quality, ventilation, lighting and dampness and instituting remedial and preventative measures.
- Enforcement of tobacco control legislation.
- Issuing of business licenses, permits and certificates where applicable.
- Participation in the prevention of urban decay.

Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).  
Ensuring the removal of health nuisances or hazards at the cost of the owner upon failure to comply with the requirements of compliance notices.

Health promotion and training.  
Input into Environmental Impact Assessments.  
ECD centers  
Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.

## COMMUNICABLE DISEASES

### Surveillance and Prevention of Communicable Diseases, Excluding Immunizations

The surveillance and prevention of communicable diseases entails health and hygiene promotion for the prevention of all environmentally induced diseases.

This includes the following but is not limited to:

- Enactment of relevant by-laws.
- Complaint investigation.
- Identification, investigations, monitoring and reporting on any outbreak.
- Deployment of appropriate outbreak response teams.
- Taking of samples for analysis and further action if deemed necessary.
- Instituting remedial and preventative measures.
- Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).
- Health promotion and training.
- Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.
- Establishment of an effective environmental health surveillance and information system for the collection, analysis and dissemination of epidemiological data and information (Scope of Practice).
- Develop environmental health measures from protocols for the management of epidemics, emergencies, diseases and migration of populations (Scope of Practice).

## VECTOR CONTROL

Vector control entails the monitoring, identification, evaluation and prevention of vector related matters, other than those that cause Malaria which is a Provincial function.

This includes the following but is not limited to:

- Enactment of relevant by-laws.
- Complaint investigation.
- Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.
- Identification of vectors, rodents and other insects, their habitats and breeding places and instituting remedial and preventative measures to eradicate vectors.

### 4.6.5. Environmental Pollution Control

Environmental pollution control relates to the identification, evaluation, monitoring and prevention of land, soil, water, and noise and air pollution.

This includes the following but is not limited to:

- Noise Pollution Control
- Complaint investigation.
- Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to

Facilitate eradication measures such as spraying of premises, baiting, fumigation, application of pesticide, and placing out of traps. For purposes of ADM Section 78, facilitate is understood to involve identifying the appropriate authority to carry out the eradication.

Collection of specimens for research purposes.

Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).

Health promotion, campaigns and training

appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).

Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.

Health promotion and training.

Input into Environmental Impact Assessments.

Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.

## AIR POLLUTION CONTROL AND AIR QUALITY MANAGEMENT

Lesedi Local Municipality has been included into the Highveld Priority Air-shed area and

must a local air pollution plan be developed for Lesedi that will address local air pollution

matters. In addition to this, a cost must be linked to the activities and equipment indicated in the plan and a separate budget or line item must be provided for this function.

Complaint investigation.  
Identification and monitoring of sources of air pollution and instituting remedial or preventative measures.  
Identification of premises with poor indoor air quality and instituting remedial or preventative measures.  
Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to

appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).  
Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.  
Health promotion and training.  
Input into Environmental Impact Assessments.  
Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.

#### WATER POLLUTION CONTROL AND WATER QUALITY MANAGEMENT

Complaint investigation.  
Monitoring of water reticulation systems and other sources of water supply.  
Ensuring that portable and an adequate supply of water is provided.  
Identification and monitoring of sources of water pollution and instituting remedial or preventative measures.  
Identification and making safe of dangerous wells, boreholes and excavations.  
Monitoring and control of storm water runoff from premises which may impact on public health ensuring that proper systems are in place for the disposal and containment of waste water.

Water sampling for bacteriological and chemical analysis  
Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.  
Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).  
Health promotion and training.  
Input into Environmental Impact Assessments.  
Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.

#### LAND AND SOIL POLLUTION

Complaint investigation.

Identification and monitoring of all land to ensure that no health

nuisances, risks or hazards occur on such premises and ensure institution of corrective measures where such nuisances, risks or hazards occur. Monitoring and control of illegal dumping / littering. Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).

Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures. Health promotion and training. Input into Environmental Impact Assessments. Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.

## DISPOSAL OF THE DEAD

Disposal of the dead refers to compliance monitoring of funeral undertakers (in terms of the Regulations relating to Funeral Undertakers' Promulgated under the Health Act, Act 61 of 2003) mortuaries, embalmers, crematoria, graves and cemeteries and to manage, control and monitor exhumations and reburial or disposal of human remains.

It involves (managing), controlling exhumations and reburial or disposal of human remains, including the granting or withholding of permission for such activities

This includes the following but is not limited to:

Complaint investigation.  
Monitor the treatment, storage, removal or transportation of bodies.

Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977) Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures. Input into the planning/establishment of cemeteries. Health promotion and training.

Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.

## CHEMICAL SAFETY

Chemical safety includes the monitoring, identification, evaluation and prevention of the risks of chemicals that are harmful to human health.

This includes the following but is not limited to:

Complaint investigation.  
Monitoring safe disposal of chemical wastes.

Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).  
Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures including the removal of chemical spillages.  
Health promotion and training.  
Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.

## CHALLENGES : ENVIRONMENTAL HEALTH (MHS)

Lack of By-Laws: Environmental Health Services are rendered on a Service Level Agreement on behalf of Sedibeng District Municipality. All applicable by-laws must be promulgated by Sedibeng District Municipality. Vastness area: Due to the vastness of

the area, the service within the rural area is basically rendered on a re-active basis rather than pro-active. The services rendered at the rural areas will be re-planned to ensure that pro-active services can be rendered

### 4.6.6. Lesedi Local Municipality Sports, Recreation, Arts And Culture Development Programme

Sports and recreation: Mass participation and wards games programme;

## INTRODUCTION AND BACKGROUND

The Sports and Recreation section is set to develop sports, arts, culture, recreation and heritage within Lesedi Local Municipality. The municipality recognizes the fact that residents within its borders have vast talents in Sports, arts, culture and recreation, and wants to give formal recognition to those individuals who excel locally.

The Acknowledgement of sport as a right of all people is evident in UNESCO's International charter of Physical Education and Sport, which states that: *"Every human being has a fundamental right to access to physical education and sport, which are essential for the full development of his personality. The freedom to develop physical, intellectual and moral powers through physical education and sport must be guaranteed both within the education system and in other aspects of social life."*

In the next coming years the municipality will be focusing on the revival of sports by undertaking the following adopted codes from the sports ministry:-

*The imposition of the seven priority codes (Netball, Football, Cricket, Rugby, Athletics, Boxing and aquatics;*

Seven priority codes are part of the developmental programme adopted in order to open up opportunities to and expose various communities to different codes which were not readily available or familiar to their environment. Programme envisaged:-

Coach and coaching clinics in Football, Netball, athletics, volley ball and aquatics.

### Key Activity

Training the existing team coaches from the federation and clubs so that they in turn impart knowledge to those who will be partaking in sporting codes developments namely under 10; 17; 20.

Training in officiating; refereeing, first aid activity; and administration and management skills

Development of clubs and leagues for sustainable participation and talent identification for high performance sports.

Empowering of Sport Councils for negotiations process in sourcing information for dissemination; promotions and advertisement; fundraising; planning and organizing of tournaments for prizes.

Supply of equipment for training clinics

Development of database of new participants and auditing of skills for empowerment.

Short term target: Training to be offered by accredited institutions for certification (Accredit the successful participants)

Deployment of human resource capacity

Maintain database and expand the volumes on the database as human resource capacity increases.

Design training initiatives



Project in this regard will be drawn from the following key pillars of the Gauteng Sport Policy.

## SPORT DEVELOPMENT

Sport infrastructure is a necessary pre-requisite for implementing sport delivery programme. The then inadequacy of sport infrastructure in the area impeded successful delivery of school, recreational and competitive sport programmes.

It evidently clear that the drawing in of black community in this arrangement in the form memorandum of understanding will increase access to this different facilities within the property and increase the number of participants to promote the followings:-

- the development of high performing participants;
- Sport Development - Increasing the professional and skilled human resources capacity required to deliver school, recreational and competitive sport events and activities;
- Recreation (Mass Participation) - increasing the number of people that participate in sport and recreational activities, and thus lead healthy lifestyles.

Challenges

- Major maintenance on courts, building's roof and entrance road leading to cricket, pigeon and bowling facilities;
- Vandalism and;
- Underneath Blue gum trees root networks causing cracks to the buildings and damage to motor parking.
- Dilapidating tennis enclosures including side screens (green Board that prevent winds)

Focus Area:

*Increase the professional and skilled human resource capacity required to deliver school sports, recreation (mass participation) and competitive events and activities.*

*Increase the number and performance of athletes by nurturing and developing identified talent for high performance activities.*

## RECREATION (MASS PARTICIPATION)

Focus area

*To increase the number of people that participates in sport and recreational activities, and thus leads to healthy lifestyle.*

*The pillar offers some transformation opportunities through talent identification; training in sport skills with possible sports development.*

In order to arrive and achieve the above strategic objective, the unity is contemplating of staging

municipal ward games which envisaged to take place in a form of ward competitions in the following sporting codes:-

chess; darts; morabaraba; ncuva; netball; pool; race walking; road running; basketball; soccer ladies; soccer men; table tennis; tennis; volleyball men, ladies and mix & cricket team compilation.

For the promotion of arts and culture the following activities are set to form part of the program. This will be done in conjunction with relevant participants

The Lesedi Local Municipality is a tourist destination known for its special place in history of Transvaal, its heritage architecture, streetscapes, parks and landmarks. Built on these assets is a rich arts and cultural environment.

It is from this strong trait that Arts & Culture programme is/was deemed to be designed so as to enhance arts & cultural development at times to come, aiming to ensure that:

- *Lesedi will be known for its rich arts, cultures, history and contemporary activities. This will be achieved by engaging local people, mobilizing diverse resources, developing projects which express our shared cultural values and by nurturing creative talent.*

The cultural diversity of our people is a major national asset. The project is anticipated to **support** an arts and culture programme which will provide access to all and draw on the capacities of young and old in all communities to give creative expression to the diversity of our heritage and the promise of the future.

This initiative is set to culminate into a proper functional Forum/Association for Lesedi Arts & Culture practitioners that will have the direct contact with the Municipality's Art & Culture office. This will be built on blocks from Khanyisa, Woza Africa Arts Promotions and Creative Arts Association.

The municipality is envisage to convene a meeting of all registered Arts & Culture structures to formulate a plan leading to creation a structure that will represent all Art & Culture practitioners in all genres. Lesedi mean Devon/Impumelelo, Vischkuil/KwaZenzele, Jameson Park/Spaarwater, Heidelberg/Ratanda and Refiloe/KwaZenzele.

The structure activation will be able to do the following:

- **Building Creative Partnerships:** will focus resources in areas that enable the successful partnering with organizations that have artistic and cultural development capacity and the will to further this capacity
- **Community Focus:** will actively pursue projects and programmes that are directly relevant to the people of the area. Foster a sense of identity and encourage good will within and between interest groups
- **Artistic Excellence:** will focus on the identification and nurturing of artistic excellence. Skilled artists from range of perspectives will be acknowledged.
- **Fostering Local Creative Capacity:** Will nurture and celebrate the creative talents of local people, local abilities and achievements. Wherever possible, forum will support the involvement and recognition of local artists, organizations, events, projects and programmes in the area

Possible partners in the sector in Arts & Culture e.g.

1. Provincial Dept Arts, Culture
2. National Arts culture
3. higher learning institutions
4. Arts & Cultural SITA
5. Arts & Culture Institutions
6. Funders e.g. Lottery etc.

## Projects Envisaged

1. *Construction of Art & Centre and Community Theatre.*
2. *Development of Arts & Culture Strategy.*
3. *Construction of the Memorial Wall for those died during apartheid struggle.*

Memorial Wall “is a wall typically engraved to commemorate a number of people (in our case) killed in single conflict or violent event”. Council has availed and reserve the land for the construction of the memorial wall which is envisaged to be turned to become heritage site which will serve as a point of departure in developing township tourism.

## LIBRARY AND INFORMATION SERVICE

Library and information services are to provide access to information and to improve literacy. The effectiveness of the libraries is derived from the financial support provided by Provincial Department of Arts and Culture.

There are ten (10) libraries within LLM equipped with computers, internet facilities, books, cd's, periodicals and magazines. Community members are encouraged to register as library members as well as "Friend of the Library" to promote and market library services.

Access to computers and training on basic computer skills are provided when a need arises.

A system, RFID (Radio Identification Frequency Device) has been installed at Heidelberg library to assist with stock taking, security of books and identification of wrongly shelved books. The RFID system will be extended to all libraries in Lesedi. Most libraries have already been installed with the Wi-Fi access points, but to be activated when the WAN has been upgraded by province. Limited access to the internet will be provided to the public using the municipal communication infrastructure. Full access will be provided when the Gauteng Broad Band Network is implemented in Lesedi by 30 June 2017.

## HISTORIC AND CULTURAL FEATURES

Heidelberg was established by Heinrich Ueckermann in 1861 at the intersection of the old wagon trails to and from Pretoria, Potchefstroom, Bloemfontein and Durban. Ueckermann started a general dealer shop at the crossroads. A town plan was prepared in 1861 and the name Heidelberg was given to the town, after the old University town in Germany. Heidelberg developed as a typical rural Victorian town, which during the First Boer War [1880-1883] served as the capital of the ZAR. Growth in the town received a significant boost with the discovery of gold in 1885.

Significant cultural and historic features are mostly situated in and around Heidelberg CBD.

The town remains an attractive Victorian styled area and retains much of its original character. A number of historically significant buildings from the Victorian period, as well as some historic places are still existing. The historic character and ambiance of the town is in fact one of its main strengths and should be promoted as a major opportunity in terms of tourism development.

Following research undertaken by the department of Architecture at the University of Pretoria, a document regarding the heritage of Heidelberg was compiled in November 1988 by Schalk le Roux and Roger Fisher. Modern electronic maps and diagrams were produced from this report and were included in the Heidelberg

CBD Urban Design Plan, 2004. According to SAHRA (South African Heritage and Resource Agency) the following heritage sites are listed in Heidelberg:

Table 3: Listed Heritage Sites

Structure	Government Notice	Date
Dutch reformed church, "Klipkerk", H.F Verwoerd Street	1510	06.09.1968
Volkskool	2016	20.11.1970
N.Z.A.S.M Station		07.11.1988
De Rust-plaasopstal	2482	09.12.1988
Diepkloof Farm Museum, Suikerbosrand Nature Reserves	2709	15.12.1991

The following historical buildings are situated in Heidelberg.

**The Town Hall** – the Town Hall is situated south of the Klipkerk and was built in 1939. This magnificent building was designed by Gerhard Moerdyk, and is an excellent example of this eclectic age;

**Heidelberg Klipkerk:** The church building is widely known as the Klipkerk after its beautiful sandstone construction. The corner stone was laid in 1890 and inaugurated on 13 March 1891. The Klipkerk has survived many mishaps, such as when the tower collapsed in 1909 and a fire in 1967 that caused serious damage to the interior.

**Heidelberg Guest house:** Built in 1897 as parsonage for the Klipkerk Dutch Reformed Congregation in late Victorian style.

**Concentration Camp Cemetery:** An obelisk erected between the concentration camp site and the graves, commemorates the women and children who died in the concentration camp during the Second War of Independence.

## **HEIDELBERG BLACK & WHITE CONCENTRATION CAMP**

### **The Heidelberg Black & White Concentration Camp**

It was one of the largest camps with over 2000 internees for the greater part of the Anglo Boer / South African war (1899 – 1902). Living conditions in the camp were very poor. The mortality rate for the camp was + 400 men, women and children. The camp was located near Heidelberg on the Farm Klippoortje. Camp was closed on 25 October 1902

The stone was unveiled by the Member of the Executive Council, Sport Recreation, Arts & culture of Gauteng, **Honourable Mondli Gungubele on 04 May 2001 at Heidelberg.** The stone is situated on adjacent road of the cemetery. The water wise landscaping is set to be developed by the municipality for it to be added into the envisaged tourism route.

**Saint Ninian's Anglican Church-** This church was built in 1882 and was originally known as the "soldier's church" due to the church attendance of British garrison troops during the Second Anglo Boer War;

**Dr. James O' Reilly house:** It was used by the British officers as quarter. Dr. O' Reilly was one of the persons who turned the Waverly Hotel into a hospital during the war. This Waverly Hotel was situated next to his house unfortunately it was demolished in

recent years. On 30 September 1900 the British closed down the hospital without profound reason.

**Bakoond:** Supposedly covered water source of the town so that the British could not poison it.

**Refugee Camp at Heidelberg:** Some of the workers accompanied the boer women and children to the Concentration Camps and many of them died in the camp. The Native Refugee Camps were established to accommodate those who were left on farms when the boer women and children were taken to the Concentration Camp.

**The Old Heidelberg Jail –** This structure was completed in 1888; the sandstone jail in Heidelberg is on the northern side of the town in Ueckerman Street. Salmon van As and a fellow burgher, Louis Slabbert, were imprisoned here. Van As was falsely accused of murdering a British officer and he was sentenced to be executed on 23 June 1902. The bullet hole is still visible.

**A.G. Visser House –** The well-known Afrikaans poet Dr A.G. Visser, known as the "singer of the Suikerbosrand", resided and practiced as the local doctor in this house for many years;

**The Heidelberg Club –** Founded and built in 1892 the Heidelberg club was the second club in the old Transvaal to be granted a liquor license;

### **Triumvirate Monument and Town Hall**

An osbeslisk with busts of the triumvirate, Paul Kruger, P Joubert and MW Pretorius, who headed the ZAR Government with Heidelberg as capital from 1880- 1883. The sculptor is Hennie Potgieter. It stands in front of the sandstone Town Hall, erected in 1939 designed by architect Gerhard Moerdijk.

### **Diamond & Gold and farm House Shop**

This complex of old buildings has been saved from demolition and restored. One side now houses Christo and Melinda van der Merwe's diamond cutting, jewellery factory and shop. The other side houses a farm shop, coffee bar and tea garden.

### **Revival of Heidelberg (Motor) Museum**

It is housed in the old NZASM station building of 1895 and adjoining goods sheds. The museum was established by Rembrandt Group as a service to the community. The collection which was then there were; veteran cycles, motor cycles, and cars from the earliest boneshakers, penny-farthings and Model T Fords to examples of the latest technology such as supine recumbent cycles and Formula 1 racing cars of the Scheckters. These collections were moved to Franschoek after the board British American Tobacco South Africa announced its decision to cease its involvement in the museum on 31 December 2003.

In January 2016, the Council approved the leasing of Heidelberg Motor Museum to Heidelberg Beer Festival CC. The said company has taken a step to appoint the Valuator to evaluate the property and the summarized outcome was as follows:-

- That the property is so vandalized to such an extent, it cannot be utilized for any purpose or rental;
- That a substantial amount of financial assistance and time is required for proper renovation, refurbishment and upgrading of the property;
- That the lease agreement be entered into once all approvals and requirements have been met and Heritage impact assessment has been conducted.

Dr. Janet du Plooy, a Heritage specialist was appointed by the applicant (Heidelberg Beer Festival cc) to draft the Heritage Scoping Report which entails the following changes to the existing facilities and will be re-used/utilized as follows:-

- a) *The historical NZASM Station building will house the heritage museum with displays depicting the heritage of the town. It will also serve as point of departure for the heritage tours to other places of significance in the town.*
- b) *The train with its dining carriage will be made available to brewing companies to enhanced*

*beer tasting experience by visitors and tourists.*

- c) *The bigger shed will be upgraded to serve as function venue. A commercial kitchen for the restaurant will be developed in the middle of the shed, dividing it into two functions halls.*
  - d) *The space between the two platforms behind the coaches will be covered with glass to extend the restaurant facility.*
  - e) *The smaller shed will host a micro-brewery that will brew Heidelberg Craft Beer.*
  - f) *The ablution facilities will be upgraded with additional toilets for male and female visitors as well as facilities for people with disabilities.*
  - g) *The existing dwelling will be refurbished and upgraded to accommodate security personnel at the site.*

After reviewing the report, the Heritage Impact Assessment Committee made the following approved recommendations:-

- a) *It Agrees with the content of the report including the design proposal and the proposed development can therefore proceed.*
- b) *It was noted in the report that the refurbishment and compatible re-use of the facilities will have no impact on the heritage significance of the historical station building or the site.*
- c) *The final/completion report be submitted to PHRA-G once the project is completed.*

The facility, premises including buildings, train coaches and garden is/ have been improved, conserved and restored. The road reserve and vandalized Rotarian building is set to be incorporated in the next phase being main parking and access to the facility.

A Class 16C steam locomotive of 1919 together with the Liesbeek dining saloon and passenger coaches is still in the museum. The passenger coaches recreate the romance of the bygone era.

### **Standard Bank**

The history and roots of Standard Bank, a popular South African Bank, can be traced back to Heidelberg.

Standard Bank office opened its first office in 1879 after it started doing business in Heidelberg as early

as 1877. It is reputed that Paul Kruger have slept there during the First World War. This old house is historical monument and is privately owned.

Location: 60 Strydom Street.

### **The Heidelberg Club**

It was built in 1897 and was a popular place for the British soldiers to visit during the war. The building is still the same as in those years and in excellent position.

Location: HF. Verwoerd Street.

## **CEMETERIES**

Lesedi Local Municipality maintains ten (10) different cemeteries of which five (5) are still operational. This includes two sub-regional cemeteries namely: Ekuthuleni in Ratanda and Ekuphumuleni, Devon and Vischkuil.

Ekuthuleni was extended due to the fact that initial phase reached its capacity. The municipality is providing grave facilities in accordance to different religion e.g. Muslim, Hindu, protestant, Jewish etc.

Graves are prepared in advance. Registered funerals are captured in the database for future references. Tombstones are erected subject to approval by municipality in terms of the cemetery by-laws. Cemeteries are being regularly maintained by parks section. Crematorium services is conducted out of the area in the neighbouring towns.

All of us, at some time in our lives, have to face the death of a loved one. It is an experience we cannot avoid. Burial provides a last resting place, and it is important that cemeteries are well managed and accessible, as they make a contribution to the comfort and consolation, which, in bereavement, we would all wish to experience.

In many major urban municipalities, the older cemeteries which were initially considered to be large often run out of space for new burials and vacant land is scarce to extend the cemetery or to develop new cemeteries. There is more demand for burial land as a result of increased population. This challenge has mainly been compounded by the scourge of HIV/AIDS which has caused a spike in deaths. Rapid urbanisation in towns and cities is also resulting in fierce competition for well-located land.

Further compounding the shortage of cemeteries is the fact that a cemetery, among many cultures, is

much more than just a place of burial for the dead but a place of spiritual and cultural reference.

### **KwaZenzele Cemetery**

- KwaZenzele cemetery was a cemetery that was previously used to accommodate farm residents and interments were conducted unsystematically and graves were not numbered and plotted. The worst was that the place was not even enclosed and one would find cattle loitering on graves, breaking memorial stones.
- The said cemetery had been systematically rearranged (plotted, re-pegged and re-numbered) to continue with the legal burials.
- The available pockets of scattered spaces is set to accommodate 100 graves, thereafter the cemetery will be in full capacity and declared passive.

### **The Extension of Ekuthuleni Cemetery**

The cemetery was only developed to half its size and it had reached capacity. The second half of the cemetery was then developed so as to prevent burial interruptions. The size that was developed was as follows:-

Length: 299 18.57 & 105.42.50

Width: 16.18.56

A portion of the second half is overgrown with eucalyptus trees, which need to be removed. The trees' positions were picked up by means of a GPS, and a total of 2030 trees is measured. The eastern portion of the area was free of trees which necessitated the pegging and setting of graves to continue offering the burial service. The mentioned area is enclosed with a 1800m high concrete palisade. The section is the process of removing the present eucalyptus trees which are deeply rooted.

Internal roads need to be developed for grave accessibility. Adding to the need is inaccessibility due mud condition during rainy season. This is because of clay type of soil.

### Extension of Kamp Cemetery

The Heidelberg Kamp Cemetery was established in the last century and it also includes a Boer War Concentration Camp Memorial. However, it has been discovered that the current portion in which burials

are conducted, is engulfed by a huge rock which is limiting the continuation of its service. Thus a need for expansion of the cemetery into the remainder of portion 5 of the Farm Langlaagte 1861R.

This portion is located towards west of the existing cemetery and is 103 hectares in extent. However, this identified land portion, when approved by Council, requires that an Environmental Impact Assessment should as well be undertaken. According to the EIA Regulation of 2014, the expansion of the cemetery triggers three activities that are listed under Listing Notice1, namely:

- Activity 23: development of cemeteries over 2500 square meters;
- Activity 27 Clearance of 1ha or more of vegetation.
- Activity 43; Expansion of cemeteries by 2500 square meters or more.

## MONITORING OF RED DATA SPECIES IN LESEDI :

Five (5) zones of *Khadia beswickii* are growing at Jameson Park as well as zones of *Nerine Gracilis*, *Kniphofia Typhoides*. *Gladiolus Robertsoniae* is growing in Devon area and are being identified and closely monitored in collaboration with the Red Data Co-ordinator from GDARD.

- Recently a new zone of *Nerine Gracilis* is discovered in Heidelberg. It is the prosperous event for the area including Province. The original locality for *Khadia beswickii* is still in good order, useful and healthy.

- All Red Data species are monitored regularly in conjunction with the department of environment (GDARD).
- Chortolirion species were recently transferred to genus Aloe.

### Tree Planting

- Different types of Trees, donated by GDARD have been planted in the main streets of the area of Lesedi as part of greening the environment. The planting is set to take place annually during September Month

## GEOGRAPHIC NAME CHANGES

The government regarded the transformation of geographical names in the country a means to heal the wounds of the past and to build a united society. Geographic names identify and reflect culture, heritage and landscape. Correct use of accurate geographic names can provide benefits to local, national and international communities in respect of

trade and commerce, population census and national statistics, property rights and cadaster, urban and regional planning, environmental management, sustainable development and conversation. Standardized geographical names are crucial to the reaffirmation of traditional culture as an effective expression of national identity.



The aim of this information is to establish the onsite conditions of a variety of public open spaces. These spaces include inter-alia:

*Entrance 1 (Heidelberg Rd) - Project 1*

*Entrance 2 (Protea Rd) - Project 2*

*Park 3 (Adjacent to sports Complex) - Project 3*

*Park 1 (Heidelberg Rd) - Project 4*

*Entrance 1 (Heidelberg road) - Project 1*

The first entrance to Ratanda is located on the R549 and leads off into Heidelberg road. There are no real distinguishing features of this entrance although some basic planting had previously been attempted. The verges are in a really poor condition, particularly the area directly opposite the entrance. The condition of the lawn at the entrance is almost non-existent and the ground covering is mostly weeded.

There are a large number of big Eucalyptus trees in this area and should ultimately be removed, mainly due to the negative effect they have on underground water and their substantial water usage.

There are also power lines running alongside the R 549 with a fairly wide electrical servitude underneath. The entrance is clearly marked with normal street signage. This entrance is visually substantially neater than the Heidelberg Road entrance. It appears to be a newer entrance and it has received noticeably more attention than the first entrance.

The planting that has taken place at the entrance is un-maintained and as a result looks untidy. Only a portion of the plants have survived and additional planting will be required to improve the aesthetics of this entrance. The lawn is generally in a good condition but requires maintenance.

An avenue of trees has been planted along a portion of Protea Road. The lawn has been dug up for

infrastructural purposes so new lawn will have to be laid in these areas.

*Entrance 2 (Protea Rd) - Project 2*

This entrance is situated further south along the R 549 from Heidelberg road. This entrance is visually substantially neater than the Heidelberg Road entrance. It appears to be a newer entrance and it has received noticeably more attention than the first entrance.

The planting that has taken place at the entrance is un-maintained and as a result looks untidy. Only a portion of the plants have survived and additional planting will be required to improve the aesthetics of this entrance. The lawn is generally in a good condition but requires maintenance.

An avenue of trees has been planted along a portion of Protea Road. The lawn has been dug up for infrastructural purposes therefore new lawn will have to be laid in these areas.

*Park 3 (Adjacent to Sports Complex) – Project 3*

This park is situated north of the Ratanda Sports Complex. It is also located adjacent to the taxi rank and is in close proximity to a crèche. The playground equipments are in reasonable condition although one of the swings sets has collapsed and will need to be repaired or replaced. The balance of the equipments is in a functional condition. Harder wearing surfaces underneath the equipment need attention.

There are a few trees on site but these are closer to the taxi rank and not in the park per se. There are no seating facilities or benches and littering bins. The lawn area is in a poor condition and should probably be replaced.

There are some main dirt pathways through the park and these should be replaced with a paved pathway.

Lesedi Local municipality is “People Centred & Performance Driven Municipality”, it’s Parks, Cemeteries and Garden Section aims to champion the exploration, conservation, sustainable use, appreciation and enjoyment of South Africa’s exceptionally rich biodiversity for all people.

The many benefits of street trees in Lesedi Local Municipality includes its aesthetic value, carbon and pollution capture and storage. The diverse value of trees makes it a contributor to all of the strategic pillars of the IDP.

#### Tree planting and felling

Planning for and providing trees important in order to create a sense of place and to enhance the social and public environment. Trees transform neighbourhoods into desirable areas to live, work, and play. In the built environment, trees shield undesirable sights by making buildings more “human” in scale and serve to buffer noise, sun, and wind. In the absence of built structures, trees are tangible features in the historic and cultural landscape.

Trees play a critical role in achieving these objectives and therefore these valuable environmental assets need to be provided and managed in a manner that will optimise the outcomes of this management plan. However, the provision and management of trees within Lesedi Local Municipality is an on-going challenge especially in Overkruin, Bergsig, Rensburg, Jameson and Vischkuil because of:

- Poor placement of trees under powerlines.
- Wrong tree species selection which uplifts pavements along sidewalks and obstructing traffic.
- An increasing demand on land for development.
- Increasing potential risks which trees pose to people, property, infrastructure and the environment in the event of poor selection of planting sites and inappropriate choices of species.
- High infestation of invader plants in streams located within residential areas.

#### Tree removal and felling objective

1. Reduce potential risks which trees pose to people, property, infrastructure and the environment.
2. Reduce risks related to ad hoc approaches to tree maintenance by various internal and external role-players.
3. Manage trees in a professional manner under the guidance of experienced and skilled Lesedi Local Municipalities Parks Team.
4. Regulate the protection, planting and removal of trees by ensuring an integrated wide approach based on sound arboriculture practices within the municipality at large

#### The challenge alleviation

- When choosing tree species consideration should be given to available planting space and the size of the mature tree.
- The Lesedi Local Municipality Parks Department will facilitate the planting of new trees by any other department and/or residents of Lesedi Municipality
- Areas prioritised for planting will be based on urban planning proposals, new areas of for human settlement, existing residential and business areas where the tree canopy is very limited or non-existent.
- New tree planting can also take place when developers, residents or other parties request to plant trees within their allocated municipal area. These requests will be processed via Parks Department using Tree Planting Request forms or way-leaves for the planting of new trees.
- For new trees, preference will be given to the planting of local indigenous trees dependant on local conditions.

## FUTURE PROJECTS

Future projects in the beatification and “greening” of all low cost housing developments such as Heidelberg Extension 23 and 26, Kwa- Zenzele and Impumelelo Extension 1 areas still need to be officially formulated. Furthermore, parks need to be developed in Ratanda, Kwa-Zenzele, Jameson Park and Impumelelo regions. In essence, an appropriate open space management plan for the Lesedi District need to be drafted and actively implemented. For the coming 2013/2014 financial year and those to follow, the following projects are anticipated:

*Upgrading of entrances to Impumelelo and Kwa-Zenzele*

*Greening of low cost housing developments*  
*Development of a park in Jameson Park*  
*Development of a park in Kwa-Zenzele*  
*Development of a park in Ratanda Extension 3*  
*Development of a park in Heidelberg Extension 23*  
*Paving of major paths in closed cemeteries*  
*Construction of a main entrance Heidelberg*

## CONCLUSION

This Status Quo report has outlined the existing problems encountered on each of the proposed project sites. These projects need to be prioritised in terms of their importance within Ratanda in order to establish when they are to be attended to. This is difficult in that all projects require immediate attention.

### 4.6.7. Safety, Security, Traffic and Fire Services

Section 12 of the Constitution stipulates that every person has the right to safety and security. In fulfilling the above obligation, Safety and Security section is required to comply with certain prescribed acts, regulations and by-laws, which guide and inform strategies, policies, procedures and practices. To ensure that all of the above expected responsibilities are carried out with due diligence, compliance with the regulatory guidelines required for maintaining a safe and a secure environment is necessary.

In light of the above, the municipality participates actively in the programmes and projects of SAPS, the Department of Community Safety, Community Police Forums and any other agency that aims to facilitate safety and security. Representatives from the traffic department serve on the local Community Police Forums and joint crime prevention operations between the law enforcement department of the municipality, Provincial Traffic

The Entrance should be used as the first project as it presents the first visuals of Ratanda. Entrances usually establish an identity for an area and Ratanda is no exception

and the SAPS are done on a regular basis. The SAPS interact on a regular basis with the municipality to address factors that might hamper effective policing of crime which include but not limited to the installation of adequate lighting in crime hotspots, unoccupied buildings and open spaces with overgrown grass/ weeds.

There are five police stations serving the municipal area, namely:

- Heidelberg police station
- Springs police station servicing Vischkuil/Endicott
- Devon police station
- Nigel police station servicing Jameson Park
- Ratanda police station

Below are the main forms of crime experienced in Lesedi area.

- Theft general
- Burglary (Residence)
- Shoplifting
- Theft motor vehicle
- Common Assault
- Malicious damage to property
- Burglary (Business)
- Common Robbery
- Theft out of motor vehicle
- Assault Grievous Bodily Harm (GBH)

To create a safe and secure environment in and around Lesedi, the full participation of all stakeholders, including residents and the business community, is required in addressing the following challenges:

- (a) Reducing the likelihood of major incidents which could potentially lead/give rise to the risk of disasters.
- (b) Reducing the risk of fire and other emergency-related risks.
- (c) Enhancing the safe and free flow of traffic.
- (d) Maintaining acceptable standards of response to emergencies.
- (e) By-law enforcement (subject to the promulgation).

Crime prevention in general is the competency of the South African Police Services with assistance from Lesedi Local Municipality and other services like Gauteng Provincial Traffic as well as private security companies. Lesedi Traffic Officers are not Municipal Police as is the case with metros and renders mainly traffic services. Heidelberg SAPS have a functional crime prevention unit as well as sector policing.

The municipality has adopted a Protest Management Plan to regulate public gatherings and marches.

The municipality will have to train officials from relevant departments to serve as Peace Officers to conduct by-law enforcement.

Challenges

Safety and Security section priority areas are the following:

- Traffic services
- Fire & Rescue services

#### **Traffic Services**

- (a) The Traffic section is required to maintain and deliver efficient service to the public, complying with various legislative requirements, including but not limited to the National Road Safety Act 93 of 1996, as amended.
- (b) Law enforcement is carried out by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).

The section focuses quite strongly on ensuring a safe and secure traffic environment by conducting traffic law enforcement but importantly ensuring the free flow of traffic on our roads. This section will ensure the current standards in relation to the issuing of traffic fines, reduction in road accidents by conducting roadworthy vehicle tests and escorting of abnormal vehicles.

The Gauteng Provincial Administration renders Traffic Law Enforcement services to some of the outlying areas in Lesedi from different regional offices in the area. The service is rendered mainly on provincial roads in Lesedi. Lesedi Local Municipality Legal Section is in liaison with the Justice Department, the Magistrates Court and the South African Police Services regarding the establishment of Municipal Court to deal with the non-payment of traffic fines and by-law offences.

A service provider for the monitoring of speed law enforcement activities has been acquired to assist in curbing speed lawlessness.

The vastness of the area impacts negatively in responding to accidents especially in rural areas.  
Traffic lawlessness especially during night hours where there is insufficient policing.

## ROAD SAFETY AWARENESS

The following projects are conducted to the schools around the municipal area:

### School Safety

Scholar patrols training is provided annually for the 13 primary schools and is monitored by traffic officers on random basis.

This kind of training targets children at early childhood stage. It emphasizes on issues pertaining to safety when using the roads.

Sedibeng District Municipality and Lesedi Local Municipality has entered into a memorandum of agreement for the implementation of CCTV camera system to assist in the reduction of crime at identified key areas around the jurisdiction of the municipality, however effective implementation of the system remains a challenge due to lack of resources.

### Child in traffic program

## COMMUNITY SAFETY FORUM

Community Safety Forum (CSF) was launched in October 2013 and its primary objective is to develop and implement initiatives to enhance safety within the municipality. This objective is achievable by

integrating services and designing initiatives to address the root causes of crime. The Forum needs to be revived since the projects are taking place at the lower scale

## FIRE & RESCUE SERVICES .

The Fire Brigade Service Act, Act 99 of 1987 provides for the municipality to establish fire services to prevent and fight fires in the municipality's jurisdiction. The objective of the Fire & Rescue services is to substantially reduce the loss of life and the destruction of property by fire, through the promotion of fire safety awareness. This is accomplished by creating a safer environment for all persons and by educating them about the dangers of fire and other dangers.

### Enabling Legislation:

Municipal Systems Act, No, 32 of 2

A brief synopsis of the various functions of this service is outlined below:

- A full-time Fire station is situated in Heidelberg.
- A satellite fire station responding to all areas around Devon and Endicott/ Vischkuil.
- The two stations responds to all fire and rescue calls received from respective areas.
- The response to all the calls should be within the stipulated time frame including the responses to all motor vehicle accidents.
- A Centralised Communication Centre for receiving and dispatching for both stations.
- There is a need to build a new Fire Station in the Lesedi Local Municipality, due to the fact that the present Fire Station is unable to address the growing needs within the municipality.

## WORKING ON FIRE PROGRAMME

In addressing the capacity challenges, the municipality has entered into partnership with Working on Fire to establish integrated veld fire management in areas where disadvantaged communities and other land

owners are vulnerable to veld fires and their effect. Working on Fire teams focuses primarily on run away veld fires and the partnership is beneficial in that the Lesedi team can then focus on structural fires.

## FIRE PREVENTION

The Fire department is responsible for mitigating life safety hazards, compliance of building codes, investigation of fires/arson, testing fire systems, and public education. The department has planned programmes in place to ensure compliance to fire safety. These set of program is undertaken quarterly and intended to reduce the destruction caused by fire. Fire safety inspections include ensuring measures that are intended to prevent ignition of an

uncontrolled fire, and those that are used to limit the development and effects of a fire after it starts. The Flammable Liquids inspection forms part of the programme of fire prevention. The routine Fire Hydrants inspection is carried out to ensure that the hydrants are clean and usable in case of fire

## AWARENESS AND EDUCATION

Currently awareness is conducted through PIER [Public Information Education and Relation]. Lesedi Fire & Rescue is also intending to introduce the

Community Emergency Response Teams (CERT) which will be our eyes and ears within the same community, in all the wards, especially in the disadvantaged areas.

## Section C: Development Strategies

# Section C: Development Strategies

## 1. LESEDI LOCAL MUNICIPALITY VISION AND MISSION

### 1.1 VISION

**“BY 2030, LESEDI MUNICIPALITY WILL BE A SMART, INNOVATIVE, EFFICIENT, PEOPLE CENTRED AND PERFORMANCE DRIVEN MUNICIPALITY PROVIDING A SAFE AND HEALTHY LIVING ENVIRONMENT AND HIGH QUALITY MUNICIPAL SERVICES FOR ITS COMMUNITIES”.**

The following elements, linked to the Vision, are evident:

The vision takes into consideration the core function of the Municipality and the quality levels which the Municipality wants to deliver those services. The vision response to the following questions to tests its relevancy, measurability and durability.

What is our “picture of the future” for five years  
How will we know when we’ve achieved it?  
Will it be measurable?  
What will it feel like, look like?  
How will any changes above impact our stakeholders, including our employees?  
At what point in time will we achieve it?

### 1.2. MISSION

**“LESEDI MUNICIPALITY WILL IMPROVE THE QUALITY OF LIFE OF ITS PEOPLE BY PROVIDING SUSTAINABLE HIGH QUALITY SERVICE DELIVERY MANDATES THROUGH INNOVATION, GOOD GOVERNANCE, CONTINUOUS CAPACITY BUILDING, INTEGRATED PLANNING AND APPLYING**

The mission just like the vision responds to the following critical questions used to guide the leadership in crafting the mission:

Who are we?  
Who do we serve?  
What service or product do we provide?  
What higher level benefits are gained?



# Section C: Development Strategies

## 2. National and Provincial Framework

Our strategic plan has been developed through the consideration of a range of contextual issues as enunciated below:

The 12 National Outcomes  
Provincial Growth and Development Strategy  
Sedibeng Growth and Development Strategy

### 2.2. National Outcomes on Service Delivery

No.	OUTCOME	OUTPUT
1	Improve the quality of basic education	<ul style="list-style-type: none"> <li>Improve quality of teaching and learning</li> <li>Regular assessment to track progress</li> <li>Improve early childhood development</li> <li>A credible outcomes-focused accountability system</li> <li>Improve quality of teaching and learning</li> </ul>
2	Improve health and life expectancy	<ul style="list-style-type: none"> <li>Increase life expectancy to 58 for males and 60 for females</li> <li>Reduce maternal and child mortality rates to 30-40 per 1000 births</li> <li>Combat HIV/Aids and TB</li> <li>Strengthen health services effectiveness</li> </ul>
3	All people in South Africa protected and feel safe	<ul style="list-style-type: none"> <li>Reduce overall level of crime</li> <li>An effective and integrated criminal justice system</li> <li>Improve perceptions of crime among the population</li> <li>Improve investor perceptions and trust</li> <li>Effective and integrated border management</li> <li>Integrity of identity of citizens and residents secured</li> <li>Cyber-crime combated</li> </ul>
4	Decent employment through inclusive economic growth	<ul style="list-style-type: none"> <li>Faster and sustainable inclusive growth</li> <li>More labour-absorbing growth Strategy to reduce youth unemployment</li> <li>Increase competitiveness to raise net exports and grow trade</li> <li>Improve support to small business and cooperatives</li> <li>Implement expanded public works programme</li> </ul>
5	A skilled and capable workforce to support inclusive growth	<ul style="list-style-type: none"> <li>A credible planning institutional mechanism</li> <li>Increase access to intermediate and high level learning programmes</li> <li>Increase access to occupation specific programmes (especially artisan skills training)</li> <li>Research, development and innovation in human capital</li> </ul>
6	An efficient, competitive and responsive economic infrastructure network	<ul style="list-style-type: none"> <li>Improve competition and regulation</li> <li>Reliable generation, distribution and transmission of energy</li> <li>Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports Maintain bulk water infrastructure and ensure water supply</li> <li>Information and communication Technology</li> <li>Benchmarks for each sector</li> </ul>
7	Vibrant, equitable and sustainable rural communities and food security	<ul style="list-style-type: none"> <li>Sustainable agrarian reform and improved access to markets for small farmers</li> <li>Improve access to affordable And diverse food</li> <li>Improve rural services and access to information to support livelihoods</li> <li>Improve rural employment opportunities</li> <li>Enable institutional environment for sustainable and inclusive growth</li> </ul>

# Section C: Development Strategies

No.	OUTCOME	OUTPUT
8	Sustainable human settlements and improved quality of household life	Accelerate housing delivery Accelerate housing delivery Improve property market More efficient land utilisation and release of state-owned land
9	A response and, accountable, effective and efficient local government system	Differentiate approach to municipal financing, planning and support Community work programme Support for human settlements Refine ward committee model to deepen democracy Improve municipal financial administrative capability Single window of coordination
10	Protection and enhancement of environmental assets and natural resources	Enhance quality and quantity of water resources Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality Sustainable environment Management Protect biodiversity
11	A better South Africa, a better and safer Africa and world	Enhance the African agenda and sustainable development Enhance regional integration Reform global governance institutions Enhance trade and investment between South Africa and partners
12	A development-orientated public service and inclusive citizenship	Improve government performance Government-wide performance monitoring and evaluation Conduct comprehensive expenditure review Information campaign on constitutional rights and responsibilities Celebrate cultural diversity

## 2.3. Gauteng Employment, Growth and Development Strategy

A GEGDS is typically a medium-term strategy/plan that is provided for in provincial development planning legislation and is generally prepared in the Premier's Office. It seeks to:

Provide both an analysis and a response to the current and anticipated economic, social, environmental and spatial trends in the province;

Provide a broad strategic and spatial development framework within which all private actors and organs of state in all three spheres of government operating in the province have to do their planning and investment/spending, so as to ensure the realisation of specified economic, social, environmental and Spatial objectives, such as nature resource utilization and management, attracting investment, job creation, welfare provision, safety and security and human resource development; and Provide a clear indication, in the form of a long-term Infrastructure Investment Programme, as to how the provincial government seeks to maintain existing economic activities and unlock the latent potential in the province

# SECTION C: DEVELOPMENT STRATEGIES

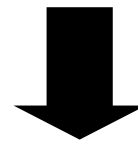
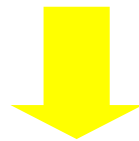
## 2.4. Sedibeng Growth and Development Strategy: Second Generation

Sedibeng District Municipality together with its locals embarked on a process of developing a Growth and Development Strategy (GDS). The GDS was developed along with the **IDP**, with the understanding that the two documents will be linked as one strategic plan. As a long term plan, the **GDS** makes provision for bigger overarching decisions about what should be prioritized to:

- REINVENT** the economy from old to a new,
- RENEW** our communities from low to high quality of life,
- REVIVE** the environment from waste dumps to a green region,
- REINTEGRATE** with Gauteng and our neighbours to move from an edge to a frontier region,
- RELEASE** human potential from low to high skills.

The **IDP** defines the medium term path. It spells out where the municipality wants to be after five year, and how it wants to be.

### SEDIBENG GROWTH & DEVELOPMENT STRATEGY



REINVENT	RENEW	REVIVE	REINTEGRATE	RELEASE
<p><b>Key Deliverable</b> Establish formal training centres to provide training thereby giving people the opportunity to start their own small business</p> <p>Tourism and Leisure: Enhance tourism forums and work with relevance and agencies Link marketing plan with tourism plan</p>	<p><b>Key Deliverables:</b> Geographic Information System [GIS] for Lesedi</p> <p>Comprehensive land use survey has been undertaken in the whole of Lesedi – information to be GIS-linked</p> <p>Spatial Development Framework for Lesedi to be drawn up</p> <p>Identify possible projects and assist landowners and beneficiary</p>	<p><b>Key Deliverables:</b> Protection of river ecosystems, water conservation, and protection of the ecological reserves</p> <p>Development of a refuse disposal site for Devon / Impumelelo</p> <p>Solicit funding for the establishment of a regional landfill disposal site for Lesedi</p>	<p><b>Key Deliverables</b> Create more complex urban environments with greater opportunity and choice in and around Ratanda and Impumelelo</p> <p>Active development of land uses which generate employment</p> <p>Rectify the absence of retail centres in Ratanda and Impumelelo through the</p>	<p><b>Local Partnership for Education &amp; Training:</b> Establish broad base Education and training forum to include local government, Department of Labour and Department of Education</p> <p><b>Building Social Capital:</b> Focus supporting initiatives around the Gauteng Social Development Strategy</p>

# SECTION C: DEVELOPMENT STRATEGIES

REINVENT	RENEW	REVIVE	REINTEGRATE	RELEASE
<p>Agriculture:</p> <ul style="list-style-type: none"> <li>Consolidate task team with GDARD, DLA, Sedichem etc.</li> <li>Do feasibility for emerging farmers</li> <li>Analyse preferred agric activities</li> <li>Explore bio-fuels</li> </ul> <p>Residential Property Development:</p> <ul style="list-style-type: none"> <li>Revise SDF in line with SPLUMA, &amp; GDS.</li> </ul>	<p>communities with funding applications, as well as with the implementation of approved projects</p> <p>Kwa-Zenzele Agri-Village</p> <p>Jameson Park Commonage</p> <p>Finalization of transfer of existing State-owned houses in Ratanda</p>		<p>establishment of retail nodes – TECINO</p> <p>Act as a lobbyist for those communities, who require facilities such as bank ATM's and Electricity Card Dispensers</p> <p>Ensure economic empowerment and upliftment within the disadvantaged areas through LED strategies and projects.</p>	<p>Improve Statistical Database on social profile of Sedibeng</p> <p><b>Promote BBBEE</b></p> <p>Align procurement procedures (District and Locals) to champion BBBEE</p> <p>Host BBBEE summit to localize charters</p> <p>Enhance database of SMME's.</p>

## 3. Lesedi Strategic Objectives & Indicators

### 3.1. Strategic Objectives

IDP Ref.	KPA	IDP Ref.	Strategic Objectives
<b>A</b>	Municipal Transformation and Organizational Development	<b>A1</b>	Continuously create a conducive environment through the implementation of organizational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.
		<b>A2</b>	Empowering employees through focused and continuous professional/ skills development.
		<b>A3</b>	To ensure effective implementation of performance management
<b>B</b>	Basic Service Delivery	<b>B1</b>	To improve access to sustainable basic services through proactive maintenance of infrastructure to ensure quantities and quality of supply.
		<b>B2</b>	To ensure that basic services are progressively expanded in all communities through proper planning.
<b>C</b>	Local Economic Development	<b>C1</b>	To facilitate growth and development of the local economy, through partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.
<b>D</b>	Financial Viability and Management	<b>D1</b>	To manage municipal resources by generating sufficient income to meet operating payments and debt commitments to allow growth while maintaining service levels.

## SECTION C: DEVELOPMENT STRATEGIES

		<b>D2</b>	Sound financial management systems
<b>E</b>	Good governance and Public participation	<b>E1</b>	To instill good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.
		<b>E2</b>	To ensure maximum participation of the community in their own development through organized structures

# SECTION C: DEVELOPMENT STRATEGIES

## 3.3. Summary of Water Services Operational Strategies

### 3.3.1. WATER SERVICES DEVELOPMENT PLAN (WSDP)

Lesedi Local Municipality as a Water Services Authority is required to compile the Water Services Development in terms of section 12(1) and (b) of the Water Services Act 108 of 1997. The plan must be reviewed annually and be approved along with the Integrated Development Plan. The Water Services Development Plan provides strategic direction which will guide development around the municipality, with regard to availability of the scarce water resources.

### 3.3.2. WATER CONSERVATION AND WATER DEVELOPMENT PLAN (WC/WDM)

Water Conservation and Water Demand Management initiative is guided by the objectives of the National Local Government Turnaround Strategy, a

comprehensive should include the following levels of intervention, technical, financial, social/socio economic, institutional and legal aspects. The implementation of WC/WDM at Municipal level has been inadequate for many years, despite South Africa being one of the driest countries in the world. Uncoordinated planning with regard to the implementation of WC/WDM strategies is generally a major challenge in most Municipalities.

The overall objective of the Water Conservation and Water Demand Management strategy is to ensure the sustainability of the water supply service in the Municipality, by reducing non-revenue water and to ensure that an efficient and equitable water supply service is maintained to all consumers.

### 3.3.3. INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

The development of Integrated Waste Management Plans is a requirement of certain organs of state, in terms of section 11 of the National Environmental Management: Waste Act 59 of 2008 (NEMWA) for Government to properly plan and manage waste. The process followed in developing the IWMP consisted of two phases; the first phase consisted of the situational analysis and the determination of the desired end state, for waste management within the Municipal jurisdiction, the second phase consists of identifying, evaluating alternative methods/Approaches to achieve the desired end state.

This report, the IWMP is a concise report including the information collated in the afore-said phases, which will provide the Municipality with a plan on how to effectively manage and improve the waste management service within the Municipality. The Municipality will be responsible for the implementation of the IWMP, evaluation, and the review of the plan to ensure that the specific objectives are met.

### 3.3.4. WASTE WATER RISK ABATEMENT PLAN (W2RAP)

## SECTION D: SPATIAL DEVELOPMENT FRAMEWORK

Wastewater risk abatement plan is a living document which requires regular update. The W2RAP is in line with the Department of Water Affairs (DWA)'s Green Drop requirements. The plan should be aligned to the Lesedi Local Municipality's Integrated Development Plan (IDP) and the Water Services Development Plan (WSDP).

The use of a comprehensive risk assessment and risk management approach that includes all the various steps and aspects of wastewater catchment and treatment can be considered an effective means of consistently, responsibly and sustainably ensuring the safety of wastewater and its by-products. This approach and planning mechanism is referred to as Wastewater Risk Abatement Plan (W2RAP) which is similar to the World Health Organisation's (WHO) Water Safety Plan on the drinking water side.

The W2RAP is an initiative by the Water Research Commission (WRC) and the Department of Water Affairs to ensure responsible treatment and discharge or reuse of wastewater and its by-products. It focuses on public health and natural resource protection and balances all hazards and risks that may apply along the full value chain.







## Section D: Spatial Development Framework

## Section D: Spatial Development Framework

### 1 Spatial Development Overview

The 2016 Spatial Development Framework was aimed at reviewing the 2010 SDF as it outdated as new policies, guidelines and legislations have evolved since then. The Lesedi Local Municipality is situated in the Sedibeng District Municipality of Gauteng, South Africa. The municipality can be described as a primarily rural area that spans an area of ±1430km<sup>2</sup>, with the major urban concentration located in Heidelberg/Ratanda, which is situated along the N3 freeway at its intersection with Provincial Route R42, east of the Suikerbosrand Nature Reserve. Devon/Impumelelo, which is situated on the

eastern edge of the Municipal area, abutting the N17 freeway on the north is a significant rural settlement, while Vischkuil/ Endicott east of Springs abutting Provincial Route R29 is a smaller rural centre. The area can be described as mostly agricultural, with Heidelberg and Devon being the primary service canthers for the surrounding agricultural areas. The municipality is situated approximately 56km southeast of Johannesburg and is traversed by two national roads, namely the N17 and the N3, which create future economic development potential

### Objectives and Alignment Issues

The main objective of the 2016 Spatial Development Framework review and update the Lesedi Local SDF which will address spatial, environmental and economic issues confronting locality, the Lesedi urban core, township, rural areas, and broader issues aligning to the regional scale with emphasis on Gauteng City Region perspective and profound spatial reflection on emerging issues from neighbourhood municipality. The broader sustainable goal of SDF is to facilitate implementation of the Integrated Development Plan and all government intentions to fight poverty and facilitate rural development with a medium and long-term trajectory. The review aimed at providing an opportunity to plug any legislative and strategic loopholes which may have been identified by the MEC in the 2010 Lesedi SDF and IDP assessments, as well as the alignment

of the SDF with new policies and spatial thinking which may have emerged over the past seven years.

The new Spatial Development Framework complies with the MSA and the Municipal Planning and Performance Management Regulations, 2001, and is aligned together with the Spatial Planning and Land Use Management Act, 2013. The SDF therefore-

- give effect to the principles contained in the Spatial Planning and Land Use Management Act, 2013
- set out objectives that reflect desired spatial form of the Lesedi municipality;
- contain strategies, policies and plans which must-
  - (i) Indicate desired patterns of land use within the municipality;
  - (ii) Provide a clear strategic forward planning; of development within the municipality;
  - (iii) Address the spatial reconstruction of the location and nature of development within the municipality; and
  - (iv) Provide strategic guidance in respect of the location and nature
- set out basic guidelines for land use management system in the municipality;

## Section D: Spatial Development Framework

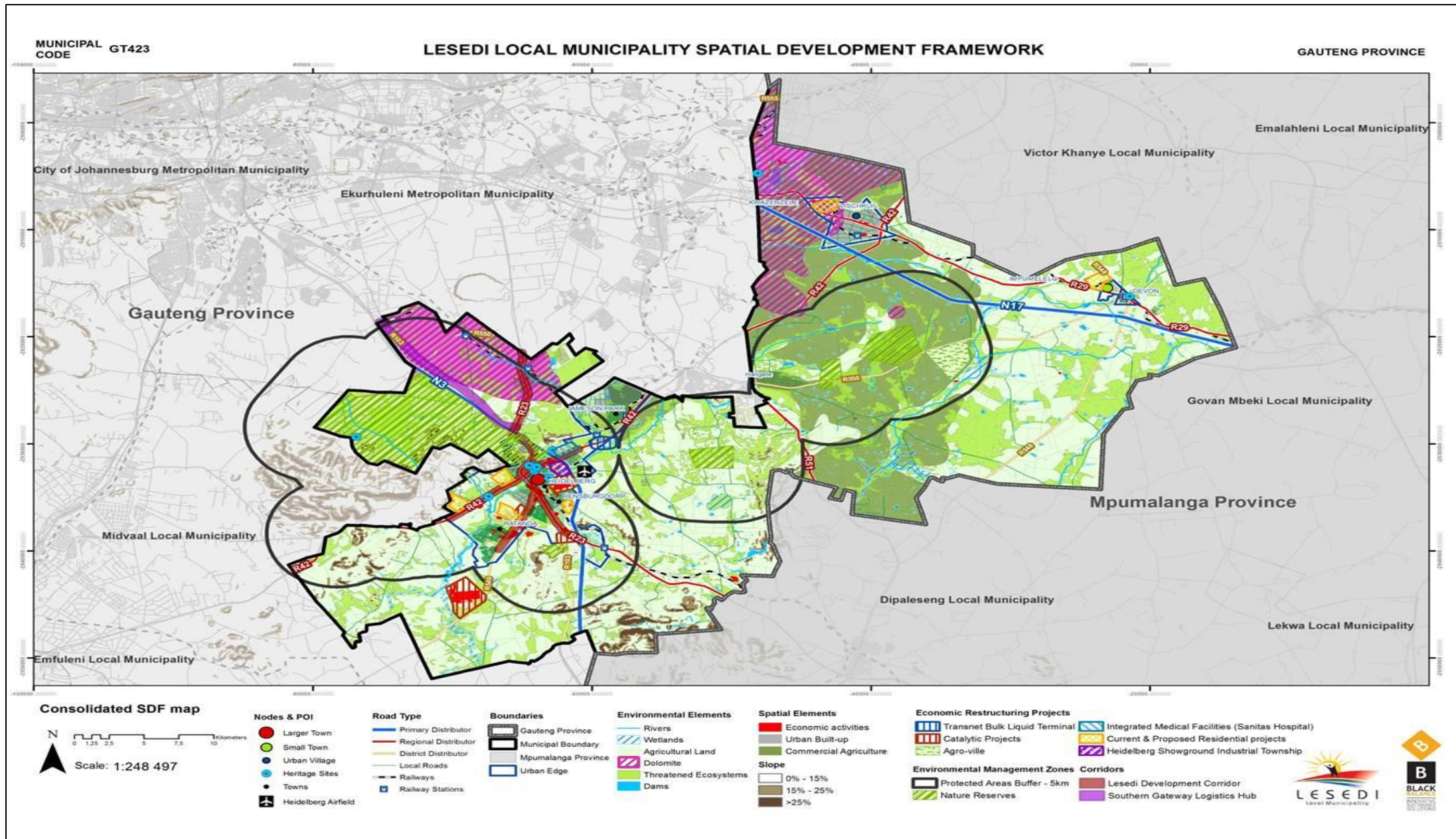
- set out a capital investment framework for the municipality's development programs;
  - contain a strategic assessment of the environmental impact of the SDF;
  - identify programs and projects for the development of land within the municipality;
  - be aligned with the SDFs reflected in the integrated development plans of neighbouring municipalities; and
  - provide a visual representation of the desired spatial form of the municipality, which representation:
    - (i) must indicate where public and private land development and infrastructure investment should take place;
    - (ii) must indicate desired or undesired utilisation of space in a particular area;
    - (iii) may delineate the urban edge;
    - (iv) must identify areas where strategic intervention is required; and
    - (v) must indicate areas where priority spending is required.
- Mobilise resources:
  - Ownership of planning exercise
  - Capital Investment Framework
  - Guide further detailed planning
  - Sector planning guidelines
  - Areas for more detailed and forward planning

The Municipal priorities for the review of the Spatial Development framework can be summarised as follows:

- Define common development parameters:
- Base predictions for future implementation
- Densification framework
- Alignment efforts:
- Sectoral and geographic integration

# Section D: Spatial Development Framework

Map: Lesedi Consolidated Spatial Development Framework



## Section D: Spatial Development Framework

### Spatial Trends and Issues

In developing the Lesedi spatial development concept and framework it is imperative to reflect on the comments emerging from MEC Gauteng Department of Cooperative

Governance and Traditional Affairs on Lesedi Integrated Development Plan 2014/15 regarding spatial planning.

Municipal IDP-Spatial Planning	MEC Commented that the Lesedi IDP 2014/15 do not recognized SDF as the overarching sector plan from which all other sector plans take a cue. The greatest missing link is the recognition of the looming implications of spatial planning in the municipal context considering the profound impact of Spatial Planning and Land Use Management Act (SPLUMA). This is acknowledged in this SDF review as the SPLUMA effect is shaping town and city spaces and places.
Gauteng City Region	The Gauteng City Region perspective is not taken into cognisance in relation to spatial expression in both District and Locally. There is a clear deficiency of concrete analysis of Lesedi morphology in relation to nodes and corridors of neighbouring municipalities as well as the Gauteng City Region positioning. The point advanced is that the local and district spatial reflection must stretch beyond municipal boundaries in promoting integration and to realize the fruits of functional Gauteng City Region.
Natural resource scarcity and Climate change	The current SDF Review should be robust in redressing the natural resource scarcity and multi-dimensional impacts of climate change. Lesedi should in liaison with the Gauteng Department of Agriculture develop a single Gauteng Environmental Management Framework to advance a uniform approach to environmental, climate change, resource scarcity and waste output reduction.
Decisive spatial transformation	Gauteng has then taken radical steps to address the apartheid city economy, by advancing a pragmatic approach to Township restructuring and revitalisation. The Gauteng Township Revitalization Strategy is in place and operational with projects earmarked for Lesedi.
Infrastructure and service delivery	The municipality is currently experiencing high water losses (23%) due to theft of water through the by-passing of water meters and wastage by members of communities in informal settlements The Municipality has developed a comprehensive Water Conservation and Water Demand Management Plan which is approved by Council. The plan will address all the four levels of intervention relating to water losses, mainly the Technical, Financial, Institutional and Social interventions. The plan was developed as part of the support that COGTA is rolling out to Municipalities through the intervention of MISA
Local Economic development	Local Economic Development Strategy is in place and various consultants and sector specialists are on the ground helping Lesedi implement pragmatic economic sector and investment programmes across Lesedi. Economic Infrastructure programmes with long-term benefits that have emerged in Lesedi includes Transet Bulk Liquid Terminal and Southern Gateway Logistical Hubs, SIP2 Industrial and Logistic Corridor, Tambo-Springs Inland Port, all these projects impact positively on local economies of scale and SMME's will benefit from such infrastructure investments.

## Section D: Spatial Development Framework

### Lesedi Comments to Sedibeng Spatial Development Framework

Investment patterns and diversity	Lesedi economic and investment opportunities and programmes are diversified and not limited to Agriculture.
National Corridor (N3)	The N3 National Corridor connect Gauteng and KZN and has a massive landmark engulfed in national infrastructure projects such as SIP2-Industrial and Logistic corridor, Logistic Hub, Tambo-Springs Inland Port, and other significant land use potential opportunities.
Zone of Opportunity	Massive space for investment with various land use that are packaged for form a significant crowding of infrastructure investment including projects such as Integrated Medical Facility (SANITAS). High Density human settlement, Industrial and warehouse and commercial developments and the zone becomes imperative in consolidated efforts to develop R42 and N3 and integrated Heidelberg, Kaydale, Jameson Park and Nigel.
Zone of Integration	The area between Heidelberg and Ratanda has been identified as a zone of the integration. This is for the reason of establishing a link between the CBD and the previously spatially distorted settlement established in terms of the Black Communities Development Act (Act 4 of 1984). This is addressed robustly in this SDF Review.
Lesedi Precinct Plans	Array of Precinct Plans were prepared by Lesedi, these include the R549, R23, R42 precincts. The precinct plans portray the desired spatial patterns taking into cognizance the potential of these corridors in linking Lesedi to places and in wider regions and in conceptualization of programmes across economic sectors of tourism, industrial clusters, invoking opportunities for human settlement densification along the corridors and taking advantage of the advances as articulated in the Gauteng City Region perspective.
Devon/Impumelelo and the R29 Corridor	R29 corridor in Devon/Impumelelo has a massive potential for agro-processing and agro-industries due to the high agricultural potential in the hinterland. The area has also been earmarked for Comprehensive Rural Development Programs (CROP). The emphasis on this place should take priority in the implementation as Agriculture is the backbone of Lesedi economy and to locate agro-processing will be key considering proximity of the markets, national and regional arterials and corridors linking Lesedi to Gauteng and to the global village.
R42 (HF Verwoerd Street) Restricted development challenge	<p>The current SDF Review view the challenge as imperative in the business growth and expansion of businesses in the CBD. The restricted development on R42 (HF Verwoerd Street) was created due to the planned future Provincial road aimed at splitting the CBD by means of dual carriageway. The current SDF Review induces Lesedi Local Municipality to re-engage Department of Transport to concede to the fact that the future road is de-proclaimed and the Louw Street by-pass be utilized an alternative.</p> <p>This SDF Review (2015) prioritise the de-proclamation process as a substantial project as this will direct support business growth and property boom.</p>

These issues are imperative in the shaping of the current spatial development concept and framework review as they lay a progressive learning curve in consolidating the new emerging spatial trajectory towards next 20 years and beyond.

### Long term spatial development vision

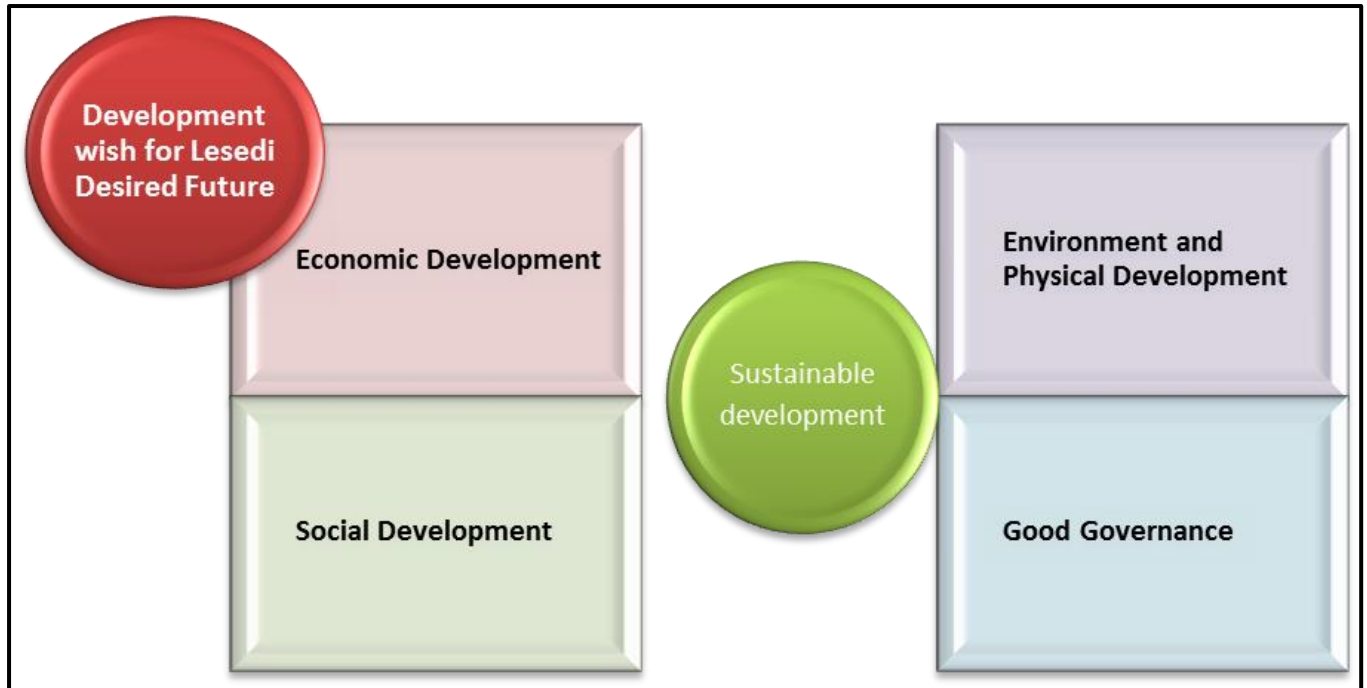


## Section D: Spatial Development Framework

The Lesedi position statement provides the foundation from which a clarity and agreement can be obtained of the desired future for the Locality. By explicitly formulating a development wish the Lesedi District Municipality can ensure that all

planning endeavours are focused on the same aim or destination. It inspires, focuses the attention and mobilises all residents, communities, stakeholders, politicians and officers in creating that desired future.

**Figure 1: Spatial Development Vision Considerations**



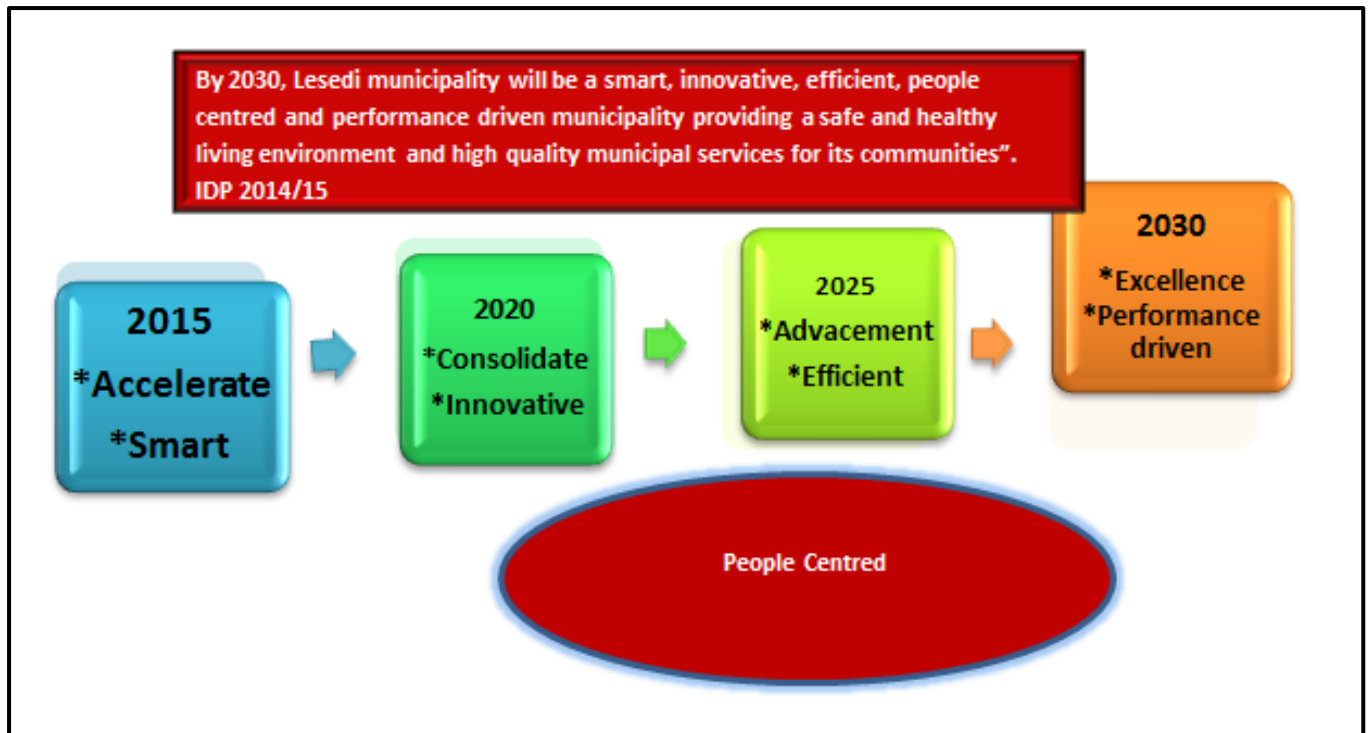
A Vision Statement is an essential ingredient in successful comprehensive development planning. Essentially, the statement should reaffirm time-tested policies or values that are generally held as positive development and community trademarks and identify others deemed relevant. Moreover, a Vision Statement should be a reflection of developmental and community aspirations.

**“By 2030, Lesedi municipality will be a smart, innovative, efficient, people centred and performance driven municipality providing a safe and healthy living environment and high quality municipal services for its communities”.** IDP 2014/15

Through periodic review and refinement, it should help to set parameters for future municipal and community activities. To guide the ultimate development of the Lesedi Municipality, the following development Vision is pursued as illustrated by the long term development path set by the Lesedi already and illustrated below:

## Section D: Spatial Development Framework

Figure 2: Long Term Spatial Development Vision



As the central future concept for development within Lesedi municipality, this vision needs to be translated spatially in order to ensure the development of land as well as the future management of all resources all work towards the achievement of this vision and does not contradict it.

In translating the development vision of the municipality, the core elements of the vision is firstly identified and then expressed in terms of spatial concepts, responsibilities or challenges. The entire Spatial Development Framework which then follows should ideally be structured and linked to these core spatial challenges based on an interpretation of the overall development vision.

### Spatial Development Concept

The Spatial Development Concept integrates the spatial planning directives identified and translates them into a strategic spatial vision for the Municipality. The Spatial Development Concept is structured around the following building blocks, which are interrelated:

1. Nodes and Activity Areas
2. Movement and Connectivity

## Section D: Spatial Development Framework

3. Basic Service Delivery Structuring Elements
4. Environmental Structuring Elements
5. Economic Development Structuring Elements

### Nodes and Activity Areas

Nodes or 'nodal areas' are activity areas that have been identified within the Lesedi Municipality for focused economic, infrastructural and social development, with a view to rationalizing available resources and concentrating public and private investment in appropriate locations.

The benefits of concentrated activities at identified locations in the municipality is to act as a structuring mechanism in support of a

viable public transport system, the concentration and intensification of various activities (diversity) at appropriate locations that are highly accessible, economies of scale creating opportunities, and the management of these areas to address spatial equity, sprawl and the management of development pressure. Residential densification in and around nodal areas is one of the strategies to ensure the viability of these areas and ensure a consolidated development system

### Hierarchy of Nodes

A hierarchical system of nodes is based on the understanding that the current needs of the municipality outweigh the existing resources and therefore makes it necessary to rationalise the distribution of resources in a systematic manner. Opportunities which exist for development have been identified in the various nodes and have been assigned to perform specific nodal functions. These opportunities include existing social, education and health facilities, level of basic services, threshold population and accessibility in terms of road network and public transport. The Spatial Development Framework is intended to promote efficient and effective resource allocation ensuring that resources such as infrastructure are delivered in the right place and at the right time. It is also to provide a sense of certainty for the future and priority spending areas.

From the municipal profile presented in Sections 3, it is clear that the Lesedi

Municipality holds some spatial opportunities which can be strategically tapped into. The municipality must be able to operate within the context of the Sedibeng District, Gauteng Province and the Nation as the greater region so that it can position itself to be competitive in terms of what it can offer, first to its inhabitants and the wider region. With this as a backdrop, it means that nodes within Lesedi should serve a specific function mainly at the sub-regional level. The key issue is that nodes within the municipality do not have to compete but complement and support each other so that the synergies between them maximize the potential of the Municipality as a whole. The diversification of various nodes will allow resilience and adaptability by maximizing all spatial opportunities. Also this puts a positive spatial dimension to strategic spending towards spatial decisions and the various aspects of development.

## Section D: Spatial Development Framework

### Primary nodes: Large Town

Heidelberg/ Ratanda cater for a mixture of land uses including retail, institutional, and residential uses. The previous SDF proposed that the urban edge should be extended to include the area west of Jordaan Park, between the Suikerbosrand Nature Reserve in the north and the Blesbokspruit in the south. Any development proposals in the area within the municipality must carefully be considered as a large proportion of the municipality consist out of sensitive to the various environmental features, e.g. the Nature Reserve, the river system and various natural open space linkages. (LLM, 2015)

### Secondary Nodes: Medium Town

Devon/ Impumelelo were identified as secondary nodes. Devon/Impumelelo is a well-developed urban node on the eastern edge of Lesedi, abutting various major transportation routes. Detail planning of this

area is required to address aspects such as detail land use, integration between Devon and Impumelelo, local nodes and spines, densification and infilling, etc. (Lesedi Municipality, 2015)

### Tertiary Nodes: Small Town

Vischkuil/ Kwazenzele were identified as a tertiary node in the municipality. This agricultural holding area is regarded as an emerging node. Detailed planning is required here, to address aspects such as LED

opportunities, land use, possible densification, etc. (Lesedi Municipality, 2015)

The distinction of nodal areas in Lesedi Municipality is made as follows:

**Table** is a summary of the dominant roles which each of the nodes identified are to play in Lesedi Municipality and to surrounding settlements:



## Section D: Spatial Development Framework

**Table: Expected Key Roles of Nodal Areas in Lesedi Municipality**

Settlement Hierarchy	Nodes	Typology	Centre	Community Facilities	Nodal Development
Large Town	Heidelberg/ Ratanda/ Jameson Park	It is primary core area which has enveloped multiple centres in the surrounding	<ul style="list-style-type: none"> <li>Large Cluster of shops</li> <li>Supermarket</li> <li>Comparison shopping</li> <li>Financial institutions</li> <li>Offices</li> </ul>	<ul style="list-style-type: none"> <li>Public Facilities</li> <li>Public Administration</li> <li>Tertiary Education (satellite)</li> <li>District Hospital</li> </ul>	<ul style="list-style-type: none"> <li>Substantial mix of all housing typologies</li> <li>High concentration of mixed land use</li> <li>Higher density around nodes</li> <li>Service and Industrial area (on transport route)</li> </ul>
			<ul style="list-style-type: none"> <li>Medium Cluster of shops</li> <li>Supermarket</li> <li>Financial institutions</li> <li>Offices</li> </ul>	<ul style="list-style-type: none"> <li>Public Facilities</li> <li>Community Health Centre</li> </ul>	<ul style="list-style-type: none"> <li>A mix of housing typologies</li> <li>Medium concentration of mixed land use</li> <li>Higher density around nodes</li> <li>Possible Service and Industrial area (on transport route)</li> </ul>
Medium Town	Ratanda/Jameson Park	It is a primary core area with a possibility of developing further.	<ul style="list-style-type: none"> <li>Medium Cluster of shops</li> <li>Supermarket</li> <li>Financial institutions</li> <li>Offices</li> </ul>	<ul style="list-style-type: none"> <li>Public Facilities</li> <li>Community Health Centre</li> </ul>	<ul style="list-style-type: none"> <li>A mix of housing typologies</li> <li>Medium concentration of mixed land use</li> <li>Higher density around nodes</li> <li>Possible Service and Industrial area (on transport route)</li> </ul>
Small Town	Devon/ Impumelelo	Conventional core area	<ul style="list-style-type: none"> <li>Small Cluster of shops</li> <li>Supermarket</li> </ul>	<ul style="list-style-type: none"> <li>Satellite Social Facilities / Offices</li> </ul>	<ul style="list-style-type: none"> <li>Low density around the node</li> <li>Supporting the primarily agricultural economy</li> </ul>
Urban Village	Vischkuil/ Kwazenzele and Kaydale	Serviced by low level basic facilities	<ul style="list-style-type: none"> <li>Small Cluster of shops</li> </ul>	<ul style="list-style-type: none"> <li>Mobile Social Facilities</li> <li>Satellite Office</li> </ul>	<ul style="list-style-type: none"> <li>Serviced by low level local basic facilities</li> </ul>



## Section D: Spatial Development Framework

### Public and Private Investment Areas

The strategic investment area accounts for areas and sectors that will use to anchor development in Lesedi Municipality in order to guide economic infrastructure investment and prioritization in support of the goals of redress, restructuring and transformation. The GCR has identified the mega regional projects, which are aimed at facilitating and enabling the development of new nodes that will significantly transform the spatial form of the province.

### Ratanda

Ratanda will benefit through the Gauteng Department of Economic Development and Rural Development in conjunction with National Treasury (NDPG) in the implementation of Township restructuring strategy as a strategy to turn around the township to be an arsenal of private and public sector investment. The urban township core of Ratanda has remained underdeveloped after various planning and design interventions. This is an opportunity zone to extend, restructure and transform township economies of scales and expand infrastructure injection. Implementation must

### Rensburg Extension 24

Rensburg extension 24 is a critical mega industrial township customised to expand economic industrial role of Lesedi through attracting both public and private investment to development industrial capacity in response to National and Gauteng industrial plans and strategies. There are array of incentives and funding support and resource opportunities across National and in Gauteng to encourage industrial development

### Heidelberg urban central

Heidelberg urban centre still retains its historical retail, commercial tourism, auto, arsenal of private and public facilities significance and has remarkable bulk and internal infrastructure. Critical concerns and dichotomies have emerged today on whether

The current national and provincial agenda is geared towards infrastructure development as the backbone of job creation, particularly driven by the Gauteng City Region perspective, 2055 Vision. Investment areas are also guided by Gauteng Economic Growth, Development and Employment Strategy, Gauteng Rural Development Strategy and most importantly the Gauteng Township Revitalisation Strategy

commence hence planning and technical assessment has been completed, and this entails attracting funding through business plans particularly funding from National Treasury National Development Partnership Grant (NDPG) also lobby funding from Gauteng Department of Economic Development-Township Revitalisation Strategy; to promote land mixed use through projects such as intermodal or interchange zone bringing or clustering multiple transport opportunities in one zone and mix with offices, retail, residential (densify) and recreation.

particularly manufacturing sector and supplier development parks. Rensburg is also part of the Gauteng packaged opportunities identified as one of the key restructuring projects to change the economic system of Lesedi and therefore efforts must be directed towards implementing a viable business case to develop the area and attract both private sector industrialists and public sector investment.

Heidelberg still retains its urban hub viability or it is slowly decaying and if not attended can deteriorate. With the emerging urbanism and regionalism notions with recent critical studies of corridors in Lesedi, it is becoming evident that Heidelberg urban core is



## Section D: Spatial Development Framework

diminishing; corridors are emerging as investment platforms as R42 has been packaged as mix-use land zone with the existing mega shopping centre. Critical spatial intervention must emerge to combat the decline of Heidelberg such as urban development framework targeting specific

### Devon/Impumelelo

Impumelelo is located in the far east of the Lesedi proximity to Ekurhuleni-Springs area. Some strategic land pockets have been identified for investment and critical planning and technical analysis has been completed. The investment areas are targeted for

### Kwazenzele

Kwazenzele is another critical rural investment node located in Lesedi North East proximity to Ekurhuleni town of Springs. Efforts directed at encouraging economic infrastructure and investment have seen technical and planning work executed in preparing for both private and public

### Jameson Park

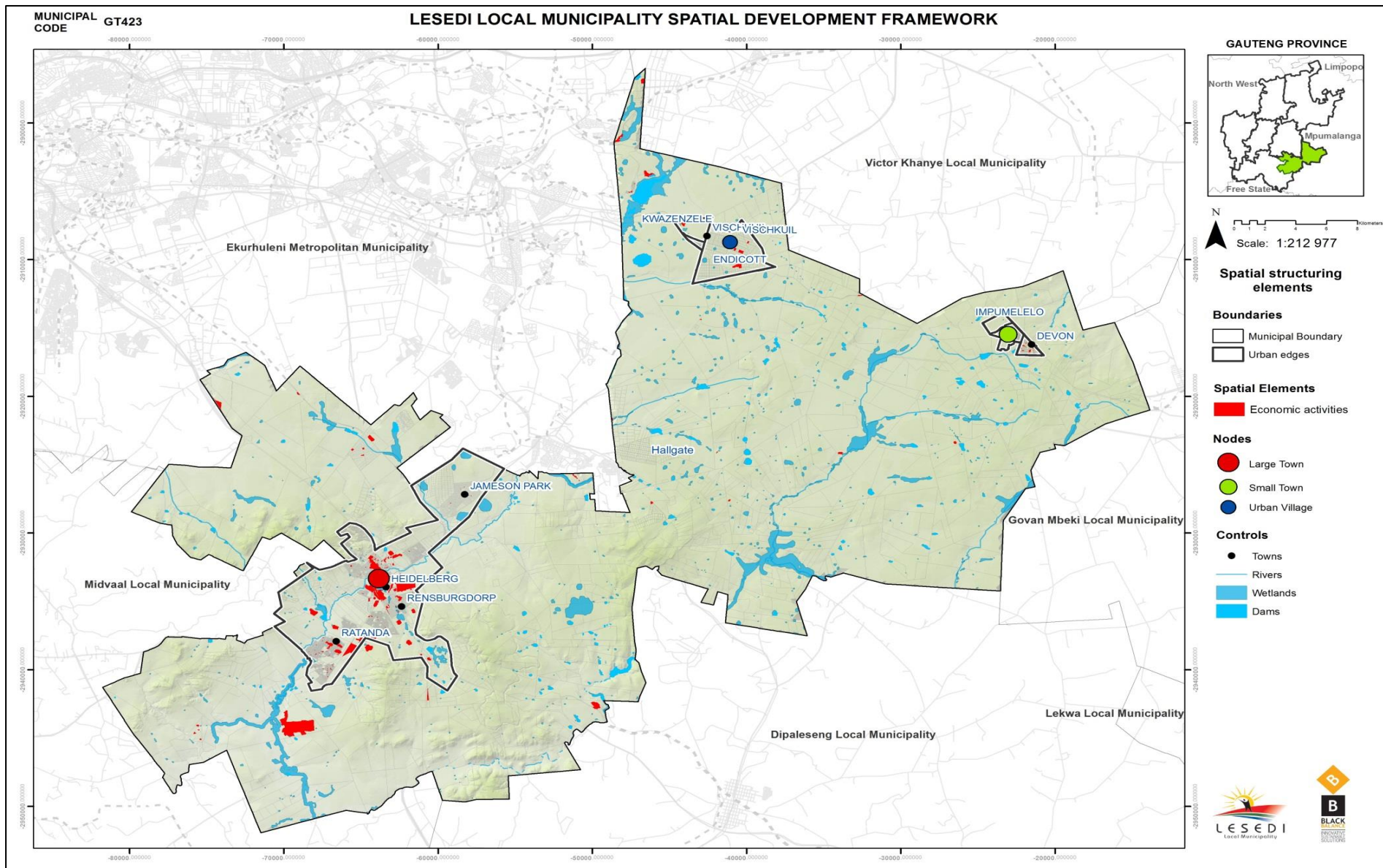
Jameson Park is located in Ward 10 and lies 8 km northeast from Heidelberg, Heidelberg towards the boundary of Ekurhuleni Metropolitan Municipality on R24 corridor Northwest of Blesbokspruit -Near Petro net Tank Farm in Gauteng Province. Jameson Park lies 500 meters off the R42, which is a very strategic regional transport corridor that links the western part of Gauteng with Mpumalanga and the Free State to the south. Jameson Park benefited from Gauteng Rural Development and Urban Reform Department as it commissioned a Precinct Plan Study in order to inform interventions by both private and public sector in facilitating economic growth and systems growth of the locality.

packages to revitalize the town as a major urban hub of choice and align the revitalisation to the NDPG urban network strategy. Infrastructure injection by lobbying for more grants funding to implement all key projects on time.

intensification and connectivity within the urban fabric with mix-use development scalable for the context of the area. It is evident that this node will struggle to integrate with other critical nodes in the proximity as it is at periphery of Lesedi.

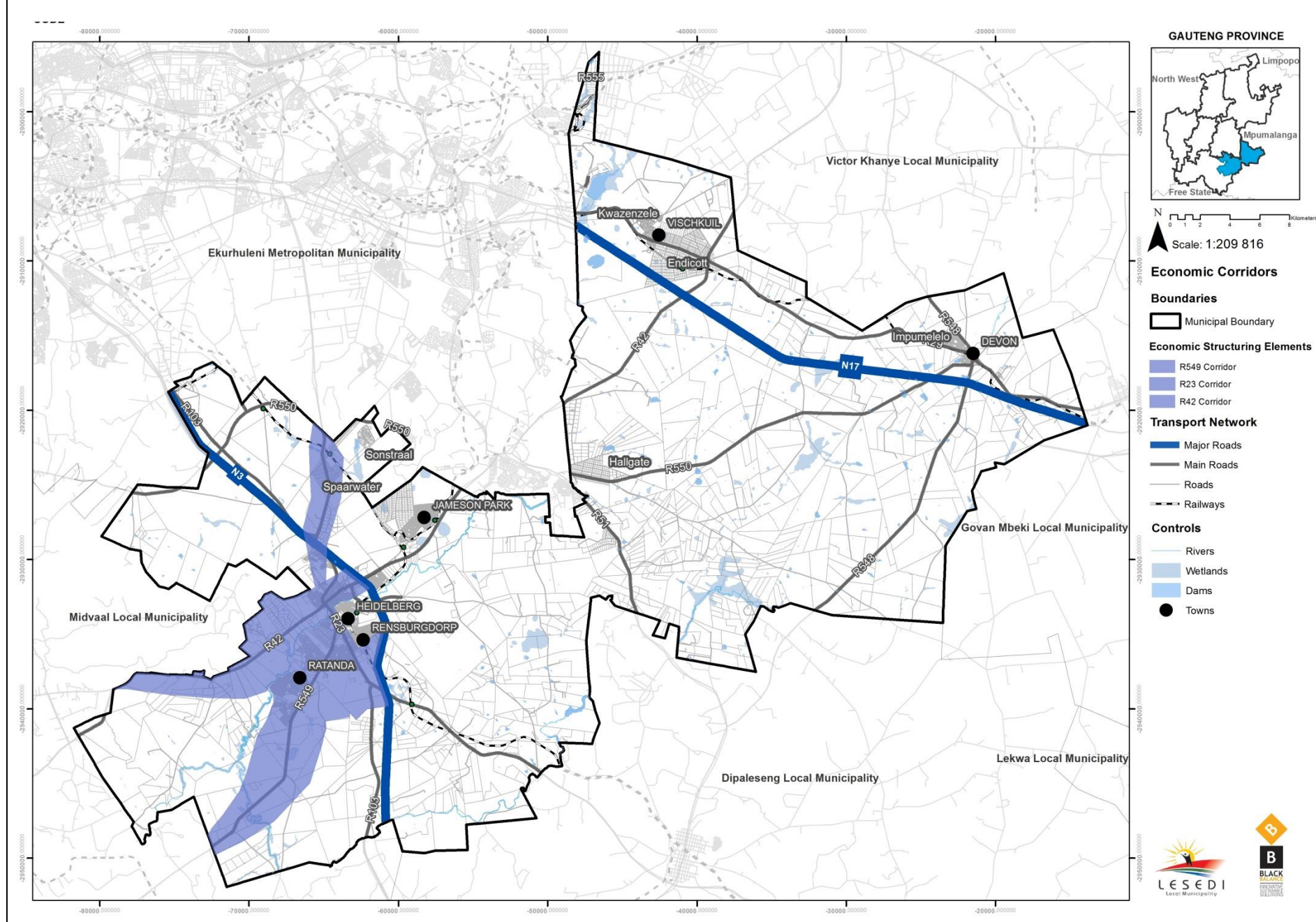
investments. There are centrally pockets of land targeted for mix-use developments in the form of commercial plaza, community facilities, sport, agriculture and other related activities. These efforts must be expanded through detailed designs and encouraging more economic.

# Map: Economic Activities



# Section D: Spatial Development Framework

MAP: ECONOMIC CORRIDORS



## Section D: Spatial Development Framework

### Elements of Spatial Development Framework (desired spatial form)

The Lesedi Spatial Development Framework is a consolidation of current and future strategic decisions which are intended to direct planning and investment in the municipality.

#### Development Corridor

One of the major structuring elements determining the existing and future concentration of development, activity and investment in a municipality is corridors (Developmental and movement Oriented) which should provide a mixture and a hierarchy of the mentioned corridors. In the Status Quo, a number of corridors and movement routes have been highlighted from previous strategic documents.

It is further necessary to distinguish between a movement corridor and a development corridor, as different functions and development approaches are applied to these roads.

The term “activity corridor” or “Development Corridor” is used for short sections of road that:

- Exhibit intensity of activity along them;
- Are supported by nodes and residential land usage thus providing thresholds of activity to sustain economic and social development;

#### Settlement Containment

The idea of settlement containment in the Lesedi SDF represents a spatial intervention to encourage greater efficiencies in land use and protect essential landscape characteristics. Through this, better provision and maintenance of basic services can also be carried out more effectively. This requires detailed planning at a settlement level and

#### Urban Edge

For the purposes of this SDF, an urban edge has been delineated for all three nodes in the municipality and thus subject to development pressures. There are a number of activities,

A number of key elements which represent the spatial development framework are discussed further.

- Are short and compact since a long section of road cannot sustain high order economic and social activity particularly in rural areas.

A movement corridor on the other hand provides for high accessibility and constant flow of movement between nodes and areas situated some distance from each other. As stated before in a previous study, Lesedi has fortunate arrangement of the urban form and the natural landscape, where a contextual framework emerges that highlights the growth patterns along the three movement corridors in relation to the protected natural environment, farmlands, river valleys and conservation areas. These three movement corridors thus become Development Corridors as they enter the urban morphology of Heidelberg/ Ratanda. This emerging star-form settlement is what makes the Heidelberg environment unique. This intrinsic quality should be respected as it has started to form an important part of a sustainable urban form as a means of preventing urban sprawl and preserving both urban and rural character.

could best be sustained through the coding or integration of the existing community rules into a land use management system. Certainly, the level of compaction will take into account the nature and character of each settlement, as well as the prevailing spatial development trends and patterns.

which are currently taking place and there is a need or a demand for more high order level of services. From this perspective, it is essential to develop controls that will ensure spatial

## Section D: Spatial Development Framework

integration of both existing and proposed future development. Initiatives such as the Lesedi Nodes and Corridors Strategy, various Precinct Plans and Urban Design studies initiated by the Lesedi Municipality and other Stakeholders are imperative in directing proper investigating and in providing appropriate mechanisms through which land use can be properly managed and also attract further public and private investment into the town. Issues to be addressed would be further

### Densification Areas

The main town of Heidelberg/ Ratanda is where development pressure appears to be on the rise with the need for proper development controls that will have to be reviewed through the current scheme. The area consists of a relatively high population concentration with a high economic active space. While on the other hand the two smaller nodes have a few economic activities on the secondary and tertiary nodes respectively. They are home to a number of essential social facilities, thus its qualification them as secondary nodes. These towns' boasts of a number of vacant pieces of land, which are suitable for future development based on the needs of the local residents. From this perspective, they have been designated as proposed densification areas to guide infill development and direct future development of additional social facilities within the towns. In the future, it will be proper to develop and implement detailed plans to guide future growth and

### SPLUMA

The Spatial Planning and Land Use Management Act 2013 (SPLUMA) requires a spatial representation of a 5 year as well as 10 to 20 years desired spatial growth pattern.

#### Year 0 – Year 5:

- Protecting and strengthen the Ratanda commercial/Retail Node (Indicated in red) as well as future densification, ensure that the

detailed planning to provide a strategic direction to the town's development, and which would include appropriate development controls that will guide any future development in the area, taking into consideration issues of densification, mixed uses and curbing of urban sprawl.

development, and ultimately allowing them to become sustainable human settlements.

This densification is aimed at addressing Spatial Equity by closing the gaps between what was formally known as town and the township. This will be implemented through high densification housing projects that encompass large section of mixed use developments within the proposed precincts.

There are a series of maps depicting (In the actual SDF report) the Desired Spatial Form reflected above on Urban Edges and Densification Areas on the different hierarchy of nodes within the Lesedi Municipality. These maps have taken into consideration the elements discussed before including Nodes and Activity Areas; Movement and Connectivity; Basic Service Delivery Structuring Elements; Environmental Structuring Elements; and Economic Development Structuring Elements in order to produce the final outcome.

Urban Core which promotes Mix use development is implemented

- Projects aimed at protecting and enhancing the proposed business/retail node, this also includes areas such as Union Park development.

#### Year 5 – Year 10:

- Densify areas as indicated in blue.

## Section D: Spatial Development Framework

### Year 10 – Year 20:

- Develop a future extension indicated in yellow
- Develop areas on the edge of existing urban footprint (only if no more land is available).

### Capital Investment Framework

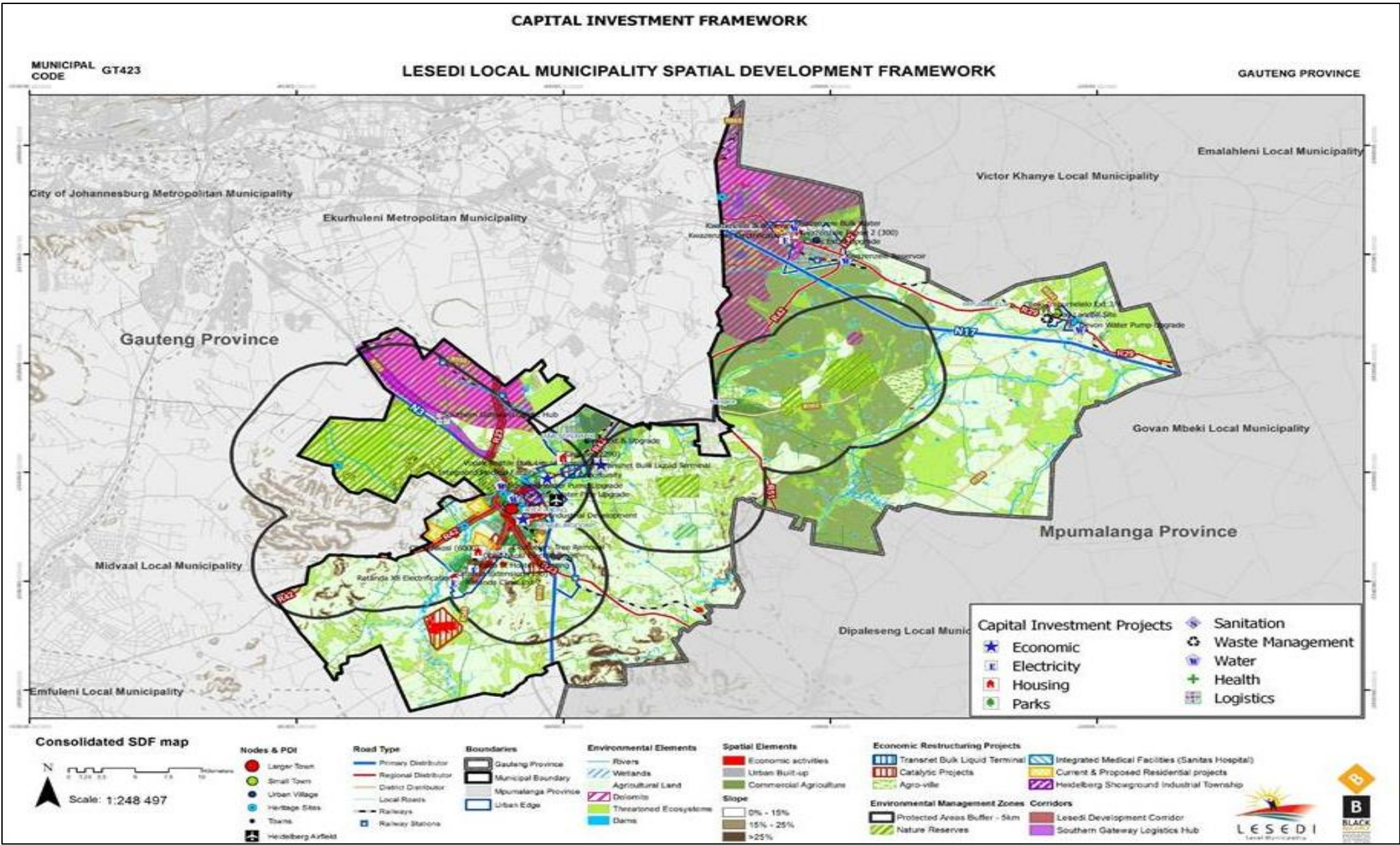
The Lesedi Capital Investment Framework (CIF) to identify and prioritise capital projects for implementation in the following financial year and medium-term period (four years). The objectives of the CIF are to:

1. Implement the Lesedi Spatial Development Framework in achievement of its long term vision and that of the Integrated Development Plan;
2. Contribute towards the eradication of service delivery backlogs, especially in poor and marginalised areas by prioritising projects in these locations;
  - Ensure the improved management of the Municipality's existing infrastructure;
  - Improve new service delivery through infrastructure and services that are planned, delivered and managed in an objective and structured manner; and
  - Direct future public and private investment by aligning the capital-budget requirements of departments and entities to priority areas.



# Section D: Spatial Development Framework

Map Capital Investment Framework





## Section E: Implementation Plan

# Section E: Implementation Plan

## 1. Introduction

A total of 12 capital projects were identified in 2016/17 to address the six (6) Key Performance areas. During the 2017/18 IDP exercise all these projects were reviewed in terms of progress, future expected funding and their continued relevance in terms of addressing the strategic objectives. Projects were revised in terms of budgetary requirements and time-frames, some projects were cancelled or incorporated into other projects, and new projects were identified.

It is recognized that the funding expectations as reflected in the project list seems optimistic and that funding for all projects may probably not be forthcoming during the next 3 years. However, all projects were listed as a true reflection of the most urgent needs in Lesedi, and the project list will form the basis of future capital budgeting and funding applications by the local authority. Should adequate funding not be forthcoming, the Council will do further prioritization.

## 2. The Approach towards Selection of Projects

*The main factors that were taken into account by Lesedi during the selection of projects included the following:*

### STRATEGIC DIRECTION

**THE SECTORIAL STRATEGIC GUIDELINES AND STRATEGIES PERTAINING TO PRIORITY ISSUES SUGGESTED CERTAIN PROJECTS. NEEDS EXPRESSED BY COMMUNITIES AND OTHER ROLE PLAYERS. MOST PROJECTS THAT WERE SELECTED ARE IN RESPONSE TO NEEDS EXPRESSED BY LOCAL COMMUNITIES IN THE AREA.**

### GRANT FUNDING

**ALL PROJECTS FOR WHICH GRANT FUNDING HAS ALREADY BEEN SECURED WERE INCLUDED.**

### CONTINUITY

**MANY CAPITAL PROJECTS RUN OVER MORE THAN ONE FINANCIAL YEAR. ALL CURRENT PROJECTS, WHICH WILL RUN OVER INTO THE 2017/18 FINANCIAL YEAR, WERE INCLUDED.**

### THE EQUITY PRINCIPLE

**THE NEED TO BALANCE THE CAPITAL BUDGET BETWEEN UPLIFTMENT OF PREVIOUSLY DISADVANTAGED AREAS AND MAINTENANCE OF ESTABLISHED AREAS WAS ONE OF THE MAIN PRINCIPLES BEHIND SELECTION. THE DYNAMICS OF THIS PRINCIPLE IS SCHEMATICALLY ILLUSTRATED IN FIGURE BELOW.**

# SECTION E: IMPLEMENTATION PLAN

## 3. Project Prioritization Criteria

Should the need arise to further prioritize competing projects, six main criteria, each with a number of sub criteria; will be used to rank competing projects, as set out in tabular format below.

MAIN CRITERIA	SUB CRITERIA
1. Basic Needs	1.1 Will the project address the provision of essential services of a basic level of service to low-income households?
	1.2 Will the project contribute towards the mobility of communities/households?
	1.3 Is there strong community/consumer/political support for the project on environmental grounds?
	1.4 Will the project contributes to the improvement of the local environment?
2. Economic Development & Job Creation	2.1 What is the economic cost benefit of the project?
	2.2 Will the project contribute significantly to the promotion of the area's economic base or comparative advantage?
	2.3 What possible potential has this project for Private Sector Partnerships?
	2.4 Does the project have the potential to increase levels of income, particularly for low-income communities?
	2.5 What is the local labour content during the construction period? (Local labour cost as a percentage of total value of project)
	2.6 From a preliminary analysis, what is the potential for SMME / Local Contractor development?
	2.7 Will the project contribute towards significant long-term employment opportunities?
	2.8 Will the project contribute towards significant skills transfer and/or capacity building for disadvantaged groups?
3. Affordability / Sustainability	3.1 Are the levels of service of this project affordable to the income level of the target households/consumers?
	3.2 Is design and specification of the project technologically appropriate, economically structured and makes use of local resources?
	3.3 Is the project income generating for the organisation?
	3.4 From preliminary analysis, what is the environmental impact of this project?
	3.5 As a proportion of the capital cost, estimate the annual operational/maintenance cost on completion?
	3.6 Is there sufficient institutional capacity to implement/maintain the project during the project life?
4. Integration	4.1 The project in support of negotiated and approved IDP goals and objectives?
	4.2 Is the project in support of Provincial and National goals and objectives?
	4.3 Is the project part of an approved programme of projects?
	4.4 Is the project in any way obstructive to development efforts of other levels of government?
	4.5 Will the implementation of the project lead to successful racial integration?
5. Equity and Redistribution	5.1 Will disadvantaged community's share in the benefit of this project?
	5.2 Will the project impact on the Lesedi society as a whole?
	5.3 Will the project provide for gender equality?
	5.4 Will the project provide for the disabled?
6. Efficiency	6.1 Will the project make better utilization of available resources without any additional capital or operating expenses?
	6.2 Will the project significantly increase the productivity of the local municipality?
	6.3 Will the implementation of the project promote the efficient functioning of the urban and rural areas?
	6.4 Will the project lead to better efficiency in the governance of a local area?

## SECTION E: IMPLEMENTATION PLAN

MAIN CRITERIA	SUB CRITERIA
	6.5 Will the Project contribute to Human Resource development?

## 4. Capital & Operational Projects

IDP Ref.	KPA	IDP Ref.	Strategic Objectives
A	Municipal Transformation and Organizational Development	A1	Continuously create a conducive environment through the implementation of organisational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.
		A2	Empowering employees through focused and continuous professional/ skills development.
		A3	To ensure effective implementation of performance management
B	Basic Service Delivery	B1	To improve access to sustainable basic services through proactive maintenance of infrastructure.
		B2	To ensure that basic services are progressively expanded in all communities through proper planning.
C	Local Economic Development	C1	To facilitate growth and development of the local economy, through partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.
D	Financial Viability and Management	D1	To manage municipal resources by generating sufficient income to meet operating payments and debt commitments to allow growth while maintaining service levels.
		D2	Sound financial management systems
E	Good governance and Public participation	E1	To instill good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.
		E2	To ensure maximum participation of the community in their own development through organized structures

## 4. Capital & Operational Projects

Project				Funding		Region	Function	Amounts		
Project No.	Project Name & Description	Project Type	Strategic Objective	Own Funds	Grants/External	Region/ Ward	KPA/ Responsible Department	2020/21	2021/22	2022/23
<b>SO A1: Continuously create a conducive environment through the implementation of organisational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.</b>										
A1.1	Computer Hardware	Capital	A1	General Revenue		Lesedi	Municipal Transformation and Organisation Development - CORSER	R1 000 000		
A1.2	Computer Software	Capital	A1	General Revenue		Lesedi	Municipal Transformation and Organisation Development - CORSER	R1 584 000	R2 968 000	R3 146 080
<b>SO A2: Empowering employees through focused and continuous professional/ skills development.</b>										
A2.1	Staff Training	Operational	A2	General Revenue		Lesedi	Municipal Transformation and Organisation Development - CORSER	R903 939	R2 921 031	R3 026 937
A2.1	Organisational Re-engineering	Operational	A2	General Revenue		Lesedi	Municipal Transformation and Organisation Development - CORSER			
<b>SO A3: To ensure effective implementation of performance management</b>										
A3.1	Performance Management System	Operational	A3	General Revenue		Lesedi	Municipal Transformation and Organisation Development - CORSER			
<b>SO B1: To improve access to sustainable basic services.</b>										
B1.1	Impumelelo X3 & X4 Electrification	Capital	B1		Grant-INEP	Ward 13	Basic Service Delivery - IS	R12 455 000		
B1.2	Installation of protective meter kiosk	Capital	B1	General Revenue		Lesedi	Basic Service Delivery -IS		R 4 000 000	R 4 000 000
B1.3	HIV/AIDS Ward Coordination	Operational	B1		External – CoGTA/SDM	Lesedi	Basic Service Delivery - CS	R954 000		
B1.4	Early Childhood Development Program	Operational	B1	General Revenue		Lesedi	Basic Service Delivery - CS	R576 000	R650 000	R700 000
B1.5	Library ICT	Capital	B1		Grant - Libraries	Lesedi	Basic Service Delivery - CS	R250 000	R262 000	R275 000
B1.6	Library Furniture	Capital	B1		Grant - Libraries	Lesedi	Basic Service Delivery - CS	R300 000	R315 000	R330 000
B1.7	Library Books	Capital	B1		Grant - Libraries	Lesedi	Basic Service Delivery - CS	R1 000 000	R1 050 000	R1 100 000
B1.8	Kwazenzele Library	Capital	B1	General Revenue	Grant - Libraries	Lesedi	Basic Service Delivery - CS	R3 715 000	R2 694 000	R2 874 000
B1.9	Library Vehicle	Operational	B1		Grant - Libraries	Lesedi	Basic Service Delivery - CS	R500 000	R525 000	R550 000
B1.10	Security Equipment	Capital	B1	General Revenue		Lesedi	Basic Service Delivery - CORSER			
B1.11	Rescue Equipment	Capital	B1	General Revenue		Lesedi	Basic Service Delivery - CS			
B1.12	Devon Library Maintenance	Capital	B1		Grant - Libraries	Ward 13	Basic Service Delivery - CS			
B1.13	Libraries Carport (Ratanda)	Capital	B1		Grant - Libraries	Ward 4	Basic Service Delivery - CS			
B1.14	Backup Power Supply Emmasdale & Heidelberg Water Pump Station	Capital	B1		Grant - MIG	Lesedi	Basic Service Delivery - IS			
B1.15	Sewer Trailers	Capital	B1	General Revenue		Lesedi	Basic Service Delivery - IS			

## 4. Capital & Operational Projects

Project				Funding		Region	Function	Amounts		
Project No.	Project Name & Description	Project Type	Strategic Objective	Own Funds	Grants/External	Region/ Ward	KPA/ Responsible Department	2020/21	2021/22	2022/23
B1.16	BUSH CUTTERS; CHAINSAWS; BLOWERS	Capital	B1	General Revenue		Lesedi	Basic Service Delivery - IS	R200 000		
B1.17	Fire Engine Truck	Capital	B1	General Revenue		Lesedi	Basic Service Delivery - CS			
B1.18	Vehicles Health	Capital	B1	General Revenue		Lesedi	Basic Service Delivery – CS/IS	R1 000 000		
B1.19	Office furniture	Capital	B1	General Revenue		Lesedi	Basic Service Delivery – COSER	R350 000		
B1.20	Extending, Fencing and Pegging of New Graves Kamp Cemetery	Capital	B1	General Revenue		Ward 10	Basic Service Delivery – CS	R350 000	R2 000 000	R2 000 000
B1.21	Sky Jack	Capital	B1	General Revenue		Lesedi	Basic Service Delivery – IS			
B1.22	Official Vehicles	Capital	B1	General Revenue		Lesedi	Basic Service Delivery – COSER			
<b>SO B2: To ensure that services are progressively expanded and maintained in all communities through proper planning.</b>										
B2.1	Construction of road & storm water KwaZenzele Phase 1	Capital	B2		Grant - MIG	Ward 6	Basic Service Delivery - IS	R6 000 000	R11 000 000	R13 698 000
B2.2	Ratanda 1,2,3 & Obed Nkosi road & storm water	Capital	B2		Grant - MIG	Ward 1	Basic Service Delivery - IS	R7 000 000	R11 000 000	R29 554 000
B2.3	Construction of road & storm water Jamesonpark	Capital	B2		Grant - MIG	Ward 10	Basic Service Delivery - IS	R3 000 000		
B2.4	Obed Nkosi electrification	Capital	B2		Grant - INEG	Ward 1	Basic Service Delivery - IS	R6 545 000	R10 000 000	R30 000 000
B2.5	Upgrade Jameson park Substation	Capital	B2	General Revenue		Ward 10	Basic Service Delivery - IS			
B2.6	Electrification - Impumelelo	Capital	B2		Grant - INEP	Ward 13	Basic Service Delivery - IS	R12 455 000	R15 000 000	R18 000 000
B2.7	Water & Sanitation Masterplan	Operational	B2	General Revenue		Lesedi	Basic Service Delivery - IS			R700 000
B2.8	Water Service Development Plan	Operational	B2	General Revenue		Lesedi	Basic Service Delivery - IS			R700 000
B2.9	H/berg X23/26 Roads & Stormwater	Capital	B2		Grant - MIG	Ward 7/11	Basic Service Delivery - IS	R4 000 000		
B2.10	Electricity Masterplan	Operational	B2	General Revenue		Lesedi	Basic Service Delivery - IS			R700 000
B2.11	Impumelelo Sewer Network upgrade	Capital	B2		Grant - MIG	Ward 13	Basic Service Delivery - IS		R10 000 000	R10 000 000
B2.12	Relocation of electrical meters Impumelelo	Operational	B2	General Revenue		Ward 13	Basic Service Delivery - IS			

## 4. Capital & Operational Projects

Project				Funding		Region	Function	Amounts		
Project No.	Project Name & Description	Project Type	Strategic Objective	Own Funds	Grants/External	Region/ Ward	KPA/ Responsible Department	2020/21	2021/22	2022/23
B2.13	Upgrading of Heidelberg Union Sports grounds (Netball and Tennis courts)	Capital	B2		Grant - MIG	Ward 13	Basic Service Delivery - IS			
B2.14	Upgrade of low voltage network in H/berg	Capital	B2		Grant - INEP	Ward 8/9/10	Basic Service Delivery - IS			
B2.15	Installation of High Mast Lights	Capital	B2		Grant - MIG	Lesedi	Basic Service Delivery - IS	R3 249 000		
B2.16	Impumelelo Road and Stormwater	Capital	B2		External - DRDLR	Ward 13	Basic Service Delivery - IS			
B2.17	Ekuthuleni Cemetery (internal roads)	Capital	B2	General Revenue		Ward 7	Basic Service Delivery - CS		R2 000 000	
B2.18	Fencing Devon Regional Cemetery	Capital	B2	General Revenue		Ward 13	Basic Service Delivery - CS			
B2.19	Ratanda X7 Roads and Stormwater	Capital	B2		External - MIG	Ward 6	Basic Service Delivery - CS	R2 000 000		
B2.20	Construction of a new Clinic H/berg CBD	Capital	B2		External - Health	Ward 8/9	Basic Service Delivery - CS			R100 000 000
B2.21	Construction of a Clinic in Kwa-Zenzele	Capital	B2		External - Health	Ward 12	Basic Service Delivery - CS			
B2.22	Construction of CRUs in Ratanda & Shalimar Ridge	Capital	B2		External - DHS	Ward 3/8	Basic Service Delivery - LEDP			
B2.23	Construction of 1478 services and Construction of 800 Walk-ups at Obed Nkosi	Capital	B2		External - DHS	Ward 1	Basic Service Delivery - LEDP			
B2.24	Construction of houses Ratanda X8, 238 stands (Eradication of informal settlements)	Capital	B2		External - DHS	Ward 5/6	Basic Service Delivery - LEDP			
B2.25	Construction of 55 houses in Ratanda Extensions. (For infill and densification)	Capital	B2		External - DHS	Ward 5/6	Basic Service Delivery - LEDP			
B2.26	Kwazenzele phase 2 Housing Project (355 Houses)	Capital	B2		External - DHS	Ward 12	Basic Service Delivery - LEDP			
B2.27	Impumelelo X3/4 Housing Project (planning stage)	Capital	B2		External - DHS	Ward 13	Basic Service Delivery - LEDP			
B2.28	Upgrading of Ratanda X7 Multi-purpose	Capital	B2		External - SHRAC	Ward 5	Basic Service Delivery - CS			
B2.29	Kwazenzele Phase 2 electrification-medium Voltage	Capital	B2		Grant- INEG	Ward 12	Basic Service Delivery - IS		R15 000 000	R12 800 000
B2.30	Construction of Heidelberg Landfill site (Planning Stage)	Capital	B2		External – DED/GGDA	Ward	Basic Service Delivery - IS	R3 000 000		
B2.31	Rehabilitation of Devon Dumping Site	Capital	B2		External – DED/GGDA	Ward 13	Basic Service Delivery - IS			



## 4. Capital & Operational Projects

Project				Funding		Region	Function	Amounts		
Project No.	Project Name & Description	Project Type	Strategic Objective	Own Funds	Grants/External	Region/ Ward	KPA/ Responsible Department	2020/21	2021/22	2022/23
B2.32	Construction of Sport Facility- Rensburg X4	Capital	B2		Grant - MIG	Ward 11	Basic Service Delivery - CS			
B2.33	Reconstruction of Impumelelo Offices	Capital	B2	General Revenue		Ward 13	Basic Service Delivery - IS			
B2.34	Kwazenzele Phase 2 electrification-low Voltage	Capital	B2		Grant - INEG	Ward 12	Basic Service Delivery - IS			
B2.35	Upgrading of the Sewer Pump Line in Ratanda X2	Capital	B2		Grant – DWS	Lesedi	Basic Service Delivery - IS	R6 000 000	R7 220 000	R5 000 000
B2.36	Construction of Devon ECD	Capital	B2		External - DID	Ward 13	Basic Service Delivery - CS			
B2.37	Reconstruction of Impumelelo Library	Capital	B2		External - SHRAC	Ward 12	Basic Service Delivery - CS			
B2.38	Ratanda Shelter – Abused Women & Children	Capital	B2		External - DSD	Ward 1	Basic Service Delivery - CS	R49 000 000		
B2.39	Combi Courts – Kwazenzele	Capital	B2		External - SHRAC	Ward 12	Basic Service Delivery - CS			
B2.40	Construction of Impumelelo EMS centre	Capital	B2		External - Health	Ward 13	Basic Service Delivery - CS	R100 000 000		
B2.44	Construction of EMS Base - Heidelberg X23	Capital	B2		External - Health	Ward 9	Basic Service Delivery - CS	R150 000 000		
B2.45	Upgrading and Renovation of Ratanda Sport Facility	Capital	B2		External - SHRAC	Ward 3	Basic Service Delivery - CS	R17 000 000		
B2.46	Upgrading and Renovation of Shalimar Ridge Stadium	Capital	B2	General Revenue		Ward 8	Basic Service Delivery - CS			
B2.47	Development of a Park in Shalimar Ridge - Partnership	Capital	B2		External - GDARD	Ward 8	Basic Service Delivery - CS			
B2.48	Obed Nkosi medium Voltage network	Capital	B2		Grant- INEG	Ward 1	Basic Service Deliver-IS	R2 600 000		
B2.49	Impumelelo medium Voltage network	Capital	B2		Grant- INEG	Ward 1	Basic Service Deliver-IS	R12 300 000		
B2.50	Kwazenzele electrification-medium Voltage Sub-station	Capital	B2		Grant - INEG	Ward 12	Basic Service Delivery - IS			
B2.51	Floracadia sub-station (donated by Eskom)	Capital	B2		Grant – INEG	Ward 1	Basic Service Delivery - IS			
B2.52	Electrification of Ratanda X8	Capital	B2		Grant – INEG	Ward 1	Basic Service Delivery - IS			
B2.53	Electrification of Ratanda Hostel	Capital	B2		Grant – INEG	Ward 1	Basic Service Delivery - IS			
B2.54	Network upgrades-Lesedi	Capital	B2		Internal	Lesedi	Basic Service Delivery - IS		R7 800 00	R12 012 000
B2.55	LED street-lights	Capital	B2		Grant- EEDMG	Lesedi	Basic Service Delivery -IS	R6 000 000	R6 000 000	R6 000 000
B2.56	Palisade Fence Nursery	Capital	B2	General Revenue		Lesedi	Basic Service Delivery – CS		R75 000	R80 000

## 4. Capital & Operational Projects

Project				Funding		Region	Function	Amounts		
Project No.	Project Name & Description	Project Type	Strategic Objective	Own Funds	Grants/External	Region/ Ward	KPA/ Responsible Department	2020/21	2021/22	2022/23
B2.57	Refuse collection trucks	Capital	B2		Grant – MIG	Lesedi	Basic Service Delivery -IS	R3 000 000	R3 200 000	R3 400 000
<b>SO B3: To promote sustainable and resilient infrastructure development and land use.</b>										
B3.1	Repair/Resealing of Roads	Operational	B3	General Revenue		Lesedi	Basic Service Delivery - IS		R6 000 000	R7 000 000
B3.2	Maintenance of municipal buildings	Operational	B3	General Revenue		Lesedi	Basic Service Delivery - CORSER	R429 506		
B3.3	Replacement of Asbestos water pipes	Capital	B3		Grant- WSIG	Lesedi	Basic Service Delivery – IS	R9 825 000	R10 000 000	R10 000 000
<b>SO C1: To facilitate growth and development of the local economy, through, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.</b>										
C1.1	LED Strategy & Tourism – Review	Operational	C1	General Revenue		Lesedi	Local Economic Development - LEDP			
C1.2	Rensburg Ext 4 - township Est	Capital	C1	General Revenue		Ward 8	Local Economic Development - LEDP			
C1.3	Heritage Strategy Review	Operational	C1	General Revenue		Lesedi	Local Economic Development - LEDP			
C1.4	Planning and establishment of farmer production support unit in Langzekoegat	Capital	C1		External - DRDLR	Ward 12	Local Economic Development - LEDP			
C1.5	Shared Economic Infrastructure Facility (Shalimar Ridge)	Capital	C1	General Revenue		Ward 8	Local Economic Development - LEDP	R59 960		
C1.6	Alien Vegetation and Bankrupt Bush Control Project	Capital	C1		External - GDARD	Ward 13	Local Economic Development - LEDP			
C1.7	Agri – Park (Obed Nkosi)	Capital	C1		External - GDARD	Ward 1	Local Economic Development - LEDP	R20 000 000		
C1.8	Re –Proclamation of Kaydale Township	Capital	C1	General Revenue		Ward 10	Local Economic Development - LEDP			
C1.9	Vopak-Reatile Bulk liquid Terminal	Flagship	C1		Private	Ward 10	Local Economic Development - LEDP	Private		
C1.10	Zone of Opportunity	Flagship - Partnership	C1		Private	Ward 10	Local Economic Development - LEDP			
C1.11	Infilling and Densification project	Flagship	C1		Private	Lesedi	Local Economic Development - LEDP			
C1.12a	Lesedi Transit Hub – N3 Port - Planning	Flagship - Partnership	C1		External - TECINO	Ward 10	Local Economic Development - LEDP			
C1.12b	Lesedi Transit Hub – KWAZENZELE MIXED-USE PRECINCT (Planning)	Flagship - Partnership	C1		External - TECINO	Ward 12	Local Economic Development - LEDP			
C1.12c	Lesedi Transit Hub – RATANDA & DEVON RETAIL (Planning)	Flagship - Partnership	C1		External - TECINO	Ward 13	Local Economic Development - LEDP			

## 4. Capital & Operational Projects

Project				Funding		Region	Function	Amounts		
Project No.	Project Name & Description	Project Type	Strategic Objective	Own Funds	Grants/External	Region/ Ward	KPA/ Responsible Department	2020/21	2021/22	2022/23
C1.12d	Lesedi Transit Hub – SMMEs Incubation Centre. (Planning)	Flagship - Partnership	C1		External – Service Seta	Ward 9	Local Economic Development - LEDP	R15 000 000		
C1.13	Game changer: Renewable Energy Project	Flagship	C1		Private	Lesedi	Local Economic Development - LEDP			
C1.14	Skills Development Centre	Capital	C1		External – Service Seta	Ward 8	Local Economic Development - LEDP	R20 000 000		
C1.15	Aerodrome	Flagship	C1		Private	Ward 9	Local Economic Development - LEDP			
<b>SO D1: To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.</b>										
D1.1	IDP/Budget Review	Operational	D1	General Revenue		Lesedi	Financial Viability and Management – LEDP/CFO	R100 000		
D1.2	Debt Management	Operational	D1	General Revenue		Lesedi	Financial Viability and Management – CFO	R 2 104 000	R2 219 720	R2 341 850
D1.3	Credit Control (Meter Audits)	Operational	D1	General Revenue		Lesedi	Financial Viability and Management – CFO	R2 187 350	R2 307 650	R2 434 570
<b>SO D2: Sound financial management systems</b>										
D2.1	Implementation of MSCOA	Capital/Operational	A1	General Revenue		Lesedi	Sound financial management systems - CFO			
<b>SO E1: To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance, accountability and public participation.</b>										
E1.1	Ward Committees	Operational	E1	General Revenue		Lesedi	Good governance and Public participation - CORSER	R912 000		
E1.2	Mayoral Programmes	Operational	E1	General Revenue		Lesedi	Good governance and Public participation - CORSER	R1 947 760		
E1.3	Speakers Programmes	operational	E1	General Revenue		Lesedi	Good governance and Public participation - CORSER	R668 810		
E1.4	Geographic Name Changes	operational	E1	General Revenue		Lesedi	Good governance and Public participation - CORSER			
E1.4	Internal Audit and Audit committee	operational	E1	General Revenue		Lesedi	Good governance and Public participation - CORSER	R1 550 000		
E1.5	Independent Fraud and corruption hotline.	operational	E1		External - PSC	Lesedi	Good governance and Public participation - CORSER			
E1.6	Wall of Remembrance	Capital	E1		External – SDM	Lesedi	Good governance and Public participation - CORSER			
<b>SO E2: To ensure maximum participation of the community in their own development through organized structures</b>										

## 4. Capital & Operational Projects

### LEGEND

No Funds in 2020/21 Financial year	
Project is still continuing in 2020/21 or Outer years	

Section F: Financial Plan

## 1. Financial Strategy

### 1.1. Background

**The core strategies of Lesedi Local Municipality are as follows:**

To improve and provide services that are cost effective, efficient, readily available, sustainable and affordable to the community in such a manner that is key function thereof.

To empower the human resource component of Council to the extent that productivity will be a continuous benchmark to improve upon and monitored to ensure efficiency.

To determine and analyze community needs through the various mechanisms in order to ensure client/community satisfaction.

To facilitate growth and development of the area of jurisdiction in order to improve the quality of life for all inhabitants of the municipality.

Commitment to excellence.

Good Governance.

To create financial viability.

In terms Section 152 of the Constitution of the Republic of South Africa (act of 1996), subsection 2 – A, municipalities must strive, within its financial and administrative capacity, to achieve the following objectives of local government:

To provide democratic and accountable government for local communities;

### 1.2. Revenue Raising Strategy

The intention of National Government to decrease the number of municipalities and the introduction of new municipal boundaries was to ensure a sustainable, responsible, efficient and effective local government system.

Section 96[b] of the Local Government Municipal Systems Act, Act No. 32 of 2000, provides that a Council must adopt, maintain and implement a credit control and debt collection policy, which is consistent with its rates and tariff policies and complies with the provisions of that Act.

To ensure the provision of services to communities in a sustainable manner;

To promote social and economic development;

To promote a safe and healthy environment; and

To encourage the involvement of communities in the matters of local government.

The Municipal Systems Act, 2000 further stipulates that municipalities must formulate Integrated Development Plans [IDP's]. Such Integrated Development Plans must:

Be a single, inclusive and strategic plan for development for the municipality;

Link, integrate and co-ordinate plans and proposals for development of the municipality;

Align resources and capacity;

Form policy framework for annual budgets;

Be compatible with other spheres development plans.

Based on the political, administrative and legal environment created by the national legislative framework for local government, Lesedi Local Municipality has better positioned itself by designing financial strategies that are compatible to current legislation. These strategies are outlined below.

Lesedi Local Municipality has adopted a Credit Control and Debt Collection policy that is aimed specifically at raising the revenue base of Council. The main objectives of this policy are to:

Ensure that all monies due and payable to Council are collected.

Provide for credit control procedures and mechanisms as well as debt collection procedures and mechanisms.

Provide for indigents in a way that is consistent with rates and tariff policies and any national policy on indigents.

## SECTION F: FINANCIAL PLAN

Set realistic targets consistent with generally recognized accounting practices and collection ratios and the estimates of income set in the budget less an acceptable provision for bad debts.

Provide for interest on arrears, where appropriate.

Provide for extensions of time for payment of accounts.

Provide for termination of services or the restriction of the provision of services when payments are in arrears.

Provide for matters relating to unauthorized consumption of services, theft and damages.

### 1.3. Asset Management Strategy

The Generally Accepted Municipal Accounting Principles [GAMAP] requirement indicates that it will no longer be good enough merely to have an entry in the financial statement reflecting the value of assets. The requirement is for an asset register substantiating the financial entry.

Combined Systems Solutions has been appointed to work on the Council's register for compliance to GRAP / GAMAP's requirement of assets reflecting purchase price, accumulated depreciation, depreciation as well as the book value.

Section 35[g] of the Local Government: Municipal Finance Management Bill, 2000 defines one of the responsibilities of the Municipal Manager as being responsible for the management of:

- The assets of the municipality, including the safeguarding and the maintenance of those assets; and
- The liabilities of the municipality.

Council has already ratified and adopted a Fixed Asset management Policy. Such a policy mainly incorporates and defines the following concepts:

Definition of a fixed asset.

Role of the Municipal Manager and the Chief Financial Officer.

Format and classification of the fixed asset register.

Recognition of heritage and donated assets.

Identification and safekeeping of fixed assets.

Procedure for loss, theft, destruction, or impairment of fixed assets.

Capital criteria: Material value, Intangible items: Reinstatement and maintenance expenses.

Maintenance Plans, Deferred maintenance, General maintenance.

Depreciation: Rate, Method, Alternative methods.

Amendment of asset lives.

Creation of Non-Distributable Reserves.

Carrying values and Revaluation of fixed assets.

Verification, Alienation and Write offs of fixed assets.

Insurance of fixed assets and Replacement norms.

Municipal entities, including financial management in municipal entities.

### 1.4. Financial Management Strategy

Section 2 of the Local Government: Municipal Finance Management Act, (Act No.56 of 2003) authorizes the National Treasury to prescribe uniform treasury norms and standards for:

- Municipalities, including financial management in municipalities; and

The Draft Financial By-Law has been compiled and due for comments before it can be ratified and adopted by Council. This document focuses on the responsibilities of the Municipal Manager, Chief Financial Officer and Heads of Departments and Council officials with regard

# SECTION F: FINANCIAL PLAN

to financial management. It also regulates the conduct of all Council officials as far as financial practice is concerned. The Financial By-Law entails the following:

- Budgets
- Reports Affecting Finances.
- Income.
- Expenditure.
- Recovery of Losses.
- Credit Rating.
- Procurement, Tender and Contracts.
- Good and Materials.

- Payments.
- Salaries, Wages and Allowances.
- Loans.
- Investments.
- Insurance.
- Accounting.
- Audit Committee.
- Intern Audit.
- Assets.
- Alienation of immovable property (land).
- Information Systems.

## 1.5. Operational and Capital Financing Strategy

### 1.5.1. Operational Financing Strategy

The operational financing is mainly derived from services such as:

- Electricity;
- Water;
- Sewerage;
- Cleansing,
- Property Rates; and

Other income [e.g. Fire Service, cemeteries, traffic, etc.].

Council should explore other avenues of operational financing such establishing municipal entities or entering into partnerships with other stakeholders in local government.

### 1.5.2. Capital Financing Strategy

Section 45 subsection 1[b] of the Local Government, Municipal Finance Management Act, (Act No 56 of 2003) stipulates that a municipality may incur short term debt only when necessary to bridge capital needs within a financial year in anticipation of funds deriving from specific and enforceable allocations or long term debt commitments.

Section 46 subsection 1[a] of the Local Government, Municipal Finance Management Act,(Act No.56 of 2003) provides for a municipality to incur long term debt only for purpose of capital expenditure on property, plant and equipment to be used for the

purpose of achieving the objects of local government as set out in section 152 of the Constitution.

In order to implement budgeted capital projects, Lesedi Local Municipality mainly source financing from:

Grants [eg. NER, CMIP, Sedibeng District Municipality, Provincial Government, National Government and other sources].

Asset Financing Fund [Internal loans] and [Cash-based].

External Financing Fund [external loans].

## 1.6. Cost-effectiveness

As in the case of the private sector, municipalities need to analyze all their activities and shed those that are not essential. These activities should be carried out in

a most cost-effective manner. Essential services should further be analyzed into those that are core to be municipality and those that are non-core.



## SECTION F: FINANCIAL PLAN

Non-core functions usually outsourced to service providers include:

- Accounting, finance and treasury.
- Human resource and payroll.
- Real estate and fixed assets.
- Internal auditing.
- Purchases and procurements.

Lesedi local Municipality is currently outsourcing the Internal Audit function and meter readings. In terms of Section 44 of the Local Government, Municipal Systems Act, Act No. 32 of 2000 a municipality, in a manner determined by its council, must make known,

internally and to the public, the key performance indicators and performance targets set by it for purposes of its performance management system.

The cost-effectiveness of Council will mainly be measured by implementing realistic Performance Management Systems [PMS] on each Project Milestone. This will materialize by adhering to the following guideline:

- Setting appropriate targets and Key Performance Indicators [KPI's].
- Setting measurable outcomes and impacts.
- Annual performance monitoring

## Section G: Organisational Performance

### 3.3 QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS (DRAFT)

#### 3.3.1 Office of the Municipal Manager

<b>Key Performance Area: A</b>	<b>Municipal Transformation and Organizational Development</b>										
<b>Strategic Objective: A1</b>	Continuously create a conducive environment through the implementation of organizational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2021	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
<b>MM</b>	Number of Fraud and	The indicator	A1	1	2	N/A	1	N/A	1	Running Costs	Attendance Registers

<b>Key Performance Area: A</b>	<b>Municipal Transformation and Organizational Development</b>										
<b>Strategic Objective: A1</b>	<b>Continuously create a conducive environment through the implementation of organizational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2021</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
	Corruption Workshops conducted	measures the number of workshops conducted in relation to Fraud and Corruption									
<b>MM</b>	Number of Fraud & Corruption Policy developed	The indicator measures the number of Fraud and Corruption policies developed		New	1	n/a	n/a	1	n/a		Council Resolution

<b>Key Performance Area: A</b>	<b>Municipal Transformation and Organizational Development</b>										
<b>Strategic Objective: A3</b>	<b>To ensure effective implementation of performance management</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2021</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
MM	% Achieved on the Municipal performance in line with the approved SDBIP.	The indicator measures the overall achievement of the municipal performance in line with the approved SDBIP. Calculation will be based on the following formula; Number of KPIs achieved/ number of KPIs reported x 100.		New	70%	70%	70%	70%	70%	Running Costs	Performance Information Summary Report

Key Performance Area: B	Basic Service Delivery										
Strategic Objective: B1	To improve access to sustainable basic services through proactive maintenance of infrastructure.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2021	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
MM	% reduction of the roads and stormwater backlog.	The indicator measures the number of kms of road constructed against the number of kms of road that constitute the backlog expressed as a percentage.		New	2%	n/a	n/a	n/a	2%	MIG/LLM	Completion certificate(s) and road and stormwater backlog report
MM	% reduction of Water	The indicator		New	2%	2%	2%	2%	2%		Quarterly Water distribution losses

Key Performance Area: B	Basic Service Delivery										
Strategic Objective: B1	To improve access to sustainable basic services through proactive maintenance of infrastructure.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2021	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	distribution losses	<p>The indicator measures the % percentage reduction of Water lost in Kilolitres. Calculation: %AWDLR – %QWDLR.</p> <p>0% = no change in losses.</p> <p>+% = reduction in water losses</p> <p>-% = increase of</p>									report (QWDLR) and Annual water distribution losses report (AWDLR).

Key Performance Area: B	Basic Service Delivery										
Strategic Objective: B1	To improve access to sustainable basic services through proactive maintenance of infrastructure.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2021	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
		water losses									
MM	% reduction of electricity distribution losses	The indicator The indicator measures the % percentage reduction of electricity lost in kWh. Calculation: %AEDLR – %QEDLR.  0% = no change in losses.  +% = reduction in		New	2%	2%	2%	2%	2%		Quarterly Electricity distribution losses report (QEDLR) and Annual electricity distribution losses report (AEDLR).



<b>Key Performance Area: B</b>	<b>Basic Service Delivery</b>										
<b>Strategic Objective: B1</b>	To improve access to sustainable basic services through proactive maintenance of infrastructure.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2021	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
		electricity losses -% = increase of electricity losses									

<b>Key Performance Area: B</b>	<b>Basic Service Delivery</b>										
<b>Strategic Objective: B2</b>	To ensure that basic services are progressively expanded in all communities through proper planning.										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2021</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
N/A											

Key Performance Area: C	Local Economic Development and Planning										
Strategic Objective: C1	To facilitate growth and development of the local economy, through, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2021	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
MM	Number of investors attracted within the municipality in line with the LED strategy	The indicator measure the number of investors that have been attracted within the municipality		New	3	n/a	1	n/a	2	Running costs	Minutes of the Engagement meetings attendance registers. and/or Council resolutions.

<b>Key Performance Area: D</b>	<b>Financial Viability and Management</b>										
<b>Strategic Objective: D1</b>	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
<b>MM</b>	% spent of Conditional Grants received (Cumulative)	Grants spent against grants received	D1		100%	25%	50%	75%	100%		Grant Expenditure Report

Key Performance Area: E	Good governance and Public participation										
Strategic Objective: E1	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
MM	Number of Strategic Risk quarterly reviews conducted	The indicator measures the number of strategic risk reviews	E1.4	New	4	1	1	1	1	Running Costs	Strategic Risk Review Report
MM	Number of Strategic risk assessments conducted	This indicator measures the assessment of the current risk to develop a new register that will be reviewed in the next FY	E1.4	New	1	N/A	N/A	N/A	1	Running Costs	Strategic Risk Register for 2020/21
MM	Submission of mid-year	This indicator	E1.4	1	1	N/A	N/A	1	N/A	Running Costs	Council Resolution

<b>Key Performance Area: E</b>	<b>Good governance and Public participation</b>										
<b>Strategic Objective: E1</b>	<b>To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
	finance and non-financial performance report to council by 25 January 2020	measures compliance with MFMA with regard to the preparation and submission of mid-year report to council 25 January 2020									

Key Performance Area: E	Good governance and Public participation										
Strategic Objective: E2	To ensure maximum participation of the community in their own development through organized structures										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
MM	Submission of AFS, annual performance report and draft annual report to AGSA for audit by 31 August 2019	This indicator measures compliance with MFMA with regard to the preparation and submission of AFS, APR draft AR of to AGSA by 31 August 2019	E1.4	1	1	1	N/A	N/A	N/A	Running Costs	Acknowledgment of receipt from AGSA
MM	Submission of final Annual Report to	This indicator measures compliance with MFMA									

<b>Key Performance Area: E</b>	<b>Good governance and Public participation</b>										
<b>Strategic Objective: E2</b>	<b>To ensure maximum participation of the community in their own development through organized structures</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
	Council by 31 January 2020	with regard to the preparation and submission of Annual report to Council by 31 January 2020	E1	1	1	N/A	N//A	1	N/A	Running Costs	Council Resolution

### 3.3.2 Finance Department



<b>Key Performance Area: A</b>	<b>Municipal Transformation and Organizational Development</b>										
<b>Strategic Objective: A1</b>	<b>Continuously create a conducive environment through the implementation of organizational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2021</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
<b>Finance</b>	% of customer billing queries resolved within 7 days against customer queries received	The indicator measures the number of queries resolved against the number of queries received. (Queries resolved ÷ queries received x 100)	A1.1		100%	100%	100%	100%	100%	Running Costs	Complaints Register

<b>Key Performance Area: B</b>	<b>Basic Service Delivery</b>										
<b>Strategic Objective: B1</b>	To improve access to sustainable basic services through proactive maintenance of infrastructure.										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
<b>Finance</b>	Number of indigent households receiving free basic services (Incremental)	Registered Indigent supplied with free basic services	B1		5000	N/A	N/A	N/A	5000	Running Costs	Indigent Register

Key Performance Area: C	Local Economic Development and Planning										
Strategic Objective: C1	To facilitate growth and development of the local economy, through, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Finance	Number of SCM compliance workshops held for service providers who are based within Lesedi	This indicator ensures that the municipality contributes to Local Economic Development by educating local SMME's on SCM compliance when completing tender documents	C1		2	N/A	N/A	1	1	Running costs	Workshop Agenda, Report, Attendance Register

Key Performance Area: D	Financial Viability and Management										
Strategic Objective: D1	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Finance	% Collection of debtors in respect to billings	This indicator measures the percentage of monthly average collection rate planned to be attained. It is non-cumulative and measured in percentage (Actual billed revenue vs actual collected cash)	D1.2		85%	85%	85%	85%	85%	Running Costs	Collection Rates Schedule
Finance	Number of sections 52d	Number of Section 52d	D1		4	1	1	1	1	Running Costs	Section 52d report signed by MM

Key Performance Area: D	Financial Viability and Management										
Strategic Objective: D1	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	reports submitted to MM within 30 working days after the end of a quarter	report submitted to council									
<b>Finance</b>	Submission of financial statements to the AG on or before 31 August 2019	Measures compliance with the time lines prescribed by the MFMA	D1		N/A	N/A	N/A	N/A	31 August 2019	Running Costs	Receipt of AFS Acknowledge letter signed by AG
<b>Finance</b>	Number of procurement plan progress reports submitted to MM	Monitoring of procurement plan implementation	D1		4	1	1	1	1	Running Costs	Procurement Plan Reports & SMT Minutes

Key Performance Area: D	Financial Viability and Management										
Strategic Objective: D1	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Finance	% monthly meter reading rate achieved	This indicator measures the number of meters read against the total number of meters. (meters read/total meters x100) It is non-cumulative and measured in percentage	D1.3		95%	95%	95%	95%	95%		Metter Reading Report
Finance	% service charge revenue projections achieved in line with approved	This indicator measures the percentage of services charge revenue projections planned to be achieved in line with the	D1		100%	25%	50%	75%	100%	Running Costs	Quarterly Budget Performance Reports

Key Performance Area: D	Financial Viability and Management										
Strategic Objective: D1	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	budget (Cumulative)	approved budget. It is cumulative and measured in percentage									
Finance	% of pre-paid electricity meters audited against total number of lows and non-purchases for 90 days	This indicator measures the number of meter audits conducted of electricity pre-paid meters audited against lows and non-purchases for 90 days. It is non-cumulative and measured in percentage (number of electricity pre-paid	D1.3		100%	100%	100%	100%	100%	Running Costs	90 days' Lows & Non purchase Report & Meter Audit Report

Key Performance Area: D	Financial Viability and Management										
Strategic Objective: D1	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
		meters/total number of lows and non-purchases of 90 days X100)									
<b>Finance</b>	Draft and final budget approved within the stipulated timeframe, 31 March and 31 May 2019 respectively	This indicator measures the approval of the 2019/20 budget draft and final by the 31 <sup>st</sup> March and 31 <sup>st</sup> May 2019. It is non-cumulative and measured in number	D1.1		2	N/A	N/A	1	1	Running costs	Council Resolution
<b>Finance</b>	Number of SCM quarterly reports submitted as	This indicator measures SCM quarterly reports submitted as	D1		4	1	1	1	1	Running costs	Proof of Submission on a Quarterly basis & signed by MM



Key Performance Area: D	Financial Viability and Management										
Strategic Objective: D1	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	prescribed in terms of Regulation 6(3) of the SCM Regulations	prescribed in terms of Regulation 6(3) of the SCM Regulations. It is non-cumulative and measured in number									
<b>Finance</b>	Number of SCM deviation reports from normal processes submitted	This indicator measures SCM deviation from normal processes reports to be submitted to Council. It is non-cumulative and measured in number	D1		4	1	1	1	1	Running cost	Report signed by MM

<b>Key Performance Area: D</b>	<b>Financial Viability and Management</b>										
<b>Strategic Objective: D1</b>	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Finance	% of invoices paid within 30 days of receipt	Measures payment of invoices paid within 30 days of receipt as per MFMA requirements	D1		100%	100%	100%	100%	100%	Running Costs	Quarterly Age Analysis Report

<b>Key Performance Area: E</b>	<b>Good governance and Public participation</b>										
<b>Strategic Objective: E1</b>	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		

<b>Key Performance Area: E</b>	<b>Good governance and Public participation</b>										
<b>Strategic Objective: E1</b>	<b>To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
<b>Finance</b>	Number of Operational Risk quarterly reviews conducted	The indicator measures the number of operational risk reviews conducted	E1.4		4	1	1	1	1	Running Costs	Operational Risk Review Report
<b>Finance</b>	Number of operational risk assessments conducted	This indicator measures the assessment of the current risk to develop new register that will be reviewed in	E1.4		1	1	N/A	N/A	N/A	Running Costs	Operational Risk Register for 2019/20

<b>Key Performance Area: E</b>	<b>Good governance and Public participation</b>										
<b>Strategic Objective: E1</b>	<b>To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
		the current FY									
<b>Finance</b>	Number of progress reports for audit findings remedial action plan submitted to MM	This indicator measures audit findings remedial action plan progress reports to be submitted. It is non-cumulative and measured in number	E1		2	N/A	N/A	1	1	Running Costs	Progress Reports

<b>Key Performance Area: E</b>	<b>Good governance and Public participation</b>										
<b>Strategic Objective: E2</b>	<b>To ensure maximum participation of the community in their own development through organized structures</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
<b>Finance</b>	Number of budget engagements conducted with the public	Measures the number of budget consultations, as per the MFMA requirements	D1.1		6	N/A	N/A	N/A	6	Running Costs	Process Plan & Attendance Register

### 3.3.3 Corporate Service Department

<b>Key Performance Area: A</b>	<b>Municipal Transformation and Organizational Development</b>										
<b>Strategic Objective: A1</b>	Continuously create a conducive environment through the implementation of organizational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2021	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
<b>CORSER</b>	% of calls for services complaints received at the Customer Care Service Centre and dispatched within 20 min to relevant departments for solution	The indicator measures the number of complaints dispatched against the number of complaints received. (complaints resolved ÷ complaints received x100)	A1.1		100%	100%	100%	100%	100%	Running Costs	Call Centre Reports

<b>Key Performance Area: A</b>	<b>Municipal Transformation and Organizational Development</b>										
<b>Strategic Objective: A2</b>	<b>Empowering employees through focused and continuous professional/ skills development.</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
<b>CORSER</b>	Number of HR strategies reviewed	The indicator measures the number of HR Strategies to be reviewed. It is non-cumulative and measured in number	A2		1	1	N/A	N/A	N/A	Running Costs	HR Strategy Document
<b>CORSER</b>	Number of Work Skills Plan (WSP) developed	The indicator measures the number of WSP developed. It is non-cumulative and	A2		1	1	N/A	N/A	N/A	Running Costs	Approved WSP Document

Key Performance Area: A	Municipal Transformation and Organizational Development										
Strategic Objective: A2	Empowering employees through focused and continuous professional/ skills development.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
		measured in number									
<b>CORSER</b>	Number of employees trained according to Work Skills Plan (WSP)	The indicator measures the number of employees trained in line with the approved WSP	A2.1		12	N/A	N/A	6	6		Registration Forms & Attendance Registers
<b>CORSER</b>	Number of wellness programmes conducted	The indicator measures the number of wellness programmes to be conducted for the	A2		4	1	1	1	1		Report & Attendance Register



<b>Key Performance Area: A</b>	<b>Municipal Transformation and Organizational Development</b>										
<b>Strategic Objective: A2</b>	<b>Empowering employees through focused and continuous professional/ skills development.</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
		employees. It is non-cumulative and measured in number									
<b>CORSER</b>	Number of the prioritized vacant posts filled	The indicator tracks the total number of prioritized and funded vacant posts filled. Prioritized means: vacant funded position(s) that will	A2	New		2	5	5	N/A		Letters of Appointment

<b>Key Performance Area: A</b>	<b>Municipal Transformation and Organizational Development</b>										
<b>Strategic Objective: A2</b>	<b>Empowering employees through focused and continuous professional/ skills development.</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
		identified from the lists of vacant position as per the approved budget. For a post to be deemed “filled”, an appointment must have been made and accepted by the candidate									

Key Performance Area: B	Basic Service Delivery										
Strategic Objective: B1	To improve access to sustainable basic services through proactive maintenance of infrastructure.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
CORSER	% budget spent on maintenance of fleet (Cumulative)	Maintenance budget spent within corporate services	B1		100%	20%	50%	80%	100%		Expenditure Report
CORSER	% budget spent on maintenance of buildings (Cumulative)	Maintenance budget spent within Corporate Services	B3.2	New	100%	20%	50%	80%	100%		Expenditure Report

Key Performance Area: C	Local Economic Development and Planning										
Strategic Objective: C1	To facilitate growth and development of the local economy, through, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
CORSER	Number of Learnerships and Internship created internally	The indicator measures the number of learnership and internships created using the municipal funds.			10	2	3	2	3		Learnership/Internship Contracts

Financial Viability and Management											
Key Performance Area: D											
Strategic Objective: D1	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
CORSER	% of Capex spent within allocated budget (Cumulative)	CAPEX budget spent within CORSER	D1		100%	20%	35%	70%	100%		Expenditure Report

Good governance and Public participation											
Key Performance Area: E											
Strategic Objective: E1	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
CORSER	Number of Council committee	Number of Council	E1.3		4	1	1	1	1	Running costs	Attendance Registers

Key Performance Area: E	Good governance and Public participation										
Strategic Objective: E1	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	meetings coordinated according to MSA	meetings coordinated									
<b>CORSER</b>	Number of MPAC meetings coordinated according to MSA	Number of MPAC meetings coordinated	E1.4		3	1	1	1	N/A	Running Costs	Attendance Registers
<b>CORSER</b>	Number of Operational risk quarterly reviews conducted	The indicator measures the number of operational risk reviews conducted	E1.4		4	1	1	1	1	Running Costs	Operational Risk Review Report

Key Performance Area: E	Good governance and Public participation										
Strategic Objective: E1	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
CORSER	Number of operational risk assessments conducted	This indicator measures the assessment of the current risk to develop a new register that will be reviewed in the next FY	E1.4		1	1	N/A	N/A	N/A	Running Costs	Operational Risk Register for 2019/20
CORSER	Business continuity and Disaster Recovery Plan Developed	BCP and DRP developed	A1		1	N/A	N/A	N/A	1	Running Costs	Signed BCP & DRP
CORSER	Number of progress reports for	This indicator measures	E1		2	N/A	N/A	1	1	Running Costs	Progress Reports

<b>Key Performance Area: E</b>	<b>Good governance and Public participation</b>										
<b>Strategic Objective: E1</b>	<b>To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
	audit findings remedial action plan submitted to MM	audit findings remedial action plan progress reports to be submitted. It is non-cumulative and measured in number									



### 3.3.4 Community Services Department

Municipal Transformation and Organizational Development											
Key Performance Area: A	Continuously create a conducive environment through the implementation of organizational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2021	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Community	% of basic services complaints attended to within 30 days	The indicator measures the number of complaints attended to, against received (complaints resolved ÷ complaints received x 100)	A1.1		100%	100%	100%	100%	100%	Running Costs	Complaints Register & Notices issued

Key Performance Area: B	Basic Service Delivery										
Strategic Objective: B1	To improve access to sustainable basic services through proactive maintenance of infrastructure.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Community	Number of heritage arts and culture programmes conducted	Indicator measures the number of programmes implemented with regard to art, culture and heritage	F1.8		4	1	1	1	1	Running Costs	Report & Attendance Register
Community	Number of library outreach programmes conducted	Indicator measures the number of programmes implemented with regard to the libraries	B1.9		12	3	3	3	3	Running Costs	Report & Attendance Register
Community	Number of elderly and disabled social support	Indicator measures the number of programmes implemented	F1		4	1	1	1	1	Running Costs	Report & Attendance Register

Key Performance Area: B	Basic Service Delivery										
Strategic Objective: B1	To improve access to sustainable basic services through proactive maintenance of infrastructure.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	programmes implemented	with regards to designated groups									
<b>Community</b>	Number of environmental health support programmes implemented	Indicator measures the number of programmes implemented with regards to environmental health	F1		4	1	1	1	1	Running Costs	Report & Attendance Register
<b>Community</b>	% of logged fire and rescue incidences responded to	The indicator measures the number of fire and rescue incidences responded to against the number of	B1.15		100%	100%	100%	100%	100%	Running Costs	Occurrence Book & Incidence Report

Key Performance Area: B	Basic Service Delivery										
Strategic Objective: B1	To improve access to sustainable basic services through proactive maintenance of infrastructure.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
		incidences logged. (incidence responded to ÷ incidences logged x100)									
Community	Number of Local AIDS Council programmes coordinated per quarter	The indicator measures number of activities undertaken by all relevant stakeholders, and this is facilitated through meetings	B1.6		2	N/A	1	N/A	1		Report & Attendance Register
Community	Number of community safety	Indicator measures the number of	F1		8	2	2	2	2	Running Costs	Report & Attendance Register

Key Performance Area: B	Basic Service Delivery										
Strategic Objective: B1	To improve access to sustainable basic services through proactive maintenance of infrastructure.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	campaigns conducted	community safety programmes implemented through the Community Safety Forum									
<b>Community</b>	Number of environmental health inspections conducted in line with the National Norms and Standards	Indicator measures the number of Environmental health inspections conducted	F1		6000	1500	1500	1500	1500	Running Costs	Inspection Reports
<b>Community</b>	Number of sports and recreation	Indicator measures the number of	B2.34 B2.42		4	1	1	1	1	Running Costs	Reports & Attendance Register

Key Performance Area: B	Basic Service Delivery										
Strategic Objective: B1	To improve access to sustainable basic services through proactive maintenance of infrastructure.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	events coordinated	Sporting events conducted	B2.45								
<b>Community</b>	Percentage of potable Water Samples complaint with SANS 241	Indicator measures the number of water sample taken per SANS 241. (1 sample point per 15 000 population)	B1		100%	100%	100%	100%	100%	Running Costs	NHLS Report

Local Economic Development and Planning											
Key Performance Area: C	Local Economic Development and Planning										
Strategic Objective: C1	To facilitate growth and development of the local economy, through, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Community	Number of jobs created through EPWP programmes	The indicator measures the number of jobs created through EPWP initiatives particularly the Day, Mother, Parks and Cemeteries	C1		45	45	N/A	N/A	N/A		EPWP Reports

Key Performance Area: D	Financial Viability and Management										
Strategic Objective: D1	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Community	% of Opex spent on maintenance within allocated budget (Cumulative)	OPEX budget spent within Community	D1		100%	5%	35%	60%	100%		Expenditure Report
Community	% of Capex spent within allocated budget (Cumulative)	CAPEX budget spent within Community	D1		100%	0%	45%	47%	100%		Expenditure Report
Community	% of amenities services requested and approved	Indicator measures the number of applications for the usage of community halls and cemeteries	B2.30		100%	100%	100%	100%	100%	Running Costs	Application Forms/Bookings Register & Receipts issued



Key Performance Area: D	Financial Viability and Management										
Strategic Objective: D1	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
		against approved applications (Number of applications approved ÷ Number of applications received x 100)									
<b>Community</b>	Number of traffic fines issued per quarter	Indicator measures the number of traffic fines issued to enhance the traffic law enforcement	E1		4000	1000	1000	1000	1000	Running costs	Reports & Sections 56 notices issued

<b>Key Performance Area: E</b>	<b>Good governance and Public participation</b>										
<b>Strategic Objective: E1</b>	<b>To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
<b>Community</b>	Number of Operational Risk quarterly reviews conducted	The indicator measures the number of operational risk reviews conducted	E1.4		4	1	1	1	1	Running Costs	Operational Risk Review Report
<b>Community</b>	Number of operational risk assessments conducted	This indicator measures the assessment of the current risk to develop new register that will be reviewed in	E1.4		1	1	N/A	N/A	N/A	Running Costs	Operational Risk Register for 2019/20

<b>Key Performance Area: E</b>	<b>Good governance and Public participation</b>										
<b>Strategic Objective: E1</b>	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
		the current FY									

### 3.3.5 Infrastructure Department

Key Performance Area: A	Municipal Transformation and Organizational Development										
Strategic Objective: A1	Continuously create a conducive environment through the implementation of organizational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2021	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Infrastructure	% of calls for services complaints responded to within 14 days	The indicator measures the number of complaints resolved against received (complaints resolved ÷ complaints received x 100)	A1.1		90%	90%	90%	90%	90%	Running Costs	Complaints Register

Key Performance Area: B	Basic Service Delivery										
Strategic Objective: B1	To improve access to sustainable basic services through proactive maintenance of infrastructure.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Infrastructure	% of new houses electrified	Number of houses electrified against the number of applications received. (Number of houses electrified ÷ Number of applications received x 100)	B2.25 B2.26 B2.27 B2.28		100%	100%	100%	100%	100%	Running Costs	Completion Certificates/Notices of electrical connections
Infrastructure	Number of new stands with access to sanitation connections	Number of stands with sewer connections	B2.25 B2.26 B2.27 B2.28		650	N/A	N/A	N/A	650	Running Costs	Budgetary Constraints Report

Key Performance Area: B	Basic Service Delivery										
Strategic Objective: B1	To improve access to sustainable basic services through proactive maintenance of infrastructure.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Infrastructure	Number of new houses with minimum access to refuse removal services	Number of houses with access to refuse removal services. Minimum access includes communal collection points	B2.25 B2.26 B2.27 B2.28		320	N/A	N/A	N/A	320	Running Costs	Solid Waste collection schedule
Infrastructure	% of new houses with access to water	Number of houses with access to water against the number of applications received. (Number of houses with	B2.25 B2.26 B2.27 B2.28		100%	100%	100%	100%	100%	Running Costs	Water Meter application Forms

Key Performance Area: B	Basic Service Delivery										
Strategic Objective: B1	To improve access to sustainable basic services through proactive maintenance of infrastructure.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
		access to water ÷ Number of applications received x 100)									
Infrastructure	Number of High-Mast lights installed	Number of High-Mast lights installed	B2.15		12	N/A	6	N/A	6	R 3 249 000	Completion Certificates or Progress Reports
Infrastructure	Replacement of 1km of Water pipes in Lesedi	Km of new water pipelines installed	B3.3		1 km	N/A	N/A	N/A	1 km	R 9 825 000	Progress Reports & Completion Certificate

Key Performance Area: B	Basic Service Delivery										
Strategic Objective: B2	To ensure that basic services are progressively expanded in all communities through proper planning.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Infrastructure	% completion of 0.65 roads and storm water upgrades at Ratanda X6 (Cumulative)	% completed against the program	B2.32	New	100%	N/A	30%	60%	100%	R 7 000 000	Progress Report & Completion Certificate
Infrastructure	% completion of 0.6 Km roads and storm water upgrades at Heidelberg X23/26 (Cumulative)	% completed against the program	B2.19	New	100%	N/A	30%	30%	100%	R 5 000 000	Progress Report & Completion Certificate
Infrastructure	% completion on electrification of	% completed against the program	B2.52		100%	N/A	N/A	N/A	100%	R 12 455 000	Progress Report & Completion Certificate



Key Performance Area: B	Basic Service Delivery										
Strategic Objective: B2	To ensure that basic services are progressively expanded in all communities through proper planning.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	Impumelelo Ext 3										
Infrastructure	% completion on electrification of Obed Nkosi	% completed against the program	B2.		100%	N/A	N/A	N/A	100%	R 6 545 000	Progress Report & Completion Certificate
Infrastructure	% completion of the installation of the 2.5km sewer line at Ratanda X2 (Cumulative)	% completed against the program	B2.1	New	100%	N/A	25%	75%	100%	R 7 220 000	Progress Report & Completion Certificate
Infrastructure	% completion of 0.9km of roads and storm water upgrades at Kwazenzele	% completed against the program	B2.18		100%	N/A	30%	30%	100%	R 6 000 000	Progress Report & Completion Certificate

<b>Key Performance Area: B</b>	<b>Basic Service Delivery</b>										
<b>Strategic Objective: B2</b>	To ensure that basic services are progressively expanded in all communities through proper planning.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	Phase 1 (Cumulative)										

<b>Key Performance Area: C</b>	<b>Local Economic Development and Planning</b>										
<b>Strategic Objective: C1</b>	To facilitate growth and development of the local economy, through, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
<b>Infrastructure</b>	Number of jobs opportunities created through EPWP	Number of jobs created through EPWP	C1		200	25	92	41	42		EPWP Reports

<b>Key Performance Area: C</b>	<b>Local Economic Development and Planning</b>										
<b>Strategic Objective: C1</b>	To facilitate growth and development of the local economy, through, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	initiative (Cumulative)										

<b>Key Performance Area: D</b>	<b>Financial Viability and Management</b>										
<b>Strategic Objective: D1</b>	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
<b>Infrastructure</b>	% of Opex spent on maintenance of Water and Sanitation infrastructure	OPEX budget spent on maintenance of Water and Sanitation infrastructure	B3.2		100%	10%	40%	70%	100%		Expenditure Report

Key Performance Area: D	Financial Viability and Management										
Strategic Objective: D1	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	within allocated budget (Cumulative)	within allocated budget									
<b>Infrastructure</b>	% of Opex spent on maintenance of electricity infrastructure within allocated budget (Cumulative)	OEPX budget spent on maintenance of electricity infrastructure	B3.2		100%	10%	40%	70%	100%		Expenditure Report
<b>Infrastructure</b>	% of Opex spent on maintenance of Road and Storm water infrastructure within	OPEX budget spent on maintenance road and stormwater infrastructure within	B3.2		100%	10%	40%	70%	100%		Expenditure Report

Key Performance Area: D	Financial Viability and Management										
Strategic Objective: D1	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	allocated budget (Cumulative)	allocated budget									
<b>Infrastructure</b>	% of water distribution losses-annual average	The indicator measures the % percentage of Water lost in Kilolitres using the water balance formula	B1		19.5%	19.5%	19.5%	19.5%	19.5%	Running Costs	Quarterly Water distribution losses schedule
<b>Infrastructure</b>	% of electricity distribution losses annual average	Number of electricity units (kwh) sold against the Number of electricity units (Kwh) purchased	B1		21.5%	21.5%	21.5%	21.5%	21.5%	Running Costs	% of Electricity distribution losses Annual average

Key Performance Area: E	Good governance and Public participation										
Strategic Objective: E1	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Infrastructure	Number of Operation Risk quarterly reviews conducted	The indicator measures the number of operational risk reviews conducted	E1.4		4	1	1	1	1	Running Costs	Operational Risk Review Report
Infrastructure	Number of operational risk assessments conducted	This indicator measures the assessment if the current risk to develop new register	E1.4		1	1	N/A	N/A	N/A	Running Costs	Operational Risk Register for 2019/20

Key Performance Area: E	Good governance and Public participation										
Strategic Objective: E1	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
		that will be reviewed in the current FY									
<b>Infrastructure</b>	Number of progress reports for audit findings remedial action plan submitted to MM	This indicator measures audit findings remedial action plan progress reports to be submitted. It is non-cumulative and measured in number	E1		2	N/A	N/A	1	1	Running Costs	Progress Reports

<b>Key Performance Area: E</b>	<b>Good governance and Public participation</b>										
<b>Strategic Objective: E1</b>	<b>To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		

### 3.3.6 Local Economic Development & Planning Department



<b>Key Performance Area: A</b>	<b>Municipal Transformation and Organizational Development</b>										
<b>Strategic Objective: A1</b>	<b>Continuously create a conducive environment through the implementation of organizational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2019/20)</b>	<b>Annual Target: By June 2021</b>	<b>Quarterly Targets for 2020/21</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
<b>LEDP</b>	% of basic services complaints resolved against complaints received	The indicator measures the number of complaints resolved against received (complaints resolved ÷ complaints received x 100)	A1.1		100%	100%	100%	100%	100%	Running Costs	Complaints Register

<b>Key Performance Area: B</b>	<b>Basic Service Delivery</b>										
<b>Strategic Objective: B1</b>	To improve access to sustainable basic services through proactive maintenance of infrastructure.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2019/20)	Annual Target: By June 2020	Quarterly Targets for 2020/21				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
LEDP											

Key Performance Area: C	Local Economic Development and Planning										
Strategic Objective: C1	To facilitate growth and development of the local economy, through, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2018/19)	Annual Target: By June 2020	Quarterly Targets for 2019/20				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
LEDP	Number of SMMEs trained in business management	Number of SMMEs trained	C1.13d	20	90	N/A	N/A	45	45	Running Costs	Training Reports/Attendance Register
LEDP	Number of cooperatives trained in business management	Number of cooperative trained	C1.3	20	10	N/A	N/A	5	5	Running Costs	Training Reports/Attendance Register
LEDP	Number of township businesses supported with leased premises	Number of municipal properties leased to township businesses	C1	48	50	1	10	15	24	Running Costs	Council Resolution
LEDP	LED and Tourism	LED and Tourism Summit held	C1	1	1	N/A	N/A	N/A	1	Running Costs	Report of the LED summit/attendance

Key Performance Area: C	Local Economic Development and Planning										
Strategic Objective: C1	To facilitate growth and development of the local economy, through, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2018/19)	Annual Target: By June 2020	Quarterly Targets for 2019/20				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	Summit conducted										
LEDP	Number of job opportunities created through community Work Programme	Number of jobs created through CWP	C1	1219	1100	N/A	N/A	1100	N/A	Running Costs	CWP Reports
LEDP	Number of notices issued to discourage illegal land use	Notices issued to illegal land use transgressors	C1	New	100	10	25	35	30	Running Costs	Illegal land use notices
LEDP	Establishment of Municipal Planning Tribunal	To establish a Municipal Planning Tribunal	C1	New	1	N/A	N/A	N/A	1	Running Costs	Council Resolution

Key Performance Area: D	Financial Viability and Management										
Strategic Objective: D1	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2018/19)	Annual Target: By June 2020	Quarterly Targets for 2019/20				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
LEDP	Number of properties transferred	Number of municipal properties transferred to beneficiaries	D1	1500	1000	N/A	333	333	334	Running Costs	Property Transfer Report
LEDP	Number of occupational certificates issued	Number of houses completed and allocated to beneficiaries	D1	1500	1000	N/A	61	470	469	Running Costs	Happy Letters/Occupational Certificates
LEDP	% of procurement spent and allocated to EMEs	% budget spent on EMEs (Small companies with a turnover that is less than R10 million)	C1	20%	30%	30%	30%	30%	30%	Running Costs	Expenditure Report

<b>Key Performance Area: E</b>	<b>Good governance and Public participation</b>										
<b>Strategic Objective: E1</b>	<b>To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2018/19)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2019/20</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
<b>LEDP</b>	Submission of the draft IDP by the 31 March 2019 and final IDP by 31 May 2019 for approval by Council as legislated	Draft and final IDP approved by Council	E1/D1.1	2	2	N/A	N/A	1	1	Running Costs	Council Resolution
<b>LEDP</b>	Number of Operational Risk quarterly	The indicator measures	E1.4	New	4	1	1	1	1	Running Costs	Operation Risk Review Report

<b>Key Performance Area: E</b>	<b>Good governance and Public participation</b>										
<b>Strategic Objective: E1</b>	<b>To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2018/19)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2019/20</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
	reviews conducted	the number of operational risk reviews conducted									
<b>LEDP</b>	Number of Operational Risk assessments conducted	This indicator measures the assessment of the current risk to develop new register that will be reviewed in the current FY	E1.4	New	1	1	N/A	N/A	N/A	Running Costs	Operational Risk Register for 2019/20

Key Performance Area: E	Good governance and Public participation										
Strategic Objective: E1	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.										
Responsible Department	Key Indicator	Indicator Description or Measure	IDP link	Baseline (Quarter 3, 2018/19)	Annual Target: By June 2020	Quarterly Targets for 2019/20				Budget	Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
LEDP	Submission of IDP process plan to Council on/before 31 August 2019	IDP process plan approved by Council	E1/D1.1	1	1	1	N/A	N/A	N/A	Running Costs	Council Resolution
LEDP	Number of progress reports for audit findings remedial action plan submitted to MM	This indicator measures audit findings remedial action plan progress reports to be submitted. It is non-cumulative and	E1	New	2	N/A	N/A	1	1	Running Costs	Progress Reports



<b>Key Performance Area: E</b>	<b>Good governance and Public participation</b>										
<b>Strategic Objective: E1</b>	<b>To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance and accountability.</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2018/19)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2019/20</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
		measured in number									

<b>Key Performance Area: E</b>	<b>Good governance and Public participation</b>										
<b>Strategic Objective: E2</b>	<b>To ensure maximum participation of the community in their own development through organized structures</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2018/19)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2019/20</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
<b>LEDP</b>	Number of IDP engagements conducted with the public	Measures the number of IDP consultations, as per the	D1.1	12	12	N/A	N/A	6	6	Running Costs	Attendance Register

<b>Key Performance Area: E</b>	<b>Good governance and Public participation</b>										
<b>Strategic Objective: E2</b>	<b>To ensure maximum participation of the community in their own development through organized structures</b>										
<b>Responsible Department</b>	<b>Key Indicator</b>	<b>Indicator Description or Measure</b>	<b>IDP link</b>	<b>Baseline (Quarter 3, 2018/19)</b>	<b>Annual Target: By June 2020</b>	<b>Quarterly Targets for 2019/20</b>				<b>Budget</b>	<b>Portfolio of Evidence</b>
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
		MSA requirements									

