



LETSEMENG LOCAL  
MUNICIPALITY

# DRAFT INTEGRATED DEVELOPMENT PLAN (DRAFT IDP) 2023/24 FY REVIEW

“A RESPONSIVE MUNICIPALITY IN  
PURSUIT OF SERVICE EXCELLENCE”



## TABLE OF CONTENTS

<b>1. CHAPTER 1.....</b>	<b>1</b>
1.1 <i>Executive Summary of the Mayor and Municipal Manager.....</i>	1
1.2 <i>Vision, Mission and Values of Letsemeng Local Municipality.....</i>	4
1.3 <i>Concept of the IDP, Reason for its existence and Legislative Context.....</i>	5
1.4 <i>Legislative Context.....</i>	6
<b>2. CHAPTER 2.....</b>	<b>15</b>
2.1 <i>Demographic Profile.....</i>	15
<b>3. CHAPTER 3.....</b>	<b>25</b>
3.1 <i>Powers and Functions of the Municipality.....</i>	25
<b>4. CHAPTER 4.....</b>	<b>40</b>
4.1 <i>Process Plan.....</i>	41
<b>5. CHAPTER 5.....</b>	<b>55</b>
5.1 <i>Spatial Economic and Development Rationale.....</i>	55
5.2 <i>Policy Context.....</i>	59
5.3 <i>Alignment of IDP, SDF and LUS.....</i>	81
5.4 <i>Vertical and Horizontal Alignment.....</i>	82
5.5 <i>Status quo and Spatial Analysis.....</i>	85
5.6 <i>Community and Social Services.....</i>	98
5.7 <i>Spatial Proposals and Spatial Development Framework.....</i>	105
<b>6. CHAPTER 6: Situational Analysis_Letsemeng Local Municipality.....</b>	<b>139</b>
6.1 <i>Institutional Analysis.....</i>	140
6.2 <i>Key Performance Areas.....</i>	152
<b>7. CHAPTER 7.....</b>	<b>416</b>
7.1 <i>Sector Plans.....</i>	416
<b>8. CHAPTER 8.....</b>	<b>418</b>
8.1 <i>Letsemeng Local Municipality: Programmes and Projects.....</i>	418
<b>9. CHAPTER 9.....</b>	<b>421</b>
9.1 <i>Alignment with National and Provincial Objectives and Programmes.....</i>	421
<b>10. CHAPTER 10.....</b>	<b>425</b>
10.1 <i>Project and Programme of the Other Spheres of the Government.....</i>	425

## ACRONYMS

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

KPI	:	Key Performance Indicator
LED	:	Local Economic Development
MDG	:	Millennium Development Goals
M&E	:	Monitoring and Evaluation
MFMA	:	Municipal Finance Management Act
MIG	:	Municipal Infrastructure Grant
MPCC	:	Multi-Purpose Community Centre
MSA	:	Municipal Systems Act
MSA	:	Municipal Structures Act
MSIG	:	Municipal Systems & Implementation Grant
MTEF	:	Medium Term Expenditure Framework
MTSF Framework	:	Medium Term Strategic Framework
NEPAD	:	New Partnership for Africa's Development
NSDP	:	National Spatial Development Perspective
PDI	:	Previously Disadvantaged Individual
PPP	:	Public Private Partnership
PMS	:	Performance Management System
RDP	:	Reconstruction Development Programme
SAPS Services	:	South African Police Services
SASSA	:	South African Social Security Agency
SCM	:	Supply Chain Management
SDBIP	:	Service Delivery Budget Implementation Plan
SDF Framework	:	Spatial Development Framework
SMME Enterprises	:	Small Medium Micro Enterprises

SOPA	:	State of the Province Address
SONA	:	State of the Nation Address
SWOT	:	Strength, Weaknesses, Opportunity and Threat
WTP	:	Water Treatment Plant
WSDP	:	Water Services Development Plan

## CHAPTER 1

### EXECUTIVE SUMMARY OF THE MAYOR AND MUNICIPAL MANAGER



#### MAYOR'S FOREWORD: LETSEMENG LOCAL MUNICIPALITY

The principal strategic instrument intended to develop the residents living within the terrain of the Letsemeng, prominently known as the "Integrated Development Plan" (IDP), prepared to drive the implementation of the strategic objectives determined by the elected municipal councillors for the next five year period.

I am pleased to present the Draft IDP 2023/24 for our Municipality. This document outlines our plans intended for the next ensuing financial years, and I am proud to say that we have achieved significant success in the past year with our service delivery mandates and completed service delivery-orientated capital projects; of course, these remarks do not disregard some frustrations exposed by our low revenue collection base distressing particular service delivery orientated needs.

However, we realised that there is still much work to be done, particularly in stimulating our local economy, alleviating poverty and unemployment, and fostering partnerships with State Owned Enterprises, with Koffiefontein Petra-Diamond as our primary economic hub and the agricultural industry to improve the lives of the people of Letsemeng. We are committed to exploring innovative means to achieve these objectives and are confident that our efforts will yield positive results.

Good ideas to include in the Draft IDP 2023/24 Foreword of the Municipality by the Mayor highlighting all the successes of service delivery mandates, completed service delivery orientated capital projects, a need for concentrating on stimulation of the local economy, innovative means to alleviate poverty and unemployment, fostering partnership with State Owned Enterprises, primarily Koffiefontein Petra-Diamond as the primary Economic Hub of the Municipality, strengthening the relationship with the political office-bearers and functional municipal trade unions.

This further goes to the following critical aspects that we must take into cognisance when planning for the community developments in our area of jurisdiction as we all know that it is predominantly within the midst of agricultural opportunities which the Municipality is aware that they are inadequately disseminated or made known, resourced to empower vulnerable capable residents to generate income for their growth and development to sustain their living conditions better. Some of the ideas, amongst others, are.

- To create and maintain partnerships with the local business community to promote economic development initiatives.
- To build strong relationships with key stakeholders to strengthen community involvement and support.
- To create job opportunities for residents, especially those with limited skill sets.

We believe that our relationship with the political office-bearers and functional municipal trade unions is of utmost importance, and we are committed to strengthening this relationship through open communication and collaboration. We understand that our success is tight to our community's success, and we remain dedicated to working together to achieve our shared goals.

As we move forward, we ask for your support and engagement in helping us to achieve our vision for a prosperous and thriving Municipality.

Together, the Municipality can proceed to build a better future for all.

Thank you, baie dankie, ke a leboga bagaetsho

---

**Cllr: Reamogetse Bonolo Mocwaledi**  
**Mayor**



## **FOREWORD OF THE MUNICIPAL MANAGER: LETSEMENG LOCAL MUNICIPALITY**

As Municipal Manager of our Municipality, I am proud to present our Draft IDP 2023/24 for the upcoming financial year. Our main objective is to preserve and strengthen the relationship between the communities, municipal council, municipal administration, and other relevant municipal entities such as state-owned enterprises and parastatals. We trust that working together can achieve more excellent stability and ensure that our residents receive the essential service-delivery-orientated matters they deserve.

As we embark on impactful planning processes during the next ensuing financial year, I would like to highlight the importance of creating a participative environment within our municipality. By fostering inclusivity and transparency, we can ensure that our community is engaged and empowered to participate in decision-making.

We believe this can be achieved through concerted efforts of public consultation and good governance, with the support of our communities. We must create an environment where all voices are heard and considered in decision-making. Interrelated and interconnected mechanisms will require us to be transparent in our actions and decisions and ensure our processes are open to public scrutiny.

We believe that this will promote trust and confidence in our municipal administration and ensure that our community is actively involved in shaping the future of our municipality.

Our focus will be on matters that impact public health and safety, such as providing a well-being and healthy physical environment for our residents.

We recognise that this is critical to creating employment opportunities and improving the standard of living for our community. To achieve this, we must

prioritise the link between vital aspects of our municipality, including the economic, community, and leadership our municipal councillors provide.

We will work towards creating a sustainable and inclusive economy that benefits all residents. We will focus on creating an enabling environment that supports small businesses, job creation, and economic growth.

We will also work towards improving the infrastructure of our municipality, including roads, water, and electricity supply, towards ensuring that our residents have access to essential services.

We know the importance of providing our residents with a safe and secure environment. We will work closely with the SAPS to reduce crime and ensure public safety. We will also envisage prioritising the provision of fire and rescue in our plans to ensure our residents are protected in times of need.

We recognise that achieving this level of inclusivity and transparency will require a significant effort from all of us. It will need to be open and receptive to feedback and criticism and take steps to address any concerns raised by our community.

We must also ensure that our communication channels are available and accessible to everyone so that everyone can contribute to the decision-making process.

Good governance is also critical to creating a participative environment. We must ensure that principles of fairness, equity, and accountability guide our actions. We must also create a culture of ethical behaviour, where our decisions are based on our community's best interests, not influenced by personal gain.

We believe that achieving a participative environment will require the support of our community. We are responsible, among others, for building trust and confidence with our residents and ensuring they know our inclusivity and

transparency efforts. We must also actively seek out feedback and input from our community and take steps to address any concerns raised.

Finally, we recognise the vital role played by our municipal councillors in providing leadership to our communities. We will continue to collaborate and work closely with them to ensure they have the support they need to carry out their duties effectively. We will also ensure that they are accountable to the communities they serve and that their actions are transparent and in the best interests of our residents.

We encourage everyone to continue to work together towards a brighter future for all.

Thank you!

**Mr. Kadimo Masekoane**  
**Municipal Manager (Acting)**

## 1.2 VISION, MISSION AND VALUES OF LETSEMENG LOCAL MUNICIPALITY

### 1.2.1 Vision

*“A responsive Municipality in pursuit of Service excellence”*

### 1.2.2 Mission

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

### 1.2.3 Values

- Integrity
- Commitment
- Transparency
- Innovation
- Accountability

### **1.3 CONCEPT OF IDP, REASON FOR ITS EXISTENCE AND LEGISLATIVE CONTEXT**

#### **What is the IDP?**

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

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

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

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

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

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

### **Reasons for developing an IDP**

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

## **1.4 LEGISLATIVE CONTEXT**

### **1.4.1 Local Government: Municipal Structures Act, No 117 OF 1998**

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

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

Of particular note, the Act provides for the establishment of ward committees that will be assisting Council and elected representatives in deepening local

democracy and facilitating the meaningful participation of communities in local government.

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

Local Government: Municipal Structures Amendment Act, 117 of 1998

To provide for a Code of Conduct for Councillors; To provide for transitional arrangements in respect of municipalities with a plenary executive system; And to provide for matters connected therewith.

General 7. The different types of municipality that may be established within each category of municipality are defined in accordance with the following systems of municipal government or combinations of those systems, as set out in sections 8, 9 and 10: (a) Collective executive system which allows for the exercise of executive authority through an executive committee in which the executive leadership of the municipality is collectively vested. (12) Mayoral executive system which allows for

Types of category C municipalities 10. There are the following types of category C municipalities: (u) a municipality with a collective executive system:

Guidelines for selecting types 13. (1) The Minister, by notice in the Government Gazette, may determine guidelines to assist MECs for local government to decide which type of municipality would be appropriate for a particular area. (2) An MEC for local government must take these guidelines into account when establishing a municipality in terms of section 12 or changing the type of a municipality in terms of section 16(1)(a).

Regulation of effects of establishment of municipality on existing municipalities

14. (1) The establishment of a municipality in terms of section 12 in the area of an existing municipality supersedes the existing municipality in that area. And the new 10 municipality becomes its successor in law with regard to that area. (2) If subsection (1) is applicable, the section 12 notice must— ([~) provide for the disestablishment of the existing municipality or, if only part of the existing municipality's area is affected, the disestablishment of the existing municipality in the affected area: and (b) regulate the legal, practical and other consequences of the total or partial disestablishment of the existing municipality, including— (i) the vacation of office by councillors of the existing municipality: (ii) the transfer of staff from the existing municipality to the superseding municipality:

#### 1.4.2 Municipal Systems Act No. 32 of 2000

provides for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that are affordable to all and related matters.

#### Chapter 5 of the Municipal Systems Act

The Municipal Systems Act (MSA) Act 32 of 2000, Chapter 5 of this act requires municipalities to develop the Integrated Development Plan and provides for its core components, guiding from the 5 year Council adoption to the annual review thereof

In accordance with **above mentioned Chapter**, all Categories of Municipalities in South Africa, ranging from Metropolitan, District and Local Municipalities are required to compile a five year strategic plan (IDP's) with the current one for the period of **2022 – 2027**, which:-

- Links integrates and coordinates plans and takes into account proposals for the development of the municipality;



- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Complies with the provisions of this Chapter; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation;

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

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

#### ***The Municipal Systems dictates that the IDP should:***

- Link, integrate and coordinate plans; and
- Should take into account proposals for the development of the municipality;
- In addition the plan should align the resources and capacity of the municipality with the implementation of the plan.

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

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

Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan. The municipality

must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.

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

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

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

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

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

- ◆ Is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;
- ◆ Binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- ◆ Binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of' those persons have been passed as a bylaw.

**The Local Government: Municipal Systems Amendment Act 3 of 2022 intends:**

to amend the Local Government: Municipal Systems Act, 2000, so as

to insert and amend certain definitions;

to make further provision for the appointment of municipal managers and managers directly accountable to municipal managers;

to provide for procedures and competency criteria for such appointments, and for the consequences of appointments made otherwise than in accordance with such procedures and criteria;

to determine timeframes within which performance agreements of municipal managers and managers directly accountable to municipal managers must be concluded;

to make further provision for the evaluation of the performance of municipal managers and managers directly accountable to municipal managers;

to require employment contracts and performance agreements of municipal managers and managers directly accountable to municipal managers to be consistent with the Act and any regulations made by the Minister;

to require all staff systems and procedures of a municipality to be consistent with uniform standards determined by the Minister by regulation;

to bar municipal managers and managers directly accountable to municipal managers from holding political office in political parties;

to regulate the employment of municipal employees who have been dismissed;

to provide for the Minister to make regulations relating to the duties, remuneration, benefits and other terms and conditions of employment of

municipal managers and managers directly accountable to municipal managers;

To provide for the approval of staff establishments of municipalities by the respective municipal councils;

To prohibit the employment of a person in a municipality if the post to which he or she is appointed is not provided for in the staff establishment of that municipality;

To enable the Minister to prescribe frameworks to regulate human resource management systems for local government and mandates for organised local government;

To extend the Minister's powers to make regulations relating to municipal staff matters;

to make a consequential amendment to the Local Government: Municipal Structures Act, 1998, by deleting the provision dealing with the appointment of municipal managers; and

to provide for matters connected therewith.

Commencement

1 November 2022 (Gazette 47370 of 26 October 2022)

Repeals:

Local Government: Municipal Systems Amendment Act 7 of 2011 [repealed]

### **1.4.3 Local Government: Municipal Demarcation Act, 27 of 1998**

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

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

#### **1.4.4 Local Government: Municipal Finance Management Act, Act No 56 of 2003**

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

Section 21(2) of the Municipal Finance Management Act (Act 56 of 2003) (MFMA) states that, when preparing the annual budget, the Mayor of a municipality must:

- Take into account the municipality's Integrated Development Plan;
- Take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;
- Take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum; Consult
- The relevant district municipality and all other local municipalities within the area of the district municipality, if the municipality is a local municipality;
- The relevant provincial treasury and when requested, National Treasury and any National or Provincial organs of State, as may be prescribed and;
- Provide on request, any information relating to the budget.

#### **1.4.5 Local Government: Municipal Property Rates Act, Act No. 6 of 2004**

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

#### **1.4.6 Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 2013**

**SPLUMA has the following objectives:**

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

Critically, the Act prescribes development principle and norms and standards to inform land use management and development. Importantly, the Act

outlines envisaged inter-governmental support to be provided to municipalities in implementing the Act.

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

Furthermore, the Act provides for the following;

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

#### **1.4.7 The Constitution of the Republic of South Africa**

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

- To ensure the sustainable provision of services;
- To provide democratic and accountable government for all communities;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and;
- To encourage involvement of communities and community organisations in matters of local government. The Constitution also demands local government to improve intergovernmental coordination and cooperation to ensure integrated development across the neighboring communities.

***The following are the various pieces of the regulations amended in accordance with the Local Government: Municipal Systems Act, 32 of 2000.***

### **The Local Government: Municipal Planning and Performance Management Regulations of 2001**

In these regulations, "the Regulations" means the regulations published under GNR. 796 in GG 22605 of 24 August 2001.

The Minister for Cooperative Governance and Traditional Affairs reviewed the Local Government: Municipal Planning and Performance Management Regulations, 2001.

The amended Regulations published in accordance with the Local Government: Municipal Systems Act, Act 32 of 2000.

### **Local Government: Municipal Staff Regulations**

The Minister for Corporative Governance and Traditional Affairs, Nkosazana Clarice Dlamini Zuma made and promulgated on the regulation in the schedule, under section 72 read with section 120 of the Local Government: Municipal Systems Act, 32 of 2000 (MSA).

The MSA is a South African law that sets out the regulatory framework for the functioning of municipalities. It aims to ensure that municipalities provide efficient, effective, and sustainable services to their communities. The MSA outlines the rights and duties of municipal staff and regulates the appointment, conditions of service, and disciplinary procedures of staff in municipalities.

The Local Government: Municipal Planning and Performance Management Regulations of 2001 set out the following minimum requirements for an



Integrated Development Plan: Regulation 2 (1) states that the municipality's IDP must at least identify:

- The institutional framework, which must include an organogram required for the Implementation of the Integrated Development Plan and addressing the internal transformation;
- Any investment initiatives in the municipality;
- Any development initiatives in the municipality, including infrastructure, physical, social and institutional development;

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

#### **1.4.8 Water Services Act, Act 108 of 108**

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

The assigned responsibility should be discharged with the following cognizance;

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

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

#### **1.4.9 National Environmental Management Act 107 of 1998**

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

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

#### **1.4.10 The White Paper on Local Government**

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

Critically, the White Paper on Local Government envisions a departmental local government and articulates instruments such as planning, local

economic development and performance management system that should be harnessed to achieve the highlighted development outcome.

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

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

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

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

These provision of the MFMA also link up with section 34 of the Municipal Systems Act, Act 32 of 2000 which requires that a municipal council must review its IDP annually and may then amend it according to a prescribes process. Such a review and amendment of the IDP should be based on the Municipality's performance measurements and the extent to which changing circumstances have demanded it.

## CHAPTER 2

### DEMOGRAPHIC PROFILE

***The following point is brought to the attention of the readers:***

The information provided is based specifically on 2016 *municipal boundary changes* as promulgated by Municipal Demarcation Board (MBD).

#### **Data Collection.**

*Data collection has been undertaken through:*

- Literature review: published material on legislation, policy, land reform analyses, Xhariep and local municipal IDPs and associated sector plans, available material on land, land use, land and agricultural potential, existing GIS information, municipal valuation rolls and deeds office searches.
- Consultation through interviews / meetings with:
  - Relevant national and provincial departmental staff, particularly DRDLA, Department of Agriculture, DESTEA, Housing, Health, the Department of Local Government and Traditional Affairs (DLGTA).
  - District and local municipal staff and councillors.
  - NGOs and CBOs, and
  - Community meetings.

## 2.1 Demographic Profile

Important Note:

(The South African National Census of 2022 is the 4th comprehensive census performed by Statistics South Africa from February 2022. The methods used for the collection of data conducted Face-to-Face Interviews, Computer Assisted Personal Interviews (CAPI), Online-Computer Assisted Web Interviews (CAWI) and Telephonic- Computer Assisted Telephonic interviews (CATI). The official SA Stats- a report has not yet been released for 2022).

### Letsemeng Local Municipalities Demographic Overview

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

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

The five towns are connected with tarred road infrastructure via Koffiefontein. The R705 links Jacobsdal with Koffiefontein while the R48 links Petrusburg, Koffiefontein and Luckhoff in a north-south direction. The R704 links Koffiefontein, Fauresmith and Jagersfontein with one another. Koffiefontein serves as the municipal administrative seat within the Letsemeng Municipality and is situated approximately 125 km northwest of Trompsburg and an estimated 146 km east of Bloemfontein.

In this regard, Luckhoff serves as a general agricultural service centre and is situated approximately 45 km south of Koffiefontein. Access to the town is gained from the R12 route between Koffiefontein and De Aar. Jacobsdal also serves as an economic growth and tourism development node and is situated

approximately 45km northwest of Koffiefontein. Access to the town is gained from the R705 route between Koffiefontein and Modder River. It serves as a general agricultural service centre and is situated approximately 32 km west of Koffiefontein. Access to the town is gained from the S647 route between Koffiefontein and Luckhoff.

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

The Northern parts of the municipal area surrounding Petrusburg are good cultivated agricultural land while the southern area is renowned for livestock farming. Petrusburg serves as a commercial and social service centre within the Letsemeng Municipality and is situated approximately 55 km northeast of Koffiefontein. Access to the town is gained from the N8 route between Bloemfontein and Kimberley. The figure below shows the Letsemeng area with its main towns and neighboring municipalities of the Xhariep District.



Figure : Letsemeng Municipal Area

## Population

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

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

**Table: 1 total population and area size by population density**

	Total Population	Area Size	Population density
CS 2016	40044	9 480.8	3.928963889

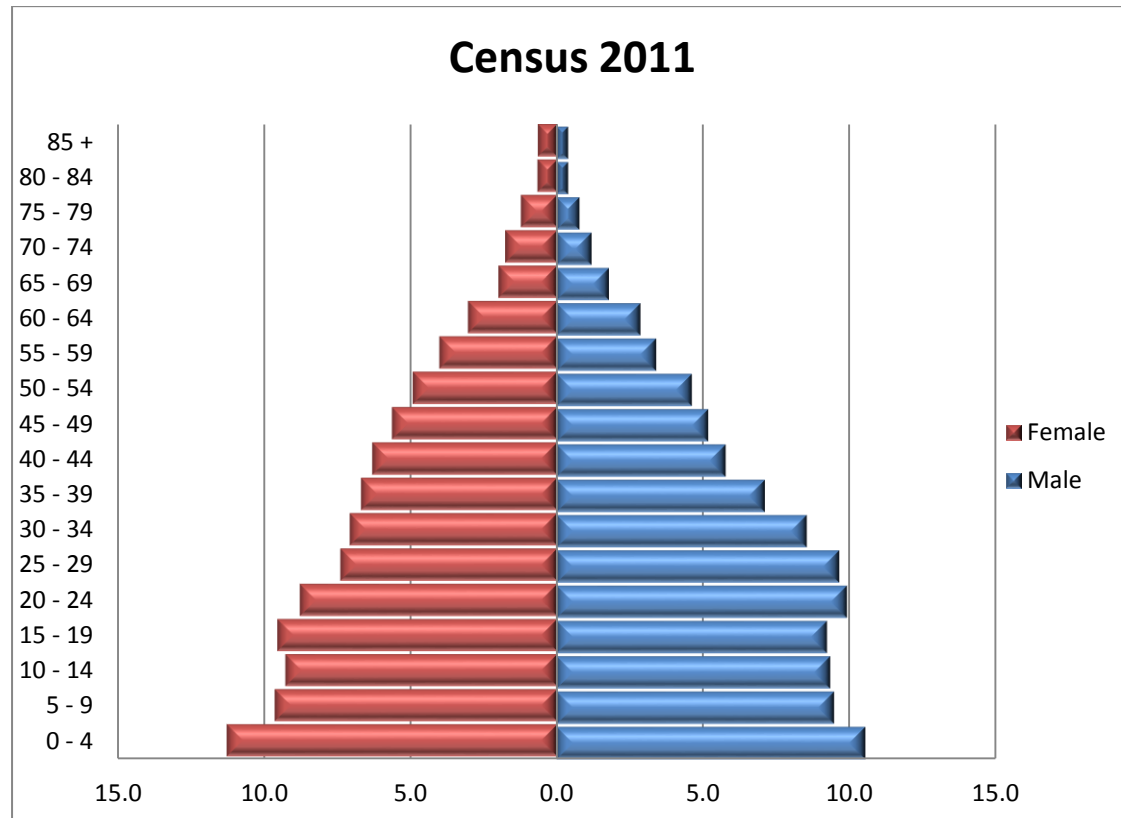
Data source: Statistics South Africa, Community Survey 2016

## Population Pyramids

A population pyramids is a graphic representation of the population categorized by gender and age for a specific year and region. The horizontal axis depicts the share of people where male's population are charted on the right-hand side and female population on the left hand-side of the vertical axis. The vertical axis is divided in 5-

year age categories. The figures below show Letsemeng's population pyramid/structure of Census 2011 and CS 2016.

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



Data source: Statistics South Africa, Census 2011

**Table 2: Population by age group**

Age group	DC 16: Xhariep	FS 161: Letsemeng
0 - 09	23 059	6 897
10-19	24 316	7 533
20-29	18 486	8 591
30-39	18 486	5 618
40-49	12 826	4 241
50-59	11 039	3 524
60-69	7 395	2 301
70-79	3 395	1 017
80+	1 403	321

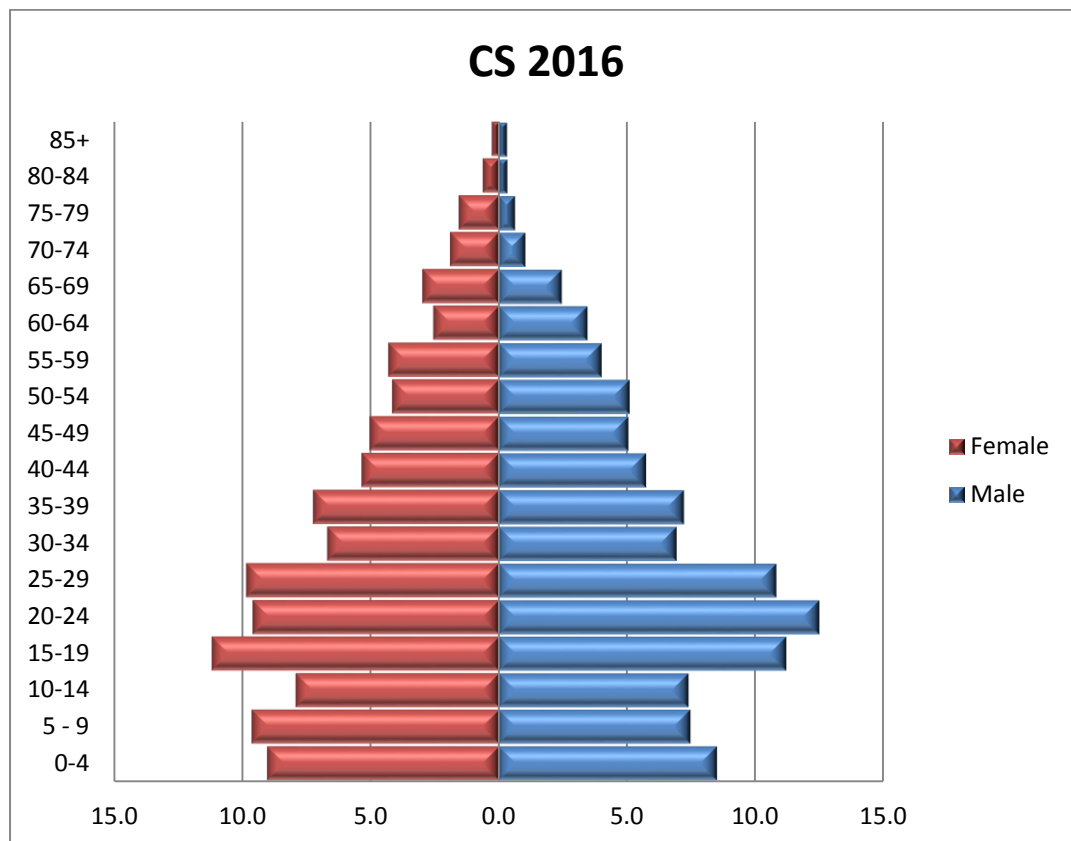
Data source: Statistics South Africa, Census 2016



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

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

**Figure: 2: total number of gender population and age group**



Data source: Statistics South Africa, Community Survey 2016

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

### Population Categorised By Sex, Population Group And Fuctional Age Group

The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub-categories of age and

gender. The population groups include African, White, Coloured and Asian, where the Asian group includes all people originating from Asia, India and China. The subcategories of age groups are (0-4 children, 15-34 youth, 35-64 adult and 65+ elderly) and sex is male or female.

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

	Gender		Total	Sex ratios (Males per 100 Females)
	Male	Female		
<b>Census 2011</b>	19 852	18 777	38 628	105
<b>CS 2016</b>	21 140	18 904	40 044	111

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

**Table 3** above shows the distribution of total population in Letsemeng local municipality by gender as well as sex ratio for Census 2011 and CS 2016. The males population has increased from 19 852 in 2011 to 21 140 in 2016 and as for females, it has slightly increased from 18 777 in 2011 to 18 904 in 2016. In both 2011 and 2016, the number of females was found to be less than those of males as the sex ratios were 105 and 111 in both 2011 and 2016 respectively. Overall; the results indicate that the population is predominantly male.

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

#### Population by age group

Column	Letsemeng		Xhariep		Free State	
<b>Under 18</b>	33.5%	13,405	35.3%	44,473	35.7%	1,013,248
<b>18 to 64</b>	60.5%	24,216	57.9%	72,884	58.7%	1,663,109
<b>65 and over</b>	6.1%	2,423	6.8%	8,527	5.6%	158,357

#### Population by Sex

Column	Letsemeng		Xhariep		Free State	
<b>Female</b>	47.2%	18,904	50.4%	63,409	51.3%	1,454,749
<b>Male</b>	52.8%	21,140	49.6%	62,474	48.7%	1,379,965

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

Data source: Statistics South Africa, Community Survey 2016

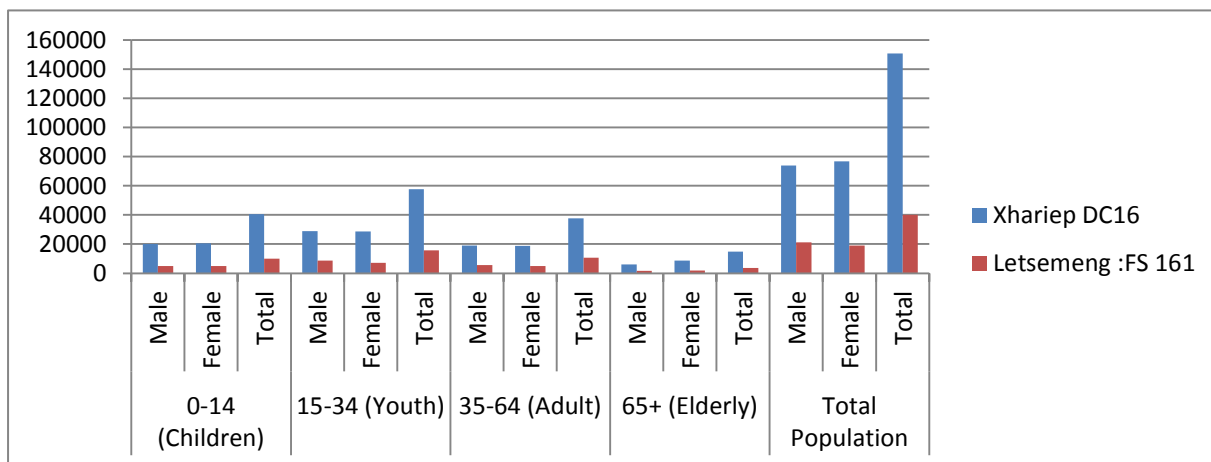
**Table 4** above shows comparison regarding the distribution of total population between males and females of the Free State, district and letsemeng males, females, functional age groups and its dependent ratios.

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

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

Data source: Statistics South Africa, Community Survey 2016

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



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

## Employment

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e.

people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

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

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

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

Data source: Statistics South Africa, Census 2011

### Population by Employment Status

Column	Letsemeng		Xhariep		Free State	
Discouraged work-seeker	7%	1,745	7%	5,394	5.6%	99,949
Employed	36.6%	9,164	36.5%	28,171	36.2%	649,661
Other not economically active	46%	11,518	43.2%	33,343	40.8%	732,517
Unemployed	10.5%	2,624	13.4%	10,335	17.5%	313,793
Unspecified	0%	0	0%	0	0%	0

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

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

Column	Letsemeng		Xhariep		Free State	
Do not know	3.2%	297	2.4%	683	2.4%	16,171
In the formal sector	54.8%	5,126	56.1%	16,220	68.8%	455,366
In the informal sector	31.4%	2,939	25.5%	7,370	14.1%	93,651
Private household	10.5%	985	16%	4,633	14.6%	96,971
Unspecified	0%	0	0%	0	0%	0

Data source: Statistics South Africa, Census 2011

**Table 7** above indicates the distribution of employed population aged between 15 and 64 years in Letsemeng local municipality by type of sector and gender. The overall municipal employed people were found to be in formal sector with **5 126** employed people. The informal sector was found to be more than that of private households with **2 939** employed people whereas private household had **985** employed people.

**Table 8: Population Group and Sex**

**Population Group**

Column	Letsemeng		Xhariep		Free State	
Black African	66.1%	26,473	76.2%	95,958	88.7%	2,514,990
Coloured	21.5%	8,593	14%	17,562	2.5%	72,095
Indian or Asian	0.1%	43	0.1%	172	0.3%	7,296
White	12.3%	4,935	9.7%	12,192	8.5%	240,333

**Population Sex**

Column	Letsemeng		Xhariep		Free State	
Female	47.2%	18,904	50.4%	63,409	51.3%	1,454,749
Male	52.8%	21,140	49.6%	62,474	48.7%	1,379,965

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

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

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

**Table 9: Household Dynamics**

Column	Letsemeng		Xhariep		Free State	
House	82.7%	11,545	83.2%	37,249	74.4%	704,511
Shack	14.3%	2,001	10.1%	4,512	14%	132,448
Townhouse	0.9%	131	1%	429	0.7%	6,515
Flat in backyard	0.9%	120	3.8%	1,682	5.9%	55,569
Other	1.2%	172	2%	898	5%	47,594

Data source: Statistics South Africa, Community Survey 2016

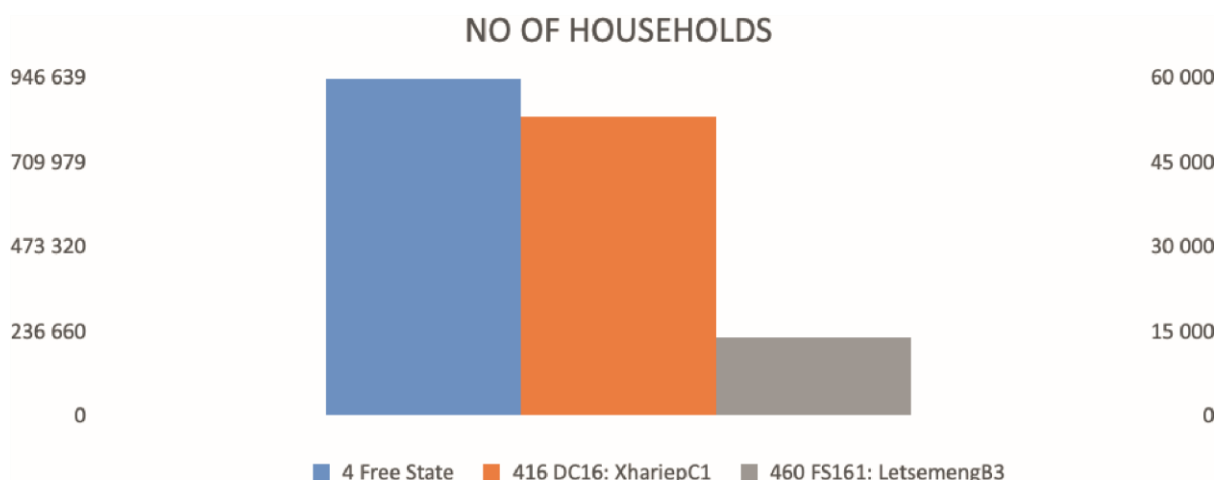
**Table 9** above indicates the comparison between numbers of main dwelling that household currently lives in. Of particular note, the formal dwelling /concrete block structure has been found to be the highest followed by informal dwelling/shack not in backyard within the vicinity of Letsemeng.

**Table 10: No of Household**

PROVINCE, DISTRICT AND LOCAL MUNICIPALITY	HOUSEHOLDS
Free State:	946 637
Xhariep:	44 770
Letsemeng:	13 969

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

**Figure 4: No. of Households**



**Table 10** above indicates the total number of households between Letsemeng Local Municipality, Province and District. The municipality is sitting with **13 969** total number of households within the area of Letsemeng.

**Table 11: Distribution of population by Letsemeng Local Municipality and broad age groups, CS 2016**

	0-14		15-59		60+		Total	
	N	%	N	%	N	%	N	%
<b>DC 16: Xhariep</b>	33 355	26,5	80 338	63,8	12 191	9,7	125 884	
<b>FS161: Letsemeng</b>	9 955	24,9	26 450	66,1	3 639	9,1	40 044	100,0

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

**Table 11:** The results presented in the above mentioned table show the population in broad age groups of children aged 0-14, working age and elderly persons within Letsemeng area.

## PARENTAL SURVIVAL

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



## Orphanhood

**Table 12: Distribution of Orphan hood by Letsemeng Local Municipality per category**

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

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

**Table 12** presented above show a high number of maternal orphans compared to paternal orphans. This is observed across the area of Letsemeng.

## CHAPTER 3

### 3.1 Powers and Functions of the Municipality

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

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

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

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

<b>Child Care Facilities</b>	Facilities for early childhood care and development which fall outside the competence of national and provincial government	Yes
<b>Electricity Reticulation</b>	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network.	Yes
<b>Fire Fighting Equipment</b>	Planning, co-ordination and regulation of fire services and specialized fire fighting services such as mountain, veld and chemical fire services; coordination of the standardization of infrastructure.	Yes
<b>Local Tourism</b>	The promotion, marketing and, if applicable, the development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and	Yes

	municipal services to such attractions, and to regulate, structure.	
<b>Municipal Airport (Landing Strip)</b>	A demarcated area on land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure.	Yes
<b>Municipal Planning</b>	The compilation, review and implementation of integrated development plan in terms of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)	Yes
<b>Municipal Public Transport</b>	The regulation and control, and where applicable, the provision of services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area.	Yes

<b>Pontoons and Ferries</b>	Pontoons and ferries, excluding the regulation of international and national shipping and matters related thereto, and matters falling within the competence of national and provincial governments.	Yes
<b>Storm Water</b>	The management of systems to deal with storm water in built-up areas.	Yes
<b>Trading Regulations</b>	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation.	Yes
<b>Potable Water</b>	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution as well as bulk supply to local supply.	Yes

<b>Sanitation</b>	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service.	Yes
<b>Amusement Facilities</b>	A public place for entertainment and includes the area for recreational opportunities, available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.	Yes
<b>Billboards and the Display Advertisements in Public Places</b>	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which: promotes the sale and / or encourages the use of goods and services found in the municipal area	Yes

<b>Cemeteries, and Funeral Parlours Crematoria</b>	The establishment conducts and control of facilities for the purpose of disposing of human and animal remains.	Yes
<b>Cleaning</b>	The cleaning of public streets, roads and other public spaces either manually or mechanically	Yes
<b>Control of Public Nuisance</b>	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community	Yes
<b>Control of Undertakings that Sell Liquor to the Public</b>	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlets for compliance to license requirements.	Yes
<b>Facilities for the Accommodation, Care and Burial of Animals</b>	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of	Yes



	animals, including monitoring of adherence to any standards and registration required.	
<b>Fencing and Fences</b>	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads.	Yes
<b>Licensing of Dogs</b>	The control over the number and health status of dogs through a licensing mechanism.	Yes
<b>Licensing and Control of Undertakings that sell food to the public</b>	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption	Yes
<b>Local Amenities</b>	The provision, management, preservation and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical	Yes

	and cultural value or interest and the provision and control of any such or other facilities.	
<b>Local Sports Facilities</b>	The provision, management and/or control of any sporting facility within the municipal area.	Yes
<b>Markets</b>	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.	Yes
<b>Municipal Abattoirs</b>	The establishment; conduct and/or control of facilities for the slaughtering of livestock.	Yes
<b>Municipal Parks and Recreation</b>	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and include playgrounds but exclude sport facilities.	Yes
<b>Municipal Roads</b>	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the	Yes

	road extends and anything on that land forming part of and/or connected therewith.	
<b>Noise Pollution</b>	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.	Yes
<b>Pounds</b>	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by-laws.	Yes
<b>Public Places</b>	The management, maintenance and control of any land or facility owned by the municipality for public use.	Yes
<b>Refuse Removal, Refuse Dumps and Solid</b>	The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose,	Yes

<b>Waste Disposal</b>	and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment.	
<b>Street Trading</b>	The control, regulation and monitoring of the selling of goods and services along a public pavement or road reserve	Yes
<b>Street Lighting</b>	The provision and maintenance of lighting for the illuminating of streets in a municipal area.	Yes
<b>Traffic and Parking</b>	The management and regulation of traffic and parking within the area of the municipality, including but not limited to, the control over operating speed of vehicles on municipal roads.	Yes
<b>Municipal Public Works</b>	Any supporting infrastructure or services to empower a municipality to perform its functions	Yes

**TABLE 1: SCHEDULE 4 (PART B) AND SCHEDULE 5 (PART B) OF THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA**

**TABLE 2: LEGISLATION, POWERS AND FUNCTIONS OF THE MUNICIPALITY**

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

Republic of South Africa)	
<p><b>C. FUNCTIONS AND POWERS OF MUNICIPALITIES</b>  <i>(section 83 (1) of the LG: Municipal Structures Act)</i></p> <p><b>MUNICIPAL FISCAL POWERS AND FUNCTIONS</b> <i>(section</i></p>	

229 of the Constitution of the Republic of South Africa)	
<p><b>D. DIVISION OF FUNCTIONS AND POWERS BETWEEN DISTRICT AND LOCAL MUNICIPALITIES</b></p> <p>(section 84 (3)(a) of the LG: Municipal Structures Act)</p> <p>The minister may, by notice in the <b>Government Gazette</b>, and after consultation with the Cabinet member responsible for the</p>	<ol style="list-style-type: none"> <li>1. Section 84 (1) (b) – <b>potable water.</b></li> <li>2. Section 84 (1) (c) – <b>bulk supply of electricity.</b></li> <li>3. Section 84 (1) (d) – <b>domestic waste water and sewage disposal systems.</b></li> <li>4. Section 84 (1) (l) – <b>municipal health services.</b></li> </ol>

<p>functional area in question, and after consulting the MEC for local government in the province and, if applicable, subject to national legislation, authorize a local municipality to perform a function or exercise a power mentioned in subsection (1) (b), (c), (d) or (l) in its area or any aspect of such function or power.</p>	
<p><b>E. NOTICE OF AUTHORISATION IN TERMS OF SECTION 85 (1) OF THE LOCAL</b></p>	<p>As listed in:</p> <ol style="list-style-type: none"> <li>1. Section 84 (1) (e) – <b>social waste disposal sites.</b></li> <li>2. Section 84 (1) (f) – <b>municipal roads.</b></li> <li>3. Section 84 (1) (l) – <b>municipal health services.</b></li> </ol>



<p><b>GOVERNMENT: MUNICIPAL STRUCTURES ACT, 1998 – PROVINCIAL GAZETTE (11 APRIL 2008)</b></p> <p>The MEC for local government in a province may, subject to the other provisions of this section, adjust the division of functions and powers between a district and a local municipality as set out section 84 (1) or (2), by allocating, within a prescribed policy</p>	<p><b>4. Section 84 (1) (j) – firefighting services.</b></p> <p><b>5. Section 84 (1) (n) – municipal public roads</b> (– relating to the above functions).</p>
---	--

framework, any of those functions or powers vested – (a) and (b).	
---	--

## **CHAPTER 4**

### **4.1 PROCESS PLAN**

**The Process Plan outlines the following issues:**

**The Process Plan should in detail include the following:-**

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

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

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

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

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

# SCHEDULE OF THE PLANNED ACTIVITIES TO ALIGN WITH IDP, BUDGET AND PMS PROCESS MANAGEMENT PLAN FOR 2022/23

**TABLE 1: SCHEDULE OF PLANNED ACTIVITIES TO ALIGN WITH IDP, BUDGET AND PMS PROCESS MANAGEMENT PLAN**

ACTION	LEGISLATION	RESPONSIBILITY	ACTION DATE	TO WHOM
<b><i>Preparation Phase</i></b>				
Presentation of the Draft IDP Process Plan for 2022/23 to the IDP/Budget Steering Committee		IDP Manager/CFO	August 2022	Mayor, Councillors and Management
Tabling of the schedule of key-deadlines regarding the budget process for 2022/23 MTREF	Section 21(1)(b) of the MFMA	Mayor	August 2022	Council
Submission of draft IDP Review Process to Council for approval		Mayor	August 2022	Council
Submission of adopted 2022/23 IDP Review Process Plan to the District and COGTA		Accounting Officer	September 2022	District Municipality and COGTA
IDP Process Plan advertisement in newspapers and public places		IDP Manager	September 2022	Accounting Officer
Coordination of annual budget and IDP review process plan	Section 21, 22, 53 of the MFMA and 35 and 36 of the MFMA	Mayor and Accounting Officer	September 2022 – June 2023	Council
<b><i>Phase 1: Review Analysis</i></b>				
Assessment of IDP sector plans		IDP Steering Committee	September-November 2022	IDP & Sector Managers

Review of information to be added or amended to draft IDP		IDP Steering Committee	September – November 2022	Accounting Officer and all Heads of Departments
<b>Phase 2: Strategic Analysis</b>				
Determination of strategic objectives for Key Performance Areas and 3 year budget	Section 21, 22, and 53 of the MFMA	Mayor and Accounting Officer	January 2023	Council
Determination of strategic objectives for Key Performance Areas and 3 year budget	Section 21, 22, and 53 of the MFMA	Councillors and Officials	January 2023	Council
1 <sup>st</sup> IDP AND Budget Steering Committee Meeting Development/Review of Key Performance Areas, Key Performance Indicators and Targets		Accounting Officer	January 2023	Mayor
Submission of Department Plans for 2023/2024 FY		Senior Managers	January 2023	CFO
1 <sup>st</sup> IDP AND Budget Representative Forum Meeting		Accounting Officer	January 2023	Mayor
Ward Based Consultation process on IDP and Budget related Policies – Ward 1 – 7		Ward Councillors	February 2023 Johannes Mokopane Community Hall – Ward 1	Council
			February 2023 Oppermans Lutheran Church – Ward 1	
			February 2023	

			Kutlwisiso Community Hall – Ward 2	
			February 2023 Phambili School – Ward 3	
			February 2023 Ipetleng School Hall – Ward 3	
			February 2023 Walter Sisulu Community Facility – Ward 4	
			February 2023 Daniel Moopela Community Hall – Ward 5	
			February 2023 Bolokanang Community Hall – Ward 6	
Tabling of the 2022/23 mid-year budget performance review to Finance Committee and Council	Section 72 (1)(a) of the MFMA	Mayor	January 2023	Council
Assessment of IDP implementation status		Accounting Officer Heads of Departments	January 2023	Council
Tabling of the 2022/2023 Adjustment Budget	Section 69 (2) of the MFMA	Mayor	February 2023	Council
Review of Budget related policies for the 2023/24 FY	MSA 74 and 75 and MFMA 24 (2)(v)	Mayor with Accounting Officer, CFO and BTO	March 2023	Council

Review of tariffs (rates and service charges for 2023/24 FY)	MSA 74 and 75 and MFMA 24 (2)(v)	Section Finance BTO 79	March 2023	Council
<b>Phase 3: Project Identification (Review of Projects)</b>				
Review existing Project Template		IDP Steering Committee	January – March 2023	Accounting Officer
Review Development Strategies		IDP Steering Committee	October 2022– March 2023	Accounting Officer
Ward Consultation Process on Project prioritization through Sectoral Meetings targeting Rate Payers Associations		Mayor	March 2023	Council
Establish preliminary budget for each project		CFO and Heads of Departments	January 2023	Accounting Officer
Finalize Sector Plans		Heads of Departments	March 2023	Accounting Officer
Update 3 year Financial Plan, list of projects and 3 year Capital Investment Programme; to integrate with IDP to inform Strategic Municipal Budget aligned with IDP		Heads of Departments	February 2023	Accounting Officer
Preparation of the 2023/24 Financial Year's: <ul style="list-style-type: none"> <li>• Capital budget</li> <li>• Operational budget</li> <li>• Salaries Budget</li> <li>• Tariff charges</li> <li>• Revised Budget</li> <li>• Draft SDBIP</li> </ul>		Chief Finance Officer	March 2023	Finance Committee
Draft Operating and Capital Budget to Management		CFO and Municipal Manager	March 2023	Finance Committee
Submission and presentation of all Capital		Heads of Departments	February 2023	Council

projects for 2023/24 and the 3 year capital plan				
IDP 2 <sup>nd</sup> Representative Forum Meeting		Mayor	March 2023	Council
<b>Phase 4: Project Integration</b>				
Screening of projects		IDP Steering Committee	February 2023	Section 79 Committee Planning and Development
Integration with Municipal Budget/ SDBIP		Accounting Officer CFO and Manager Development Planning	February 2023	Section 79 Committee Planning and Development
Submission of draft Operating and Capital Budget to Council	Section 16, 22, 23, 87 MFMA MSA S34	Mayor	March 2023	Council
Submission of the draft SDBIP to the Mayor		Accounting Officer	March 2023	Mayor
Submission of 2023/24 Draft IDP to Council		Mayor	March 2023	Council
Submission of draft IDP to COGTA for Provincial IDP Assessment		Accounting Officer	April 2023	MEC for COGTA
Provincial IDP Analysis			April 2023	COGTA
Submission of the tabled Annual budget to National Treasury and Provincial Treasury and publication of the tabled budget	Section 22(b) of the MFMA	Accounting Officer	April 2023	National Treasury and Provincial Treasury
<b>Phase 5: Approval</b>				
Presentation of the Revised 2023/24 IDP (After the Provincial Assessment)		IDP Steering Committee	April 2023	Municipal Manager
Consideration of inputs received from external stakeholders on the annual budget and IDP		Mayor Management	May 2023	Council
Tabling of the annual budget and budget related policies	Section 24 (3) of the MFMA	Municipal Manager	May 2023	Council



Final approval of IDP, Budget and PMS by Council			May 2023	Council
Submission of Final Service Delivery and Budget Implementation Plan (SDBIP)	Section 69 of the MFMA and Section 53 (1)(c)(ii)	Accounting Officer and Senior Manager	June 2023	Mayor
Submission of the budget in the approved format to the Provincial and National Treasuries	Section 24 (3) of the MFMA	Accounting Officer	June 2023	National and Provincial Treasury
Submission of the approved and adopted 2023/2024 IDP to the MEC for COGTA			10 days after date of adoption.	Municipal Manager

The municipality conducted engagements with communities to ensure its planning is aligned with community Comments/Inputs and prepared the IDP/Budget accordingly. Due Covid-19 regulations and the restrictions placed on public gatherings, Letsemeng has initiated a different approach in respect of public participation programme, an alternative to face-to-face meetings as a means of collecting community comments/inputs. The municipality invited the community to have their comments/inputs on the Draft IDP/Budget for the financial year, 2022/23. However, the communities were provided with forms and encouraged to visit the website of the municipality to submit their inputs and the email address indicated on the notice. Soft copies of the IDP/Budget, as well as the presentation of both documents were available on the municipal website and hardcopies of the presentation were collected at the Office of the Speaker.

**TABLE 2: INSTITUTIONAL ARRANGEMENTS and ROLES and RESPONSIBILITIES**

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

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

	<ul style="list-style-type: none"> <li>• Be responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for COGTA for alignment.</li> </ul>
--	--

**TABLE 3: PARTICIPANTS IN THE IDP REVIEW PROCESS and TERMS OF REFERENCE**

<b>IDP Steering Committee</b>  <b>“Support the IDP Manager and ensure a smooth planning process”</b>	
<b>Composition</b>	<b>Terms of Reference</b>
<b>Chair:</b>  <b>Municipal Manager or IDP Manager</b>  <b>Secretariat:</b>  <b>Dedicated Municipal Official</b>  <b>Members:</b>  <b>Chairpersons of Section 79 Committees</b>  <b>Heads of Departments</b>  <b>Project Management Unit – Technician</b>	<ul style="list-style-type: none"> <li>• Provides terms of reference for the various planning activities</li> <li>• Commissions research studies</li> <li>• Considers and comments on: <ul style="list-style-type: none"> <li>✚ inputs from sub-committee/s, study teams and consultants</li> <li>✚ inputs from provincial sector departments and support providers</li> </ul> </li> <li>• Processes, summarises and documents outputs</li> <li>• Makes content recommendations</li> <li>• Prepares, facilitates and documents meetings</li> </ul>

<b>IDP Representative Forum</b>  <b>“Institutionalizes and guarantees representative participation in the IDP Process”</b>	
<b>Composition</b>	<b>Terms of Reference</b>
<b>Chair:</b>  <b>Mayor of Letsemeng Council</b>	<ul style="list-style-type: none"> <li>• Represent the interests of their constituents in the IDP process</li> </ul>
<b>Secretariat:</b>  <b>IDP Steering Committee</b>	<ul style="list-style-type: none"> <li>• Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders</li> <li>• Ensure communication between all the stakeholder representatives</li> </ul>
<b>Members:</b>  <ul style="list-style-type: none"> <li>• <b>Councillors</b></li> <li>• <b>Ward Committee Chairpersons</b></li> <li>• <b>Heads of Departments / Senior officials</b></li> <li>• <b>Stakeholder representatives of organised groups</b></li> <li>• <b>Resource people</b></li> </ul>	<ul style="list-style-type: none"> <li>• Monitor the performance of the planning and implementation process</li> <li>• Participate in the process of setting up and monitoring “key performance indicators” in line with the “Performance Management Framework of Letsemeng Municipality”.</li> </ul>

<p>•Community Representatives</p>	
---------------------------------------	--

**TABLE 4: PUBLIC AND STAKEHOLDER PARTICIPATION DURING THE IDP PHASES**

	Planning phase	Participation Mechanisms
<b>1</b>	<b>Analysis</b>	<ul style="list-style-type: none"> <li>• Community consultation meetings organised by councillors;</li> <li>• Stakeholder meetings in all wards;</li> <li>• Written submissions from the public domain;</li> </ul>
<b>2</b>	<b>Strategies</b>	<ul style="list-style-type: none"> <li>• District level strategy workshops, with representatives of all municipalities in the Xhariep District</li> <li>• Sector Provincial and National departments; and selected representatives of stakeholder organisations;</li> <li>• IDP Representative Forum at local level;</li> <li>• Stimulation of public debates through public events;</li> </ul>
<b>3</b>	<b>Project planning</b>  <b>a) Projects/ programmes with municipality-wide scale</b>  <b>b) Localised community-level projects</b>	<ul style="list-style-type: none"> <li>• Technical sub-committees with few selected representatives of stakeholder organisations and civil society;</li> <li>• Intensive dialogue between technical subcommittees and affected communities;</li> </ul>
<b>4</b>	<b>Integration</b>	<ul style="list-style-type: none"> <li>• IDP Representative Forum;</li> </ul>

<b>5</b>	<b>Approval</b>	<ul style="list-style-type: none"> <li>• Broad public discussion/ consultation process within all community and stakeholder organisations;</li> <li>• Opportunity for comments from communities and stakeholder organisations;</li> </ul>
<b>6</b>	<b>Monitoring of Implementation</b>	<ul style="list-style-type: none"> <li>• IDP Representative Forum;</li> </ul>



## CHAPTER 5

### 5.1 SPATIAL ECONOMIC AND DEVELOPMENT RATIONALE

#### 5.1.1 INTRODUCTION

The Local Government: Municipal Systems Act (MSA) [32 of 2000], introduced the concept of the Municipal Spatial Development Framework (MSDF) as a compulsory component of the Integrated Development Plan (IDP) that every municipality has to adopt.

The Spatial Planning and Land Use Management Act, (SPLUMA) [16 of 2013] provides national, provincial and municipal spatial development frameworks, sets basic principles that guide spatial planning, land use management and land development in South Africa, and provides for uniform regulation of land use management in the country.

The purpose of a Spatial Development Framework is to provide general direction to guide decision-making and action over a multi-year period and to give spatial expression to the built-environment, social-economic and biophysical aims of the Municipality. More specifically, the Spatial Framework aims at informing the decisions of different organizations of State as well as creating a framework of investor confidence that facilitates both public and private sector involvement.

A SDF also intends to guide decision-making; promote sustainable, functional and integrated human settlements; maximise resource efficiency and enhance regional identity and unique character of a place.



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

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

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

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

### **Koffiefontein/Ditlhake/Diamandhoogte**

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

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

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

### **Jacobsdal/Ratanang/Sandershoogte**

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

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

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

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

### **Petrusburg/Bolokanang**

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

Mixed farming is practiced in the 3000 square km which was excised from the Fauresmith district in 1863. The main activity is sheep farming. The main crops are maize and potatoes. Modest quantities of wheat are harvested in the rare season

when enough rain falls in winter and early spring. There are numerous salt pans in the district.

### **Luckhoff/Relebohile/Teisesville**

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

### **Oppermansgronde**

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

## **5.2 POLICY CONTEXT**

### **5.2.1 NATIONAL POLICY**

- **NATIONAL DEVELOPMENT PLAN (NDP)**

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

densities to support public transport, incentivizing economic activity in and adjacent to townships; and engaging the private sector in the gap housing market.

- **MUNICIPAL SYSTEMS ACT (MSA) [32 OF 2000]**

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

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

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

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

### **Spatial Justice**

- Past spatial and other development imbalances must be redressed through improved access to and use of land;

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

### **Sustainability**

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

- Result in communities that are viable.

### **Spatial Efficiency**

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

### **Spatial Resilience**

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

### **Good Administration**

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



- **NATIONAL SPATIAL DEVELOPMENT FRAMEWORK**

This National Spatial Development Framework, as adopted by Cabinet on the 23rd of March 2022, is the first of its kind to be compiled in South Africa. Prepared in accordance with the provisions of the Spatial Planning and Land Use Management Act, 2013, this was done in a highly consultative and collaborative way. The invaluable contributions, inputs and guidance from officials from national sector departments, provincial officials tasked with planning, development, human settlements and cooperative governance, municipal officials, government agencies and associations, professional bodies, Non-Governmental Organisations, technical experts in a wide range of fields, and members of the public, are hereby gratefully acknowledged.

This National Spatial Development Framework (NSDF), the first of its kind, seeks to make a bold and decisive contribution to bringing about the peaceful, prosperous, and truly transformed South Africa, as articulated in the Freedom Charter, the Reconstruction and Development Programme and the National Development Plan. It does so in full recognition of:

- The stranglehold that the unjust national spatial development paradigms, logics and patterns of the past have placed on our many attempts at breaking the back of poverty, unemployment and inequality;
- The valuable, and often hard lessons we have learnt over the last twenty seven years in our pursuit of national reconstruction, inclusive economic growth and spatial transformation; and
- The necessity for decisive, collaborative and targeted State action in national space, to drive our country towards the shared, inclusive and sustainable future we desire and require. In accordance with this transformative agenda, and guided by the Spatial Planning and Land Use

Management Act, Act 16 OF 2013 (SPLUMA), the NSDF consist of seven interrelated parts

- While the NSDF recognises the challenges involved in bringing about the necessary changes in planning, budgeting, and implementation in and between the three spheres of government, it is also very clear as to the necessity of focused and sustained cooperative intergovernmental planning, budgeting and implementation in realising our desired and shared future.

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

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

### **The vision statement aims to provide**

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

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

- **Frame One:** Derive maximum regions, Clusters and Development Corridors as the engines of national transformation and economic growth: To focus and sustain national economic growth, drive inclusive economic development and derive maximum transformative benefit from urbanisation and urban living.
- **Frame Two:** Productive Rural Regions and Regional Development Anchors as the foundation of national transformation: To ensure national food security, rural transformation and rural enterprise development and quality of life in rural South Africa through a set of strong urban-rural development anchors in functional regional-rural economies.
- **Frame Three:** National Ecological Infrastructure System as enabler for a shared and sustainable resource foundation: To protect and enable sustainable and just access to water and other national resources for quality livelihoods of current and future generations.
- **Frame Four:** National Connectivity and Economic Infrastructure Networks as enabler for a shared, sustainable and inclusive economy: To develop, expand and maintain a transport, trade and communication network in support of national, regional and local economic development.
- **Frame Five:** National Social Service and Settlement Infrastructure Network in support of national well-being: To ensure effective access to the benefits of high-quality basic, social and economic services in a well-located system of vibrant rural service towns, acting as urban-rural anchors and rural-rural connectors.

## National Spatial Development Perspective

- **Guiding principle: sustainable development**

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

- **INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)**

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

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

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

- **MUNICIPAL DEMARCATION ACT 27 OF 1998**

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

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

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

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

- Accountability;
- Affordability;
- Cradle to Grave Management;
- Equity; Integration;
- Open Information;
- Polluter Pays;
- Subsidiary; Waste Avoidance and Minimization;

- Co-operative Governance;
- Sustainable Development; and
- Environmental Protection and Justice.

## **PUBLIC AUDIT AMENDMENT ACT**

The Public Audit Act, 2018 (Act No.5 of 2018 feature, herein, as an amendment of Public Audit Act, 2004, proclaimed on the 1 April 2019 (Government Gazette 42317, 18 March 2019).

- To amend the Public Audit Act, 2004, so as to delete certain definitions and to insert new definitions;
- to provide for certainty regarding the discretion of the Auditor-General with regard to certain audits;
- to authorise the Auditor-General to undertake performance audits and to provide audit or audit related services to an international association, body, institution or organisation;
- to provide for the Auditor-General to refer suspected material irregularities arising from an audit performed under this Act, to a relevant public body for investigation; to empower the Auditor-General to take appropriate remedial action;
- to provide for the Auditor-General to issue a certificate of debt where an accounting officer or accounting authority failed to recover losses from a responsible person and to instruct the relevant executive authority to collect the debt;
- to provide for the establishment, powers and functions of a remuneration committee;
- to provide for consultation between the Independent Commission for the Remuneration of Public Office-bearers and the remuneration committee;
- to provide for additional reporting requirements;

- to provide for the defraying of certain excess audit fees as a direct charge against the National Revenue Fund;
- to revise the provisions relating to the appointment of an audit committee for the Auditor-General;
- to provide that the Auditor-General makes regulations on specific issues;
- To substitute certain expressions; and to provide for matters connected therewith.

#### Key amendments:

- Take binding remedial action for failure to implement the AG's recommendations for material irregularities.
- Refer material irregularities to relevant public bodies for further investigations.
- Issue a certificate of debt for failure to implement the remedial action if financial loss was involved.

#### OTHER NATIONAL POLICIES

Table 1: OTHER NATIONAL POLICIES

RELEVANT ACT/ POLICY	APPLICABLE SECTIONS	COMMENTS
<b>The Constitution of SA 1996 (Act No. 108 of 1996)</b>	Chapter 6	Salient principles for development
<b>National Strategy for Sustainable Development- Action Plan 1 (2011)</b>	All, but especially chapters 3 and 4	A frame of reference for <i>business unusual</i> , but also giving clarity on some Sustainable Development objectives
<b>National Spatial Development Perspective (2006)</b>	Principle 5	Strategy to counter the spatial manifestations of apartheid planning

<b>National Environmental Management Act, 1998 (Act No. 107 of 1998 as amended)</b>	Chapter 1 and Section 16(4)(b)  Chapter 4	Base principles on how we nurture nature – mandatory  Mineral Resources
<b>National Water Act (36/1998)</b>	Chapters 3, 4, 5, 13, and 14	Provides for the sustainable use of our water resources
<b>NEM Protected Areas Act, 2003 (Act No. 57 of 2003)</b>	Mainly chapter 4	Provides for the conservation of ecologically viable areas (reserves)
<b>National Heritage Resources Act, 1999 (Act No. 25 of 1999)</b>	Mainly chapter 2	Provides for the conservation of heritage resources
<b>Subdivision of Agricultural Land Act, 1970 (Act No. 70 of 1970)</b>		Applicable outside of towns, on farm land.
<b>Conservation of Agricultural resources Act, 1983 (Act No. 43 of 1983)</b>	Sections 5, 6, 7, 12 and 29	Provides for the control over the utilisation of natural agricultural resources
<b>NEM Biodiversity Act, 2004 (Act No. 10 of 2004)</b>	Chapter 3	To provide for the sustainable use of our natural capital
<b>Minerals and Petroleum Resources Development Act (Act 28 of 2002 as amended)</b>	Section 53	It is more relevant and applicable in mining towns like Welkom and most towns in the Free State where mining is growing slowly



### 5.2.2 PROVINCIAL POLICY

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

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

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

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

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

- **FREE STATE SPATIAL PLANNING AND LAND USE BILL (SPLUMB)**

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

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

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

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

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

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

- **FREE STATE PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK**

The Free State Provincial Spatial Development Framework is a Provincial Spatial and Strategic Planning Policy that responds to and complies with the relevant legislation

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

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

***Implications for Letsemeng Local Municipality are:***

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

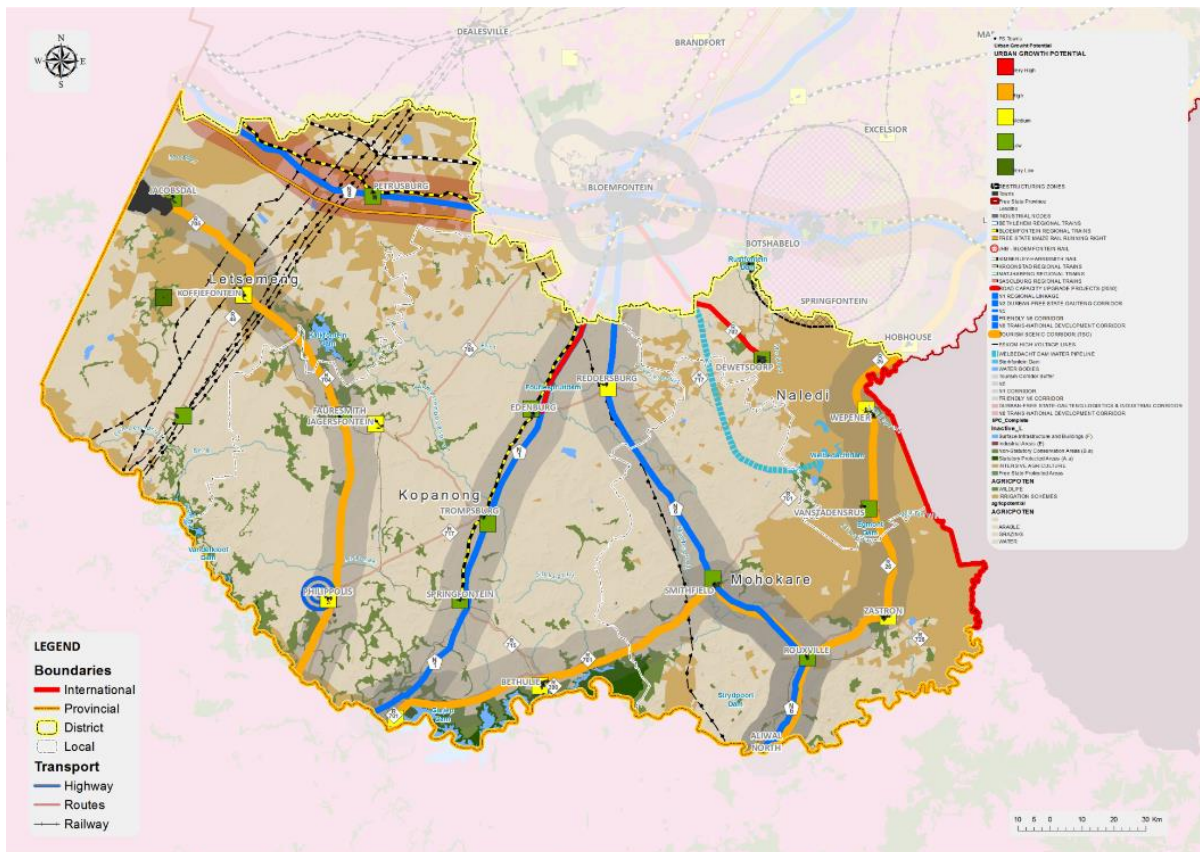
The SPCs are not a blueprint for land-use classification, or a zoning scheme. The SPCs provide a framework to guide decision-making regarding land-use at all levels of planning. The designation of SPCs does not change existing zoning or land-use regulations or legislation. SPCs merely help to clarify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

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

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

***Spatial proposals for Letsemeng Local Municipality in the FSPSDF include:***

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



(DRAFT FREE STATE PROVINCIAL SDF, 2014)

### • FREE STATE AGRICULTURAL MASTER PLAN (2015)

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

The resulting master plan is anchored on sound environmental and economic principles as these are to be the foundation of sustainable growth and development of the sector. On implementation, the plan should support the presidential priorities

that include land reform, capacity building, extension services, and agri-businesses. It should facilitate job creation, skills development, increased sector investment in agricultural infrastructure and good practice farming systems among communities. The following information from the AMP relates to the Letsemeng Local Municipality:

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

- **FREE STATE CRITICAL BIODIVERSITY PLAN (NOVEMBER 2017)**

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

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

### 5.2.3 REGIONAL POLICY

- **KAROO SMALL TOWN REGENERATION INITIATIVE**

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

- The Karoo is a water stressed biologically diverse and sensitive bio-region requiring a careful weighing up of development options
- Individual municipalities have limited resources (human, financial, technical) in order to deal with factors that affect the entire region, such as, shale gas and uranium mining, renewable energy investment, climate change and adaption, poverty and unemployment.
- Developing a strategic response to the development challenges will have limited impact, without considering the area as a region.

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

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

**Table 2: Districts and Local Municipalities will be affected by the KSTRP in the Free State**

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

#### 5.2.4 DISTRICT POLICY

- **XHARIEP DISTRICT SPATIAL DEVELOPMENT FRAMEWORK**

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

The envisaged matrix comprises the following:



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

**These are the following proposals:**

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

- **DISTRICT DISASTER MANAGEMENT STRATEGY**

The National Disaster Management Framework requires each District Municipality to establish a Disaster Management Centre (DMC). Xhariep District has also through their planning initiatives also identified the critical need for the establishment of such a centre. The Disaster Management initiatives have been included in the Xhariep District Municipality Integrated Development Plan (IDP) which detailed the necessity and requirement to establish a DMC for the district. Disaster Management is

identified as Key Performance Area with the objective to manage and prevent occurrence loss of lives due to disasters. Supporting projects identified include:

- Prepare the review of integrated Disaster Management Plan and implementation of it;
- Lobby funding for the Establishment of the Disaster Management Centre;
- Procure at least one 4X4 van for disaster management support to LMs;
- Support LMs and their Water and Sanitation Plans to plan and implement basic services policies.

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

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

Section 43 of the Disaster Management Act requires, among others, that District Municipalities must establish a DMC's. It is therefore a legislative requirement that the Xhariep District Municipality establish a DMC. The Xhariep District Municipality is

currently investigating the options available for the establishment of the shared service centre and have identified a site and facility for the establishment of such. Trompsburg is one of the towns where this shared services centre will be built. The proposed site is adjacent to the Trompsburg municipal buildings.

#### • DISTRICT RURAL DEVELOPMENT PLAN

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

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

**Table 3: Region of diverse opportunities**

DESCRIPTION	ATTRIBUTES
<p><b>The area includes Letsemeng Local Municipal area with the north western and south western sections of Kopanong Local Municipal area</b></p>	<ul style="list-style-type: none"> <li>• The socio-economic growth of the municipality is centered on agriculture.</li> <li>• The municipal area also has mining activities, with diamonds being the major natural resource that helps with employment creation.</li> <li>• The area north-east of Reddersburg and the area around Petrusburg has the highest concentration of land with a grazing capacity of 0-33ha. This is in correlation with the irrigation belt which lies within the Letsemeng Local Municipality and</li> <li>• Land capability in this region ranges between 30% - 80%. The region around Oppermans and the area north and west of Smithfield are least capable</li> </ul>

	<p>agricultural land, as they &lt;30% strategically located.</p> <ul style="list-style-type: none"> <li>• Pivots area largely located in the western parts of the district in the Letsemeng Local Municipality as well as along the western boundary, with a significant number of pivots found in and around the town of Jacobsdal. The location of the critical biodiversity areas, formal conservation areas and protected areas is in correlation with the location of canals, irrigated land and high agricultural land within the district.</li> <li>• There is a need for effective development and beneficiation of land reform beneficiaries, creation of decent jobs on farm and establishing Agri-villages for local economic development. A developmental approach to the settlement of restitution claims will be taken</li> <li>• The data indicates that the Letsemeng Local Municipality has a greater affinity to the successful farming of irrigated land.</li> <li>• The Xhariep district is a semi-arid area with extensive farming, mainly sheep. The district comprises of open grasslands with small widely dispersed towns.</li> <li>• The availability of Adelaide and Eccia precisely supports the mining activities occurring in the Jagersfontein and Koffiefontein since the rocks type is associated with essential minerals. Mining</li> </ul>
--	---

	<p>activities have potential of attracting people and other economic activities.</p> <ul style="list-style-type: none"> <li>• A number of game farms have been identified in Petrusburg, Luckhoff, Phillipolis and Bethulie.</li> <li>• Large portion of the available agricultural land is suitable for livestock production.</li> <li>• The areas north of Koffiefontein, east of Jacobsdal and around Petrusburg have the highest concentration of land suitable for Lucerne. Furthermore, Lucerne suitable areas are mostly found around the region of Jacobsdal, Koffiefontein, Luckhoff, Fauresmith and Smithfield.</li> <li>• Agricultural commodities have been identified for the Xhariep district. They are venison, aquaculture and livestock (beef and mutton</li> <li>• Agricultural diversity in the Jacobsdal area supported by;</li> <li>• Two-thirds of the district, mainly the region between the towns of Petrusburg, Luckhoff, Fauresmith, Jagersfontein, Philippolis, Springfontein, Trompsburg, Edenburg, Reddersburg, is not suitable for the production of vegetables.</li> <li>• The area around Petrusburg, Jacobsdal and Zastron has the highest concentration of suitable land for the production of Fats and Oils.</li> <li>• Irrigation scheme to grow irrigated field crops – potato, vegetables; pasture crops lucerne and permanent crops like pecan nuts</li> </ul>
--	--

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

- **DISTRICT DEVELOPMENT MODEL**

Generally, the Xhariep District One Plan is at an acceptable state. The improvements suggested from the Quality Assessment Panel report must be incorporated within the document pending the Jaggersfontein consolidated report, which still needs to be received for integration into the principal Plan. In the year ending March 2023, the team utilised the Provincial Budget Book due to the pending documented plans from the sector departments. It will be attached to the One Plan as a hyperlink upon finalisation. However, the DDM team still need to receive the Annual Performance Plan (APP) capital projects 2023/24 related information for incorporation into the Xhariep District Development Model.

The main problem is that the current system is reliant on each sphere to align their plans with the other spheres especially in respect of strategic infrastructure investment, whereas a more efficient approach is to have all three spheres of government work off a common strategic alignment platform. A district development model provides such a platform.

In seeking to provide a solution for the misalignment the model therefore extends beyond the current approach which relies solely on the “discretionary” alignment of planning between and amongst the three spheres of government, through joint planning. Joint planning is specifically focussed on strategic and long-term issues where agreements between the three spheres are critical and necessary for cohesion and impact, and where these agreements help to shape short, medium and long-term plans and actions of all three spheres of government in context of their own planning and implementation responsibilities.) The Model is not top-down but rather based on the outcome of joint planning which determines the best or most appropriate interventions and actions according to the differentiated circumstances of different district and metropolitan areas.

The manifestation of the current situation is a highly inefficient utilization of funds and resources and even wastage. Government is not getting the outcomes it would like to see on the ground where the investment is impacting at the right scale and quality for communities. There is no clear spatial logic and outcomes that enable better integrated place-making but often sector/silo-based outputs. In this manner apartheid spatial logics are often being perpetuated, rather than being broken down. However, provincial Cogta has not yet finalised the DDM 2020 for Xhariep District. All the planned capital projects will be outlined in the IDP document when finalised.

- **XHARIEP DISTRICT ECONOMIC RECOVERY PLAN 2020**

The challenges in the South African Economy have overtime been worsened by sustained low levels of investment and growth. The economy has also experienced a series of downgrades. This has impacted adversely on the cost of borrowing. In addition, low levels of growth and challenges related to revenue leakages have also impacted negatively on resource mobilization.

The outbreak of the Covid – 19 Pandemic in March 2020, found vulnerable South African economy. Fair to note that the South African economy had experienced two consecutive quarters of recession, prior to the lockdown, as a result the Covid – 19 Pandemic deepened the economic crisis. However, the District in collaboration with the Free State Provincial Cogta is embarking on the development of District Economic Recovery Plan in support of local economic development strategy of the municipality. Due to the above-mentioned circumstances caused by the Covid-19 Pandemic the district economic development plan has not yet been finalized.



### 5.2.5 MUNICIPAL POLICY

- **INTEGRATED DEVELOPMENT PLAN (IDP) (2022/27)**

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

***“A responsive Municipality in pursuit of Service excellence”***

The IDP vision is supported by the following mission: ‘Providing sustainable quality services through partnering with Stakeholders and Communities’ which will be achieved through the following developmental objectives for the years 2022-27:

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

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

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

***Localised Spatial Development Principles identified in the IDP are:***

- To ensure the availability of land for the various land uses and in specific for future residential extensions;
- To enhance the economic base of the region through the optimal utilization of agricultural land;
- All future development should be accessible to the larger community, to promote the accessibility of employment opportunities from residential areas;

- Future development should promote the development of compact human settlements, and low intensity urban sprawl should be combated;
- Plans of neighbouring municipalities and regions should relate positively to each other;
- Promote mixed use development;
- Land use and development decisions must promote harmonious relationships between the built and natural environment;
- Land development and planning should protect natural, environmental and cultural resources;
- Land used for agricultural purposes may only be reallocated to another use where real need exists, and prime agricultural land should as far as possible remain available for production;
- Land use regulators and planning authorities must ensure that previous disadvantaged communities and areas receive benefit and opportunities flowing from land development;
- Appropriateness of land use must be determined on the basis of its impact on society as a whole rather than only the applicant or immediate neighbours;
- Special focus will be placed on rural development, especially where service delivery is not up to standard;
- Incentives should be reinstalled to promote the development of valuable riparian properties in the urban and rural areas

#### • **MUNICIPAL LAND USE PLANNING BY-LAW**

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

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

illustrates the desired matrix of land uses through the six main Spatial Planning Categories (SPCs).

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

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

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

#### • **INTEGRATED HUMAN SETTLEMENT PLAN**

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

- The quantification of the human settlements need;
- The alignment of the IHSP with the National Human Settlement Master Plan, district municipality's infrastructure programme and Municipal IDP, SDF, SDBIP.
- Provide for accreditation and assignment processes revealing capacity constraints and requirements within the municipality.

- The identification of vacant land for future housing development. As the SDF is reviewed, so will this policy to ensure alignment between the two.

The plan has clearly stated objectives on:

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

## LOCAL ECONOMIC DEVELOPMENT STRATEGY

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

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

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

### 5.3 ALIGNMENT OF IDP, SDF AND LUS

All Municipalities are required to prepare Integrated Development Plans, which should include a Spatial Development Framework. A Spatial Development Framework is strategic and indicative in nature and prepared at a broad scale. The SDF of the municipality aimed at guiding and informing land development and management. It should contain the following components:

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

The purpose and function of the Letsemeng SDF are basically regarded as a general and indicative guide that spatially reflects the development vision and objectives of the Municipality. Because the SDF does not contain detailed proposals but broader objectives, it should not be revised annually but will guide IDP decision-making over many years. It is expected that the revision thereof be necessary when there is a shift in the Municipality's development vision and objectives. As the Land Use Scheme developed for Letsemeng, the SDF will need review.

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

## **5.4 VERTICAL AND HORIZONTAL ALIGNMENT**

### **5.4.1 VERTICAL ALIGNMENT**

The vertical alignment shows the relationship and alignment between the proposals and policies of the Free State PSDF; Free State Provincial Growth and Development Strategy and the Xhariep District SDF discussed earlier in this report. Of importance are:

- 6 Koffiefontein and Petrusburg are identified as service centres
- 7 Jacobsdal is identified as a Service Centre Manufacturing Node;
- 8 Luckhoff is identified as an Agricultural Industry;
- 9 N8 identified as a Transitional Development Corridor;
- 10 Opeermansgronde is identified as a land restitution area
- 11 Attention should be paid to education, health and social infrastructure in these areas.

### **5.4.2 HORIZONTAL ALIGNMENT**

The horizontal alignment shows the relationship between the Letsemeng Municipality Local and the abutting municipal spatial development frameworks. The main proposals affecting the abutting and overarching mentioned policy instruments are:

- All urban settlements should be restructured according to the principles of walking distance;
- Protect existing intensive agriculture from demands to convert it to urban development, and biodiversity conservation including ecological river corridors beyond that proposed in this SDF;
- Priority tourism routes linking from surrounding municipalities to be carried through into the Letsemeng Municipality.

## FREE STATE

- Mangaung Metro Municipality

The N8 road links Kimberley with Bloemfontein via Petrusburg, and ultimately with the Lesotho Kingdom.

### **Kopanong Local Municipality**

The R704 links Koffiefontein with Fauresmith, Jagersfontein and Trompsburg. This route also is part of the Diamond and Wine Tourism Corridor from Jacobsdal through Koffiefontein and Jagersfontein. The Horizon Tourism Corridor linking Kimberley with Jacobsdal, Koffiefontein, Fauresmith and Philippolis also links these two Local Municipalities directly. According to the Xhariep Rural Development Plan (2016) Letsemeng and part of Kopanong forms part of the Region of Diverse Opportunities.

### **Tokologo Local Municipality**

The N8 road that traverses the south western corner of the Tokologo Municipality is identified as a Transport Corridor and a Movement Corridor.

The areas along river courses and water sources, mountainous areas and scenic areas are all classified as sensitive areas. These include places like Nature Conservation Areas and Nature Reserves, Historic sites and pristine areas. Development in these areas should be sensitive towards these natural and cultural features. These areas are located along the southern boundary of the Tokologo Municipality and along the northern boundaries of the Letsemeng Local Municipality.

- **EASTERN CAPE SDF**

The Eastern Cape SDF proposes the following in relation to the Letsemeng Local Municipality:

- The N6 link ('Friendly Route') can be enhanced by extending the idea into the FS for tourism facilitation
- Gariep dam is a share resource with 80 000 Ha of nature reserves – establish one consolidated reserve which straddles all 3 provinces around the dam.

- Proposed Lake Gariep expanded conservation area – this straddles the Eastern Cape and Free State and aligns with the PSDF, Xhariep district SDF and FS-biodiversity plan.
- The region bordering on the Orange River, between Venterstad and Aliwal North is earmarked as “game farming area”, to support eco and adventure tourism and commercial game farming. EC’s eco-tourism brand could link up with Xhariep districts.
- The N6 is identified as a strategic transport route (this includes the East London rail line which splits into two at Burgersdorp: west, via Bethulie to Springfontein, where it links up with the Cape Town-Bloem line and east, via Aliwal North and Zastron to Sannaspos where it links up with the Maseru-Bloemfontein line.

#### • **NORTHERN CAPE**

The N8 road from Mangaung, through Petrusburg to Kimberley is an important Transport and a Movement Corridor, linking the Northern Cape ultimately with the Lesotho Kingdom. The Sol Plaatje Local Municipality is located in the Frances Baard District Municipality in the Northern Cape Province. It includes the diamond mining city of Kimberley. Kimberley is also the capital of the Northern Cape.

The Pixley Ka Seme District Municipality lies in the south-east of the Northern Cape Province and shares its borders with the Free State Province to the east, through Letsemeng Local Municipality. Three Local Municipality borders the Letsemeng Local Municipality: Siyacuma-, Thembelihle-, and Renosterberg Local Municipalities. The R48 from Petrusburg, through Koffiefontein and Luckhoff links the Letsemeng Local Municipality with the Renosterberg Local Municipality at Petrusville. The R705 links the R48 with the N12 in the Siyacuma Local Municipality, through Jacobsdal.



## **Renosterberg Local Municipality**

The only two points of relevance are in the IDP:

- upgrading" of Rolfontein and Vanderkloof reserves
- Aquaculture (fish farming) at Vanderkloof

The SDF makes no mention of Letsemeng Local Municipality.

## **Pixley Ka Seme District Municipality IDP (Draft 2015/16, including SDF**

Points of relevance in these documents are:

- Tourism opportunities along the N1
- A fish farming project in Vanderkloof
- Expansions of irrigation farming along the rivers
- Mention is made on a precinct plan for the Orange River corridor, to be done by DRDLR
- The IDP states that a regional tourism plan will be drafted by the provincial government, and that Pixley DM is to draft a development plan for water sports facilities at the Gariep Dam

## **5.5 STATUS QUO AND SPATIAL ANALYSIS**

### **5.5.1 KEY SPATIAL ISSUES**

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

- **COMMUNITY SPATIAL ISSUES**

**Table 4 : Community Spatial Issues**

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

	miners and farmers) and the provision of a management framework to all land users within the municipality.
<b>Sustainable land management</b>	
<b>Land reform and restitution</b>	<b>Proper distribution network</b>
<b>Land Conservation</b>	Various areas adjacent to the rivers are well suited for tourism and agricultural development alike. These areas are however sensitive to over utilization and pollution and will have to be protected and conserved to ensure long term benefits thereof.

### 5.5.2 SPATIAL OBJECTIVES

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

**Table 5: Spatial Objectives**

<b>Objective 1</b>	To create sustainable human settlement with quality physical, economic and social environments;
<b>Objective 2</b>	To encourage land reform towards more intensive land uses;
<b>Objective 3</b>	To encourage urban and regional integration and rectification of past imbalances;
<b>Objective 4</b>	To create a sustainable local land use management system;

<b>Objective 5</b>	Support Local Economic Development Opportunities;
<b>Objective 6</b>	Manage Informal settlements;
<b>Objective 7</b>	Manage development to ensure environmental sustainability;
<b>Objective 8</b>	Promote regional connectivity;

❖ THE OUTCOMES OF THE ABOVE OBJECTIVES ARE INDICATED IN THE TABLE BELOW

Table 6: Outcomes of the above objectives

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

### 5.5.3 STRUCTURING ELEMENTS

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

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

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

### 5.5.4 NORMATIVE PRINCIPLES

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

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

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

### **5.5.5 DEVELOPMENT POTENTIAL**

NSDP Categories of Development Potential

Categories of development potential proposed by the NSDP are:

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

Based on the above development potential towns are classified as having a high combined development potential, above average combined development potential, below average combined development potential and limited combined development potential.

## 5.5.6 BUILT ENVIRONMENT

### 5.5.6.1 HIERARCHY OF SETTLEMENTS

#### ❖ ROLES OF SETTLEMENTS

The Letsemeng Local Municipality is a Category B municipality. The following table reflects the towns in Letsemeng Local Municipality that was classified by the Department of Rural Development and Land Reform (2015)

#### HIERARCHY OF SETTLEMENTS

**Table 7: Hierarchy of Settlements**

HIERARCHY OF SETTLEMENTS	CATCHMENT SIZE (NO. OF PEOPLE)	SETTLEMENT
<b>Villages</b>	5000 - 25 000	Koffiefontein Petrusburg Jacobsdal / Ratanang
<b>Remote Villages</b> (villages more than 20km from larger settlements)	500 – 5 000	Luckhoff Oppermansgronde

### 5.5.6.2 CLASSIFICATION OF TOWNS IN THE LETSEMENG LOCAL MUNICIPALITY (SOURCE: DRDLR; 2015)

According to The Department of Rural Development and Land Reform (2015), the role of each settlement is outlined below:

#### **Koffiefontein (Ditlhake)**

The town serves as the municipal administrative seat within the Letsemeng Municipality and is situated approximately 125 km northwest of Trompsburg and an estimated 146 km east of Bloemfontein. The main social and economic functions of the town are:

- Main local municipal administrative Centre
- Regional agricultural services Centre
- Diamond mining operations, and
- Regional social services centre

### **Petrusburg (or Bolokanang)**

The town serves as a commercial and social service centre within the Letsemeng Municipality and is situated approximately 55 km northeast of Koffiefontein. Access to the town is gained from the N8 route between Bloemfontein and Kimberley. The main social and economic functions of the town are:

- Main regional agro-processing centre
- Secondary agricultural service centre
- Social functions such as residence, education and medical services, and
- Transport support services on major route.

### **Jacobsdal (Ratanang)**

The town serves as an economic growth and tourism development node and is situated approximately 45km northwest of Koffiefontein. Access to the town is gained from the R705 route between Koffiefontein and Modder River. The main social and economic functions of the town are:

- Regional agricultural services Centre
- Key regional tourist destination
- Main regional agro-processing Centre, and
- Social functions such as residence, education and medical services.

### **Oppermansgronde**

The town serves as a general agricultural service centre and is situated approximately 32 km west of Koffiefontein.



Access to the town is gained from the S647 route between Koffiefontein and Luckhoff.

### **Luckhoff (Relebohile)**

Serves as a general agricultural service Centre and is situated approximately 45 km south of Koffiefontein. Access the town is gained from the R12 route between Koffiefontein and De Aar. The main social and economic functions of the town are:

- General Agricultural service Centre to surrounding farming areas, and
- Social functions such as residence, education and medical services.

## **5.5.7 CULTURAL HERITAGE AND TOURISM**

Cultural heritage constitutes monuments, architectural works, works of monumental sculpture and painting, elements or structures of an archaeological nature, inscriptions, cave dwellings and combinations of features, which are of outstanding universal value from the point of view of history, art or science, groups of buildings, groups of separate or connected buildings which, because of their architecture, their homogeneity or their place in the landscape, are of outstanding universal value from the point of view of history, art or science, sites, works of man or the combined works of nature and man, and areas including archaeological sites which are of outstanding universal value from the historical, aesthetic, ethnological or anthropological point of view. *(Source: Convention Concerning the Protection of the World Cultural and Natural Heritage)*

The tourism sector must be committed to the effective management and conservation of the cultural resources of their area of interest and the Free State as a whole.

**The following guidelines apply: (FSPSDF)**

- Ensure that tourism takes note of cultural heritage resources within specific communities and environments.
- Cultural resources should be managed for the benefit of all interested parties within the communities.
- Access to management of cultural resources should be as broad as possible within specific communities and should promote cooperation between all affected parties.
- Land-use planning and development projects for tourism should include effective protection and sustainable utilisation of cultural resources.

**Heritage sites in Letsemeng include:**

- Historical buildings & Monuments of 2nd World War Kanonkop (Koffiefontein)
- Voortrekker Memorial Anglican Church used in the Boer War (Petrusburg);
- The cairn of commander Ds Lubbe (Jacobsdal);
- Stone Church and Ossewa Tracks (Luckhoff);
- Battle of Driefontein Graves of English soldiers (rural areas)

**Other places of interest relating to culture and heritage in Letsemeng include:**

- British Block House (Fort) - The blockhouse with its unique architecture was builded in 1900 on the road to Paardeberg. It was declared a national monument in 1983.
- Burger Monument- the Burger Monument is located in front of the Dutch Reformed Church. It was erected in memory of the deceased at the Battle of Roodelaagte 25.11.1899 under command of D.S. Lubbe.
- Dutch Reformed Church- Consecrated in 1879 and enlarged in 1930, was used as a hospital during the Anglo Boer War – now a national

monument. A Bullet hole in the front door is evidence of the many skirmishes which took place between Boer and Brit in the area.

- Jacobsdal Cemetery (at the end of De Villiers St)- The oldest grave in Jacobsdal Cemetery dates from 1859. British War graves and monuments can be found dating from the Anglo Boer War (1899 – 1902). Some “Boers” that fought the Magersfontein battle were reburied at Magersfontein which included Commandant D.S. Lubbe's grave (1923).
- Paardeberg (18 – 27 February 1900)- By means of a wide flanking movement to avoid the Boers at Magersfontein, Lord Roberts succeeded in relieving Kimberley on 15 February 1900. Due to his precarious position, Cronje was forced to fall back to Bloemfontein along the Modder River. He was denied crossing Vendusiedrif due to the British onslaught with the result that the Boers entrenched themselves on both sides of the river. 40000 British troops supported by 100 guns besieged the small Boer force of 4000 men, women and children. After 10 days of continuous bombardment, the Boer force surrendered on 27 February 1900.

**Tourism sites include:**

- Kalkfontein Dam Nature Reserve, Free State- he Kalkfontein Dam Nature Reserve on the Riet River lies south east of Koffiefontein. The attractive nature reserve lies in amongst a series of koppies and boasts spectacular sunsets. That the land around the dam is too small to support much wildlife gives you an indication of the size of the dam, which supports camping, fishing and picnics. The reserve's allure of yellowfish, both the small and large mouth varieties that are a rare find in most fishing dams, are a major reason anglers head here, particularly over weekends. Other than yellowfish, anglers also find Orange River mudfish, barbel and

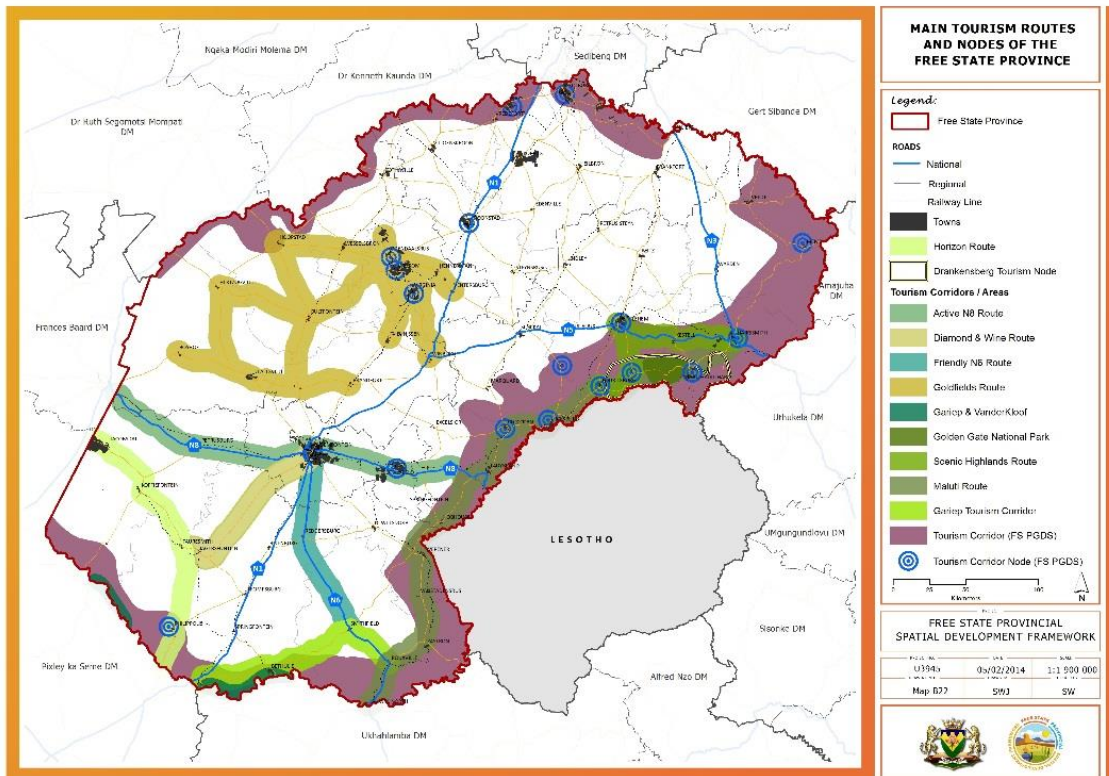
carp and the water attracts a series of terns, greater and lesser flamingos.

- A tourism route emanating from Jacobsdal to Philippolis.
- Diamond and Wine Route- The “Diamond and Wine Route” is a very popular tourist attraction. It passes the beautiful open diamond mines at Koffiefontein open mine and includes the Landzicht Wine Cellars in Jacobsdal

The FS Provincial Growth and Development Plan states that a goals for the Free State should be to:

- Maximise arts, culture, sports and recreation opportunities and prospects for all communities.

Promote the full diversity of arts (visual and performing), culture and heritage services in the province with the aim of developing skills, creating jobs, alleviating poverty and supporting education and recreation. This goal is aligned to those identified in the Letsemeng IDP and LED Strategy.



**TOURISM ROUTES AND CORRIDORS OF THE FREE STATE (SOURCE: FSGDS)**

### 5.5.8 LAND OWNERSHIP AND VACANT LAND

Vacant/under developed, open spaces and land ownership are identified in each settlement.

While there are small vacant plots in Koffiefontein, two large tracts of land are available for development. The first is a site owned by SenWes who have agreed to transfer the land into the ownership of the municipality, on condition that it be used only for urban development and not any agricultural related use. Letsemeng Council has adopted this notion, the next steps being to engage with SenWes regarding the change of ownership and land uses proposed by the municipality. A large tract of land owned by Transnet is also available for further development. The municipality is in discussions with Transnet regarding that land.

The identified land will be further assessed to determine its best use in terms of the SDF. In some cases the vacant land identified will be retained as open spaces. There is ample land that is vacant within the municipal areas and ownership and as well as what the erven are zoned for has been determined.

Petrusburg has very small erven. Most of them are built-up, with very few vacancies. In fact, many erven are being used multi-purposely: residential and agriculture, industrial, commercial, offices and restaurants. This means that Petrusburg has very little potential for infill, with the exception of the modern extension to the east of town, where there are many vacant erven. However, before areas R3 and R4 be developed (as indicated in the 2016-SDF), the municipal land where the show grounds, stadium, auction kraals and stables are located (all run-down and neglected) must be assessed and suitable land parcels, be made available for redevelopment. The large open spaces adjacent to the N8 (on both sides) could potentially accommodate a fair amount of built form. Although servitudes form part of this open space, the sizes should be investigated for accuracy (and relevance).

Jacobsdal has a severe shortage of erven for the higher income group, due to a trend of people relocating from Kimberley, and commuting to and fro. Although there are a number of vacant erven on the western side of town, those will be more suitable for the GAP market. Outside of the town, large tracts of vacant land, primarily farms are present.

Oppermansgronde is a vast area which appears to be underutilized as grazing land.

Land ownership of Oppermans appears to consist of two parallel systems (according to DRDLR):

1. Some portions of Oppermansgronde have been subdivided and ownership transferred to restitution beneficiaries.
2. Some subdivided portions have not yet been transferred, due to ownership disputes.
3. A communal property association (CPA) owns the remainder of land not in individual ownership, plus the un-allocated subdivided portions

In Luckhoff all the surrounding erven are vacant (about 50) and probably worth very little. More erven to the south of town seems vacant; there are also a number of vacant sites interspersed in the central part of town. Residential extensions as proposed by SDF-2016: areas R1, R2 and R3 should not be considered before R4 and all the vacant erven in town have been fully developed

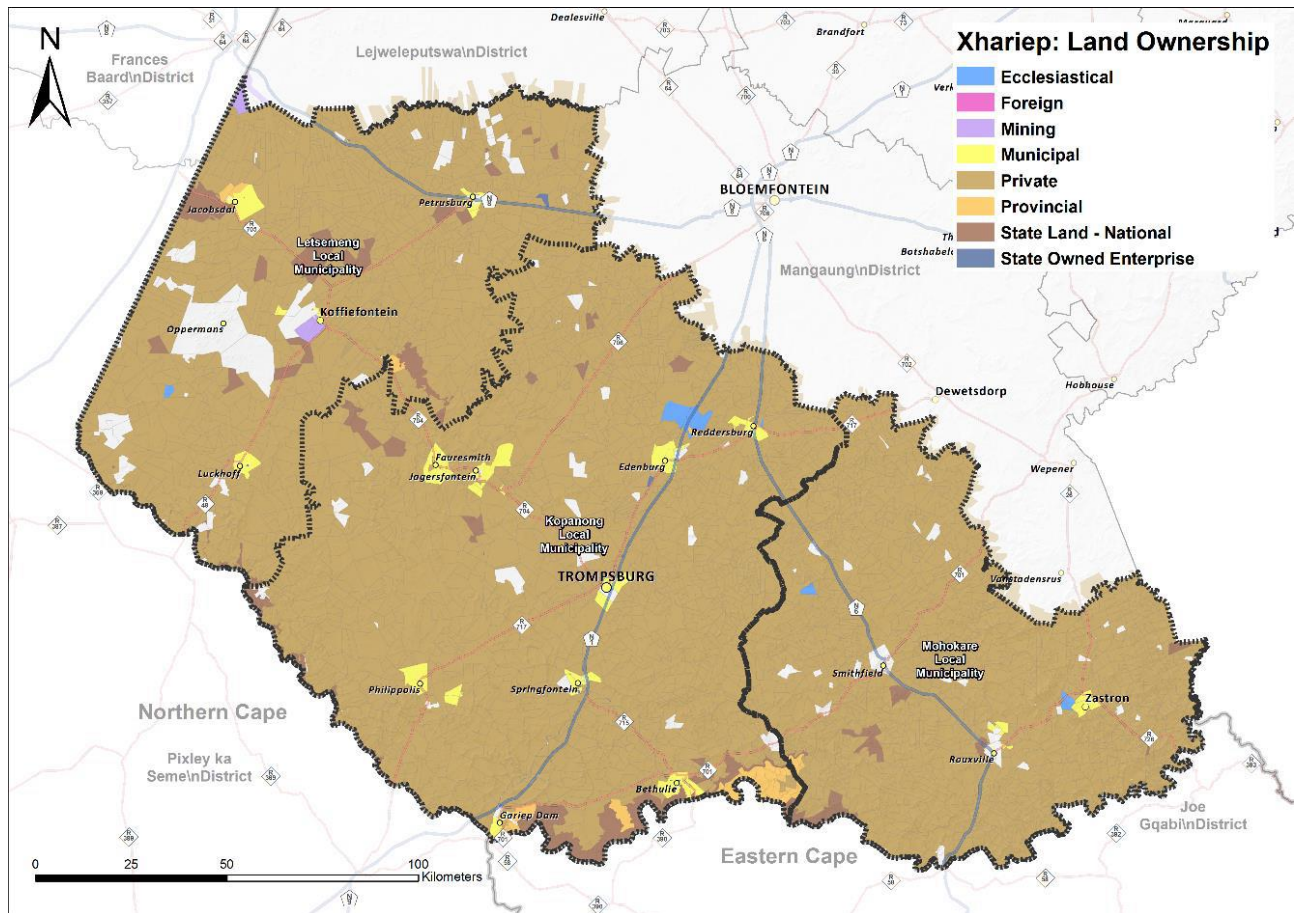
Large parcels of supposedly-mine owned land are vacant. There is a huge vacant land parcel (already subdivided into residential erven) in the northern mine residential precinct.

In previous discussions had, the Letsemeng officials identified the land bordering on the east of the Luckhoff road (R48) being ideal for a new township for the GAP market. Future residential site marked as 1 on the 2016-SDF is apparently mine-owned. The actual availability of this land for development is being questioned.

Land available for development is the Phambili site, which needs to be transferred to the ownership of the municipality. There is also land belonging to other government departments that too need to be transferred to Letsemeng Local Municipality.

One issue faced by the municipality is the lack of a land register and land audit, resulting in the municipality being unsure of which parcels of land belong in the municipality's possession.





## LAND OWNERSHIP VS. LAND USE (DRDLR, 2019/2024 XHARIEP RURAL DEVELOPMENT PLAN)

## 5.6 COMMUNITY AND SOCIAL SERVICES

### • EDUCATION FACILITIES

The total number of educational facilities in Letsemeng is 25, with 10 primary schools, 3 secondary schools and 12 combined primary and secondary schools. The actual number and number needed per town is indicated below. The number needed was calculated in terms of the CSIR's \*Social Facility Provision Toolkit, the population thresholds and access guidelines for each facility are determined by settlement type.

#### **Koffiefontein**

Primary Schools: 2 (a total of 3 is required)

Secondary Schools: 1 (a total of 2 is required)

Combined Primary and Secondary Schools: 3

Thus the number of required educational facilities is met.

#### **Jacobsdal**

Primary Schools: 2 (a total of 2 is required)

Secondary Schools: 1 (a total of 2.3 is required)

Thus 1-2 additional secondary schools is required.

#### **Petrusburg**

Primary Schools: 4 (2.9 is required)

Secondary Schools: 1 (1.9 is required)

Combined Primary and Secondary Schools: 3

The number of educational facilities in Petrusburg is sufficient.

**Luckhoff**

Primary Schools: 1 (2 are required in total)

Secondary Schools: 1 (1.1 is required in total)

Combined Primary and Secondary Schools: 3

The number of educational facilities in Luckhoff is sufficient according to the standards.

**Boshof:**

Primary School: 1

**Oppermansdal requires 1 Primary School.**

The provision of school buildings in rural areas is primarily facilitated by the Education Act (Act 84 of 1996). The Free State Department of Education provides that a school should service a radius of not larger than 10km.

Although the provincial average teacher/pupil ration is 1:34, a teacher/pupil ration of 1/25 is determined for farm schools. Schools are not provided on a spatial basis only, but also on a density base. More than 1 school per 10km radius may thus be provided should the density of pupils justify the provision. Farm schools are further unique since they represent public schools on private land.

The Education Department will assess private schools and take account of their capacity when new schools are to be provided. The Department naturally monitors school standards of these institutions.

In order to provide reasonable facilities to schools, the Department adopted a policy of so called "Green Patches". The green patch concept refers to a larger school that is provided with facilities such as telephones, faxes, copiers, etcetera, which will serve smaller surrounding schools.

**Issues Identified:**

- Facilitate roll – out training programmes for the youth in the Arts & Culture to empower them as performing groups
- Accessibility of education facilities;
- Assist the youth with registration fees and bursaries for deserving students;
- Facilitate the roll – out of Maths and Science at all our local schools.

Major concerns are the extremely high numbers of people with no education (12%) as well as the low numbers of individuals with post-Grade 12 qualifications found throughout the Municipality (3%). It is rather encouraging to note the relatively high number of people who had completed grade 9 or higher (57%) and 31% have completed matric or higher. Even so, there is a lack. That the Municipality has a small tertiary educated knowledge pool resulting in a limited number of skilled professionals places a constraint on development in the Municipality (Community Survey, 2016).

- **HEALTH SERVICES**

The sectoral approach that was adopted to analyse the present health facilities of the Xhariep district revealed that the National Government has adopted a primary health care strategy that includes making such services available within walking distance of communities. The strategy also includes improvement in sanitation and drinking water supply, ext. Thus the health care systems that presently exist in the District consist of:

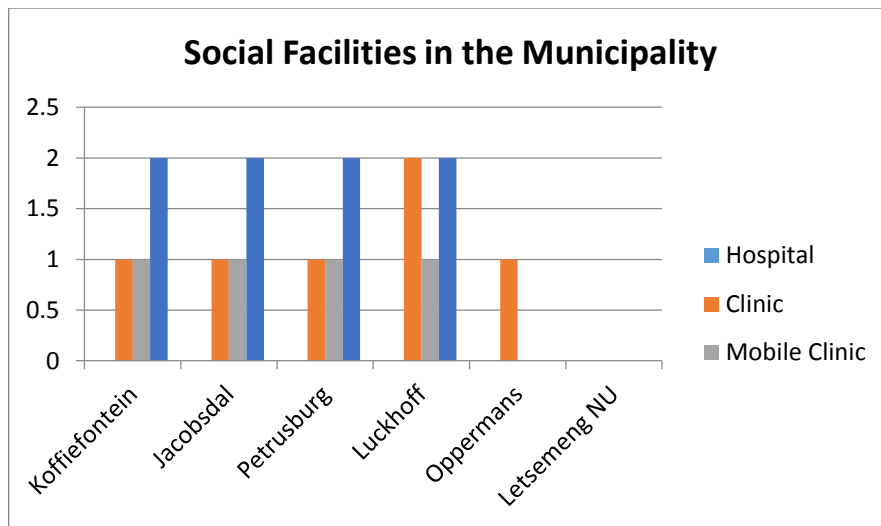
- Regional Hospitals
- District Clinics
- Municipal health centres or clinics
- Mobile clinics

The current statistical information on health care facilities shows that there are 10 health establishments in the district, of which none are fully fledged hospitals. The closest district hospital used is situated in Jagersfontein and the regional

hospital is Pelonomi in Bloemfontein. The information from the District IDP indicates that:

- Mobile Clinics are active in three of the towns. Fixed clinics are situated in all of the towns. Petrusburg has overnight and maternity facilities available.
- Access to health facilities for the communities is a major problem as people have to travel long distances for health needs that cannot be solved by clinics without properly trained staff.

The information from various IDP engagements indicated that the centres are very busy and that the quality of services is determined by the subsidy received annually from the provinces as well as the availability of medication.



(Stats SA, 2011)

#### Issues Identified

- Currently only having two Doctors to service all local clinics
- That the racial issue of Dr Hunter at the Jacobsdal clinic be handled as a matter of urgency as he is ill-treating black patients
- Availability of medical, especially Doctors as only one is servicing the municipal area;
- That proper waiting areas be built at the local clinics as some patients are lying dormant on chairs whilst waiting to be serviced;
- That EMS improve on their response time as some old and critically ill patients suffer the consequences of their slow response;
- That proper clinics be built in:-
- Teisesville
- Ratanang;
- That a mobile clinic be obtained to service the farming areas;
- That the maternity Wards at Ethembeni Clinic in Koffiefontein be equipped with necessary machinery so that it can become operational;

### 5.6.1 COMMUNITY FACILITIES

#### Cemeteries

Two cemeteries exist in Koffiefontein, Jacobsdal, Petrusburg and Luckhoff. The available records show that Letsemeng municipality does have enough cemeteries, but the Municipality will need to register them, as not all are legal or have been registered.

#### Issues Identified

- Building of a community hall in Oppermansgronde
- Need for the building of a Community Hall in Oppermansgronde;
- Upgrading/Completion of sports facility in Teisesville
- Fencing of grave yard in Ratanang
- Upgrading of sports facility in Bolokanang
- Completion of sport facility in Khayelitsha
- Proper maintenance of parks, recreational facilities, sports facilities and community halls, libraries and offices by local people

### **Community Centres**

All the towns that fall under Letsemeng Municipality have community halls. The existing community halls are used for various activities. Two new community halls are to be built in Koffiefontein and Oppermansgronde.

### **Police**

Each town has a police station. Issues raised regarding crime and police services in the 2017/22 IDP are

- That the Oppermans police station be expanded and operating hours be extended to 24 hours per day
- That a satellite police station be opened in Relebohile to service the community as the current one is far away
- That a satellite police station be opened in Ratanang to service the community as the current one is way far
- That a satellite police station be opened in Bolokanang to service the community as the current one is way far
- That a satellite police station be opened in Dithlake to service the community as the current one is way far
- That the SAPS improve on visible policing in all areas

### **Recreational Facilities**

The facilities include rugby fields, tennis courts, soccer fields, etc. As far as the maintenance of these facilities is concerned, the ground survey reveals that they are regularly maintained by the Local Municipality. There is adequate space for all activities but maintenance and upgrading is necessary.

Koffiefontein has a golf course, stadium which requires attention, the tennis courts which need significantly maintenance but the bowling green seems well-looked after. Luckhoff sport stadium, tennis courts, netball courts and Bowling Green appears to be well-kempt. In Oppermansdam, the schools

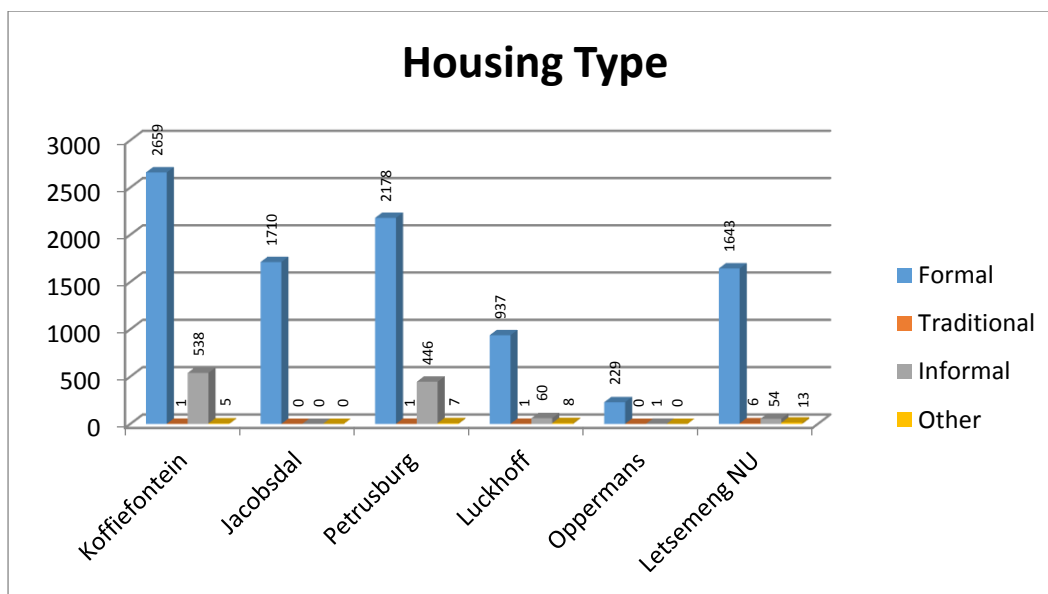
have one sports field; the assumption is that it is shared. It seems very rudimentary, with no other facilities, besides one netball court. In Jacobsdal the recreation centre in Ratanang-Sandershoogte is an impressive complex, however, it is incomplete. The facility is destined to have an indoor pool, squash courts, gymnasium. Petrusburg also hosts a sport facility. A sports centre was planned to be built in Oppermansgronde in 2018/19.

- **HOUSING TRENDS**

### **SETTLEMENT TYPES (DWELLING TYPES)**

In terms of Letsemeng as a municipality, houses/brick structures on separate stands dominate by far in all urban areas (83%), giving the impression that the housing situation within Municipal Area is rather good. The second largest number of household type is shacks (14%). The vast majority live in dwellings that are fully paid off (66%), 12% occupy their dwellings rent free and 11% rent through a private individual (Community Survey, 2016). The decline in population growth does provide an opportunity for Letsemeng municipality to catch up with backlogs.





(Housing Type per Town, StatsSA, 2011)

It is clear from the above graph that housing is provided in a formal way – that means RDP housing constructed. Informal Housing consists of 500 houses and less.

Care must be taken to not over develop current extensions.

## • HOUSING STATUS AND BACKLOG

**TABLE 8: HOUSING AND BACKLOG**

	Rented from private individual	Rented from other (incl. municipality and social housing ins)	Owned; but not yet paid off	Owned and fully paid off	Occupied rent-free	Other	Do not know	Unspecified
Formal dwelling/house or brick/concrete block structure on a	2108	446	2304	25384	2547	551	175	127

Traditional dwelling/hut/structure made of traditional material	11	-	-	-	-	-	-	-
Flat or apartment in a block of flats	-	-	-	-	-	-	-	-
Cluster house in complex	-	-	-	-	-	-	-	-
Townhouse (semi-detached house in a complex)	73	-	-	285	-	-	-	-
Semi-detached house	53	-	-	-	-	-	-	-
Formal dwelling/house/flat/room in backyard	78	-	-	393	28	-	-	-
Informal dwelling/shack in backyard	7	-	-	1393	228	59	-	-
Informal dwelling/shack not in backyard (e.g. in an informal	254	-	107	2326	668	38	-	-
Room/flatlet on a property or larger dwelling/servants quart	101	-	-	-	-	-	-	-
Caravan/tent	-	-	-	-	-	-	-	-
Other	264	-	24	11	-	-	-	-
Unspecified	-	-	-	-	-	-	-	-

#### HOUSING TYPES AND TENURE (STATSSA 2011)

The Community Survey (2016) shows that the dominant form of housing, the formal dwelling house are mostly owned and fully paid off, and there is a similar number of householders who own their formal dwelling but have not paid it off and those who occupy rent- free. Very few dwelling units are rented from those other than individuals, such as the municipality and social housing institutions (around 3%). The current backlog in housing is 3002 houses.

## 5.7 SPATIAL PROPOSALS AND SPATIAL DEVELOPMENT FRAMEWORK FOR THE LOCAL MUNICIPALITY FOR THE NEXT 5 YEARS (MACRO LEVEL MAP)

- **OBJECTIVES THAT REFLECT THE DESIRED SPATIAL FORM OF THE MUNICIPALITY ON THE MACRO LEVEL MAP**

### **HUBS**

- Initiate social and economic development programs;
- Rehabilitation of core areas and promoting competitive advantage of such areas;
- Proper management of commonage areas guided by relevant policies;
- Promote access to residential and business sites in towns;
- Promote an urban form that will deliver the long-term vision for Letsemeng Local Municipality;

### **NODES**

#### **(a) Logistics and Industrial Nodes**

- Focused development initiatives at key nodal points to develop the municipality;
- The long term sustainability of all land development practices;
- Building of capacity amongst emerging land users such as miners and farmers;

#### **(b) Agricultural Nodes (Labour intensive mass-produced goods**

- Promote access to agricultural land for emerging farmers.

#### **(c) Tourism Nodes**

- Promote well-suited nodes for tourism and agricultural development.

## **CORRIDORS**

### **(a) Tourism corridors**

- Protect and conserve sensitive areas.
- The Wine and Diamond Corridor linking Kimberley with Jacobsdal, Koffiefontein, and Jagersfontein.
- Horizontal Tourism Corridor linking Kimberley with Jacobsdal, Koffiefontein, Fauresmith, and Philippolis.

### **(b) Irrigation Corridor:**

- Intensive irrigation schemes of the Riet River/Kalkfontein Dam in the Jacobsdal/ Koffiefontein area, Vanderkloof Dam, and Gariep Dam in the Xhariep District needs to be investigated. Implementation of Mahau, Boitumelo, Tshepiso, Aganang and Oppermans irrigation schemes to utilize 3000ha of water rights.

### **(c) Transport corridors**

- Integrate geographically segregated community through promoting mobility.
- The N8 connects Kimberley via Petrusburg, Bloemfontein and Thaba Nchu with the Kingdom of Lesotho at the border post at Ladybrand.

### **(d) Development corridors**

- Integrate activity spines and develop gateways of towns;
- Develop medium to high-density residential development with a mix of business activities along the activity corridor;

### **5.7.1 SDF PROPOSALS FOR EACH TOWN IN THE LOCAL MUNICIPALITY FOR THE NEXT 5 YEARS (MICRO LEVEL MAP)**

- **KOFFIEFONTEIN**

#### **OBJECTIVES THAT REFLECT THE DESIRED SPATIAL FORM FOR EACH TOWN IN THE LOCAL MUNICIPALITY ON THE MICRO LEVEL MAP**

Koffiefontein is the main business and administrative hub of the Municipality. It is the town with mining and agricultural activities that have potential of attracting people and other economic activities. Koffiefontein need to be developed to draw investment through working with private and public sector.

#### **NODES**

Maintain sense of place created by the peculiarity of the coffee pot, the diamond mine, its headgear tower and tailings dump. This is to be amplified by emphasizing nodal, route and edge structuring of the town;

- Increase pedestrian movement, allow for markets and other opportunities to provide access to small and informal businesses in well-located spaces to maximize economic opportunities;
- All nodes must contain commercial, business and residential activities, as all are destined to be mixed-use nodes;
- The Town centre is the obvious node that should get a preference for intensification;
- Develop precinct plans to facilitate and guide the development of all the nodes;
- Lesser nodes should be supported based on the market and locations e.g. at the new entrance to Koffiefontein town via the R48 from Petrusburg;

## **CORRIDORS**

- Increase densities along corridors;
- Activating the urban gateway and activity corridors;

The primary activity corridor is De beers Street. This must be intensified and extended as a corridor to connect with Dithlake. This will cause two more potential nodes to develop at the junction with Edward Street. This node will also become the gateway node to Dithlake. Eventually, this corridor will stretch from the western entrance to Dithlake to the Eastern exit from town and past the station node. The existing business area of Koffiefontein (CBD) is concentrated around the main streets. Added hereto, some businesses are spread out through town, including Dithlake. Further development of these nodes should be supported where a node does not yet exist and it is desirable. Land-use change applications must be supported.

## **URBAN EDGE**

- All future proposals are within the Urban Edge;
- Vehicular access to Fauresmith is gained by the R704 connection to Oppermansdorp is made via the S647 (tarred);
- Connection to Jacobsdal is made via the S647 (gravel from the Oppermans turn off) and the R705 (tarred);
- The existing business area of Koffiefontein (CBD) is concentrated around the main De Beers Streets;
- Rail travel and transport must become an important element of the municipality's logistical infrastructure (which used to be in past years). The infrastructure can be revived and used;
- Letsemeng should enter into discussions with Transnet (in partnership with its municipalities in Xhariep) about the revitalization of rail travel. In addition, the option of operating a district railway, using Transnet infrastructure (or leasing it from Transnet) should be explored;

- There is a proposal or wish from the council that the R48 from Petrusburg be re-aligned to enter Koffiefontein directly. The R48 continues to Luckhoff, Vanderkloof dam and the Northern Cape (tarred);

## KOFFIEFONTEIN: PROJECT AND STRATEGIES ACCORDING TO THE SPCS

**Table 8: Project and Strategies according to the SPCs**

<b>CONSERVATION</b>
<b>A. CORE AREA</b>
<b>NATURAL AREAS</b>
<b>B. BUFFER AREAS</b>
<b>ECOLOGICAL CORRIDORS</b>
<i>Linkages between natural habitats or ecosystems that contribute to the connectivity of the latter and to the maintenance of associated natural processes.</i>
<ul style="list-style-type: none"> <li>• Flood lines must be taken into account when development are planned especially around the Riet River;</li> <li>• All areas adjacent to streams and rivers should be seen as environmentally sensitive;</li> <li>• Areas of ecological significance of the proposed commonage properties should timely be identified and reserved as natural areas;</li> </ul>
<b>URBAN GREEN AREAS</b>
<i>Municipal open spaces that form in integral part of the urban structure.</i>
<p>Commonage: land directly adjacent to town must be assessed for suitability for different uses, including garden allotments, residential, commercial agricultural projects and leisure areas;</p> <p>Potential recreational facilities:</p>

- The commonage riverbank and riparian zone to the north of town and Dithlake (excluding ecologically important areas);
- All the land indicated as “urban green areas” in the 2016-SDF, should be evaluated for its suitability;
- The Dam is adjacent to the mining village;
- The ‘monument Koppie’ with the SA-War memorial on top. Picnic facilities are provided there, but these have turned into dust. This place can be revived as a relaxation spot (in the 2016-SDF, this land parcel is indicated as being an “institutional area”);
- There are very few formal open spaces in Koffiefontein, the most notable one being the median in the main road in town. These spaces must be guarded, designed, developed and maintained as urban parks;

## **AGRICULTURAL**

### **C. AGRICULTURAL AREAS**

- Urban agriculture: garden allotments must be established on commonage land adjacent to the town;
- LLM must lease the land to lessors who must utilize the land for horticulture – (vegetables and fruit) not the keeping of stock;
- Livestock grazing on commonage land is a problem in the sense that there seem to be too many stocks per Hectare. Department of Agriculture’s policy regarding the management of commonages must be followed, in partnership with stock owners;
- It is proposed that the town commonage be zoned according to permaculture zones: In the first concentric circle, garden allotments must be established (Z-2). Second circle: provision must be made for orchards and small livestock (Z-3). Third circle: commercial crops, sown pasture, woodlots, large livestock (Z-4). Outside the commonage: managed rangeland, game farms, wilderness;



<ul style="list-style-type: none"> <li>Water rights from the irrigation canal can make intensive farming viable in Koffiefontein. It is not known if water rights have or can be allocated to locals;</li> </ul>
<b>URBAN</b>
<b>D. URBAN RELATED AREAS</b>
<b>RESIDENTIAL AREAS</b>
<i>Areas designated for residential purposes, e.g. single title erven, group housing, estates, 'GAP housing and residential smallholdings.</i>
<ul style="list-style-type: none"> <li>The unused SENWES and Transnet sites are very well-located for higher-density residential and mixed-use development in Koffiefontein;</li> <li>Expand residential development on erf 1651 next to Dithlake clinic, area next to Diamandgronde combined school and Stanley Street in Town.</li> </ul>
<b>BUSINESS AREAS</b>
<i>Areas designated for activities associated with retail and service industries, e.g. shops, restaurants, professional offices (areas zoned for business purposes).</i>
<ul style="list-style-type: none"> <li>The existing business area of Koffiefontein (CBD) is concentrated around the main streets. Some businesses are spread out through town, including Dithlake.</li> <li>Further development of these nodes (Koffiefontein business area) should be supported. Where a node does not yet exist and it is desirable, land-use change applications there must be supported.</li> <li>Improve access to business sites in core activities areas;</li> </ul>
<b>MIXED USE DEVELOPMENT AREAS</b>
<i>Areas designated for innovative combinations of land-use, e.g. residential/light business; light industry/light business (in terms of various municipal zonings).</i>
<ul style="list-style-type: none"> <li>The railway station is a potential secondary node, but will only be viable if rail travel does happen. If rail travel reaches its potential, the station precinct must be planned so that it can evolve into a mixed-use node;</li> <li>Investigate the 15 sites in town and possibilities of having a caravan park;</li> </ul>

## INSTITUTIONAL AREAS

*Areas designated for schools, colleges, churches, mosques, and other institutional purposes.*

- Manage and provide sites for institutional purposes (religious);
- There is abundant request for church sites, this need to be investigated and provision made to allocation and regulated;
- The municipality engage the Department of Education and other relevant authorities to convert Motheo Satellite situated in Koffiefontein into a College;

## AUTHORITY AREAS

*Areas designated for governmental purposes and other official uses, e.g. municipal offices, offices of parastatals (Telkom, Eskom) (areas zoned for authority purposes).*

N/A

## CEMETERIES

*Cemeteries and formal burial parks, excluding crematoriums.*

- Fence cemeteries and maintain them.

## SPORTS FIELDS AND INFRASTRUCTURE

*Dedicated sports fields together with the associated infrastructure, parking areas, and services.*

- Upgrading sport facilities

## RESORTS AND TOURISM RELATED AREAS

*Tourism-related nodes and amenities that form part of a designated Hospitality Corridor.*

- The town must retain a clear, compact form, distinct from the countryside and the clarity and reputation of nodes and landmarks must be maintained;

<ul style="list-style-type: none"> <li>The coffee can at the current entrance is a town icon. This must be retained, fixed, maintained and celebrated. Similarly, the stream that runs through this entrance symbolizes the water without which coffee cannot be made. This stream and its riparian area must be treated as an ecological unit, restored to its natural state and nurtured as such;</li> </ul>
<b>INDUSTRIAL</b>
<b>E. INDUSTRIAL RELATED AREAS</b>
<b>LIGHT INDUSTRY</b>
<i>Areas designated for light industrial activities associated with the service industry (e.g. repair of motor vehicles) including warehouses and service stations.</i>
<ul style="list-style-type: none"> <li>Koffiefontein has several light and service industries, spread over the town should be maintained and supported;</li> <li>A survey of all light and service industries in 'greater Koffiefontein' is required to determine the latent and effective demand for erven. This activity can, in most cases, co-exist with other land uses, it should be accommodated as part of mixed-use development nodes;</li> <li>Light and service industrial activities will also be supported around the station node;</li> <li>The street block opposite (South) the cemetery has been turned into illegal waste dump. The waste dump must be closed and completely removed through a waste recycling project;</li> </ul>
<b>EXTRACTIVE INDUSTRY</b>
<i>Settlements and infrastructure associated with multiple consumptive resource extraction, e.g. mining.</i>
<ul style="list-style-type: none"> <li>Petra Diamond Mines Limited is the only mine in Koffiefontein located in the South Eastern part of Koffiefontein. The mine has a significant impact on the area through economic development and job creation. The physical and</li> </ul>

environmental impact of the mining activities should be in sustainable manner.
<b>SURFACE INFRASTRUCTURE</b>
<b>F. SURFACE INFRASTRUCTURE AND BUILDINGS</b>
<b>ROADS AND STREETS</b>
<i>Public streets and parking areas within main town and rural settlements.</i>
<ul style="list-style-type: none"> <li>• Pave roads and carry out maintenance;</li> </ul>
<b>TRANSPORT</b>
<i>Transport and associated infrastructure.</i>
<ul style="list-style-type: none"> <li>• The bridge into Koffiefontein requires a refurbishment;</li> <li>• Providing shelters at the hiking spots and proposed taxi ranks;</li> </ul>
<b>SURFACE INFRASTRUCTURE</b>
<i>Areas designated as municipal and private surface infrastructure</i>
<ul style="list-style-type: none"> <li>• Integration between Koffiefontein and Dithake should be enabled via the main activity corridor and integration node;</li> <li>• Integration with Diamanthoogte should be indirect, via development towards the main road. This can be an integral part of the corridor;</li> <li>• Infill development gets preference over new horizontal expansion;</li> <li>• Densification will be supported along all corridors and at nodes;</li> <li>• All identified sites for development must first be subjected to suitability investigations, specifically in terms of its geotechnical conditions and provision of services;</li> <li>• Preference must be given for green infrastructure, local knowledge, material and labour;</li> </ul>

- **PETRUSBURG**

Nodal and corridor developments will over timework towards enhancing the legibility of Petrusburg and Bolokanang. Petrusburg surrounding has a good cultivated agricultural land while the Southern area is renowned for livestock farming. It also has the highest concentration of land with a grazing capacity of 0-33 ha.

## **OBJECTIVES THAT REFLECT THE DESIRED SPATIAL FORM FOR EACH TOWN IN THE LOCAL MUNICIPALITY ON THE MICRO LEVEL MAP**

### **NODES**

- A business node can be developed at the station, entrance to Bolokanang and both entrances to Petrusburg, off the N8;
- All nodes must contain commercial activities, as all are destined to be mixed-use nodes;
- The nodes must not exclude business activity in other parts of town, such as corner shops, doctors' consulting rooms, etc;
- It is proposed that all nodes have to accommodate a residential function;

### **CORRIDORS**

- Petrusburg's main corridor is Monument Rd;
- Secondary corridors will be Pretorious Street, direction railway station and Monument Street in Bolokanang;
- Allow for markets and other opportunities to facilitate small and informal businesses in well-located spaces to maximize economic opportunities;

Along the corridors, the municipality will have to prepare design guidelines and manage development in terms of appropriate height of buildings, densities and pedestrian movement.

## URBAN EDGE

All future proposals are within the Urban Edge

- Take advantage of the local vehicular access to Petrusburg is gained by the N8 from Bloemfontein to Kimberley (tarred) - this is a provincial corridor;
- The N8's alignment gives continuity to passing traffic;

## PETRUSBURG: PROJECTS AND STRATEGIES ACCORDING TO THE SPCS

**Table 9: Project and Strategies according to the SPCs**

CONSERVATION	
<b>A. CORE AREA</b>	
<b>NATURAL AREAS</b>	
<b>B. BUFFER AREAS</b>	
<b>ECOLOGICAL CORRIDORS</b>	
<i>Linkages between natural habitats or ecosystems that contribute to the connectivity of the latter and to the maintenance of associated natural processes.</i>	
<ul style="list-style-type: none"> <li>• Flood lines must be taken into account when development are planned;</li> <li>• All areas adjacent to streams and rivers should be seen as environmental sensitive;</li> <li>• Areas of ecological significance of the proposed commonage properties should timely be identified and reserved as natural areas;</li> </ul>	
<b>URBAN GREEN AREAS</b>	
<i>Municipal open spaces that form in integral part of the urban structure.</i>	
<ul style="list-style-type: none"> <li>• There are large tracts of open space in Bolokanang, but none of them has been developed;</li> </ul>	

- Erven 708 and 710 are being used as garden allotments, with vegetables being cultivated there.
- Servitude-areas should ideally be developed as outdoor gyms;
- Commonage land: communal areas outside of the flood plains must be assessed for their suitability for one or more of the following functions;  
Garden allotments for urban agriculture, housing and Recreation potential;

## **AGRICULTURAL**

### **C. AGRICULTURAL AREAS**

- Urban agriculture: garden allotments must be established on commonage land adjacent to town (where the soils are suitable);
- LLM must lease the land to lessors, where utilization of the land will be mandatory for horticulture (vegetables and fruit) and fowl, but not for the keeping of stock;
- The existing garden allotments in Bolokanang must remain operational;
- Incentivize the farmers;
- Livestock grazing on commonage land is a problem in the sense that there seem to be too many stocks per Hectare. Department of Agriculture's policy regarding the management of commonages must be followed in partnership with stock owners;
- It is proposed that the town commonage be zoned according to permaculture zones in the first concentric circle, garden allotments must be established (Z-2). Second circle: provision must be made for orchards and small livestock (Z-3). Third circle: commercial crops, sown pasture, woodlots, large livestock (Z-4). Outside the commonage: managed rangeland, game farms and wilderness;

## **URBAN**

### **D. URBAN RELATED AREAS**

<b>RESIDENTIAL AREAS</b>
<i>Areas designated for residential purposes, e.g. single title erven, group housing, estates, 'GAP housing and residential smallholdings.</i>
<ul style="list-style-type: none"> <li>Expanding residential development as per SDF 2016/17;</li> </ul>
<b>BUSINESS AREAS</b>
<i>Areas designated for activities associated with retail and service industries, e.g. shops, restaurants, professional offices (areas zoned for business purposes).</i>
<ul style="list-style-type: none"> <li>Support existing businesses;</li> </ul>
<b>MIXED USE DEVELOPMENT AREAS</b>
<i>Areas designated for innovative combinations of land-use, e.g. residential/light business; light industry/light business (in terms of various municipal zonings).</i>
<ul style="list-style-type: none"> <li>Investigate the proposal of having one stop shop;</li> <li>All mix use development need to be around corridors and accessibility routes;</li> </ul>
<b>INSTITUTIONAL AREAS</b>
<i>Areas designated for schools, colleges, churches and mosques and other institutional purposes.</i>
<ul style="list-style-type: none"> <li>There is abundant request for church sites, this need to be investigated and provision made to allocation and regulated;</li> </ul>
<b>AUTHORITY AREAS</b>
<i>Areas designated for governmental purposes and other official uses, e.g. municipal offices, offices of parastatals (Telkom, Eskom) (areas zoned for authority purposes).</i>
No proposals
<b>CEMETERIES</b>
<i>Cemeteries and formal burial parks, excluding crematoriums.</i>



<ul style="list-style-type: none"> <li>Fence cemeteries and maintain them.</li> </ul>
<b>SPORTS FIELDS AND INFRASTRUCTURE</b>
<i>Dedicated sports fields together with the associated infrastructure, parking areas, and services.</i>
<ul style="list-style-type: none"> <li>Upgrading sport facilities</li> <li>All sports fields/stadiums should be linked to the open space system.</li> </ul>
<b>RESORTS AND TOURISM RELATED AREAS</b>
<i>Tourism-related nodes and amenities that form part of a designated Hospitality Corridor.</i>
<p>Petrusburg has no declared heritage sites. Nonetheless, several old buildings epitomize a past era. These should be preserved and emulated in new developments in the 'old town'. Although the SAHR Act protects all structures older than 60 years, ignorance often leads to the destruction of heritage material causing the local character to be lost. The municipality must guard against such a loss.</p> <ul style="list-style-type: none"> <li>Local symbols, landmarks and the vernacular built form must be cherished, preserved and maintained;</li> <li>The town must retain a clear, compact form, distinct from the countryside and the clarity and prominence of nodes and landmarks must be retained;</li> <li>A landmark structure (other than the water towers) is required for Bolokanang;</li> <li>A number of game farms have been identified in Petrusburg;</li> </ul>
<b>INDUSTRIAL</b>
<b>E INDUSTRIAL RELATED AREAS</b>
<b>LIGHT INDUSTRY</b>
<i>Areas designated for light industrial activities associated with the service industry (e.g. repair of motor vehicles) including warehouses and service stations.</i>

- Zero waste project must be pursued. The ideal site for this would be in Bolokanang, as the project will be labour-intensive. It is proposed that it be located at the junction of the N8 and S117, for there it is very accessible for large trucks and it is close to the labour pool;
- An alternative site would be next to the railway line for ease of rail transport;
- A survey of all light and service industries in 'greater Petrusburg' is required to determine the latent and effective demand for erven. This activity can, in most cases, co-exist with other land uses, it should be accommodated as part of mixed-use development nodes;
- A commercial node including light and service industrial activities will be supported around the railway station. The station facility must be planned to make provision for this;

## EXTRACTIVE INDUSTRY

*Settlements and infrastructure associated with multiple consumptive resource extraction, e.g. mining.*

No proposals

## SURFACE INFRASTRUCTURE

### F SURFACE INFRASTRUCTURE AND BUILDINGS

## ROADS AND STREETS

*Public streets and parking areas within main town and rural settlements.*

- Pave roads and carry out maintenance.

## TRANSPORT

*Transport and associated infrastructure.*

- Rail travel and transport must become an important element of the municipality's logistical infrastructure (which is used to be). The infrastructure is there; the railway station can be revitalized and used for goods transport and passenger travel;

<ul style="list-style-type: none"> <li>• Proper functioning taxi rank is needed along with appropriate infrastructure;</li> </ul>
<b>SURFACE INFRASTRUCTURE</b>
<i>Areas designated as municipal and private surface infrastructure</i>
<ul style="list-style-type: none"> <li>• Integration is severely curtailed by the N8. The best that can be is to strengthen the corridor for as much continuity as possible;</li> <li>• Infill should take place at the sites identified in the residential above;</li> <li>• Density increases should be supported at all nodes and along the corridors;</li> <li>• All identified sites for development must first be subjected to suitability investigations, especially in terms of its geotechnical conditions and provision of services;</li> <li>• Preference must be given for green infrastructure, local knowledge, material and labour;</li> </ul>

#### • JACOBSDAL

The location of canals, irrigated land and high agricultural land in the Jacobsdal need to be treated as sensitive areas with consideration of conservation and sustainability. The area is also rich with diverse agricultural activities such as vineyards and highest concentration of suitable land for the production of fats and oils.

### OBJECTIVES THAT REFLECT THE DESIRED SPATIAL FORM FOR EACH TOWN IN THE LOCAL MUNICIPALITY ON THE MICRO LEVEL MAP

#### NODES

- A business node can develop along Hoop Street, around the recreation center-community hall area in Ratanang-Sandershoogte.
- All nodes must contain commercial activities, as all are destined to be mixed-use nodes.

- The nodes must not exclude business activity in other parts of town, such as corner shops, doctors' consulting rooms, etc.
- Primary node: Centre of town.
- Secondary: Ratanang community-recreation node and station node in the far future.
- It is proposed that all nodes have to accommodate a residential function.
- Erven 476 to 493 opposite the community hall site are vacant and can be developed

## **CORRIDORS**

- Enhance Voortrekker Street as main corridor;
- Secondary corridors will be Hoop Street West, extending through Ratanang-Sandershoogte and Kerk Street East, direction abattoir and solar farm.
- Along the corridors, the municipality will have to prepare design guidelines and manage development, in terms of appropriate height of buildings, densities and pedestrian movement.
- Improve the wine route and build a tourist village at Malatse;

## **URBAN EDGE**

All future proposals are within the Urban Edge. Integration is vital as the local vehicular access to Jacobsdal is gained through the R705 from Koffiefontein and Ritchie (tarred), S651 to Modderivier (gravel), S578 to Perdeberg and the Solar farm (gravel) and S647 to Oppermansdorp and Koffiefontein. Primary access is via the R705 but the road alignment gives continuity to passing traffic. The road must be realigned to give continuity of the road into town, not past it.

## JACOBBDAL: PROJECT AND STRATEGIES ACCORDING TO THE SPCS

**Table 10: Project and strategies according to the SPCs**

<b>CONSERVATION</b>
<b>A CORE AREA</b>
<b>NATURAL AREAS</b>
<b>B BUFFER AREAS</b>
<b>ECOLOGICAL CORRIDORS</b>
<i>Linkages between natural habitats or ecosystems that contribute to the connectivity of the latter and to the maintenance of associated natural processes.</i>
<ul style="list-style-type: none"> <li>Flood lines must be taken into account when development are planned;</li> <li>All areas adjacent to streams and rivers should be seen as environmental sensitive;</li> <li>Areas of ecological significance of the proposed commonage properties should timely be identified and reserved as natural areas;</li> </ul>
<b>URBAN GREEN AREAS</b>
<i>Municipal open spaces that form in integral part of the urban structure.</i>
<ul style="list-style-type: none"> <li>The Riet River, tributary streams and their riparian zones are integral parts of the open space system. This must remain intact; its ecological integrity is restored and preserved;</li> <li>Continuity of this system should be attempted through Ratanang-Sandershoogte via the natural drainage pattern (through R1, the community hall site and the servitudes) through Jacobsdal via the plots and golf course. All must be equipped with formal walking tracks for pedestrian traffic;</li> <li>Commonage land: communal areas outside of the flood plains must be assessed for their suitability for one or more of the following functions: Garden allotments for urban agriculture, housing and recreation potential;</li> </ul>
<b>AGRICULTURAL</b>
<b>C AGRICULTURAL AREAS</b>

- Urban agriculture: garden allotments must be established on commonage land adjacent to town (where the soils are suitable);
- Letsemeng Municipality must lease the land to lessors, where utilization of the land will be mandatory for horticulture (vegetables and fruit) and fowl, but not for the keeping of stock;
- Livestock grazing on commonage land is a problem in the sense that there seem to be too many stocks per Hectare;
- Department of Agriculture's policy regarding the management of commonages must be followed in partnership with stock owners;
- The town commonage must be zoned according to permaculture zones: In the first concentric circle, garden allotments must be established (Z-2). Second circle: provision must be made for orchards and small livestock (Z-3). Third circle: commercial crops, sown pasture, woodlots, large livestock (Z-4). Outside the commonage: managed rangeland, game farms and wilderness;
- Jacobsdal also has an irrigation scheme that supplies water to crops over a huge area, this need be used sustainably;

## URBAN

### D URBAN RELATED AREAS

#### RESIDENTIAL AREAS

*Areas designated for residential purposes, e.g. single title erven, group housing, estates, 'GAP housing and residential smallholdings.*

- Develop erf 811 and erf 321 for residential expansion e.g. gap market housing;
- Expand residential development as per SDF 2016/17;

#### BUSINESS AREAS

*Areas designated for activities associated with retail and service industries, e.g. shops, restaurants, professional offices (areas zoned for business purposes).*

<ul style="list-style-type: none"> <li>• The Town centre is the business hub and remains so. Applications for business zoning on erven adjacent to existing business erven, adjacent to Voortrekker, Hoop and Kerk Streets should be supported;</li> <li>• The ideal business-wise decision for Jacobsdal would be if the R705 is re-routed through town to connect beyond Ratanang-Sandershoogte. Heavy traffic should still be able to use the by-pass road;</li> </ul>
<b>MIXED USE DEVELOPMENT AREAS</b>
<i>Areas designated for innovative combinations of land-use, e.g. residential/light business; light industry/light business (in terms of various municipal zonings).</i>
<ul style="list-style-type: none"> <li>• Allow for markets and other opportunities to facilitate small and informal businesses in well-located spaces to maximize economic opportunities.</li> </ul>
<b>INSTITUTIONAL AREAS</b>
<i>Areas designated for schools, colleges, churches and mosques and other institutional purposes.</i>
<ul style="list-style-type: none"> <li>• The town needs 1-2 additional secondary schools.</li> </ul>
<b>AUTHORITY AREAS</b>
<i>Areas designated for governmental purposes and other official uses, e.g. municipal offices, offices of parastatals (Telkom, Eskom) (areas zoned for authority purposes).</i>
No proposals
<b>CEMETERIES</b>
<i>Cemeteries and formal burial parks, excluding crematoriums.</i>
<ul style="list-style-type: none"> <li>• Maintenance of cemeteries.</li> </ul>
<b>SPORTS FIELDS AND INFRASTRUCTURE</b>
<i>Dedicated sports fields together with the associated infrastructure, parking areas and services.</i>

- Upgrading sport facilities;
- All sports fields/stadiums shall be linked to the open space system;

## RESORTS AND TOURISM RELATED AREAS

*Tourism-related nodes and amenities that form part of a designated Hospitality Corridor.*

- Jacobsdal has three declared heritage sites: the blockhouse, the NG church and the Magersfontein Burgher Memorial: these must be preserved as they form part of the town's symbol;
- The old primary school in the town's main building is architecturally valuable, but it does need maintenance;
- Jacobsdal Wine Cellar is a unique feature of the town. This can be watered down if a commercial node is created at the Southern entrance to the town. It is proposed that the 'wine' character of the entrance be enhanced to form a specific, grape-wine-themed gateway to Jacobsdal, not commercial but agricultural, to suggest wine making and tasting;
- Local symbols, landmarks, the vernacular built form must be cherished, preserved and maintained;
- The town must retain a clear, compact form, distinct from the countryside.
- Prominent of nodes and landmarks must be retained;
- The SA-War blockhouse must be restored and celebrated as part of the town's image;
- A landmark structure (other than the water tower) is required for Ratanang-Sandershoogte;

## INDUSTRIAL

## E INDUSTRIAL RELATED AREAS

## LIGHT INDUSTRY



<i>Areas designated for light industrial activities associated with the service industry (e.g. repair of motor vehicles) including warehouses and service stations.</i>	
<ul style="list-style-type: none"> <li>• Zero waste project must be pursued. The ideal site for this would be in Ratanang-Sandershoogte, as the project will be labour-intensive;</li> <li>• A survey of all light and service industries in 'greater Jacobsdal' is required to determine the latent and effective demand for erven. This activity can, in most cases, co-exist with other land uses, it should be accommodated as part of mixed-use development nodes;</li> <li>• If the rail line is extended to Jacobsdal, a commercial node including light and service industrial activities will be supported around the railway station. The station facility must be planned to make provision for this;</li> <li>• The abattoir is poorly located, it is upstream of nearly the whole town and waste spillage happens often. The relocation of this polluter must be investigated. The municipality should not force the abattoir, but devise a set of incentives for it to relocate willingly;</li> </ul>	
<b>EXTRACTIVE INDUSTRY</b>	
<i>Settlements and infrastructure associated with multiple consumptive resource extraction, e.g. mining.</i>	
No extraction potential	
<b>SURFACE INFRASTRUCTURE</b>	
<b>F</b>	<b>SURFACE INFRASTRUCTURE AND BUILDINGS</b>
<b>ROADS AND STREETS</b>	
<i>Public streets and parking areas within main town and rural settlements.</i>	
<ul style="list-style-type: none"> <li>• Pave roads and carry out maintenance.</li> </ul>	
<b>TRANSPORT</b>	
<i>Transport and associated infrastructure.</i>	

<ul style="list-style-type: none"> <li>Rail travel and transport must become an important element of the municipality's logistical infrastructure (which is used to be). The infrastructure is there; it must be utilized;</li> </ul>
<b>SURFACE INFRASTRUCTURE</b>
<i>Areas designated as municipal and private surface infrastructure</i>
<ul style="list-style-type: none"> <li>Infill of the R1 land parcel and the six N-W Jacobsdal Street blocks will physically link-up the two parts of the town;</li> <li>Hoop Street corridor will strengthen the link;</li> <li>Jacobsdal has small erven, with subdivision of these is impracticable. The town's potential for infill development is limited to vacant properties;</li> <li>Density increases will be supported at all nodes and along the corridors;</li> <li>Preference must be given for green infrastructure, local knowledge, material and labour;</li> </ul>

#### • LUCKHOFF

Luckhoff appears singularly without symbols and icons. Some streets in Luckhoff have positive scapes and scale. This vernacular built form must be cherished, preserved and maintained. Furthermore, the town must retain a clear compact form, distinct from the countryside. Promoting corridor and nodes will strengthen Luckhoff's legibility and consequently enhance the town image.

### OBJECTIVES THAT REFLECT THE DESIRED DPATIAL FORM FOR EACH TOWN IN THE LOCAL MUNICIPALITY N THE MICRO LEVEL MAP

#### NODES

- The Town centre is the obvious node that should get a preference for intensification;
- Secondary nodes could be developed at the Voortrekker Street – Phil Sanders Avenue junction and the Voortrekker Street – R48 junction;

- Nodes of lesser order could be developed at the Southern entrance to town and the entrance to Relebohile, off Voortrekker Street;

## **CORRIDORS**

- Along the corridors, the municipality will have to prepare design guidelines and manage development, in terms of appropriate height of buildings, densities, pedestrian movement;
- Allow for markets and other opportunities by facilitating small and informal businesses in well-located spaces to maximize economic opportunities;

## **URBAN EDGE**

All future proposals are within the Urban Edge. Enhance Luckhoff accessibility as it is primarily connected to Koffiefontein and Vanderkloof town via the R48 (tarred). The road passes Luckhoff by, rather than running straight through town (the latter being the preferred situation). The second-best scenario is to have Luckhoff grow towards the R48, which is the proposal here. Furthermore, Luckhoff is connected to Fauresmith via the S129 (gravel) and to Philippolis via the S132 (gravel). Luckhoff is quite distant from any major centre; through-traffic is sparse. To ensure the sustainability of Luckhoff, its local economy will have to offer a unique service or product, to overcome the towns.

## LUCKHOFF: PROJECTS AND STRATEGIES ACCORDING TO THE SPCS

Table 11: Projects and strategies according to the SPCs

<b>CONSERVATION</b>
<b>A CORE AREA</b>
<b>NATURAL AREAS</b>
<b>B BUFFER AREAS</b>
<b>ECOLOGICAL CORRIDORS</b>
<i>Linkages between natural habitats or ecosystems that contribute to the connectivity of the latter and to the maintenance of associated natural processes.</i>
<ul style="list-style-type: none"> <li>• All areas of development should be designed to ensure sustainable development;</li> <li>• Flood lines must be taken into account when development are planned;</li> <li>• All areas adjacent to streams and rivers should be seen as environmental sensitive;</li> <li>• Areas of ecological significance of the proposed commonage properties should timely be identified and reserved as natural areas;</li> </ul>
<b>URBAN GREEN AREAS</b>
<i>Municipal open spaces that form in integral part of the urban structure.</i>
<ul style="list-style-type: none"> <li>• The streams and their riparian zones are integral parts of the open space system. This must remain intact and its ecological integrity preserved;</li> <li>• The servitude / open space between Luckhoff, Teisesville and Relebohile should be developed as an outdoor gym/recreation space, to attract users from all parts of town;</li> <li>• Commonage land: communal areas outside of the flood plains must be assessed for their suitability for one or more of the following functions:</li> </ul>

Garden allotments for urban agriculture, housing and other agronomical uses;	
<b>AGRICULTURAL</b>	
<b>C</b>	<b>AGRICULTURAL AREAS</b>
<ul style="list-style-type: none"> <li>• A number of game farms have been identified Luckhoff;</li> <li>• Promote cattle and sheep farming which dominate farming practice in Luckhoff;</li> <li>• Upgrade commonage in terms of infrastructure and farming practice;</li> </ul>	
<b>URBAN</b>	
<b>D</b>	<b>URBAN RELATED AREAS</b>
<b>RESIDENTIAL AREAS</b>	
<i>Areas designated for residential purposes, e.g. single title erven, group housing, estates, 'GAP housing and residential smallholdings.</i>	
<ul style="list-style-type: none"> <li>• Residential development to be promoted as per SDF 2016/17.</li> </ul>	
<b>BUSINESS AREAS</b>	
<i>Areas designated for activities associated with retail and service industries, e.g. shops, restaurants, professional offices (areas zoned for business purposes).</i>	
<ul style="list-style-type: none"> <li>• Enhance existing businesses and improve access to business sites.</li> </ul>	
<b>MIXED USE DEVELOPMENT AREAS</b>	
<i>Areas designated for innovative combinations of land-use, e.g. residential/light business; light industry/light business (in terms of various municipal zonings).</i>	
<ul style="list-style-type: none"> <li>• Investigate potential one stop shop on the R48 on the corner of Voortrekker Street;</li> </ul>	

<ul style="list-style-type: none"> <li>Ensuring the sustainability of the local economy by promoting corridor and nodes will strengthen Luckhoff's legibility;</li> </ul>
<b>INSTITUTIONAL AREAS</b>
<i>Areas designated for schools, colleges, churches and mosques and other institutional purposes.</i>
<ul style="list-style-type: none"> <li>A new clinic is needed closer to the residents.</li> </ul>
<b>AUTHORITY AREAS</b>
<i>Areas designated for governmental purposes and other official uses, e.g. municipal offices, offices of parastatals (Telkom, Eskom) (areas zoned for authority purposes).</i>
No proposals
<b>CEMETERIES</b>
<i>Cemeteries and formal burial parks, excluding crematoriums.</i>
<ul style="list-style-type: none"> <li>Require maintenance.</li> </ul>
<b>SPORTS FIELDS AND INFRASTRUCTURE</b>
<i>Dedicated sports fields together with the associated infrastructure, parking areas and services.</i>
<ul style="list-style-type: none"> <li>Maintain the municipal sports facilities seem to be well-kept, the tennis courts, stadium and sports field and bowling green all appear well-looked after, but the netball courts are less;</li> <li>The sports stadium is the obvious centre of a social development program. Letsemeng Municipality must negotiate a lease with an NPO, which should establish and manage the program. The sports stadium shall be linked to the open space system;</li> </ul>
<b>RESORTS AND TOURISM RELATED AREAS</b>

	<i>Tourism-related nodes and amenities that form part of a designated Hospitality Corridor.</i>
	<ul style="list-style-type: none"> <li>• The only clear landmark in Luckhoff is the church. The town has no declared, registered heritage sites but the church should be listed;</li> <li>• Encourage game farming;</li> </ul>
	<b>INDUSTRIAL</b>
<b>E</b>	<b>INDUSTRIAL RELATED AREAS</b>
	<b>LIGHT INDUSTRY</b>
	<i>Areas designated for light industrial activities associated with the service industry (e.g. repair of motor vehicles) including warehouses and service stations.</i>
	<ul style="list-style-type: none"> <li>• Light and service industrial activities are preferred along Voortrekker Street corridor, North of R48 along with business, commercial and higher density residential;</li> <li>• Initiate recycling projects to collect all recyclable material and sell to big recycling companies;</li> </ul>
	<b>EXTRACTIVE INDUSTRY</b>
	<i>Settlements and infrastructure associated with multiple consumptive resource extraction, e.g. mining.</i>
	No extraction potential
	<b>SURFACE INFRASTRUCTURE</b>
<b>F</b>	<b>SURFACE INFRASTRUCTURE AND BUILDINGS</b>
	<b>ROADS AND STREETS</b>
	<i>Public streets and parking areas within main town and rural settlements.</i>
	<ul style="list-style-type: none"> <li>• Maintain and upgrade all road networks.</li> </ul>
	<b>TRANSPORT</b>
	<i>Transport and associated infrastructure.</i>

- Maintain existing infrastructure;
- Providing shelters at the hiking spots and proposed taxi ranks;

## **SURFACE INFRASTRUCTURE**

*Areas designated as municipal and private surface infrastructure*

- Infill: all vacant erven must be developed;
- The activity corridor will accommodate densification;
- All identified sites for development must first be subjected to suitability investigations, especially in terms of its geotechnical conditions and provision of services;
- Preference must be given for green infrastructure, local knowledge, material and labour;

### **• OPPERMANSGRONDE**

The town must retain a compact form, distinct from the countryside. In this regard, the ridge to the west of town does form a definitive natural edge. The ridge is a potential site for a landmark that could become an icon for Oppermansgronde.

## **OBJECTIVES THAT REFLECT THE DESIRED SPATIAL FORM FOR EACH TOWN IN THE LOCAL MUNICIPALITY ON THE MICRO LEVEL MAP**

### **NODES**

The existing entrance gateway will accrue symbolic values and must be retained, even when that junction develops into a node.

### **CORRIDORS**



- Development of the corridor and nodes will over time give legibility to Oppermansgronde;
- The main access road into town is the activity corridor;
- Oppermansgronde is too small to justify another (even secondary order) corridor;
- Along the corridor, the municipality will have to prepare design guidelines and manage development, in terms of: Appropriate height of buildings, densities and pedestrian movement;

## URBAN EDGE

All future proposals are within the Urban Edge. It is because accessibility to Oppermansgronde needs to be strengthened access as it is remote with the following routes: The S1381-S647 as is the only tarred road connection to Koffiefontein, the S647 (gravel) connection to Jacobsdal and the S1381-S583 extension (gravel) to the R48 (Luckhoff-Koffiefontein). There may be a remote possibility of the rail line being extended to Jacobsdal, via Oppermansgronde.

## OPPERMANSGRONDE: PROJECT AND STRATEGIES ACCORDING TO THE SPCS

**Table 12: Project and strategies according to the SPCs**

<b>CONSERVATION</b>
<b>A. CORE AREA</b>
<b>NATURAL AREAS</b>
<b>B. BUFFER AREAS</b>
<b>ECOLOGICAL CORRIDORS</b>
<i>Linkages between natural habitats or ecosystems that contribute to the connectivity of the latter and to the maintenance of associated natural processes.</i>

- Areas of ecological significant should be timely identified and reserved as natural areas.
- Flood lines must be taken into account when development are planned;
- All areas adjacent to streams and rivers should be seen as environmental sensitive;
- Areas of ecological significance of the proposed commonage properties should timely be identified and reserved as natural areas;

### URBAN GREEN AREAS

*Municipal open spaces that form in integral part of the urban structure.*

- Commonage land: communal areas must be assessed for their suitability for one or more of the following functions; Garden allotments for urban agriculture, housing and recreation facilities;
- The area indicated as 'intensive agricultural areas' plus the land designated for residential extension should form the immediate commonage for garden allotments;

### AGRICULTURAL

### C. AGRICULTURAL AREAS

- The Bozrah irrigation project is an influence on Oppermansgronde development;
- Oppermansgronde vineyards must be supported;
- Urban agriculture: garden allotments must be established on commonage land adjacent to the town. The Communal Property Association (CPA) must lease the land to lessors who have to utilize the land for horticulture (vegetables and fruit) not the keeping of stock;
- Generally, livestock grazing on commonage land is a problem in the sense that there seem to be too many stocks per Hectare (although, little of this problem is evident in Oppermansgronde);

<ul style="list-style-type: none"> <li>• Department of Agriculture's policy regarding the management of commonages must be followed, in partnership with stock owners;</li> <li>• It is proposed that the town commonage be zoned according to permaculture zones: First concentric circle, garden allotments must be established (Z-2). Second circle: provision must be made for orchards and small livestock (Z-3). Third circle: commercial crops, sown pasture, woodlots, large livestock (Z-4). Outside the commonage: managed rangeland, game farms, wilderness;</li> </ul>
<b>URBAN</b>
<b>D. URBAN RELATED AREAS</b>
<b>RESIDENTIAL AREAS</b>
<i>Areas designated for residential purposes, e.g. single title erven, group housing, estates, 'GAP housing and residential smallholdings.</i>
<ul style="list-style-type: none"> <li>• Allocate new vacant residential sites;</li> <li>• Expansion to the North of Oppermansgronde for accessibility by residents;</li> </ul>
<b>BUSINESS AREAS</b>
<i>Areas designated for activities associated with retail and service industries, e.g. shops, restaurants, professional offices (areas zoned for business purposes).</i>
<ul style="list-style-type: none"> <li>• The access road will eventually become an activity corridor because business and commercial activities will be supported all along the road;</li> <li>• Business activity in other parts of town, such as corner shops, doctors' consulting rooms, etc. will also be supported where desirable;</li> <li>• Self-sustainable business sites need to be established;</li> </ul>
<b>MIXED USE DEVELOPMENT AREAS</b>
<i>Areas designated for innovative combinations of land-use, e.g. residential/light business; light industry/light business (in terms of various municipal zonings).</i>

<ul style="list-style-type: none"> <li>• Allow for markets and other opportunities, to facilitate small and informal businesses in well-located spaces to maximize economic opportunities;</li> <li>• It is proposed that the current 'mixed-use' land use designation on erf 69, be 'rerouted' to the vacant land opposite the library-to-PP church strip. This will cause the main road to becoming an activity corridor;</li> </ul>
<b>INSTITUTIONAL AREAS</b>
<i>Areas designated for schools, colleges, churches, mosques, and other institutional purposes.</i>
<ul style="list-style-type: none"> <li>• One primary school is required.</li> </ul>
<b>AUTHORITY AREAS</b>
<i>Areas designated for governmental purposes and other official uses, e.g. municipal offices, offices of parastatals (Telkom, Eskom) (areas zoned for authority purposes).</i>
<ul style="list-style-type: none"> <li>• Authority area need to be established for accessibility by residents.</li> </ul>
<b>CEMETERIES</b>
<i>Cemeteries and formal burial parks, excluding crematoriums.</i>
No proposal
<b>SPORTS FIELDS AND INFRASTRUCTURE</b>
<i>Dedicated sports fields together with the associated infrastructure, parking areas, and services.</i>
<ul style="list-style-type: none"> <li>• Upgrading sport facilities;</li> <li>• The schools have one sports field; this need to be expanded in relation to the number of learners and the need;</li> <li>• A sports complex/centre is the obvious focus of a social development program. Letsemeng Municipality must initiate a Private Public Partnership to have such a centre (program) developed in Oppermansgronde;</li> </ul>

<b>RESORTS AND TOURISM RELATED AREAS</b>
<i>Tourism-related nodes and amenities that form part of a designated Hospitality Corridor.</i>
<ul style="list-style-type: none"> <li>• The remainder of communal land in Oppermansgronde should be managed according to an Environmental Management Programme to ensure the retention of its original nature, as a location for film shooting, eco-tourism and game farming;</li> <li>• Other local symbols (if any) must be cherished, preserved and maintained;</li> <li>• No development must be allowed on ridges;</li> <li>• Oppermansgronde as the place has no vernacular built form. However, the traditional vernacular architecture should be experimented with to eventually replace the nondescript RDP houses;</li> </ul>
<b>INDUSTRIAL</b>
<b>E. INDUSTRIAL RELATED AREAS</b>
<b>LIGHT INDUSTRY</b>
<i>Areas designated for light industrial activities associated with the service industry (e.g. repair of motor vehicles) including warehouses and service stations.</i>
<ul style="list-style-type: none"> <li>• The designated site for light industry (as per the 2016-SDF) must be changed from its current (unnumbered) Koppie site to erf 69, designated for mixed-uses. Access is much better and the slope is more conducive for large buildings e.g. site nodes;</li> <li>• Light and service industrial activities will be supported around the access road into town;</li> </ul>
<b>EXTRACTIVE INDUSTRY</b>
<i>Settlements and infrastructure associated with multiple consumptive resource extraction, e.g. mining.</i>
No extraction activity available

<b>SURFACE INFRASTRUCTURE</b>
<b>F SURFACE INFRASTRUCTURE AND BUILDINGS</b>
<b>ROADS AND STREETS</b>
<i>Public streets and parking areas within main town and rural settlements.</i>
<ul style="list-style-type: none"> <li>• All roads and streets need upgrading especially S 1381.</li> </ul>
<b>TRANSPORT</b>
<i>Transport and associated infrastructure.</i>
<ul style="list-style-type: none"> <li>• Transport infrastructure need to be expanded to this town to link efficiently with other neighbouring towns;</li> <li>• Providing shelters at the hiking spots and proposed taxi ranks;</li> </ul>
<b>SURFACE INFRASTRUCTURE</b>
<i>Areas designated as municipal and private surface infrastructure</i>
<ul style="list-style-type: none"> <li>• Infill: all current vacant erven;</li> <li>• Densification: along main street corridor;</li> <li>• All identified sites for development must first be subjected to suitability investigations, especially in terms of its geotechnical conditions and provision of services;</li> <li>• Preference must be given for green infrastructure, local knowledge, material and labour;</li> <li>• The urban edge has been crimped to eliminate the possibility of sprawling development;</li> </ul>

## 5.8 BUILT ENVIRONMENT: HIERARCHY OF SETTLEMENTS

### SENWES & TRANSNET

#### **Draft LSDF: Letsemeng Public Participation (SENWES & TRANSNET)**

*Public participation process was followed as required. At the first public participation meeting, on the 29 October 2019 the meeting comprised of about 60-70 people who met along with one of the community members. A Letsemeng official, MISA Planning intern working at Letsemeng Municipality, MISA town planner and the COGTA spatial planning all attended. At the meeting, needs and desires of the community were discussed and prioritised.*

*The second public participation meeting took place in Phambili on 19 February 2020 where the content of the plan was presented and the objective for this plan to feed into the work of Human Settlements. The processes and plans going forward were outlined, and the public had no issues or concerns with the plan presented and approved of everything that was proposed, meaning the document was ready to go to council as long as it is approved by the Project Committee, which is was on 10 March 2020.*

#### **SDF clear and accessible information to the public and private sector and provide direction for investment purposes (SPLUMA Section 12(g))**

Senwes-Transnet development site is situated along the R 704 and R 48 route leading into Koffiefontein centre in Letsemeng Local Municipality. The development site is largely vacant as the agriculture silos of the previous owners have been removed, however smaller buildings still exist on the development site.

#### **Housing trends (dwelling types)**

One of the aims of the Municipality is to facilitate provision of low-cost houses housing structures to the communities in its area of jurisdiction. Provision of houses is not the core competency of the Municipality however; this objective is undertaken in partnership with the Provincial Department of Human Settlements, the Housing Development Agency and the private sector which continues to provide formal houses with access to basic services to residents

on an on-going basis. There is an ever increasing demand for houses from communities however the municipality has a housing committee in the municipality that report on housing backlogs on a continuous basis. There is a further challenge of low-cost houses that have been defectively constructed in the previous years and the municipality have made such referrals to the Department of Human Settlements for intervention. On the site currently owned by Senwes, a council resolution to use the site for gap housing development and NOT agricultural uses has to add to the development of the town. The condition for the non-use of agricultural land was the condition for sale of the land-engagements with the land owners have commenced however needs to be expedited. In terms of Letsemeng as a municipality, houses/brick structures on separate stands dominate by far in all urban areas (83%), giving the impression that the housing situation within Municipal Area is rather fair. As a precaution the municipality needs reassess their strategy going forward if they are planning to develop more houses that need to be serviced while there is already a backlog with what is currently there.

### **Land ownership**

There are a number of large tracts of land are critical for development at scale identified in this LSDF, as besides this land, only small vacant plots are available. Senwes, owner of some of the erven who have agreed to transfer the land into the ownership of the municipality own the site on the East of the precinct. It is on condition that it is used only for urban development and not any agricultural related use. Letsemeng Council has adopted this notion. The next steps are to engage with Senwes regarding the change of ownership and land uses proposed by municipality. The erven adjacent to the West is owned by Transnet and also available for further development. The municipality is in discussions with Transnet regarding purchasing the erven that make up the site



land. There are two erven towards the north of the site where the ownership is unknown and needs to be investigated.

### **Economic conditions**

The municipal area is predominantly agricultural, although very few value-adding activities take place. There is therefore potential for job creation in the secondary sector relating to agriculture, but agriculture and trade skills need to be developed. Agriculture is the largest contributor to the local economy. The very sought after products of the Petra Diamond Mines contribute the major part to the local economy. The farming industry varies throughout the region. Education, access to jobs are present but there is a need to diversify the economy as there is excessive reliance on one sector. This sector is one of the most vulnerable for decline due to climate change with drought affecting farming in both the short and long term etc.

The availability of Adelaide and Ecca precisely supports the mining activities occurring in the Jagersfontein and Koffiefontein since the rocks type is associated with essential minerals. Mining activities have potential of attracting people and other economic activities. In all the town of the Letsemeng municipality, Koffiefontein is the main income contributor. The StatsSA 2011 data shows that the employment rates are highest in Koffiefontein (46%) of which the largest employer is the formal sector than informal sector. Letsemeng Municipality as a whole does not have industries that would ensure employment of people through an increase in population that could come with a new development.

## Spatial Planning: Senwes & Transnet- Mix-Use Development

*This aspect provides high impact analysis on the development and economic growth in line with SPLUMA, Section 12 (j) as indicated in the LSDF.*

An integrated community is one of the objectives for the municipality; such can be achieved through an innovative project which could include mixed-use developments. One aspect to consider is the layout (**Layout provided in the approved LSDF**), which needs to be predominantly north-facing, allowing effective passive solar design of buildings, an increase in comfort levels, and a reduction in energy needs. Thus it is advisable that every household be fitted with solar panels and solar water heaters, which will be beneficial to every household. Public investment is a vital aspect of activating or making any precinct possible. Such investment is necessary around the gate of the town. A mix of land uses that include residential and access to the shops and services is required for daily living. It should be well integrated with public transport, designed to maximise surveillance and will support the use of active forms of transport.

Mixed use development provide for economic opportunities by encouraging the development of local centres through incorporating a mix of affordable housing type and commercial facilities. This can encourage economic activity and financial viability for developing the development site. Commercial uses in close proximity to residential areas are often reflected in higher property values, and therefore help raise local tax receipts. Development on gateway sites should contain land uses that contribute to the precinct intent and outcomes, specifically those related to tourism and local economic development uses.

**Environmental Management: Soil**

Phambili has shortlands, sterkspruit, valsrivier soil types, Valsrivier soil type is associated with irrigation productivity, but it requires artificial drainage as the soil character consists of orthic A horizon, overlying a pedocutanic B horizon and deep clay loam etc. The amendable of the soil to handle physical intense development is minimum due to the hard setting and erodibility of the soil.

## CHAPTER 6

### SITUATIONAL ANALYSIS: LETSEMENG LOCAL MUNICIPALITY

#### 6.1 INSTITUTIONAL OVERVIEW

##### **Management structure**

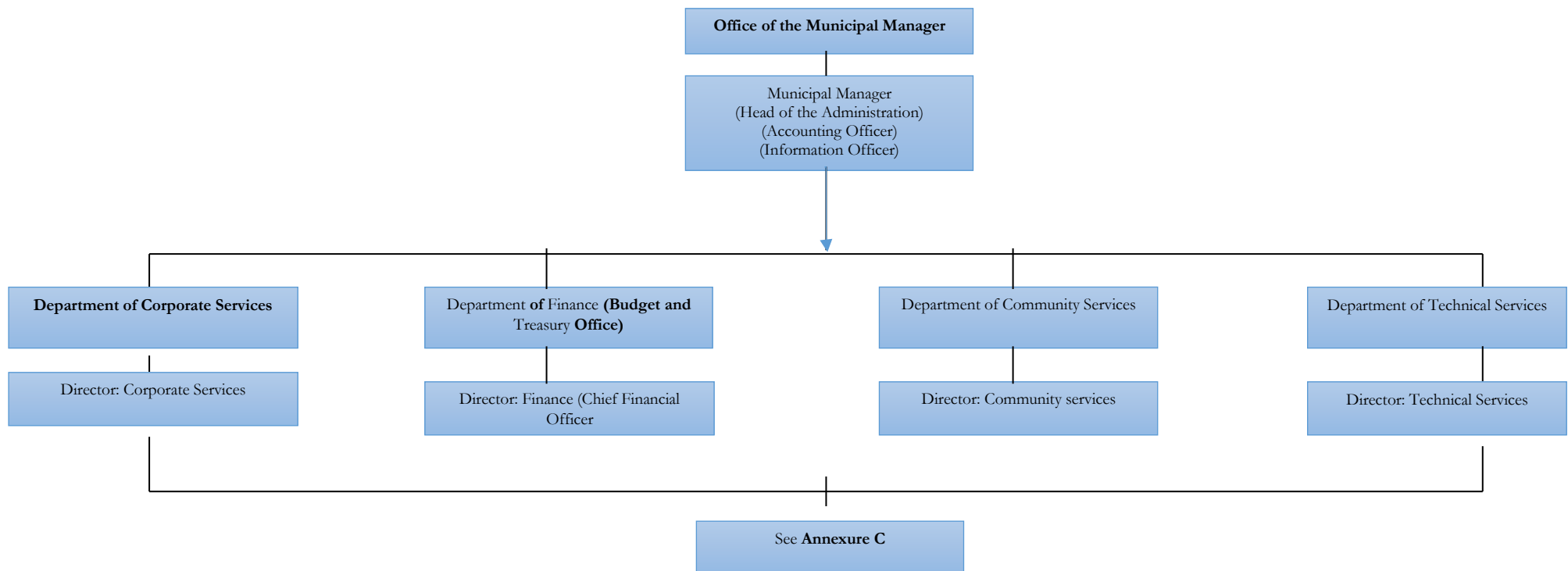
The municipal administration is divided into many different directorates and sub-directorates, all of which deliver specific services. Some sub-directorates focus on service delivery, whilst others are more concerned with internal affairs, such as the Corporate Services.

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

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

## LETSEMENG LOCAL MUNICIPALITY MACRO-STRUCTURE

ANNEXURE B



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

### **Top administrative structure**

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

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

### **Political governance**

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

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

## **Municipal Staff Regulation**

### Legal Obligations of Municipalities

Commencement Date - The Regulations come into operation w.e.f. 1 July 2022.

Scope of Application - Unless specified otherwise, these Regulations do not apply to municipal managers and managers directly accountable to municipal managers + CWP/ EPWP).

Regulations vis-à-vis existing HRMD policies – Municipalities to develop/ review existing policies. □ Staff establishment – A staff establishment can ONLY be reviewed:

After election of a new council of a municipality;

Adoption of a municipal IDP (Once every five years); or

When there are changes to the boundaries of a municipality

**Important Note:** The Municipal Staff Regulations will be presented to the Council on or before the end of the financial year 2021/22 for approval.

## 6.2 KEY PERFORMANCE AREAS

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

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

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

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

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



## 6. Spatial Development Framework

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

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

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

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

## 6.2.1 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

### Strategic Objective

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

### Intended outcome

Sustainable delivery of improved services to all households

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

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

## STATUS QUO ANALYSIS

- **WATER INFRASTRUCTURE**

### Important note

*The municipality developed its water master plan through the support Chell Engineering SA, CESA (Pty) Ltd appointed by Department of Cooperative Governance and Traditional Affairs to update the existing water master plan compiled in 2015 for Letsemeng Local Municipality (LLM). Most of the information entails the capturing of water infrastructure information, compiling of computer models for the water distribution systems in the different towns in Letsemeng, the assigning of water demand to the models, evaluation of the networks in terms of hydraulic functioning and master planning of the networks to accommodate anticipated future growth as per the Spatial Development Framework.*

## EXISTING SYSTEM

This report addresses the distribution of potable water within the Letsemeng Local Municipal area. Water quality aspects and the analysis of the bulk water (raw water) pipelines upstream of the WTP's and reservoirs are beyond the scope of this report. Please refer to the master plan for water purification works.

## WATER SOURCES AND BULK SUPPLY

### Jacobsdal

**The Jacobsdal / Ratanang / Sandershoogte** area is supplied with water from the Riet River canal, which forms part of the Kalkfontein canal scheme. Raw water from the canal is stored in two raw water storage dams, from where it is pumped to, and treated, at the Jacobsdal water treatment plant (WTP). The

WTP consists of two package plants with a combined estimated capacity of 1 980 kℓ/d. The construction of a new WTP, with a capacity of 4 200 kℓ/d, is underway.

There are currently two distribution zones with one reservoir site, two tower sites, 1 reservoir, 4 towers, and three pump stations with 5 pumps in total. Jacobsdal is supplied from an 850 kℓ steel tank/reservoir as well as a 100 kℓ tower. There is an additional 85 kℓ tower that is not currently in use. The steel tank top water level (TWL) is higher than either of the towers, and the towers do not have the same top water levels. A new 5 000 kℓ concrete reservoir is recently completed but not yet in operation. Ratanang / Sandershoogte - There is a 200mm outflow from the steel tank and a 100mm outflow from the tower. However, the zone cannot be closed off by closing valves on these two pipelines only, and therefore there is an additional unknown connection(s) to the network from the tank/tower.

Based on the above-mentioned challenges, the municipality managed to construct a new WTP at Jacobsdal to improve on water conditions of water supply system. The new WTP started to operate and the conditions of water supply improved for the better.

## **Koffiefontein**

**Koffiefontein / Diamanthoogte / Dithake** obtains water from both the Riet River and Orange / Riet canals. The Riet River canal flows through Koffiefontein. The abstraction point and pump station are located approximately 300 m from the raw water dams. There are three pumps in the pump station, each with an estimated capacity of 45 ℓ/s, based on manufacturers' specifications. This pump station also delivers water to the Koffiefontein sportsgrounds. An alternative source of water is from the Orange / Riet canal. Water is pumped approximately 9 km to a reservoir, then gravitates approximately 30 km to Koffiefontein. This option is seldom used to supply Koffiefontein of water. A third

option to supply water to Koffiefontein is the pump station at the mine dam, which supplies water to the raw water storage dams. This supply is only used when water from the canals are unavailable. Raw water is treated at the Koffiefontein WTP. The WTP has a treatment capacity of 4 500 kℓ/d.

There are currently two distribution zones with two reservoirs sites, with 4 reservoirs and one pump station. Koffiefontein/ Diamanthoogte/Dithake - Treated water from the Koffiefontein WTP is stored in the 1 250 kℓ Koffiefontein reservoir adjacent to the WTP. Water is pumped from the WTP to the three 'Blinkdamme' with volumes 2 000 kℓ, 4 300 kℓ and 2 500 kℓ. Most of the network in Koffiefontein is supplied from both the Koffiefontein reservoir and the Blinkdamme, even though they are on different levels. A 250mm pipeline connects the Koffiefontein reservoir directly with the Koffiefontein town network. From the Blinkdamme there is a 250mm outlet to Dithake, with a connection to Koffiefontein, and a 200mm pipeline to Diamanthoogte and Dithake. Koffiefontein South - A section of the network to the south of the town is supplied from only the Koffiefontein reservoir. A 150mm pipeline connects the reservoir to the network.

Furthermore, the municipality discovered that the distribution of procured water supply is not equal to the water connected to the households. The municipality discovered that there is high possibility of illegal connections by the farmers from the main line. However, the municipality currently investigating the matter to eradicate this challenge.

## **Luckhoff**

**The Luckhoff / Relebohile / Teisesville** is supplied with water from the Orange / Riet canal. Raw water is pumped approximately 6 km from the canal to Luckhoff WTP. The WTP consist of a conventional / package plant combination with an estimated treatment capacity of 990 kℓ/d.

## Oppermansgronde

**Oppermansgronde** obtains water from the Orange / Riet canal. Oppermansgronde has a connection to the gravity pipeline between the reservoir filled by pumping from the canal and Koffiefontein. There are 2 boreholes near Oppermansgronde, but it is not currently in use. Raw water is treated at the Oppermansdorp WTP. The WTP has an estimated treatment capacity of 395 kℓ/d. 6.

There are currently two distribution zones with one reservoir site, two tower sites, one reservoir, one tower and one pump station. The network is supplied directly through a 110 mm outflow from the 1 885 kℓ concrete reservoir, located against the hill to the west of town. Water is pumped from the WTP to the reservoir. There is a 350 kℓ borehole feed tower located at the WTP, which is currently not in use.

Of particular note, Oppermansgronde school has its own 50 kℓ tower. The tower is filled under gravity from the Oppermansgronde reservoir through a 75 mm diameter, 390 m long pipeline connected to the reservoir outflow. Flow to the tower is not controlled.

## Petrusburg

**The Petrusburg / Bolokanang** is supplied with water from 12 boreholes located in and around the town. There is no purification plant in Petrusburg and water from the boreholes is chlorinated before it is distributed to secondary storage facilities. Information on the borehole yields and abstraction licences could not be obtained. Therefore, no comments on the sufficiency of the existing water sources can be made.

There are currently two distribution zones with two reservoir sites with two reservoirs, two towers and two pump stations. Petrusburg Treated water from the Petrusburg WTP (chlorination only) is pumped to the 1 100 kℓ Petrusburg

reservoir. From this reservoir, water is pumped into the 50 kℓ Petrusburg tower and the entire Petrusburg network is supplied from the tower. Bolokanang Treated water from the Petrusburg WTP (chlorination only) is pumped to the 375 kℓ Bolokanang reservoir. From this reservoir, water is pumped through two pump stations to the two Bolokanang towers. There is a 150 kℓ tower (new tower) located on the same site as the reservoir. The other 300 kℓ tower (old tower) is located to the south of Bolokanang and connected to the pump station through a 160 mm diameter, 2 440 m long pipeline. The Bolokanang network is supplied simultaneously from both the towers.

However, the municipality solicited funds through MIG to initiate and implement project of pipeline. The pipeline was connected from borehole 14 & 15 to the Bolokanang reservoir for the chlorination purposes. Subsequent to this process, the water is redirected to the Bolokanang new tower to increase water supply.

## **SYSTEMS AND OPERATIONS**

The existing Letsemeng water supply system is discussed in this section. The water distribution systems layouts are shown on Figures LLM W2.1, with a separate figure for each area as follows: • a - Jacobsdal • b - Koffiefontein • c - Luckhoff • d - Oppermansgronde • e – Petrusburg

### **General description**

This section provides a summary of the pipes, reservoirs, and pumps in the existing system within the 5 town of the municipality.

### **Jacobsdal/Ratanang/Sandershoogte distribution system**

There are currently two distribution zones with one reservoir site, two tower sites, 1 reservoir, 4 towers, and three pump stations with 5 pumps in total.

#### **Jacobsdal**

Jacobsdal is supplied from an 850 kℓ steel tank/reservoir, as well as a 100 kℓ tower. An additional 85 kℓ tower is not currently in use. The steel tank top water level (TWL) is higher than either of the towers, and the towers do not have the same top water levels. A new 5 000 kℓ concrete reservoir was recently completed, but not yet in operation. There is a 200mm outflow from the steel tank and a 100mm outflow from the tower. However, the zone cannot be closed off by valves on these two pipelines only, and it is therefore accepted that there are additional unknown connection(s) to the network from the tank/tower.

#### **Ratanang/Sandershoogte**

The Ratanang/Sandershoogte area is supplied from two 200 kℓ towers located on the eastern edge of the settlement. Water is pumped from the Jacobsdal WTP to the towers, from where it is distributed to the network through a 300mm, 200mm and 75mm pipes.

### **Koffiefontein/Diamanthoogte/Dithlake distribution system**

There are currently two distribution zones with two reservoirs sites, with 4 reservoirs and one pump station. Koffiefontein/Diamanthoogte/Dithlake Treated water from the Koffiefontein WTP is stored in the 1 250 kℓ Koffiefontein reservoir, adjacent to the WTP. Water is pumped from the WTP to the three 'Blinkdamme' reservoirs with capacities of 2 000 kℓ, 4 300 kℓ and 2 500 kℓ. Most of the network in Koffiefontein is supplied from both the Koffiefontein reservoir and the Blinkdamme reservoirs, even though they are on different levels. A 250mm pipeline connects the Koffiefontein reservoir directly with the



Koffiefontein town network. From the Blinkdamme, there is a 250mm outlet to Dithlake, with a connection to Koffiefontein, and a 200mm pipeline to Diamanthoogte and Dithlake. Koffiefontein South A section of the network to the south of the town is supplied from only the Koffiefontein reservoir. A 150mm pipeline connects the reservoir to the network.

### **Luckhoff/Relebohile/Teisesville distribution system**

There are currently two distribution zones with one reservoir site, two reservoirs, one tower and two pump stations. Luckhoff high lying zone. The network east of Voortrekker Street is supplied through a booster pump station, which pumps from the 200 kℓ brick reservoir. The pumps were recently replaced to deliver at a higher head, leading to pipe failures in the network. This enabled operational staff to check the diameter and material of exposed pipes during repairs. It appears that the network consists mainly of 75mm dia. AC pipes. Luckhoff/Relebohile/Teisesville The remainder of Luckhoff, Relebohile and Teisesville is supplied from the 60 kℓ Luckhoff tower. Water is pumped from the 400 kℓ steel reservoir to the tower. The reservoir, pump station and tower are located on the same site as the brick reservoir and booster pump station. The network in this zone is a combination of information from operational staff and as-built drawings. Both the steel and brick reservoirs are filled through a 150mm dia. AC pipeline, 670 m long from the Luckhoff WTP.

### **Oppermansgronde distribution system**

There are currently two distribution zones with one reservoir site, two tower sites, one reservoir, one tower and one pump station.

### **Oppermansgronde**

The network is supplied directly through a 110 mm outflow from the 1 885 kℓ concrete reservoir, located against the hill to the west of town. Water is

pumped from the WTP to the reservoir. The 350 kℓ tower is connected to the boreholes and located at the WTP, which is currently not in use.

### **Oppermansgronde School**

The Oppermansgronde School has a 50 kℓ tower. The tower is filled under gravity from the Oppermansgronde reservoir through a 75 mm diameter, 390 m long pipeline connected to the reservoir outflow. Flow to the tower is not controlled.

### **Petrusburg/Bolokanang distribution system**

There are currently two distribution zones with two reservoir sites with two reservoirs, two towers and two pump stations. Petrusburg Treated water from the Petrusburg WTP (chlorination only) is pumped to the 1 100 kℓ Petrusburg reservoir. From this reservoir, water is pumped into the 50 kℓ

Petrusburg tower and the entire Petrusburg network is supplied from the tower. Bolokanang Treated water from the Petrusburg WTP (chlorination only) is pumped to the 375 kℓ Bolokanang reservoir. From this reservoir, water is pumped through two pump stations to the two Bolokanang towers. There is a 150 kℓ tower (new tower) located on the same site as the reservoir. The other 300 kℓ tower (old tower) is located to the south of Bolokanang and connected to the pump station through a 160 mm diameter, 2 440 m long pipeline. The Bolokanang network is supplied simultaneously from both the towers. However, the municipality solicited funding from DWS to implement project on the construction of pipeline to the reservoir at Bolokanang.

## **FUTURE WATER DEMAND**

The estimated future AADD of the towns served by the different distributions systems the anticipated future AADD increases in each town, are:

### **Jacobsdal**

The future AADD represents an increase of  $\pm 90\%$  over the potential fully occupied present AADD.

### **Koffiefontein**

The future AADD represents an increase of  $\pm 81\%$  over the potential fully occupied present AADD.

### **Luckhoff**

The future AADD represents an increase of  $47\%$  over the potential fully occupied present AADD.

### **Oppermansgronde**

The future AADD represents an increase of  $38\%$  over the potential fully occupied present AADD.

### **Petrusburg**

The future AADD represents an increase of  $73\%$  over the potential fully occupied present AADD.

## **EXISTING OPERATION PROBLEMS**

The operational staff indicated the following operational problems:

### **General**

- No bulk meters in any of the towns are currently functional.

## Jacobsdal

- The network in Jacobsdal cannot be isolated from the reservoir and tower, even when all known outflow pipes are shut-off. Any maintenance requires that the reservoir and tower is completely emptied through the network before work can commence.

## Koffiefontein

- Maintenance of the canals from which raw water is supplied, may lead to extended periods of no-supply.
- Filling the network after such periods also takes a long time and affects Diamanthoogte in particular.

Diamanthoogte experiences severe pressure problems during normal operation of the system.

## Luckhoff

As previously indicated, the layout and diameters of the network are uncertain for the largest part of the Luckhoff network.

Luckhoff has no other source of raw water apart from the Orange/Riet canal. There are periods of no supply when the canal is undergoing maintenance.

### • GENERAL WATER STATUS QUO

Letsemeng Local Municipality is the Water Services Provider and Water Service Authority. The municipality has developed Water Master Plan adopted by council October 2019.

Following South African President Cyril Ramaphosa's announcement of a national lockdown from midnight on Thursday (26 March 2020) to midnight on 16 April 2020 to help curb the COVID-19 pandemic which was declared

accordance with the application of Section 57 of the Disaster Management Act, act No. 57 of 2002. Rest assured LLM and the communities needed to have joint efforts in ensuring that essentials, particularly on the supply of water are provided uninterruptedly to mitigate the impact of the COVID-19 pandemic with the support of Municipal Councillors, Senior Manager and stakeholders.

However, the Minister of Cooperative Governance and Traditional Affairs, Dr. Nkosazana Dlamini Zuma issued Directions and Regulations (Gazettes No. 43147 and 43148, respectively). The aforesaid department through the National Disaster Management Centre is administering the Disaster Grants which may be accessed by organ of the state to prevent and combat the spread of the COVID-19 outbreak. The following are the goods and services to be provided by the LLM as per directions provided the Minister of Cooperative Governance and Traditional Affairs.

### **SUMMARY OF CURRENT LEVEL OF WATER SERVICES, DEMANDS AND BACKLOGS**

**Table 1: Levels of water services**

<b>SERVICE</b>	<b>MUNICIPALITY</b>	
	<b>Access</b>	<b>Backlog</b>
<b>WATER</b>	12 956	1 013

Letsemeng Local Municipality is the Water Services Authority, and the objective remains to ensure 100% of its populace have access to potable water.

Measures regularly implemented to ensure that this objective is achieved. The Municipality has solicited assistance from Cogta regarding the development of the water master-plan and its operation and maintenance plan. The planning described above instruments were developed in 2019 through Cogta and approved by the Council in October 2019. It is also crucial to report that

these water planning instruments are expected to address water-related challenges during its implementation phase.

It is safe to report that Letsemeng Local Municipality does not have any backlogs for both Domestic and Associated Services at this stage. However, it envisages falling into a backlog due to the newest development townships within all six Wards proposed additional ward seven shortly. All informal settlements supplied with water brought by trucks from the nearest towns with Jojo tanks located not more than 200m walking distance from the affected households over and above the declared National Disaster by the President. However, reticulations on stand-pipes done to improve and reduce the working length of the affected residents.

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

Letsemeng Local Municipality is the Technical Directorate implementing both the WSA and WSP and both functions. Currently, the functions of WSA and WSP are not clearly defined. However, the Technical Directorate is overseeing all the responsibilities of the WSA and WSP.

Water user association Oranjeriet and Kalkfontein supplies bulk water. The Municipality supplies clean drinking water to all five towns and still enforces water restrictions due to the water challenge, i.e. high water losses and ageing infrastructure. The Municipality is impractical to capture and calculate water losses as not all consumers have water meters.

- **FREE BASIC SERVICES**

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

**Table 2: Provision of free Basic Services**

Free Basic Services	Indigent Support/Subsidy	Indigents Household
Water	6kl	1666

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

- **UNRELIABILITY OF WATER SUPPLY**

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

**THE STATUS QUO CONCERNING AREAS WITH UNRELIABLE WATER SUPPLY ARE AS FOLLOWS IN THE SIX (7) WARDS OF LETSEMENG LOCAL MUNICIPALITY:-**

**Table 3: Status Quo-unreliable water supply**

Ward/s	Settlement/Areas	Status Quo	Potential Solution s
1 – 6	Private Farms	All private-owned areas/farming areas not supplied with water or any other services, and this is due to denied accessibility to private land owned farming areas by farmers, farmers (farm owners) refuse access to their land	The Municipality needs to mobilise private-owned areas or issue out notices that will inform them about an inability to access their land regarding essential services.
1	Luckhoff	Unreliable Water supply due to low capacity of	The Municipality has developed a water

		the water treatment works	master plan to curb this deficiency
<b>2</b>	Ratanang and Sandershoogte	<ul style="list-style-type: none"> <li>• Unreliable Water supply due to low capacity of the water treatment works</li> <li>• There is a need for a supply of potable water in Ratanang Clinic and Phambili.</li> </ul>	<ul style="list-style-type: none"> <li>• The construction of a New Water Treatment Works project is practically complete and handed over to the Municipality.</li> <li>• Temporary arrangement with the Phambili Primary School to be put in place as a temporary measure for the supply of water for the duration of the project on Water Treatment Works</li> </ul>
<b>3</b>	Jacobsdal Town	Unreliable sewer pipes which result in frequent spillages in Town	The Municipality has developed a master plan and Operation & Maintenance to curb this deficiency



<b>4 and 5</b>	Koffiefontein, Dithlake and Sonwabile	Unreliable Water supply due to low capacity of the water treatment works	The Municipality needs to upgrade WTW to work at the design capacity and add 48-hour storage capacity. Project to be implemented in the 2022/2023 financial year
----------------	---------------------------------------	--	--

The upgrade to the Water Treatment Works of the affected areas is high on the priority list of the Municipality. Therefore, it will be addressed over the MTREF period through our MWIG and MIG allocations as capital projects in the next ensuing financial year as part of priority development initiatives in all Wards.

LLM currently does not have approved service levels, but the Administration office is preparing a document to curb this deficiency. There are presently Operations and Maintenance Manuals in place, and as a result, operation and maintenance are improving for the better. However, most of the existing infrastructure need does not adequately address the current demand of water supply.

There are plans to manage the Water Conservation and Water Demand (WCWD) strategies; however, several items are in the pipeline to reduce the losses. Among others, the Municipality has completed the installation of domestic water meters, Bulk Meters and Zonal meters around the four towns to reduce water revenue loss through funding from MIG for the 2020/21 financial year. Of particular note, WTW in all towns has become a priority except for Jacobsdal since upgrading and refurbishing WTW is completed. This initiative will also help the Municipality to address and reduce losses and improve on

revenue collection rate. In addition, there are monitoring programmes in place, and water quality is checked every two weeks for compliance. If there are failures, the Technical department investigates the cause and applies remedial actions and then re-test the water. The results are loaded on the IRIS (Integrated Regulatory Information System) every month for proper monitoring by the relevant authorities. Furthermore, the Municipality registered in terms of the Blue Drop requirements of the National Certification Programme.

- **SEWER AND FUNCTIONALITY OF TREATMENT WORKS**

### **Important note**

Chell Engineering SA, CESA (Pty) Ltd was appointed by Department of Cooperative Governance and Traditional Affairs to compile an updated master plan of the sewer system for the Letsemeng Local Municipality which included five towns, namely Jacobsdal, Koffiefontein, Luckhoff, Oppermansgronde and Petrusburg.

### **EXISTING SYSTEM**

#### **SYSTEM LAYOUT AND OPERATION**

This section outlines each system is operated in a main drainage area with a WWTP, which in turn could be sub-divided into several sub-drainage areas.

In Jacobsdal area there is one pump station in the Jacobsdal system. The Jacobsdal PS drains the entire Jacobsdal town, as well as a section in the north east of Ratanang, before pumping directly to the Sandershoogte WWTP. Sandershoogte and the remaining sections of Ratanang drain under gravity directly to the Sandershoogte WWTP.

Jacobsdal town consists of a small-bore sewer system, where only the overflows from septic tanks is transferred through the network. There is a

conventional gravity sewer system flowing from the industrial area surrounding the abattoir in Jacobsdal to the pump station, which pumps to the WWTP.

In Koffiefontein area there are four pump stations in the Koffiefontein system. The Donkerhoek PS drains the north western sections of Dithlake, before pumping to the central section of Dithlake. The Roselove PS drains the central sections of Dithlake before pumping to the Alfa PS drainage area. The Rooirant PS drains the south western section of Dithlake, before pumping to the Alfa PS drainage area. The Alfa PS drains the northern and central parts of Koffiefontein, before pumping directly to the Koffiefontein WWTP. The small southern section of Koffiefontein drains by gravity directly to the WWTP.

In Luckhoff area there is one pump station in the Luckhoff system. The Luckhoff PS drains a small southern section of the Luckhoff town before pumping into the northern Luckhoff system, which is drained by gravity to the Luckhoff WWTP. Teisesville and Relebohile drain by gravity to the Luckhoff WWTP.

Oppermansgronde area there is one pump station in the Oppermansgronde system. The Oppermansgronde PS drains the entire Oppermansgronde system and pumps directly to the Oppermansgronde WWTP.

Petrusburg area there is one pump station in the Petrusburg system. The Petrusburg PS drains the Petrusburg town system and pumps to the main gravity line near the WWTP. Bolokanang drains by gravity to the Petrusburg WWTP. The municipality is currently implementing a project on upgrading of waste water treatment plant to cater for the current and future capacity.

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

**Table 4: Distribution of households by main type of toilet facility**

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

### Population by Toilet facilities

Column	Letsemeng		Xhariep		Free State	
<b>Flush toilet</b>	82.9%	33,179	89.5%	112,645	71.9%	2,035,212
<b>Pit toilet</b>	8.5%	3,416	4.3%	5,354	18.7%	527,680
<b>Chemical toilet</b>	4.3%	1,722	1.5%	1,836	2.2%	62,985
<b>Bucket toilet</b>	2.5%	984	1.5%	1,845	4%	113,765
<b>Other</b>	1.9%	742	3.3%	4,204	3.2%	89,842

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

The above table indicates distribution of households in Letsemeng local municipality by type of toilet facility being utilised. The table above, households with flush/chemical toilet facilities has increased from 76.0% in 2011 to 83.7% in

2016. Households without any toilet facilities have decreased from 5.0% in 2011 to 1.8% in 2016.

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

About 90% of the VIP toilets in Petrusburg are dilapidated due to poor quality, and the same VIP toilets are filled up, which makes it extremely difficult for them to be drained or sucked by a truck and some of the toilets are not accessible for this truck. Therefore, the Municipality appointed a service provider to supply chemicals and maintain the VIP toilets in the 2020/21 Financial Year to address the challenge mentioned above.

The overall judgement on our WWTWs is fair, although some are in a poor state and is not effectively operational due to damaged mechanical and electrical equipment at the affected WWTW's. However, the Municipality solicited funds to curb this deficiency and MIG allocated by DWS to upgrade and refurbish WWTW in Petrusburg, of which is at its completion stage, during this financial year 2022/23. In addition, the Municipality appointed a contractor for the Refurbishment of the Koffiefontein WWTW. These initiatives will assist the Municipality in reducing health hazard and non-compliance in terms of the Water Service Act and the discharge of final effluent.

There is progress made in ensuring that necessary measures are in place to improve the supply of water.

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

**Table 5: Status quo-unreliable sanitation system**

Ward/s	Settlement/Areas	Status Quo	Potential Solution (s)
1	<b>Luckhoff</b>	There is a lack of functional Waste Water Treatment Works	There is a need to refurbishment and appoint a dedicated Process Controller who will be in charge of the operations of WWTW daily. However, the Municipality need to prioritise permanent security personnel in the WWTW to avoid vandalism
2	<b>Ratanang</b>	There is a challenge of sewer pipeline (household-connection and	There is a need to replace 40mm with 110mm for household

		main-pipeline) as a result of the size-diameter and construction of manhole in the entire area to reduce sewer spillages	connection and 40mm with 160mm for the main pipeline
3 & 6	<b>Bolokanang</b>	<ul style="list-style-type: none"> <li>The WWTW is not fully functional, and there is a need for refurbishment and a lack of personnel (Both security and a dedicated Process Controller.</li> <li>There is a need to replace all the dilapidated toiles.</li> </ul>	<ul style="list-style-type: none"> <li>There is a need to refurbish WWTW and the appointment of a Process Controller and Security personnel.</li> <li>Funding allocated by MIG for the refurbishment of the WWTW in this coming financial year <b>2022/23.</b></li> </ul>

		<ul style="list-style-type: none"> <li>VIP toilets need to be refurbished to meet the standard of waterborne toilets</li> </ul>	<ul style="list-style-type: none"> <li>Service Provider appointed for the supply of chemicals and maintenance of VIPs</li> </ul>
4 & 5	<b>Ditlhake</b>	<ul style="list-style-type: none"> <li>There is a need for the refurbishment of 4 sewer pump stations within the area. However, the Municipality managed to refurbish three (3) of the pump stations in the area. However, these pump stations were vandalised in less than two months.</li> </ul>	<p>The Municipality need to appoint a security company 24/7 to safeguard the municipal assets. In addition, there is a need to refurbish vandalised pump stations and refurbish WWTW to meet the necessary compliance requirements.</p> <p>NB! Water and Sanitation Master-plans are</p>



			developed with assistance from DBSA to address this problem.
3	<b>Phambili</b>	<ul style="list-style-type: none"> <li>There is no proper provision of essential services since the area is not yet formalised to qualify for these significant services. However, the Municipality is engaging relevant authorities to address the matter. In addition, other means of supply of water tanks to the community</li> </ul>	That the area should be formalised in order render essential services without any destructions

		are taking place.	
--	--	-------------------	--

## • ROAD INFRASTRUCTURE STATUS QUO

The road infrastructure of LLM varies in terms of the level of service within each road. Poor quality of some roads makes access difficult to the areas. A mixture of surfaced and gravel roads were evidenced. The condition varies from fair to poor and erosion is common, the surfaced roads have potholes and are showing deterioration. With good road infrastructure being one of the most important aspects for a community, the municipality is facing challenges in maintaining and possibly upgrading the roads to make vehicles of all classes' access possible. Pedestrians are not provided with sidewalks on some of the roads, which also contribute to issues of municipal infrastructure delivery.

### Road Network in Koffiefontein

This section provides graphical representation of the paved and unpaved road network in Koffiefontein, respectively.

With good road infrastructure being one of the most important aspects in a CBD, the municipality is experiencing problems in maintaining and possible upgrading the roads. Most of the roads in the urban area are tarred and in a poor condition (deteriorated) with edge cracks, crocodile cracks and major potholes, although the municipality is doing some patching on some roads, they are mostly in a very poor state to be patched. Most of the roads need rehabilitation. Although some of the road have storm water pipes, v-drains or channels some roads do not drain properly. For roads with storm water pipes and channels, proper cleaning and maintenance will have to be periodically instituted to prevent road deterioration by storm water.

## Koffiefontein Roads Conditions Summary

**Table 6: Koffiefontein Road Conditions**

Road Name	Road Type	Current Road Condition	Current Storm Water Condition
Rhode Street	Tarred	Fair Condition	No Provision
Kotze Street	Tarred	Poor	No Provision
Katz Street	Tarred	Poor	No Provision
Van der Post Street	Tarred	Poor	No Provision
Glasson Street	Gravel	Very Poor	Poor
Gordan Street	Tarred	Poor	No Provision
Prins Street	Block Paved	Good	Good
Groot Trek Street	Tarred	Poor	No Provision
Edward Street	Tarred	Poor	Poor
Mampimpi	Tarred	Poor	No Provision

### Rhode Street

This street is tarred and is in a fair condition due to minor potholes, longitudinal cracks and silted street sections. This cambered street allows water to flow in both directions.

### Kotze Street

This street is tarred and is in poor condition due to minor potholes, rutting and crocodile cracks on the street. This street has a cross fall gradient to allow water to flow.

### Katz Street

This street is tarred and is in poor in condition due to major potholes, rutting and grass growing along the roadway. This cambered street allow water to flow in both directions.

### Van der Post Street

This street is tarred and is in poor in condition due to major potholes, poor patching and crocodile cracks on the street. This cambered street allows water to flow in both directions.

### **Glassen Street**

This street is in very poor condition, there are however some parts of the street with potholes which need average maintenance. There are no v-drains or channels in the road which has led to stagnation of water on the road creating potholes, erosion and grass growing along the roadside.

### **Gordan Street**

The street is mostly in poor condition, there are however some parts of the street with potholes which need average maintenance. There are no v-drains or channels in the road which led to the creation of potholes, chipped edges and grass growing along the edges.

### **Prince Street**

This street is in good condition and there is sufficient storm water drainage provided for this street even though it is silted in street sections.

### **Groot Trek Street**

This is the main street in the medium density town which is tarred and it appears to be in poor conditions due to major potholes, poor patching and crocodile cracks on the street.

### **Edward Street**

This street is tarred and it is poor in condition due to major potholes, poor patching, crocodile cracks and edge cracks on the street. This street has an inefficient storm water drainage system in certain road section.

### **Mampimpi Street**

This street is tarred and it is poor in condition due to deteriorating and rutting sections along the street. This street needs to be resurfaced. A storm water drainage system is provided for this street.

Generally, it was observed that there are crocodile cracks, longitudinal cracks, edge cracks and major rutting forming in the surfaced roads. This is due to weather conditions. These cracks and any form of deterioration need to be sealed, to prevent road damage. There are newly blocked paved roads in the township which appear to be in very good condition. The gravel roads in the both the townships and the urban areas appear to be in poor condition, corrugation and potholes due to the lack of storm water infrastructure. Some roads do not drain storm water fast enough due insufficient cross fall, this might contribute to road failures if not properly dealt with.

### Road Network in Luckhoff

This section provides graphical representation of the paved and unpaved road network in Luckhoff, respectively.

The main road in Luckhoff is a tarred road which is poor in condition, especially at the intersections areas. These intersections require rehabilitation. The gravel and earth roads which have no storm water pipes/v-drain provision, some of the asphalt roads deteriorating into gravel roads and gravel roads deteriorating into earth roads. Sufficient maintenance is required as means of maintaining the quality of the good roads.

### Luckhoff Roads Conditions Summary

**Table 7: Luckhoff Road Conditions**

Road Name	Road Type	Current Road Condition	Current Storm water Condition
Rabie Street	Gravel	Poor	Good
Boven Street	Gravel	Poor	No Provision
Voortrekker Street	Tarred	Poor	Good
Phil Saunders Street	Gravel	Fair	No Provision
7895-7894 Street	Block Paved	Very Good	No Provision
Combrink Street	Gravel	Poor	No Provision

Du Toit Street	Gravel	Poor	No Provision
59-39-158 Street	Block Paved	Good	No Provision
Du Preez Street	Gravel	Poor	No Provision
Luckhoff Municipal Road	Gravel	Poor	No Provision

### **Rabie Street**

This is a gravel road which has a storm water drainage system in one direction of the road. The street is fair in condition with mild corrugation along the roadway.

### **Boven Street**

This road is in poor condition with corrugation and potholes along the roadway. There is a poorly installed storm water drainage channel bulging in the road.

### **Voortrekker Street**

This is the main street in the low density town which is tarred and it appears to be in poor condition at certain intersections. The access roads are all gravel and earth roads which are in a poor to fair state with few tarred roads, which have potholes and are also in poor condition.

### **Phil Saunders Street**

This is a street with a gravel and a block paved section. The block paved section is very good in condition and the gravel sections has corrugation. Overall this street is in fair condition. (7m wide).

### **7895-7894 Street**

This street is in a very good condition and there is no storm water drainage provided for this street.

### **Combrink Street**

The gravel street is in poor condition with corrugation and grass growing along the road. The road needs to be maintained. There is a storm water drainage system provided for this street.

### **Du Toit Street**

The gravel street is in poor condition with corrugation along the road. The road needs to be maintained. There is no storm water drainage system provided for this street.

### **59-39-158 Street**

This street is in good condition and there is no storm water drainage provided for this street.

### **Du Preez Street**

This is a gravel street and is in poor in condition with visible potholes and rut, the lack of provision for storm water pipes and v-drains is a huge concern as the runoff comes to the roads causing erosion and loose gravel.

### **Luckhoff Municipal Road Street**

The gravel street is in poor condition with corrugation along the road. The road needs to be maintained. A storm water drainage system needs to be provided for this street.

Generally, it was observed that there are potholes, crocodile and edge cracks forming in the surfaced roads. This is due to the weather conditions and insufficient road gradients. Rehabilitation of the intersection areas needs to be undertaken, to prevent further road damage and road safety concerns. The gravel roads are in poor condition and routine regravelling and reshaping are

remedies which should be instituted. There are newly block paved roads in the township which appear to be in very good condition.

## Road Network in Oppermansgronde

This section provides graphical representation of the paved and unpaved road network in Oppermansgronde, respectively.

The roads and storm water provided in this area are in a good to very poor condition. The municipality is experiencing problems in maintaining and possible upgrading the roads and storm water. Majority of the roads infrastructure problems can be directly linked to the lack of provision of efficient storm water infrastructure.

## Oppermansgronde Roads Conditions Summary

**Table 8: Oppermansgronde Roads Conditions**

Road Name	Road Type	Current Road Condition	Storm water Condition
279-259 Street	Tarred	Poor	Good
267-294 Street	Block Paved	Good	No Provision
305-278 Street	Tarred	Fair	Good
260-299 Street	Tarred	Fair	No Provision
291-266 Street	Gravel	Poor	No Provision
275-272 Street	Gravel	Very Poor	No Provision
276-273 Street	Gravel	Poor	Good
280-284-286 Street	Gravel	Poor	No Provision
281 Street	Gravel	Poor	No Provision
274 Street	Gravel	Poor	No Provision

### 279-259 Street

This is a tarred road in the poor condition and deteriorating, has potholes and there are v-drains for storm water provided. There is water stagnation on the road which will continue to cause potholes.

### 267-294 Street



This street is in good condition and there is no storm water drainage provided for this street.

### **305-278 Street**

This street is tarred and is fair in condition due to rutting and silted street sections. A storm water drainage system is provided for this street.

### **260-299 Street**

This street is tarred and is fair in condition due to rutting and silted street sections. A storm water drainage system is not provided for this street.

### **291-266 Street**

This is an earth street and is poor in condition with visible streams in the street and the lack of provision for storm water pipes and v-drains is a huge concern as the runoff moves along the street causing erosion.

### **275-272 Street**

This is a gravel street and is very poor in condition; the storm water v-drains can sufficiently handle the storm water. The street must be regravelled and reshaped to properly direct the storm water to the channel to alleviate water stagnation resulting in erosion.

### **276-273 Street**

This is a gravel street and is poor in condition; the storm water v-drains can sufficiently handle the storm water. The street must be regravelled and reshaped to properly direct the storm water to the channel to alleviate water stagnation resulting in erosion.

**280-284-286 Street**

This is an earth street and it is poor in condition with visible streams in the street, the lack of provision for storm water pipes and v-drains is a huge concern as the runoff moves along the street causing erosion.

**281 Street**

This is a 7.5m wide gravel street and it is poor in condition, the lack of provision for storm water pipes and v-drains is a huge concern as the runoff on the roads causes' erosion.

**274 Street**

This is a 7.5m wide gravel street and is poor in condition with visible streams in the street; the lack of provision for storm water pipes and v-drains is a huge concern as the runoff moves along the street causing erosion.

Generally, it was observed that the majority of the roads in this town are gravel, they are appeared to be in poor condition and are in need of regravelling and reshaping. The few paved roads witnessed, showcasing sings major map cracking and rutting. A second seal will the appropriate as a remedy for the road deterioration and increase the longevity of the road. Lack of provision of storm water infrastructure is the primary reason for the physical condition of the roads which have shown erosion and deterioration in some instances.

**Road Network in Petrusburg**

This section provides graphical representation of the paved and unpaved road network in Petrusburg, respectively.

The roads that are tarred are in a poor condition, deteriorating, having potholes as result of the lack of presences of storm water infrastructure providence. There is water stagnation on the road on the potholes which are

caused by poor drainage. Gravel roads are in poor condition with potholes and corrugation.

### Petrusburg Roads Conditions Summary

**Table 9: Petrusburg Road Conditions**

Road Name	Road Type	Current Road Condition	Current Storm water Condition
Monument Street	Gravel	Poor	No Provision
Voortrekker Street	Tarred	Very Poor	No Provision
South Street	Gravel	Poor	No Provision
Alant Street	Tarred	Poor	No Provision
Brand Street	Gravel	Poor	No Provision
President Steyn Street	Tarred	Fair	No Provision
President Steyn Street	Gravel	Poor	No Provision
Plein Street	Gravel	Very Poor	No Provision
6665-6652 Street	Block Paved	Good	No Provision
R 48	Tarred	Poor	No Provision
Fountain Street	Tarred	Poor	No Provision

#### Monument Street

Monument Street is 7.0m wide and is in poor in condition and there is no storm water drainage provided for this road.

#### Voortrekker Street

Voortrekker Street is a 7.0 m wide street and is very poor in condition with major potholes along the roadway. The streets edge cracks needs to be repaired.

#### South Street

This is a 7.5m wide gravel street and is poor in condition with visible corrugation, the lack of provision for storm water pipes and v-drains is a huge concern as the runoff comes to the roads causing erosion.

### **Alant Street**

This is a 7.5m wide tarred road in fair condition, but deteriorating, has potholes and there are no v-drains or storm water pipes provided. There is water stagnation on the road in the potholes which are caused by poor drainage.

### **Brand Street**

This is a 7.5m wide gravel street and is poor in condition with visible potholes and rut, the lack of provision for storm water pipes and v-drains is a huge concern as the runoff comes to the roads causing erosion.

### **President Steyn Street**

This is a 7m wide street with a tar and gravel section. The street has edge cracks, minor potholes on the tar sections and has corrugation on the gravel sections. Overall this street is fair in condition.

### **Plein Street**

The gravel street is 3.5m wide and is very poor condition with grass growing along the street. The street needs to be maintained. There is no storm water drainage system provided for this street.

### **6665-6652 Street**

The road is mostly good in condition, there are however some parts of the street with berms constructed by local residents to combat storm water flood problems. There are no v-drains or channels in the road which has led to stagnation of water on the road and local houses.

### **R48**

This is a 7.7 m wide tarred road in poor condition and deteriorating, has potholes and there are no v-drains or storm water pipes provided. There is

water stagnation on the road on the potholes which are caused by poor drainage.

### **Fountain Street**

This is a 12m wide tarred road in poor condition that is deteriorating due to potholes and there are no v-drains or storm water pipes provided. There is water stagnation on the road in the potholes which are caused by poor drainage.

Generally, it was observed that there are crocodile and edge cracks forming in the surfaced roads. This is due to the weather conditions. These cracks need to be sealed, to prevent further road damage. There is water stagnation on the road on the potholes which are caused by poor drainage. The roads in the township are all gravel roads which are in poor condition with corrugation potholes. Intersections do not drain storm water fast enough or not at all, this causes structural damage to the roads. Large areas of the surfaced roads in the CBD are showing signs of structural road failure, due to pothole forming from water drainage inefficiencies.

### **Road Network in Jacobsdal**

This section provides graphical representation of the paved and unpaved road network in Jacobsdal, respectively.

The majority of the roads in Jacobsdal are gravel roads which are in poor and very poor in condition and they need rehabilitation as some layers have rutted and worn away. The gravel and earth roads which have no storm water pipes/v-drain provision, the asphalt roads deteriorating into gravel roads and gravel roads deteriorating into earth roads.

## Jacobsdal Roads Conditions Summary

**Table 10: Jacobsdal Roads Conditions**

Road Name	Road Type	Current Road Condition	Current Storm water Condition
Voortrekker Street	Tarred	Fair	No Provision
De Kok Street	Gravel	Poor	No Provision
Tshipo Street	Block Paved	Good	No Provision
Van Grann Street	Block Paved	Good	Fair
Sediti Street	Block Paved	Good	Good
Vetman Street	Tarred	Good	Good
Palier Street	Gravel	Poor	No Provision
Palier Street	Tarred	Poor	No Provision
De Wet Street	Gravel	Poor	No Provision
Lubbe Street (De Wet to Andries)	Tarred	Very Poor	No Provision
Lubbe Street (Andries to 1065)	Gravel	Very Poor	No Provision
Andries Pretorius Street	Tarred	Poor	No Provision

### Voortrekker Street

This is the main street in low density town which is tarred and it appears to be in fair condition. There are however some parts of the street with map cracks and rutting need average maintenance.

### De Kok Street

This is a gravel street and it is poor in condition with visible streams in the street, the lack of provision for storm water pipes and v-drains is a huge concern as the runoff moves along the street causing erosion.

### Tshipo Street

This is a block paved street in good condition and there is sufficient storm water drainage provided for this street even though it is silted street sections.

### **Van Graan Street**

This is a block paved street in good condition and there is sufficient storm water drainage provided for this street even though it is silted street sections.

### **Sediti Street**

This is a block paved street in good condition and there is sufficient storm water drainage provided for this street.

### **Vetman Street**

This is a tar paved street in good condition and there is sufficient storm water drainage provided for this street.

### **Palier Street**

This is a gravel street and is poor in condition with visible streams in the street; the lack of provision for storm water pipes and v-drains is a huge concern as the runoff moves along the street causing erosion.

### **De Wet Street**

This is a gravel street and is poor in condition with visible streams in the street; the lack of provision for storm water pipes and v-drains is a huge concern as the runoff moves along the street causing erosion.

### **Lubbe Street**

This is a tarred road in very poor condition and deteriorating, has potholes and there are no vdrains or storm water pipes provided. There is water stagnation on the road which will continue to cause potholes.

**Andries Pretorius Street**

This is a tarred road in poor condition which has deteriorating sections with potholes and has longitudinal cracks and there are no v-drains or storm water pipes provided. There is water stagnation on the road which will continue to cause potholes.

Generally, it was observed that there are crocodile, edge cracks and potholes forming in the surfaced roads. This is due to the weather conditions. These cracks need to be sealed, to prevent further road damage. Intersections do not drain storm water fast enough or not at all, this causes structural damage to the roads. There are block paved roads in the township which appear to be in very good condition. Large areas of the surfaced roads in the CBD are showing signs of structural road failure, due to pothole forming and major crocodile cracks.

- **STORM WATER – STATUS QUO**

The main storm water channels were identified for each town and the analysis per each town is provided below;

**Koffiefontein Storm Water Network**

Koffiefontein consists of lined and unlined storm water channels, with a few storm water pipes and culverts passing beneath the roads. The storm water system south of the R704 is mostly lined channels with a few unlined channels. A berm has been constructed along the outskirts of town to prevent storm water passing through town. The main storm water channels draining through the Boitumelong settlement are lined while the rest of the unpaved roads have no storm water lining.



Rooibult settlement has no storm water channels or any formalised drainage network.

### **Luckhoff Storm Water Network**

Luckhoff mainly consists of lined side drains while Relebohile has very few channels, of which many are blocked. The main stream passing through town passes underneath Voortrekker road and is blocked and silted up. There are storm water pipes in Teisesville in Jakopregop Street which are silted up.

### **Oppermansgronde Storm Water Network**

Oppermansgronde is the smallest of the towns within the LLM, and the town has a lined storm water channel west of the town which collects most of the storm water upstream of the town. Most of the streets are gravel roads in a poor condition due to insufficient storm water drainage system. The two main storm water channels exiting town are unlined and silted up and required formalisation.

### **Petrusburg Storm Water Network**

Petrusburg consists of open v-shaped drains within the town. A main unlined channel is located west of Perusburg outlining area. Bolokanang has a few lined channels in Monument road. Most of the streets are gravel roads are in a poor condition due to insufficient storm water drainage system.

## **REALITY AND OBSERVATIONS OF STORM WATER**

### **Koffiefontein Strom Water Problems**

The municipality has observed that there is inadequate drainage through the existing pipeline system which causes localised flooding in Koffiefontein area. It will be required that the culverts as well as exit channel be upgraded and maintained in order to address the storm water problem. There is inadequate

drainage through the existing pipe system and causes localised flooding. There is no formal storm water channel located in this area. It is required that a storm water channel be constructed at this pointing time. There is a large storm water channel converging around the area. The storm water channel downstream is insufficient in size and capacity. Upgrading will be required to address this problem. The municipality need to solicit funding and conduct further assessment on storm water. The channel exiting the road must be upgraded and formalised in order to drain the runoff as efficiently as possible.

### **Luckhoff Storm Water problems**

The municipality conducted an inspection on site with professional services and the officials from the municipality and problems were identified. The main storm water channel passing through town is blocked/silted up and requires Maintenance, as well as formalising to a lined channel. There is no storm water channel at this location and requires formalisation thereof. The existing storm water system is blocked/silted up and maintenance is required on a continuous basis.

The storm water system installed cannot work if it is not maintained regularly. The existing storm water system is blocked/silted up and maintenance is required. The storm water system installed cannot work if it is not maintained timeously. The existing storm water system is blocked/silted up and maintenance is required. The storm water system installed cannot work if it is not maintained. The existing storm water system is blocked/silted up and maintenance is required. The storm water system installed cannot work if it is not maintained. The existing storm water channel draining this area is silted up and must be reshaped and maintained in order to drain this area sufficiently. A new berm is proposed along the north eastern boundary of the undeveloped settlement so as to direct the storm water drainage system properly.

**Oppermansgronde Storm Water problems**

The municipality conducted assessments and discovered that the main storm water channel exiting town is blocked/silted up and requires maintenance as well as formalising to a lined channel.

The storm channel located at this area is insufficient and the municipality requires upgrading in order for the site to drain efficiently.

In some of the streets, the existing storm water channel is located above the road level and is in a poor condition. It has been further observed that the storm water drains within the gravel road and has eroded some of the roads within the area and causing it to be in a poor state. The road and storm water channel must be upgraded in some of the parts of the area.

**Petrusburg Storm Water problems**

The Storm Water analysis within the area. The existing storm water channel exiting drains onto the gravel road which erodes the road surface. The storm water channels need to be extended past the developments boundary.

The main channel must be sized adequately for the amount of runoff for the catchment area. However, there is a need for a new channel to be constructed in this area to drain storm water and prevent even downstream from flooding within the area.

Boiketlo Street is the most critical road that had been identified with an inadequate storm water drainage system that collects most of the storm water upstream and damages most households located at the end of the street towards the graveyard.

- **ELECTRICITY AND ENERGY**

## **ELECTRICITY BULK SUPPLY AND CONDITIONS**

The Letsemeng Local Municipality supported by the Municipal Infrastructure Support Agent (MISA) on developing the Energy Master Plan.

The master plan intended to analyse, identify technical issues concerning Letsemeng's ability to continue providing related energy/electricity requirements for the local community.

The municipality also needs to create appropriate and relevant improvement mechanisms.

There is a lack of Information on existing infrastructure, such as overhead conductor/underground cable types and length of lines/underground cables. However, the municipality is rolling out an Audit of all MV Infrastructure, Koffiefontein, Petrusburg and Luckhoff, and this initiative will assist the municipality with an up to date and accurate database of all equipment. The existing demand at Koffiefontein exceeds the current NMD of 3.2 MVA. The municipality is engaging ESKOM to assist with increase NMD to 4.2 MVA.

Of particular note, Koffiefontein is currently experiencing equipment overloading due to the addition of new RDP housing loads in Koffiefontein (if the housing development goes according to plans). However, the municipality completed the project on upgrading the substation to cater for the new developments. The new substation is currently equipped with energy-efficient vacuum breakers. The substation mentioned above is equipped with bulk metering in each breaker. These developments will assist the municipality to measure how much power consumed in each breaker per town, location, including the mine area. These developments also confirm that the municipality should be able to measure distribution losses through a billing system.

The existing demand at Luckhoff exceeds the current NMD of 250 kVA.

There is a lack of Metering information and measuring and monitoring equipment at intake points, making it challenging to analyse LLM power flow and create a problem with Eskom billing.

The municipality needs to employ means to ensure an installation of bulk metering, including remote communication, to analyse power flow within the LLM Network and ensure accurate billing.

The Letsemeng Local Municipality has a slight demand for High Mast Lighting within its municipal boundaries.

### **Identification and Analysis of refurbishment projects in the municipality supplied towns**

**Table 11: Identification and analysis of refurbishment projects**

<b>Electricity Challenges</b>	<b>Possible Solutions</b>
MS 8, a ground mounted transformer in Petrusburg was found to be in a poor state. Some of the findings included transformer oil leaks, undressed cables from transformer to DB, potentially rusty & faulty DB, no clearance of transformer from grass, bushes, fence, and no restricted access to live equipment; all of which show non-conformance to OHS Act regulations and standards.	The recommendation is to replace the Transformer & DB (or maybe repair if possible (i.e. tests have shown that the transformer integrity has not been compromised for further safe use). Test all cables and replace if need be including ground cables. General equipment yard maintenance is necessary.
MS 4, which is 315 kVA Ground Mounted transformer in Petrusburg is found to be in a poor state. Findings included severe transformer oil leaks and potentially rusty & faulty DB, no	The municipality need to replace the Transformer & DB and perform Bush Clearing.

clearance of transformer from grass, bushes and fencing; all of which show non-conformance to OHS Act regulations and standards.	
There is excess vegetation within the fencing of over 50 % of the ground mounted transformers in Petrusburg, Luckhoff, and Koffiefontein. There is also risk of overhead line faults especially in Petrusburg due to vegetation touching the lines.	Implement a bush clearing and vegetation maintenance program for all three towns.
The Medium Voltage Switchgear in Koffiefontein is in a poor state, with old technology breakers and relays.	A project has been completed regarding the upgrade of the switchgear equipment and substation building.

## ELECTRICITY POWER SUPPLY

Letsemeng local Municipality is a licensed distributor of electricity.

The Municipality embarks on a systematic field assessment to look for unmetered supply, illegal Connection and irregular consumption. LLM electrical reticulation, despite ageing infrastructure, resulting in many technical losses, is still of quality, robust and reliable with little power failures/interruptions.

Fortunately, due to the filled assessment, the Municipality has no illegal electrical connection. The Municipality is improving the system reliability through maintenance and coordinating upgrades with replacement of equipment of latest technology (demand-side management) in terms of preventative maintenance.

Thus, building trust between the Municipality and the communities provides a reliable, safe and quality power supply.

**Table 12: Electricity status quo per town**

<b>Electricity Status quo per Town</b>		
<b>Area</b>	<b>Status</b>	<b>Interventions required</b>
<b>Koffiefontein (Ward 4 &amp; 5)</b>	<ul style="list-style-type: none"> <li>Electrical feeder lines are aged, causing unreliable supply during rain and windy days.</li> <li>Cable theft at pump stations</li> <li>Old metering system/ Bypassed meters.</li> </ul>	<ul style="list-style-type: none"> <li>Request funding to relevant sector departments to replace all aged power lines and strengthening the reticulation</li> <li>Upgrade security to safeguard substations and pump stations</li> <li>The Municipality is currently conducting a systematic field assessment looking for irregular, unmetered supply and meter audit/ preferably on the verge of</li> </ul>

		introducing split meters to avoid electrical theft.
<b>Petrusburg (Ward 3)</b>	<ul style="list-style-type: none"> <li>• Ageing infrastructure in Town resulting in continuous breakdowns.</li> <li>• Reliable supply in Bolokanang</li> </ul>	<ul style="list-style-type: none"> <li>• Request funding to replace the ageing infrastructure in Town</li> </ul>
<b>Luckhoff (Ward 1)</b>	<ul style="list-style-type: none"> <li>• Reliable supply</li> <li>• Ageing infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Request funding to replace the ageing infrastructure in Town</li> <li>• Reinvasmak location supply is reliable.</li> </ul>
<b>Oppermans</b>	<ul style="list-style-type: none"> <li>• Reliable supply</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>

The analysis, as mentioned above, of the situation of the Letsemeng Local Municipality demonstrated an obligation by the institution to carry out the prescribed mandate of the local government. However, the municipality



identified the following projects which could eradicate these challenges above and accelerate service delivery.

**THE FOLLOWING ARE THE IDENTIFIED UNFUNDED INFRASTRUCTURE CAPITAL PROJECTS OF THE LETSEMENG LOCAL MUNICIPALITY TO BE IMPLEMENTED IN THE NEAR FUTURE**

**Table 13: Unfunded Infrastructure Capital Projects**

<b>Project Description</b>
<b>Water and Sanitation Systems</b>
Refurbishment of the Wastewater Treatment Works <ul style="list-style-type: none"> <li>a. Koffiefontein (Priority: 2023/24)</li> <li>b. Jacobsdal (Priority: 2023/24)</li> </ul>
Upgrade of Bulk Sewer <ul style="list-style-type: none"> <li>a. Bolokanang &amp; Petrusburg (Priority: 2023/24)</li> <li>b. Ratanang &amp; Sandershoogte (Priority: 2023/24)</li> </ul>
Sewer Pump Station Replacement <ul style="list-style-type: none"> <li>a. Koffiefontein Four Pump Station (Priority: 2023/24)</li> <li>b. Oppermansgronde New Pump Station (Priority: 2023/24)</li> </ul>
<b>Electricity Systems</b>
Upgrading and Refurbishment of 11KV electrical Bulk Feeder Lines: 17km <b>(Koffiefontein)</b>
<b>Roads Systems</b>
Upgrading of existing road and construction of new road: <ul style="list-style-type: none"> <li>a. Petrusburg (Priority: 2023/24)</li> <li>b. Jacobsdal (Priority: 2023/24)</li> <li>c. Koffiefontein (Priority: 2023/24)</li> <li>d. Luckhoff (Priority: 2023/24)</li> <li>e. Oppermansgronde (Priority: 2023/24)</li> </ul>
Construction of new Road: <ul style="list-style-type: none"> <li>a. Phambili (Priority: 2023/24)</li> </ul>

Construction of New Stormwater Infrastructure in:

- a. Petrusburg (Priority: 2023/24)
- b. Jacobsdal (Priority: 2023/24)
- c. Koffiefontein (Priority: 2023/24)
- d. Luckhoff (Priority: 2023/24)

	New Water Provision Infrastructures				
1	Construction of new pipeline from alternative source to Petrusburg Water Treatment Works (Priority: 2023)	Short Term	Grant/PP P	<b>R100 000 000</b>	Water Plan Master
2	Construction and Refurbishment of a Water Treatment Works in: a. Petrusburg (Priority: 2025)	Short Term	Grant/PP P	<b>R115 000 000</b>	Water Plan Master
3	Building a new tower and reservoir in: a. Petrusburg (Priority: 2026) b. Luckhoff (Priority: 2022) c. Oppermansgronde (Priority: 2024)	Medium Term	Grant/PP P	<b>R26 443 200</b>	Water Plan Master
	Installation of Water reticulation for New Developments in: a. Petrusburg (Priority: 2028)	Medium Term	Grant/PP P	<b>R17 276 000</b>	Water Plan Master

	New Sanitation Provision Infrastructures				
1 7	Installation of Sewer Reticulation and Household Connection in: a. Petrusburg (Priority: 2028)	Medium /long term	Grant/PP P	R61 181 000	Sewer Master Plan

**Table 14: Water and Sanitation**

• **LANDFILL SITES/ REFUSE AND WASTE REMOVALS**

**CEMETRIES**

**Koffiefontein Cemetery**

The Koffiefontein Cemetery is located to the north-east of Koffiefontein at the end of Robertson Road. The Cemetery is bounded by a fence but with sections of fence damaged and/or missing. The security of the cemetery is poor and signs of vandalism was observed.

There is ample parking for visitors at the gated entrance. A Visitor's Toilet structure is located at the Cemetery; however, it is not considered functional. The building is in a dilapidated condition, with a collapsed roof, no doors nor windows.

The toilets in the building are beyond repair. There is no electric connections have been noted in the building. This confirms that the building needs an undivided attention.

Although the facility is in a functional condition, the following work is proposed to improve the cemetery:

- Demolish dilapidated toilet building;

- Construct new toilet facility;
- Fix punctured fence;
- Plant indigenous trees on facility;
- Plant hedges along walkways to formalise cemetery.

### **Dithlake Cemetery**

The Dithlake Cemetery is located on the north-eastern side of Dithlake. The facility is not secured and has no perimeter fence.

There are two buildings at the facility. One is for public toilets and the other for a store room. These buildings are in a dilapidated state and is considered to be non-functional.

Although the facility is in a functional condition, the following work is proposed to improve the cemetery:

- Demolish dilapidated toilet building;
- Construct new toilet facility;
- Install perimeter fence;
- Plant indigenous trees on facility;
- Plant hedges along walkways to formalise cemetery.

### **Chris Hani Park Cemetery**

The Chris Hani Park Cemetery is situated to the east of Chris Hani Park in Koffiefontein. The cemetery is well secured with a steel palisade fence on its perimeter and a lockable gate. There are two buildings at the cemetery, both of which are in a seemingly good structural condition. The bigger building is well secured with burglar bars on the windows and lockable gates at the doors

and houses the public toilets. The smaller building has a shear crack above the entrance which must be fixed. The building is locked and functions as a store room.

Although the facility is in a functional condition, the following work is proposed to improve the cemetery:

- Fix punctured fence;
- Plant indigenous trees on facility;
- Plant hedges along walkways to formalise cemetery.

### **Diamanthoogte Cemetery**

The Diamanthoogte cemetery is situated to the north-western side of Diamanthoogte. The cemetery is well secured with a steel palisade fence on its perimeter. There is one unfinished building at the cemetery which will house the public restrooms. It is proposed that this building be completed and well secured. It is further proposed that additional trees be introduced to the cemetery.

Although the facility is in a functional condition, the following work is proposed to improve the cemetery:

- Complete the renovation of the public toilet facility;
- Fix punctured fence;
- Continue with the introduction of trees in the cemetery;
- Plant hedges along walkways to formalise cemetery

### **Luckhoff Cemetery**

The Luckhoff cemetery is situated to the west of the town along Rabie Street. The cemetery has a steel palisade fence on its perimeter. The fence has some section missing and/or damaged. There is an old public restroom building

which is in a dilapidated state. The building does not have any doors or windows. The roof has been completely stripped. There aren't any functional toilets or washbasins in the building anymore. The building is not considered to be functional.

Although the facility is in a functional condition, the following work is proposed to improve the cemetery:

- Demolish dilapidated toilet building;
- Construct new toilet facility;
- Fix punctured fence;
- Plant indigenous trees on facility;
- Plant hedges along walkways to formalise cemetery.

### **Jacobsdal Cemetery**

The leafy Jacobsdal Cemetery is situated to the south of the town at the end of De Villiers Street. The cemetery is well secured with a perimeter fence and wall. A further steel palisade fence secures the public restrooms. The building is in a good condition and a good community ownership perception is established. This is proven by the fact that the community recently took it upon themselves to fix some of the toilets and paint murals on the exterior of the building. The building and the cemetery are well maintained. It is proposed that this leafy cemetery be held up as an example toward which all the other Letsemeng Municipal Cemeteries can be developed.

### **Ratanang Cemetery**

The Ratanang Cemetery is located to the east of the suburb and to the north of Jacobsdal. Although the cemetery is well secured with a steel palisade fence, there are big sections open due to missing and/or broken palisade panels. There is an old public restroom at the cemetery. The building has no

roof, doors or windows. None of the washbasins or toilets are working. The building is considered to be non-functional.

Although the facility is in a functional condition, the following work is proposed to improve the cemetery:

- Demolish dilapidated toilet building;
- Construct new toilet facility;
- Fix punctured fence;
- Plant indigenous trees on facility;
- Plant hedges along walkways to formalise cemetery.

### **Petrusburg Cemetery**

The cemetery is in a good and functional condition. There are no buildings on the site.

Although the facility is in a functional condition, the following work is proposed to improve the cemetery:

- Construct new toilet facility;
- Fix punctured fence;
- Plant indigenous trees on facility;
- Plant hedges along walkways to formalise cemetery

### **Bolokanang Cemetery**

The Bolokanang Cemetery is located to the north-western side of Bolokanang. The area is well secured with a steel palisade fence on the perimeter. The site has an old building which is in a dilapidated condition. The building is a ruin and would have to be reconstructed in its entirety to regain its functionality as a public toilet and store room.

Although the facility is in a functional condition, the following work is proposed to improve the cemetery:

- Demolish dilapidated toilet building;
- Construct new toilet facility;
- Fix punctured fence;
- Plant indigenous trees on facility;
- Plant hedges along walkways to formalise cemetery.

## • SPORTS AND RECREATION FACILITIES

### PARKS

#### **Koffiefontein Park**

The Locomotive Park is located at the entrance of Koffiefontein in De Beers Road. There aren't any buildings on the park. A memorial stone is bounded by a steel palisade fence.

The park is a cultural and tourism node of the town. Although no major work is proposed at this stage, the park must form part of a periodic maintenance schedule to assist in beautification and the promotion of tourism.

#### **Kettle Park**

The iconic Kettle Park is located opposite the Locomotive Park at the entrance to Koffiefontein. Although there are no buildings in the park, the entrance sign with cup and kettle is located in this park. The Koffiefontein town name sign is in a poor condition. It is proposed that limited remedial work be done on the sign.



The park is a cultural and tourism node of the town. Although no major work is proposed at this stage, the park must form part of a periodic maintenance schedule to assist in beautification and the promotion of tourism. It is proposed that some minor work be conducted to boost tourism and retain the heritage of Koffiefontein by renovating the:

- town name sign;
- and kettle fountain

### **Dithlake Park**

The Dithlake public park is located in the centre of Dithlake. The park is well secured with a steel palisade fence on its perimeter, but some sections are missing. The park is well lit with a solar light. There aren't any buildings on the erf. The park has children playground equipment and is considered to be in a good and functional state.

The park is in a good condition. The following action can be taken to improve the park further:

- Promote the planting of trees in the park during National Tree Planting Day (26 April);
- Repair punctured fence.

### **Diamanthoogte Park**

The Diamanthoogte Park is a well-functioning children's' playground. Although the park's perimeter is fenced, there are a number of sections missing. It is proposed that the park be further developed by planting indigenous trees and installing rubbish bins.

The following action is proposed to improve the park:

- Introduce trees;

- Installation of rubbish bins;
- Fix punctured fence.

### **Luckhoff**

Future spatial development planning processes will consider rezoning to accommodate adequate parks as main recreational facility within Luckhoff area. However, more updates regarding the restructuring elements are elaborated within the revised SDF of the municipality.

### **Jacobsdal**

#### **Sandershoogte Park**

The Sandershoogte community park is located on the corner of 4th Street and Hoof Street. The park has a steel palisade fence on its perimeter but with large sections missing and/or broken. No exterior lights are found in the park. The park is functional but there is an opportunity to further develop the park to improve it for the surrounding community.

The following works have been identified and is proposed:

- Improve park with vegetation, trees and play facilities;
- Fix punctured fence.

### **Petrusburg**

#### **Bolokanang Park**

The Bolokanang Community Park is situated next to Boiketlo Street adjacent to the Bolokanang Sportsgrounds. The park is well secured with a steel palisade fence on its perimeter. There aren't any buildings on the erf. The park is in a good and functional condition.

There is a need to consider installing playground equipment and promoting the planting of trees in the park.

### **Bolokanang Park**

This park is also situated in Monument Road to the south of the Community Centre. There aren't any buildings on the site. The park is well secured with a steel palisade fence on its perimeter. General maintenance is required on the palisade fence.

The following works have been identified and is proposed:

- Repair steel palisade fence;
- Provide rubbish bins;
- Consider the installation of playground facilities;
- Promote the planting of trees in the park.

- **WASTE DISPOSAL SITES**

### **Jacobsdal**

#### **Sandershoogte**

The Sondershoogte waste disposal area is unfenced and no buildings on the erf. The municipality need to construct fencing on property perimeter.

### **Koffiefontein**

#### **Diamanthoogte**

The Diamanthoogte waste disposal area is unfenced and no buildings are found on the erf. The municipality need to secure the facility with a fence on its perimeter. The introduction of trees on the perimeter can improve the visual aesthetics for the community.

## **Luckhoff**

Luckhoff waste disposal area have been assessed and it was discovered that most of the sections of fence are damaged. However, the municipality need to repair fence if its future plans remains in this position. If that will be the case, the municipality need to consider introducing trees around perimeter of site.

## **Oppermansgronde**

Oppermansgronde waste disposal area has no buildings and no fence. However, there is a need to construct perimeter fence.

### **• SPORTS GROUNDS**

#### **Koffiefontein Sportgrounds**

The Koffiefontein Stadium and Sportsground is situated near the centre of town in Du Preez street. The area is secured with steel palisades along the erf boundary. Various sections of the steel palisade are broken or missing. There are various buildings at the Sportsgrounds which are not in good conditions. There are signs of extensive vandalism inside in some of the buildings, such as, tennis club, tuck shop, stadium kitchen and changing rooms. These facilities need to be repaired as a result of their conditions, including public toilets behind the stadium.

#### **Dithlake Sportsgrounds**

The Dithlake Sportsgrounds is located on the north-western side of Dithlake next to Edwards Road. Access is obtained from Mosime Street. The facility well secured with a prefabricated wall along the perimeter. Currently access is obtained from a broken section of prefabricated wall at the entrance of the building.

The sportsgrounds have recently been refurbished during 2018/19 financial year. The sportsgrounds need permanent security services to secure the facility.

### **Chris Hani Park Sportsgrounds**

The Chris Hani Sportsgrounds is situated in the centre of Chris Hani Park in Koffiefontein. The Sportsgrounds are well secured with a steel palisade fence which does have intermittent openings. However, the municipality solicited funding to refurbish the facility. The project is running and it will be handed over to the municipality after practical completion has been conducted. There is a need to appoint permanent security services so as to circumvent future vandalism.

### **Diamanthoogte**

Currently there is no sports ground identified in this area.

### **Luckhoff**

#### **Luckhoff Sportsgrounds**

The Luckhoff Sportsgrounds are situated on the eastern edge of the town next to the Municipal Offices. The erf is well secured with a fence and lockable gates on its perimeter. There are three buildings on the erf which include:

- Sport Stadium
- Changing rooms and Hall
- Store room

Although the buildings are old, they are still in a relatively good condition. The buildings are secure. Some windows are broken, but doors are well secured. Some of the toilets and washbasins do not work. Several seating planks on the Stadium are in a poor condition and would need to be replaced.

**Luckhoff Sport Facilities (Tennis)**

The old tennis club building has been renovated and currently a crèche operates from it. Various wooden doors are in a poor condition, causing the building to not be well-secured. Some of the windows are broken. The erf has a fence on its perimeter. However, the municipality need to replace all broken exterior doors and fix roof leaks. Furthermore, there is a need for refurbishment of the sports ground, including other related sports facilities in the sports ground.

**Relebohile Sportsgrounds**

The Relebohile Sportsground is situated on the western edge of Relebohile. The Sportsgrounds is well secured with a steel palisade fence on its perimeter. The building is functional, although there are signs of vandalism. The building is not well secured, with all windows broken. None of the toilets or washbasins is in a functional condition.

**Jacobsdal****Ratanang Sportgrounds**

The Ratanang Sportsgrounds are situated in the north of the suburb. The erf is well secured with a pre-fabricated wall on its perimeter and a lockable gate. All buildings are secured with burglar bars. At certain sections of the perimeter wall has collapsed and residents fixed it with a fence.

The site contains several buildings and there is a need for the refurbishment.

**Oppermansgronde**

Currently there is no information available relating to the sports ground in the area.

## **Petrusburg**

### **Bolokanang Sportgrounds**

The Bolokanang Community Sportsgrounds is situated behind a park in Boiketlo Street. The Sportsgrounds aren't visible from the street with the erf secured with pre-fabricated walls and steel palisade fences. This causes the facility to be hidden and an easy victim to vandalism.

There are six buildings on the grounds. All six buildings are in a severe dilapidated state due to vandalism and neglect. The buildings are not in a functional condition and would have to be rebuilt and renovated to make them functional again.

However, the municipality need to consider renovating some of the buildings to serve the community sports grounds. There is a need to ensure effective security to prevent future vandalism occurs.

## **6.2.2 FINANCIAL VIABILITY AND SUSTAINABILITY**

### **6.2.2.1. Strategic Objective**

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

### **6.2.2.2 Intended Outcome**

Improved financial management and accountability.

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

- Drafting a delivering a realistic and funded budget
- Drafting an mSCOA compliant budget
- Focusing on provision of basic services

- Improving the revenue base and payment rate for services provided
- Maintaining commitment to deliver quality services
- Improving the cash reserves to increase future capital investment capacity of the municipality

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

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

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

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

- Budget policy;
- Banking and Investment policy;
- Virement policy;
- Supply chain management policy;
- Credit control and debt collection policy;



- Indigent support policy;
- Property rates policy;
- Tariffs policy;
- Funding and reserves policy;
- Petty Cash Policy
- Supply chain management and Infrastructure policy

### **Budget Policy**

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

### **Virement Policy**

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

### **Supply Chain Management Policy**

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

### **Credit Control and Debt Collection Policy**

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

### **Indigent Support Policy**

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

### **Property Rates Policy**

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

### **Tariffs Policy**

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

### **Funding and Reserves Policy**

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

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

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

- Promoting sustainability

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

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

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

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

**Table 15: IDP/BUDGET PROCESS CYCLE**

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

The Finance Directorate is administering and managing all conditional and non – conditional grants received from the Division of Revenue Act, though the actual implementation responsibility lies upon the respective Directorates within the municipality.

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

**Table 16: Grants Received**

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

	road maintenance and maintenance of buildings, low traffic volume roads and rural roads, basic services infrastructure, including water and sewer reticulation, sanitation, pipelines (excluding bulk infrastructure), other economic and social infrastructure, tourism and cultural industries, waste management, parks and beautification, sustainable land-based livelihoods, social services programme, health service programme and community safety programme			
<b>Municipal Infrastructure Grant</b>	To provide specific capital finance for eradicating basic municipal infrastructure backlogs for poor households, micro	17 061 000	18 192 000	19 019 000

	enterprises and social institutions servicing poor communities			
<b>Municipal Water Services Infrastructure Grant</b>	To facilitate the planning, acceleration and implementation of various projects that will ensure water supply to communities identified as not receiving a water supply service	24 201 000	25 532 000	26 758 000
<b>Equitable Share</b>	To enable municipalities to provide basic services to poor households and to enable municipalities to afford administration and governance capacity to perform core municipal functions.	68 088 000	73 040 000	77 614 000
<b>Integrated National Electrification Grant</b>	To deal with energy challenges within the Municipality – Upgrading of electricity network within Letsemeng Local Municipality	12 847 000	15 009 000	8 000 000

### **6.2.3 FINANCIAL PLAN 2023/2024 Financial Year**

#### **Introduction**

Chapter 5, section 26 of the Local Government Municipal Systems Act, prescribes the core components of the Integrated Development Plan (IDP), and Section 26 (h) requires the inclusion of a financial plan, which should include a budget projection for at least the next three years. The Financial plan is prepared for the period 1 July 2023 – 30 June 2024.

A municipality's financial plan integrates the financial aspects of various revenue and expenditure streams to give effect to the IDP. It guides the development of current budgets and assess the financial impacts on outer years' budgets by including operating and capital expenditure trends and impact of rates, tariffs, and other service charges on overall sustainability of the Municipality.

A financial plan is a plan which aims to ensure that our planning of financial resources is structured and consistent with our developmental goal thereby ensuring that we deliver substantiable and affordable services to our communities.

With the closure of several businesses in Letsemeng local Municipality, one of the main objectives of the financial plan is sustainability of the Municipality by looking at other avenues to expand our revenue base by attracting investors.

#### **Principles Guiding the Development of the Financial Plan**

The financial plan is prepared in accordance with part 2 of the Municipal Budget and Reporting regulation (MBRR), which dictates that Municipality must have budget related policy in place. The financial planning is guided by the following principles:

- Collection of revenues due to the Municipality in line with MFMA section



62 and Municipal revenue collection policies taking into consideration of socio-economic environment of the Municipality

- Utilization of Conditional grants in line with the specified conditions and ensuring that we spent the entire allocation without applying for any roll-overs.
- Implementation of cost containment measures
- Implementation of revenue collection strategies
- Continuously providing sustainable services

### **Financial Strategies**

The financial plan should give effect to Letsemeng Local Municipality financial strategies, and these strategies are detailed below:

- Prepare tariffs that are cost reflective to ensure that we collect revenues due to us.
- Maintain continuous and sustainable service delivery by ensuring that residents pay for service they are consuming.
- Revisit the 6kl for free per month for all household's policy and only consider indigent households for this policy.
- Increase the maintenance budget for Municipal assets and prepare maintenance plans.
- Ensure that the budget is funded

### **Strategies to raise revenues.**

Section 18 of Municipal Finance Management Act, act 56 of 2003 states that Municipal budget must be funded from realistically anticipated budget, the budget of Municipality is funded from the following sources:

- Electricity revenues
- Property rates
- Water Services

- Refuse removal
- Wastewater Management
- Grants and Subsidies

Rates and services make up 55% of the operating budget of the Municipality while grants and subsidies make up the remaining 45%, with the current collection rate of 40%, there is a risk that some of the key issues to be implemented in this budget may not be implemented due to limited resources, and this poses a serious threat to service delivery issues.

To achieve a target of 60% the Municipality is planning to implement credit control and debt collection policy, this policy aims to collection as much revenue as possible from the above mentioned revenue sources, and this will be done by:

- Identify all outstanding debt and assess which ones are possible to collect, the household debt accounts for 85% of outstanding debt
- Review the credit control and debt collection policy to incorporate all aspects of debt collection processes and to ensure that the debt collection is implemented fairly across all customer groups.
- Implementation of Mayoral operation Patala to incentivize those that pay their service accounts.
- Encourage Customers to pay for their services by promoting a culture of good payment.
- Deal with defaulters in line with the debt collection policy of the Municipality

### **Revenue assumptions**

The following considerations were used to budget for revenue for the Medium Term revenue and expenditure Framework:

## **Electricity**

- Decline in sales of Electricity due to theft, embark on a meter audit exercise.
- Collection rates from both pre-paid and conventional sales
- Increase of electricity tariffs in line with MFMA circular 122 and 123
- Vandalism and theft of Electricity infrastructure
- Impact of 50kwh of Free Basic Services on overall budget
- Debt owed to Eskom and the impact it has on the overall financial sustainability of the Municipality.

## **Property Rates**

- Implementation of the new valuation from 1 July 2023
- Appeal process on the new valuation roll
- Implementation of Supplementary valuation rolls in the outer years of MTREF.
- Preparation of by-laws on the approval of building plans
- Income foregone in line with section 15 and 17 of Municipal Property rates act.
- Collection rates on property rates

## **Water**

- Installation of prepaid water meters to deal with losses encountered.
- Audit of Oranje-riet water canal to deal with technical and non-technical losses.

- Improve the collection rate.
- Consumption patterns – winter and summer, restriction levels, drought (if applicable).
- Projected growth or contraction.
- Collection rates; and
- Impact of free basic service

### **Financial management strategies**

Letsemeng Local Municipality face an ongoing challenge to deliver on service delivery needs due to constrained revenue base. The needs on the ground far exceeds the required resources to cater for these needs. In a local government context, financial sustainability is the ability of a municipality to meet its service delivery mandate, manage expected financial risks over the longer term.

Letsemeng Local Municipality main financial strategy is to strive to have a budget that is funded, by taking the following into consideration:

- Credibility – Preparation of the credible budget that is in line with section 18 of MFMA.
- Sustainable services – Whether Municipality would be in a position to deliver sustainable services.

The following financial strategies are taken into consideration:

#### **Cash/Cash equivalent at year-end**

A positive cash position over the MTREF to ensure that the Letsemeng Local Municipality is sustainable over MTREF.

## Cash Coverage

This measure outlines the level of financial risk in the event of the municipality being under financial stress i.e. it indicates the number of times average monthly payments are covered. The Municipality cash coverage is less than a week, and we need to increase it to cover at least three weeks.

## Capital & Operating Budget

The following are budget assumptions for MTREF:

- Tariff increases for 2023/2024 are as follows:
  - Water 5.3%
  - Sewerage 5.3%
  - Refuse 5.3%
  - Property rates 5.3%
  - Electricity 18.7%
- Collection rate of 60% from the current 40% and increase it by 10% in the outer two financial years.
- Increase the number of indigent registered, i.e., register a minimum of 4000 indigent households.
- Inflation rate of 5.3%
- Increases of salaries in line with the inflation rate
- Implementation of MFMA Circular 122 and 123

## MFMA circular 122 – issued 9 December 2022

This circular was issued on the 9 December 2022 by National Treasury, the main of the circular is to deal with the following:

- South African economy outlook and inflation estimates:
  - National treasury mentioned that the real economic growth was 1.9% as opposed to the projected 2.2%, the economic growth of Letsemeng Local Municipality is shrinking as number of businesses

are closing and most employees are retrenched, this is a cause for concern as it means more households would be indigent and not be in a position to pay salaries

- Inflation is estimated to be as follows in the MTREF:

Estimated Inflation rate 2023/2024	Estimated Inflation rate 2024/2025	Estimated Inflation rate 2025/2026
4.7%	4.6%	4.6%

- Local government conditional grants
- Pension fund defaulters
- MSCOA
- Revenue budget
  - Included in this are guidelines from Treasury pertaining to the following:
    - Maximizing revenue generation of Municipal revenue base
    - Setting cost reflective tariffs
    - Bulk account payments
    - STS metering
    - Eskom bulk increases
    - Tariff policy
    - Non-revenue losses for both electricity and water services

### **MFMA circular 123 – issued 3 March 2023**

This circular was issued on the 3 March 2023 by National Treasury, the main of the circular is to deal with the following:

- South African economy outlook and inflation estimates.
  - The National treasury mentioned that the GDP is expected to grow

by 0.9%.

- Inflation has been estimated to be as follows in the MTREF:

Estimated Inflation rate 2023/2024	Estimated Inflation rate 2024/2025	Estimated Inflation rate 2025/2026
5.3%	4.9%	4.7%

- Local government conditional grants
- Pension fund defaulters
- MSCOA
- Revenue budget
  - Included in this are guidelines from Treasury pertaining to the following:
    - Maximizing revenue generation of Municipal revenue base
    - Setting cost reflective tariffs
    - Bulk account payments
    - STS metering
    - Eskom bulk increases
    - Tariff policy
    - Non-revenue losses for both electricity and water services
- Funding Choices and management issues
- Burial of Councillors

### High-level summary of Operating revenue by source for 2023/2024 Financial Year

Total operating revenue amounts to **R231 815 574**, it has increased with R15 990 322 from financial year 2022-23 adjustment budget of **R 215 825 252**. Operating revenue comprises of service charges, property rates and other revenue. We

anticipate collecting 100% on prepaid electricity, 70% on property rates, 40% on water services, refuse and sanitation services.

Property rates amount to **R 27 412 079** it has increased from **R 26 032 364**, electricity increased from **R 31 028 248** to **R 36 830 531**, water increased from **R 16 071 957** to **R 16 923 770**, wastewater management increased from **R 15 431 203** to **R16 249 056** and waste management increased from **R 15 073 354** to **R 15 872 242**. All of the service charges were increased with an average inflation rate of 5.3%. Other revenue consists of administration costs, objection costs, photocopies costs and clearance certificate. Municipality is still awaiting NERSA tariff approval for electricity; we have however budgeted for an increase of 18.7% on electricity tariffs in line with the guideline of MFMA budget circular 123.

### **High-level summary of Operating Expenditure by source for 2023/2024 Financial Year**

Total operating expenditure amount to **R 269 373 000** it has increased with **R21 487 000** from financial year 2022-23 adjustment budget of **R247 886 000**. Total operating expenditure for the 2022-23 financial year translates into a budgeted deficit of **(R44 968 389, excluding capital grants)** which includes the non-cash items amounting to **R81 671 030**. **When non-cash items are removed, the budget of the municipality is on a surplus.**

The operating expenditure consists of employee related costs, remuneration of Councillors, bulk purchases, contracted services, and other expenditure. Employee related costs increased from **R 73 053 000** to **R 79 080 566**. Remuneration of Councillors is increased from **R5 167 000** to **R 5 446 460** the increase is based on the salary and wage collective agreement based on the



projected average CPI of 5.3%. Bulk purchases were increased from **R35 187 000** to **R 38 000 000**. Contracted services increased from **R 21 392 000** to **R 32 235 000**, it comprises of EPWP job creation, supplementary valuation roll, Insurance for municipal assets, employee wellness, rental of photocopies machines, telephones and network, maintenance of financial system (Mscosa compliant) and compilation of annual financial statements. Other expenditure decreased from **R 16 317 000** to **R 15 490 000**. Other expenditure consists of human capital development, wastewater and water chemicals, accommodation, audit fees, printing and stationery, legal expenses, office furniture and etc.

As per requirement from National treasury we are expected to budget for non-cash items i.e. Debt Impairment **R27 588 600** and Depreciation and Asset Impairment of **R 54 082 429**, as per circular 123 of MFMA depreciation needs to be funded, and it is currently not the case with our budget.

### High-level summary of Conditional and Unconditional grants to be received from National Government

- |   |              |
|---|--------------|
| • Equitable Shares                              | R 84 906 000 |
| • Water Services Infrastructure Grant           | R 31 327 000 |
| • Municipal Infrastructure Grant                | R 19 688 000 |
| • Expanded Public Works Programme               | R 950 000    |
| • Integrated National Electrification Programme | R 528 000    |
| • Financial Management Grant                    | R 3 000 000  |
| • Provincial Grant                              | R 2 935 000  |
| • Energy Efficient Demand Management Side       | R4 000 000   |

## Maintenance of existing assets

National Treasury MFMA Circular 112 states “municipalities must ensure that they render basic services, maintain their assets and clean environment”. It further advises municipalities to refer to annual budget circulars of previous years for guidance on budget preparation not covered in this circular. In this regard, National Treasury MFMA Circular 55 states that municipal councils, mayors, and municipal managers are urged to ensure that allocations to repairs and maintenance, and the renewal of existing infrastructure are prioritized.

Investment in infrastructure is a core component of ensuring economic growth. In addition, asset maintenance is pivotal to prevent breakdown of infrastructure assets and to avoid interruption to service delivery. To ensure infrastructure assets are maintained adequately and considering past performance on these costs, the following repairs and maintenance increases were applied:

- Increases of more than 5.3% on repairs and maintenance

National Treasury MFMA Circulars 55 and 71 set the ratio of operational repairs and maintenance to asset value (write down value of the municipality's property, plant and equipment (PPE)) at 8%. The ratio for Letsemeng is less than 5% and measures must be put in place to increase this to be in line with the requirement of MFMA circular 71, the next pages details the capital expenditure of Letsemeng Local Municipality.

## High-level summary of Capital Expenditure for 2023/2024 financial year

The total capital expenditure budget of the municipality is R 52 158 600, and it is funded from the following funding sources:

- Municipal Water System Infrastructure Grant is allocated at **R 31 327 000**

- Integrated National Electrification Programme is allocated **R 528 000**
- Municipal Infrastructure Grant is allocated **R 19 688 000**
- Internally generated funds amount to **R 1 600 000**

**Below are planned projects for the coming financial year 2023-24 under MIG**

- Project Management Unit : R 984 400
- Bolokanang High Mast lights (4) : R 1 877 671.77
- Dithake High Mast Lights (4) : R 1 877 671.77
- Relebohile High Mast Lights (3) : R 1 600 000.00
- Oppermansgronde High Mast Lights (3) : R 1 082 540.68
- Ratanang High Mast Lights (4) : R 1 677 671.77
- Sonwabile Upgrading of Sports Facility (Phase 2) : R 800 000.00
- Luckhoff Closure of existing solid waste site and construction  
Of new solid waste facility : R 7 899 072.69
- Bolokanang Upgrading of 1.72 km access paved road and  
Storm water : R 1 808 971.32

:

**The following are budget projects under Integrated National Energy Programme**

- Electrification of 170 households' connection in Phambili: R 200 000
- Electrification of 34 infills households' connection – Donkerhoek: R 328 000

**The following is the budgeted project for Water Service Infrastructure Grant:**

- Koffiefontein and Dithlake bulk water storage (4.9ML Reservoir) :  
**R31 327 000**

We intend spending 100% by 30 June 2024 on all these conditional grants.

## Budget Tables

FS161 Letsemeng - Table A1 Budget Summary

Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>Financial Performance</b>										
Property rates	19,994	28,678	28,398	24,421	25,153	25,153	27,256	26,032	27,178	28,401
Service charges	44,785	46,470	63,249	61,260	64,153	64,153	62,878	67,023	69,972	73,120
Investment revenue	151	101	380	423	254	254	(15,885)	266	277	290
Transfers recognised - operational	83,996	81,566	106,779	74,281	74,281	74,281	63,764	90,897	94,046	100,680
Other own revenue	28,101	19,542	22,847	9,950	16,018	16,018	27,357	16,997	17,745	18,543
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>177,027</b>	<b>176,358</b>	<b>221,651</b>	<b>170,335</b>	<b>179,860</b>	<b>179,860</b>	<b>165,370</b>	<b>201,215</b>	<b>209,218</b>	<b>221,034</b>
Employee costs	53,698	54,390	59,857	70,205	70,430	70,430	62,839	73,053	76,267	79,699
Remuneration of councillors	3,991	4,200	4,217	4,828	4,828	4,828	4,329	5,167	5,395	5,638
Depreciation & asset impairment	46,072	53,537	15,841	48,978	48,978	48,978	20	51,360	53,620	56,033
Finance charges	1,816	2,513	7,872	4,000	6,280	6,280	5,586	6,770	7,068	7,386
Inventory consumed and bulk purchases	37,355	32,009	33,814	38,686	40,771	40,771	31,771	45,423	47,595	49,691
Transfers and grants	—	—	—	880	880	880	—	—	—	—
Other expenditure	180,531	68,008	108,851	50,645	57,854	57,854	36,269	66,818	67,114	70,944
<b>Total Expenditure</b>	<b>323,463</b>	<b>214,658</b>	<b>230,451</b>	<b>218,222</b>	<b>230,021</b>	<b>230,021</b>	<b>140,815</b>	<b>248,591</b>	<b>257,059</b>	<b>269,391</b>
<b>Surplus/(Deficit)</b>	<b>(146,435)</b>	<b>(38,301)</b>	<b>(8,800)</b>	<b>(47,887)</b>	<b>(50,161)</b>	<b>(50,161)</b>	<b>24,555</b>	<b>(47,376)</b>	<b>(47,842)</b>	<b>(48,357)</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	12,771	21,356	32,423	49,308	49,308	49,308	—	57,519	49,018	51,052
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	—	—	—	147	147	147	—	—	—	—
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(133,664)</b>	<b>(16,944)</b>	<b>23,623</b>	<b>1,568</b>	<b>(706)</b>	<b>(706)</b>	<b>24,555</b>	<b>10,143</b>	<b>1,176</b>	<b>2,695</b>
Share of surplus/ (deficit) of associate	—	—	—	—	—	—	—	—	—	—
<b>Surplus/(Deficit) for the year</b>	<b>(133,664)</b>	<b>(16,944)</b>	<b>23,623</b>	<b>1,568</b>	<b>(706)</b>	<b>(706)</b>	<b>24,555</b>	<b>10,143</b>	<b>1,176</b>	<b>2,695</b>
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	<b>1,388,458</b>	<b>1,398,059</b>	<b>1,433,796</b>	<b>51,283</b>	<b>51,243</b>	<b>51,243</b>	<b>—</b>	<b>61,944</b>	<b>56,169</b>	<b>58,533</b>
Transfers recognised - capital	54,077	83,360	129,793	48,413	48,413	48,413	—	61,568	55,776	58,122
Borrowing	—	—	—	—	—	—	—	—	—	—
Internally generated funds	1,334,381	1,314,699	1,304,003	2,870	2,830	2,830	—	376	393	410
<b>Total sources of capital funds</b>	<b>1,388,458</b>	<b>1,398,059</b>	<b>1,433,796</b>	<b>51,283</b>	<b>51,243</b>	<b>51,243</b>	<b>—</b>	<b>61,944</b>	<b>56,169</b>	<b>58,533</b>
<b>Financial position</b>										
Total current assets	69,032	131,561	164,003	114,541	96,865	96,865	214,793	99,995	94,839	100,498
Total non current assets	805,685	781,177	777,859	132,599	132,559	132,559	2,336,633	844,286	872,934	912,052
Total current liabilities	156,590	207,925	235,288	123,958	104,328	104,328	(281,506)	267,019	279,921	291,715
Total non current liabilities	6,578	4,205	7,216	—	—	—	(7,216)	12,946	13,516	14,124
Community wealth/Equity	833,945	854,645	862,435	74,336	125,065	125,065	(1,147,330)	664,316	674,336	706,711
<b>Cash flows</b>										
Net cash from (used) operating	46,630	46,467	46,491	53,092	46,078	46,078	(40,957)	57,238	50,222	53,867
Net cash from (used) investing	—	—	—	(51,283)	(51,283)	(51,283)	—	(61,944)	(64,669)	(67,579)
Net cash from (used) financing	—	—	—	—	—	—	—	—	—	—
<b>Cash/cash equivalents at the year end</b>	<b>46,630</b>	<b>46,467</b>	<b>46,491</b>	<b>2,309</b>	<b>(4,705)</b>	<b>(4,705)</b>	<b>(40,957)</b>	<b>(4,059)</b>	<b>(18,507)</b>	<b>(32,219)</b>
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	4,716	2,157	1,891	22,835	5,159	5,159	(11,912)	(4,059)	(13,773)	(13,007)
Application of cash and investments	146,306	154,437	179,561	66,455	41,986	41,986	(222,825)	32,763	35,492	36,355
<b>Balance - surplus (shortfall)</b>	<b>(141,590)</b>	<b>(152,280)</b>	<b>(177,670)</b>	<b>(43,620)</b>	<b>(36,827)</b>	<b>(36,827)</b>	<b>210,913</b>	<b>(36,823)</b>	<b>(49,265)</b>	<b>(49,363)</b>
<b>Asset management</b>										
Asset register summary (WDV)	805,685	781,177	777,859	132,599	132,559	132,559	132,559	844,286	872,934	912,052
Depreciation	43,762	40,305	201	48,978	48,978	48,978	48,978	51,360	53,620	56,033
Renewal and Upgrading of Existing Assets	1,336,009	1,352,002	1,375,273	38,999	38,999	38,999	38,999	43,068	42,616	34,305
Repairs and Maintenance	703	333	152	1,300	661	661	661	5,693	4,724	5,756

FS161 Letsemeng - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>R thousand</b>	<b>1</b>									
<b>Revenue - Functional</b>										
<i>Governance and administration</i>		125;740	130;160	144;636	134;395	132;741	132;741	37;571	37;888	40;292
Executive and council		-	-	-	-	-	-	-	-	-
Finance and administration		125;740	130;160	144;636	134;395	132;741	132;741	37;571	37;888	40;292
Internal audit		-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		685	608	209	-	-	-	-	-	-
Community and social services		-	27	3	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-
Housing		685	581	206	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		1;000	993	993	1;124	1;124	1;124	20;092	19;691	20;406
Planning and development		1;000	1;000	1;000	1;124	1;124	1;124	1;073	-	-
Road transport		-	(7)	(7)	-	-	-	19;019	19;691	20;406
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		63;245	62;270	85;779	84;271	95;449	95;449	201;071	200;657	211;388
Energy sources		3;014	7;743	11;187	8;279	10;054	10;054	52;277	43;263	45;209
Water management		11;402	10;369	17;639	40;693	42;784	42;784	49;686	52;319	54;674
Waste water management		37;976	33;983	46;923	22;003	27;739	27;739	83;523	88;803	94;502
Waste management		10;852	10;175	10;031	13;297	14;872	14;872	15;586	16;271	17;004
<i>Other</i>	4	-	-	-	-	-	-	-	-	-
<b>Total Revenue - Functional</b>	<b>2</b>	<b>190;671</b>	<b>194;031</b>	<b>231;617</b>	<b>219;790</b>	<b>229;315</b>	<b>229;315</b>	<b>258;734</b>	<b>258;236</b>	<b>272;086</b>
<b>Expenditure - Functional</b>										
<i>Governance and administration</i>		223;972	155;559	164;991	146;480	160;139	160;139	165;703	172;439	180;196
Executive and council		20;488	21;819	19;799	16;202	19;371	19;371	18;743	19;384	20;256
Finance and administration		207;900	132;061	142;825	128;169	138;641	138;641	144;656	150;690	157;468
Internal audit		(4;416)	1;678	2;367	2;109	2;127	2;127	2;305	2;366	2;473
<i>Community and public safety</i>		6;251	3;868	1;256	3;700	4;141	4;141	4;281	4;469	4;670
Community and social services		5;729	4;085	1;258	2;700	3;641	3;641	3;816	3;984	4;163
Sport and recreation		(6)	(301)	-	500	100	100	105	109	114
Public safety		-	-	-	-	-	-	-	-	-
Housing		508	-	-	300	200	200	210	219	229
Health		20	83	(1)	200	200	200	150	157	164
<i>Economic and environmental services</i>		3;408	8;613	11;682	10;894	10;667	10;667	11;709	12;204	12;748
Planning and development		1;365	776	2;739	2;546	2;318	2;318	2;885	2;991	3;121
Road transport		2;043	7;837	8;943	8;349	8;349	8;349	8;825	9;213	9;627
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		87;157	58;023	62;768	57;148	55;074	55;074	66;898	67;948	71;777
Energy sources		40;370	36;763	39;418	44;005	41;525	41;525	47;191	48;192	51;143
Water management		3;380	10;133	9;945	3;489	4;389	4;389	9;110	9;546	9;966
Waste water management		43;400	11;122	13;116	9;333	9;019	9;019	10;450	10;056	10;508
Waste management		7	4	289	320	140	140	147	153	160
<i>Other</i>	4	-	-	-	-	-	-	-	-	-
<b>Total Expenditure - Functional</b>	<b>3</b>	<b>320;787</b>	<b>226;062</b>	<b>240;696</b>	<b>218;222</b>	<b>230;021</b>	<b>230;021</b>	<b>248;591</b>	<b>257;059</b>	<b>269;391</b>
<b>Surplus/(Deficit) for the year</b>		<b>(130;117)</b>	<b>(32;031)</b>	<b>(9;079)</b>	<b>1;568</b>	<b>(706)</b>	<b>(706)</b>	<b>10;143</b>	<b>1;176</b>	<b>2;695</b>

FS161 Letsemeng - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue by Vote	1									
Vote 1 - Executive & Council		-	-	-	-	-	-	-	-	-
Vote 2 - Finance & Administration		125,740	130,160	144,636	134,395	132,741	132,741	37,571	37,888	40,292
Vote 3 - Energy sources		3,014	7,743	11,187	8,279	10,054	10,054	52,277	43,263	45,209
Vote 4 - Environmental Protection		11,537	10,756	10,237	11,047	11,047	11,047	-	-	-
Vote 5 - Water Management		11,402	10,369	17,639	40,693	42,784	42,784	49,686	52,319	54,674
Vote 6 - Waste water management		37,976	33,983	46,923	22,003	27,739	27,739	83,523	88,803	94,502
Vote 7 - Road Transport		-	(7)	(7)	-	-	-	19,019	19,691	20,406
Vote 8 - Waste Management		-	-	-	2,250	3,825	3,825	15,586	16,271	17,004
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - Community & Social Services		1,000	1,027	1,003	1,124	1,124	1,124	1,073	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	190,671	194,031	231,617	219,790	229,315	229,315	258,734	258,236	272,086
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive & Council		20,488	21,819	19,799	16,202	19,371	19,371	18,743	19,384	20,256
Vote 2 - Finance & Administration		206,918	130,953	141,877	125,150	134,362	134,362	140,153	145,980	152,548
Vote 3 - Energy sources		40,370	36,763	39,418	44,005	41,525	41,525	47,191	48,192	51,143
Vote 4 - Environmental Protection		(3,825)	2,066	2,365	3,109	2,527	2,527	2,664	2,741	2,865
Vote 5 - Water Management		3,380	10,133	9,945	3,489	4,389	4,389	9,110	9,546	9,966
Vote 6 - Waste water management		43,400	11,122	13,116	9,333	9,019	9,019	10,450	10,056	10,508
Vote 7 - Road Transport		2,043	7,837	8,943	8,349	8,349	8,349	8,825	9,213	9,627
Vote 8 - Waste Management		7	4	289	320	140	140	147	153	160
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - Community & Social Services		7,199	4,470	4,270	7,254	8,069	8,069	8,929	9,301	9,715
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	319,980	225,166	240,023	217,212	227,751	227,751	246,212	254,566	266,789
Surplus/(Deficit) for the year	2	(129,309)	(31,136)	(8,406)	2,578	1,564	1,564	12,522	3,669	5,297

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

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand	1										
Revenue By Source											
Property rates	2	19,994	28,678	28,398	24,421	25,153	25,153	27,256	26,032	27,178	28,401
Service charges - electricity revenue	2	17,567	17,788	21,921	26,551	28,405	28,405	26,018	29,768	31,078	32,477
Service charges - water revenue	2	5,450	10,875	15,975	12,911	13,627	13,627	11,416	14,072	14,691	15,352
Service charges - sanitation revenue	2	10,691	8,577	12,942	10,751	11,074	11,074	12,862	11,605	12,116	12,661
Service charges - refuse revenue	2	11,077	9,230	12,411	11,047	11,047	11,047	12,582	11,577	12,086	12,630
Rental of facilities and equipment		506	604	714	308	281	281	516	294	307	321
Interest earned - external investments		151	101	380	423	254	254	(15,885)	266	277	290
Interest earned - outstanding debtors		26,893	18,087	21,665	9,000	15,300	15,300	25,109	16,034	16,740	17,493
Dividends received		443	340	—	11	11	11	6	11	12	12
Fines, penalties and forfeits	8	22	7	35	17	17	17	8	18	19	20
Licences and permits		—	—	—	5	5	5	—	5	6	6
Agency services		—	—	—	—	—	—	—	—	—	—
Transfers and subsidies		83,996	81,566	106,779	74,281	74,281	74,281	63,764	90,897	94,046	100,680
Other revenue	2	244	490	457	591	404	404	1,718	634	661	691
Gains		7	(1)	3	—	—	—	—	—	—	—
Total Revenue (excluding capital transfers and contributions)		177,027	176,358	221,651	170,335	179,860	179,860	165,370	201,215	209,218	221,034
Expenditure By Type											
Employee related costs	2	53,698	54,390	59,857	70,205	70,430	70,430	62,839	73,053	76,267	79,699
Remuneration of councillors		3,991	4,200	4,217	4,828	4,828	4,828	4,329	5,167	5,395	5,638
Debt impairment	3	112,680	38,650	30,288	25,000	25,000	25,000	137	26,200	27,353	28,584
Depreciation & asset impairment	2	46,072	53,537	15,841	48,978	48,978	48,978	20	51,360	53,620	56,033
Finance charges		1,816	2,513	7,872	4,000	6,280	6,280	5,586	6,770	7,068	7,386
Bulk purchases - electricity	2	37,367	32,025	33,824	36,000	34,000	34,000	27,068	35,187	36,876	38,498
Inventory consumed	8	(13)	(16)	(11)	2,686	6,771	6,771	4,704	10,236	10,720	11,193
Contracted services		43,144	13,731	15,819	14,948	15,683	15,683	18,420	22,423	20,998	22,761
Transfers and subsidies		—	—	—	880	880	880	—	—	—	—
Other expenditure	4, 5	15,459	14,363	57,997	10,697	17,171	17,171	17,713	18,195	18,764	19,600
Losses		9,248	1,263	4,747	—	—	—	—	—	—	—
Total Expenditure		323,463	214,658	230,451	218,222	230,021	230,021	140,815	248,591	257,059	269,391
Surplus/(Deficit)		(146,435)	(38,301)	(8,800)	(47,887)	(50,161)	(50,161)	24,555	(47,376)	(47,842)	(48,357)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		12,771	21,356	32,423	49,308	49,308	49,308	—	57,519	49,018	51,052
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	—	—	—	—	—	—	—	—	—	—
Transfers and subsidies - capital (in-kind - all)		—	—	—	147	147	147	—	—	—	—
Surplus/(Deficit) after capital transfers & contributions		(133,664)	(16,944)	23,623	1,568	(706)	(706)	24,555	10,143	1,176	2,695
Taxation		—	—	—	—	—	—	—	—	—	—
Surplus/(Deficit) after taxation		(133,664)	(16,944)	23,623	1,568	(706)	(706)	24,555	10,143	1,176	2,695
Attributable to minorities		—	—	—	—	—	—	—	—	—	—
Surplus/(Deficit) attributable to municipality		(133,664)	(16,944)	23,623	1,568	(706)	(706)	24,555	10,143	1,176	2,695
Share of surplus/ (deficit) of associate	7	—	—	—	—	—	—	—	—	—	—
Surplus/(Deficit) for the year		(133,664)	(16,944)	23,623	1,568	(706)	(706)	24,555	10,143	1,176	2,695



# INTEGRATED DEVELOPMENT PLAN 2023/24 (DRAFT IDP)

Vote Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Single-year expenditure to be appropriated	2										
Vote 1 - Executive & Council		82	(7,099)	(6,300)	-	-	-	(6,236)	-	-	-
Vote 2 - Finance & Administration		1,333,404	1,328,913	1,312,210	570	570	570	1,312,477	209	218	228
Vote 3 - Energy sources		661	6,072	14,329	5,882	5,882	5,882	16,305	18,500	8,000	16,459
Vote 4 - Environmental Protection		-	7	7	-	-	-	7	-	-	-
Vote 5 - Water Management		27,505	46,070	75,194	27,632	27,632	27,632	78,722	20,000	26,487	29,645
Vote 6 - Waste water management		3,300	7,850	19,138	6,851	6,851	6,851	21,601	8,670	20,409	8,091
Vote 7 - Road Transport		6,156	107	107	200	160	160	147	6,811	175	3,287
Vote 8 - Waste Management		1,511	1,511	1,511	9,343	9,343	9,343	1,917	5,832	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - Community & Social Services		15,242	14,031	17,003	805	805	805	17,530	1,923	880	824
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		1,387,861	1,397,462	1,433,199	51,283	51,243	51,243	1,442,471	61,944	56,169	58,533
Total Capital Expenditure - Vote		1,387,861	1,397,462	1,433,199	51,283	51,243	51,243	1,442,471	61,944	56,169	58,533
Capital Expenditure - Functional											
Governance and administration		1,334,083	1,322,418	1,306,514	570	570	570	1,306,844	209	218	228
Executive and council		82	(7,099)	(6,300)	-	-	-	(6,236)	-	-	-
Finance and administration		1,334,000	1,329,510	1,312,807	570	570	570	1,313,074	209	218	228
Internal audit		-	7	7	-	-	-	7	-	-	-
Community and public safety		8,800	12,261	13,506	805	805	805	14,034	1,923	880	824
Community and social services		8,800	12,261	13,506	-	-	-	13,506	1,073	-	-
Sport and recreation		-	-	-	805	805	805	527	850	880	824
Public safety		-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		12,598	1,877	3,604	200	160	160	3,644	6,811	175	3,287
Planning and development		6,442	1,770	3,497	-	-	-	3,497	-	-	-
Road transport		6,156	107	107	200	160	160	147	6,811	175	3,287
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		32,977	61,503	110,171	49,708	49,708	49,708	118,545	53,002	54,896	54,195
Energy sources		661	6,072	14,329	5,882	5,882	5,882	16,305	18,500	8,000	16,459
Water management		27,505	46,070	75,194	27,632	27,632	27,632	78,722	20,000	26,487	29,645
Waste water management		3,300	7,850	19,138	6,851	6,851	6,851	21,601	8,670	20,409	8,091
Waste management		1,511	1,511	1,511	9,343	9,343	9,343	1,917	5,832	-	-
Other		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	1,388,458	1,398,059	1,433,796	51,283	51,243	51,243	1,443,067	61,944	56,169	58,533
Funded by:											
National Government		54,077	83,360	129,793	48,413	48,413	48,413	138,401	61,568	55,776	58,122
Provincial Government		-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial)		-	-	-	-	-	-	-	-	-	-
Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	54,077	83,360	129,793	48,413	48,413	48,413	138,401	61,568	55,776	58,122
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		1,334,381	1,314,699	1,304,003	2,870	2,830	2,830	1,304,667	376	393	410
Total Capital Funding	7	1,388,458	1,398,059	1,433,796	51,283	51,243	51,243	1,443,067	61,944	56,169	58,533

FS161 Letsemeng - Table A6 Budgeted Financial Position

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand											
ASSETS											
Current assets											
Cash	1	3,346	3,145	2,855	15,993	4,905	4,905	(10,948)	(4,059)	(13,773)	(13,007)
Call investment deposits		2,505	193	217	6,842	254	254	217	–	–	–
Consumer debtors	1	28,509	73,200	97,037	83,120	83,120	83,120	157,616	99,044	103,402	108,055
Other debtors		30,496	51,520	60,848	3,117	3,117	3,117	65,135	2,830	2,955	3,088
Current portion of long-term receivables		285	360	435	–	–	–	550	–	–	–
Inventory	2	3,891	3,143	2,610	5,469	5,469	5,469	2,223	2,181	2,256	2,363
Total current assets		69,032	131,561	164,003	114,541	96,865	96,865	214,793	99,995	94,839	100,498
Non current assets											
Long-term receivables	3	–	–	–	–	–	–	–	–	–	–
Investments		–	–	–	–	–	–	–	–	–	–
Investment property		77,815	77,825	77,240	81,300	81,300	81,300	77,240	77,119	80,513	84,136
Investment in Associate		–	–	–	–	–	–	–	–	–	–
Property, plant and equipment		727,275	702,958	702,015	51,103	51,063	51,063	2,260,773	766,797	792,036	827,514
Biological		–	–	–	–	–	–	–	–	–	–
Intangible		(427)	(628)	(2,418)	180	180	180	(2,402)	354	370	386
Other non-current assets		1,022	1,022	1,022	16	16	16	1,022	15	16	16
Total non current assets		805,685	781,177	777,859	132,599	132,559	132,559	2,336,633	844,286	872,934	912,052
TOTAL ASSETS		874,717	912,738	941,862	247,140	229,424	229,424	2,551,426	944,281	967,773	1,012,550
LIABILITIES											
Current liabilities											
Bank overdraft	1	1,135	1,182	1,182	–	–	–	1,182	–	–	–
Borrowing	4	(488)	(445)	(323)	–	–	–	216	177,057	184,848	193,166
Consumer deposits		733	739	869	90	90	90	954	860	898	938
Trade and other payables	4	149,269	200,412	227,523	123,868	104,238	104,238	(289,895)	64,437	68,426	70,703
Provisions		5,941	6,037	6,037	–	–	–	6,037	24,665	25,750	26,909
Total current liabilities		156,590	207,925	235,288	123,958	104,328	104,328	(281,506)	267,019	279,921	291,715
Non current liabilities											
Borrowing		338	338	307	–	–	–	(307)	–	–	–
Provisions		6,239	3,867	6,908	–	–	–	(6,908)	12,946	13,516	14,124
Total non current liabilities		6,578	4,205	7,216	–	–	–	(7,216)	12,946	13,516	14,124
TOTAL LIABILITIES		163,168	212,131	242,504	123,958	104,328	104,328	(288,722)	279,965	293,437	305,839
NET ASSETS	5	711,549	700,607	699,358	123,182	125,096	125,096	2,840,147	664,316	674,336	706,711
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)	4	849,304	870,059	877,850	74,336	125,065	125,065	(1,162,744)	664,316	674,336	706,711
Reserves		(15,359)	(15,414)	(15,414)	–	–	–	15,414	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	5	833,945	854,645	862,435	74,336	125,065	125,065	(1,147,330)	664,316	674,336	706,711

FS161 Letsemeng - Table A7 Budgeted Cash Flows

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand											
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		–	–	–	20,791	25,153	25,153	–	18,223	18,988	19,823
Service charges		–	–	–	41,496	50,382	50,382	–	52,800	55,018	57,439
Other revenue		–	–	–	1,373	487	487	–	594	619	646
Transfers and Subsidies - Operational	1	2,505	193	217	74,281	74,281	74,281	5,192	90,897	94,046	100,680
Transfers and Subsidies - Capital	1	–	–	–	49,308	49,308	49,308	–	57,519	49,018	51,052
Interest		–	–	–	–	254	254	–	12,292	12,833	13,410
Dividends		–	–	–	11	11	11	–	11	12	12
Payments											
Suppliers and employees		44,125	46,274	46,274	(130,168)	(149,798)	(149,798)	(46,150)	(168,003)	(172,904)	(181,455)
Finance charges		–	–	–	(4,000)	(4,000)	(4,000)	–	(7,095)	(7,407)	(7,740)
Transfers and Grants	1	–	–	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES		46,630	46,467	46,491	53,092	46,078	46,078	(40,957)	57,238	50,222	53,867
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current receivables		–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments		–	–	–	–	–	–	–	–	–	–
Payments											
Capital assets		–	–	–	(51,283)	(51,283)	(51,283)	–	(61,944)	(64,669)	(67,579)
NET CASH FROM/(USED) INVESTING ACTIVITIES		–	–	–	(51,283)	(51,283)	(51,283)	–	(61,944)	(64,669)	(67,579)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		–	–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing		–	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits		–	–	–	–	–	–	–	–	–	–
Payments											
Repayment of borrowing		–	–	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES		–	–	–	–	–	–	–	–	–	–
NET INCREASE/ (DECREASE) IN CASH HELD		46,630	46,467	46,491	1,809	(5,205)	(5,205)	(40,957)	(4,705)	(14,447)	(13,712)
Cash/cash equivalents at the year begin:	2	–	–	–	500	500	500	–	646	(4,059)	(18,507)
Cash/cash equivalents at the year end:	2	46,630	46,467	46,491	2,309	(4,705)	(4,705)	(40,957)	(4,059)	(18,507)	(32,219)

FS161 Letsemeng - Table A8 Cash backed reserves/accumulated surplus reconciliation

2022/23 Medium Term Revenue & Expenditure Framework												
Description		Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>Cash and investments available</b>												
	Cash/cash equivalents at the year end	1	46;630	46;467	46;491	2;309	(4;705)	(4;705)	(40;957)	(4;059)	(18;507)	(32;219)
	Other current investments > 90 days		(41;914)	(44;310)	(44;600)	20;526	9;864	9;864	29;045	–	4,734	19,211
	Non current assets - Investments	1	–	–	–	–	–	–	–	–	–	–
<b>Cash and investments available:</b>			<b>4;716</b>	<b>2;157</b>	<b>1;891</b>	<b>22;835</b>	<b>5;159</b>	<b>5;159</b>	<b>(11;912)</b>	<b>(4;059)</b>	<b>(13;773)</b>	<b>(13;007)</b>
<b>Application of cash and investments</b>												
	Unspent conditional transfers		55;011	13;766	1;591	4,500	4,500	4,500	(58;749)	–	–	–
	Unspent borrowing		–	–	–	–	–	–	–	–	–	–
	Statutory requirements	2										
	Other working capital requirements	3	79;114	130;767	165;024	61;955	37;486	37;486	(163;205)	(4;847)	(3;773)	(4;677)
	Other provisions		12;181	9;904	12;946	–	–	–	(871)	37;610	39;265	41;032
	Long term investments committed	4	–	–	–	–	–	–	–	–	–	–
	Reserves to be backed by cash/investments	5										
<b>Total Application of cash and investments:</b>			<b>146;306</b>	<b>154;437</b>	<b>179;561</b>	<b>66;455</b>	<b>41;986</b>	<b>41;986</b>	<b>(222;825)</b>	<b>32;763</b>	<b>35;492</b>	<b>36;355</b>
<b>Surplus(shortfall)</b>			<b>(141;590)</b>	<b>(152;280)</b>	<b>(177;670)</b>	<b>(43;620)</b>	<b>(36;827)</b>	<b>(36;827)</b>	<b>210;913</b>	<b>(36;823)</b>	<b>(49;265)</b>	<b>(49;363)</b>

FS161 Letsemeng - Table A9 Asset Management

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand										
CAPITAL EXPENDITURE										
<u>Total New Assets</u>	1	52,448	50,760	63,226	12,285	12,244	12,244	18,876	13,553	24,227
Roads Infrastructure		12,066	12,066	12,066	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		399	399	8,656	5,882	5,882	5,882	18,500	8,000	16,459
Water Supply Infrastructure		77	77	77	-	-	-	-	5,160	7,358
Sanitation Infrastructure		7,993	12,490	13,165	-	-	-	-	-	-
Solid Waste Infrastructure		430	430	430	5,633	5,633	5,633	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		20,965	25,462	34,394	11,515	11,515	11,515	18,500	13,160	23,817
Licences and Rights		-	-	(1,588)	180	180	180	177	185	193
Intangible Assets		-	-	(1,588)	180	180	180	177	185	193
Computer Equipment		(5,580)	(5,041)	(6,311)	390	390	390	31	33	34
Furniture and Office Equipment		(7,915)	(13,759)	(13,192)	-	-	-	-	-	-
Machinery and Equipment		789	(61)	5,762	200	160	160	167	175	183
Transport Assets		82	82	82	-	-	-	-	-	-
Land		44,107	44,078	44,078	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
<u>Total Upgrading of Existing Assets</u>	6	200,697	229,312	267,943	38,999	38,999	38,999	43,068	42,616	34,305
Roads Infrastructure		12,598	9,862	11,589	-	-	-	6,644	-	3,104
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		262	5,673	5,673	-	-	-	-	-	-
Water Supply Infrastructure		32,079	48,234	72,150	25,532	25,532	25,532	20,000	21,327	22,287
Sanitation Infrastructure		(9,551)	(9,551)	1,062	8,951	8,951	8,951	8,670	20,409	8,091
Solid Waste Infrastructure		1,081	1,081	1,081	3,710	3,710	3,710	5,832	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		36,469	55,300	91,554	38,193	38,193	38,193	41,145	41,736	33,481
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		8,785	12,246	13,491	805	805	805	1,923	880	824
Community Assets		8,785	12,246	13,491	805	805	805	1,923	880	824
<u>Total Capital Expenditure</u>	4	1,388,458	1,402,762	1,438,499	51,283	51,243	51,243	61,944	56,169	58,533
Roads Infrastructure		1,127,996	1,116,078	1,102,458	-	-	-	6,644	-	3,104
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		3,789	9,199	17,456	5,882	5,882	5,882	18,500	8,000	16,459
Water Supply Infrastructure		32,439	48,594	72,510	25,532	25,532	25,532	20,000	26,487	29,645
Sanitation Infrastructure		9,415	13,912	25,200	8,951	8,951	8,951	8,670	20,409	8,091
Solid Waste Infrastructure		1,511	1,511	1,511	9,343	9,343	9,343	5,832	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		1,175,150	1,189,295	1,219,135	49,708	49,708	49,708	59,645	54,896	57,298
Community Facilities		2,420	2,647	2,647	-	-	-	-	-	-
Sport and Recreation Facilities		8,785	12,246	13,491	805	805	805	1,923	880	824
Community Assets		11,205	14,893	16,138	805	805	805	1,923	880	824

FS161 Letsemeng - Table A9 Asset Management

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand										

# INTEGRATED DEVELOPMENT PLAN 2023/24 (DRAFT IDP)

Licences and Rights		1,007	1,007	(581)	180	180	180	177	185	193
<b>Intangible Assets</b>		<b>1,007</b>	<b>1,007</b>	<b>(581)</b>	<b>180</b>	<b>180</b>	<b>180</b>	<b>177</b>	<b>185</b>	<b>193</b>
Computer Equipment		(5,580)	(5,041)	(6,311)	390	390	390	31	33	34
Furniture and Office Equipment		(7,915)	(13,759)	(13,192)	-	-	-	-	-	-
Machinery and Equipment		4,953	436	6,246	200	160	160	167	175	183
Transport Assets		82	82	82	-	-	-	-	-	-
Land		44,107	44,078	44,078	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL EXPENDITURE - Asset class</b>		<b>1,388,458</b>	<b>1,402,762</b>	<b>1,438,499</b>	<b>51,283</b>	<b>51,243</b>	<b>51,243</b>	<b>61,944</b>	<b>56,169</b>	<b>58,533</b>
<b>ASSET REGISTER SUMMARY - PPE (WDV)</b>	5	805,685	781,177	777,859	132,599	132,559	132,559	844,286	872,934	912,052
Roads Infrastructure		1,076,475	1,076,435	1,038,283	-	-	-	6,644	-	3,104
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		3,789	9,199	17,456	5,882	5,882	5,882	1,558,140	1,615,384	1,696,175
Water Supply Infrastructure		(464,038)	(487,920)	(465,928)	25,532	25,532	25,532	20,000	26,487	29,645
Sanitation Infrastructure		(1,557)	2,939	14,227	8,951	8,951	8,951	8,670	20,409	8,091
Solid Waste Infrastructure		1,511	1,511	1,511	9,343	9,343	9,343	5,832	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		112	969	(386)	210	210	210	-	-	-
<b>Infrastructure</b>		<b>616,291</b>	<b>603,132</b>	<b>605,164</b>	<b>49,918</b>	<b>49,918</b>	<b>49,918</b>	<b>1,599,285</b>	<b>1,662,280</b>	<b>1,737,014</b>
Community Assets		10,448	13,737	15,061	805	805	805	1,923	880	824
Heritage Assets		1,022	1,022	1,022	16	16	16	15	16	16
Investment properties		77,815	77,825	77,240	81,300	81,300	81,300	77,119	80,513	84,136
Other Assets		64,963	61,224	50,463	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		(427)	(628)	(2,418)	180	180	180	354	370	386
Computer Equipment		-	-	-	80	80	80	-	-	-
Furniture and Office Equipment		(13,646)	(19,808)	(19,156)	100	100	100	(834,578)	(871,299)	(910,508)
Machinery and Equipment		5,030	513	6,323	200	160	160	167	175	183
Transport Assets		82	82	82	-	-	-	-	-	-
Land		44,107	44,078	44,078	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
<b>TOTAL ASSET REGISTER SUMMARY - PPE (WDV)</b>	5	<b>805,685</b>	<b>781,177</b>	<b>777,859</b>	<b>132,599</b>	<b>132,559</b>	<b>132,559</b>	<b>844,286</b>	<b>872,934</b>	<b>912,052</b>
<b>EXPENDITURE OTHER ITEMS</b>		<b>44,465</b>	<b>40,638</b>	<b>353</b>	<b>50,278</b>	<b>49,639</b>	<b>49,639</b>	<b>57,053</b>	<b>58,344</b>	<b>61,789</b>
<b>Depreciation</b>	7	43,762	40,305	201	48,978	48,978	48,978	51,360	53,620	56,033
<b>Repairs and Maintenance by Asset Class</b>	3	<b>703</b>	<b>333</b>	<b>152</b>	<b>1,300</b>	<b>661</b>	<b>661</b>	<b>5,693</b>	<b>4,724</b>	<b>5,756</b>
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	5,000	4,000	5,000
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,000</b>	<b>4,000</b>	<b>5,000</b>
Community Facilities		343	333	-	1,000	461	461	484	505	528
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		<b>343</b>	<b>333</b>	<b>-</b>	<b>1,000</b>	<b>461</b>	<b>461</b>	<b>484</b>	<b>505</b>	<b>528</b>
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Operational Buildings		359	-	152	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		<b>359</b>	<b>-</b>	<b>152</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	300	200	200	210	219	229
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURE OTHER ITEMS</b>		<b>44,465</b>	<b>40,638</b>	<b>353</b>	<b>50,278</b>	<b>49,639</b>	<b>49,639</b>	<b>57,053</b>	<b>58,344</b>	<b>61,789</b>
<b>Renewal and upgrading of Existing Assets as % of total capex</b>		<b>96.2%</b>	<b>96.4%</b>	<b>95.6%</b>	<b>76.0%</b>	<b>76.1%</b>	<b>76.1%</b>	<b>69.5%</b>	<b>75.9%</b>	<b>58.6%</b>
<b>Renewal and upgrading of Existing Assets as % of deprecn</b>		<b>3052.9%</b>	<b>3354.4%</b>	<b>682873.5%</b>	<b>79.6%</b>	<b>79.6%</b>	<b>79.6%</b>	<b>83.9%</b>	<b>79.5%</b>	<b>61.2%</b>
<b>R&amp;M as a % of PPE</b>		<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.5%</b>	<b>1.3%</b>	<b>1.3%</b>	<b>0.7%</b>	<b>0.6%</b>	<b>0.7%</b>
<b>Renewal and upgrading and R&amp;M as a % of PPE</b>		<b>166.0%</b>	<b>173.0%</b>	<b>177.0%</b>	<b>30.0%</b>	<b>30.0%</b>	<b>30.0%</b>	<b>6.0%</b>	<b>5.0%</b>	<b>4.0%</b>

FS161 Letsemeng - Table A10 Basic service delivery measurement

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>Household service targets</b>										
<b>Water:</b>										
Piped water inside dwelling	1	11:208	11:208	11:208	11:208	11:208	11:208	11:208	11:208	11:208
Piped water inside yard (but not in dwelling)	2	9:208	9:208	9:208	9:208	9:208	9:208	9:208	9:208	9:208
Using public tap (at least min.service level)	2	682	682	682	682	682	682	682	682	682
Other water supply (at least min.service level)	4	-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total	3	21:098	21:098	21:098	21:098	21:098	21:098	21:098	21:098	21:098
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply	4	-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
Total number of households	5	21:098	21:098	21:098	21:098	21:098	21:098	21:098	21:098	21:098
<b>Sanitation/sewerage:</b>										
Flush toilet (connected to sewerage)		16:376	16:376	16:376	16:376	16:376	16:376	16:376	16:376	16:376
Flush toilet (with septic tank)		608	608	608	608	608	608	608	608	608
Chemical toilet		102	102	102	102	102	102	102	102	102
Pit toilet (ventilated)		2:370	2:370	2:370	2:370	2:370	2:370	2:370	2:370	2:370
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		19:456	19:456	19:456	19:456	19:456	19:456	19:456	19:456	19:456
Bucket toilet		-	-	-	-	-	-	-	-	-
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
Total number of households	5	19:456	19:456	19:456	19:456	19:456	19:456	19:456	19:456	19:456
<b>Energy:</b>										
Electricity (at least min.service level)		11:000	11:000	11:000	11:000	11:000	11:000	11:000	11:000	11:000
Electricity - prepaid (min.service level)		-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		11:000	11:000	11:000	11:000	11:000	11:000	11:000	11:000	11:000
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
Total number of households	5	11:000	11:000	11:000	11:000	11:000	11:000	11:000	11:000	11:000
<b>Refuse:</b>										
Removed at least once a week		11:000	11:000	11:000	11:000	11:000	11:000	11:000	11:000	11:000
Minimum Service Level and Above sub-total		11:000	11:000	11:000	11:000	11:000	11:000	11:000	11:000	11:000
Removed less frequently than once a week		-	-	-	-	-	-	-	-	-
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
Total number of households	5	11:000	11:000	11:000	11:000	11:000	11:000	11:000	11:000	11:000
<b>Households receiving Free Basic Service</b>										
Water (6 kilolitres per household per month)	7	-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
<b>Cost of Free Basic Services provided - Formal Settlements (R'000)</b>										
Water (6 kilolitres per indigent household per month)	8	3:920	3:726	3:789	3:920	3:726	3:789	3:920	3:726	3:789
Sanitation (free sanitation service to indigent households)		7:090	-	-	7:090	-	-	7:090	8:000	9:000
Electricity/other energy (50kwh per indigent household per month)		2:663	2:663	2:663	2:663	2:663	2:663	2:663	2:663	2:663
Refuse (removed once a week for indigent households)		6:763	-	-	6:763	-	-	6:763	7:000	8:000
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		-	-	-	-	-	-	-	-	-
Total cost of FBS provided		20:436	6:389	6:452	20:436	6:389	6:452	20:436	21:389	23:452
<b>Highest level of free service provided per household</b>										
Property rates (R value threshold)		70:000	70:000	70:000	70:000	70:000	70:000	70:000	70:000	70:000
Water (kilolitres per household per month)		6	6	6	6	6	6	6	6	6
Sanitation (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (Rand per household per month)		123	123	123	123	123	123	123	123	123
Electricity (kwh per household per month)		50	50	50	50	50	50	50	50	50
Refuse (average litres per week)		-	-	-	-	-	-	-	-	-
<b>Revenue cost of subsidised services provided (R'000)</b>										
Property rates (tariff adjustment) ( impermissible values per section 17 of MPRA)	9	-	-	-	-	-	-	-	-	-
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		410	699	699	699	699	699	-	-	-
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)		-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates	6	-	-	-	-	-	-	-	-	-
Housing - top structure subsidies		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total revenue cost of subsidised services provided		410	699	699	699	699	699	-	-	-

## Explanatory notes to budget

Table A1 is a summary of the budget of Letsemeng Local Municipality that gives an overview of the budget, it includes, the following key aspects

**Financial Performance:** This is a summary of income statement of the Municipality

**Capital Expenditure and funding sources:** This gives a brief overview of the capital expenditure and its funding sources

**Financial Position:** This is the balance sheet of Letsemeng Local Municipality

**Cash Flow:** This gives a brief overview of the Cash flow of the Municipality

**Asset Management:** This is the overview of the total assets of the Municipality

**Free Services:** This section gives the total amount of free basic services as provided by the municipality.

This is the most important as it gives users of the budget a "snapshot" of what is going to follow in the next ten (10) main tables

## Explanatory Notes to Table A2

1. Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per functional classification.
2. Total Revenue on this table includes capital revenues (Transfers recognised – capital) and so does not balance to the operating revenue shown on Table A4 as Table A4 exclude capital transfers

## Explanatory Note to Table A3

1. Table A3 is an overview of the budgeted financial performance in relation to the revenue and expenditure per municipal vote.
2. From the above it can be seen that all trading services are making surpluses, and this is attributable to the following
  - a. Council proposes an increase of 7.47% on electricity tariffs



- b. An increase of 4.8% on refuse, sewerage and water tariffs
  - c. 4.8% Increase for Property rates
  - d. Cut on non-priority spending
3. Profits made on this services are used to subsidise non-trading services

#### **Explanatory note on table A4**

1. Services charges relating to electricity, water, sanitation and refuse removal constitutes the biggest component of the budgeted revenue of Letsemeng Local Municipality
2. Transfers recognised – operating includes the local government equitable share and other operating grants from national and provincial government.
3. Major component of expenditure relates to employee costs

#### **Explanatory note on Table A5**

1. Table A5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.

The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations.

#### **Explanatory Notes to Table A6**

1. Table A6 is consistent with international standards of good financial management practice, and improves understand ability for councillors and management of the impact of the budget on the statement of financial position (balance sheet).
2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which

presents Assets less Liabilities as “accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.

The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.

### **Explanation to Table A7**

1. The budgeted cash flow statement is the first measurement in determining if the budget is funded.
2. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.

### **Explanatory note to table A8**

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.
2. Considering the requirements of section 18 of the MFMA, it can be concluded that the final budget for 2022/23 MTREF is unfunded.

### **Explanatory Note for Table A9**

1. Table A9 provides an overview of municipal capital allocations to building new assets and the renewal of existing assets, as well as spending on repairs and maintenance by asset class.

### **Explanatory notes to Table A10**

1. Table A10 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services.

## **LEGAL IMPLICATIONS**

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

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

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

**Table 18: Five Year Strategic Objectives**

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

communities to ensure affordability	Revenue enhancement strategy	<p>Improve the 2020/2021 tariff public consultation process onwards</p> <p>Improve revenue collection rate to</p> <p>70% in 2020/21</p> <p>75% in 2021/2022</p> <p>80% In 2022/2023</p>	
<b>Five –year Strategic objective</b>	<b>Five- year IDP Programme</b>	<b>Section Changed</b>	<b>Reasons for Change</b>
A budget system, structure and format that enables sound resources allocation and	Financial Management Programme The municipality is currently on the implementation of version 6.4 of MSCOA.	<p>Redevelop formats to ensure that they are in line with the National Treasury's requirements</p> <p>Develop and determine Medium Term Budget Framework and long-term financial framework</p>	A budget system, structure and format that enables sound resource allocation

MSCOA seven segments	The department uses the MSCOA seven segments to determine the allocation of funding to each departments	Ensure that the budget system is maintained and is at par with the latest trends in the economy	
----------------------	---	---	--

**Table 19: Challenges and Opportunities**

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

<b>Table below 20: Strategic Priorities</b> <b>Key Performance Area</b>	<b>Implementation Plan</b>
Financial turnaround strategy	<p>Expenditure review and implementation of recommendations</p> <p>Stringent financial control municipal wide</p> <p>Revenue maximisation plan</p> <p>Credit control</p> <p>Improve implementation of billing</p> <p>Increased collections levels</p> <p>Implementation of fraud and corruption strategy</p> <p>Implementation of effective supply chain management</p>



Customer service	<p>Monitor turnaround time on query resolution</p> <p>Customer feedback on accounts</p>
Overall financial oversight	Attainment and maintenance of unqualified audit opinion

**Table 21: Financial Sustainability Sector Plan**

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

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

		MPRA and credit control
The municipality that creatively evolves its resourcing/expenditure system to ensure long-term fiscal stability and growth, and optimal spending to support accelerated and sustainable development	<b>Maximise Revenue Collection and Billing</b> <ul style="list-style-type: none"> <li>▪ Increase in revenue collection to 70%</li> </ul>	<b>Maximise Revenue Collection and Billing</b> <ul style="list-style-type: none"> <li>▪ Increase in revenue collection to acceptable levels, including indigents</li> <li>▪ Facilitate property value chain initiatives</li> <li>▪ Address meter reading</li> <li>▪ Reducing impact on refunds and clearance figures</li> </ul>
	<b>Financial control and reporting</b> <ul style="list-style-type: none"> <li>▪ Staff trained to respond to the NCA, closely monitoring its effect on income</li> </ul>	<b>Financial control and reporting</b> <ul style="list-style-type: none"> <li>▪ 100% compliance with NCA</li> <li>▪ Support the implementation of MPRA</li> </ul>
	<b>Debtors book</b>	<b>Debtors book</b>

	Analysis of the debtors book	Encourage customers to utilise incentive scheme through operation patala
Sustained excellence in financial management	<p><b>Completeness of revenue</b></p> <ul style="list-style-type: none"> <li>▪ Increase in number of matched accounts reaching more than 97%</li> <li>▪ Fostering completeness of revenue partnering with poverty value chain</li> </ul>	<p><b>Completeness of revenue</b></p> <ul style="list-style-type: none"> <li>▪ Realise all revenue maximisation projects under property valuation relating to the following areas: <ul style="list-style-type: none"> <li>- Valuation roll</li> <li>- Reconciliation of property data</li> <li>- Overall completeness of data</li> <li>- Priority projects to raise additional revenue</li> </ul> </li> <li>▪ Return on investment of revenue maximisation</li> <li>▪ Harness value add of property value chain</li> <li>▪ Sustained incremental concise completeness of revenue project</li> </ul>

	<b>Refunds and clearances efficiencies</b> <ul style="list-style-type: none"> <li>▪ Increase of active customers receiving bills to 100%</li> <li>▪ 98% refunds issued within 30 days</li> <li>▪ 100% clearance certificates issued within 30 days</li> </ul>	<b>Refunds and clearances efficiencies</b> <ul style="list-style-type: none"> <li>▪ Accurate billing management</li> <li>▪ 93% to 97% clearance certificate and refunds issued within 30 days of application</li> <li>▪ 97% properties on the billing system metered and billed with accurate bills</li> <li>▪ 97% increase in active customers receiving bills to minimum</li> </ul>
A municipality stable and growing revenue streams	<b>Credit control enforcement</b> <ul style="list-style-type: none"> <li>▪ Expansion of credit control</li> </ul>	<b>Credit control enforcement</b> <ul style="list-style-type: none"> <li>▪ Strengthened credit management controls through reduction of areas where no credit</li> </ul>

		control is taking place
A municipality with stable and growing revenue streams	<b>Capital Financing Programme</b> <ul style="list-style-type: none"> <li>Where appropriate and within a policy framework raise project finance for specific infrastructure projects</li> </ul>	<b>Capital Financing Programme</b> <ul style="list-style-type: none"> <li>Strengthens relationship with businesses</li> </ul>
A budget system, structure and format that enables sound resource allocation decisions	<b>Budget reform programme</b> <ul style="list-style-type: none"> <li>Revise the budget format to facilitate flexible programme-based MSCOA budgeting</li> <li>As required by the MFMA, continue to build the system and practices enabling more effective and efficient budget</li> </ul>	<b>Budget reform programme</b> <ul style="list-style-type: none"> <li>Develop an expenditure review model on an annual basis</li> <li>Produce quarterly SDBIP reports in line with National Treasury regulations</li> <li>Review budget policies annually</li> </ul>

	tracking funded budget	
Measurable improvements in unit cost and allocation efficiency on a key of set indicators	<b>Expenditure review programmes</b> <ul style="list-style-type: none"> <li>As part of the overall framework of performance tracking and strategic decision-making , build a system and practice of annual budget review that tracks trends and issues in personnel spending, unit cost efficiencies, allocative efficiencies of, and social, economic and financial returns from, key service investments, and whether expenditure responsibilities are</li> </ul>	<b>Expenditure review programme</b> <ul style="list-style-type: none"> <li>Develop an expenditure review document on an annual basis</li> <li>Produce quarterly SDBIP reports in line with national treasury regulations</li> <li>Review budget policies annually</li> </ul>

	<p>being adequately matched by resources</p> <ul style="list-style-type: none"> <li>▪ Develop methods for evaluating for evaluating unit cost efficient in expenditure on key service and conduct regular benchmark-comparison studies with comparable to local municipalities</li> </ul>	
--	---	--

## 6.2.4 LOCAL ECONOMIC DEVELOPMENT

### Strategic Objective

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

### Intended Outcome

Improved municipal economic viability and Radical Economic Transformation.

### The Constitutional Provisions

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



“A municipality must

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

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

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

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

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

- To provide leadership and direction in policy making (by-laws and processes to regulate land in manner that reduces the costs of doing business and maximises the involvement of people in the local economy);

- To administer policy, programmes and projects (the core function of anybody or structure responsible for LED is to co-ordinate and maximise the impact of programmes and projects with respect to growth and development);
- To be the main initiator of economic development programmes through public spending, regulatory powers, and (in the case of larger municipalities) their promotion of industrial, small business development, social enterprises and cooperatives.

### **What is LED?**

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

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

The development of Strategies which are driven by:-

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

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

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

**Dedicated leadership is needed to:-**

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

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

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

**The local economic strengths and weaknesses**

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

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

**Table 23: Strength and Weaknesses**

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

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

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

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

### **The community's economic development vision and goals**

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

### **The community's strategy to attain its goals**

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

### **Connections between economic development and other Council policies**

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

### **The local economic stakeholders and development partners**

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

### **The needs of our local business community**

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

**The community's economic development message**

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

**The economic development staff**

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

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

**Assessing the Local Economy of Letsemeng Local Municipality**

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

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

This exercise will assist the local economic development Unit to identify factors within and outside of the control of local government that impact and shape its local economy. It will further assist in identifying strengths and opportunities which are quite

crucial, but local officials also should pay attention to weaknesses and potential threats.

**For example:-**

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

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

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

Though the budget for Local Economic Development in the local space is still limited the municipality and its role-players has made significant strides in trying to change the communities mind-set from a state reliance syndrome; to that of a making things possible to work with community members to take inventory of their local capacity (Human, Physical, Social, Environmental and Economic Assets) and to acknowledge their own potential and strengths.

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

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

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

#### 6.2.4.1 STRATEGIC OBJECTIVES

**Table 23: Strategic Objectives.**

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



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

		<p>Establish sector linkages and clustering of economic activity;</p> <p>Establish LED groups within the community to mobilise the efforts and resources of local stakeholders around a common vision; <b>(Investment summits / business breakfast)</b></p>
--	--	---

The Letsemeng Local Municipality envisages achieving the following local economic strategies by

Implementing the following interventions to achieve its goals:-

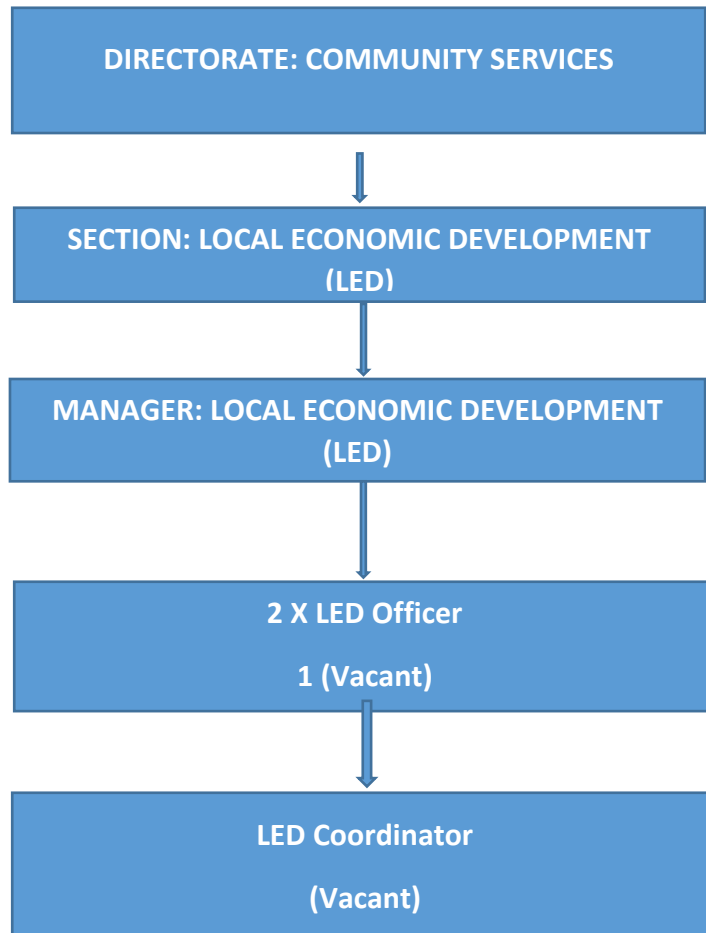
**Table 24: Strategy, Aims and Intervention**

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

		Place and product purchasing Networking
Increase spending on products of the local economy	To stem the outflow of money from poor areas	Encourage communities to buy local (understanding the reasons for external purchasing) Funding special events and festivals
		Providing infrastructure using local labour and locally manufactured materials Promoting employee training within local businesses and communities Networking enterprises of all sizes in the local area
Human capital development and productivity	Ensuring that economic development brings social benefits often requires explicit	General and customised training within lead Sectors Basic and advanced skills development Targeted procurement policies

	linkages between 'living wages', human capital development and productivity	
Community economic development	Support poverty reduction in low income communities and organisations	<p>Promote safe savings collectives and financial services, community based environmental management and maintenance schemes, urban farming projects</p> <p>Support SMME development by providing business infrastructure, technical support through business advice centres, opportunities for involvement of SMMEs in government procurement, network key sectors in which SMMEs dominate</p>
Linkage of profitable growth to redistributive development/financing	To ensure that businesses investment benefits disadvantaged communities and areas	<p>Example: Banks or other financial institutions opening a branch in any municipal area in Letsemeng Municipality should invest some of their turnover in local small businesses</p> <p>(Corporate Social Responsibility of private Companies, e.g. FNB, Petra Diamonds, OVK)</p>

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



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

#### **6.2.4.2 MAIN ECONOMIC SECTORS**

##### **Agriculture**

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

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

## **Mining**

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

## **Tourism**

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

## **Light Industries**

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

### **6.2.4.3 JOB CREATION INITIATIVES BY THE MUNICIPALITY**

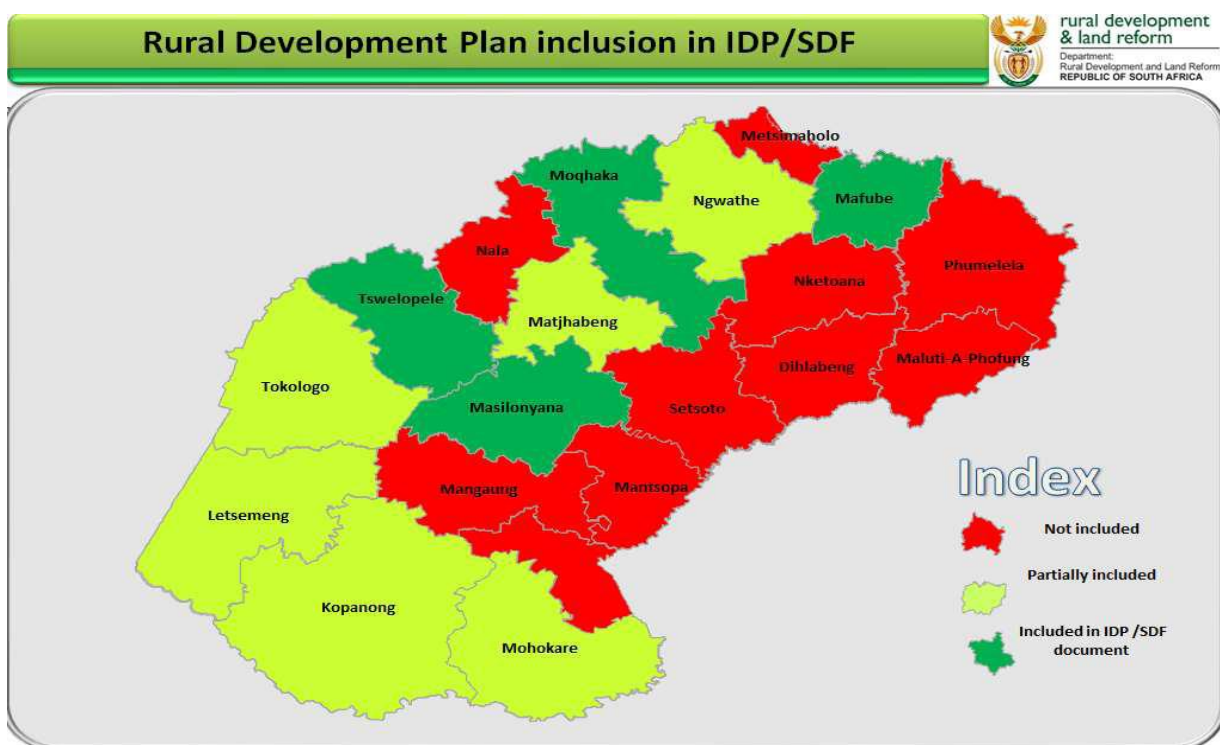
#### **Expanded Public Works Programme**

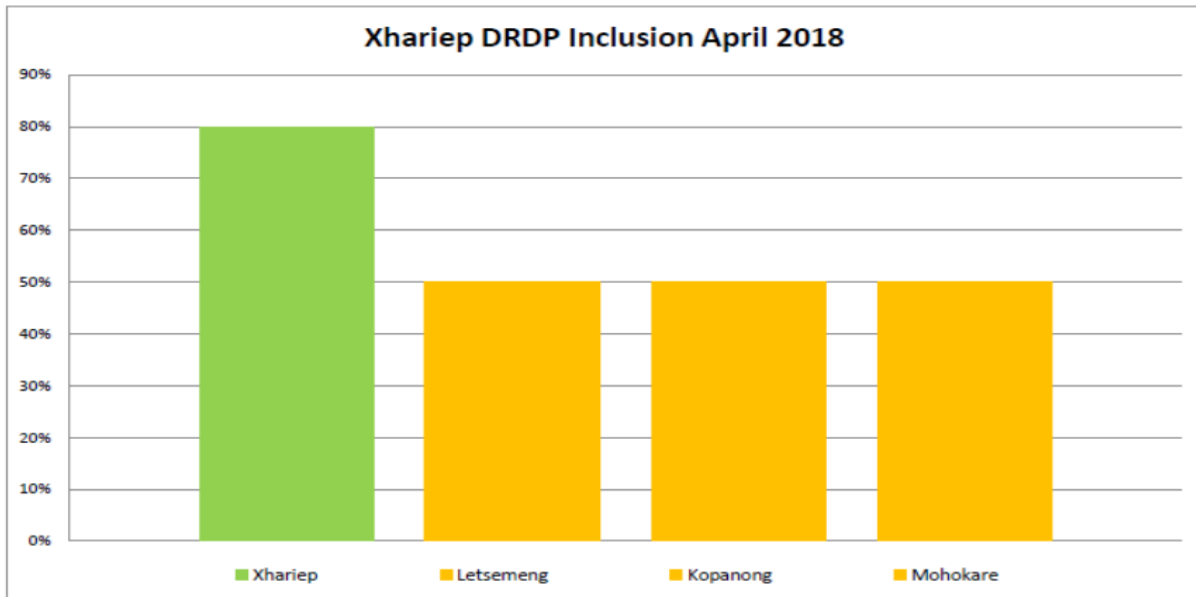
The Expanded Public Works Programme has been implemented in Letsemeng municipality since 2011 and is growing stronger by the year through the EPWP Incentive Grant from the National Department of Public Works. The municipality has made additional budget provision for the expansion of the EPWP in the municipality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



## Comprehensive Rural Development Programme

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





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

#### **6.2.4.4 LEGISLATIVE AND POLICY FRAMEWORK**

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

- **NATIONAL POLICY CONTEXT**

##### **National Development Plan 2030**

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

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

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

1. Creating jobs and improving livelihoods;
2. Expanding infrastructure;
3. Transition to a low carbon economy;
4. Transforming urban and rural spaces;

5. Improving education and training
6. Providing quality health care;
7. Fighting corruption and enhancing accountability;
8. Transforming society and uniting the nation;

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

### **White Paper on Local Government**

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

### **Municipal Structure Act (2008)**

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

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

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

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

The Act also allows for the participation of traditional leaders within local government administration in the areas in which they reside. It also mandates district councils to

assist municipalities lying within the areas under their jurisdiction through integrated development planning, bulk infrastructural development, capacity development and the equitable distribution of resources.

### **Municipal Systems Act (2000)**

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

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

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

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

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

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

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

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

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

A key facet of the Act is the detail provided on the government's commitment to the encouragement of participation. The Act spells out the same powers and duties as detailed in the Structures Act and obligates municipalities to undertake developmentally orientated planning, requiring Municipalities to develop 'Integrated Development Plans'. These plans should involve widespread consultation with communities and other stakeholders and should link and co-ordinate all municipal development plans, municipal resources, capacity and budgets and be compatible with national and provincial planning requirements.

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

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

- To modernise budget and financial management practises by placing local government finances on a sustainable footing in order to maximise the

capacity of municipalities to deliver services to all its resident, customers, users and investors.

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

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

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

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

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

### **National Spatial Development Perspective**

The NSDP states that the National Government is committed to economic growth, employment creation, sustainable service delivery, poverty alleviation and eradication of historic inequities. The strategy proposes a number of normative principles that could be applied by all spheres of government in their decision-

making processes on infrastructure investment and development spending in line with these goals.

**The key objectives of the NSDP are to:**

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

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

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

Six categories of development potential were identified, namely:

- Innovation and Experimentation



- High-Value differentiated goods
- Labour Intensive produced goods
- Public Services and Administration
- Tourism
- Service and Retail

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

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

- To introduce extraordinary measures to facilitate and speed up the implementation of reconstruction and development programmes and projects in relation to land.
- In so doing to lay down general principles governing land development throughout the Republic.
- To provide for the establishment of a Development and Planning Commission for the purpose of advising the government on policy and laws concerning land development at national and provincial levels.
- To provide for the establishment in the provinces of development tribunals which have the power to make decisions and resolve conflicts in respect of land development projects.
- To facilitate the formulation and implementation of land development objectives by reference to which the performance of local government bodies in achieving such objectives may be measured,
- To provide for national uniform procedures for the subdivision and development of land in urban and rural areas so as to promote the speedy

provision and development of land for residential, small-farming or other needs and uses;

- To promote security of tenure while ensuring that end-user finance in the form of subsidies and loans becomes available as early as possible during the land development process and to provide for matters connected therewith.

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

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

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

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

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

Government has a particular role to play in LED, by ensuring that LED leads to job creation, sustainable rural development and urban renewal. LED interventions must

benefit disadvantaged and marginalised people and communities within municipal boundaries through an inclusive and redistributive approach to economic development.

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

### **Key principles underlying Local Economic Development**

- Poverty and unemployment are the main challenges facing South Africa. LED strategies must prioritise job creation and poverty alleviation
- LED must target previously disadvantaged people, marginalised communities and geographical regions, black empowerment enterprises and SMMEs to allow them to participate fully in the economic life of the country
- There is no single approach to LED. Each locality may develop an approach that is best suited to its local context
- LED promotes local ownership, community involvement, local leadership and joint decision making
- LED involves local, national and international partnerships between communities, businesses and government to solve problems, create joint business ventures and build up local areas
- LED uses local resources and skills and maximises opportunities for development
- LED involves the integration of diverse economic initiatives in a comprehensive approach to local development
- LED relies on flexible approaches to respond to changing circumstances at local, national and international levels.

## Key strategies for Local Economic Development

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

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

## New Growth Path (2010)

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

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

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

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

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

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

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

- Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

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

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

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

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

Government has adopted the position that black economic empowerment (BEE) should aim to empower all historically disadvantaged people rather than only a small group of black investors. To this end, it adopted the Broad-Based BEE Act, which calls for expanded opportunities for workers and smaller enterprise, as well as ownership

that is more representative and management. Current BEE provisions have, however, in many instances failed to ensure a broad-based approach, instead imposing significant costs on the economy without supporting employment creation or growth. The present BEE model remains excessively focused on transactions that involve existing assets and benefit a relatively small number of individuals.

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

The following shortcomings have emerged in the implementation of BEE. First, ownership and senior management issues receive disproportionate emphasis. The unintended consequences of this trend include “fronting”, speculation and tender abuse. Second, the regulations do not adequately incentivise employment creation, support for small enterprises and local procurement. The preferential procurement regulations aggravate this situation by privileging ownership over local production. Finally, the broad-based BEE regulations penalise public entities as suppliers. The democratic state owns public entities on behalf of our people yet the regulations do not count them as “black empowered”. A major re-think is needed of the BEE framework and policy to achieve South Africa's developmental and growth goals.

## **PROVINCIAL**

### **FSGDS**

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

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

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

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

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

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

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



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

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

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

- To achieve an annual economic growth rate at least equal to the national average economic growth rate
- To reduce unemployment from 38,9% to 20%.
- To reduce the number of households living in poverty by 5% per annum.
- To improve the functional literacy rate from 69,2% to 85%.
- To reduce infant mortality for children under five years to 65 per 1000 live births.
- To reduce the obstetrical maternal mortality rate from 65,5% to 20,06% per 100 000 women in the reproductive age group.
- To stabilize the prevalence rate of HIV and AIDS and reverse the spread thereof.
- To provide shelter for all the people of the province.
- To provide free basic services to all households.
- To reduce crime rate by at least 7% per annum.
- To provide adequate infrastructure for economic growth and development

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

**Table 26: In order to achieve the above-mentioned targets, the province needs to focus on the following Key Priority Areas and Strategies:**

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

				adequate maintenanc e of service delivery infrastructur e and utilities and ensuring effective provision of municipal services Assisting with MPT sittings and land use application approval
Focusing on diversification in agricultural development	Improving health- care services	Ensure effective and efficient police service	Ensuring effective communicatio n with stakeholders and clients	Promote agricultural and agricultural diversificatio n activities within the Municipality and assisting with implementa

				tion of Rural Developme nt Plans
Developing tourism	Improving education and educational services and skills	Establish and effective disaster prevention and response capacity for disasters throughout the Province	Promoting Black Economic Empowerment	Develop the Tourism Master Plan to promote tourism Develop/Re view Disaster Risk Reduction Strategy
Develop and expand transport and distribution industry	Improving social development services	Improve traffic policing and road incident management in the Province	Ensuring effective Human Resource Development and Management	Stabilising the municipal administrati on – finalising placement and filling of critical vacancies and implementa tion of organisation al performanc

				<p>e</p> <p>manageme nt system; hold regular manageme nt meetings; Effective fleet manageme nt; Strengthen treasury and budget office and shore-up internal audit ; Strengthenin g the ward committee system Assisting with ring- fencing of grant funding</p>
--	--	--	--	--

			<p>Ensuring improvement in financial management</p> <p>Promoting integrity in government</p>	<p>Evolving a sound and prudent financial management – cash flow management, clean audit, enhancing the credibility and transparency of Supply Chain Management; Implement revenue enhancement strategy – implementation of credit control measures;</p>
--	--	--	--	--

				Effective provision of social services – libraries, Youth Development Centres, social amenities, etc. To create and facilitate an enabling environment for LED in the Municipality.
Emphasizing SMME development				Facilitate development for the SMME through training, opening up of space, liaison with

				other protagonists Establishment of LED forums with strategic focus
--	--	--	--	--

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

#### FREE STATE PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK (FSPSDF), 2013

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

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



- Spatially co-ordinate and direct the activities and resources of the provincial government departments; and,
- Put forward a spatial vision, objectives, policy, and strategic implementation guidelines for projects identified in the FSGDS."

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

Alignment of the Letsemeng SDF and Xhariep District SDF with the Free State Provincial Spatial Development Framework (FSPSDF) is achieved by structuring the SDF document in accordance with the different Spatial Planning Categories (SPCs) as reflected in the Free State Spatial Provincial Development Framework 2014, as well as incorporating development proposals applicable to Xhariep district from the said framework.

### **Free State Master Plan for Agriculture (2015)**

The Free State Master Plan for Agriculture identifies challenges facing the growth of the agricultural sector in the province including human, institutions, infrastructure and natural resource endowments. Agricultural development, according to the plan is one of the ideal vehicles through which poverty alleviation initiatives can be achieved due to the diverse natural resource base of the province. In relation to limiting factors at municipal level, the document highlights that strengthening capacities for effective local governance is needed, both through vertical relationships with other spheres of government and horizontal relationships with local

grass- root communities, NGO's CBO's and the private sector. Development forums is one of the vehicles through which this can be achieved.

In relation to the Xhariep District and Letsemeng LM, the Free State Master Plan for Agriculture identifies nodes for specialisation in the Xhariep District, potential locations for implementing the proposed vegetable business plan such as carrots, cabbage, garlic, green beans, onions, potatoes, squashes & pumpkins and watermelon. Letsemeng is also identified as suitable for sheep and goat farming and the Xhariep District for wine grape, fig and pomegranate farming.

<b>Node</b>	<b>Area of specialization</b>	<b>Specific initiatives that can be promoted</b>
Bethany settlement	Agriculture: emerging farmers Agriculture: intensive (irrigation)	Fruit Irrigation schemes
Trompsburg	Tourism: Information Agriculture: Agro-processing Agriculture: Special produce Mining: exploration	Tourism information centre Spring water, Beer brewery, wool spinning, Angora rabbits
Gariepdam	Tourism: Information and Tourism: Attraction	Filling station, tourist information centre, Convention centre, Tri-district casino, Arts and crafts curio shops
Phillippolis	Tourism: Information and attraction	Tourist information centre Historic sites
Jagersfontein	Mining: Exploration and processing	Diamond mining and cutting
Koffiefontein	Mining: Exploration and processing Agriculture: Intensive (irrigation)	Diamond mining and cutting Irrigation scheme along Kalkfontein dam
Luckhoff	Agriculture: Intensive (irrigation) Agriculture: Special produce Agriculture: Agro-processing	Irrigation schemes Leather tanning Abattoir
Oppermans	Agriculture: Emerging farmers Agriculture: Special produce Agriculture: Intensive (irrigation)	Ostrich farming Grape and fruit farming
Jacobsdal	Agriculture: Intensive (irrigation) Agriculture: Agro-processing	Grape farming Wine produce
Petrusburg	Mining: Exploration and processing Agriculture: Agro-processing Agriculture: Intensive (irrigation)	Slate and salt mining Potato processing Potato farming
Reddersburg	Agriculture: Emerging farmers	Game farming Weigh bridge
Smithfield	Tourism: Information and attraction Agriculture: Special produce	Tourist information centre Game farming
Zastron	Agriculture: Special produce	Fish farming Game farming Trade with Lesotho
Bethulie	Agriculture: Special produce	Fish farming Game farming

nodes for specialisation in the Xhariep District

## **6.3 DISTRICT AND LOCAL**

### **Xhariep IDP 2017/18**

Xhariep District forms the southern part of the Free State Province and is one of four district municipalities in the Free State. The municipality measures 34289 km sq.

Xhariep consists of three local municipal areas, with Letsemeng forming the northwestern section, Kopanong the middle section, Mohokare the southeastern section of the district. Xhariep District was estimated at a population of approximately 164 000 people in 2007. According to the 2011 Census statistics, its population size has declined with a lesser average of 2.21% per annum since 2007 to 2011. The current district's populations is at 125 884 people as per the 2016 census survey statistics.

### **6.3.1 KOFFIEFONTEIN DIAMOND MINE, PETRA DIAMONDS SOCIAL IMPACT ASSESSMENT 2022**

#### **BACKGROUND TO THE SOCIAL IMPACT ASSESSMENT (SIA)**

Petra Diamonds Southern Africa (PTY) LTD (Petra) commissioned a Social Impact Assessment (SIA) for its Koffiefontein Diamond Mine (KDM) from July 2021 to March 2022. Koffiefontein Diamond Mine is located in the town of Koffiefontein, Letsemeng Local Municipality within the Xhariep District Municipality in the Free State Province of the Republic of South Africa. The SIA is a deliverable in preparation for Petra's Social and Labour Plan 4 submission (2022-2027) to the Department of Minerals and Energy (DMRE). Findings from the SIA will also be used to inform Petra's Local Economic Development (LED) and Corporate Social Investment (CSI) programmes and projects. Social Surveys Africa conducted the SIA, with team members Dr Tara Polzer Ngwato, Thobile Disemelo, Lebogang Shilakoe, Musawenkosi Mhlanga and Dieketseng Semppe.

KDM has complied with MPRDA regulations by submitting its SLP every five years with annual progress reports to the regulatory authorities. KDM's 3rd SLP period was 2018-2022 (May) so the current SIA is feeding into the SLP 4 (June 2022-2027).

**The Integrated SLP includes 3 levels of integration:**

- Social equitability: Integration of stakeholder needs as identified through engagements.
- Government development plans: Integration of the SLP with local and provincial government development plans.
- Internal KDM integration: Integrating the SLP 4 to the internal operational plans of KDM such as linking the corporate social investment plan and environment plan with procurement opportunities to ensure the supplier development opportunities are identified to build a sustainable economy and positive community stewardship.

**Employment Size and Areas of Origin**

In January 2022, KDM had a workforce of 635 including 545 employees and 90 contractors. 454 (84%) of employees originate in Letsemeng Local Municipality, with 445 of these being from Koffiefontein, 5 from Jacobsdal, 5 from Oppermansgronde and 4 from Petrusburg. KDM is the largest mining employer in Letsemeng Municipality. The company thus plays a significant role in local and regional employment and economy overall.

Since the LoM is within the upcoming SLP4 period (2022-2027), the current SLP inputs are focused on preparing for a sustainable post-mining society and economy.

**Civil society**

The Department of Social Development's register of registered non-profit organisations in the Free State includes the following organisations based and operating in KDM's neighbouring communities ([www.npo.gov.za/PublicNpo/Npo#](http://www.npo.gov.za/PublicNpo/Npo#)).

Several civil society organisations were consulted during the stakeholder engagement process, including

- Itireleng Old Age Group (Koffiefontein)
- Letsemeng Youth Centre (Koffiefontein Orphanage)
- Global Light Nutrition and Science Commission (Koffiefontein NPO)
- Sandershoogte Sopkombuis (Jacobsdal NPO)
- Oppermansgronde Development Agency (Oppermansgronde NGO)
- Letsemang recycling cooperative project (Koffiefontein)
- Wanya Tsotsi policing group (Koffiefontein)
- Ministers Fraternal

### **Stakeholder groups and dynamics**

KDM is concerned with the quality of its relationship with local stakeholders because it aims to be a good corporate citizen with a positive social impact. Furthermore, KDM and Petra Diamonds more broadly is aware of a range of challenges with its stakeholder relations, as described above, including:

- Consistent inability to implement SLP community projects on time and within budget
- Identifying the real community needs (not wants) from interested and affected stakeholders in the community that can get buy-in from most stakeholders
- Lack of optimal relationships with local municipalities and political leaders
- Unsatisfactory relationships with local communities
- Inadequate system for continuous community engagement

Social unrest in the mine communities that threaten mining operations Based on our stakeholder engagements in October/November 2021 and February 2022 and the Community Survey results, as described in the previous section, the underlying dynamics between KDM and local institutional and community stakeholders are characterised by the following:

A general lack of trust among and between stakeholders, including within communities, across communities (such as conflictual relationships between the Coloured and African township areas, as identified during SSI's first round of stakeholder engagements) and between communities and institutions like the municipality;

- A perception by many stakeholders that de Beers was more involved in community and stakeholder matters than Petra Diamonds and that local economic and social conditions and relationships with the mine have deteriorated since Petra bought the mine;
- Repeated statements by stakeholders, including community residents and local businesses that KDM does not communicate well and does not respond to communication and requests from stakeholders.

## **Nutrition**

When asked to prioritise community challenges in the SIA Community Survey, hunger and nutrition were not included in the top three priorities for any of the settlements or any of the respondent sub-groups (by gender, age-group or mobility type). It was consistently ranked in the bottom half and often in the bottom third of concerns. Stakeholder engagements, however, did identify child nutrition as an area of concern, which we have addressed through a proposed project with ECD centres linked to a youth-focussed food security projects.

## **Health and Basic Wellbeing**

The settlements in Letsemeng have functioning clinics but stakeholder engagements with some of the clinic managers identified significant maintenance needs. In the Jacobsdal clinic , for example:

- They have no electricity backup so when there is no power the clinic must shut down.
- They do not have consistent running water so in parts of the clinic they have to use buckets. The clinic relies heavily on the Jojo tank donated by Petra for water.
- The toilets in the clinic have been broken for months
- They do not have proper and consistent supply of cleaning materials
- There is only 1 security guard.

The IDP information on health care facilities notes that there are 10 health establishments in the district, of which none are fully fledged hospitals. The closest district hospital used is situated in Jagersfontein and the regional hospital is Pelonomi in Bloemfontein. The information from the District IDP indicates that:

- Fixed clinics are situated in all of the towns. Petrusburg has overnight and maternity facilities available.
- Access to health facilities for the communities is a major problem as people have to travel long distances for health needs that cannot be solved by clinics without properly trained staff.

### **Feel Safe When Working on the Street at Night**

As described in the section on Governance, the police are trusted to resolve disputes in the community. This does not, however, mean that the police is generally considered effective in preventing or addressing crime. Stakeholder engagements with members of SAPS raised concerns about the capacity and integrity of the police services in the area. In terms of community-based security activities, there is a self-organised community policing group made up of unemployed volunteers called Wanya Tsotsi which operates in Lückhoff, Fourismith, Koffiefontein and Oppermansgronde. This group carries out visible crime prevention measures, community clean up campaigns and occasionally works with farmers requiring

assistance with stock theft cases. In the stakeholder engagements, the group described requesting support from the municipality and KDM for offices, a dedicated phone line, transport, and training in gender-based violence response, rape sensitivity, child abuse identification and response and general security skills.

## **Skills**

Conventional arguments about employment generation and training in mining areas revolve around whether community residents (and especially youth) have the skills required for being employed in the mining sector or to supply goods and services to mining as contractors or 81 through local SMMEs. However, in the context of mechanised mining that does not provide large-scale employment and in the face of an approaching end of LoM, the aim should be to assess and build skills which are useful outside the mining sector. Furthermore, current skills building should relate to the future economy rather than the current economy. The SIA Community Survey therefore asked about a range of skills relating to the current as well as the future economy. The results show that there are currently very few digital skills but that caring and creative skills have a significant presence, along with farming and construction skills.

## **Households with Vegetable Gardens and Livestock Ownership by Settlement**

Young people in Petrusburg and Jacobsdal expressed negative associations with agriculture, not least because many of the young people who live in the informal settlements were expelled from the farms where they were born and where their parents continue to work when they turned 18. Some of the social challenges related to the informal settlements, teenage pregnancy and substance abuse among youth is therefore directly related to the actions of commercial farmers in the area towards their farm workers and their families.

Stakeholder engagements with black farmers and youth who would like to farm<sup>11</sup> identified the following challenges:



- There is a lack of access to land. “We don’t have land and people can’t do anything on leased land. You waste your energy and can’t progress.”
- There is a lack of access to water. When irrigation equipment like pivots break, small farmers cannot afford to repair them and they do not receive any support from the municipality or the mine for such repairs. “We have broken pivots. We have no water. Fixing the pivots would help approximately 40 families.”
- KDM is perceived to be buying up arable land and using it for game farming rather than to produce food or support local black small farmers. Farmers are therefore requesting at least 100 hectares of KDM-owned land to be reallocated for communal or small-farmer grazing
- Lack of permits allowing farmers to sell their produce in formal or informal street markets
- Stock theft is rife and small farmers cannot afford fencing
- Limited availability of training in animal husbandry, crop production, financial management
- There is indigenous knowledge about land management, animal husbandry, indigenous herbs and plants, but there is no opportunity to pass this knowledge on to the new generation and new farmers since there is no interest from youth and no structures through which to pass on this information.
- None of the small farmers in the area are able to fully make a living or support their families through farming, even though they would like to do so.

The projects most consistently identified as useful, based on the number of times they were mentioned in the top five across the surveyed settlements and their ranking within the top five were:

1. Training in digital skills to earn money through online work
2. Free public Wi-Fi 3. Improving the quality and services of clinics and community health workers
3. Litter collection and recycling

4. Provide skills training and shared equipment to artisans
6. Support and training for young people who want to grow food
5. Transport for emergencies
6. Improving ECD quality and providing food to children at ECD centres
7. Drop-in centres, homework assistance

Points 1, 2, 4, 5 and 6 relate in various ways to employment generation and small business support. As discussed below, we have proposed an approach to litter collection and recycling which also relates to broad-based income generation, through the existing EPWP programme.

### 6.3.2 PROJECT RANKING

Several priorities identified through the SIA Community Survey and Stakeholder Engagements are not included in the high level IDP priorities, although the IDP does include some specific suggested activities relating to them.

The proposed projects listed below therefore emerge directly from the composite high priority areas (combining IDP and Community-identified priorities) and in virtually all cases relate to broad-based employment and income generation in various ways.

#### **We group the identified activity priorities in the following ways:**

- **Digital Employment Bundle:** Training in digital skills and facilitating access to online employment opportunities is premised on the availability of reliable and affordable connectivity. We therefore recommend that any training and online employment linking programme be bundled with the provision of free public Wi-Fi. This may include using the mine's existing digital connectivity infrastructure or expending this outside the mine's operating areas and housing areas. It may also include planning to transfer this infrastructure to appropriate local ownership and maintenance at mine closure. We also note that this can be combined with training small local businesses to maintain and repair Wi-Fi

installations and provide basic technical support (e.g. showing them how to safely turn Wi-Fi off and on if there is a fault, etc.) to the public institutions where the hardware is installed (schools, clinics, community hall, etc.) so that service interruptions are minimal.

- **Local Collective Enterprises Bundle:** conventional local enterprise development programmes train and support individual entrepreneurs who set up businesses for personal benefit and are then expected to compete with each other for very limited contracting opportunities at the mine and for a limited local market. Given the context factors described above, we recommend shifting to a collective enterprise development approach, which focusses on identifying both social needs and economic opportunities and addressing these through collaborative and collective community-based institutions. One such activity prioritized through the SIA Community Survey is the development of a hub for artisans that provides training as well as shared equipment. Best practice in community development, however, shows that such 'hardware' (a venue plus equipment inputs) plus individualized training is not effective unless coupled with a facilitated process where community residents collectively identify needs and design enterprises and are then supported through a practical experience of jointly establishing and running such enterprises (the Organisation Workshop approach).
- **EPWP Technical Support:** Technical support to the existing municipal EPWP programme to improve the effectiveness of public employment in addressing service provision needs around refuse removal and road quality, as well as potentially building youth skills for the caring and creative economies (and therefore the Future Economy)
- **Food System Bundle:** Activities relating to food can be bundled into an integrated local food systems programme, which includes training and supporting young people around farming and growing food (including running food gardens at ECD centres or other accessible community-based locations);

making mine-owned land currently used for game 123 farming available for community farming (along with water and basic equipment); supporting existing small-scale farmers with equipment maintenance like pivot repair support, contracting local NPOs to provide cooked food at ECD centres (which can also serve elderly people and those who are caring for small children who are not attending ECD centres) with the food inputs being sourced through local small farmer off-take agreements.

- **ECD Support:** ECD centre space expansions, feeding scheme and food gardens, supported through an ECD support network or franchise programme (such as SmartStart) with a focus simultaneously on the development of children and the stability of the social entrepreneurial ECD practitioners
- **Municipal Scenarios Project:** A final project proposal relates to KDM's approaching End of Life of Mine. We propose that KDM initiate and (co)fund the facilitation of a Municipal Scenarios Process to catalyse a multi-sectoral process to generate a (post-mining) vision for 2030 with Letsemeng Local Municipality, the private sector (mining and agriculture) and community organisations, which may include the establishment of a 'hometown association' of people who have left the area to work but are committed to contributing to its upliftment. In terms of Petra Diamond criteria such as scale, scope, timelines and affordability, the matrix below discusses scale (in terms of the number of direct and secondary beneficiaries and scalability) and scope. It also notes which programmes have implementing partners with existing capacity and knowledge and can so be started timeously. Affordability is not included in this SIA scope

## New LED initiatives

Sector	Description	Town
Agriculture	1. Acquisition of the Jacobsdal Winery for possible revival and to explore the development of alternative job creation projects on the property	Jacobsdal
	2. Avail municipal land for high impact developmental job creation projects	All Towns
	3. Support for food security projects that can be used to create jobs through community gardens, the municipality will support the existing community gardens or develop ones where there is none	All Towns
	4. Support and Development of Agro Processing initiatives	
	5. Complete Value Chain Piggery Export Project	
	6. Exploration of possible cannabis projects	

	7. Xhariep Export Programme – a number of Public Private Partnership Projects	
Energy	<ol style="list-style-type: none"> <li>1. Make land available for alternative energy sources projects.</li> <li>2. Letsemeng Community Solar Projects</li> <li>3. Green Hydrogen production and ammonia project</li> </ol>	All Towns
Informal Economy	1. Develop and Build dedicated spaces in our CBDs for informal sector entrepreneurs and hawkers	All Towns
Manufacturing	1. Brickmaking and Crusher Plant	Koffiefontein
Mining	1. Support for artisanal and Small Scale mining initiatives in our areas.	All Towns
Smme Development Initiatives	<ol style="list-style-type: none"> <li>1. Annual SMME Compliance Workshops</li> <li>2. Annual Technical Skills Workshops (Plumbing, Artisans, etc)</li> </ol>	<p>All Towns</p> <p>All Towns</p> <p>All Towns</p>

	3. Letsemeng Pop Up Markets – To assist our local entrepreneurs to market and sell their products/services	All Towns
	4. Assist with availing business sites for youth to open small businesses such as Salons, Car Wash, Internet Café, Tyre Repair, Dry Clean Services	All Towns
	5. Avail business sites in all our areas for local business people that will create jobs	Koffiefontein
	6. Establishment of a SMME Container Hub	All Towns
	7. Assisting our local SMMEs with Equipment and Tools to grow their businesses	
	8. Increase the number of local businesses that benefit from the municipal procurement	
Tourism	1. Development of Emmaus, to be recognized officially as the center of South Africa to encourage Tourism activities around the area.	Petrusburg

	<ol style="list-style-type: none"> <li>2. Support of local tourism events that are aimed at increasing economic activities on our areas.</li> <li>3. Upgrading and development of Heritage Sites and Historical Monuments in our towns to be used as tourism attractions</li> </ol>	All Towns
Waste Management	<ol style="list-style-type: none"> <li>1. Assist to form cooperatives that will be involved in recycling as a means of generating income while enhancing the cleanliness of the environment</li> <li>2. Development and Support of recycling initiatives that are aimed at creating new products from the waste material.</li> </ol>	All Towns

### Priority Long term LED Projects

1. Brickmaking and Crusher Plant in Koffiefontein
2. Complete Value Chain Piggery Export Project earmarked for Luckhoff or Petrusburg
3. Acquisition of Jacobsdal Winery and for exploration of a possible economic activity that will create jobs



### 6.3.3 PUBLIC PARTICIPATION AND GOOD GOVERNANCE

#### **Strategic Objective**

Promote a culture of participatory and good governance.

#### **Intended outcome**

Entrenched culture of accountability and clean governance

#### **Governance structures:**

##### **Risk Management**

The municipality has a functional risk management unit in terms of Section 62 (1) (c) (i) and 95 (c) (1) of the Municipal Finance Management Act. The risk assessment is conducted on a continuous basis in order to assess issues relating to strategic operational and fraud risk. The aforesaid unit has developed Risk Management Strategy, Risk Management Policy, Anti-fraud & Corruption Strategy, Anti-fraud and Corruption Policy, Risk Management Charter and Risk Management Implementation Plan approved by the Risk Management Committee.

##### **Risk Management Committee**

Risk Management Committee has been established and is functional.

##### **Internal Audit**

The Internal Audit functional and operates in accordance with Section 165 of Municipal Finance Management Act, 56 of 2003. There is need for the appointment of the internal auditor and provision has been made in the revised organizational structure in order to strengthen internal audit unit.

The internal unity has developed Internal Audit Charter, Audit Committee Charter, Internal Audit Framework and Internal Audit Professional Standards.

Furthermore, the Internal Audit has developed annual risk based Internal Audit Plan which is rolled-out for two (2) outer years.

### **Audit and Performance Committee**

The municipality has established Audit and Performance Committee and is functional.

### **Oversight committee**

The municipality has collapsed an Oversight and Section 32 Committees. The municipality has established Municipal Public Accounts Committee to replace the above mentioned committees. This Committee has developed schedule of meetings to ensure functionality of the structure.

### **Ward committees**

The ward committee serve as a resource to the ward councillor, they are the consultative community structure whose purpose is to broaden participation in the democratic processes of council and to assist the ward councillor with organizing consultation, disseminating information and encouraging participation from residents in the wards.

Ward committees elections were successfully conducted through extensive consultations programmes implemented in all Wards within Letsemeng areas. The challenge that the municipality is currently experiencing with regard to the functionality of these committees. There is currently declared vacant sits within some of these ward committees. However, the municipality has plan in place to conduct necessary consultation in ensuring that these vacant positions are been filled in order to have functional ward committees.

**Table 26: Priority issues, challenges and possible solutions**

Priority Issue	Challenges	Solutions
1. Ward Committees	<ul style="list-style-type: none"> <li>• Ward Committees are not fully-functional according to the required standard</li> <li>• Long-existing and declared vacant sits within all respective Wards</li> <li>• Non submission of reports by committee members</li> </ul>	<ul style="list-style-type: none"> <li>• Provide supporting mechanism and ensure that schedule of meetings is adhered to meticulously.</li> <li>• Conduct stakeholder consultation for the election of committee members.</li> <li>• Provide refresher training for all ward committee members –develop systems to improve existing internal controls relating to payment of stipends.</li> </ul>
Public Participation	<ul style="list-style-type: none"> <li>• There is lack of capacity of personnel in the public participation unit</li> </ul>	<ul style="list-style-type: none"> <li>• The review of the organizational structure and implementation</li> </ul>

<b>Council Committees/Portfolio Committees</b>	<ul style="list-style-type: none"> <li><b>Non-sitting Section committees</b></li> </ul>	<b>of 79</b>	<ul style="list-style-type: none"> <li><b>Provide refresher training to all Councillors</b></li> </ul>
--	---	--------------	--

A new monthly directive of compulsory Ward meetings has been adopted by Council and it is being supported by monthly Ward Committee reports which are sent to Council through the reports of the office of the Speaker.

The elections of the newly established Ward Committees was done in accordance with the latest Ward Committee guidelines and was coordinated in conjunction with the Public Participation Directorate of the Department of Cooperative Governance and Traditional Affairs.

We are currently in the process of developing Ward-based Plans and Ward Operational Plans which are mainly derived, amongst others Service Delivery and Budget Implementation Plan (SDBIP) in close relation with the respective Ward Committees. This intend is to promote transparency, openness and fairness in relation to the developmental issues raised by the communities of Letsemeng.

The municipality does not have sufficient capacity in terms of personnel to execute functions within the ambit of public participation. However, the municipality has reviewed the organizational structure which it intend to table before council for adoption and implementation in order to address this deficiency.

### **Supply Chain Committees (SCM)**

All SCM committees have been established and are operational in accordance with the regulations and prescripts of the MFMA.

### **Schedule of Council Meetings**

A schedule of Council meetings has been adopted by Council and all Ordinary Council sittings are convened in accordance with the adopted schedule. Special

Council meetings are being convened as per the prerogative of the Speaker of Council.

### **The IDP and Public Participation**

It can take the municipal council approximately six to nine months to develop a credible IDP. The main reason is that the IDP is interactive and participatory in nature and therefore it requires inputs from various role-players and stakeholders internally and also externally in order to improve strategic objectives which impact positively towards the actual municipal performance and the overall implementation of the budget of the municipality. As far as the community members of Letsemeng Local Municipality are concerned, the principle of public participation is crucial to ensure that the developmental needs of the community are also incorporated in the IDP.

To ensure that public participation in the IDP process is encouraged, the municipality must put appropriate structures in place. These structures include ward committees that should be established within the geographical area of the municipality and need to be closely monitored in ensuring that they meet the required standard of performance. The IDP should create a formal link between the municipality and the community through the implementation of ward of operational plans. This principle enables the community to gain the opportunity to monitor the implementation of IDP strategic objectives of the municipality.

## **6.3.4 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

### **Strategic Objective**

An effective administration capable of sustainable service delivery.

### **Intended outcome**

To create an efficient, effective and accountable administration.

## **Institutional Arrangements**

The municipality has its Human Resource Management Policy Manual that encompasses all aspects that pertain to Human Resources Management as well as Human Resources Development. The Municipality is in the process of finalised the review of Human Resources Management Policy Manual. The Human Resources Policy Manual is used in conjunction with Local Government: Regulations on appointment and conditions of employment of Senior Managers.

The current Municipal Organizational Structure was tabled before Council was approved in January 2019. There are few positions that must be filled as a matter of urgency as the vacancies impedes the Municipality to deliver effective and quality services to the communities.

The Municipality has a Workplace Skills Plan which was conducted in consultation with relevant Stakeholders. The programmes in the Training Plan which are part of the WSP are being planned in anticipation to address the skills gaps that were revealed during the Skill Audit that was conducted. The municipality conducted a skills audit to identify the skills gaps amongst the employees of the municipality. Thereafter the Skill Development Facilitator consulted with all relevant stakeholders and collectively identify training needs that will address those identified skills gaps.

***The approved municipal organisational structure is illustrated in Chapter 3***

## **Performance Management System**

The Performance Management System of the municipality is currently confined to Senior Managers reporting directly to the Accounting Officer as well as that of the Accounting Officer. This has caused a high level of compliance and underperformance in the municipality and the municipality is currently in the process of cascading the Organisational Performance Management System to each and every individual employee of the Municipality and review performance management system policy to adequately address performance related deficiencies.

## **Human Resource Management**

The municipality has functional Human Resource Management Unit consisting of the following sub-components;

- Recruitment and Selection
- Training and Development
- Labour Relations
- Occupational Health and Safety
- Leave Management
- Remuneration and Benefits (Employee Wellness)

### **Recruitment and Selection**

The municipality is conducting recruitment and selection in line with the adopted human resource management policy.

### **Training and Development**

The Municipality has conducted a skills audit to identify skills gap, and a training plan was developed and approved.

The workplace skills plan is the key strategic planning document relating to workplace training, career pathing, and employment equity for the Municipality. The workplace skills plan (wsp) relates to the critical municipal IDP objectives. The WSP outline the training planned by the Municipality in each financial year according to legislative framework herewith the following Acts

- Skills development act no. 97 of 1998 as amended:
- Skills development levies act no.9 of 1999
- Skills development amendment act no.31 of 2003

**Consultation**

The skills audit conducted in all the municipal offices within Letsemeng and Unions Representative consulted on the 20<sup>th</sup> April 2021.

The WSP represented before the Special Local Labour Forum on the 20<sup>th</sup> of April 2021.

**Challenges**

- When employees are supposed to attend trainings, the Municipality is faced with financial challenges.
- The recruitment of employees to attend training should be done transparently and promptly to accommodate all employees.
- Some employees failed to cooperate in terms of filling in the Skills Audit forms.

**Labour Relations**

The municipality has established Local Labour Forum in order to harmonise the relations between the employer and the employee.

**Occupational Health and Safety**

The municipality has established Health and Safety Committee and safety representatives were trained on occupational health and safety issues.

**Leave Management**

The municipality has centralised leave management in the Human Resource Unit. Employees apply for leave and subsequently approved by the supervisor and Head of Department.

**Remuneration and Benefits (Employee Wellness)**

The municipality has developed processes for employee remuneration and benefits. Employees are being remunerated in accordance with the collective agreement.



The municipality is assisting employees on their well-being and programmes are initiated based on the number of employees who experience social problems. However, such employees are referred to the rehabilitation centres.

## **Information technology**

### **Network Infrastructure**

The network infrastructure in the IT spectrum has improved to the extent that the IT server room of the municipality was revamped in accordance with relevant prescripts governing IT. It should be noted that the designs also covered the network installation in the following offices;

- Office of the Mayor
- Store Building
- Department of Community Services
- Department of Technical Services

The aforesaid project was successfully completed and reported.

- **ICT Policies and ICT Governance Framework**

There are 11 Policies and an ICT governance framework developed and approved by council, namely; ICT Backup, Email, Change Management, Disaster Recovery, Internet Usage, Mobile Devices, Network, Password, Patch Management, Security, Telephone Policy + One Governance Framework.

- **Business Continuity Plan**

Financial year of 2019/20 the Municipality will develop a Business continuity plan, the plan is of most importance as it will guide the municipality through all different phases during any event of a disaster that may disrupt everyday computing whether on our local network and internet.

*\* The plan will need assistance and expertise externally, therefore it has been budgeted for.*

- **ICT Strategic Objectives of ICT Three years Master Plan**

The municipality need to set and prepare its future developmental goals and

objectives through the development of ICT Master Plan. However, the municipality need to make provision in the budget for the development of the said master plan.

- **Software Licensing**

The municipality need to use licensed software (Operating Systems, Microsoft Office, etc) on all its workstation.

- **Access Forms, Systems Change Documentation and Manual Backup Register**

to have access to the Municipal financial systems and Services like a telephone and an email account, an employee is supposed to fill in a form to request access to these systems. By filling in any of the forms the employee agrees to be liable for the use of these services.

The forms, document and register have been developed, however they have not yet been approved by management.

- **Capacity in the IT unit**

It remains difficult for the IT Technician to execute most of his daily tasks. This daily tasks include but are not limited to technical issues:

Workstations,

Servers,

Telephone system,

Emails,

Telephones,

Internet connection,

Access to financial systems,

Network related issues,

Printers,

Taking daily manual backups.

The management has the responsibility to allocate resources It becomes more difficult when the issues are coming from remote sites (Petrusburg, Jacobsdal, Oppermans and Luckhoff) as I now need to travel to those sites.

- **Computer Literacy**

The issue of the lack of basic computer literacy continues to be problematic for the municipality. Reason being it has the effect to affect everyday business and can also be a security threat to financial systems. The majority of the people who struggle with basic computer skill have access to the municipal's financial systems and again these employees many of them were not trained on either financial system.

*\* It remains the responsibility of both management and the skills development unit to address the issue.*

### **Policy Development and Implementation**

The Administration Unit is assigned to coordinate and monitor the implementation of policies within the respective departments.

### **Customer-Oriented Services/Customer Care**

The municipality has centralised compliments and complaints management system both manual and electronic. The municipality is currently in the processes of developing Standard Operating Procedure (SOP) to effectively monitor service delivery orientated complaints. Over and above this, the municipality has also developed Draft Customer Care Policy, Service Charter and Service Standards to curb complaint management in relation to Batho Pele initiatives. However, the municipality has erected comments boxes to curb on customer satisfaction.

Table 27: ALIGNMENT OF NATIONAL, PROVINCIAL AND LOCAL STRATEGIC OBJECTIVES QUANTIFIED INTO KEY PERFORMANCE INDICATORS

TL NO.s	Program me Descripti on	STRATEGIC OBJECTIVES					Unit of Measure ment	Evidence	Baseline	2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGD S	KPI				BUDGET YEAR 2022/23	ANNUAL TARGET 2022-23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
Technical Services															
Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance															
TL 1	Refurbish ment of Water Treatmen t Works and constructi on of 4,7 Reservoir in Koffiefont ein	An efficient competi tive and respons ive infrastru cture net work	Inclusi on and access	Servic e Delive ry and Infrast ructur e Devel opme nt	Improv ed quality of life	Refurbishment of Water Treatment Works and construction of 4,7 Reservoir in Koffiefontein by 30 June 2023	Percenta ge	Progress Report, Completion Certificate and Closeout Report	0	R 15 000 000.00	30% Completion of refurbishme nt of Koffiefontein Water Treatment Works and construction of 4,7ML in Koffiefontein Reservoir by 30 June 2023	0	10% Progress	10 % Progress	10% Completion of Refurbishme nt of Koffiefontein Water Treatment Works and construction of 4,7 Reservoir by 30 June 2023
TL2	Upgradin g of 1.72km access paved road and storm water (Phase 1, 1KM) in	An efficient competi tive and respons ive infrastru cture net work	Inclusi on and access	Servic e Delive ry and Infrast ructur e Devel opme nt	Improv ed quality of life and access to water	Upgrading of 1.72km access paved road and storm water (Phase 1, 1KM) in Petrusburg/Boloka nang by 31 March 2023	Percenta ge	Progress Report, Completion Certificate and Closeout Report	0	R 8 625 000.00	100% Completion of upgrading of 1.7km access paved road and storm water ( Phase 1, 1KM) in	30 % Progress	50 % Progress	20% Completion of Petrusburg/ Bolokanang upgrading of 1.72 KM access paved road and storm	0

TL NO.s	Program me Descripti on	STRATEGIC OBJECTIVES					Unit of Measure ment	Evidence	Baseline	2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGD S	KPI				BUDGET YEAR 2022/23	ANNUAL TARGET 2022-23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
	Petrusbu rg/Boloka nang										Petrusburg/ Bolokanang by 31 March 2023			water ( Phase 1, 1KM) in Petrusburg/ Bolokanang by 31 March 2023	
TL3	upgradin g of 1.72km access paved road and storm water (Phase 2, 0.72km) in Petrusbu rg/ Bolokana ng	An efficient competi tive and respons ive infrastru cture net work	Inclusi on and access	Servic e Delive ry and Infrast ructur e Devel opme nt	Improv ed quality of life	upgrading of 1.72km access paved road and storm water (Phase 2, 0.72km) in Petrusburg/ Bolokanang by 30 June 2023	Percenta ge	Progress Report	0	R 7 000 000.00	70% Completion of upgrading of 1.72km access paved road and storm water ( Phase 2, 0.72km) in Petrusburg/ Bolokanang by 30 June 2023	0	0	0	70% Progress by 30 June 2023
TL4	Electrific ation of 1000 househol ds in Petrusbu eg/Bolok anang	An efficient competi tive and respons ive infrastru cture net work	Inclusi on and access	Servic e Delive ry and Infrast ructur e Devel opme nt	Improv ed quality of life	Number of households Electrified in Petrusburg, Bolokanang Ext 7, by 30 June 2023	Number	Progress Report, Completion Certificate and Closeout Report	0	R 18 500 000.00	1000 Households Electrified and connected in Petrusburg, Bolokanang Ext 7, by 30 June 2023	0	0	0	1000 Households Electrified and connected in Petrusburg, Bolokanang Ext 7, by 30 June 2023
T5	Upgradin g of outfall line and sewer pump station in	An efficient competi tive and respons ive infrastru	Inclusi on and access	Servic e Delive ry and Infrast ructur e	Improv ed quality of life	Upgrading of outfall line and sewer pump station in Jacobsdal by 30 June 2023	Percenta ge	Progress Report	0	R5 000 000.00	100% Completion of Upgrading of outfall line and sewer pump	0	10 % Progress	30% Progress	70% Completion of upgraded outfall line and sewer pump station in Jacobsdal

TL NO.s	Program me Descripti on	STRATEGIC OBJECTIVES					Unit of Measure ment			2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET					
			MTSF	IUDF	NKPA	FSGD S		KPI	Evidence	Baseline	BUDGET YEAR 2022/23	ANNUAL TARGET 2022-23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023
	Jacobsdal		cture net work		Devel opme nt						station in Jacobsdal by 30 June 2023				by 30 June 2023

	Progra mme Descript ion	STRATEGIC OBJECTIVES					Unit of Measure ment			2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET						
			MTSF	IUDF	NKPA	FSGD S		KPI	Evidence	Baseline	BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
Community Services																
TL6	Communi ty Halls Renovate d in Koffiefont ein and Luckhoff. (Daniel Moopela and Johanne s Mokopan e)		A responsi ve, account able, effective and efficient local governm ent system	Gover nance	Munici pal Transf ormati on and Institut ional Devel opme nt	Efficien t admini stration and good govern ance	Number of Community Halls Renovated in Koffiefontein and Luckhoff. (Daniel Moopela and Johannes Mokopane) by 30 June 2023	Number	Report and Invoices	0	R483 515.76	2 Community Halls Renovated in Koffiefontein and Luckhoff. (Daniel Moopela and Johannes Mokopane) by 30 June 2023	0	1 Community Hall renovated in Koffiefontein (Daniel Moopela) by 31 December 2022	0	1 Community Hall renovated in Luckhoff (Johannes Mokopane) by 30 June 2023

	Progra mme Descript ion	STRATEGIC OBJECTIVES					Unit of Measure ment			2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET						
			MTSF	IUDF	NKPA	FSGD S		KPI	Evidence	Baseline	BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
TL7	municipal buildings renovate d in Koffiefont ein and Petrusbu rg		An efficient competit ive and responsi ve infrastru cture net work	Inclus ion and acces s	Servic e Delive ry and Infrast ructur e Devel opme nt	Improv ed quality of life	Number of municipal buildings renovated in Koffiefontein and Petrusburg by 30 June 2023	Number	Report and Invoices	0	R 209 600.00	2 Municipal buildings renovated in Koffiefontein main building and Petrusburg by 30 June 2023	0	1 municipal building renovated in Koffiefontein by 31 December 2022	0	1 municipal building renovated in Petrusburg by 30 June 2023
TL8	Sports facility refurbish ed in Koffiefont ein		An efficient competit ive and responsi ve infrastru cture net work	Inclus ion and acces s	Servic e Delive ry and Infrast ructur e Devel opme nt	Improv ed quality of life	Number of Sports facilities refurbished in Koffiefontein by 30 June 2023	Number	Report and Invoices	0	R104 800.00	1  Refurbished Sports facility in Koffiefontein by 30 June 2023	0	0	0	1  Refurbished of Sports facility in Koffiefontein by 30 June 2023
TL9	Refurbish ment of Stadium in Jacobsdal		An efficient competit ive and responsi ve infrastru cture net work	Inclus ion and acces s	Servic e Delive ry and Infrast ructur e Devel opme nt	Improv ed quality of life	Number of stadiums refurbished at Jacobsdal by 30 June 2023	Number	Progress Report, Completion Certificate and Closeout Report	0	R500 000	1 Stadium refurbished at Jacobsdal by 30 June 2023	0	0	Progress made on the refurbishme nt of the stadium at Jacobsdal by 31 March 2023	Completion of the refurbishme nt of the stadium at Jacobsdal by 30 June 2023
TL10	Reviewin g of the SDF		An efficient competit ive and responsi ve infrastru cture net work	Inclus ion and acces s	Servic e Delive ry and Infrast ructur e Devel	Improv ed quality of life	Number of Reviewed SDF by 31 December 2022	Number	Council Resolution	1	OPEX	1 Reviewed SDF by 31 December 2022	0	1 Reviewed SDF by 31 December 2022	0	0

	Progra mme Descript ion	STRATEGIC OBJECTIVES						Unit of Measure ment			2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET					
			MTSF	IUDF	NKPA	FSGD S	KPI		Evidence	Baseline	BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
					opme nt											
TL11	MPT Meetings conducte d		An efficient competit ive and responsi ve infrastru cture net work	Inclus ion and access	Servic e Deliver y and Infrast ructur e Devel opme nt	Improv ed quality of life	Number of MPT Meetings conducted by 30 June 2023	Number	Attendance register, minutes	0	OPEX	2 MPT Meetings conducted by June 2023	0	1 MPT Meeting conducted by 31 December 2022	0	1 MPT Meeting conducted by 30 June 2023
TL12	Reviewin g of the Human Settleme nt Sector Plan		An efficient competit ive and responsi ve infrastru cture net work	Inclus ion and access	Servic e Deliver y and Infrast ructur e Devel opme nt	Improv ed quality of life	Number of Reviewed Human Settlement Sector Plan by 31 December 2022	Number	Council Resolution	1	OPEX	1 Reviewed Human Settlement Sector Plan by 31 December 2022	0	1 Reviewed Human Settlement Sector Plan by 31 December 2022	0	0
TL13	Reviewin g of the IWMP		An efficient competit ive and responsi ve infrastru cture net work	Inclus ion and access	Servic e Deliver y and Infrast ructur e Devel opme nt	Improv ed quality of life	Number of reviewed IWMP by 31 December 2022	Number	Council Resolution	1	OPEX	1 Reviewed IWMP by 31 December 2022	0	1 Reviewed IWMP by 31 December 2022	0	0



LOCAL ECONOMIC DEVELOPMENT

	Progr amme Descript ion	STRATEGIC OBJECTIVES					Unit of Measure ment			2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET						
			MTSF	IUDF	NKPA	FSGD S		KPI	Evidence	Baseline	BUDGET YEAR 2022/2023	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
To create an environment that promotes development of the local economy and facilitate job creation																
Local Economic Development																
TL 14	Approvin g LED Strategy I		A respons ive, account able, effectiv e and efficient local govern ment system	Inclusi on and access	Local Econo mic Devel opme nt	Inclusiv e Econo mic growth and sustain able job creatio n	Number of Approved LED Strategy approved by Council by 31 December 2022	Number	Council Resolution	0	OPEX	1 Approved LED Strategy approved by Council by 31 December 2022	0	1 Approved LED Strategy approved by Council by 31 December 2022	0	0
TL 15	SMME Complian ce Worksho ps conducte d		A respons ive, account able, effectiv e and efficient local govern ment system	Inclusi on and access	Local econo mic Devel opme nt	Inclusiv e Econo mic growth and sustain able job creatio n	Number of SMME Compliance Workshops held by 30 June 2023	Number	Notices and Attendance Registers	0	OPEX	5 SMME Compliance Workshops held by 30 June 2023	1 SMME Compliance Workshop held by 30 September 2022	1 SMME Compliance Workshop held by 31 December 2022	1 SMME Compliance Workshop held by 31 March 2023	2 SMME Compliance Workshops held by 30 June 2023
TL16	Hosting Pop Up Markets		A respons ive, account able, effectiv e and efficient	Inclusi on and access	Local econo mic Devel opme nt	Inclusiv e Econo mic growth and sustain able	Number of Pop Up Markets to be held by 30 June 2023	Number	Attendance Registers	0	OPEX	5 Letsemeng Pop Up Markets held by 30 June 2023	1 Letsemeng Pop Up Markets held by 30 September 2022	2 Letsemeng Pop Up Markets held by 31 December 2022	1 Letsemeng Pop Up Markets held by 31 March 2023	1 Letsemeng Pop Up Markets held by 30 June 2023

	Progr amme Descript ion	STRATEGIC OBJECTIVES						Unit of Measure ment	Evidence	Baseline	2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET					
			MTSF	IUDF	NKPA	FSGD S	KPI				BUDGET YEAR 2022/2023	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
			local govern ment system			job creatio n										

# PUBLIC PARTICIPATION AND GOOD GOVERNANCE

	Progra mme Descript ion	STRATEGIC OBJECTIVES					Unit of Measure ment			2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET						
			MTSF	IUDF	NKPA	FSGD S		KPI	Evidence	Baseline	BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
To promote a culture of participatory and good governance																
Information Communication Technology																
TL 17	quarterly steering committees held		A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of ICT steering committee meetings held by 30 September 2022	Number	Minutes and attendance registers	0	OPEX	1 ICT Steering Committee meeting held by 30 September 2022	1 ICT Steering Committee meeting held by 30 September 2022	0	0	0
TL 18	ICT Infrastructure renovation of site offices, (Jacobsdal, Petrusburg, Luckhoff and Oppermansgronde)		A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Percentage on the ICT Infrastructure renovation of site offices, (Jacobsdal, Petrusburg, Luckhoff and Oppermansgronde) by 31 March 2023	Percentage	Close out Report and Check list	0	R210 000	100% Complete ICT Infrastructure renovated of site offices, (Jacobsdal, Petrusburg, Luckhoff and Oppermansgronde) by 31 March 2023	0	0	100% Completely renovated ICT Infrastructure of site offices, (Jacobsdal, Petrusburg, Luckhoff and Oppermansgronde) by 31 March 2023	0

	Program me Descripti on	STRATEGIC OBJECTIVES						Unit of Measure ment			2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET					
			MTSF	IUD F	NKPA	FSGDS	KPI		Evidence	Baseline	BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
Internal Auditing																
TL 19	Conductin g Internal Audit assignmen ts		A respons ive, account able, effectiv e and efficient local govern ment system	Gov erna nce	Public participa tion and good governa nce	Efficient adminis tration and good governa nce	Number of Municipal audit assignments conducted by 30 June 2023	Number	Internal Audit reports	15	OPEX	15 Municipal Audit assignmen ts conducted by 30 June 2023	3 Audit assignment s conducted by 30 September 2022	4 Audit assignments conducted by 31 December 2022	Audit assignmen ts conducted by 31 March 2023	4 Audit assignments conducted by 30 June 2023
TL 20	Conductin g Audit Committee meetings		A respons ive, account able, effectiv e and efficient local govern ment system	Gov erna nce	Public participa tion and good governa nce	Efficient adminis tration and good governa nce	Number of Municipal audit committee meetings to be held by 30 June 2023	Number	Attendance registers and minutes	4	OPEX	4 Municipal Audit committee meetings held by 30 June 2023	1 Audit committee meeting held by 30 September 2022	1 Audit committee meeting held by 31 December 2022	1 Audit committee meeting held by 31 March 2023	1 Audit committee meeting held by 30 June 2023
TL 21	Developm ent of the municipal audit strategic document s		A respons ive, account able, effectiv e and efficient local	Gov erna nce	Public participa tion and good governa nce	Efficient adminis tration and good governa nce	Number of approved Municipal Audit Strategic documents for the 2023/24 financial year.	Number	Approved risk based audit plan (RBAP) (MFMA - Section 165(2) (a)) Approved Internal Audit Charter Approved Audit	4	OPEX	4 Municipal audit strategic document s, risk based audit plan (RBAP)	0	0	0	4 audit strategic documents, approved by risk based audit plan (RBAP) (MFMA - Section

	Program me Descripti on	STRATEGIC OBJECTIVES					Unit of Measure ment			2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUD F	NKPA	FSGDS	KPI		Evidence	Baseline	BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
		govern ment system						Committee Charter Approved Audit Methodology			(MFMA - Section 165(2) (a)) Approved Internal Audit Charter Approved Audit Committee Charter Approved Audit Methodology approved by 30 June 23				165(2) (a)) Approved Internal Audit Charter Approved Audit Committee Charter Approved Audit Methodology by 30 June 2023
Risk Management															
TL 22	Committee meetings held	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of Risk Committee Meeting held for the 2022/23 financial year.	Number	Minutes of meeting attendance registers	4	OPEX	4 Committee held for the 2022/23 financial year	1 meeting held by 30 September 2022	1 meeting held by 31 December 2022	1 meeting held by 31 March 2023	1 meeting held by 30 June 2023

	Program me Descripti on	STRATEGIC OBJECTIVES					Unit of Measure ment	Evidence	Baseline	2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUD F	NKPA	FSGDS	KPI				BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
TL 23	Developm ent of risk managem ent strategic document s	A respons ive, account able, effectiv e and efficient local govern ment system	Gov erna nce	Public partici pation and good governance	Efficient adminis tration and good governance	Number of reviewed and approved risk management Policies by 30 June 2023 • Risk Manag ement Policy Anti-fraud and anti-corruption Policy	Number	Approved policies and Council resolution	2	OPEX	2 Reviewed and approved risk managem ent Policies by 30 June 2023	None	None	None	2 Reviewed and approved risk management Policies by 30 June 2023
TL 24	Developm ent of risk managem ent strategic document s	A respons ive, account able, effectiv e and efficient local govern ment system	Gov erna nce	Public partici pation and good governance	Efficient adminis tration and good governance	Number of quarterly Risk Management reports compiled for the 2022/23 financial year.	Number	Risk Management report.	4	OPEX	4 Risk Managem ent Reports for the 2022/23 FY	1 Risk Managem ent report by 30 Septembe r 2022	1 Risk Managemen t report. by 31 December 2022	1 Risk Managem ent report. by 31 March 2023	1 Risk Managemen t report. by 30 June 2023
TL 25	Developm ent of anti- fraud and corruption policy	A respons ive, account able, effectiv e and efficient	Gov erna nce	Public partici pation and good governance	Efficient adminis tration and good governance	Number of workshop conducted to employees by 30 September 2022 • Risk Manag	Number	Attendance registers	1	OPEX	1 Workshops conducted to employees by 30 September 2022	1 Workshops conducted by 30 September 2022	None	None	None

	Program me Descripti on	STRATEGIC OBJECTIVES						Unit of Measure ment	Evidence	Baseline	2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUD F	NKPA	FSGDS	KPI					BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
			local govern ment system			<ul style="list-style-type: none"> <li>ement Policy</li> <li>Anti-fraud and anti-corruption Policy</li> </ul>										
Integrated Development Plan																
TL26	Developm ent of the municipal process plans approved by council		A respon sive, accoun table, effectiv e and efficient local govern ment system	Gov erna nce	Public participa tion and good governance	Efficient administ ration and good governance	Number of Municipal Process plans approved by Council for 2023/24 Financial year by 31 August 2022	Number	Approved process plan and Council resolution	1	OPEX	1 Approved Municipal process plan for the 2023/24 financial year by 31 August 2022	1 Approved process plan by 31 August 2022	0	0	0
TL27	Integrated Developm ent Plan Communit y Represent ative Forums		A respon sive, accoun table, effectiv e and efficient local govern	Gov erna nce	Public particip ation and good governance	Efficient administr ation and good governance	Number of integrated Development Plan Community Representative forums held by 31 March 2023	Number	attendance register and report	0	OPEX	1 integrated Developme nt Plan Community Representa tive forums held by 31 March 2023	0	0	1Communit y Representa tive forums held by 31 March 2023	0

	Program me Descripti on	STRATEGIC OBJECTIVES						Unit of Measure ment			2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET					
			MTSF	IUD F	NKPA	FSGDS	KPI		Evidence	Baseline	BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
			ment system													
TL28	Adoption of the Integrated Developm ent Plan for the 2023/24 financial year		A respon sive, accoun table, effectiv e and efficient local govern ment system	Gov erna nce	Public particip ation and good govern ance	Efficient administr ation and good governan ce	No. of Integrated Development Plans(IDP) adopted by Council for the 2023/24 financial year by 30 June 2023	Number	2023/24 IDP and Council resolution	1	OPEX	1 Approved Integrated Developme nt Plan(IDP) for the 2023/24 financial year by 30 June 2023	0	0	1 Draft IDP for the 2023/24 financial year tabled in Council by 31 March 2023	1 Approved IDP for the 2023/24 financial year by 30 June 2023
Performance Management																
TL29	Developm ent of the SDBIP for the 2022/23 financial year		A respon sive, accoun table, effectiv e and efficient local govern ment system	Gov erna nce	Public particip ation and good govern ance	Efficient administr ation and good governan ce	Number of SDBIP's approved for the 2022/23 financial year by the Mayor and submitted to Cogta, PT and NT by 31 July 2022	Number	Proof submission	1	OPEX	1 Approved SDBIP for the 2022/23 financial year by 31 July 2022	1 SDBIP submitted to Cogta, PT and NT for the 2022/23 financial year by 31 July 2022	0	0	0



	Program me Descripti on	STRATEGIC OBJECTIVES						Unit of Measure ment			2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET					
			MTSF	IUD F	NKPA	FSGDS	KPI		Evidence	Baseline	BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
TL30	Publicatio n of the 2022/23 financial year SDBIP		A respon sive, accoun table, effectiv e and efficien t local govern ment system	Gov erna nce	Public particip ation and good govern ance	Efficient administr ation and good governan ce	Number of SDBIP 2022/23 financial year published on the website, notice boards within 14days after approval of the Mayor by august 2022	Number	screen dump of publication on website, notice	1	OPEX	1 2022-23 financial year SDBIP published on the website, notice boards within 14days after approval of the Mayor by August 2022	1 2022/23 financial year SDBIP published on the website, notice boards and within 14days after approval of the Mayor by August 2022	0	0	0
TL31	Developm ent of the performan ce agreement s signed by relevant officials and submitted to the departmen t of Cogta		A respon sive, accoun table, effectiv e and efficien t local govern ment system	Gov erna nce	Public particip ation and good govern ance	Efficient administr ation and good governan ce	Number of performance agreements signed by relevant officials and submitted to the department of Cogta for the 2022/23 financial year by 31 July 2022	Number	Signed Performance agreements and Proof of submission to COGTA	5	OPEX	5 signed performanc e agreements for the 2022/23 financial year by 31 July 2022	5 performanc e agreements for the 2022/23 financial year by 31 July 2022	0	0	0
TL32	Developm ent of the Annual Performan ce Report		A respon sive, accoun table, effectiv e and efficien t local govern	Gov erna nce	Public particip ation and good govern ance	Efficient administr ation and good governan ce	Number of the Annual Performance Report for 2021/22 financial year submitted to AGSA in the 2022/23	Number	Annual Performance Report and proof of submission.	1	OPEX	1 Annual Performanc e Report for 2021/22 financial year submitted to AGSA by 31 August 2022	1 Annual Performanc e Report for 2021/22 financial year submitted to AGSA by 31 August 2022	0	0	0

	Program me Descripti on	STRATEGIC OBJECTIVES					Unit of Measure ment	Evidence	Baseline	2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUD F	NKPA	FSGDS	KPI				BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
		ment system				financial year by 31 August 2022									
TL33	Developm ent of the Annual Report	A respon sive, accoun table, effectiv e and efficien t local govern ment system	Gov erna nce	Public particip ation and good govern ance	Efficient administr ation and good governan ce	Number of Draft Annual Reports for 2021/22 financial year submitted to Council by 31 January 2023	Number	Council resolution, proof of submission to Cogta, AG, NT, PT	1	OPEX	1 Draft Annual Report for 2021/22 financial year submitted to Council 31 January 23	0	0	1 Draft Annual Report for 2021/22 financial year submitted to Council 31 January 2023	0
TL34	Approved Oversight Reports and Final Annual Reports	A respon sive, accoun table, effectiv e and efficien t local govern ment system	Gov erna nce	Public particip ation and good govern ance	Efficient administr ation and good governan ce	Number of approved Oversight Reports and Final Annual Reports for the 2022/23 financial year submitted to Cogta, NT, PT and FS Legislature by April 2023	Number	Council Resolution, Oversight Report and proof of submission to NT, PT, Cogta and Legislature	1	OPEX	1 Approved Oversight Report and Final Annual Report for the 2022/23 financial year submitted to NT, PT and FS Legislature in the 2022/23 financial year by 31 March 2023	0	0	0	1 Approved Oversight Report and Final Annual Report for the 2022/23 financial year submitted to NT, PT and FS Legislature by April 2023

	Program me Descripti on	STRATEGIC OBJECTIVES						Unit of Measure ment			2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET					
			MTSF	IUD F	NKPA	FSGDS	KPI		Evidence	Baseline	BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
TL35	Appointme nt of the Bid Committee members by the Municipal Manager		A respon sive, accoun table, effectiv e and efficien t local govern ment system	Gov erna nce	Public particip ation and good govern ance	Efficient administr ation and good governan ce	Number of Bid committee members appointed by the Municipal Manager by 30 September 2023	Number	Proof of appointment letters	15	OPEX	15 Bid committee members appointed by the Municipal Manager in the 2022/23 financial year by 30 September 2022	15 Bid committee members appointed by the Municipal Manager by 30 September 2022	0	0	0
TL36	PMS policy approved by council		A respon sive, accoun table, effectiv e and efficien t local govern ment system	Gov erna nce	Public particip ation and good govern ance	Efficient administr ation and good governan ce	Number of approved PMS Policies by 30 June 2023	Number	Approved PMS Policy and Council Resolution	1	OPEX	1 Approved PMS Policy by 30 June 2023	0	0	0	1 Approved PMS Policy by 30 June 2023

TL NO.s	Program me Descripti on	STRATEGIC OBJECTIVES					Unit of Measurem ent	Evidence	Baseline	2021/22 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
Communication Services															
TL37	Approved communication strategy	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	Number of Communication policy approved by Council by 31 December 2022	Number	Approved Communication policy and Council resolution	1	OPEX	1 Communication Strategy approved by Council in the 2022/23 financial year by 31 December June 2022	0	1 Approved Communications policy by 31 December 2022	0	0

## MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

	Progra mme Descript ion	STRATEGIC OBJECTIVES					Unit of Measure ment			2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET						
			MTSF	IUDF	NKPA	FSGD S		KPI	Evidence	Baseline	BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
Corporate Services																
An effective administration capable of sustainable service delivery																
TL38	Ordinary Council meetings in accordance with the approved schedule of meetings		A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of Ordinary Council meetings of the municipality held by 30 June 2023	Number	Attendance registers and Council minutes	4	OPEX	4 Ordinary Council meetings of the municipality held by 30 June 2023	1 Ordinary council meeting held by 30 September 2022	1 Ordinary council meeting held by 31 December 2022	1 Ordinary council meeting held by 31 March 2023	1 Ordinary council meeting held by 30 June 2023
TL39	Local Labour Forum meetings held		A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of the Municipal LLF meetings held by 30 June 2023	Number	Attendance registers, minutes of LLF meetings	2	OPEX	2 LLF meetings held by 30 June 2023	0	1 LLF meeting held by 31 December 2022	0	1 LLF meeting held by 30 June 2023
TL40	Development of the council resolution submitted		A responsive, accountable, effective and	Governance	Municipal Transformation and Institutional	Efficient administration and good	Number of progress reports on the Municipal Council resolutions submitted to Council by 30 June 2023	Number	Resolution register and Council resolution.	4	OPEX	4 progress reports on the Municipal Council resolutions submitted to	1 progress report by 30 September 2022	1 progress report by 31 December 2022	1 progress report by 31 March 2023	1 progress report by 30 June 2023

	Programme Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
	ded to the municipal council	efficient local government system		Development	governance						Council by 30 June 2023				
TL41	Development of WSP and submitted to LGSETA	A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of WSP developed and submitted to LGSETA by 30 April 2023	Number	WSP and proof of submission to LGSETA	1	OPEX	1 WSP developed and submitted to LGSETA by 30 April 2023	0	0	0	1 WSP developed and submitted to LGSETA by 30 April 2023
TL42	Reviewing of the municipal's organisational structure	A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of organizational structure reviewed by December 2022	Number	Structure and Council resolution	1	OPEX	1 organizational structure reviewed by December 2022	0	1 organizational structure reviewed by December 2022	0	0
TL43	Reviewing of the HR Policy	A responsive, accountable, effective and	Governance	Municipal Transformation and Institutional	Efficient administration and good	Number of reviewed HR policies by 31 December 2022	Number	HR policy and council resolution	1	OPEX	1 Reviewed HR Policy by 31 December 2022	0	1 Reviewed HR Policy by 31 December 2022	0	0

	Progr amme Descript ion	STRATEGIC OBJECTIVES						Unit of Measure ment	Evidence	Baseline	2022/23 BUDGET AND QUARTERLY PERFORMANCE TARGET					
			MTSF	IUDF	NKPA	FSGD S	KPI				BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
			efficient local govern ment system		Develo pment	govern ance										

**FINANCIAL VIABILITY AND MANAGEMENT**

	Progra mme Descript ion	STRATEGIC OBJECTIVES					Unit of Measurem ent			2021/22 BUDGET AND QUARTERLY PERFORMANCE TARGET						
			MTSF	IUDF	NKPA	FSGD S		KPI	Evidence	Baseline	BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
			To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and systems													
TL44	Registrati on of indigent househol ds in the Letseme ng region		A respons ive, account able, effectiv e and efficient local govern ment system	Gover nance	Financ ial Viabilit y and Mana geme nt	Efficien t admini stration and good govern ance	Number of indigent households registered in all 7 Wards by 30 June 2023	Number	Indigent register	0	OPEX	3500 Indigent households registered in all 7 Wards by 30 June 2023	1000 Indigent households registered in all 7 Wards for the 2022/23 financial year by 30 September 2022	1000 Indigent households registered in all 7 Wards for the 2022/23 financial year by 31 December 2022	750 Indigent households registered in all 7 Wards for the 2022/23 financial year by 31 March 2023	750 Indigent households registered in all 7 Wards for the 2022/23 financial year by 30 June 2023
TL45	Develop ment of Asset register		A respons ive, account able, effectiv e and efficient local govern ment system	Gover nance	Financ ial Viabilit y and Mana geme nt	Efficien t admini stration and good govern ance	Number of updated Asset Registers by 30 June 2023	Number	Quarterly updates on the asset register	0	OPEX	4 Asset Register updated by 30 June 2023	1 GRAP compliant asset Register updated by 30 September 2022	1 GRAP compliant asset Register updated by 31 December 2022	1 GRAP compliant asset Register updated by 31 March 2023	1 GRAP compliant asset Register updated by 30 June 2023
TL46	Develop ment of Budget related policies		A respons ive, account able, effectiv e and	Gover nance	Financ ial Viabilit y and Mana geme nt	Efficien t admini stration and good	Number of Budgets and related policies reviewed and adopted by Council by 30 June 2023	Number	Council resolutions	0	OPEX	1 Approved budget and related policies by 30 June 2023	0	0	1 Tabled draft budget and related policies by 31 March 2023	1 Approved Budget and related policies by 30 June 2023



	Programme Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2021/22 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
		efficient local government system			governance										
TL47	Section 72 report submission to PT, NT	A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of Section 72 reports submitted to the PT, NT and the Mayor on or before the 25 <sup>th</sup> of January 2023 for the 2022/23 financial year	Number	Section 72 reports and proof of submission to PT, NT and the Mayor	0	OPEX	1 Section 72 report submitted to the PT, NT and the Mayor on or before the 25 <sup>th</sup> of January 2023 of 2022/23 financial year	0	0	1 Section 72 report submitted to the PT, NT and the Mayor on or before the 25 <sup>th</sup> of January 2023	0
TL48	Section 52d reports submitted to council	A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of Section 52d reports submitted to Council within 30 days after end of each quarter by 30 June 2023	Number	Section 52d reports and Council resolution	0	OPEX	3 Section 52d reports submitted to Council within 30 days after end of each quarter by 30 June 2023	0	1 Section 52d report submitted to Council within 30 days after end of each quarter for the 2022/23 financial year by 31 December 2022	1 Section 52d report submitted to Council within 30 days after end of each quarter for the 2022/23 financial year by 31 March 2023	1 Section 52d report submitted to Council within 30 days after end of each quarter for the 2022/23 financial year by 30 June 2023

	Programme Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2021/22 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
TL49	Section 66 reports submitted to council per quarter	A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of Section 66 reports developed for the 2022/23 financial year by 30 June 2022	Number	Section 66 reports	0	OPEX	12 Section 66 reports developed for the 2022/23 financial year by 30 June 2023	3 Section 66 reports developed by 30 September 2022	3 Section 66 reports developed by 31 December 2022	3 Section 66 reports developed by 31 March 2023	3 Section 66 reports developed by 30 June 2023
TL50	Section 71 reports submitted to the Mayor, PT and NT within 10 days after the end of the month	A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	Number of Section 71 reports submitted to the Mayor, PT and NT within 10 days after the end of the month by 30 June 2023	Number	Section 71 reports and proof of submission	0	OPEX	12 Section 71 reports submitted to the Mayor, PT and NT within 10 days after the end of the month in the 2022/23 financial year	3 Section 71 reports submitted to the Mayor, PT and NT within 10 days after the end of the month by 30 September 2022	3 Section 71 reports submitted to the Mayor, PT and NT within 10 days after the end of the month by 31 December 2022	3 Section 71 reports submitted to the Mayor, PT and NT within 10 days after the end of the month by 31 March 2023	3 Section 71 reports submitted to the Mayor, PT and NT within 10 days after the end of the month by 30 June 2023
TL51	GRAP compliant AFS submitted to the AGSA	A responsive, accountable, effective and efficient local	Governance	Financial Viability and Management	Efficient administration and good governance	Number of GRAP compliant AFS submitted to the AGSA on or before 31 August 2022	Number	AFS and proof of submission	0	OPEX	1 GRAP compliant AFS submitted to the AGSA on or before 31 August 2022 for the	1 GRAP compliant AFS submitted to the AGSA on or before 31 August 2022 for the 2021/22	0	0	0

	Programme Description	STRATEGIC OBJECTIVES					Unit of Measurement	Evidence	Baseline	2021/22 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI				BUDGET YEAR 2022/23	ANNUAL TARGET 2022/23	1 <sup>ST</sup> QUARTER 01 JULY – 30 SEPT 2022	2 <sup>ND</sup> QUARTER 01 OCT – 31 DEC 2022	3 <sup>RD</sup> QUARTER 01 JAN – 31 MAR 2023	4 <sup>TH</sup> QUARTER 01 APR – 30 JUN 2023
		govern ment system									2021/22 financial year	financial year			
TL 52	SCM impleme ntation reports submitte d to the Mayor and PT	A respons ive, account able, effectiv e and efficient local govern ment system	Gover nance	Financ ial Viabilit y and Mana geme nt	Efficien t admini stration and good govern ance	Number of SCM implementation reports submitted to the Mayor and PT by 30 June 2023	Number	SCM reports and proof of submission	0	OPEX	4 SCM implemen tation reports submitted to the Mayor and PT for the 2022/23 financial year	1 SCM implemen tation reports submitted to the Mayor and PT by 30 September 2022	1 SCM implemen tation report submitted to the Mayor and PT 31 December 2022	1 SCM implemen tation report submitted to the Mayor and PT by 31 March 2023	1 SCM implemen tation report submitted to the Mayor and PT by 30 June 2023
TL53	Develop ment of billing reports	A respons ive, account able, effectiv e and efficient local govern ment system	Gover nance	Financ ial Viabilit y and Mana geme nt	Efficien t admini stration and good govern ance	Number of billing reports signed off by the CFO or Budget Manager for the 2022/23 financial year	Number	Billing reports	0	OPEX	12 billing reports signed off by the CFO or Budget Manager for the 2022/23 financial year by 30 June 2023	3 billing reports signed by 30 September 2022	3 billing reports signed by 31 December 2022	3 billing reports signed by 31 March 2023	3 billing reports signed by 30 June 2023

**SUMMARY: Ward Based Community Needs Analysis**

Ward 1 – Luckhoff, Relebohile, Teisesville

Ward 2 – Jacobsdal and Ratanang

Ward 3 – Bolokanang

Ward 4 – Khayelitsha and Diamanthoogte

Ward 5 – Dithlake and Koffiefontein

Ward 6 – Bolokanang (portion) and Petrusburg

Ward 7- Phambili, Oppermansgronde and Sanderhoogte

**Table 28: Community needs analysis**

<b>Priority No</b>	<b>Priority Issue</b>	<b>Needs Identified</b>	<b>Responsible Department</b>	<b>Affected Wards/Areas</b>
	<b>Water</b>	Replacement of non – functional household water meters	Technical Services Department	Ward 1 – 6
		Incorrect readings/ estimates of water meters	Finance Department	Ward 1 – 6
		Sourcing of reliable water source for Petrusburg	Project Management Unit	Ward 3 and 6

		Repair of boreholes and supply of water to municipal commonage land	Community Services Department	Ward 1 – 6
		Upgrading of Waste Water Treatment Plant	Technical Services	Ward 1-6
		Provide a consistent clean water supply	Technical Services	Ward 1-6
		Rehabilitate the Kalkfontein water scheme	Technical Services	
		Upgrading of Water Treatment Works	Technical Services	Ward 4 and 5
		Construction of pipeline from Petrusburg Reservoir to Bolokanang Reservoir	Technical Services	Ward 3 and 6
		Boreholes Drilling and Testing, Phambili (Informal settlements)	Technical Services	Ward 3
	<b>Sanitation</b>	Replacement of dilapidated toilets in Petrusburg	Community Services Department	Ward 3 and 6

		Servicing of VIP chemical toilets	Community Services Department	Ward 3 and 6
		Removal of buckets in Sandershoogte to be monitored	Community Services Department	Ward 2

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

		Refurbishment and upgrade of sewerage plant in <b>(Relebohile)</b>	Technical Services	Ward 1
		Allocate portable/mobile toilets for residents in <b>Phambili</b>	Community Services	Ward 3
<b>3</b>	<b>Waste Disposal &amp; Refuse Removal</b>	Waste Disposal Truck only servicing the Jacobsdal Area in town and not Sandershoogte and Ratanang	Community Services Department	Ward 2
		Dumping site in Sandershoogte not fenced and access is therefore not properly controlled, proposed that dumping permits be issued by the municipality	Community Services Department	Ward 2
		Illegal Dumping sites be cleaned and <b>NO DUMPING</b> sign boards be erected and municipal by – laws be implemented in order to contain trespassers	Community Services Department	Ward 1 – 6



		Conduct labour intensive projects to clean the current dumping sites both legal and illegal	Community Services Department	Ward 1 – 6
		There is need for the development of Landfill Sites	Technical Services	Ward 1,2 & 3
		Provide proper dumping sites, as current ones are not licenced	Community Services	Ward 1-6
		Waste removal remains a challenge in townships	Community Services	Ward 1-6
		Waste recycling be considered in Letsemeng	Community Services	Ward 1-6
<b>4</b>	<b>Electricity</b>	Regular maintenance be done on street lights in all areas as it poses a security risk	Technical Services Department	Ward 1 – 6
		Erect street lights in Sandershoogte next to the dumping site	Technical Services Department	Ward 2
		Restore streetlights in the townships	Technical Services	Ward 1-6

		Install electricity for the residents of Thompson (Phambili)?	Technical Services	Ward 3
5	Streets and Storm Water canals	Construction of paved roads in Relebohile 3 in Luckhoff	Project Management Unit	Ward 1
		Construction of paved roads in Donkerhoek in Jacobsdal	Project Management Unit	Ward 2
		Construction of paved roads in Sandershoogte in Jacobsdal	Project Management Unit	Ward 2
		Construction of paved roads in Nkululeko in Bolokanang	Project Management Unit	Ward 6
		Construction of paved roads in Mthonjeni Street Bolokanang	Project Management Unit	Ward 6
		Provide a functional Storm-water drainage system	Technical Services	Ward 1-6

		Construction of functional Storm-water drainage system in Boiketlo Street	Technical Services	Ward 6
		Construction of functional Storm-water drainage system in Tau Street	Technical Services	Ward 6
		Construction of functional Storm-water drainage system in Mothojeni Street	Technical Services	Ward 6
		Maintain Jacob RegOp Street in <b>Luckhoff</b>	Technical Services	Ward 1
		Erect directional signage in the town and township of <b>Jacobsdal</b>	Community Services	Ward 2
		The bridge into <b>Koffiefontein</b> requires a refurbishment	Technical Services	Ward 5
		<b>Consider constructing paved road rather than tarred road</b>	Technical Services	Ward 4-5
<b>6</b>	<b>Radical Economic</b>	Avail business sites in all areas for local business people to create an enabling environment	Community Services Department	Ward 1 – 6

	<b>Transformation &amp; Economic Development</b>	Outsource road maintenance to local SMME's for job creation of local people	Office of the MM - Planning & Development Unit	Ward 1 – 6
		Outsource maintenance of ablution facilities in Jacobsdal to local SMME  SMMES in all wards to be assisted through provision of Equipment and Materials for their businesses to grow  SMMES Container HUB Centers in all our towns to assist SMMES	Office of the MM - Planning & Development Unit	Ward 2
		Outsource maintenance of ablution facilities in Petrusburg to local SMME	Office of the MM - Planning & Development Unit	Ward 3 and 6
		That Petra Diamonds be engaged on their SLP contribution to benefit the broader community of Letsemeng municipality and not Koffiefontein only	Office of the MM - Planning & Development Unit	Ward 1 – 6

		That the development of small contractors not be compromised in any way to upgrade their CIDB grading's	Office of the MM - Planning & Development Unit	Ward 1 – 6
		That SMME development opportunities and initiatives be categorized and opportunities be given accordingly	Office of the MM - Planning & Development Unit	Ward 1 – 6
		That the maintenance of local parks be outsourced to local SMME's		
		That 30% of the SCM procurement budget be set aside for local SMME's on all future projects	Supply Chain Management Unit – BTO	Ward 1 – 6
		That an amount of R 500 000.00 be set aside for Youth Empowerment Programmes	Supply Chain Management Unit – BTO	Ward 1 – 6
		Conduct training to necessitate recycling	Community Services	Ward 1

		SMMEs and Contractors requires training on bidding processes and procedures	Office of the MM –	Ward 1-6
		Provide support for potential young entrepreneurs	Office of the MM – Development Unit	Ward 1-6
		Request for the establishment of a Youth Support Centre	Office of the MM – Development Unit	Ward 1-6
		Provide support to existing and emerging farmers, as agriculture is one of the main commodity in Letsemeng	LED	Ward 1-6
		Free State is declared a disastrous area –The municipality need to avail funding opportunities for farmers from relevant external authorities	LED – Department of Agriculture	Ward 1-6
<b>7</b>	<b>Spatial Planning</b>	That land be availed for both residential and industrial use at a radical paste		

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

		That buildings be availed in Oppermansgronde for Youth Job Creation Cooperatives and Projects	Community Services Department	Ward 1
		That Letsemeng unemployed graduates be absorbed into the Government across all spheres	Department of Corporate Services	Ward 1 – 6
		Review and approve the municipal organisational structure	Office of the MM	Ward 1-6
		That the municipality initiate projects on Brick manufacturing, Solar Plant project and Crusher Plant project	Office of the MM - DMR	Ward 5
		That the municipality provide learnership on Environmental Health Services through EPWP or source funding else to Combat Covid-19 Pandemic across Letsemeng	Department of Corporate Services and Office of the Municipal Manager	Ward 1-6
<b>9</b>	<b>Crime</b>	That the Oppermans police station be expanded and operating hours be extended to 24 hours per day	South African Police Services	Ward 1



		That a satellite police station be opened in Relebohile to service the community as the current one is way too far	South African Police Services	Ward 1
--	--	--	-------------------------------	--------

		That a satellite police station be opened in Ratanang to service the community as the current one is way too far	South African Police Services	Ward 2
		That a satellite police station be opened in Bolokanang to service the community as the current one is way too far	South African Police Services	Ward 3 and 6
		That a satellite police station be opened in Dithlake to service the community as the current one is way too far	South African Police Services	Ward 4 and 5
		That the SAPS improve on visible policing in all areas	South African Police Services	Ward 1 – 6
		Provide interventions for drug and alcohol abuse in Letsemeng	SAPS – Department of Social Development	Ward 1-6

10	Health	That more Doctors be deployed to the municipal area as we are currently only having two Doctors to service all local clinics	Department of Health	Ward 1 – 6
		That the racial issue of Dr Hunter at the Jacobsdal clinic be handled as a matter of urgency as he is ill-treating black patients	Department of Health	Ward 2
		That proper waiting areas be built at the local clinics as some patients are lying dormant on chairs whilst waiting to be serviced	Department of Health	Ward 1 – 6
		That EMS improve on their response time as some old and critically ill patients suffer the consequences of their slow response	Department of Health	Ward 1 – 6
		That proper clinics be built in:-  Teisesville  Ratanang	Department of Health	Ward 1 and 2

		That a mobile clinic be obtained to service the farming areas	Department of Health	Ward 1 – 6
		That the maternity Wards at Ethembeni Clinic in Koffiefontein be equipped with necessary machinery so that it can become operational	Department of Health	Ward 4 and 5
		That the Ethembeni clinic be turned into a Health Care Centre' in order to operate 24 hours to decrease the no of referrals to the District hospital	Department of Health	Ward 4 and 5
		Clinic personnel must improve on effectiveness as people can't gain access to services after 12h00	Department of Health	Ward 1 – 6
		Batho Pele principles must be applied at all clinics and customer relations should be improved	Department of Health	Ward 1 – 6
		Provide shelter (Bus Stop) for ambulance patients waiting area in ( <b>Jacobsdal</b> )	LLM and Department of Health	Ward 2

11	Education	Facilitate roll – out training programmes for the youth in the Arts & Culture to empower them as performing groups	Office of the Mayor  Department of SACR	Ward 1 – 6
		Assist the youth with registration fees and bursaries for deserving students	Office of the Mayor  Office of the Premier and Sector Departments	Ward 1 – 6
		Facilitate the roll – out of Maths and Science at all our local schools	Office of the Mayor  Department of Education	Ward 1 – 6

		That the municipality provide accredited Learnerships for the Youth	Office of the Mayor & Department of Education	Ward 1-6
		The municipality engage the Department of Education and other relevant authorities to convert Motheo Satellite situated in Koffiefontein into a College	Office of the Mayor & Department of Education	Ward 5
		The municipality develop an exit strategy for students who are undertaking internships programmes with the municipality	Office of the MM & Office of the Mayor	Ward 1-6
		Provide a library in Sonwabile	LLM & Department of Education	Ward 4
		Erect brick wall fence between graveyard and Leretlhabetse Primary School for the sake of school kids	Community Services	Ward 5

12	Rural Development	Facilitate the formalisation of Phambili into an Agricultural Hub and residential area	Community Services Directorate  DHA & Human Settlements	Ward 1 – 6
		Capacitate and operationalize housing unit which will address the demands of the communities	Community Services	Ward 1-6
		There is a need to construct low-cost houses in Letsemeng	Community Service – Department of Housing and Human Settlement	Ward 1-6
		Provide basic services for new sites.	Technical Services and Community Services	Ward 1,23 & 6

13	Social Development	Social Development must look into the possibility of bringing both the Social Development and SASSA offices to Dithlake as it is currently out of reach of the people	Department of Social Development  Department of Public Works	Ward 4 and 5
		MPCC be utilised for its intended purposes, and that was to “bring District Sector Department closer to the people”.	Office of the MM	Ward 4
		Provide a hospice for people with disabilities, and an proper old age home	Department of Social Development & Department of Health	Ward 4-5
14	Community Sport &	Building of a community hall in Oppermansgronde	Project Management Unit	Ward 1



	<b>Recreation al Facilities</b>		SASSA	
		Building of an sports centre' in Oppermansgronde	Project Management Unit  Department of SACR	Ward 1
		Upgrading/Completion of sports facility in Teisesville	Project Management Unit	Ward 1
		Fencing of grave yard in Ratanang	Community Services Department	Ward 2
		Upgrading of sports facility in Bolokanang	Project Management Unit  Department of SACR	Ward 3

		Completion of sport facility in Khayelitsha	Project Management Unit	Ward 5
		Proper maintenance of parks, recreational facilities, sports facilities and community halls, libraries and offices by local people	Department of Community Services	Ward 1 – 6
		Appoint Security personnel to prevent the vandalism and theft of municipal properties and facilities	Community Services	Ward 1-6

the municipality embarked on the following idp community & stakeholder engagements schedule as outlined below to solicit inputs/comments/suggestion

#### STAKEHOLDERS CONSULTATION PROGRAMME

WARD & MUNICIPALITY	STAKEHOLDERS	DATE	TIME	VENUE
KOFFIEFONTEIN	1. Farmers 2. Sector Departments 3. NPO's ,NGO's 4. Business Sector	19 APRIL 2023 (WEDNESDAY)	09h00 – 11h00 11h30 – 13h30 14:00 – 16h00 16h00 – 18h00	Municipal Auditorium MPCC, Dithlake MPCC, Dithlake MPCC, Dithlake
LUCKHOFF	1. Farmers 2. NPO's ,NGO's and Business Sector	24 APRIL 2023 (TUESDAY)	10h30 – 12h30 13h00 – 15h00	Ebenhezer Church
OPPERMANS	1. Farmers 2. NPO's ,NGO's and Business Sector	27 APRIL 2023 (THURSDAY)	11h00 – 13h00	Oppermansgronde War Room

<b>JACOSBDAL</b>	1. Farmers 2. NPO's ,NGO's and Business Sector	02 MAY 2023 (TUESDAY)	10h00 – 12h00 12h30 – 14h30	Recreational Centre, Ratanang	
<b>KOFFIEFONTEIN</b>	1.Enel 2.Petra 3.Consultants 4.Contractors	04 MAY 2023 (THURSDAY)	10h00	Council chambers	
<b>PETRUSBURG</b>	1. Farmers 2. NPO's ,NGO's and Business Sector	09 May 2023 (TUESDAY)	10h00 – 12h00 12h30 – 14h30	Petrusburg Library	
<b>COMMUNITY CONSULTATION PROOGRAMME</b>					

# 1. COMMUNITY CONSULTATION PROGRAMME

WARD & MUNICIPALITY	STAKEHOLDERS	DATE	TIME	VENUE
Luckhoff	Community	11 MAY 2023 (THURSDAY)	15h30	Ebenhezer Church
Oppermansgronde	Community	16 MAY 2023 (TUESDAY)	15h30	Oppermansgronde War Room
Jacobsdal	Community	18 MAY 2023 (THURSDAY)	15h30	Recreational Centre, Ratanang
Petrusburg	Community	23 MAY 2023 (TUESDAY)	15h30	Ipetleng Secondary School, Bolokanang
Phambili	Community	25 JUNE 2023 (THURSDAY)	15h30	Phambili Combined School
Koffiefontein	Community	30 MAY 2023 (TUESDAY)	15h30	MPCC, Dithake,

**CONSOLIDATED COMMUNITY CONSULTATION INPUTS/COMMENTS/SUGGESTIONS:****(IDP 2022/2023 FY)****TECHNICAL DEPARTMENT**

- The community enquired as to why there are no capital projects identified for Opperman's in the IDP, and if not, has the municipality submitted any business plans for capital projects for Opperman's.
- The community indicated that Oppermans is always isolated when infrastructure-related capital projects are decided and allocated for the five towns.
- Opperman's community raised the poor state of the streets as a matter of concern. The community pleaded with the municipality to assist with paving projects.
- Assistance is required to maintain the main access road leading to the water-pump station and to repair the road from Poortjies dam side to Opperman's area.
- The community requested that the municipality looks into the possibility of installing cameras on main rural roads to help monitor stock theft in the Luckhoff area.
- The stormwater drainage systems remain a persisting challenge to residents.

<ul style="list-style-type: none"> <li>• Vanderkloof association indicated that the roads' poor conditions hamper service delivery, limiting employment opportunities for the residents; as a result, the farmers are discouraged from using the road to pick up job seekers from the communities.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality prioritises the fixing of potholes in the Letsemeng area.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality addresses severe water challenges in Luckhoff.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality prioritises fixing broken/leaking water pipes as an emergency.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality considers the urgency and importance of cleaning and fixing stormwater drainage in the Letsemeng area.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality redefines the sewer drainage system in the plan.</li> </ul>
<ul style="list-style-type: none"> <li>• The community of Relebohile three (3) requires the installation of water taps.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality addresses water challenges in Luckhoff.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality completes the initial plan of refurbishing the stadium.</li> </ul>
<ul style="list-style-type: none"> <li>• The roads inside and outside the town are in bad condition; therefore, they all require attention.</li> </ul>

<ul style="list-style-type: none"> <li>• The municipality conducts audits to curb persisting bypassed electricity meters to improve the revenue collection rate.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality disciplines municipal officials that are involved and promoting illegal connections and should be held accountable by initiating disciplinary enquiry for such culprits.</li> </ul>
<ul style="list-style-type: none"> <li>• Increase the sewerage system capacity in the location.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality keeps an eye out for the transgression of the white farmers stealing water in Letsemeng, and the municipality must prosecute them.</li> </ul>
<ul style="list-style-type: none"> <li>• The community requested that the municipality write off the historical debts of the affected indigent households.</li> </ul>
<ul style="list-style-type: none"> <li>• The lack of a water billing system and inconsistent water supply to communities in Jacobsdal, more especially in town, impacts negatively and makes it difficult for the municipality to collect enough revenue.</li> </ul>
<ul style="list-style-type: none"> <li>• Water shortages negatively disrupt school operations.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality makes adequate budget provisions to upgrade new sewer systems, develop a new sanitation plan and discard the current planning instrument as it is not addressing fundamental problems on the ground.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality installs solar High-Mass Lights as it becomes too dark during the evening.</li> </ul>



- The municipality speeds up water and sanitation processes to start with the new connections for the new stands in Diamandhoogte (252 Sites).

- The municipality improves the refuse collection programme at least twice a week for all towns in Letsemeng to reduce illegal dumping sites.

#### **BUDGET AND TREASURY OFFICE**

- The municipality amends the indigent threshold to range from R3 820.00 to R4 000 as a prerequisite to qualify for the indigent subsidy.

- The revenue collection rate of the municipality will not increase due to the constant unavailability of the Cashier situated in Opperman's.

- There is no supervision of the workers in Opperman; therefore, the municipality must appoint a unit manager.

- The municipality should look at the possibility of writing off the historical debts of Opperman's residents as unemployment remains high.

- The municipality must embark on a door-to-door campaign to register indigent households in the indigent register.

<ul style="list-style-type: none"> <li>• The community requested that the municipality write off historical debts, including the deceased account holders and make new monthly payment arrangements with the affected community and the current occupants of these households.</li> </ul>
<ul style="list-style-type: none"> <li>• The community requested the municipality to clarify the rates to simplify the methods they use to charge the farmers when billing for essential services since their rates/municipal accounts are ridiculously high and the state of service delivery is poor.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality did no public consultations to engage communities about its intentions to increase tariffs.</li> </ul>
<ul style="list-style-type: none"> <li>• The working class who afford to pay their rates and taxes are not paying for services, thus having ripple effects on the day-to-day running of the municipality.</li> </ul>
<ul style="list-style-type: none"> <li>• The community indicated that the municipal invoices and accounts of the farmers are inaccurate and not the true reflection of the meter readings from their respective farms, thus discouraging them from paying their municipal bills.</li> </ul>
<ul style="list-style-type: none"> <li>• The community raised that the municipality needs to fix its financial systems to bill accurately, thus encouraging residents to pay for their municipal services.</li> </ul>

<ul style="list-style-type: none"> <li>• The municipality embarks on household profiling to improve revenue collection by targeting residential sides with foreigners running their spaza shops from the backyard and beginning to charge them business rates.</li> </ul>
<ul style="list-style-type: none"> <li>• The community indicated that the residents hardly receive services from the municipality, but their accounts are ridiculously high.</li> </ul>
<ul style="list-style-type: none"> <li>• Inappropriate municipal accounts meter readings provided.</li> </ul>
<ul style="list-style-type: none"> <li>• Meter readers are not doing their expected job.</li> </ul>
<ul style="list-style-type: none"> <li>• Fix the municipal's current billing system.</li> </ul>
<ul style="list-style-type: none"> <li>• Community members are also interested in selling electricity to residents</li> </ul>
<ul style="list-style-type: none"> <li>• Divide the meters of Damaandhoogte school and Damaandjies crèche</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality considers alternative means to advertise tenders for SMMEs that do not require technology and data bundles to access the internet.</li> </ul>
<b>COMMUNITY SERVICES AND LED</b>
<ul style="list-style-type: none"> <li>• The community enquired about progress concerning Opperman's human settlement housing project.</li> </ul>

<ul style="list-style-type: none"> <li>About 25 hectares belong to the Municipality in Opperman's; the community further enquired whether the municipality has plans available regarding the land.</li> </ul>
<ul style="list-style-type: none"> <li>The community pleaded that the municipal council implement the resolutions regarding erf allocation.</li> </ul>
<ul style="list-style-type: none"> <li>Cleaning of Opperman's, there must be a special day dedicated for cleaning in Opperman's.</li> </ul>
<ul style="list-style-type: none"> <li>The communities pleaded that the municipality needs to establish an ECD centre in Opperman's</li> </ul>
<ul style="list-style-type: none"> <li>There is a need for an effective Disaster management unit to troubleshoot veld fires and floods in Letsemeng.</li> </ul>
<ul style="list-style-type: none"> <li>There is a need for Emergency Medical Services (EMS) for all communities, including visible policing, to combat crime, especially stock theft.</li> </ul>
<ul style="list-style-type: none"> <li>The infrastructure Capital budget must accommodate other critical social amenities, i.e. community halls, Sports facilities, Clinics and SAPS stations in Opperman's.</li> </ul>
<ul style="list-style-type: none"> <li>The municipality assists emerging SMMEs with the necessary support and registers their respective companies.</li> </ul>
<ul style="list-style-type: none"> <li>The municipality expedites internal processes to assure issuing of title deeds in Opperman's since this matter has been unattended for longer.</li> </ul>

<ul style="list-style-type: none"> <li>• The municipality accelerates the pending land issue of the OCPA to reach closure on the matter.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality provides the necessary support to the fishery project in Luckhoff.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality assists farmers in repairing commonage land fencing around the Letsemeng area.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality implements the approved municipal waste management by-laws to manage and control illegal dumping sites within the Letsemeng vicinity.</li> </ul>
<ul style="list-style-type: none"> <li>• Security services for the municipality are of paramount importance to safeguard municipal infrastructure.</li> </ul>
<ul style="list-style-type: none"> <li>• The LED Manager visits all of Letsemeng towns and meets with SMMEs to provide the necessary support.</li> </ul>
<ul style="list-style-type: none"> <li>• The weather events caused a prolonged heavy rainfall which resulted in drought, and the veld fire transpired, which destroyed 110 000 hectares; farm owners in Petrusburg suffered the repercussions badly, as it became financial distress. Therefore the municipality must promptly arrange a list of all affected farmers and provide the necessary support.</li> </ul>
<ul style="list-style-type: none"> <li>• Sports Council in Petrusburg pleaded with the municipality to assist them in improving the state of their sports grounds since there are no available sporting facilities in the area.</li> </ul>

<ul style="list-style-type: none"> <li>• The municipality ensures close monitoring of all the municipal buildings and facilities and compels users to pay levies and monthly rentals to increase revenue collection, especially in Petrusburg.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality considers providing the middle-income groups with social rental houses/flats to increase revenue.</li> </ul>
<ul style="list-style-type: none"> <li>• Failure of the Municipality to allocate business sites remains a persisting challenge for emerging business owners in Bolokanang.</li> </ul>
<ul style="list-style-type: none"> <li>• In the community of Dithlake, Koffiefontein, new developments, there is a delay in occupants occupying their allocated Erfs. The municipality pleaded with the culprits and gave a formal notice notifying residents to come forward and collect their electricity boxes at the municipal offices.</li> </ul>
<ul style="list-style-type: none"> <li>• The community requested the municipality give local parks to orientated business entrepreneurs and contract them for maintenance.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality supports Soup Kitchen and Victims Centre in Petrusburg with a confined space to run their day-to-day activities because the victim centre deals with sensitive personal matters; hence it is essential to preserve privacy.</li> </ul>

<ul style="list-style-type: none"> <li>• Commonage farmers requested to be afforded land for their livestock and equal to those farmers who are interested in irrigation farming.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality considers the agri-market of cannabis which possess potential economic growth and employment through the fabrication of this marijuana into medicines.</li> </ul>
<ul style="list-style-type: none"> <li>• There's a need for proper facilities for ECD's; they are willing to accept containers.</li> </ul>
<ul style="list-style-type: none"> <li>• The Agri-Market is distant from the emerging farmers in the Letsemeng area, and it is difficult for most of them to access the market and participate. The community further requested that the municipality bring Silos and local auctions closer to the communities.</li> </ul>
<ul style="list-style-type: none"> <li>• The community requested that the municipality initiate a training and skills development centre to capacitate interested individuals to grow in the agricultural sector and expand the market.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality needs to upgrade infrastructure and avail necessary tools of the trade to support the Agricultural/Economic hub in Jacobsdal, as it has more potential to contribute to the local economic growth and create job opportunities to benefit the entire District.</li> </ul>
<ul style="list-style-type: none"> <li>• Consider introducing municipality traffic officials as an opportunity to create job opportunities and support the revenue for the municipality.</li> </ul>

<ul style="list-style-type: none"> <li>• The municipality should expand the LED office and employ more officials in the Cogta guidelines.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide reliable and adequate security for Halls and Sports facilities in the Letsemeng</li> </ul>
<ul style="list-style-type: none"> <li>• LED forum in Letsemeng is not functional</li> </ul>
<ul style="list-style-type: none"> <li>• White farmers dominate the Winery sector; therefore, the municipality needs to consider growing local and potential black grape farmers.</li> </ul>
<ul style="list-style-type: none"> <li>• Renovate the municipal building and halls in Luckhoff.</li> </ul>
<ul style="list-style-type: none"> <li>• To avoid vandalism, provide proper and reliable security protection for all municipal facilities or infrastructure.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide the residents with a proper sports ground to help prevent youth from alcohol and drug abuse.</li> </ul>
<ul style="list-style-type: none"> <li>• Request for allocation of residential sites in Oppermansgrond.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality must acknowledge the written submissions made for housing provisions in the town.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide a community hall and sports facilities to the town of Opperman's.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality needs to prioritise the issue of a sports facility in Opperman's.</li> </ul>



<ul style="list-style-type: none"> <li>• The Letsemeng municipality needs to speed up the processes of land issues to formalise Phambili and provide essential services.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide a shelter/home for the orphans.</li> </ul>
<ul style="list-style-type: none"> <li>• Erect a facility for animal pounding in Koffiefontein.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality considers employing more casual workers for the town and facility maintenance.</li> </ul>
<ul style="list-style-type: none"> <li>• Renovate the monument site in the town.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality engages with the relevant department for a library and youth centre in ward 4.</li> </ul>
<ul style="list-style-type: none"> <li>• Women in farming require land to access the agricultural sector.</li> </ul>
<ul style="list-style-type: none"> <li>• Renovate the MPCC building and provide an uninterrupted water supply.</li> </ul>
<b>OFFICE OF THE MUNICIPAL MANAGER</b>
<ul style="list-style-type: none"> <li>• Stats SA figures for Opperman are incorrect, as the farms around the area were not counted and covered by census 2016.</li> </ul>
<ul style="list-style-type: none"> <li>• Farmers in Opperman's can create more jobs if there are proper roads to reach surrounding farming areas.</li> </ul>

<ul style="list-style-type: none"> <li>• Opperman's area should also find adequate expression within the IDP of the municipality for development.</li> </ul>
<ul style="list-style-type: none"> <li>• Opperman's emerging farmers within the agricultural sector, such as; Irrigation framing, livestock, Vegetable production and AGRO Processing need support from the municipality to address their challenges.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality must give SMMEs within local communities' development opportunities in road construction and maintenance.</li> </ul>
<ul style="list-style-type: none"> <li>• ITAU Milling Production Company is known as one of the biggest of its kind producing massive agricultural products in SA; Luckhoff is a primary supplier of raw maize. At the same time, local community members residing in the area do not benefit since the company fails to invest in the area's growth, tapping local talent and incentivising the hiring of local workers. The community pleaded with the municipality to mediate and engage senior management of ITAU to address this matter.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality provides the youth with accredited learnerships programmes to access the labour market.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality must provide students with bursaries for further studies.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality considers outsourcing indigent registration services by utilising local young entrepreneurs to increase the municipal indigent register.</li> </ul>

<ul style="list-style-type: none"> <li>• The municipality makes provisions in the annual Budget to support SMMEs.</li> </ul>
<ul style="list-style-type: none"> <li>• IDP &amp; Budget consultation programmes must address realistic and genuine problems of the local communities.</li> </ul>
<ul style="list-style-type: none"> <li>• IDP &amp; Budget needs to address immediate and genuine problems of the communities.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality includes a Solar Energy plan in the IDP for local development in Petrusburg to create sustainable jobs.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality must investigate progress concerning initiatives to construct a Garage to service cars at the N8 route to stimulate economic activities for local growth in Petrusburg.</li> </ul>
<ul style="list-style-type: none"> <li>• Since the municipality has moved to a higher grading, collective executive system. As a result, there is a need to compose a local law enforcement division to create employment opportunities for the local communities within the Letsemeng vicinity.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality engages Petra-Diamond Mine to solicit financial support to demonstrate economic spin-offs to improve bad local road conditions identified within the 253km in Letsemeng.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality must also engage Petra-Diamond Mine, and major Contractors contracted to provide services must be requested to assist with service delivery backlogs as and when the needs arise.</li> </ul>

<ul style="list-style-type: none"> <li>• The municipality requests the necessary financial support from Petra-Diamond Mine to fund identified projects within the IDP unfunded by the government authorities to accelerate service delivery.</li> </ul>
<ul style="list-style-type: none"> <li>• Local Economic Development must find its expression in the Budget of the municipality.</li> </ul>
<ul style="list-style-type: none"> <li>• Retain skills in the municipality to improve the region's economic status.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality must consider Private Public Partnership as it has a potential secondary economic effect on development.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality builds a skills centre for Letsemeng youth.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality needs to consider embarking on recycling as a project initiative for the dumping sites to benefit unemployed youth.</li> </ul>
<ul style="list-style-type: none"> <li>• A backlog of municipal vehicle shortages affects service delivery in the communities.</li> </ul>
<b>CORPORATE SERVICES</b>
<ul style="list-style-type: none"> <li>• With the lack of enforcement of business licencing by-laws, foreign national business owners take advantage since the municipality fails to control these irregularities.</li> </ul>
<b>OFFICE OF THE MAYOR</b>

<ul style="list-style-type: none"> <li>• The municipality must make provision in the Budget to assist vulnerable pupils within Letsemeng public schools with free sanitary towels.</li> </ul>
<ul style="list-style-type: none"> <li>• YDO is requested to monitor and evaluate social programmes to demonstrate youth development-related service as initially intended.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality liaises with DMR and conducts geo-study to investigate potential land with mineral resources around Jacobsdal.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality must consider reinstating the supply of water services from the Department of Water and Sanitation to supply water for Jacobsdal and terminate the contract with immediate effect between the municipality and Oranje Riet due to their level of incompetency, which aggravates the water crisis.</li> </ul>
<ul style="list-style-type: none"> <li>• The municipality addresses service delivery-oriented challenges faced by the residents in extension 7.</li> </ul>
<ul style="list-style-type: none"> <li>• Assist willing, able ex-convicts with the necessary skills development programmes and job opportunities to participate in the affairs of the municipality and contribute to the communities.</li> </ul>
<ul style="list-style-type: none"> <li>• Councillors need to be more visible and transparent at the same time.</li> </ul>
<ul style="list-style-type: none"> <li>• Identify effective youth development and skills programmes.</li> </ul>

- The community requested that SLP remain a community document, and the municipal council or management should not coordinate it.

- The communities in Koffiefontein requested an alternative to buying prepaid electricity from Eskom vendors instead of buying from the municipality because they regarded electricity cut-offs resulting from due payments and illegal connections as unfair and punitive measures applied only to the communities of Koffiefontein.

#### **SECTOR DEPARTMENTS**

- The municipality must ensure that relevant sector departments are required to visit Opperman's and Phambili for service delivery-related issues regularly.

#### **POLICE, ROADS AND TRANSPORT**

- The municipality must investigate the measures they need to implement to have control and benefit from the economic-spin offs from the owners of the Trucks or companies as they damage our roads and leave them in unacceptable conditions.
- All routes used by logistic and distribution hubs passing through the Letsemeng area require serious maintenance, especially R48 between Petrusburg and Koffiefontein.

#### **HUMAN SETTLEMENTS**

- The community requested the municipality to exterminate pit toilets in Petrusburg.

## EDUCATION AND HIGHER LEARNING

- Motheo Tvet College situated in Letsemeng, Koffiefontein town, need to be expanded and include agriculture-related studies.
- The municipality needs to engage District SAPS and plan jointly to employ intervention measures to reduce the rate of substance abuse throughout the Letsemeng sub-region.
- The municipality coordinate and ensure that there is a new SAPS Police Station in Opperman's that operates regular 24 hours as other areas in the District. Lack of SAPS result in a rapid increase in the crime rate within the community.
- The municipality also engages management of the SAPS in the sub-region to agree as a collective and summons all the scrap yards owners and request them to stop buying stolen steel materials to combat crime.

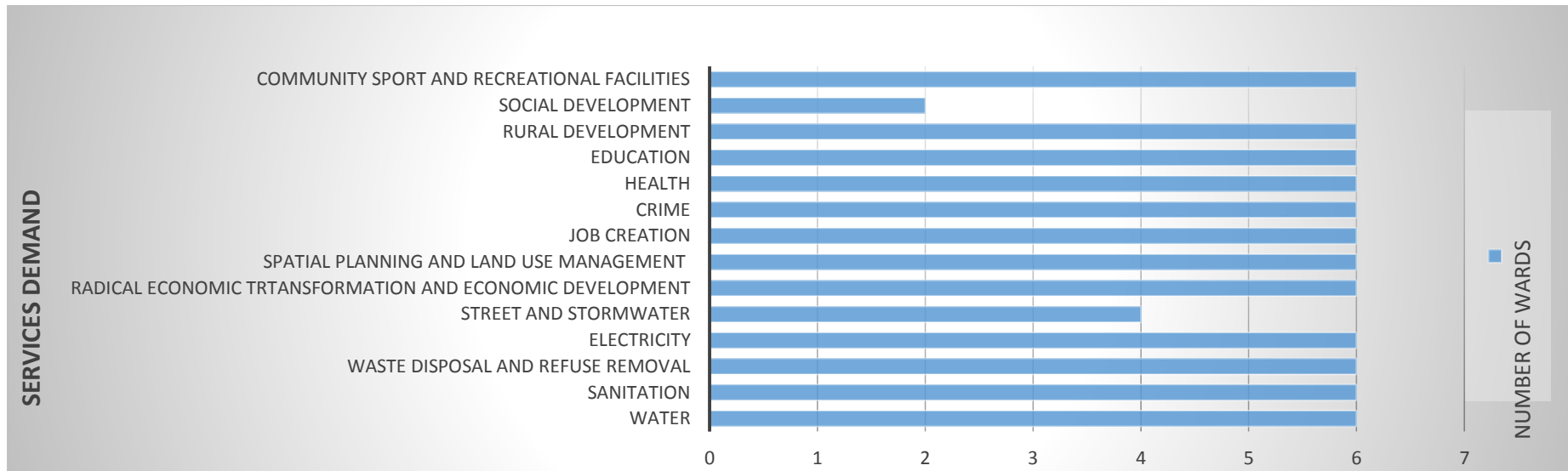
## DEPARTMENT OF HEALTH

- Provide the community with reliable health-related facilities to service the communities uninterruptedly.
- The current Clinic facility in Opperman's is not conducive enough to accommodate desperate patients needing health care services.

- Provide a shelter or booth in all waiting stations to improve Patients' experience of waiting for the Ambulance to transport them to Bloemfontein due to inadequate space in the clinic to accommodate more patients.



## SUMMARY OF SERVICES DEMAND PER WARDS



### • MUNICIPAL RESPONSE IN REGARDS TO THE ABOVE IDENTIFIED NEED

Table 16: Infrastructure and Development

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

<b>STORM WATER DRAINAGE SYSTEM</b>	Upgrade Storm water drainage system	KOFFIEFONTEIN, JACOBSDAL, LUCKHOFF, PETRUSBURG AND OPPERMANSGRONDE	To deal with roads and storm-water drainage backlogs	Technical Services	Upgrade roads and storm-water by 6km in 2024
------------------------------------	-------------------------------------	--	--	--------------------	--

• **COMMUNITY SERVICES**

What needs to be improved In your Community	A summary of how you will do it.	Specific location	Monitoring and evaluation		
			Project objective	Responsible sector	Time lime
<b>WASTE MANAGEMENT</b>	— New CWP recruits to be assisted to register <b>storage facilities</b> (what is commonly known as recycling) with	KOFFIEFONTEIN, JACOBSDAL, LUCKHOFF, OPPERMANSGRO	— Minimize littering.	— Commu nity Services — LED	80 EPWP for waste management in 2023

	<p>DESTEa that will collect all recyclable material and sell to big recycling companies via in Johannesburg when 35 Ton of each recyclable material is collected and baled</p>	<p>NDE AND PETRUSBURG</p>	<ul style="list-style-type: none"> <li>— Keep SA Clean with less pollution.</li> <li>— Increase wages of members of recycling cooperatives .</li> <li>— Increase revenue because more people will be able to can pay for municipal services</li> </ul>	<p>— IDP</p>	
--	--	---------------------------	--	--------------	--

<b>BUILDINGS/ASSETS</b>	Renovation of municipal buildings /assets	KOFFIEFONTEIN, JACOBSDAL, LUCKHOFF	Upgrade and renovate municipal buildings / assets	Community Services	3 municipal buildings (Koffiefontein, Petrusburg and Jacobsdal in 2023/24
<b>CEMETRIES</b>	Safeguard all cemeteries with physical security	All towns	To safeguard cemeteries	Community Services	4 cemeteries safeguarded
<b>SPORTS FIELDS</b>	Refurbishment of sports facilities	All towns	Refurbishment of sports facilities	Community Services	2 sports facilities, Bolokanang and Oppermansg ronde
<b>PARKS</b>	Upgrading and maintenance all community parks	All towns	Upgrading and maintenance of	Community Services	4 community parks

			community parks		upgraded by 2023
--	--	--	-----------------	--	------------------

What needs to be improved In your Community	A summary of how you will do it.	Specific location	Monitoring and evaluation		
			Project objective	Responsible sector	Time lime
<b>SMME DEVELOPMENT</b>	Skill SMMES through workshops on (tendering, sub-contracting 30% of capital projects)	Town based and Municipal based	— Supporting and promoting SMMEs	Finance (SCM)  LED	2 workshops convened on tendering by 2023/24  6 projects with sub-contracting arrangements

	Promote and register SMMEs. —	Town based and Municipal based	— Supporting and promoting SMMEs	Finance (SCM)/LED	100 SMMEs supported in registering
	— Number of co-operatives supported	Town based and Municipal based	— Supporting and promoting SMMEs	LED	2 co-ops Bricklaying and Crusher Plant resuscitated and supported by 2023
<b>REVENUE ENHANCEMENT</b>	— INDIGENT REGISTRATIONS	KOFFIEFON TEIN, PETRUS	— Revision of the Indigent Register	Finance	6334 additional indigents

	Massive ward-based campaign on Indigent registrations	BURG, JACOBSDAL, LUCKHOFF AND OPPERMANS GRO NDE			registered by 2022
	<p>— PAYMENTS OF SERVICES</p> <p>Ward committee members to be given the list of people in areas of the people council anticipate to write-off their debt.</p> <p>— Ward committee members to be paid a commission for revenue collected.</p>	KOFFIEFON TEIN, PETRUS BURG, JACOBSDAL, LUCKHOFF AND OPPERMANS GRO NDE	— Improving the collection rate	Finance	45 % collection rate by 2022/23

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



					and operational
--	--	--	--	--	--------------------

## YOUTH DEVELOPMENT

What needs to be improved In your Community	A summary of how you will do it.	Specific location	Monitoring and evaluation		
			Project objective	Responsible sector	Time lime
<b>Youth Enterprise Development</b>	— Train aspiring young entrepreneurs on Business plan Development.	KOFFIEFONTEIN,P ETRUSBURG, JACOBSDAL, OPPPERMANSGR	— Reduce youth unemployment	YDO SEDA LED	20 aspiring young entrepreneurs trained
	— Encourage business plan competition.  — Petra to provide start-up capital for the best sustainable	ONDE AND LUCKHOFF.  One project per town	— Supporting the development of youth		

	<p>business idea from social enterprise development budget.</p> <p>— Develop incubation and monitoring system</p>		<p>entrepreneurs</p> <p>— Harness opportunities from the Presidential Youth Employment Service</p>		<p>supplemented by private sector for Youth Entrepreneur Start-up capital</p>
--	---	--	--	--	---

# WOMEN, CHILDREN AND PEOPLE WITH DISABILITIES

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

**HEALTH CARE**

What needs to be improved In your Community	A summary of how you will do it.	Specific location	Monitoring and evaluation		
			Project objective	Responsible sector	Time lime
<b>All towns is in short of Ambulances and waiting rooms are also requested to all towns</b>	Municipality to intervene and ask for Department of health to at least sponsor all five towns with Ambulances by the help of the community.	OPPERMANSGRONDE, KOFFIEFONTEIN, PETRUSBURG, JACOBSDAL AND LUCKHOFF	Lobby department of health to provide adequate services	Mayor and Municipal Managers Office	Secure 5 ambulances from the Department of Health by 2023

## SAFETY AND SECURITY

at needs to be improved In your Community	A summary of how you will do it.	Specific location	Monitoring and evaluation		
			Project objective	Responsible sector	Time lime
<b>Law enforcement</b>	Municipality to recruit unemployed trained security volunteers through CWP that will focus on enforcing and implementation of By-Laws. Obviously with consideration of applicable legislative guidance	LUCKHOFF, OPPERMANSGRONDE, JACOBSDAL, KOFFIEFONTEIN AND PETRUSBURG	Effective by laws enforcement that will result in <ul style="list-style-type: none"> <li>Addressing refuse and littering problems.</li> <li>Addressing road accidents as a result of</li> </ul>	Community Services	Recruit 20 law enforcement officers by 2023

			roaming animals. ▪ Contribution to municipal revenue		
<b>Fire and Rescue Services</b>	Municipality to recruit unemployed trained fire fighters volunteers through CWP that will focus on fire and rescue services	LUCKHOFF, OPPERMANSGRONDE, JACOBSDAL, KOFFIEFONTEIN AND PETRUSBURG	Provision on an effective disaster and emergency services	Community Services	Establishment of a local disaster management committee by 2023  Recruit 10 fire fighters  Leverage funds and acquire fire

					fighting equipment by 2023
--	--	--	--	--	----------------------------------

## CHAPTER 7

### 7.1 SECTOR PLANS

Table 30: Sector Plans

SECTOR PLAN	STATUS QUO	DATE: COUNCIL ADOPTION
<b>Spatial Development Framework</b>	Adopted by Council	28 August 2018
<b>Water and Sanitation Master Plan</b>	Adopted by Council	August 2019
<b>Electricity Master Plan</b>	Draft	August 2019
<b>LED Strategy</b>	Draft tabled by Council	
<b>Tourism Sector Plan</b>	None	
<b>Integrated Waste Management Plan (IWMP)</b>	Adopted by Council	
<b>Integrated Human Settlements Plan</b>	Adopted by Council	28 August 2018
<b>Xhariep District Disaster Management Plan</b>	Adopted by Council in	2017
<b>Fire Management Plan</b>	None	
<b>Workplace Skills Plan</b>	Adopted by Council	



<b>Human Resources Strategy</b>	Review Phase	28 August 2018
<b>Workplace Skills Plan</b>	Adopted by Council	20 April 2021
<b>Energy Master Plan</b>	None	
<b>Housing Sector Plan</b>	None	
<b>Turnaround Strategy</b>	Adopted by Council	
<b>Risk Management Strategy</b>	Approved by the Accounting Officer	August 2019
<b>Public Transport</b>	Approved	
<b>O &amp; M : Water and Sanitation</b>	Approved	August 2019
<b>O &amp; M: Electricity</b>	Draft	
<b>Climate Change Plan</b>	Draft	

*The municipality has developed Operation and Maintenance Manuals for Water and Sanitation Master Plan approved Electricity Master Plan*

## CHAPTER 8

### 8.1 LETSEMENG LOCAL MUNICIPALITY: PROGRAMMES AND PROJECTS

#### LETSEMENG LOCAL MUNICIPALITY: CAPITAL PROJECTS 2022/23 FINANCIAL YEAR

MIG

AREA	PROJECT DESCRIPTION	BUDGET ALLOCATED	
PMU		(Total Planned Expenditure for 2023/24)	R 984,400.00
Koffiefontein/Sonwabile:	Upgrading of sports facility (Phase 2)	(Total Planned Expenditure for 2023/24)	R 830,000.00
Luckhoff	Closure of existing solid waste site and construction of a new solid waste facility	(Total Planned Expenditure for 2023/24)	R 6,598,922.69
Petrusburg/Bolokanang	Upgrading of 1.72km access paved road and storm water	(Total Planned Expenditure for 2023/24)	R 1,808,971.32
Petrusburg/Bolokanang	Construction of 4 High Mast Lights	(Total Planned Expenditure for 2023/24)	R 1,877,671.77

<b>Koffiefontein/Ditlhake</b>	Construction of 4 High Mast Lights	(Total Planned Expenditure for 2023/24)	R 1,877,671.77
<b>Luckhoff/Relebohile</b>	Construction of 3 High Mast Lights	(Total Planned Expenditure for 2023/24)	R 1,341,270.34
<b>Oppermansgronde</b>	Construction of 3 High Mast Lights	(Total Planned Expenditure for 2023/24)	R 1,341,270.34
<b>Jacobsdal/Ratanang</b>	Construction of 4 High Mast Lights	(Total Planned Expenditure for 2023/24)	R 1,877,671.77

## INEP

AREA	PROJECT TYPE	PROJECT DESCRIPTION	BUDGET ALLOCATION
Bolokanang (Petrusburg)	Infrastructure/Household/Pre-Engineering	1000 New Connection [Switching Station (SWS), Substation new (SSN), Feeder Line (FL), Refurbishment (RFB), Farm Dweller (FDH), Infills (INF), Pre-Engineering (Pre-Eng)] -	(Total Planned Expenditure for 2022/23 R 18,500,000.00)

# WSIG

## PROJECTS LIST AND FUNDING

PROJECT Name	Local Municipality	Actual Budget (indicative allocation per municipality not per project)
Koffiefontein and Dithlake Bulk Water storage (WTP and 4.5 ML Reservoir)	Letsemeng LM	21 327 000

## CHAPTER 9

### 9.1 ALIGNMENT WITH NATIONAL AND PROVINCIAL OBJECTIVES AND PROGRAMMES

**TABLE: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

	ALIGNMENT WITH NATIONAL AND PROVINCIAL STRATEGIC OBJECTIVES				
ITEM NO.S	MTSF	IUDF	NKPA	FSGDS	KPI
1	An efficient competitive and responsive infrastructure net work	Inclusion and access	Service Delivery and Infrastructure Development	Improved quality of life	100 Percentage of complete new 4.2 MI Conventional WTW at Jacobsdal by 2020/21 financial year.
2	An efficient competitive and responsive infrastructure net work	Inclusion and access	Service Delivery and Infrastructure Development	Improved quality of life and access to water	Equipping and connection of 12 boreholes to the water supply scheme at Petrusburg by 30 June 2021.
	An efficient competitive and responsive infrastructure net work	Inclusion and access	Service Delivery and Infrastructure Development	Improved quality of life	100 Percentage of the refurbishment of Water Treatment Works Filters at Koffiefontein by 31 December 2021.

**TABLE: LOCAL ECONOMIC DEVELOPMENT**

	ALIGNMENT WITH NATIONAL AND PROVINCIAL STRATEGIC OBJECTIVES				
ITEM NO.S	MTSF	IUDF	NKPA	FSGDS	KPI
1	A responsive, accountable, effective and efficient local government system	Inclusion and access	Local Economic Development	Inclusive Economic growth and sustainable job creation	1 Local LED forum established in the municipality by 30 June 2021.

2	A responsive, accountable, effective and efficient local government system	Inclusion and access	Local economic Development	Inclusive Economic growth and sustainable job creation	1 LED Strategy approved by Council by 30 June 2021.
3	A responsive, accountable, effective and efficient local government system	Inclusion and access	Local economic Development	Inclusive Economic growth and sustainable job creation	1 Commonage Policy approved by Council by 30 June 2021.

**TABLE: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

	ALIGNMENT WITH NATIONAL AND PROVINCIAL STRATEGIC OBJECTIVES				
ITEM NO.S	MTSF	IUDF	NKPA	FSGDS	KPI
1	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	% on the installation of surveillance Cameras for the municipal Stores Building at Koffiefontein by 31 December 2020
	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	% on Re-cabling of the network infrastructure for Letsemeng Municipality Remote site offices by 30 June 2021
	A responsive, accountable, effective and efficient local government system	Governance	Public participation and good governance	Efficient administration and good governance	% on the Installation of an uninterrupted power supply dedicated to the server room at Koffiefontein by 31 March 2021

**TABLE: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

	ALIGNMENT WITH NATIONAL AND PROVINCIAL STRATEGIC OBJECTIVES				
ITEM NO.S	MTSF	IUDF	NKPA	FSGDS	KPI
	A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	No. of the Municipal LLF meetings held in the 2020/21 financial year
	A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	No. of adopted By-laws by Council in the 2020/21 financial year
	A responsive, accountable, effective and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	No. of progress reports on the Municipal Council resolutions submitted to Council in the 2020/21 financial year



**TABLE: FINANCIAL VIABILITY AND MANAGEMENT**

	ALIGNMENT WITH NATIONAL AND PROVINCIAL STRATEGIC OBJECTIVES				
ITEM NO.S	MTSF	IUDF	NKPA	FSGDS	KPI
1	A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	No. of updates on the approved valuation Roll for the 2020/21 financial year
2	A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	No. of indigent households registered in all 6 Wards for the 2020/21 financial year
3	A responsive, accountable, effective and efficient local government system	Governance	Financial Viability and Management	Efficient administration and good governance	No. of GRAP compliant asset Register updates in the 2020/21 financial year

## CHAPTER 10

### 10.1 PROJECT AND PROGRAMMES OF THE OTHER SPHERES OF THE GOVERNMENT

# DDM/IDP& BUDGET 2022/23/24



## CATALYTIC PROJECTS

## LETSEMENG LOCAL MUNICIPALITY

**Table: Catalytic Projects**

Project Name	Project Description / Objectives	Timeframe / Duration	Funding Source	Region/Loc ation	Total Project Budget
Lake Gariep Initiative	Cross-border Tourism promotion, Job creation & Investment. Tourism promotion, Job creation	Ongoing	Xhariep DM, DESTEa and Key government departments	Cross-Provincial Border (Free State, Xhariep DM – Eastern Cape, Joe Gqabi – Northern Cape, Pixley Ka Seme)	TBD
Provision of land to small scale farmers	Create a conducive environment for the development of small scale miners in the district	Ongoing	Local Municipalities	Letsemeng Local	TBD

				Municipalities	
Development of small scale miners	Create a conducive environment for the development of small scale miners in the district	TBD	DESTEА & Funding agencies	Letsemeng Local Municipalities	TBD
N8 Transport & Logistics Hub	Create & Establish a business hub on the N8, Petrusburg, with Fuel Stations, SMME hub, Truck stop, Hospitality & creative arts opportunities & franchise opportunities	18 months	Funding agencies	Letsemeng, <b>Petrusburg</b>	TBD
Review – Xhariep Tourism Package	Review of the Xhariep Tourism package – Springbok route, re-branding of the district, install proper signage	3 months	DESTEА, funding agencies	District-wide: Letsemeng	TBD
Xhariep District Agro-Processing hub	Establishment, strengthening and promotion of Agro-Processing initiatives within the District, utilising existing facilities and vacant available land	TBD	XDM / Local Municipalities / Key departments	District – wide: Letsemeng	TBD

			/ Investors / partnerships		
Wine tasting festival – Jacobsdal	Tourism and marketing promotion, Job creation, Product promotion, access to markets	TBD	Funding departments, Investors	Letsemeng LM, Jacobsdal	TBD
District Heritage Festival	Tourism promotion, Product promotion, Job creation, promotion of creatives	3 weeks – activities & main event	Funding departments, Investors	All Local Municipalities (Rotating Event)	R500 000.00
Letsemeng Brick Making factory	Job creation, business development	TBD	Funding departments / agencies / investors	Letsemeng LM, Koffiefontein	TBD
Services Master Plans – District	Proper planning and coordination	TBD	Funding departments, Investors	All Local Municipalities	TBD

# **SECTOR DEPARTMENT CAPITAL PROJECTS & PROGRAMMES**

# **DEPARTMENT OF SMALL BUSINESS DEVELOPMENT – NATIONAL**

**TABLE: DEPARTMENT OF SMALL BUSINESS DEVELOPMENT – NATIONAL**

Projects	Project description	Location /	Time frames	Budget
		Targeted areas		
SheTradesZA	Initiative supporting women owned businesses with products that are ready for market or with limited market access. It is a platform that serves as a unique opportunity for women entrepreneurs in the SMME sector to participate in the global value chains and markets	Targeted beneficiaries - 1200	2019 - 2024	Not indicated
100 Thousand young entrepreneurs	Initiative targeting young people between the ages of 16 and 40 with businesses with the potential to create a minimum of 10 sustainable jobs	Targeted beneficiaries - 400	Not indicated	Not indicated
SMME expansion/ scale up	Initiative targeting small and medium enterprises that have been in existence for more than 4 years and employ more than 5/10 staff members. It supports businesses to scale up and expand through access to working capital and markets for goods and services.	Targeted beneficiaries - 900	Not indicated	Not indicated
Township and rural entrepreneurship	A dedicated programme to transform and integrate opportunities in townships and rural areas into productive business ventures.	Targeted beneficiaries - 1259	Not indicated	Not indicated
Incubation and digital hubs	Business and technology incubation centres that offer enterprises business and management skills, support and platforms for a minimum of 3 years. It	Targeted beneficiaries - 2	Not indicated	Not indicated



	targets start-ups that require hand holding as they start their journey in business.			
Cooperatives	Initiative aimed at supporting cooperatives as enterprises that are income and profit generating. It targets registered cooperatives that have potential to generate income and profit.	Targeted beneficiaries - 40	Not indicated	Not indicated
Informal businesses	Initiative aimed at supporting informal businesses with compliance support, business skills development, business infrastructure and technical support.	Targeted beneficiaries – 2518	Not indicated	Not indicated
SMME products	Initiative to coordinate and direct the buy local campaign to be impactful by targeting a minimum number of enterprises that should benefit.	Targeted beneficiaries - 640	Not indicated	Not indicated
Start-up nation	Initiative that seeks to promote innovation that can have a ripple effect on the national economy. Target beneficiaries are Tech and Engineering Start-ups and Social enterprises.	Targeted beneficiaries - 1280	Not indicated	Not indicated

## DEPARTMENT OF ENVIRONMENTAL, FORESTRY AND FISHERIES

Project Name	Current Status	Start Date	End Date	Budget Allocation
Good Green Deeds Project-Clean & greening of environment and awareness campaigns 66 youth participants to be employed	-	18 February 2022	Jan 2024	R6,787,330.32

## DESTEA

Project name	Area		Coordinates/property description	Timeframes		Progress/Milestone	Actual budget		
	Location	Ward		Start date	End date		2023/2024	2024/2025	2025/2026
Eco-Friendly Zones	All Municipalities	N/A	N/A	01/04/2023	31/03/2024	-	Operational	Operational	Operational
Cleaning of Towns	10 local Municipalities to benefit (Not yet identified)	N/A	N/A	01/04/2023	31/03/2024	-	R2 Million	R2 Million	R2 Million

Buy Back Centers and Recycling facilities Support	All Municipalities	N/A	N/A	01/04/2023	31/03/2024	-	R 500 000.00	R1 Million	R 1 500 000.00
Waste Pickers/reclaimers Training workshop	All Municipalities	N/A	N/A	01/04/2023	31/03/2024	-	Operational	Operational	Operational
Collection of data on section 23 of NEMAQA activities in all Municipalities	All Municipalities	N/A	N/A	01/04/2023	31/03/2024	-	Operational	Operational	Operational
Support Municipalities to undertake Air quality related compliance inspections	All Municipalities	N/A	N/A	01/04/2023	31/03/2024	-	Operational	Operational	Operational

Planting of trees	All Municipalities	N/A	N/A	01/04/2023	31/03/2024	-	Operational	Operational	Operational
Economic Recovery and Reconstruction Plan	All Municipalities	N/A	N/A	01/04/2023	31/03/2024	-	Operational	Operational	Operational
Facilitate funding for catalytic projects	All Municipalities	N/A	N/A	01/04/2023	31/03/2024	-	Operational	Operational	Operational

Programme Description	Start Date	End Date	Budget
90 Environmental activities conducted-	01 April 2022	31 March 2024-	R50 000
Capacity building activities conducted	01 April 2022	31 March 2024 -	R30 000
initiatives to promote renewable energy	01 April 2022	31 March 2024 -	R15 000

## DEPARTMENT OF WATER AND SANITATION: RBIG FUNDING

Project name	Area		Timeframes		Actual budget	
	Location	Ward	Start date	End date	Project Stage	2023/2024
Koffiefontein and Dithlake Bulk Water Storage (4.5 Ml reservoir)	Xhariep District Municipality	Koffiefontein and Dithlake	construction	TBC	Construction	TBC

## DEPARTMENT OF ENERGY DRAFT BUDGETED PROJECTS AND PROGRAMMES FOR 2023/24 FY

Local Municipal Code	Local Municipal Name	Project Name	Project type	Project description	Funds Applied for	Number of Connections Applied for	Cost per Connection
FS161	Letsemeng	Electrification of 170 Households Connections in Phambili	Household	New Connection	R3,145,000.00	170	R18,500.00
FS161	Letsemeng	Electrification of 34 Infills Households Connections in Donkerhoek	Household	INF	R272,000.00	34	R8,000.00
FS161	Letsemeng	250KVA, 22KV, 500m Bulk Point Supply	Infrastructure	Bulk Point Supply	R2,100,000.00	N/A	#VALUE!

