



INTEGRATED DEVELOPMENT PLAN

2025-26



LETSEMENG LOCAL
MUNICIPALITY

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DEPARTMENT OF COMMUNITY SAFETY, ROADS AND TRANSPORT
HUMAN SETTLEMENTS PROJECTS IN LETSEMENG LOCAL MUNICIPALITY

**COUNCILLOR MOCWALEDI RBI****MAYOR LETSEMENG LOCAL MUNICIPALITY****MAYORS FOREWORD**

The Integrated Development Plan (IDP) is a critical strategic process and document of the municipality that outlines the strategic path and direction of the municipality and enlighten the operational planning fundamental focus areas. Through the development and the review of the IDP, a municipality visualises the desired state of the municipality and provides for identification of preferred options and mechanisms to progressively move towards the sought state.

This review of IDP is guided by Municipal Systems Act 32 of 2000 section 34 that states that a municipal council must review its integrated development plan annually in accordance with an assessment of its performance measurements in terms of Section 41 and to the extent that changing circumstances so demand; and may amend its integrated development plan in accordance with a prescribed process.

We are tabling this reviewed IDP in a difficult local economic environment and the institution itself has gone through a lot in this current financial year. Locally, load-shedding has become more persistent and prolonged, impacting on service delivery and threatening the survival of many businesses. Households are under pressure from the rising cost of living, and unemployment remains stubbornly high as a result. We however in all trying situations should acknowledge coordinated efforts our government is putting to recover and stabilise the economy. The municipality is under immense financial pressures and constrained to meet the ever-increasing development needs of the community. Over the years, the financial pressures have been the decrease in municipal revenue sources that limits the capacity to deliver on the expansion of services. We call all those who can pay for municipal services to do so and those who cannot to come register for indigent subsidy. Coordinated efforts are made to ensure that our budget is funded and used mainly for service delivery programmes and initiatives. Cognisance should be taken that we are a grant reliant municipality with limited resources as such all our needs and desires will never be fulfilled.

During this review, the municipality's IDP process enabled consultation with all seven (7) wards across Letsemeng with stakeholders, commonage farmers and communities. Through this process, our stakeholders and residents were given the opportunity to reflect on the municipality's performance and effectiveness and were encouraged to extensively participate in planning its strategy. Thus, we need to find solutions to some of the developmental challenges faced by our municipality. In our meetings with the members of the community we have emphasised the importance of paying for services. As Councillors we need to play a pivotal role in



encouraging people to pay for municipal services and encourage communities to refrain from illegal connections and theft of electricity. Our great responsibility as the Council of Letsemeng is to continue on the progress to ensure a better life to our people.

Letsemeng will strive to apply sound financial discipline and good governance practices in order to provide quality services despite the constraints in resources and budget limitations.

For Letsemeng Local Municipality to succeed, we need to enhance service delivery through innovative technologies, enable a safe, healthy community and environment, and promote local economic development and tourism.

Letsemeng Local Municipality will embark on a challenging journey towards excellent local government. The journey consists of five steps, each representing a level of achievement. I believe however, that we cannot progress to a next more fulfilling level before the needs of the existing level have been met.

The five steps are:

- Providing excellent, democratic, transparent, and open government with zero tolerance for corruption at any level.
- Getting the basics and provide for the most fundamental needs of our citizens by getting the basic service delivery right.
- Putting heart into our communities to make them vibrant and safe. Provide excellent community facilities efficiently and effectively in order to provide places and services through which citizens can utilise their opportunities.
- Helping our citizens to be successful by enabling opportunities and driving local economic growth.
- Creating a better future for all by taking a firmly sustainable approach.

From Letsemeng Local Municipality's side we will commit to:

1. A professional service to every town, settlement and to the rural area.
2. Create a platform for local economic development that can result in job creation.
3. Create opportunities so that ordinary citizens can take responsibility and break free from the cycle of poverty.
4. Good financial planning and control, free of any form of corruption.
5. The spending of municipal funds in a responsible and transparent manner; and a productive workforce with a high work ethic and a high standard of customer care.

I would like to take this opportunity to thank all the citizens, all political parties, NGOs, NPOs and stakeholders who participated in the IDP/Budget review process that commenced in April in Luckhoff.

I wish to invite all Councillors, officials, citizens, businesses, government and non-government organisations to become part of this journey. Join hands with us for together we can BUILD BETTER COMMUNITIES for all our people!

I thank you, **baie dankie, ke a leboga bagaetsho!**



COUNCILLOR MOCWALEDI RBI

MAYOR LETSEMENG LOCAL MUNICIPALITY

Message from Municipal Manager

Local Government is one sphere where the rubber meets the tar and we are at coal-face of service delivery. Service delivery should be certain, tangible. **ACTION IS REAL**

It is for this reason that the Honourable Mayor, Councillors and the entire Senior Management have embarked on a gruelling process of embarking on a rigorous **Integrated Development Plan (IDP)** and **Budget Consultation** with Communities, starting with NGO, Farmers, Businesses, SMMES and finally with communities in all wards of Letsemeng.

The primary purpose was for the Honourable Mayor and Councillors to solicit inputs, suggestions and valuable ideas that will help navigate the municipality to greater heights. And most importantly to enhance and improve service delivery.

The annual review of the Integrated Development Plan is a legislative requirement in terms of **Section 34** of the **Municipal Systems Act**. It stipulates that a Municipal Council must review its Integrated Development Plan annually in accordance with an assessment of its performance measurements in terms of **Section 41**, and to *the extent that changing circumstances so demand* and may amend its Integrated Development Plan in accordance with a prescribed process.

Therefore this emphasises the need to consult communities when such changes emerge. The annual Budget and the IDP are linked to one another as promulgated in the **Municipal Finance Management Act** in **2003**.

Given the precarious financial position of the municipality, greater efforts will be implemented in the new year in pursuance of revenue enhancement measures that would assist in progressively growing the collection rate of the municipality to 60% in the 2025/2026 FY

I, as the Acting Municipal Manager of Letsemeng wishes to acknowledge the political stewardship provided by all councillors and the unstinting commitment demonstrated by senior managements and all members of staff.



ST MANELI

ACTING MUNICIPAL MANAGER

VISION

Maximized quality service to local communities

To achieve this vision Letsemeng Local municipality strives to:

- Enhance service delivery
- Enable a safe, healthy community and environment
- Promote local economic development and tourism
- Adopt clean
- Build strong partnerships, and
- Be a people-centred, compassionate institution.

MISSION

Letsemeng Local Municipality is committed to:

Providing the best resource management capability at our disposal

VALUES

Values reflect the core guidelines of the organisation and by following them ensures, we remain on the right path. Letsemeng's Local Municipality values are as follows:

- Commitment
- Innovativeness
- Creativity
- Integrity

MOTTO

To be a Municipality that Sparkle in Pursuit of Service Excellence

DEVELOPMENT OBJECTIVES

Strategic objectives of Letsemeng Local Municipality are informed by strategic objectives of National Government (Key Performance/Priority Areas), Provincial Priorities, National Development Plan, Free State Growth and Development and they are aimed at:

- Accelerated and improved basic service delivery to communities
- Financial viability and sustainability
- Good governance
- Facilitating economic development and job creation
- Improving municipal infrastructure
- Fighting poverty and building safe, secure, and sustainable communities
- Improving skills development to raise productivity

Letsemeng Local Municipality's vision, mission, values, and political promises culminate in development priorities and objectives set out in the municipality's KPAs. Each KPA is specifically crafted to address the main strategic objectives of the municipality.

CHAPTER 1: SITUATION ANALYSIS

1.1 SPATIAL ANALYSIS

The municipality of Letsemeng consists of Koffiefontein (the municipal headquarters), Jacobsdal, Petrusburg, Luckhoff and Oppermansgronde. The size of these municipalities is significantly larger than the municipalities in the arid areas of the Northern Cape, Western Cape and Eastern Cape. Letsemeng's spatial area consists of 9 826 km². Its population of 43 101 is 74% urbanised. Letsemeng's population is growing at a rate of 1.1%.

Letsemeng borders on the Orange River, and there is significant irrigation farming along the Orange, Modder and Riet Rivers. In particular, Jacobsdal is an important producer of wine, sunflower, maize and wheat. Communal farming is undertaken on the periphery of all the towns, and there is a growing focus on land redistribution in Letsemeng. But the current decline in agriculture has reduced jobs for farm workers. Mining centres on Koffiefontein's diamond mine. Petrusburg mines produce gravel, clay and salt. Letsemeng's economy is based primarily on agriculture, with a lesser role for mining and tourism.

1.2 DEMOGRAPHIC OVERVIEW

Our Municipality is situated in the Southwestern 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 kilometres 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 Northwest 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



The figure below shows the Letsemeng area:



1.3 DEMOGRAPHIC ANALYSIS

According to the 2022 survey, there is a positive growth in Letsemeng. It is an indication that more and more people are moving to Letsemeng municipality for various reasons. The total population of Letsemeng Local Municipality as counted in Census 2022 increased by 1.1%, from 38 628 more than a decade ago in Census 2011 to almost 43 101 in the latest population and housing census. This was the fourth highest population change among all municipalities in the Free State Province. Letsemeng, the only municipality in the Xhariep District that showed a significant increase than Kopanong and Mohokare that increased by 0.5 and 0.8 respectively. Overall,

the Xhariep District Municipality increased by 0.8 from a total population of 121 945 in 2011 to a total population of 131 901 in 2022. This is according to the latest STATSSA figures.

Unemployment has marginally increased from 22.08% to 22.30%. Suffice to say the effect of drought and decreasing job opportunities might have a direct effect on migration out of the Letsemeng jurisdiction. Youth unemployment stands at 27.7%, which poses another challenge to the municipality and all Sector Departments to pay special attention to the youth in terms of both employment and economic empowerment.

TABLE 1: CENSUS KEY STATISTICS

Census Key Statistics	
Population	43 101
Age Structure	
Population under 0 - 15	28.53%
Population 15 to 65	73.5%
Dependency Ratio	
Per 100 (15-64)	54.6
Sex Ratio	
Males per 100 females	96
Population Growth	
Per annum	1.1%
Labour Market	
Unemployment rate (official)	22.30%
Youth unemployment rate (official) 15-34	27.70%
Education (aged 20 +)	
No schooling	10.8%
Higher education	5.1%
Matric	29.0%
Household Dynamics	
Households	10 940
Average household size	3,9
Female headed households	33.50%
Formal dwellings	84.8%
Housing owned	54.00%
Household Services	
Flush toilet connected to sewerage	82.5%
Weekly refuse removal	69.2%
Piped water inside dwelling	90.8%
Electricity for lighting	90%



Name	Status	Population Census 2022-02-02
Letsemeng	Local Municipality	43,101
Letsemeng		
<p>● 43,101 Population [2022] – <i>Census</i></p> <p>○ 9,826 km² Area</p> <p>● 4.386/km² Population Density [2022]</p> <p>📈 1.1% Annual Population Change [2011 → 2022]</p>		

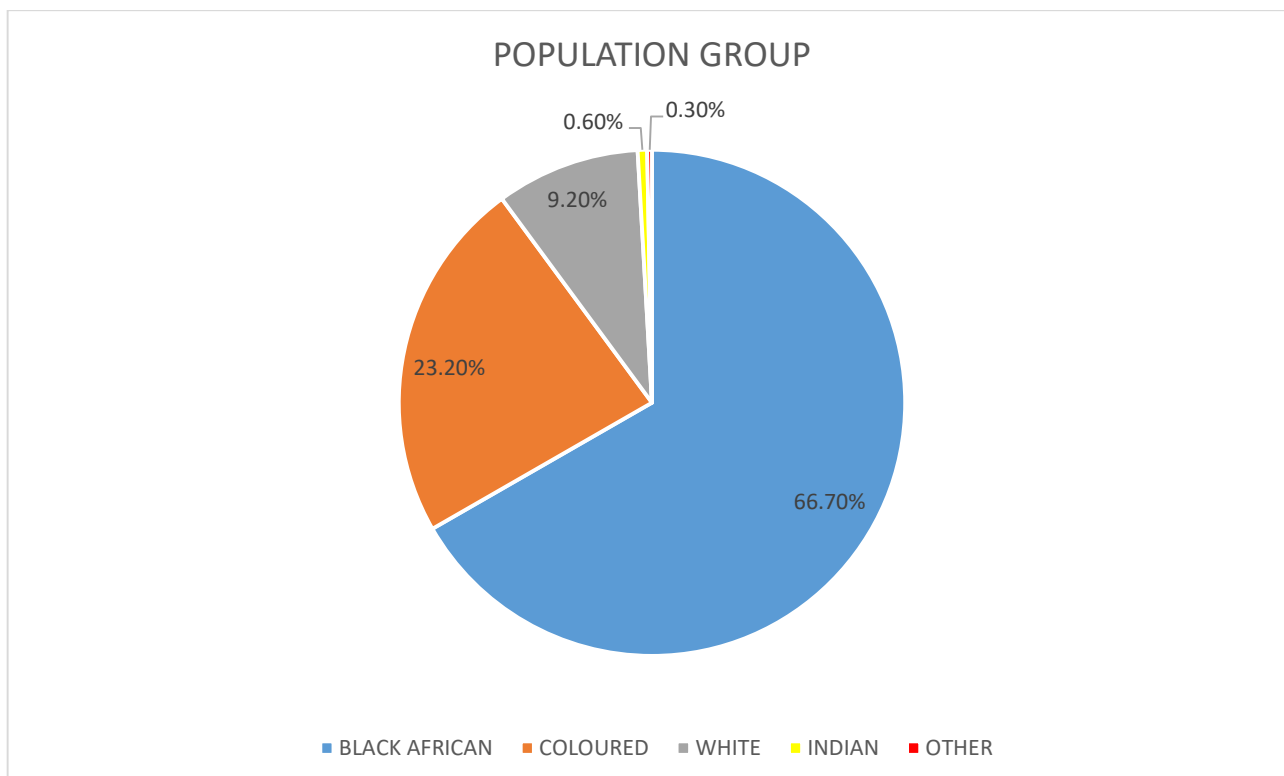
Source: Statssa

Almost 66.7% of the population in the municipality is black African; 9.2% is white; 23.2% is coloured; and Indian/Asian and other groups comprises less than one percent of the population in the municipality.

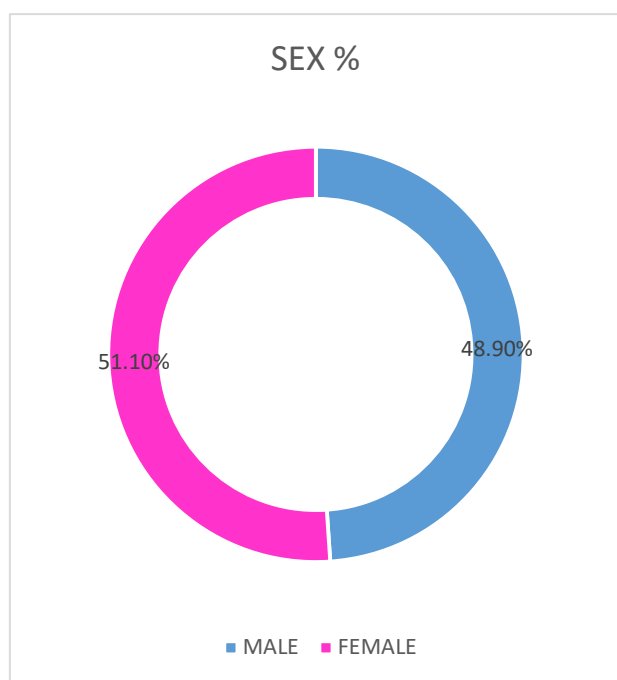
TABLE 2: Distribution of Population by Population Group

	Census 2022
Black African	66.7%
Coloured	23.2%
Indian/Asian	0.6%
White	9.2%
Other	0,3%

POPULATION GROUP (CENSUS 2022)



Source: Census 2022 StatsSA

GENDER (CENSUS 2022)**Table 3: SEX BY GROUP**

NAME	FREQUENCY	%
MALE	21 056	48,9%
FEMALE	22 045	51,1%

Some key variable that need to be noted in the census report is average household size. The average household size in the Letsemeng Local Municipality was 3.4 persons in Census 2011, which increased to 3.9 in Census 2022. There were also decrease in the number of formal dwellings of 9 358 in 2011 to 9 279 in 2022, informal dwellings declined from 1 812 to 1 586 the same period, an increment of flushed toilets connected to sewerage from 8 492 in 2011 to 9 031 in 2022, weekly refuse disposal service (53.3%), while the electricity provisioning decline from 9 896 in 2011 to 8 739 in 2022.

However, there has been an increase in the usage of gas from 293 in 2011 to 1 336 in 2022.

The economic output of mining in Letsemeng / Kopanong was far more 20.6% than the employment contribution of this sector 1.3%. The mining sector has mechanised over the past two decades, and diamond mining (practiced in this area) is less dependent on low-skilled workers and easier to mechanise than, for example, the gold mines.

1.3.2 Population Pyramids

A population pyramid 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.

Table 4: Population by age group

Age group	DC 16: Xhariep	FS 161: Letsemeng
0-4	12 086	4 100
5-15	24 885	8 200
15-34	43 230	14 569
35-59	36 569	11 677
60+	15 128	4 554
Total	131 898	43 101

Data source: Statistics South Africa, Census 2022.

For 2011, Letsemeng local municipality population pyramid shows that males were more than females in age groups (20-24, 25-29, 30-34, and 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.

1.3.3 Population Categorised By Sex, Population Group and Functional Age Group

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

Table 5: Population distribution of Letsemeng Local Municipality by gender and sex ratios

	Gender		Total	Sex ratios (Males per 100 Females)
	Male	Female		
Census 2022	21 056	22 045	43 101	95.5
Census 2011	19 852	18 777	38 628	105.7
CS 2016	21 140	18 904	40 044	111

Data source: Statistics South Africa, Census 2011&22 and Community Survey 2016

Table 5 above shows the distribution of total population in Letsemeng local municipality by gender as well as sex ratio for Census 2011 and CS 2016. The males population has increased from 19852 in 2011 to 21 140 in 2016 and as for females, it has slightly increased from 18 777 in 2011 to 18 904 in 2016. In both 2011 and 2016, the number

of females was found to be less than those of males as the sex ratios were 105 and 111 in both 2011 and 2016 respectively. Overall; the results indicate that the population is predominantly male.

Table 6: Distribution of population by province, municipality, functional age group and sex

Province, District and Local Municipality	0-14 (Children)			15-34 (Youth)			35-64 (Adults)			65+ (Elderly)			Total			Dependency Ratio
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Free State	397502	399763	797265	530743	528205	1058948	355678	377185	732863	96042	149596	245638	1379965	1454749	2834714	58.2
DC16: Xhariep	20074	20511	40585	28926	28775	57701	18943	18709	37652	5984	8758	14743	73927	76754	150681	58.0
FS161: Letsemeng	4930	5025	9955	8744	7050	15794	5718	4938	10656	1747	1892	3639	21056	22045	43101	54.6

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 7: 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

Table 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 during 2016 census. 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.

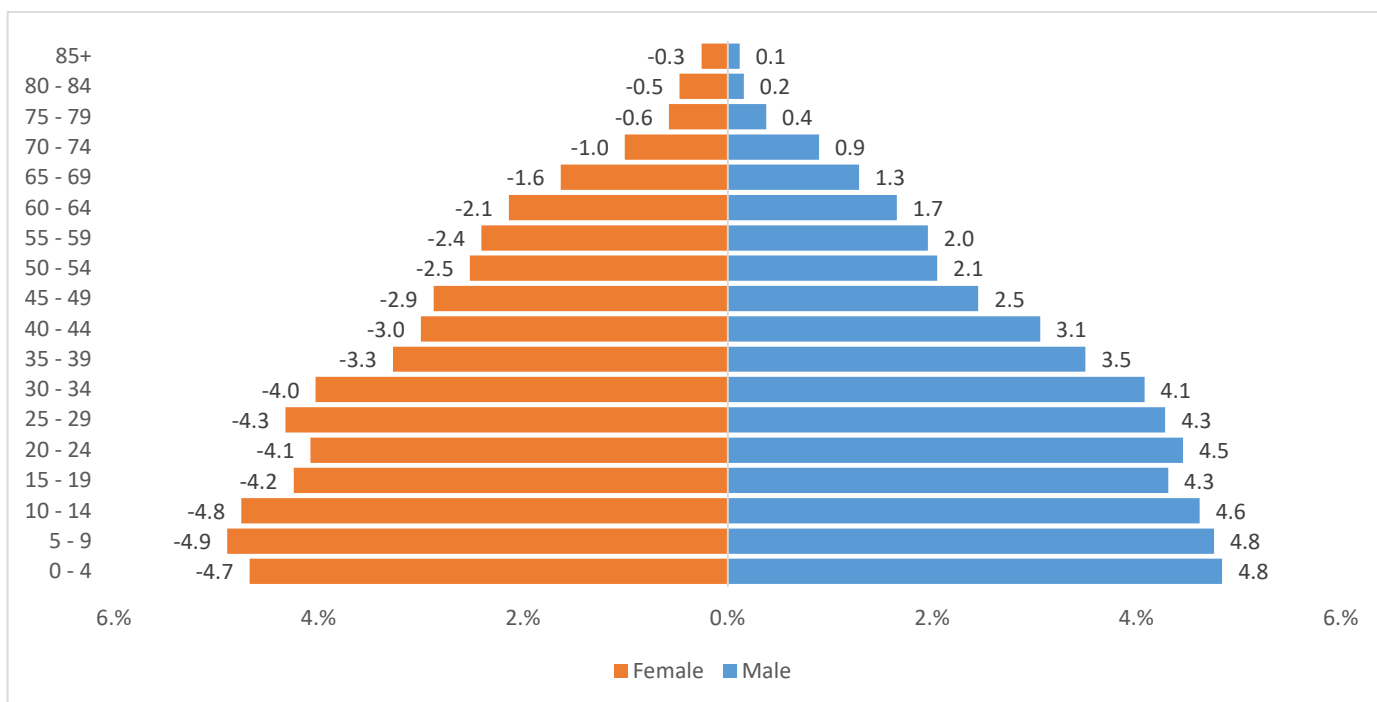
Figure 5: Distribution of population by municipality, sex and functional age group**AGE AND SEX STRUCTURE, LETSEMENG LM, 2022****Source:** Statssa

Figure 5 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.

1.3.4 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 8: Employment Status

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

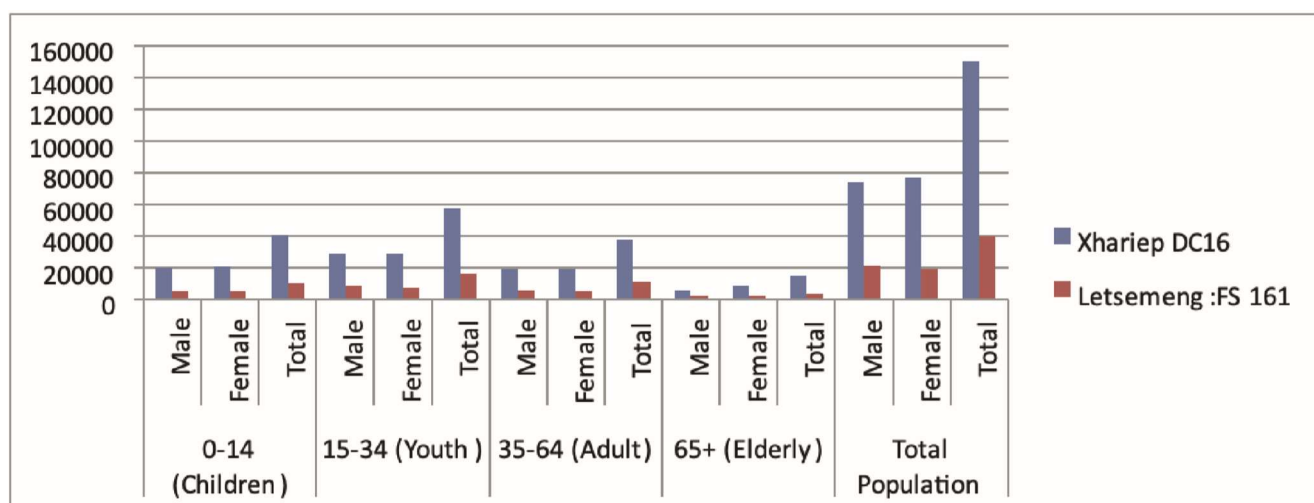
Table 6 above indicates the distribution of unemployment status, gender as well as unemployment rate of population aged between 15 and 64 years in Letsemeng local municipality for Census 2011. 9 164 thousand people were employed in 2011, 2 624 thousand were unemployed whereas 13 263 thousand were not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

Table 9: Distribution of employed population aged between 15 and 64 years by type of sector and gender in Letsemeng Local Municipality

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

Data source: Statistics South Africa, Census 2011

Table 9 above indicates the distribution of employed population aged between 15 and 64 years in Letsemeng local municipality by type of sector and gender. The overall municipal employed people were found to be in formal sector with 5 030 employed people. The informal sector was found to be more than that of private households with 2 883 employed people whereas private household had 960 employed people.



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

Table 10: Household Dynamics

Province, District and Local Municipality	Formal dwelling	%	Traditional dwelling	%	Informal dwelling	%	Other	%	Total	%
Free State	748 304	88,5	10 497	1,2	81 693	9,7	4757	0,6	845 250	100,0
DC16: Xhariep	32 814	91,0	122	0,3	2 939	8,1	189	0,5	36 064	100,0
FS161: Letsemeng	9 279	84,8	33	0,3	1 586	14,5	43	0,4	10 940	100,0

Data source: Statistics South Africa, Census 2022 and Community Survey

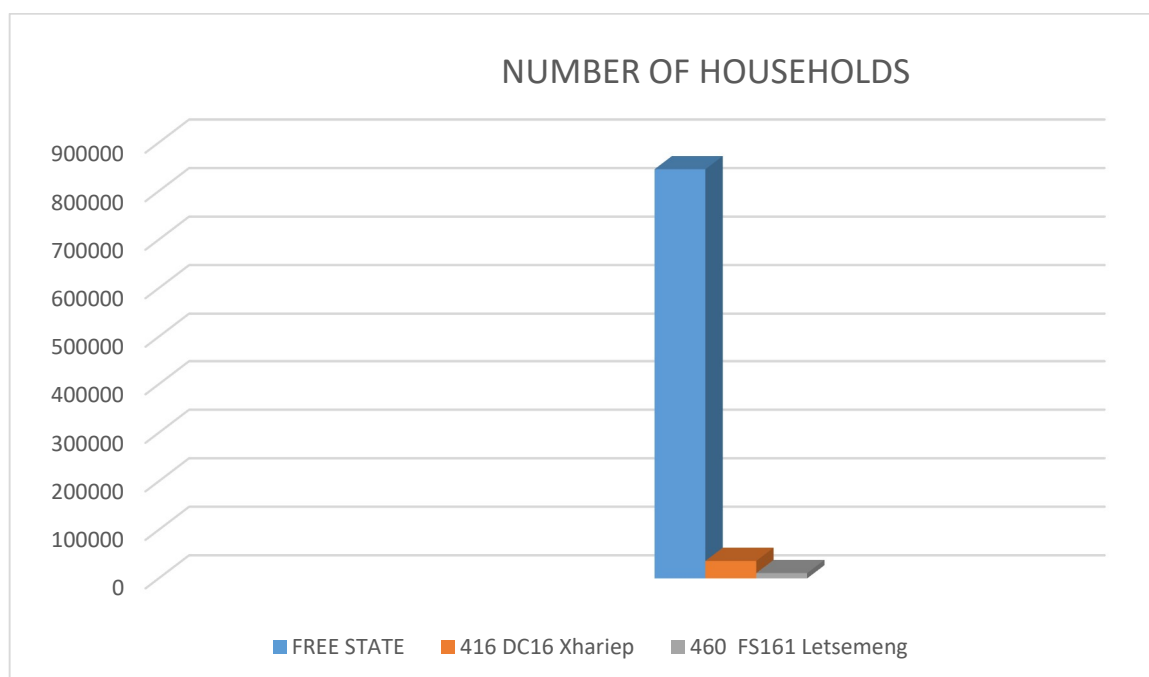
Table 9 above indicates the comparison between numbers of main dwelling that household currently lives in. Of particular note, the formal dwelling /concrete block structure has been found to be the highest followed by informal dwelling/shack not in backyard within the vicinity of Letsemeng.

Table 11: No of Household

Province, District and Municipality	Households
Free State	845 250
DC16: Xhariep	36 064
FS161: Letsemeng	10 940

Data source: Statistics South Africa, Census 2022 and Community Survey 2022

The table above indicates the total number of households between Letsemeng Local Municipality, Province and District. The municipality is sitting with 10 940 total number of households within the area of Letsemeng.

Figure 5: No. of Households**Table 12:** Distribution of population by Letsemeng Local Municipality and broad age groups, Census 2022

	0-14		15-59		60+		Total	
	N	%	N	%	N	%	N	%
DC 16: Xhariep	36 971	28,1	79 799	60,5	15 128	11,5	131 898	100.0
FS161: Letsemeng	12 300	28,5	26 246	60,9	4 554	10,6	43 100	100.0

Data source: Statistics South Africa, Census 2022

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.

1.3.5 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.

Table 13: Orphan hood

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

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

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

1.4 ECONOMIC ANALYSIS

The socio-economic development of the municipality is centred on agriculture. The municipal area also has mining activities, with diamonds being the major natural resource that helps with employment creation. The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Letsemeng Local Municipality.

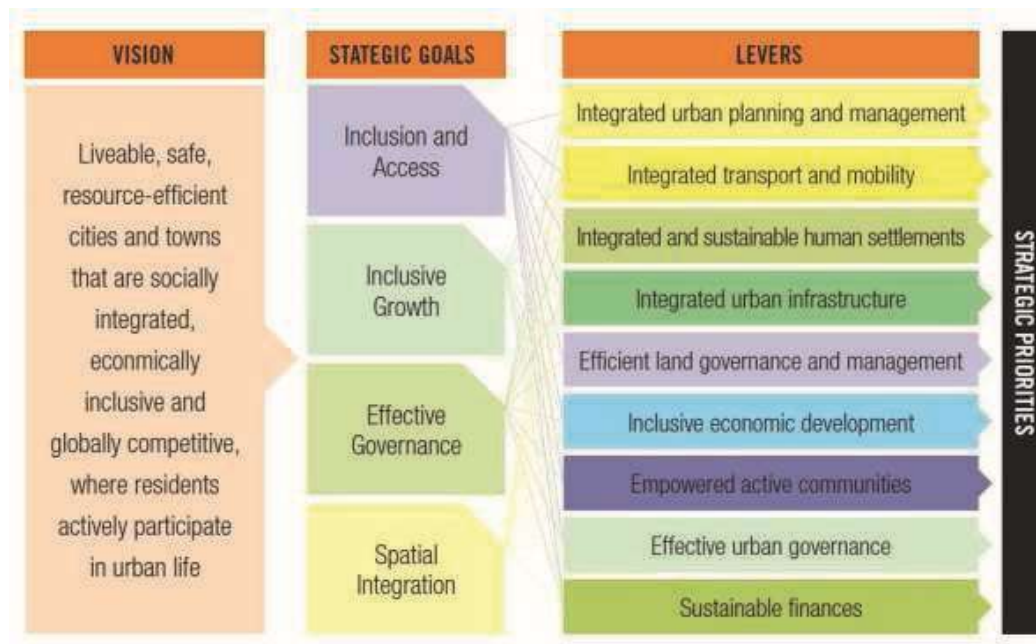


Table 14: gross value added (gva) by broad economic sector - Letsemeng local municipality, 2016 [billions, current prices]

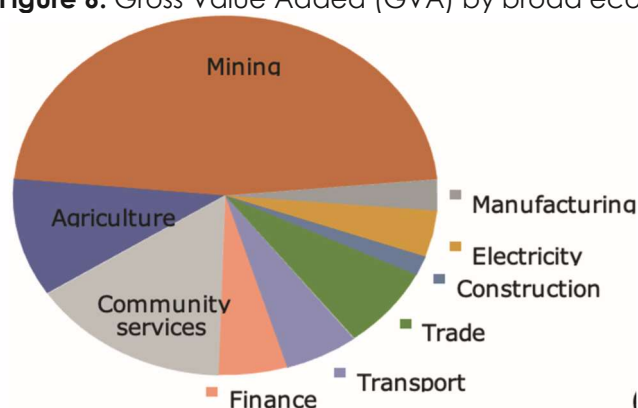
Letsemeng		Xhariep	Free State	National Total	Letsemeng as % of district municipality	Letsemeng as % of province	Letsemeng as % of national
Agriculture	0.2	0.8	9.4	94.4	23.2%	1.92%	0.19%
Mining	0.8	0.9	19.7	304.4	92.0%	4.05%	0.26%
Manufacturing	0.0	0.2	22.5	517.4	26.7%	0.21%	0.01%
Electricity	0.1	0.1	9.1	144.1	55.7%	0.78%	0.05%
Construction	0.0	0.2	4.8	154.3	16.1%	0.62%	0.02%
Trade	0.1	0.7	27.4	589.7	18.2%	0.46%	0.02%
Transport	0.1	0.5	20.7	389.2	19.7%	0.46%	0.02%

Finance	0.1	0.5	33.0	781.7	16.8%	0.27%	0.01%
Community services	0.3	1.8	49.5	894.2	14.7%	0.53%	0.03%
Total Industries	1.7	5.6	196.2	3,869.5	30.2%	0.86%	0.04%

Source: IHS Markit Regional eXplorer version 1070

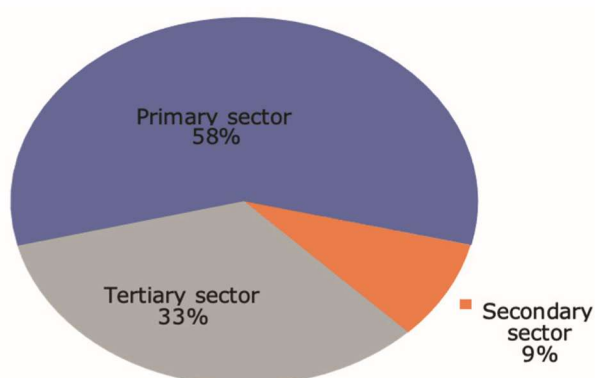
In 2016, the mining sector is the largest within Letsemeng Local Municipality accounting for R 798 million or 47.1% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Letsemeng Local Municipality is the community services sector at 15.3%, followed by the agriculture sector with 10.7%. The sector that contributes the least to the economy of Letsemeng Local Municipality is the construction sector with a contribution of R 29.9 million or 1.76% of the total GVA.

Figure 6: Gross Value Added (GVA) by broad economic sector Letsemeng Local Municipality, 2016



(Source: IHS Markit Regional eXplorer version 1070)

Figure 7: Gross Value Added by aggregate sector



(Source: IHS Markit Regional eXplorer version 1070)

1.4.1 Primary

Between 2006 and 2016, the agriculture sector experienced the highest positive growth in 2008 with an average growth rate of 12.6%. The mining sector reached its highest point of growth of 19.5% in 2010. The agricultural sector experienced the lowest growth for the period during 2015 at -23.2%, while the mining sector reaching its lowest point of growth in 2009 at -19.8%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

1.4.2 Secondary Sector

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. Between 2006 and 2016, the manufacturing sector experienced the highest positive growth in 2015 with a growth rate of 6.8%. The construction sector reached its highest growth in 2009 at 16.0%. The manufacturing sector experienced its lowest growth in 2013 of -17.4%, while construction sector reached its lowest point of growth in 2013 with a -7.1% growth rate. The electricity sector experienced the highest growth in 2015 at 4.0%, while it recorded the lowest growth of -20.7% in 2008.

1.4.3 Tertiary Sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The trade sector experienced the highest positive growth in 2011 with a growth rate of 5.4%. The transport sector reached its highest point of growth in 2015 at 5.4%. The finance sector experienced the highest growth rate in 2009 when it grew by 6.6% and recorded the lowest growth rate in 2013 at -9.8%. The Trade sector had the lowest growth rate in 2008 at -11.6%. The community services sector, which largely consists of government, experienced its highest positive growth in 2009 with 6.0% and the lowest growth rate in 2008 with -8.7%.

Letsemeng Local Municipality is less diversified in terms of its economic activity spread than the province's economy as a whole. The Letsemeng Local Municipality has a very high concentrated mining sector.

Letsemeng Municipal economy is characterised by the following:

- Mining and agricultural sector are the largest contributor to the local economy.
- The decline in the agricultural sector over the recent years has had an adverse effect on the employment potential of the rural areas.
- Luckhoff has the highest unemployment rate.
- Petra Diamond Mines contributes major part to the local economy.

1.5 LEGISLATIVE ANALYSIS

Section 40 of the Constitution of the Republic of South Africa, 1997, states that the three spheres of government are distinctive, interdependent and interrelated. They are autonomous but must co-exist and have to co-operate on decision-making, and co-ordinate budgets, policies and activities, particularly for those functions that cut across the government spheres.

Co-operative governance means that national, provincial, and local government should work together to provide citizens with a comprehensive package of services. They have to assist and support one another, share information, and co-ordinate their efforts.

Implementation of policies and government programmes particularly require close cooperation between the three spheres of government.

A number of policies, strategies and development indicators have been developed in line with the prescriptions of legislation to ensure that all government activities are aimed at meeting the developmental needs of local government.

The following sections outline the national, provincial and district policy directives, sector plans and legislation, which set the strategic direction to which LLM must align for coherent planning, budgeting and implementation of programmes and projects.

1.5.1 The 2030 Agenda for Sustainable Development - Sustainable

Development Goals

In 2015 all member states of the United Nations adopted the 2030 Agenda for Sustainable Development. The 17 Sustainable Development Goals (SDGs) are a call for action by all countries developed and developing in a global partnership.

The SDGs recognise that ending poverty and other deprivations must go hand in hand with strategies that improve health and education, reduce inequality, and spur economic growth including addressing the effects of climate change and working to preserve our natural assets. The figure that follows highlights the SDGs that must be used as a guideline for all planning directives in South Africa.



1.5.2 Agenda 2063: The Africa We Want

The African Union, in its effort to transform Africa into a global powerhouse, has developed the Agenda 2063. The Agenda 2063 is a strategic framework for the continent to achieve inclusive and sustainable development and a Pan African drive for unity, self-determination, freedom, progress, and collective prosperity pursued under Pan-Africanism and the African Renaissance. The Agenda 2063 encompasses aspirations for the Africa we want, which are:

- A prosperous Africa based on inclusive growth and sustainable development

- An integrated continent, politically united and based on the ideals of pan-Africanism and the vision of Africa's Renaissance
- An Africa of good governance, democracy, respect for human rights, justice, and the rule of law •
A peaceful and secure Africa
- An Africa with a strong cultural identity, common heritage, shared values, and ethics
- An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children
- Africa as a strong, united and influential global player and partner.

The Agenda 2063 captures Africa's aspirations for the future and identifies key flagship programmes which can boost Africa's economic growth and lead to the rapid transformation of the continent. Agenda 2063 outlines key activities to be undertaken in its ten-year implementation plans which will ensure that Agenda 2063 delivers both quantitative and qualitative transformational outcomes for Africa's people.

1.5.3 National Development Plan

The South African Government through the Presidency published the NDP 2030 in 2012. The plan aims to eliminate poverty and reduce inequality by 2030. The plan has the target of developing people's capabilities to improve their lives through education and skills development, healthcare, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety.

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

- Creating jobs and improving livelihoods;
- Expanding infrastructure;
- Transition to a low-carbon economy;
- Transforming urban and rural spaces;
- Improving education and training;
- Providing quality healthcare;
- Fighting corruption and enhancing accountability; and
- Transforming society and uniting the nation.

At the core of the plan is to eliminate poverty and reduce inequality and the special focus on the promotion of gender equity and addressing the pressing needs of the youth.

More importantly for efficiency in local government, the NDP 2030 proposes eight targeted actions listed as follows:

- Stabilise the political-administrative interface;
- Make public service and local government careers of choice;
- Develop technical and specialist professional skills;
- Strengthen delegation, accountability, and oversight;
- Improve interdepartmental co-ordination;

- Assume a proactive approach in improving national, provincial, and local government relations;
- Strengthen local government; and
- Clarify the governance of state-owned enterprises (SOEs).

1.5.4 Medium Term Strategic Framework

The Medium Term Strategic Framework (MSTF 2019–2024) is the implementation plan for the NDP 2030, highlighting the national development priorities for the sixth administration. This is built on three fundamental pillars: a strong and inclusive economy, capable South Africans, and a capable developmental state.

The framework aims to address the triple challenges of poverty, inequality, and unemployment through seven priorities highlighted as follows:

- Priority 1: Building a capable, ethical, and developmental state
- Priority 2: Economic transformation and job creation
- Priority 3: Education, skills, and health
- Priority 4: Consolidating the social wage through reliable and quality basic services
- Priority 5: Spatial integration, human settlements, and local government
- Priority 6: Social cohesion and safe communities
- Priority 7: A better Africa and world

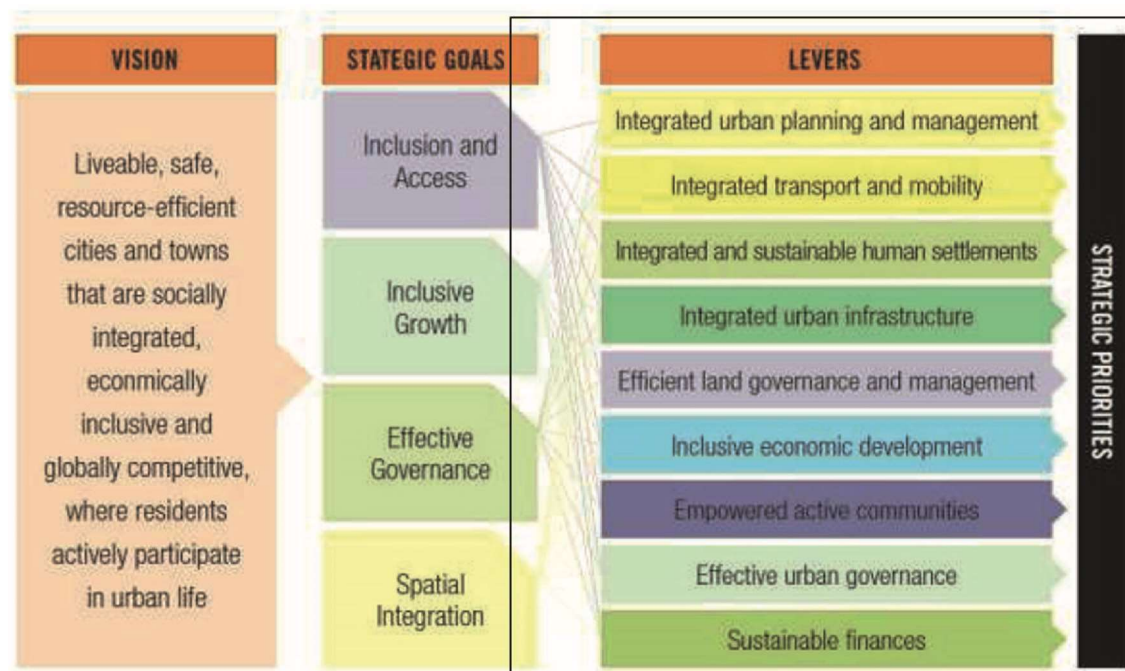
1.5.5 Integrated Urban Development Framework

The Integrated Urban Development Framework (IUDF) responds to the post 2015 SDGs, in particular to Goal 11: Making cities and human settlements inclusive, safe, resilient and sustainable.

It also builds on various chapters of the NDP 2030 and extends Chapter 8: Transforming human settlements and the national space economy and its vision for urban South Africa. The vision, strategic goals and policy levers are listed in the figure that follows:



Figure 9: Integrated Urban Development Framework (IUDF) – Vision, Strategic



Three cross-cutting IUDF priorities are intended to be included in the conceptualisation and implementation of the IUDF policy levers.

- **Rural-urban interdependency:** This concept recognises the need for a more comprehensive integrated approach to urban development that responds to both the urban and the rural environments.
- **Urban resilience:** This describes urban environmental sustainability as well as disaster risk reduction and mitigation interventions in the planning and management of urban areas.
- **Urban safety:** This refers to the importance of people's safety in public spaces, which is an essential ingredient for creating liveable and prosperous cities.

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 KSTR.

Table 15: Districts and Local Municipalities will be affected by the KSTRP in the Free State

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

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.

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 16: Region of diverse opportunities

DESCRIPTION	ATTRIBUTES
The area includes Letsemeng Local Municipal area with the north western and south western sections of Kopanong Local Municipal area	<ul style="list-style-type: none"> ▪ The socio-economic growth of the municipality is centred on agriculture. ▪ The municipal area also has mining activities, with diamonds being the major natural resource that helps with employment creation. ▪ The area north-east of Reddersburg and the area around Petrusburg has the highest concentration of land with a grazing capacity of 0-33ha. This is in correlation with the irrigation belt which lies within the Letsemeng Local Municipality and Land capability in this region ranges between 30% - 80%. The region around Oppermans and the area north and west of Smithfield are least capable agricultural land, as they <30% strategically located. ▪ Pivots area largely located in the western parts of the district in the Letsemeng Local Municipality as well as along the western boundary, with a significant number of pivots found in and around the town of Jacobsdal. The location of the critical biodiversity areas, formal conservation areas and protected areas is in correlation with the location of canals, irrigated land and high agricultural land within the district. ▪ There is a need for effective development and beneficiation of agricultural produce, creation of decent jobs on farm and establishing Agri-villages for local economic development. A developmental approach to the settlement of restitution claims will be taken ▪ The data indicates that the Letsemeng Local Municipality has a greater affinity to the successful farming of irrigated land ▪ The Xhariep district is a semi-arid area with extensive farming, mainly sheep. The district comprises of open grasslands with small widely dispersed towns.
	<ul style="list-style-type: none"> ▪ 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 activities have potential of attracting people and other economic activities.
	<ul style="list-style-type: none"> ▪ A number of game farms have been identified in Petrusburg, Luckhoff, Phillipolis and Bethulie.
	<ul style="list-style-type: none"> ▪ Large portion of the available agricultural land is suitable for livestock production.
	<ul style="list-style-type: none"> ▪ 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.
	<ul style="list-style-type: none"> ▪ Agricultural commodities have been identified for the Xhariep district. They are venison, aquaculture and livestock (beef and mutton)
	<ul style="list-style-type: none"> ▪ Agricultural diversity in the Jacobsdal area supported by;

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

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.

Community Participation Assessment

Section 16(1) and Section 29(1) of the Local Government: Municipal Systems Act (No. 32 of 2000) outline the processes and procedures to be adhered to in terms of community participation.

Based on the legislative requirements, public participation forms an integral part of the Letsemeng IDP process. Communities were afforded the right to make representations and engage on the drafting of the IDP considering the needs of their communities.

Between May and June 2024, the municipality conducted public engagements with communities to ensure its planning is aligned to community needs to budget accordingly.

The municipality had separate public engagements in terms of stakeholders and community participation.

Table 17: PUBLIC ENGAGEMENTS 2025/26 FY IDP AND BUDGET (Community and stakeholders Schedule)

WARD	COUNCILLOR	STAKEHOLDER/COMMUNITY	TIME	DATE	VENUE
1	Itumeleng Ramohlabi Luckhoff	- Commonage Farmers - NPOs &NGOs - Community	10H00 - 11H00 11H00 - 12H00 15H00 - 17H00	19/05/2025	Ebenezer Church
		Cleaning Campaign	09H00 - 16H00	23/05/2025	Luckhoff
2&7	Vuyani Stuurman Semakaleng Lichaba Jacobsdal	- Commonage Farmers - NPOs &NGOs - Community	10H00 - 11H00 11H00 - 12H00 15H00 - 17H00	06/05/2025	Recreational Centre
		Cleaning Campaign	09H00 - 16H00	07/05/2025	Jacobsdal
3 & 6	Molahlehi Lebaka Kgomofo Molusi Petrusburg	- Farmers Association - Commonage Farmers - NPOs &NGOs - Community	09H00 - 10H00 10H00 - 11H00 11H00 - 12H00 15H00 - 17H00	08/05/2025	Petrusburg Library Community Hall
		Cleaning Campaign	09H00 - 16H00	09/05/2025	Petrusburg
4 & 5	Xolani Mthukwane Thato Khumalo Koffiefontein	- Commonage Farmers - Business & NPOs &NGOs - Community	10H00 - 11H00 11H00 - 13H00 15H00 - 17H00	15/05/2025	MPCC
		Cleaning Campaign	09H00 - 16H00	16/05/2025	MPCC
7	Semakaleng Lichaba Oppermansgronde	*Farmers, NPOs & NGOs *Community Meeting	10H00 - 11H00 14H00 - 16H00	14/05/2025	War room Oppermansgronde
		Cleaning Campaign	09H00 - 16H00	22/05/2025	Oppermansgronde
	Phambili	Community Meeting	15H00 - 16H00	20/05/2025	Phambili Primary School

Identify Areas of need

The core services that local government provides (clean drinking water, sanitation, electricity, shelter, waste removal, and roads) are basic human rights, and essential components of the right to dignity as enshrined in our Constitution and Bill of Rights, and according to the Back-to-Basics Programme.

LLM strive to provide each resident with the same level of services irrespective of their standing in society.

SAMMARY: 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 Koffi efontein

Ward 6 – Bolokanang (portion) and Petrusburg

Ward 7- Phambili, Oppermansgronde and Sanderhoogte



Table 18: Community needs analysis**Non-Municipal Competency Needs**

IDP REF	COMMUNITY NEED	LOCATION	WARD	DEP/SOE
1	Budget for toilet facilities and electrification of the 450 sites	Luckhoff	1	Human Settlements and INEP
2	Construction of Clinic	Luckhoff	1	Department of Health
3	Request for Community hall	Luckhoff	1	Department of Public works
4	Ambulance station	Luckhoff	1	Department of Health
5	Police station	Luckhoff	1	Department of Community safety, roads and transport
6	Piggery project	Luckhoff	1	Department of Agriculture
7	Youth development centre	Luckhoff	1	Department of Sports, Arts and recreation
8	Housing with ablution infrastructure	Luckhoff	1	Human Settlements
9	Assistance with food and medication for animal	Luckhoff	1	Department of Agriculture
10	Avail land for agriculture	Luckhoff	1	Department of Agriculture
11	Crawls	Luckhoff	1	Department of Agriculture
12	Indoor sports centre	Luckhoff	1	Department of Sports, Arts and recreation
13	Maize meal production	Luckhoff	1	Department of Agriculture
14	Increase the dam capacity	Luckhoff	1	LLM/Department of Agriculture
15	Art Skills and recreational centre	Luckhoff	1	Department of Sports, Arts and recreation

16	Budget for the infrastructure in Riemvasmak	Luckhoff	1	Human Settlements
17	Maintenance of access roads	Luckhoff	1	LLM/Department of Community safety, roads and transport
18	Provide the necessary assistance to local business in Luckhoff	Luckhoff	1	DESTEA
19	Make provision for irrigation land	Luckhoff	1	LLM/Department of Agriculture
	Facility for Old age (home)	Luckhoff	1	Department of Social Development
20	Improve support of commonage farmers	Luckhoff	1	LLM/Department of Agriculture
21	Conduct municipal audit on agricultural and make provision to black farmer	Luckhoff	1	LLM, Agriculture and Public Works
22	Construction of paved road (Maeliefie, Roosboom, Anblom, Voeltjie & Relebohile 2 & 3	Luckhoff	1	LLM/Department of Community safety, roads and transport
23	Licensed and compliant dumping sites	All towns	1 - 7	LLM/Department of Environmental affairs
24	Regular physical verification Of available land	Jacobsdal	2 & 7	LLM, Agriculture and Public Works
25	Priorities the fencing of commonage land at Revier Kamp	Jacobsdal	2 & 7	LLM, Agriculture and Public Works
26	Overgrazing	Jacobsdal	2 & 7	LLM, Agriculture and Public Works



27	Assist affected farmers with latest army-worm decease disaster that had a bad impact on their production	Jacobsdal	2 & 7	LLM, Agriculture and Public Works
28	Improve access road in Riemvasmak	Jacobsdal	2	LLM/Department of Community safety, roads and transport
29	Access to communal taps and toilets (Riemvasmak)	Jacobsdal	2	Human Settlements
30	Budget for the of seven (7) houses without electricity at the R10 sites	Jacobsdal	2/7	Human Settlements
31	Improve community policing (SAPS)	Jacobsdal	2/7	SAPS
32	Request for an active Recreational facility	Koffiefontein	4	Department of Sports, Arts and recreation
33	Refurbishment of the swimming pool in town	Koffiefontein	4	Department of Sports, Arts and recreation & Public works
34	Community hall in Diamandthoogte	Koffiefontein	4	Dept of Public Works
35	Refurbishment of Daniel Moopela Hall	Koffiefontein	5	Dept of Public Works
36	Construction of a Community hall and Sport facility	Oppermans	7	Department of Sports, Arts and recreation & Public works
37	Maintenance of the access	Oppermans	7	LLM/Department of Community safety, roads and transport

	Extension of old age home	Oppermans	7	Department of Social Development
38	Prioritise residents sites and housing	Oppermans	7	LLM/Department of Human Settlements
39	Budget for more residential sites	Phambili	7	LLM/Department of Human Settlements
40	Repair road conditions of the streets in town	Petrusburg	3	Department of Public works
41	Upgrading of the Bolokanang Community hall	Petrusburg	3 & 7	Department of Sports, Arts and recreation & Public works
42	A maximum of 15t vehicles should be allowed in town	Petrusburg	3 & 7	LLM/Department of Community safety, roads and transport
43	Replacement of pit toilets	Petrusburg	3	LLM/Department of Human Settlements
44	Interventions for Drug, GBV & Alcohol abuse	All towns	1 – 7	LLM/Department of Social Development
45	Sustainable youth activities programmes	All towns	1 - 7	LLM/Department of Social Development

MUNICIPAL COMPETENCY COMMUNITY NEEDS

IDP REF	COMMUNITY NEED IDENTIFIED	AREAS	WARDS
LED AND COMMUNITY SERVICE RELATED			
45	Consider appointment of a dedicated municipal land officer	All towns	1-7
46	Draft a realistic lease agreement with commonage farmers	All towns	1-7
47	Prioritise agriculture in the area	Luckhoff	1
48	Resolve the water crisis on commonage farms	Luckhoff	1



49	Resolve the Kleingruyskop matter	Luckhoff	1
50	Unfair payment issues between commonage farmers that are sharing space (Municipality was requested to intervene on the matter)	Jacobsdal	2& 7
51	Request for new payment agreement with commonage farmers	Jacobsdal	2& 7
52	Older occupants should be held accountable with their outstanding debt	Jacobsdal	2& 7
53	Conduct regular site visits and inspection of commonage farms	Jacobsdal	2& 7
54	Improved service delivery and municipal involvement with commonage farmers	All towns	1-7
55	Review the commonage policy	All towns	1-7
56	Propose a minimal rate for commonage farmers	All towns	1-7
57	Address farmers grievances through the lease agreement	All towns	1-7
58	Implement bylaws to improve commonage managements	All towns	1-7
59	Commercial farmers with potential investments on commonage land	Jacobsdal	2& 7
60	Make the commonage policy available to farmers	Koffiefontein	4 & 5
61	Create sustainable Jobs	All towns	1-7
62	Distribution of the available commonage land	All towns	1-7
63	Prioritise business sites	All towns	1-7

64	Recycling of landfill sites	Koffiefontein	4 & 5
65	Youth skills development programmes	All towns	1 – 7
68	Improve business opportunities for lower grade contractors	All towns	1- 7
69	Wholesale markets	Koffiefontein	5
70	Filling station in Dithlake	Koffiefontein	5
71	Local radio station	Koffiefontein	5
72	Identify and Audit available municipal land	Koffiefontein	4 & 5
73	Regulate foreign Spaza shops	All towns	1-7
74	Make provision for commonage land	Oppermans	7
75	Improve LED assistance	Oppermans	7
76	Fencing of the dumping-sites and sewer plant station	Oppermans	7
77	fencing of communal ground on the N8	Petrusburg	3 & 6
78	Ensure proper development for the growth of commonage farmers in the area	Petrusburg	3 & 6
79	Priorities the economic development of the N8	Petrusburg	3 & 6
80	Fruit and Vegetables Market on the N8	Petrusburg	3 & 6
81	Distribute vacant land for business	Petrusburg	3 & 6
WATER AND SANITATION			
82	Minimal Water supply to commonage occupants	Jacobsdal	2& 7
83	Consistent water supply	All towns	1-7
84	Budget for the Sewer Plant in Luckhoff	Luckhoff	1
85	Increase the pipe sizes in order to meet demand	Luckhoff	1
86	Increase the dam capacity	Luckhoff	1



87	Curb continuous water supply challenge of in Riemvasmak	Jacobsdal	2
88	Storm-water drainage systems remains a challenge in some areas	Jacobsdal	2 & 7
89	Consistent water supply challenges at Ethembeni clinic	Koffiefontein	4
90	Prevent water contaminations from sewerage spillages	All towns	1-7
91	Circumvent Sewer spillage into boreholes	Petrusburg	3
92	Maintenance of boreholes and restoration of	Petrusburg	3 & 7
93	Restore wastewater reticulation plant	Petrusburg	3 & 7
94	Water remains a serious challenge to farmers	Petrusburg	3 & 7
95	Increase water supply in order to meet the demand	Petrusburg	3 & 7
96	Maintenance of water channels and increase supply	Petrusburg	3 & 7
97	Outsourcing the cleaning of storm-water channels to locals	Petrusburg	3 & 7
OMM, SPEAKER & MAYOR'S OFFICE			
98	Improve stakeholders consultation of the municipality	All towns	1-7
99	Lack of feedback from respective ward councillors	All towns	1-7
100	Improve indigent registration	All towns	1-7
101	Lack of transparency with Learnership programs	All towns	1-7
102	Letsemeng Sports confederation requested for an memorandum of Understanding between them and the municipality	Koffiefontein	5

103	Prioritise the renting of the municipal sports facility	Koffiefontein	5
104	Proper maintenance and overseeing of community facilities	Koffiefontein	4 & 5
105	Appointment of Competent and reliable Contractors	Koffiefontein	4 & 5
106	Propose to increase the electricity indigent benefit to 70kwh units	All towns	1 – 7
107	Improve Ward Committee involvement	All towns	1 – 7
108	Attenuate wasteful and fruitless expenditure on Capital projects	All towns	1 – 7
109	Municipal traffic & Police to enforce bylaws	All towns	1 – 7
110	Acquire investment opportunities for the Municipality	All towns	1 – 7
111	Interventions for substance abuse and GBV	All towns	1 – 7
112	Locomote Motheo nearer to students	Koffiefontein	4 & 5
113	Fair treatment to all SMMEs and contractors in the supply chain processes	All towns	1 – 7
114	Brick wall fencing for graveyards and pump-stations	All towns	1 – 7
115	Consider and support new and upcoming contractors in Letsemeng	All towns	1 – 7
116	Prioritise the appointment of securities	All towns	1 – 7
117	The municipality need to identify services that can be provided to Letsemeng LM, by local business	All towns	1 – 7
118	Assist in categorising businesses and classify them in the different industries for fair business practise amongst all SMMEs, Contractors and Subcontractors	All towns	1 – 7



119	The municipality must come with a rotational process/plan for appointing different contractors	All towns	1 – 7
120	Drafting of a local contractor development policy and plan assisted by Letsemeng LM	All towns	1 – 7
121	The 5% mentioned in the Contractor policy, should go for enterprise development and not subcontractors	All towns	1 – 7
122	The municipality must ensure that the commitments made by Petra Diamonds on SLP 4 gets realised	Koffiefontein	4 & 5
123	Office space for substance abuse victims assistance	Oppermans	7
124	Assist with facilities for NGOs & NPOs	Oppermans	7
125	Designate budget of Capital projects for Oppermans residents	Oppermans	7
126	Improve Councillor visibility	Phambili	7
127	Prioritise the development of the area	Phambili	7
128	Required assistance for the relocation and reconstruction of shacks	Phambili	7
12	Escalate and improvement of YDO involvement	Petrusburg	3 & 7
130	Conduct profile verification of contractors to avoid appointment of incompetent contractors	Petrusburg	3 & 7
131	Contractors should be held accountable for incomplete jobs	Petrusburg	3 & 7
ELECTRICITY			
132	Repair non-functional streetlights	Jacobsdal	2& 7
133	Improve electrical teams' response to complains	Jacobsdal	2& 7

134	Locally based electrical assistant	Jacobsdal	2 & 7
135	Capacitate the YDO office	All towns	1 – 7
136	Increase the number of high mast lights	Oppermans	7
137	Make budget provision for Cherry Picker, Grader & TLB	Petrusburg	3 & 6
INFRASTRUCTURE			
138	Functional high mast light (Riemvasmak)	Jacobsdal	2
139	Priorities the appointment of security guard for municipal infrastructure and buildings	All towns	1-7
140	Access road maintenance requested at the R10 sites and Generations	Jacobsdal	2/7
141	Proper access roads in 252 residential site	Koffiefontein	4
142	Allocate funds for more priority issues like Water and Sanitation infrastructure	All towns	1-7
143	Taxi rank in town with ablution facilities	Koffiefontein	5
145	Upgrade supply pipelines to accommodate future development	All towns	1-7
146	Public ablution facilities in town		
147	Priorities the restoration of the sewerage systems of Petrusburg	Petrusburg	3 & 6
148	Budget for storm water drainage system restoration and toilets in Chakaville	Petrusburg	3 & 6
149	Access road	Petrusburg	3 & 6
150	increase boreholes capacity	Petrusburg	3 & 6
151	Restore storm-water drainage channels	Petrusburg	3 & 6



CHAPTER 2: INTRODUCTION

2.1 BACKGROUND, LEGISLATIVE & MANDATE

A municipality is compelled by legislation, the Local Government: Municipal Systems Act (No. 32 of 2000), to prepare an Integrated Development Plan (IDP) after the establishment of a newly elected Council for a five-year electoral term.

Letsemeng Local Municipality (LLM) adopted a 5-year IDP in June 2022 that provided detail on how it will manage and administer its affairs to meet the service delivery needs of its communities during the 2022-2027 term. The Act further stipulates that the municipality shall review the IDP on an annual basis as changing circumstances deem necessary. Therefore, this version of the IDP culminates in the 2024/2025 IDP review.

Communities have lost hope in the ability of municipalities to deliver services due to poor governance, corruption, and maladministration. The Auditor-General of South Africa highlights these challenges on an annual basis but the situation has deteriorated with some municipalities indebted, unable to render services, owing service providers and unable to pay salaries.

It is within this context and status quo that the 5th Generation IDP should be a beacon of hope to disgruntled and destitute communities. The IDP needs to introduce innovative and creative means and ways to render service delivery while improving the living conditions of these communities. The programmes and projects introduced should be labour-intensive and create sustainable job opportunities while also intensifying employment efforts of the Expanded Public Works Programme (EPWP) and Community Work Programme (CWP).

The 4th Industrial Revolution presents the opportunity to take advantage of technology to improve service delivery, communication and digitisation of systems and processes. LLM needs to ensure that it creates an environment conducive for business to thrive by reducing red tape and improving the ease of doing business. To leverage partnership and collaboration, the municipality should build strong stakeholder relationships and interventions to attract new investments and retain existing investments.

It is important for the municipality to remain people-centred, ensure continuous communication and further involve communities in decision-making. Given the challenges above, it is important that the 5th Generation IDP give hope and instil confidence in the communities that municipalities can improve their socioeconomic conditions, grow the economy, and create jobs.

2.2 POWERS AND FUNCTIONS OF THE MUNICIPALITY

Section 156(1) (a) of the Constitution provides that a municipality has authority over the local government matters listed in Schedules 4B and 5B. Thus, Letsemeng Local Municipality has derived these original powers from the Constitution itself.

A municipality also has the right to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its Schedules 4B and 5B functions. The municipality has a policy on Delegation of Powers in terms of Section 59 of the Municipal Systems Act, 32 of 2000.

These delegations were adopted by the Council during in June 2022. Section 59 of the Municipal Systems Act provides that a Municipal Council may in accordance with its system of delegation, delegate appropriate powers to any of the Municipality's political structures, political office bearers, Councillors, or staff members. Section 60 of Municipal Systems Act No. 32 of 2000 provides that powers may, within a policy framework determined by the municipal council, be delegated to an executive committee or mayor only:

- a) Decisions to expropriate immovable property or rights in or to immovable property; and
- b) The determination or alteration of the remuneration, benefits, or other conditions of service of the municipal manager or managers directly responsible to the municipal manager.

The Municipal manager as head of administration of a municipality is, subject to the policy directions of the municipal council, is responsible for—

- b) The formation and development of an economical, effective, efficient and accountable administration
 - c) Equipped to carry out the task of implementing the municipality's integrated development plan in Accordance with Chapter 5.
- ii) Operating in accordance with the municipality's performance management system in accordance with Chapter 6;
- Responsive to the needs of the local community to participate in the affairs of the municipality.

- The management of the municipality's administration in accordance with this Act and other legislation applicable to the municipality;
- The implementation of the municipality's integrated development plan, and the monitoring of progress with implementation of the plan;
- The management of the provision of services to the local community in a sustainable and equitable manner;
- The appointment of staff other than those referred to in section 56 (a), subject to the Employment Equity Act, 1998 (Act No. 55 of 1998);
- The management, effective utilisation and training of staff;
- The maintenance of discipline of staff;

The promotion of sound labour relations and compliance by the municipality with applicable labour legislation; Advising the political structures and political office bearers of the municipality;

- Managing communications between the municipality's administration and its political structures and political office bearers;
- Carrying out the decisions of the political structures and political office bearers of the municipality;
- The administration and implementation of the municipality's by-laws and other legislation;
- The exercise of any powers and the performance of any duties delegated by the municipal council, or sub delegated by other delegating authorities of the municipality, to the municipal manager in terms of section 59;



Facilitating participation by the local community in the affairs of the municipality;

- Developing and maintaining a system whereby community satisfaction with municipal services is assessed;
- The implementation of national and provincial legislation applicable to the municipality; and
- The performance of any other function that may be assigned by the municipal council. As accounting officer of the municipality, the municipal manager is responsible and accountable for—
- All income and expenditure of the municipality;
- All assets and the discharge of all liabilities of the municipality; and

Proper and diligent compliance with the Municipal Finance Management Act

2.3 PROCESS FOLLOWED TO DEVELOP THE IDP

The Local Government: Municipal Systems Act 32 of 2000 prescribe that the council of a municipality to encourage the involvement of the local community and to consult the local community about:

- ❖ The level, quality, range and impact of municipal services provided by the municipality, either directly or through another service provider and
- ❖ The available options for service delivery.

It instructs municipalities to promote gender equity in the exercise of the municipality's executive and legislative authority. The law further accords members of the local community the right to:

- ❖ Contribute to the decision-making processes of the municipality and
- ❖ Submit written or oral recommendations, representations and complaints - to the municipal council or to another political structure or a political office bearer or the administration of the municipality.

Letsemeng Local Municipality has made every effort to ensure participation by members of the local community in the development of the IDP. The process included the interaction with communities at ward levels and interactions with other groups (rural communities, business and commonage, etc) which represented all towns of our municipality.

Letsemeng Local Municipality has strived to develop the IDP in an effective manner and ensuring the inclusion of all strategic plans and alignment. It is crucial to note that the IDP is the single inclusive planning process within which other processes must be located. Through the IDP process the municipality is informed about the problems affecting its municipal area and is also guided by information on other sources.

The municipality adopted the IDP/Budget Process Plan on the 30 August 2024. To assist in understanding our IDP, it is important to have knowledge of the process that we followed to compile and review our IDP.

The Process Plan was adopted with due cognizance of the IDP District Framework Plan adopted by the district which seek to guide Integrated Development Planning for the District as a whole. During this time the process involved councillors, officials, and other structures.

During all this phases, the Letsemeng Local Municipality has done everything in its power to ensure support for the implementation of the IDP by all stakeholders involved or affected by it. All stakeholders must have access

to the draft IDP and allowed to articulate their comments to avoid that the process becomes an endless exercise. The Municipality must adopt the final IDP and in terms of the Municipal Systems Act, a copy of the IDP as adopted by Municipality must be submitted to the MEC for Local Government within ten (10) days.

The MEC for Local Government may, within 30 days of receiving the IDP, request the municipality to amend or adjust the IDP in accordance with the MEC proposals.

A municipality must, within 14 days of the adoption of its IDP in terms of subsection (1) or (3) Municipal Systems Act:

- a) Give notice to the public: of the adoption of the plan, and that the copies of the plan are available for public inspection/read at specified places. E.g. all municipal offices, Libraries and the website
- b) Publicise a summary of the plan.

The IDP/BUDGET public participation meetings conducted by Letsemeng Local Municipality.

The Municipal Systems Act of 2000 indicates that Council has the duty to encourage the involvement of the local community, consulting the community about the level of quality, range and impact of municipal services provided. Community members have the right to contribute to the decision-making processes of the Municipality and to be informed of all decisions and affairs of the municipal Council.

The Act further encourages the community members to participate in the development and review of the IDP including other developmental issues through various mechanisms and concepts such as Community Based Planning.

Communities are afforded the opportunity to identify their developmental needs.

The Importance of conducting Public Participation

The following are some of the key reasons:

- Active participation of local residents is essential to improved democratic and service delivery accountability
- It enhances social cohesion as communities recognize the value of working in partnership with each other and with the municipality,
- It enhances effectiveness as communities bring understanding, knowledge, and experience essential to the regeneration process
- It enables government policies and programmes to be relevant to local communities
- It gives residents the opportunity to develop the skills and networks that are needed to address social exclusion and criminality
- It promotes sustainability as community members will have the ownership of all issues raised

Process followed

Formal invitations to other relevant stakeholders were issued beforehand and load hauling was done on the day of the public participation. Public participation engagements were conducted as per the schedule except in Jacobsdal where the community meeting did not take place due to the weather and was conducted by the Ward Councillors. Members of the community have been encouraged to attend all

municipal meetings. A community-based approach is employed in order to solicit as much inputs from the community as possible.

The following is a schedule that the municipality had developed of community engagements with dates and venues:

WARD	COUNCILLOR	STAKEHOLDER/COMMUNITY	DATE	VENUE
1	Itumeleng Ramohlabi	Commonage Farmers Business, NPOs & NGOs Community Meeting	05/04/2025	Ebenezer Church
2	Vuyani Stuurman	Commonage Farmers Business, NPOs & NGOs Community Meeting	08/04/2025	Recreational Centre
3	Molahlehi Lebaka	Commonage Farmers Business, NPOs & NGOs	11/04/2025	Petrusburg Library
4	Xolani Mthukwane	Commonage Farmers Business, NPOs & NGOs Community Meeting	10/04/2025	MPCC
5	Thato Khumalo	Commonage Farmers Business, NPOs & NGOs Community Meeting	10/04/2025	MPCC
6	Mokgobo Molosi	Commonage Farmers Business, NPOs & NGOs	11/04/2025	Petrusburg Library
7	Semakaleng Lichaba	Commonage Farmers Business, NPOs & NGOs Community Meeting	08/04/2025	Recreational Centre

IDP/BUDGET PROCESS PLAN 2025/26

Letsemeng Council adopted the IDP/ Budget process plan 2025/26 On 31 August 2024. The process plan indicates how the IDP will be implemented, the roles and responsibilities of all stakeholders, timeframes, milestones to be achieved, and alignment with the budget processes.

Schedule of the Planned Activities to Align With IDP, Budget and PMS Process Management Plan for 2025/26 Financial Year:

ACTION	LEGISLATION	RESPONSIBILITY	ACTION DATE	TO WHOM
PREPARATION PHASE				
Presentation of the Draft IDP Process Plan for 2024/25 to the IDP/ Budget Steering Committee	MFMA - Section 21(1)(b)	IDP Manager/CFO	August 2024	Mayor, Councillors and Management
Tabling of the schedule of key deadlines regarding the budget process for 2024/25 MTREF		Mayor	August 2024	Council
Submission of draft IDP Review Process to Council for approval		Mayor	August 2024	Council

Submission of adopted 2024/25 IDP/ Budget Review Process Plan to the District and COGTA		Accounting Officer	September 2024	District Municipality and COGTA
IDP/Budget Process Plan advertisement in newspapers and public places		IDP Manager	September 2024	Accounting Officer
Coordination of annual budget and IDP review process plan	MFMA - Section 21, 22, 35,36 & 53	Mayor and Accounting Officer	September 2024 June 2025	Council
PHASE 1: REVIEW ANALYSIS				
Assessment of IDP sector plans		IDP Steering Committee	September - November 2024	IDP & Sector Managers
Review of information to be added or amended to draft IDP		IDP Steering Committee	September - November 2024	Accounting Officer and all Heads of Departments
PHASE 2: STRATEGIC ANALYSIS				
Determination of strategic objectives for Key Performance Areas and 3year budget	MFMA -Section 21, 22, and 53	Mayor and Accounting Officer	January 2025	Council
1st IDP AND Budget Steering Committee Meeting Development/ Review of Key Performance Areas, Key Performance Indicators and Targets		Accounting Officer	January 2025	Mayor
Submission of Department Plans for 2025/2026 FY		Senior Managers	January 2025	CFO
1st IDP AND Budget Representative Forum Meeting		Accounting Officer	January 2025	Mayor
Ward Based Consultation process on IDP and Budget related Policies – Ward 1-7	Municipal Systems Act – Sections 16-22	Ward Councillors	Ward 1 February 2025	Council
			Ward 2 & 7 February 2025	
			Ward 3 & 6 February 2025	



			Ward 4&5 February 2025	
Tabling of the 2025/26 midyear budget performance review Audit Report and Annual Performance	MFMA - Section 72 (1)(a) MSA - Section 46	Mayor	January 2026	Council
Assessment of IDP implementation status		Accounting Officer Heads of Departments	January 2026	Council
Tabling of the 2025/2026 Adjustment Budget	MFMA - Section 69 (2)	Mayor	February 2026	Council
Review of Draft Budget related policies for the 2026/27 FY	MSA - Section 74&75 MFMA - Section 24 (2)(v)	Mayor with Accounting Officer, CFO and BTO	March 2026	Council
Review of tariffs (rates and service charges for 2026/27 FY)	MSA - Section 74 & 75 MFMA - Section 24 (2)(v)	Section 80 Finance BTO	March 2026	Council

PHASE 3: PROJECT IDENTIFICATION (REVIEW OF PROJECTS)

Review existing Project Template		IDP Steering Committee	January – March 2026	Accounting Officer
Review Development Strategies		IDP Steering Committee	October 2025 – March 2026	Accounting Officer
Ward Consultation Process on Project prioritization through Sectoral Meetings targeting Rate Payers		Mayor	March 2025	Council
Establish preliminary budget for each project		CFO and Heads of Departments	January 2025	Accounting Officer
Finalize Sector Plans		Heads of Departments	March 2025	Accounting Officer
Update 3-year Financial Plan, list of projects and 3 years Capital Investment Programme; to integrate with IDP to inform Strategic		Heads of Departments	February 2025	Accounting Officer
Preparation of the 2025/26 Financial Year's: <ul style="list-style-type: none"> Capital budget Operational budget Salaries Budget Tariff charges Revised Budget Draft SDBIP 		Chief Finance Officer	March 2025	Finance Committee

Draft Operating and Capital Budget to Management		CFO and Municipal Manager	March 2025	Finance Committee
Submission and presentation of all Capital projects for 2026/27 and the 3-year capital plan		Heads of Departments	February 2026	Council
IDP 2nd Representative Forum Meeting		Mayor	March 2026	Council
PHASE 4: PROJECT INTEGRATION				
Screening of projects		IDP Steering Committee	February 2026	Section 80 Committee Planning and Development
Integration with Municipal Budget/ SDBIP		Accounting Officer CFO and Manager Development Planning	February 2026	Section 80 Committee Planning and Development
Submission of draft Operating and Capital Budget to Council	MFMA - Section 16, 22, 23, 87 MSA – Section S34	Mayor	March 2026	Council
Submission of the draft SDBIP to the Mayor		Accounting Officer	March 2026	Mayor
Submission of 2026/27 Draft IDP to Council		Mayor	March 2026	Council
Submission of Oversight Report on the 2024/25 Annual Performance Report		MPAC Chairperson	March 2026	Council
Submission of draft IDP to COGTA for Provincial IDP Assessment		Accounting Officer	April 2026	MEC for COGTA
Provincial IDP Analysis			April 2026	COGTA
Submission of the tabled Annual budget to National Treasury and Provincial Treasury and publication of the tabled budget	MFMA - Section 22(b)	Accounting Officer	April 2026	National Treasury and Provincial Treasury



SCHEDULE OF THE PLANNED ACTIVITIES TO ALIGN WITH IDP, BUDGET AND PMS PROCESS MANAGEMENT PLAN FOR 2025/26 FINANCIAL YEAR

MONTH	ACTIVITIES		
	IDP	PMS	BUDGET
August 2024	<ul style="list-style-type: none"> • Submit Draft IDP Process Plan 2025/26 to Council and COGTA. • Ensuring alignment of the Section 56 Managers individual Scorecards with the IDP strategies • Input into targets and deadlines on the SDBIP 	<ul style="list-style-type: none"> • Signing of new performance contracts for Section 56 Managers and submission to EXCO (Section 69 of the MFMA and Section 56 of the MSA). • Prepare Departmental Business Plans • SDBIP (Component 3) for the next financial year. • Noting of 2025/26 SDBIP • Submit Chapter of the Annual Performance Report 	<ul style="list-style-type: none"> - IDP and Finance to discuss the 2025/26 Budget planning issues - Prepare budget process plan and timetable for the 2025/26 Multiyear budget. - Previous year Section 56 Managers Performance Assessments - Submit the Draft Annual Financial Statements

September 2024	<ul style="list-style-type: none"> - IDP to review comments received from the MEC on the previous year's IDP COGTA submission. This to be done with Senior Managers / steering committee / task team - IDP Review Process approved - Revision or initiation of new sector plans. - Place advertisement for public participation programme - Confirm composition of Steering Committee / Task team official representatives - Circulate IDP process Plan to sector departments for input - Prepare for Public Participation meetings - COGTA feedback on IDP submission. 	<ul style="list-style-type: none"> - Quarterly Project Implementation Report (for last quarter of previous year) MPPR Reg. 14. - Quarterly Audit Committee meeting (for the last quarter of previous year) MFMA Sect 166 & MPPR Reg. 14(3) (a). - Performance evaluation panel (for evaluation of Sect 56 Managers final assessments) MPPR Reg. 14(3) (b). - Draft Annual Report 2023/24 	<ul style="list-style-type: none"> - Compile the 2025/26 Multiyear Budget. - Complete Budget Evaluation - Submit checklist to National Treasury. - Obtain Council's approval for 2025/26 Multi-year budget process and timetable. - Review external mechanisms affecting the medium-term budget forecasts. - Assess Council's 2023/24 Financial Statements and current year's revised results and capacity, to determine the impact on future strategies and budgets - Assess the funding policies including the tariff structures.
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<p>October 2024</p>	<ul style="list-style-type: none"> - Commence Public Participation meetings - IDP, Steering committee /Task team to formalise Council's Vision, Mission, objectives and strategies - Consultation & alignment with Sector Departments / Service Providers and local municipalities. - Cross Border alignment meetings. - Feedback from MEC assessment panel. - Feedback to the Steering Committee/Task team regarding MEC's assessment - Review and update of departmental sector plans. - Revise prioritisation in terms of performance - Ward councillors and ward committees submit community request for budget consideration. 	<ul style="list-style-type: none"> - Approval of 1st Quarter SDBIP report - Approval of 1st Quarter Section52 (d) report 	<ul style="list-style-type: none"> - Address various budget assumptions, internal budget processes, policies etc. - IDP and Senior Management review the prioritisation to compile the capital budget - Public information meetings (divided) into the established clusters), reviewing and strategizing the current IDP - Strategic Budget Meeting with Senior Managers - Budget information meeting regarding operational support and capacity building - Budget information session with Mayor
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November 2024	<ul style="list-style-type: none"> - Public Participation meeting - Integration of information from adopted Sector Plans into the IDP Review document - Review and updating of the IDP Vision, Mission and Objectives - Cross border municipal alignment - Formulate Strategies with the Task Team - Feedback from Senior Managers on Priorities – Projects – as well as Budget inclusions - Information sharing meeting/session with all sector departments/ service providers and neighbouring local Municipalities to ensure that synergy occurs on all levels between various local IDP documents and to align with the IDP - Review documents of the District Municipality to achieve more support on the regional scale - Host IDP representatives forum meetings 	<ul style="list-style-type: none"> - Auditor General Audit of performance measures (MFMA Sect 55(2)). Sect 56 Managers' quarterly assessments (for first quarter). 	<ul style="list-style-type: none"> - Ensure draft budget processes are informed by the IDP - National regulators and external mechanism entities to give notification of their pricing strategies for the next 3-5 years - National Government to provide Council with their Medium-Term Expenditure Framework Plans - Obtain confirmation of financial allocations to municipalities from National and Provincial Governments in terms of the Division of Revenue Bill - Budget information meeting regarding operational support and capacity building - Submission of the Draft Capital Projects for the 2025/26 Multi-year budget and revised prioritisation model according to Council's strategic objectives, as set out in the draft IDP - Budget information session with the Mayor regarding operational support and capacity building
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December 2024	<ul style="list-style-type: none"> - Consultation & alignment with Sector Departments / Service Providers and local municipalities - Host IDP Representative Forum meeting. - Review and drafting of initial changes to IDP - Participate in the District IDP and Budget Roadshows - Follow up with the Steering Committee and the Task Team - Participate in the Budget information session with Mayor - Forward community request to various department - Submission of Public Participation Report. 	<ul style="list-style-type: none"> - Quarterly Project Implementation Report (for first quarter) MPPR Reg. 14. - Quarterly Audit Committee meeting (For the first quarter) MFMA Sec 166 & MPPR Reg.14 (3) (a). 	<ul style="list-style-type: none"> - Submission of the Draft operational estimates for the 2025/26 multi-year budget, analysed according to activities aligned to Council strategic objectives, as set out in the Draft IDP - Submission of the Draft Capital Projects for the 2025/26 Multi-year budget and revised prioritisation model according to Council's strategic objectives, as set out in the draft IDP - Discussion with Senior Managers/Managers on the Draft Capital Projects for the 2025/26 Multi-year budget. - Budget information session with the Mayor represented by various departments - Alignment of the Draft Operational estimates to the IDP - Finalised detailed budget - Mid-year review by National Treasury - Budget information session with the Mayor
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FEBRUARY 2025	<ul style="list-style-type: none"> - Preparation of Draft IDP review - IDP review integration phase 	<ul style="list-style-type: none"> - Mayor table Annual Report MFMA Sec 127 (2) - Make public Annual report and invite community inputs into report (MFMA Sec 127 & MSA Sec 21a) - Submit the Mid-year budget and performance assessment report to Council - Submit to National treasury and Provincial treasury both printed - Sect 57 Managers quarterly assessments (for second quarter) - Approve annual report 2023/24 	<ul style="list-style-type: none"> - Submit the mid-year budget and Performance assessment report to Council. - Submit to National Treasury and Provincial Treasury both printed and electronic form the mid- year budget and performance assessment (Section 35) - Make public the mid-year budget and performance assessment report by placing on the municipal website within 5 working days. - Further consultation, if needed with an internal budget committee, represented by the various departments. - Alignment of the Draft Operating estimates to the IDP. - Prepare supporting information for the draft budget to be submitted to Executive Committee - Finalise detailed budget. - Budget information session with Mayor. - Mid-Year Review by National Treasury
March 2025	<ul style="list-style-type: none"> - Conclusion of Sector Plans initiated and integration into the IDP Review re integration into the IDP Review report - Finalise outstanding MEC assessment issues - Draft IDP & Budget - Prioritization & Budget allocation - Participate in the review of the Midyear visit Report by National Treasury and implementation of any recommendations 	<ul style="list-style-type: none"> - Quarterly Project Implementation Report (for second quarter) MPPR Reg. 14 - Quarterly Performance Audit Committee meeting (for the second quarter) MFMA Sect 166 & MPPR Reg. 14(3) (a). - Submit Annual report AG, Provincial & DTLGA (MFMA Sec 127) 	<ul style="list-style-type: none"> - Adjustment budget to be considered if necessary. - Make public the adjustment budget and supporting documentation within 10 working days after being approved by Council (section 26). - Submit to National Treasury and Provincial Treasury in both printed and electronic form the adjustment budget, supporting documentation and the adjusted service delivery and budget implementation plan (SDBIP) within 10 working days after the Mayor has tabled in adjustment in budget in Council (Section 24). - Table 2025/26 Multi Year Budget together with the IDP for consideration to Finance Portfolio. - Submit 2025/26 SDBIP to Council for consideration - Review of the Mid-Year visit report by National Treasury and implementation of any recommendations.



April 2025	<ul style="list-style-type: none"> - Alignment with the Local Municipalities IDPs - Council workshop of final draft IDP & budget - Prioritization & Budget allocation - Council to adopt the final draft Budget & IDP and resolve to advertise for public comment - Draft IDP submission to COGTA by end of March 2025 - Report on progress as per SDBIP 	<ul style="list-style-type: none"> - Council to consider and adopt an oversight report [Due by 31 March MFMA Sec 129(1)]. - Set performance objectives for revenue for each budget vote (MFMA Sect 17). - Annual Customer satisfaction survey (to be consolidated to annual report) MSA Sect 40. 	<ul style="list-style-type: none"> - Submit 2025/26 Multi-year budget and IDP submitted to Executive Committee and Council for approval. - Submit 2025/26 Service Delivery and Budget Implementation Plans submitted to Executive Committee and Council for approval. - Submit 2025/26 Multiyear budget, IDP and SDBIP in both printed and electronic format forwarded to National and Provincial Governments, including National Treasury within 10 working days after being approved by Council. - Make public the tabled budget and supporting documentation within 10 working days after being approved by Council. - Ward Committee meeting highlighting involvement of members in the Budget Public Participation process. - Undertake a 4-week community consultation process of the budget
May 2025	<ul style="list-style-type: none"> - Publish draft Budget & IDP for comment. - Assess & incorporate comments - Adjust the IDP & budget where necessary. - Attend assessment week by COGTA. - Report back on the results of the assessment Feedback. 	<ul style="list-style-type: none"> - Strategies, Objectives, KPA's, KPI's and targets and inclusion into IDP Review report. - S57 Managers' Quarterly Performance Assessments. - Publicise Annual Report [Due by April MFMA Sec 129(3)]. - Submit Annual Report to Provincial Legislature/MEC Local Government [Due by April MFMA Sec132 (2)]. 	<ul style="list-style-type: none"> - Undertake a 4-week community consultation process of the budget. - Revision of the budget and IDP from inputs received from the community, Government departments and National Treasury

June 2025	<ul style="list-style-type: none"> - Final approval of IDP& Budget by Council. - Submission of approved IDP TO COGTA. - Report on progress as per SDBIP. - Prepare IDP Process Plan for the IDP Review 2025/26. 	<ul style="list-style-type: none"> - Implementation Report (for third quarter) MPPR Reg. 14. - Quarterly Audit Committee meeting (for third quarter) MFMA Sect 166 & MPPR Reg.14 (3) (a). - Annual review of organisational KPIs (MPPR Reg 11). - Review annual organisational performance targets (MPPR Reg 11) 	<ul style="list-style-type: none"> - Publish tariffs and budget for the 2025/26 financial year. - Assessment of the progress of the 2024/25 budget by National Treasury. - Submission of the draft SDBIP to the Mayor within 14 days of approval of the budget. - Approved 2025/26 Multi-year budget, IDP in both printed and electronic form forwarded to National and Provincial Governments, including National Treasury within 10 working days after being approved by Council. - Make public the approved budget and supporting documentation within 10 working days after being approved by Council. - Publish Council's budget and IDP on its website. - Establish and complete performance evaluations for functional outcomes based on operational plans and the IDP. - Approval of the SDBIP within 28 days after approval of the budget and completion of the annual performance contracts in accordance with Sec 57(2) of the MSA - Make public the SDBIP within 10 working days after being approved by Council in both printed and electronic format to be forwarded to National Treasury and Provincial Treasury within 10 working day
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ALIGNMENT OF MUNICIPAL IDP WITH NDP and FSGDS

Through public consultation and engagement with communities, different stakeholders, interaction with employees and analysis of the conditions of the services in the municipality and identified all the challenges and interventions required for each service provided by the municipality.

For each and every Key performance Area the municipality developed the strategic objectives in line with the National Development Plan (NDP) and Free State Growth and Development Strategies (FSGDS) to give a clear guideline of the municipal strategic direction on the level of service delivery in all the areas. From the process followed the municipality identified the developmental objectives which will inform the municipal performance planning and risk management.

These objectives are developed in line with the SMART principle (specific, measurable, Achievable, realistic and time bound)

KEY PERFORMANCE AREA	PRIORITY AREA	NDP OBJECTIVE	FSGDS OBJECTIVE	STRATEGIC OBJECTIVES	DEVELOPMENT OBJECTIVES
Basic service delivery and infrastructure Development	Water and Sanitation services	Ensure that all people have access to clean, potable water.	Maintain and upgrade basic Infrastructure at local level Provide.	To provide quality and sustainable water and sanitation services to all the households, schools, clinics, public facilities, and businesses.	To ensure access to clean, quality, and sustainable water services to households, public facilities and businesses.
		There is enough water for agriculture and industry, recognizing the trade-offs in the use of water	Upgrade bulk services Improve technical capacity of local municipalities for sustainable local infrastructure		To ensure access to safe and sustainable sanitation services to households, public facilities and households.
	Waste management	Environmental sustainability and resilience. Absolute reductions in the total volume of waste disposed to landfill each year	Maintain and upgrade basic infrastructure at local level	To provide regular and sustainable refuse removal services to the households, schools, Clinics, public facilities, businesses etc. Maintain adequate and effective waste management to ensure compliance with applicable laws when finalised	To ensure access to regular and sustainable refuse removal services to all household, public facilities and businesses. Ensure proper waste management through promotion of recycling schemes and Adequate landfill management.

	Electricity and Energy	<p>The proportion of people with access to the electricity grid should rise to at least 90 percent by 2030, with non-grid options available for the rest.</p> <p>The country would need an additional 29 000MW of electricity by 2030. About 10 900MW of existing capacity is to be retired, implying new build of more than 40 000MW.</p> <p>At least 20 000MW of this capacity should come from renewable sources. At least 20 000MW of this capacity should come from renewable sources</p>	<p>Provide new basic infrastructure at local level (Water, Sanitation, and electricity).</p> <p>Provide and upgrade bulk services.</p> <p>Implement alternative electricity infrastructure</p>	To provide and maintain sustainable and improved capacity of electricity services to all households, schools, clinics, public facilities, and businesses	To ensure provision of sustainable electricity services to all household, public facilities and businesses.
	Roads and storm water services	Transforming Human Settlement	Develop and maintain an efficient road, rail and public transport network	To provide and maintain accessible road infrastructure and increased life span through proper construction and maintenance of roads and storm water infrastructure.	To ensure accessible road infrastructure and increased life span through proper construction and maintenance of roads and storm water drainages.
	Human Settlement	<p>Strong and efficient spatial planning system, well integrated across the spheres of government. Upgrade all informal settlements on suitable, well-located land by 2030.</p>	<p>Accelerate and streamline township establishment processes and procedures to ensure sustainable settlement.</p> <p>Ensure that municipalities, councillors, officials, the community at large and private sector role players are capacitated to accelerate sustainable human settlement development.</p> <p>Promote and support integrated, inclusive, sustainable human settlement development.</p>	To ensure the provision of formal settlement for the poorest of the poor with the intention to eradicate informal settlement and promote better life for all.	To ensure access to formal settlement for the poorest of the poor with the intention to eradicate informal settlement and promote better life for all.



Public participation and good governance	<ul style="list-style-type: none"> - Internal audit. - Audit committee. - Oversight committee. - Ward committee - Council committee - Supply chain committees. - Management and operational systems. 	<ul style="list-style-type: none"> - Nation building and social cohesion. - Develop an integrated planning framework for the province (including municipalities). - Establish appropriate integrating and intergovernmental relations planning structures at all levels in line with the framework. - Reconfigure the planning unit in line with national directives and best practice to render an efficient integrated planning service including research and policy coordination. 	<ul style="list-style-type: none"> - Effective and efficient governance and Administration. - Improve community communication structures and feedback mechanisms - Implement complaint management Systems that includes rapid response on municipal level - Improve the level and quality of political oversight by strengthening the capacity and role of the oversight structures. - Evaluate and reconfigure coordinating structures such as clusters, Premier's Coordinating Forum (PCF) and other intergovernmental relations structures. 	<ul style="list-style-type: none"> - To promote and improve effective linkage between the community, stakeholders and the municipality - To ensure accountability and responsive governance structures. 	<p>To promote and improve effective linkage between the community, stakeholders , and the municipality</p> <p>To ensure accountability and responsive governance structures.</p>
Institutional Development and Transformation	<p>Information Technology</p> <p>Availability of skilled staff</p> <p>Organizational structure</p> <p>Vacancy rate</p> <p>Skills development plan</p> <p>Human resource management strategy</p> <p>Individual performance and organizational management systems</p> <p>Monitoring, evaluation and reporting processes and systems.</p>	<p>Developing a capable and Development State Expansion, modernisation, access and affordability of our Information and communications infrastructure ensured.</p>	<p>Social and Human Development</p> <p>Municipalities recruit and develop skilled and competent personnel who are responsive to citizen's priorities and capable of delivering quality services.</p> <p>Municipalities demonstrate quality management and administrative practices.</p>	<p>To promote corruption free environment, enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices</p>	<p>To promote corruption free environment, enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices</p>

Financial Viability	<p>Tariff policies.</p> <p>Rates policies</p> <p>SCM policies</p> <p>Staffing of the Finance and SCM units</p> <p>Payment of creditor</p> <p>Auditor – General report</p> <p>Financial management Systems</p>	Municipalities demonstrate good financial governance and management.	N/A	To enhance the revenue base of the municipality, improved audit outcome, promote sound financial governance and management.	To enhance the revenue base of the municipality, improved audit outcome, promote sound financial Governance and management.
Local Economic Development	<p>Local economic development strategy</p> <p>Unemployment rate</p> <p>Level of current economic activity</p> <p>Job creation initiatives by the municipality</p>	Economy and employment. Macroeconomic Conditions support employment-creating growth.	<p>Economic growth, development and employment Public employment schemes provide Short-term relief for the unemployed and build community solidarity and agency.</p> <p>Reduced workplace conflict and improved Collaboration between governments, organized business, and organized labour.</p>	Create an environment that promotes development of the local economy and facilitate job creation.	Create an environment that promotes development of the local economy and facilitate job creation

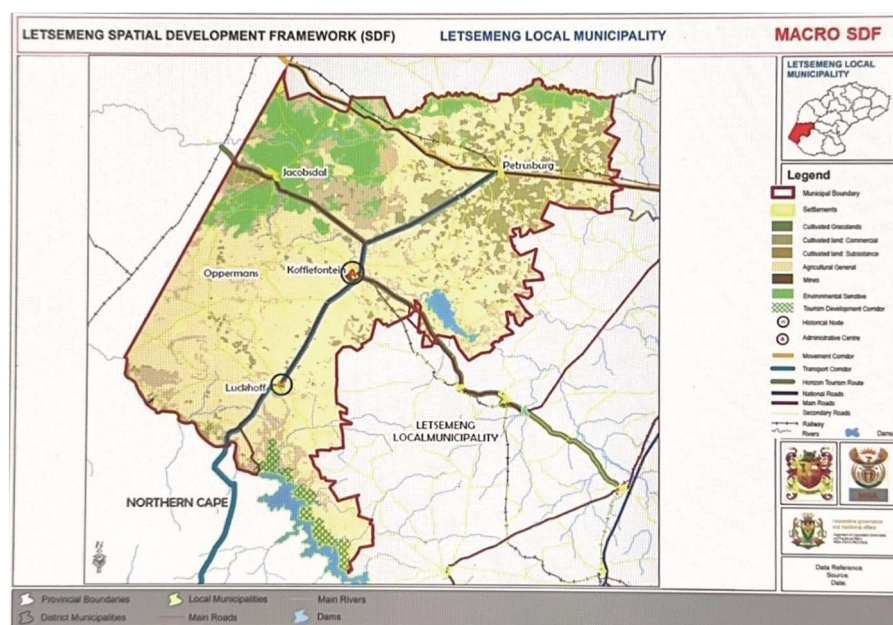


CHAPTER 3: SPATIAL ECONOMIC AND DEVELOPMENT RATIONALE

3.1 PURPOSE OF THE SPATIAL DEVELOPMENT FRAMEWORK

The main purpose of the SDF is to guide the form and location of future physical development within a municipal area in order to address the imbalances of the past. The urban environments of South Africa are characterized by unsustainable urban forms, which have been shaped by Apartheid planning that was integrally linked to blueprint or “master” planning.

Government realized that these inequalities needed to be addressed and adopted a new system of spatial planning. The new system requires every municipality to have an indicative plan (SDF) showing desired patterns of land use, directions of growth, may delineate urban edges, indicate special development areas and conservation-worthy areas as well as a scheme (Land Use Management System) recording the land use and development rights and restrictions applicable to each Erf in the municipality. The former has a legal effect of guiding and informing land development and management and the latter has a binding effect on land development and management.



Letsemeng Local Municipality is situated in the south-west of the Free State province within the Xhariep District Municipality, a rather agriculturally rich area with limited natural economic resources. The area of the Local Municipality measures approximately 10 192km². The Local Municipality consists of the towns Koffiefontein (municipal head office), Jacobsdal, Petrusburg, Luckhoff and Oppermansgronde. There are no major centres within the municipal area and the closest cities are Bloemfontein and Kimberley.

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

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

Other borders are the Pixley ka Seme District Municipality (Sol 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/Diamanthoogte. This modest country town in the southwestern 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 built out of stones from the area. In front of the City Hall stands a "gaslamp" that was used as a streetlight in earlier years. An important source of income in the Luckhoff district is merino sheep farming.

Oppermansgronde

This is a land reform project. In the course of the 19th century, the region north of the Orange River became the dwelling place of a variety of people. The Oppermansgronde family was dispossessed of their rights of the land claimed in 19 June 1913. The dispossession was affected 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.

3.2 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.

Disaster Management is identified as Key Performance Area with the objective to manage and prevent occurrence loss of lives due to disasters. The following are the 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

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

- Include the Disaster Management unit in the organogram
- Establish a DMC to facilitate the coordination and communication between role players during an incident.
- 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.

3.3 LINK BETWEEN THE SDF AND THE IDP

The Spatial Development Framework is not an isolated document that guides development within a Municipality however it is aligned with the Integrated Development Plan and the Budget of a municipality.

The integrated development plan phases its projects and dynamics of Municipal planning and compliance on an annual basis whereby the Spatial Development Framework is 5year spatial planning that guide and the planning, growth and development therefore the Spatial Development framework becomes the spatial vision and representation of the Integrated Development Framework.

Letsemeng Local Municipality's Integrated Development Plan is also aligned with relevant sector plan / frameworks that deals holistically with the development and infrastructure pattern that are linked with the annual budget as well as development project of the Municipality.

It is crucial that the Integrated Development Plan and the Spatial Development Framework be aligned not only with the development of the Municipality but also with the strategic document of the district, Provincial and National government in order to impact meaningfully on future and planned development patterns.

Free State Provincial Growth Development Strategy

The Free State PGDS records the provincial mandate as “a prosperous province and that fulfils the social needs of all of the people” (PGDS).

Highlights include:

- 10.6 % of national land area
- 6.4 % of national population (2.95m – 3m)
- 4.9 % of GDP (underperforming relative to population share)
- 1980 – 9%
- 1990 – 6%
- 2002 – 5%

This decrease is attributed to the decline in mining on the Free State gold fi elds.

- Key economic activities include:

- Agriculture
- Tourism
- Agro processing
- Mining.



Important indicators include: 52

- Unemployment - 39% (SA 41%)
- Poverty - 49%
- HDI - 0.67 (SA 0.69)
- Functional Literacy - 69.2%
- Population Growth - 1.12% - 0.76 (declining) population
- Urbanised – 71.7%

GDP Employment Economy

- Mining 21.5% 18.2 – 20.1%
- Manufacturing 18.7% 19.5 – 9.7%
- Agriculture
- All population groups are migrating out of province especially white and black youth (p.96 PGDS)
- HIV rates highest in SA.
- Casual / informal sector only opportunity for many of the urban poor.

3.5 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):

Region of diverse opportunities:

DESCRIPTION	ATTRIBUTES
The area includes Letsemeng Local Municipal area with the north western and south western sections of Kopanong Local Municipal area	<ul style="list-style-type: none"> • The socio-economic growth of the municipality is centred on agriculture. • The municipal area also has mining activities, with diamonds being the major natural resource that helps with employment creation. • The area north-east of Reddersburg and the area around Petrusburg has the highest concentration of land with a grazing capacity of 0-33ha. This is in correlation with the irrigation belt which lies within the Letsemeng Local Municipality and Land capability in this region ranges between 30% - 80%. The region around Oppermansgronde and the area north and west of Smithfield are least capable agricultural land, as they <30% strategically located. • Pivots area largely located in the western parts of the district in the Letsemeng Local Municipality as well as along the western boundary, with a significant number of pivots found in and around the town of Jacobsdal. The location of the critical biodiversity areas, formal conservation areas and protected areas is in correlation with the location of canals, irrigated land and high agricultural land within the district. • There is a need for effective development and beneficiation of land reform beneficiaries, creation of decent jobs on farm and establishing Agri-villages for local economic development. A developmental approach to the settlement of restitution claims will be taken • The data indicates that the Letsemeng Local Municipality has a greater affinity to the successful farming of irrigated land. • The Xhariep district is a semi-arid area with extensive farming, mainly sheep. The district comprises of open grasslands with small widely dispersed towns. • The availability of Adelaide and Ecce precisely supports the mining activities occurring in the Jagersfontein and Koffiefontein since the rocks type is associated with essential minerals. Mining activities have potential of attracting people and other economic activities. • A number of game farms have been identified in Petrusburg, Luckhoff, Phillipolis and Bethulie. • Large portion of the available agricultural land is suitable for livestock production. • The areas north of Koffiefontein, east of Jacobsdal and around Petrusburg have the highest concentration of land suitable for Lucerne. Furthermore, Lucerne suitable areas are mostly found around the region of Jacobsdal, Koffiefontein, Luckhoff, Fauresmith and Smithfield. • Agricultural commodities have been identified for the Xhariep district. They are venison, aquaculture and livestock (beef and mutton).



	<ul style="list-style-type: none"> • Agricultural diversity in the Jacobsdal area supported by; • Two-thirds of the district, mainly the region between the towns of Petrusburg, Luckhoff, Fauresmith, Jagersfontein, Philippolis, Springfontein, Trompsburg, Edenburg, Reddersburg, is not suitable for the production of vegetables. • The area around Petrusburg, Jacobsdal and Zastron has the highest concentration of suitable land for the production of Fats and Oils. • Irrigation scheme to grow irrigated field crops – potato, vegetables; pasture crops Lucerne and permanent crops like pecan nuts
	<ul style="list-style-type: none"> • Petrusburg area represents a combination of cattle, small stock and cereal farming • Koffiefontein and Oppermansgronde with small stock farming inclusive of potential diversification of crops • Irrigation scheme along the Orange river at Vanderkloof Dam with associated tourism activities in Rolfontein Nature Reserve (northern cape) • Existing mining activities at Koffiefontein and Jagersfontein

- Historical and cultural experiences at Phillipolis with its own character. The area surrounding Petrusburg and along the N8 to Kimberley is also rich in historical
- Tourism route emanating from Jacobsdal to Philippolis.
- Strong linkages with Kimberly
- Renewable Energy project in proximity to Jacobsdal (Pulida Solar Park – 82.5 MW) 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)

CHAPTER 4: STATUS QUO ASSESSMENT

Letsemeng Local Municipality comprises of the 5 towns namely; Koffiefontein which is the municipal head office and its economic hub. Letsemeng is known for diamond-mining activity. The municipality includes the towns of Jacobsdal, Koffiefontein, Luckhoff, Oppermansgronde, Petrusburg. The municipality performs some of the functions outlined in Schedules 4 and 5 of the Constitution of the Republic of South Africa Act.

The demographic profile of the municipality according to the most recent information available is shown in the table below:

Description	Stats SA : 2001	Stats SA : 2011	Stats SA : 2022
No. of households	11 949	11 242	10 940
Average people	3.5	3.3	3,9
Total population	42 847	38 628	43 101

Letsemeng Local Municipality is a Collective Executive Committee System and it consists of the Council, which is the highest decision-making body. Letsemeng Local Council is constituted of 13 Councillors (7 ward councillors and 3 Proportional Representative Councillors).

Below is the names of councillors and constituencies Ward Councillors

WARD	WARD COUNCILLORS
Ward 1	Cllr. Itumeleng Ramohlabi
Ward 2	Cllr. Vuyani Stuurman
Ward 3	Cllr. Molahlehi Lebaka
Ward 4	Cllr. Xolani Mthukwane
Ward 5	Cllr. Thato Khumalo
Ward 6	Cllr. Mokgobo Molosi
Ward 7	Cllr. Semakaleng Lichaba

Proportional Representative Councillors:

Cllr. Reamoetse Bonolo Mocwaledi
Cllr. Nikiwe November-Prince
Cllr. Mariska Potgieter
Cllr. Thabo Nthapo
Cllr. Mbulelo Lehare
Cllr. Darlene Potgieter

Significant progress with regard to service delivery in the municipality has been recorded over the past years. The municipality since its inception has been providing basic services as mandated by the Constitution, White Paper on Local Government and this was done in consultation with the communities as mandated by the chapter 4 of Municipal Systems Act 2000.

The following are some of the services that have been rendered to the communities within municipal area:

- Water and Sanitation
- Road & Storm water
- Electricity
- Waste Management

Much of the projects implemented within the municipal area in the past years were funded by MIG, WSIG, INEP this is mainly due to the municipality being unable to collect enough revenue to finance projects.

4.1 MUNICIPAL SWOT ANALYSIS

The Strategic plan of any organization can only be developed once a proper environmental scanning and analysis has been conducted. One of the best-known strategic tools for the detailed analysis is the SWOT analysis.

The SWOT analysis focuses on the internal environment by determining the Strengths and Weaknesses within the organization. When analysing the external environment, the focus is on identifying Opportunities, and Threats facing the organization.

AN OVERVIEW OF CHALLENGES, DEVELOPMENT PRIORITIES, OPPORTUNITIES AND THREATS

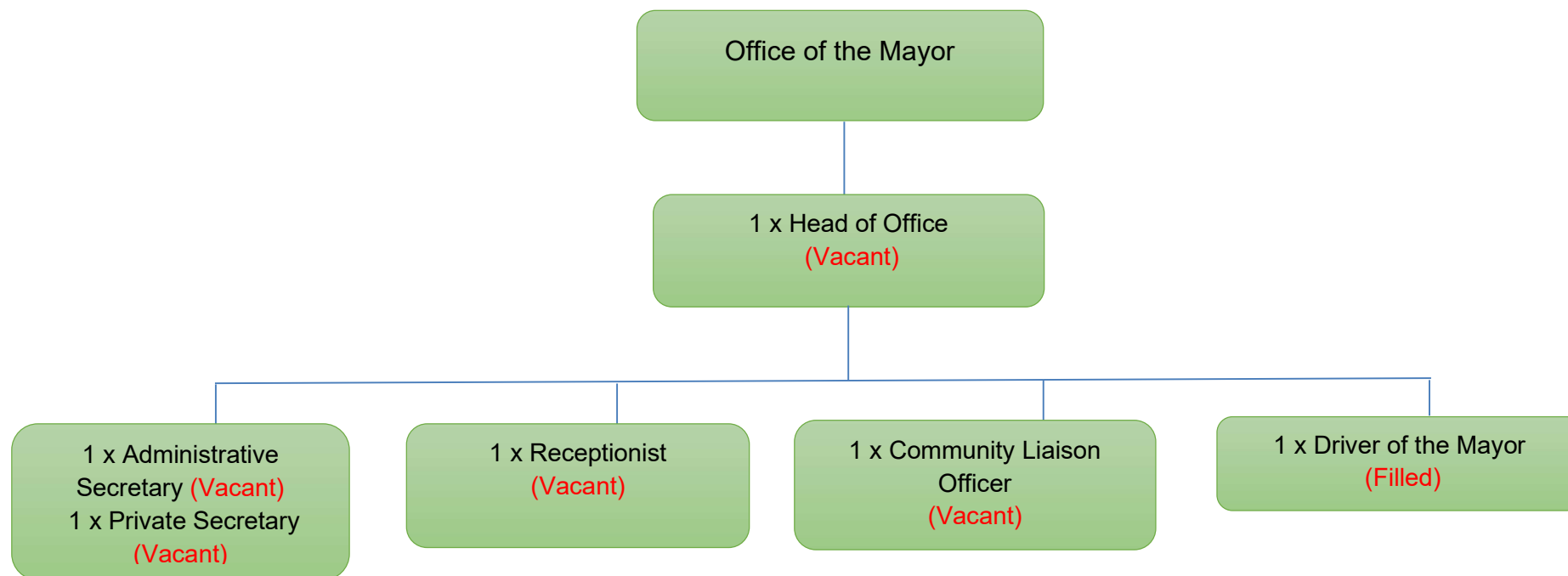
KEY FOCUS AREA	CHALLENGES	PRIORITIES	OPPORTUNITIES	THREATS
Service delivery & basic services	Deteriorating infrastructure, possible shortage of water in the long term. Lack of personnel and assets to deliver services Developing of Bi-laws	Regular maintenance of infrastructure, implement the infrastructure master plan for long term investment. Filling of vacancies and procurement of fleet	Sustainable infrastructure & economic growth	Natural disasters, community protests & population growth resulting in uncontrollable informal settlements
Local Economic Development	Inadequate land/resources to promote job creation, poverty, inequality & underdevelopment. Under capacitated LED unit	Develop a clear LED Strategy for medium to long term investment and create a conducive economic environment	Sufficient water resources, rich agricultural activities & proximity to mining areas	Inadequate education, skills and expertise



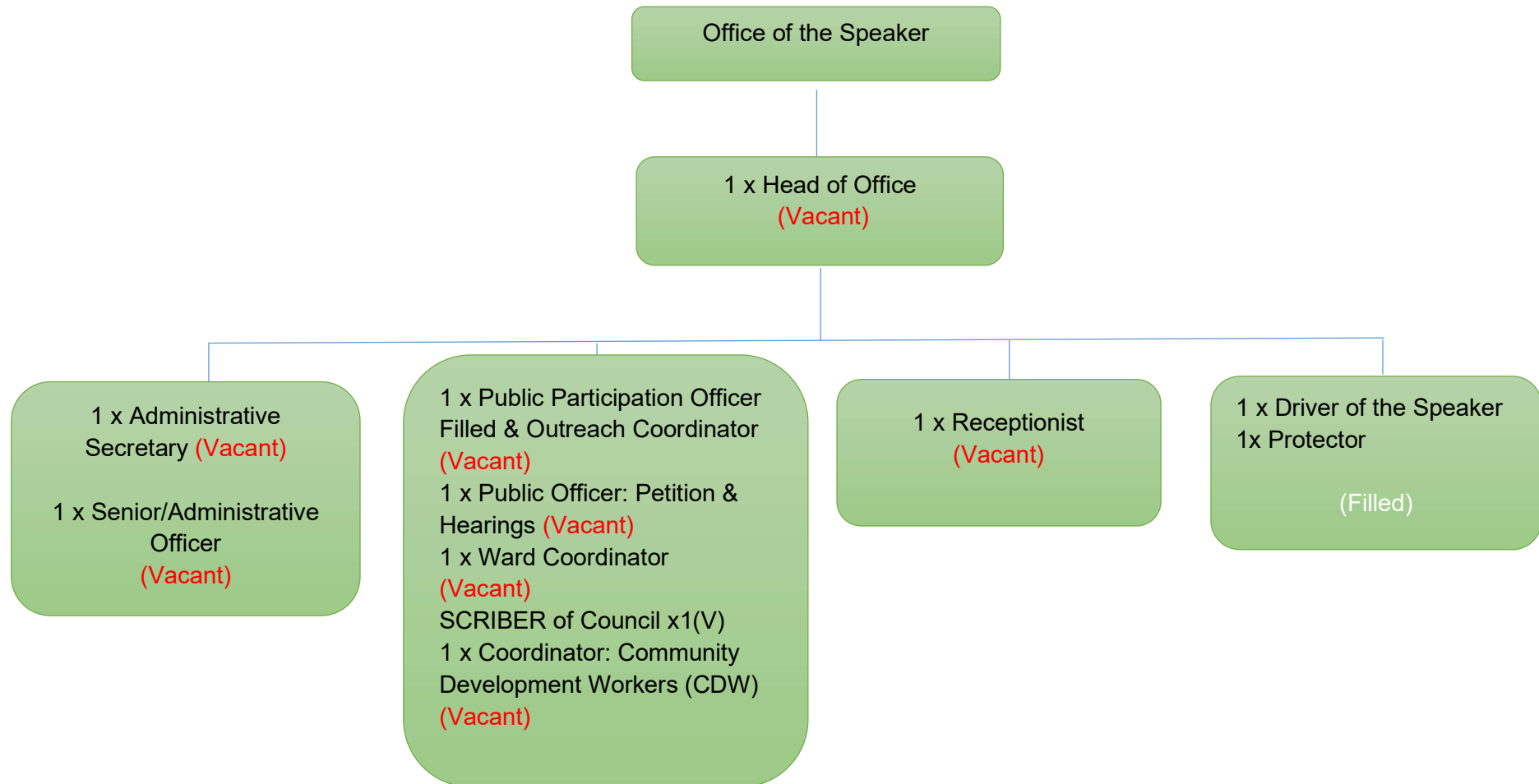
Municipal Transformation & organisational development	Retention of key personnel for institutional memory or lack of succession plans Development of a HR system with job title, description, employment contract, performance agreement and quarterly performance	Develop and Implement the HR Strategy with emphasis on Skills Development, Employee wellness, planning capacity and succession plans.	Skilled personnel with institutional memory will assist in achievement of objectives and development of sustainable programmes/legacy	Poaching of skilled personnel by bigger institutions
Municipal Financial viability & management	Non-payment of services, poverty, financial & records management, revenue injection capacity and irrecoverable debt Not having service level agreement with our creditors	Develop & implement a financial plan with emphasis on revenue enhancement & management, obtain clean audit Enter into a service level agreement with all our creditors	Additional funding to realise unfunded projects, provision of sustainable services which will in turn attract investors and residents who can pay for services.	Decreasing of grants, planning & budgeting capacity, poaching of skilled personnel and court orders for non-payment of creditors.
Good governance & public participation	Limited resources Financial support of ward committees Under capacitated MPAC functionality	Develop & implement a public participation plan, support the work of ward committees & CDW. Development of UIF reduction strategy and plan for MPAC to monitor and report on. MPAC work plan and capacity training	Political leadership & stability realised through informed decisions.	limited resources to support functionality of council committees and subsequently resulting to poor decision making

LETSEMENG LOCAL MUNICIPALITY AMENDED ORGANIZATIONAL STRUCTURE

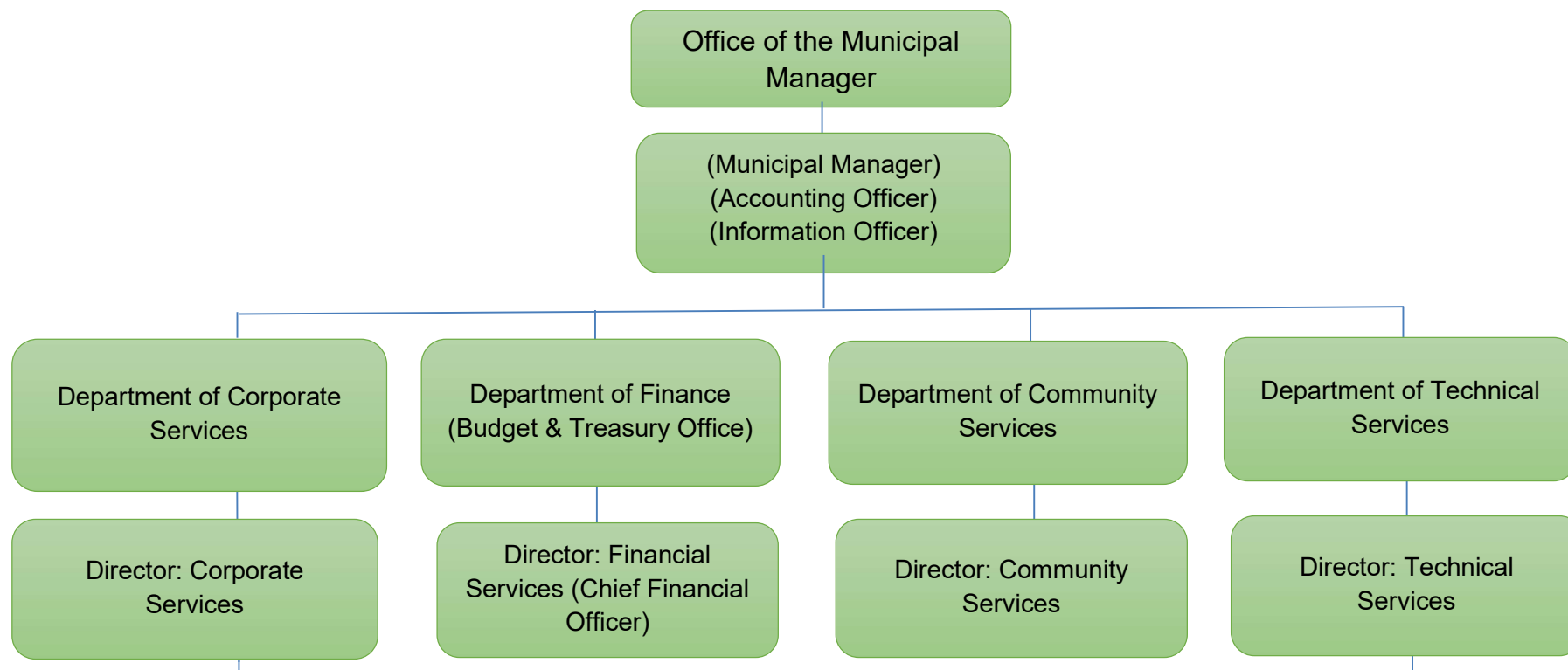
EXECUTIVE STRUCTURE



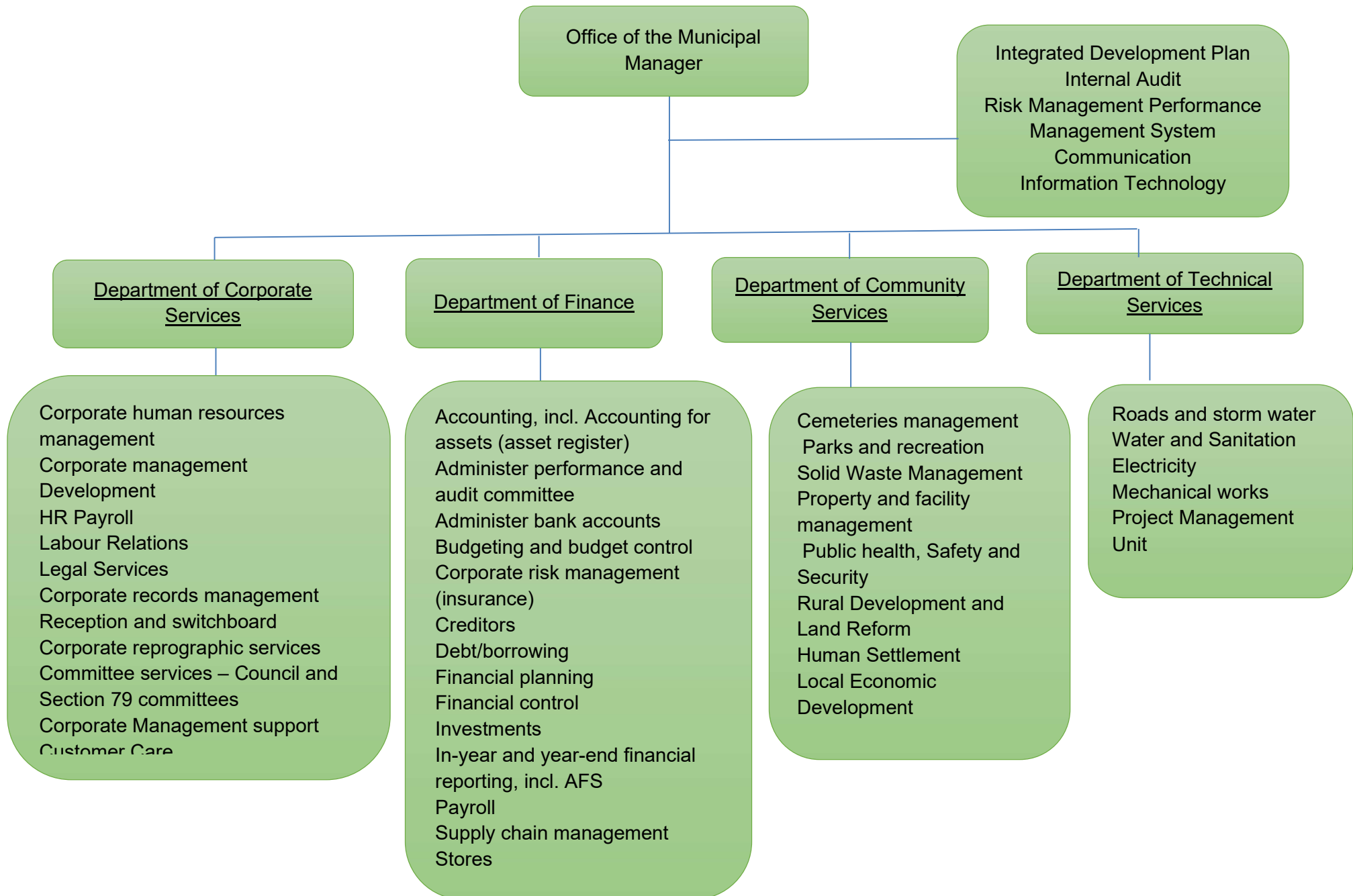
Footnote: In terms section 36 (5) of Local Government; Municipal Structures Act, No. 117 of 1998 a Councillor may not hold office as Speaker and Mayor or Executive Mayor at the same time. In this case Letsemeng Local Municipality shall have a Mayor and a Speaker due to the municipality being an Executive type.



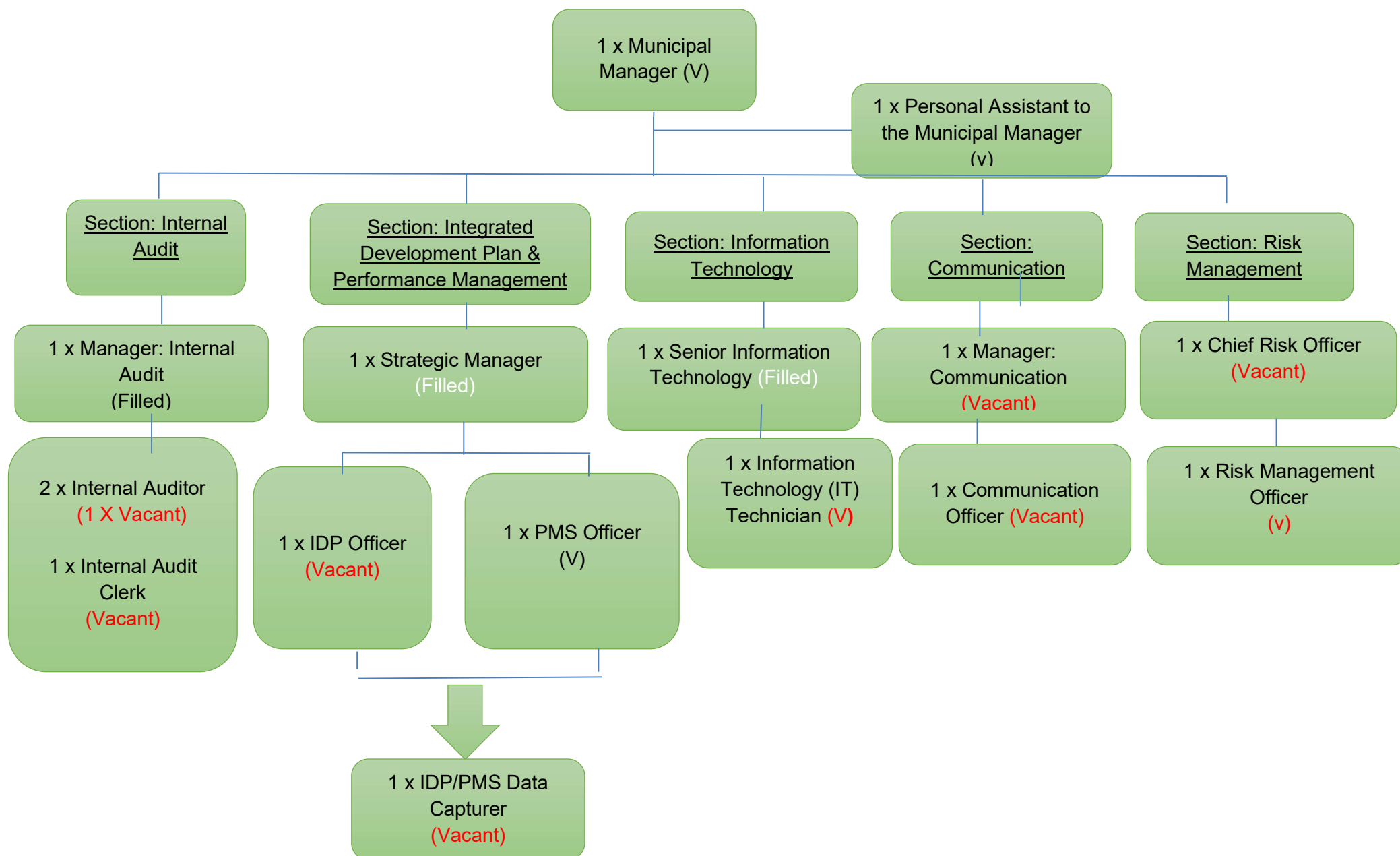
MACRO - STRUCTURE



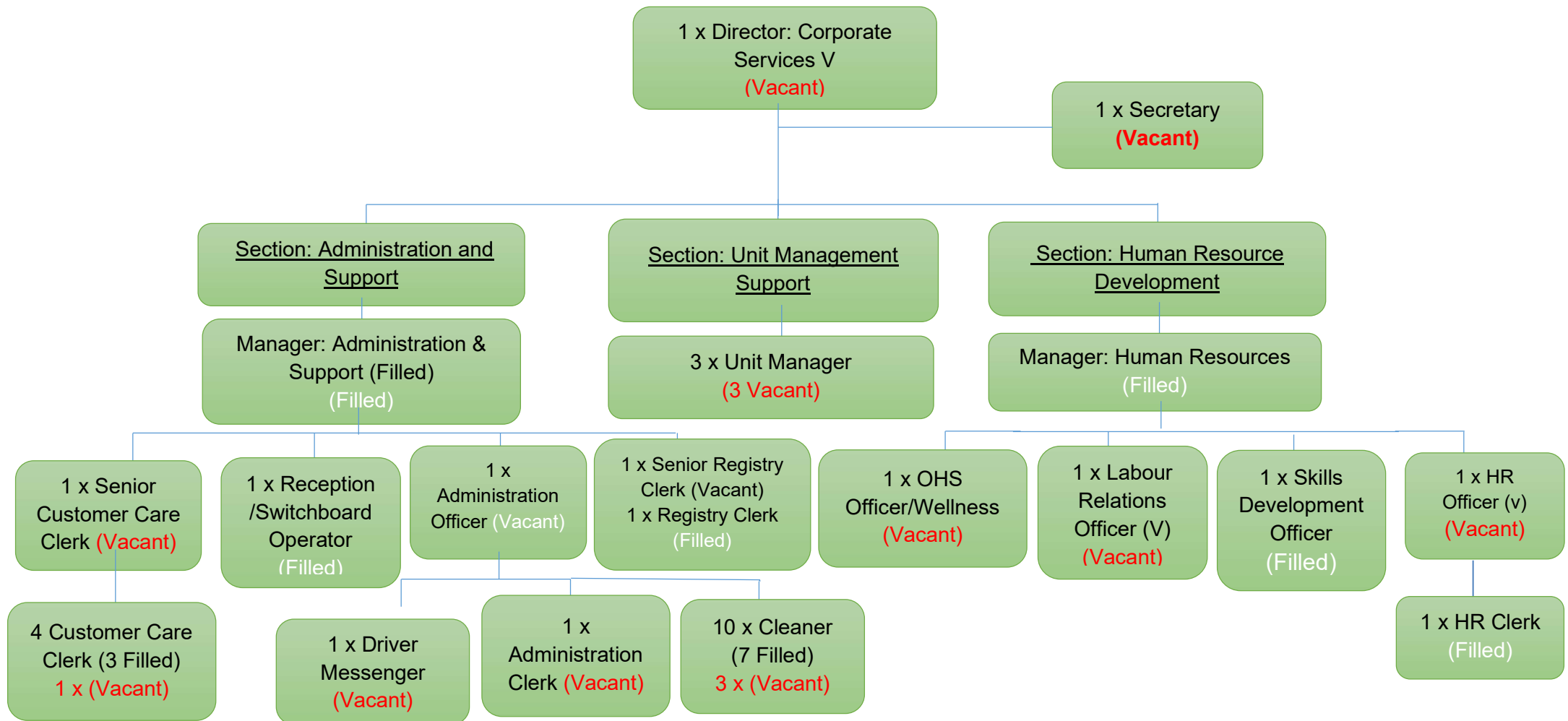
FUNCTIONAL STRUCTURE



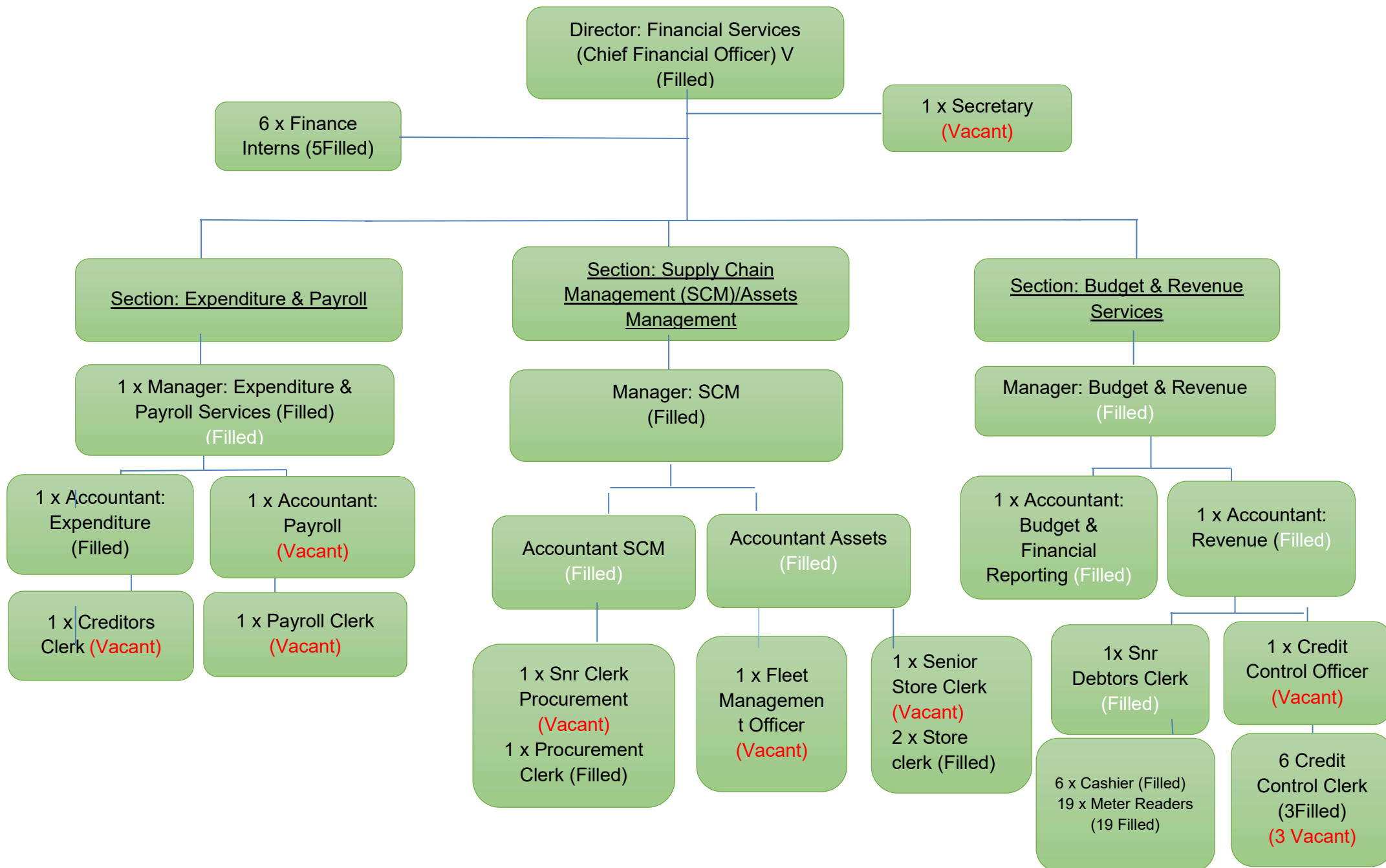
OFFICE OF THE MUNICIPAL MANAGER



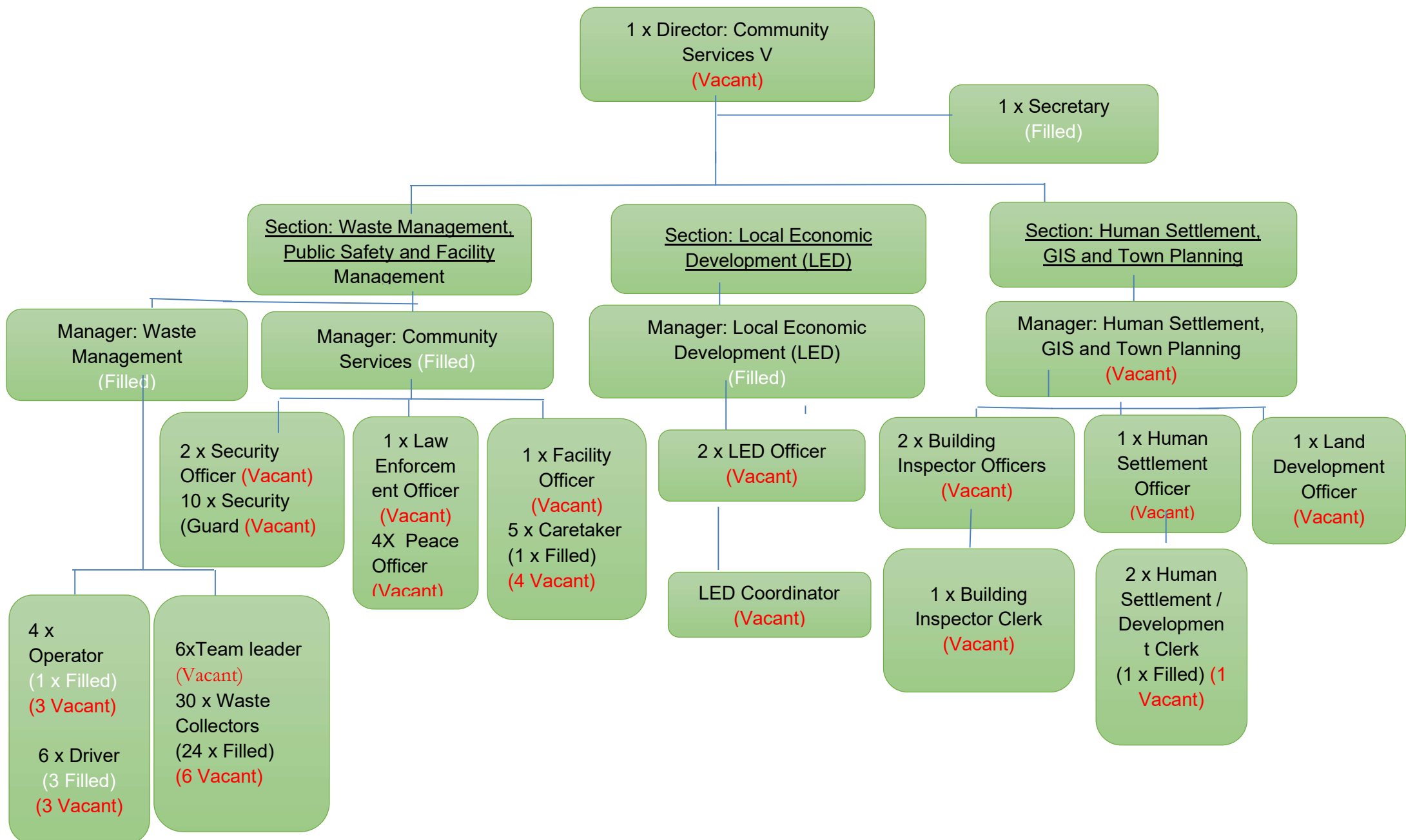
DEPARTMENT OF CORPORATE SERVICES



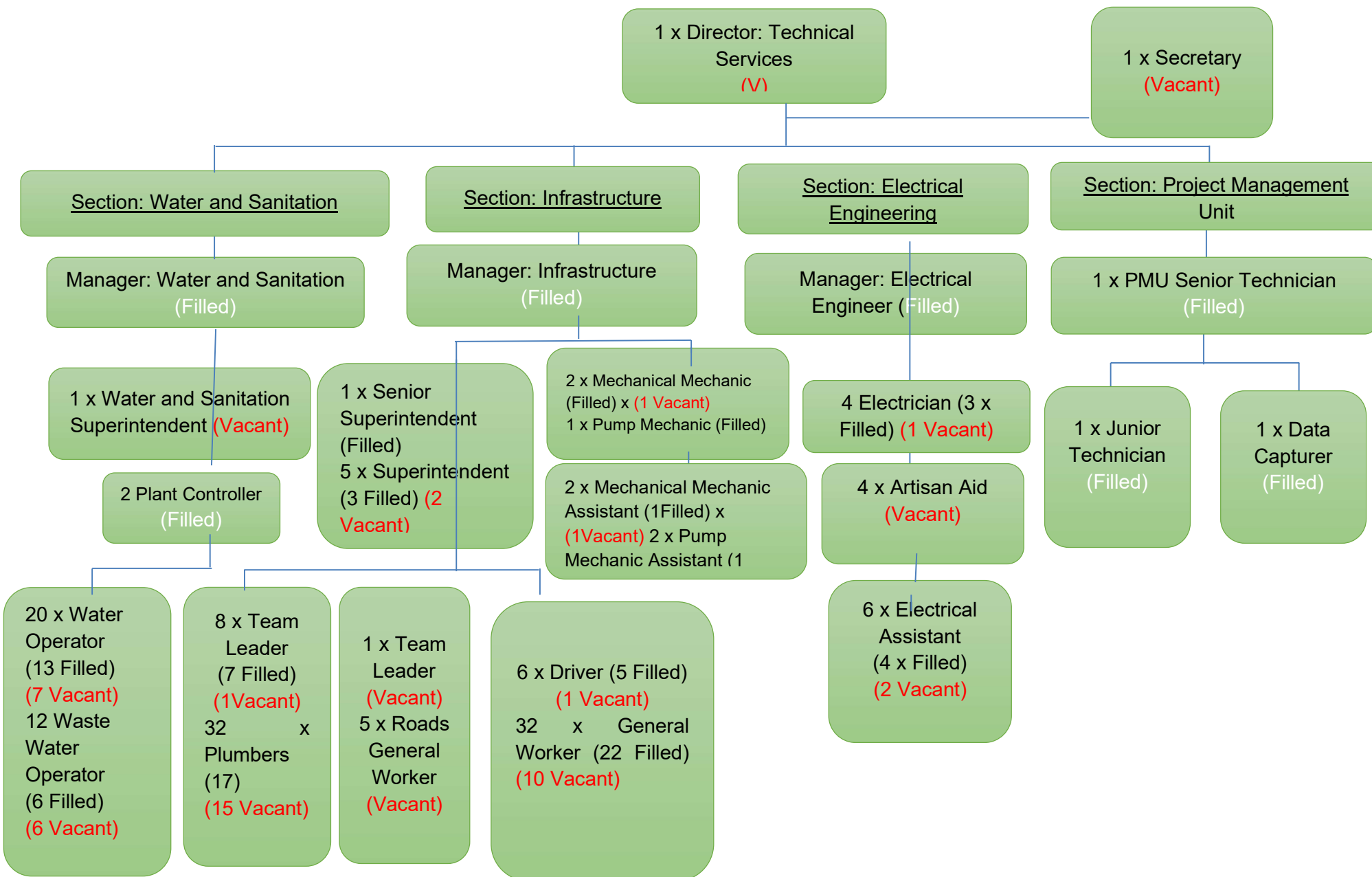
DEPARTMENT OF FINANCE (BUDGET & TREASURY OFFICE)



DEPARTMENT OF COMMUNITY SERVICES



DEPARTMENT OF TECHNICAL SERVICES



4.2 CONSOLIDATED COMMUNITY PRIORITIES

Water

Important note!

The municipality developed its water master plan through the support of 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.

Due to the increasing of the population, meeting the demand of water versus the supply is a challenge to the municipality as a result water interruption strategy is implemented in all areas in Letsemeng. Leakages from the water canals, boreholes, toilets, in all areas in Letsemeng leads to high water losses.

Most of the fundamental challenge ranges from continuous pipe bursts and blockage, water leakages, replacement of water meters, connection to individual dwellings and water tanks for informal settlements.

Consumption billing in Letsemeng is still a challenge due to water meters that are not working and leakages however in the 2024/25 financial year the municipality will ensure that if not all most of the residents are billed correctly for consumption.

Sanitation

The main problem under sanitation is sewer spillages and leaking toilet cisterns. There is operations and maintenance plan for municipal properties and the budget allocation for maintenance is minimal thus funding for this financial year will be sourced through collection of revenue to deal with operation and maintenance of the sewer infrastructure

Electricity

Cable theft, infrastructure vandalism and meter tempering also contributes to high electricity losses. The challenges during the 2023/24 financial year had ranged from electrification of newly formalized settlement particularly Ext 7 in Bolokanang, Petrusburg, fixing of streetlights, erection of high mast lights and maintenance of the existing ones.

Roads and storm water

Roads in the municipality remain a concern as raised by a consistent number of people. Challenges range from potholes, resealing of roads, need for paving, tarred roads and mostly blading and graveling of streets.

Waste management

Lack of adequate specialized equipment and machinery for waste management for landfill site management. Use of unconventional and aged equipment that poses both health and safety and environmental risks and lack of enforcement to eradicate illegal dumping which comes as of townships growing in size whilst municipal resources are not adjusted accordingly and ever emerging informal settlements.

Human Settlements

Challenges in this area of priority are formalization of informal settlements, land grabs, connection of service to settlements, title deeds transfer and the need for RDP housing in all wards.

There is a need for deregistration of sites with untraceable owners and registration of sites as well availing municipal sites with services.

The other challenge raised is the transfer of land and properties to crèches, NGOs, NPOs as when they apply for assistance (Financially) the donor would request that the property should be in their registered names.

LED (Local Economic Development)

There is a need for business sites and development of stalls for SMMEs in Koffiefontein. Renewal of Business licenses and payment and formalising of business particularly the wholesale and retail sector thereof remains a great challenge. Unemployment also contributes to poor local economic conditions, each ward should be given equal temporary employment opportunities.

LOCAL ECONOMIC DEVELOPMENT PRIORITY PROJECTS PER TOWN

SECTOR	DESCRIPTION	TOWN	PROGRESS TO DATE
AGRICULTURE	1. Acquisition of the Jacobsdal Winery for possible revival and to explore the development of alternative job creation projects on the property	Jacobsdal	In progress
	2. Avail municipal land for high impact developmental job creation projects	All towns	
		All towns	In progress



	<ol style="list-style-type: none"> 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 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 8. Creation of sustainable jobs through agriculture sector 	<p>Koffiefontein</p> <p>Petrusburg</p> <p>Koffiefontein/Petrusburg</p> <p>Luckhoff</p> <p>All towns</p>	In progress
ENERGY	<ol style="list-style-type: none"> 1. Make land available for alternative energy sources projects. 2. Letsemeng Community Solar Projects 3. Green Hydrogen production and ammonia project 	All towns	In progress
Informal Economy	<ol style="list-style-type: none"> 1. Walker stalls 2. Taxi ranks 3. Provision for infrastructure 	All towns	New
Manufacturing	Brickmaking and Crusher Plant	Koffiefontein	In progress
Mining	Support for artisanal and Small-Scale mining initiatives in our areas	All towns	
SMME Development Initiatives	<ol style="list-style-type: none"> 1. Annual SMME Compliance Workshops 2. Annual Technical Skills Workshops (Plumbing, Artisans, etc.) 3. Letsemeng Pop Up Markets – To assist our local 	All towns	

	<p>entrepreneurs to market and sell their products/services.</p> <ol style="list-style-type: none"> Assist with availing business sites for small businesses ATM Usave retail shop Solar geysers for all households Use mine soil for brickmaking projects 	<p>Oppermansgronde</p> <p>Oppermansgronde</p> <p>Oppermansgronde</p> <p>Oppermansgronde</p> <p>Luckhoff</p>	
TOURISM	<ol style="list-style-type: none"> Development of Emmaus, to be recognized officially as the centre of South Africa to encourage Tourism activities around the area. Support of local tourism events that are aimed at increasing Upgrading and development of Heritage Sites and Historical Monuments in our towns to be used as tourism attractions economic activities on our area 	<p>Petrusburg</p> <p>All towns</p>	
WASTE MANAGEMENT	<ol style="list-style-type: none"> Assist to form cooperatives that will be involved in recycling as a means of generating income while enhancing the cleanliness of the environment Development and Support of recycling initiatives that are aimed at creating new products from the waste material. Licensed dumping sites 	All towns	



CHAPTER 5: KEY PERFORMANCE AREA

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.

5.1 SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

5.1.1 WATER SERVICES AND SANITATION SERVICES

Strategic Objective

To provide quality and sustainable water and sanitation services to all the households, schools, clinics, public facilities and businesses.

Intended Outcome

Access to quality and sustainable water and sanitation services by households, schools, clinics, public facilities and businesses.

Water service development plan

The municipality have a water service development plan which dates back to 2018 and needs to prepare another water service development plan to be in-line with the current development system-based water service development planning by DWS.

Operations and maintenance plan.

The municipality does have an operations and maintenance plan for water infrastructure plan.

NDP objectives, actions and Free State growth and development strategy and LLM

OBJECTIVES	ACTIONS	MUNICIPAL ACTIONS
NDP objectives, actions		
Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water	A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2022, with reviews every five years.	The municipality must review the water service development plan and send a letter to the Department of Water and Sanitation to assist in reviewing the water service development to be in-line with the current development system base water service development planning
Free State growth and development strategy		
Maintain and upgrade basic infrastructure at local level	Develop water and sanitation master plans for municipalities	<p>The municipality must review the water service development plan and send a letter to the Department of Water and Sanitation to assist in reviewing the water service development to be in-line with the current development system based water service development planning</p> <p>The council has approved the request for new funding methods to Infrastructure South Africa focusing on water and sanitation</p>
Improve technical capacity of local municipalities for sustainable local infrastructure	Provide training on compliance, operations and maintenance in line the terms of the relevant Act.	All the relevant officials working on water and sanitation needs to be subjected to training on Compliance, operations and maintenance.

Provide and upgrade bulk services	Ensure compliance of waste- water treatment (new and upgraded) with the Green Drop standards in all towns and new developments.	The municipality has upgraded the waste- water treatment works in Petrusburg and Koffiefontein and must ensure that it complies with the requirements of the Green Drop standards.
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Access to Portable Water and Adequate Sanitation

Letsemeng Local Municipality is both water services authority and water services provider. Bulk water is supplied by Water user association Oranjeriet and Kalkfontein. The municipality supplies clean drinking water to all five towns and still enforcing water restrictions due to the challenge of water shortages.

Statistics for basic water services

AREA		HOUSEHOLDS		
	Piped (tap) inside dwelling/yard	Piped (tap) water on community stand	No access to piped (tap) water	Total
Koffiefontein	3180	8	15	3203
Ratanang	1105	1	6	1112
Jacobsdal	646	354	3	1003
Petrusburg	2400	154	85	2639
Oppermansgronde	230	-	-	230
Luckhoff	1004	0	3	1007
TOTAL	9987	788	243	11242

New developments and informal settlements

AREA	NO OF HOUSEHOLDS IN AREA	WATER	SANITATION	VIP TOILETS	BUCKET TOILETS	ELECTRICITY
Jacobsdal Phambili	230	8 JoJo Tanks within a 200m walking distance	0	0	0	None
Petrusburg Bolokanang New Development Extension 7	1000	6 Communal standpipe at some point where there is reticulation and 10 JoJo Tanks within a 200m walking distance	None	0	0	None
Jacobsdal Reimvasmaak and Donkerhoek	538	9 JoJo Tanks within a 200m walking distance	0	0	252	None



Luckhoff Relebohile	4	1 Communal standpipe at some point where there is reticulation	None	0	0	0
Oppermansgronde	11	11	11	0	0	0

Letsemeng Local Municipality Water Supply versus Water Demand

TOWN	SUPPLY	DEMAND
Koffiefontein	4,5 ML	7,5ML
Petrusburg	1,05ML	2,2ML
Jacobsdal	4,2ML	3,1ML
Oppermansgronde	0,39ML	0,39ML
Luckhoff	0,9ML	2,4ML

Challenges and interventions required

Water status quo:

AREA	STATUS	INTERVENTIONS REQUIRED
Koffiefontein	<ul style="list-style-type: none"> - Unreliable Water supply due to low capacity of the water treatment works - During the 2021/22 financial year Koffiefontein and Dithake Bulk water storage (4.5 ML Reservoir) and Refurbishment of Water Treatment plant that started in the financial year 2021/22 - Projected got stalled due to pending court case 	<ul style="list-style-type: none"> - Complete the Koffiefontein and Dithake Bulk Water Storage (4.5 ML Reservoir) and Refurbishment of Water Treatment Plant - Ongoing water connections at 252 sites
Petrusburg	<ul style="list-style-type: none"> - Low- capacity boreholes - Additional boreholes required to meet the demand - Feasibility study is needed to for alternative source of water - Challenges of low pressure and lime scale blocking the reticulation process - Nkululeko and Hanniville 	<ul style="list-style-type: none"> - The Municipality has procured materials and supplies for the repairs of 5 boreholes, however only 2 boreholes were repaired and are operational: BH15 and BH21. BH03, 06 & 07 repairs to be done once the outstanding electrical material is procured for connection. - Challenges on pressure- Currently, Process Controllers utilising the Valve controller to manage the pressure - DWS conducted a feasibility study for alternative water supply - Process Controllers and Team Leader to control water by continuously pumping water down to areas like, Nkululeko and Hanniville around 2 am - The municipality to procure material for the replacement of reticulation pipes in Hanniville, the only challenge is the unavailability of a TLB for excavation work.

		<ul style="list-style-type: none"> - The laboratory did assessments on lime scale and blockages affecting reticulation the report is yet to be tabled to S80 Committee
Jacobsdal	<ul style="list-style-type: none"> - Unreliable water supply due to operations at the Water Plant - High Water Losses at the Canal 	<ul style="list-style-type: none"> - The main challenge is to get the plant fully operational and assistance on issues related to O&M. - The municipality requested assistance from the HOD of COGTA for Vaal Central Water to assist the municipality. The HOD approved and further engaged VCW, currently awaiting their response - The Jacobsdal Canal Pipelines project has been moved to 2027/28 financial year due to limited budget allocations - The remaining communal taps installations/water connections to be completed once there is a TLB available to execute the excavation tasks
Luckhoff	<ul style="list-style-type: none"> - Raw water Canal - Inadequate capacity to cater for the demand, 	<ul style="list-style-type: none"> - The municipality is busy preparing a business plan for MIG funding for the implementation in the 2025/26 financial year to repair the raw water Canal pump-station (i) Replacement of asbestos pipeline (ii) Repairs of the Town reservoir and booster pump-station - Business plan for the upgrading of the WTW to be prepared and submitted to sector department
Oppermansgronde	Challenging, canal maintenance (Dry weeks twice a year)	Water storages was upgraded to 5ML
Informal Settlements (Phambili)	Water trucked and stored in JoJo tanks.	<p>Formalise the areas or relocate them to formalised areas.</p> <ul style="list-style-type: none"> • Social Facilitation: Done • Contour/Aerial survey: Done • Conveyancer Certificate: Received • EIA: Draft submitted to DESTEA for evaluation pending Final submission • Geo-tech report: Completed • TIA: Draft report • Services report: Draft report • Layout design: <p>Application made to South African National Park through its Corporate Social Investment to provide a borehole in the area for access to clean and reliable water supply.</p>



New Developments	<ul style="list-style-type: none"> - Water trucked and stored in Jojo tanks - At some places there are communal stand pipes where reticulation is closer 	<ul style="list-style-type: none"> - Schedule that Truck driver and team be made available to Ward Councillors - Infrastructure to ensure weekly cleaning of Jojo tanks
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Sanitation status quo:

AREA	STATUS	INTERVENTIONS REQUIRED
Koffiefontein	<ul style="list-style-type: none"> • None operational Waste Water treatment Works (WWTW) • Continuous sewer spillages from the main pump-station as a result of frequent vandalism and cable theft. 	<ul style="list-style-type: none"> • Implementation of Koffiefontein Construction of Waste Water Treatment Works (WWTW) • Repairing of the four (4) sewer pump-stations project to be implemented in the next financial year
Petrusburg	<ul style="list-style-type: none"> • Frequent blockages on the main lines, reticulation being upgraded, and the sewer pump-station is not fully functional • VIP Toilets as form of basic sanitation, due to the water shortages in Petrusburg. 	<ul style="list-style-type: none"> • Implementation of urgent repair works on Petrusburg pump-station and outfall line • Maintenance by using the Honey Sucker.
Jacobsdal	There is a challenge of sewer pipeline (household-connection and main pipeline) as a result of the size-diameter and construction of manhole in the entire reticulation Bucket system as a form of basic sanitation.	<ul style="list-style-type: none"> • Upgrading of the outfall sewer pipeline in Jacobsdal (85 % progress) • Request funding from relevant sector department for construction of sewer reticulation. Refurbishment of WWTW project
Luckhoff	The bulk outfall sewer pipeline from Luckhoff to Teisesville up to the Waste Water Treatment Plant (WWTP) requires upgrading to be able to accommodate future possible overflows.	<ul style="list-style-type: none"> • Business plan were submitted to DWS and approval was granted • Approved budget funded through MIG for implementation during the 2025/26 financial year
Oppermansgronde	Refurbishment of sewer pump-station that causes spillages due to constant mechanical and electrical failures at the WWTW	<ul style="list-style-type: none"> • Business plan was submitted for the upgrading of the Oppermansgronde Waste Water Treatment Works (WWTW) project • Technical report submitted and awaits approval from the

		Department of Water and Sanitation (DWS)
Informal Settlements (Phambili)	No acceptable form of sanitation	<p>Formalise the areas or Relocate them to formalised areas.</p> <ul style="list-style-type: none"> • Social Facilitation: Done • Contour/Aerial survey: Done • Conveyancer Certificate: Received • EIA: Draft submitted to DESTEA for evaluation pending Final submission • Geo-tech report: Completed • TIA: Draft report • Services report: Draft report • Layout design: Done (Yielded approximately 250 stand) <p>ISUP Grant through the Department of Human Settlement has been approved for 2024/25 financial year</p>



5.1.2 ELECTRICITY AND ENERGY

Strategic objective

To provide and maintain sustainable and improved capacity of electricity services to all households, schools, clinics, public facilities and businesses. To provide safe, reliable and uninterrupted supply to our communities.

Intended Outcome

Access to sustainable and improved capacity of electricity services by all households, schools, clinics, public facilities and businesses. To improve socio economic activities and public lighting.

Electrical Master Plan

- The municipality have electrical master development plan which dates back to 2018 and needs to prepare another electrical master development plan to be in-line with the current developments and ground scenarios.
- System-based Electrical master plan development planning by CoGTA & DMRE.
- Electrical Operations and maintenance plan
- The municipality has Electrical operations and maintenance plans in place, however it needs to be updated.
- Municipality has also with the assistance of SALGA developed draft By-Laws.

NDP objectives, actions and Free State growth and development strategy and LLM:

OBJECTIVES	ACTIONS	MUNICIPAL ACTIONS
NDP objectives, actions		
<p>The proportion of people with access to the electricity grid should rise to at least 90 percent by 2030, with non-grid options available for the rest.</p> <p>The country would need an additional 29 000MW of electricity by 2030. About 10 900MW of existing capacity is to be retired, implying new build of more than 40 000MW.</p> <p>At least 20 000MW of this capacity should come from renewable sources.</p> <p>At least 20 000MW of this capacity should come from renewable sources</p>	<p>Ring-fence the electricity distribution businesses of the 12 largest municipalities (which account for 80 percent of supply), resolve maintenance and refurbishment backlogs and develop a financing plan, alongside investment in human capital.</p>	<p>The municipality with source funding in order to implement the current electricity operations and maintenance plan. Municipality already by 2023/24 Financial Year has reached universal access. All households within municipal supply area have access to basic electricity.</p> <p>The municipality will request assistance from DMRE, SEA, MISA and CoGTA with technical expertise to conduct investigation for alternative renewable energy sources.</p>
Free State growth and development strategy		
<p>Maintain and upgrade basic infrastructure at local level</p>	<p>Develop electricity master plans for municipalities.</p> <p>Dedicate funding for maintenance of current infrastructure.</p>	<p>The municipality with source funding in order to implement the current electricity operations and maintenance plan.</p>

Implement alternative electricity infrastructure	Promote and facilitate solar water heating and areal/ street lighting for energy saving.	The municipality will request assistance from DMRE, SEA, MISA and CoGTA with technical expertise to conduct investigation for alternative renewable energy sources.
Provide and upgrade bulk services	Address electricity bulk infrastructure backlog.	Formalised households, public facilities and businesses have access to electricity in the municipality. Electrification of 1000 households currently at 100 % complete Phambili informal settlement budgeted has been approved and awaiting implementation in 2025/26 financial year.

Access to electricity services.

- **Letsemeng Local Municipality** and Eskom are jointly supplying electricity in Letsemeng vicinity, electricity is currently the main source of income for LLM. The municipality have reached universal access in terms of electricity supply. The aging infrastructure is taking its toll on LLM's side of the supply.
- LLM supplies Koffiefontein, Petrusburg town, Extension 7 in Bolokanang and part of location in Luckhoff, and newly established area in Jacobsdal, Oppermansgronde and the rest are entirely supplied by Eskom, and LLM is only responsible for public lighting, sewer and water plants.
- Access to public lighting

DMRE via EEDSM funding has allocated funding of R9 million in assistance of retrofitting public lighting (Street lights & High Mast lights) across the municipal vicinity. MIG grant also assisted with construction and installation of 18 High mast lights to improve socio economic and night activities promoting safety in communities.

The Public Lighting infrastructure consists mainly of the following:

Number of Street lights:

- Koffiefontein: 247
- Luckhoff: 70
- Jacobsdal.: 102
- Petrusburg: 119
- Oppermansgronde: 0

Number of High mast lights:

- Koffiefontein: 25
- Luckhoff: 18
- Jacobsdal: 21
- Petrusburg: 22
- Oppermansgronde: 10



Challenges

1. Aging/dipilated of electricity infrastructure
2. Tempering of electricity meters and theft of electricity, irregular usage and electrical theft
3. The curbing of infrastructure (cable) theft leads to huge financial losses and power failures.
4. Provision of sufficient capital or funds for network and public lighting maintenance, upgrading and additional of new developments.
5. Electricity networks in Koffiefontein and Petrusburg are partially unstable during windy weather conditions.
6. Shortage of capacitated electricity vehicles per town and high lifting equipment (Crane or Cherry picker)
7. Electrification of approximately 235 households in Phambili
8. Shortage of staff personnel

Interventions

1. Implementation of credit control measures for illegal connections, theft and non-payment of electricity;
2. Approval of electricity Bi laws in this financial year 2025/26
3. Implementation of electricity smart meters – Provincial treasury assisted with funding, however it was not sufficient.
4. Implementation of the operation and maintenance electricity plan
5. Source funding to address the aging electrical infrastructure, and upgrade Electricity networks with security features.
6. Implement the Phambili electrification project as the budged is already approved by DMRE: INEP.

Electricity status quo:

AREA	STATUS	INTERVENTIONS REQUIRED
Koffiefontein	<ul style="list-style-type: none"> - Bulk Feeder lines aged causing cut-offs windy or rainy days. - Cable theft at pump stations - Old metering system/ Bypassed and unmetered municipal own usage. - Excessive overtime as a result of limited labour force - Shortage of energy (single phase metered households are depleted) - Irregular usage of electricity 	<ul style="list-style-type: none"> - Request funding to replace all aged power lines and install ABC conductors - Upgrade security in substations and pump stations - Patrol officials to safeguard transformers and household cables from theft - Municipality currently conducting systematic filed assessment looking for irregular connections/meter audit. - Municipality has started to introduce split meters to avoid electrical theft. - Improve revenue collection and request relevant sector department to intervene.
Petrusburg	<ul style="list-style-type: none"> - Aging infrastructure in town 	<ul style="list-style-type: none"> - Request funding to relevant sector department to replace the aged infrastructure in town that is tensioning the current cables
Jacobsdal	<ul style="list-style-type: none"> - Reliable Supply - Lack of Public Lighting 	<ul style="list-style-type: none"> - Four high mast lights constructed - The municipality is currently conducting maintenance on the existing ones

Luckhoff	Reliable supply and Public lighting	None.
Oppermansgronde	Reliable supply and Public lighting	None

5.1.3 ROADS AND STORMWATER

Strategic objective

To provide and maintain accessible road infrastructure and increased life span through proper construction and maintenance of roads and storm water infrastructure.

Intended outcome

Accessible roads and properly maintained roads and storm water infrastructure.

Status of integrated Transport plan

The municipality had an integrated transport plan which was developed with the assistance of provincial department of roads and transport. The plan will be updated to state the current developments and subjected to the public participation process in line with IDP processes.

Roads and Storm-water service levels

- **LLM** has about 209.56km of Streets in 5 Towns. The table below shows the length of the existing roads per Town. Out of the 78.81km paved roads, 70% of them are in a poor condition if not very poor.
- The Municipality was able to improve the paved roads in Koffiefontein and Luckhoff during the 2016/17 and 2017/18 financial year respectively, even though LLM towns are not completely paved.
- The condition is deteriorating at a fast pace since the existing potholes and cracks are not being attended as soon as they surface.
- Further to that some of the blocked storm water channels are being attended by the use of EPWP participants and technical department will be embarking on a potholes repair programme, and this activity will be ongoing as a short term.

Council has approved request to request funding from Infrastructure South Africa to deal with roads and storm water drainage during financial year 2024/25 and for outer years.

TOWN	PAVED ROADS (KM'S)	GRAVEL ROADS (KM'S)
Jacobsdal	13	22.6
Luckhoff	10.6	20.6
Petrusburg	15.5	47,249
Oppermans	2.5	16.2
Koffi efontein	23.7	24.1
TOTALS	78.81	130.7



Roads and storm-water status quo:

AREA	STATUS	INTERVENTIONS REQUIRED
Koffiefontein	<ul style="list-style-type: none"> - Poor condition of roads with about 6000m² pot holes - Some of the roads require resurfacing. - Available storm water v-drains not serving any purpose since they don't deliver to any main or major drains 	<ul style="list-style-type: none"> - Repair all the existing potholes, - Resurface all the dilapidated roads, - Where possible, replace the tar road with a block paving - Construction of 1,3km paved road and storm-water in Diamanthoogte
Petrusburg	<ul style="list-style-type: none"> - Poor condition of roads with about 2500m² pot holes - Some of the roads require resurfacing. - Available storm water v-drains not serving any purpose to either the main or major drains. 	<ul style="list-style-type: none"> - Repair all the existing potholes, - Resurface all the dilapidated roads, - Where possible, replace the tar road with a block paving. - Gravel all earth roads
Jacobsdal	<ul style="list-style-type: none"> - Poor condition of roads with about 2000m² pot holes - Some of the roads require resurfacing. - Available storm water v-drains not serving any purpose since the don't deliver to any main or major drains 	<ul style="list-style-type: none"> - Repair all the existing potholes, - Resurface all the dilapidated roads, - Where possible, replace the tar road with a block paving. - Gravel all earth roads

Luckhoff	<ul style="list-style-type: none"> - Poor condition of roads with about 700m² pot holes - Some of the roads require resurfacing. - Available storm water v-drains not serving any purpose since they don't deliver to any main or major drains 	<ul style="list-style-type: none"> - Repair all the existing potholes, - Resurface all the dilapidated roads, - Where possible, replace the tar road with a block paving - Gravel all earth roads
Oppermansgronde	<ul style="list-style-type: none"> - Poor condition of roads with about 150m² pot holes - Some of the roads require resurfacing. - Available storm water v-drains not serving any purpose since it doesn't deliver to any main or major drains 	<ul style="list-style-type: none"> - Close the existing potholes, - Request the provincial Roads department - to repair the dilapidated Jacobsdal Road to Oppermansgronde - Gravel all earth roads

5.1.4 WASTE MANAGEMENT

Strategic objective

To provide regular and sustainable refuse removal services to the households, schools, clinics, public facilities, businesses etc. And maintain adequate and effective waste management to ensure compliance with applicable laws.

Intended Outcome Access

To regular and sustainable refuse removal services to the households, schools, clinics, public facilities, businesses etc. And maintained licenced land fill sites.

Integrated waste management plan

The IWMP was developed in 2017 with an assistance of MISA by funding it and was developed by Aurecon. In- house by the municipality. Its primary objective was to promote recycling and recovery of waste within Letsemeng.

NDP objectives, actions and Free State growth and development strategy and LLM:

OBJECTIVES	ACTIONS	MUNICIPAL ACTIONS
NDP objectives, actions		
Absolute reductions in the total volume of waste disposed to landfill each year	Carbon price, building standards, vehicle emission standards and municipal regulations to achieve scale in stimulating renewable energy, waste recycling and in retrofitting buildings	The municipality is assisting the local recyclers to collect recyclable waste by providing transport and storage facility.



Refuse removal

The municipality removes refuse once a week in every town as follows;

TOWN	DAYS
Petrusburg and Bolokanang	Mondays
Jacobsdal and Ratanang	Tuesdays
Luckhoff, Relebohile and Oppermansgronde	Wednesdays
Koffiefontein	Thursdays
Ditlhake	Fridays

Landfill sites.

TOWNS	STATUS
Petrusburg	Licensed
Luckhoff	Not Licensed
Koffiefontein	Not licensed
Jacobsdal	Not licensed
Oppermansgronde	The municipality uses a private landfill sites and business plans have been submitted for the development of all new landfill sites

Challenges

1. Illegal dumping
2. The challenge with all the landfill sites is non-maintenance as a result of lack of heavy machinery.

Interventions.

1. Submit a business plan for funding for new landfill site and fleet.
2. Avail a site for a new landfill in Luckhoff.
3. Education campaign for the community to keep the environment tidy.
4. Turn dumping sites into food gardens.
5. Trace residents that have not occupied their residential sites given to them by the municipality.

5.1.5 HUMAN SETTLEMENTS

Strategic objective

To ensure the provision of formal settlement for the poorest of the poor with the intention to eradicate informal settlement and promote better life for all.

Intended outcome.

Access to formal settlement for the poorest of the poor, eradicated informal settlement and better life for all.

NDP objectives, actions and Free State growth and development strategy and LLM:

OBJECTIVES	ACTIONS	MUNICIPAL ACTIONS
NDP objectives, actions		
Strong and efficient spatial planning system, well integrated across the spheres of government. Upgrade all informal settlements on suitable, well-located land by 2030.	Introduce spatial development framework and norms, including improving the balance between Location of jobs and people.	The municipality must revise the Spatial Development Framework in line with the provisions of SPLUMA with the assistance of CoGTA and ensure that it is approved by council.
Free State growth and development strategy		
Accelerate and streamline township establishment processes and procedures to ensure sustainable settlement.	Improve the quality of Spatial Development Frameworks to include master planning in areas of interest, town planning schemes, availability of services.	The municipality must revise the Spatial Development Framework in line with the provisions of SPLUMA with the assistance of CoGTA and ensure that it is approved by council.



<p>Ensure that municipalities, councillors, officials, the community at large and private sector role players are capacitated to accelerate sustainable human settlement development.</p>	<p>Increase awareness amongst officials, councillors and other social partners on the New Comprehensive Plan for Sustainable Human Settlements.</p> <p>Improve the quality of contractors through effective training programmes, grading and ranking of contractor performance and contractor registration with the National Home Building Regulatory Council.</p> <p>Enhance opportunities for capacity building in town planning, project management, engineering, urban design and property management.</p>	<p>Council had approved an Integrated human settlement sector plan in 2018 and it needs to be revised and councillors and management needs to be work-shopped management.</p>
<p>Promote and support integrated, inclusive, sustainable human settlement development</p>	<p>Put emphasis on densification of new developments, to improve overall settlement efficiency and resource utilization.</p> <p>Improve access to the basic social and economic amenities programme.</p> <p>Facilitate the implementation of the communal land right programme.</p> <p>Intensify the informal settlements upgrading programme.</p>	<p>The municipality with the assistance of the department of human settlement and CoGTA must review the SDF to identify areas for new development, communal land and improve access to basic social and economic amenities as outlined in the human settlement sector plan.</p>

Backlog information and identified housing needs.

The municipality maintains a waiting list for all housing and statistical information for the number of households in the informal settlements as the basis for determination of the housing backlog in the municipality. Included in the Human settlement sector plan in the detailed information pertaining to the informal settlements per ward and the level of services accessible to the settlements.

5.2 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 finalising 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 for approval in 2020 financial year. Municipality is in the process of reviewing the organisation structure, it is anticipated that the structure will be approved by August 2025. There are 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 Skills Development Facilitator consulted with all relevant stakeholders and collectively identify training needs that will address those identified skills gaps

Performance Management System

The Performance Management System of the municipality is currently confined to Senior Managers reporting directly to the Accounting Officer as well as that of the Accounting Officer. This has caused a high level of complacency and underperformance in the municipality and the municipality is currently in the process of cascading the Organisational Performance Management System to each and every individual employee of the Municipality.

Human Resource Management

The municipality has functional Human Resource Management Unit consisting of the following subcomponents;

- Recruitment and Selection
- Training and Development
- Labour Relations
- Occupational Health and Safety
- Leave Management
- Remuneration and Benefits (Employee Wellness).



Recruitment and Selection 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.

5.3 INFORMATION TECHNOLOGY NETWORK INFRASTRUCTURE

Due to the work done by many service providers over the years, the network infrastructure has been done without any standard, this affecting everyday computing whether over the network and/or internet. A tender was advertised for the work and will probably start working before the end of June 2019.

The Project was completed and covered all 4 buildings in Koffiefontein including the server room.

The work that will be covered during this project includes that is not limited to: to design, implement and install a network infrastructure for the Head Office, Mayor's Office, Store Building, Community Service and the Technical Service building. Renovations to the server room will also be covered during the project.

- ICT Policies and ICT Governance Framework

The policies and governance framework were approved by council on 2019/08/29

- 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 is covered in the ICT disaster recovery policy and backup policy

- **ICT Strategic Objectives of ICT Three years Master Plan**

These documents are also being planned for development during the 2019/20 financial year. To plan for the future growth of the municipality this documents will be essential in order to accommodate this future growth.

There is no budget to acquire the services.

- Software Licensing

Due to the Municipal financial constraints, software will be procured as and when needed. Software is budgeted for, however not for bulk procurement.

By law the Municipality is supposed to use licensed software (Operating Systems, Microsoft Office, etc.) on all its workstation. For the 2019/20 financial year we intend to procure a volume license for these software.

- 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.

The forms have been approved and are used.

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
- Computer Literacy

The issue of the lack of basic computer literacy continues to be problematic for the municipality. Reason being it has the effect to affect everyday business and can also be a security threat to financial systems. The majority of the people who struggle with basic computer skill have access to the municipal's financial systems and again these employees many of them were not trained on either financial system

* It remains the responsibility of both management and the skills development unit to address the issue.

- Training (Financial Systems)

Employees need to be properly trained on both financial systems. Only a hand full of employees were trained on the systems and a few of them are doing well.

The major concern is that some on the very employees who received training on these systems especially sage evolution are struggling with some tasks which they are supposed to execute on a daily basis on the system.

Now the concern with this issue is that the first person to be called in order to assist will be the IT Technician who himself only has the administrative training on the system not on what users are trained to do.

The issues were never attended to by management.



Customer-Oriented Services/Customer Care

The municipality has centralised compliments and complaints management system, both manual and electronic. The municipality is currently in the process 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.

5.4 FINANCIAL VIABILITY

Strategic objective

To enhance the revenue base of the municipality, improved audit outcome, promote sound financial governance and management.

Intended outcome

Enhanced revenue base of the municipality, improved audit outcome, sound financial governance and management

OBJECTIVES	ACTIONS	MUNICIPAL ACTIONS
NDP objectives, actions		
Municipalities demonstrate good financial governance and management	<p>Assist municipalities to improve own revenues by putting in place measures to improve property valuation rating and levying of user charges.</p> <p>Targeted support provided to municipalities to develop, implement and monitor action plans to address previous audit outcomes.</p> <p>Monitor in-year financial reports and address deficiencies.</p> <p>Ensure spending on repairs and maintenance as a proportion of operational expenditure is in line with percentage prescribed by NT.</p> <p>Review municipal costing and pricing of core services to reflect cost reflective tariffs with appropriate cross subsidisation to eligible households.</p> <p>Ensure all municipal SDBIPs gives effect to IDP and meets requirements as per the MFMA in terms of service delivery targets by top manager and by ward & ultimately is linked to budgets.</p>	<p>The municipality has developed and adopted the funding plan which encompasses all the revenue enhancement measures. This plan will be monitored on a quarterly basis and reported to Council.</p> <p>The municipality has developed audit action plan in response to the issues raised by the AG and will be Monitored on monthly basis by management and internal audit.</p> <p>The in-year reports are monitored through the SDBIP and progress is reported to the management, audit committee and the council</p> <p>The municipality has budgeted 1% of the total Assets for repairs and maintenance.</p> <p>The municipal budget is prepared in line in the MBRR and is cost reflective with appropriate cross-subsidisation to eligible households.</p> <p>The 2025/26 SDBIP will be in line with the municipal IDP and Budget and is communicated to all relevant stakeholders.</p>
Free State growth and development strategy		



Support Local SMMEs	Providing support for small, medium, and micro-enterprises to stimulate local economic growth and job creation	Municipality has budgeted for LED projects which will support our Local SMMEs, furthermore, all contractors that are operating within the Municipality must subcontract a portion of their contract to our SMMEs.
Water and Sanitation	Ensuring access to clean water and adequate sanitation facilities for all residents.	Over 50% of Municipal's capital is made up of projects that addresses water and sanitation challenges.
Good Governance	Promoting transparency, accountability, and public participation in governance processes.	Municipality has a number of Committees that promotes good governance, furthermore, Municipality is continuously consulting communities through public participation process on pertinent issues that affect the Community.

Medium Term strategic Framework

5.4.1 FINANCIAL FRAMEWORK

The budget and Treasury office of Letsemeng Local Municipality (LLM) is responsible for the financial management of the municipality as a whole. The mandate of finance department is to ensure that all departments are provided with the resources to enable them to perform their functions and that the Municipality is financially sustainable. The finance department comprises of the following units each performing a specific function, and which collectively seek to enhance the financial viability of the municipality, and they are:

Revenue and Billing

The billing unit is responsible for ensuring that the consumers of LLM get billed for basic services, consumption, rates and taxes. This ensures that the municipality receives an income to deliver services to the community and run the administration of the municipality. The revenue unit is responsible for the collection of funds due to the municipality, and it includes the debt collection, credit control, client's services and finalization of accounts.

Supply Chain Management and Assets

The supply chain management unit is responsible for ensuring that all goods and services procured by the municipality is in accordance with applicable legislation. The unit is also responsible for contract management including reporting on commitments and ensuring that the new contracts are entered into to prevent irregular expenditure. The asset management component ensures that all Municipal assets are accounted for.

Budget and Reporting

The budget and reporting unit is responsible for the management of the municipality's budget including the approved budget, virements and assisting with the adjustment budget.

The following have been identified as the major operational issues impacting on the financial stability of Letsemeng Local Municipality:

- Deteriorating debtor's collection rate due to the economic downturn and culture of non-payment of services by residents, businesses, and farmers
- Escalation of fruitless and wasteful expenditure due to major creditors not being paid within the required 30 day of receipt of an invoice.
- Insufficient controls to manage irregular expenditure
- Unfunded budget where resources needed for service delivery far exceed the available capital.

The critical factors towards enhanced financial sustainability are identified as follows:

- Cost containment measures to curb spending on non-core services (Expenditure)
- Credit control must be intensified to improve LLM cash flow.
- Debt collections must be implemented to improve LLM cash flow and build up reserves.
- Capacitate all units particularly in different towns.
- Training of staff

STAFFING OF THE FINANCE DEPARTMENT

The department is headed by the Acting Chief Financial officer, and currently consists of three divisions which are:

- Budget and Revenue management.
- Supply chain management and Expenditure; and
- Assets and Payroll Management.
- All the relevant officials in the finance department completed the Municipal Finance Management Programme with various registered institutions in order to meet the requirements of minimum competency regulations issued by National Treasury.

5.4.2 FREE BASIC SERVICES

LLM is keeping a register of all indigents. As of March 2025, a total number of 2400 indigent households were registered on the indigents register. The approach of letting persons walk in and register has not yielded the intended results hence the public participation per town will be recommended.

Indigent Policy

The key purpose of an indigent subsidy policy is to ensure that households with no or lower income are not denied a reasonable service, and on the contrary the Municipality is not financially burdened with non-payment of services.

Criteria used for identification to qualify for indigent support.



To qualify for the rebate the head of the family must:

- Occupy the property as his/her normal residence.
- be older than 18 years
- Be in receipt of a total monthly income from all sources not exceeding an amount to be determined annually by the Municipality.

The current entry level is determined as R 6000 per month. All applications must be verified by an official. The relevant Ward Councillor must be involved during the evaluation process and must verify the application together with the relevant officials or ward committee. If an application is favourably considered, a subsidy will only be granted during that municipal financial year and the subsequent twelve (12) month budget cycle. The onus will rest on the approved account holders to apply for relief on an annual basis.

Maintenance of an indigent register

The Indigent register management will be responsible for compiling and administering the database for households registered in terms of this policy. Registration will take place on dates and at times and places determined by the administration with the office of the Council Speaker but shall generally be undertaken during February to June each year.

Services to be subsidised - Water

All consumers will receive the first 6 kilolitres of water fully subsidised and then charged in accordance with the approved tariff. A subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year.

Table 2: Provision of free Basic Services

Free Basic Services	Indigent Support/Subsidy	Indigents Household
Water	6kl	2400

Sewerage

All registered indigents shall be subsidized 100% for sewerage as provided for by the Council in the annual budget from time to time. A subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year.

Refuse Removal

All registered indigents shall be subsidized 100% for refuse removal services. A subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year.

Electricity

Indigent consumers will receive 50 kWh of electricity per month fully subsidized.

Property Rates

All registered indigents shall be subsidised for property rates services to the maximum of R 75 000.00 per property value. A subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year.

PAYMENT OF CREDITORS

The management is committed in ensuring that all money owing by the municipality be paid within 30 days of receiving the relevant invoice or statement, unless prescribed otherwise for certain categories of expenditure in line with section 65 of the Municipal Finance Management Act. No. 56 of 2003.

5.4.3 FINANCIAL STRATEGIES

With the above framework as a background, strategies and programmes have been identified and form part of the financial plan to achieve the desired objective which is the financial viability and sustainability of the municipality.

Revenue raising strategies.

The following are some of the more significant programmes that can/have been identified:

- The annual review and implementation of the credit control and debt collection policy. This policy and the relevant procedures detail all areas of customer care, credit control and debt collection of amounts billed to customers, including procedures for non-payment.
- The annual review of tariff policy. This policy will ensure that fair tariffs are charged in a throughout the municipal area.
- The annual review and maintenance of an indigent policy. This policy defines the qualification criteria for an indigent household and the level of free basic services enjoyed by indigent households.
- The annual review and maintenance of a property rates policy. This will ensure that a fair rates policy and an updated valuation roll are applied to the entire municipal area and will aim to ensure that all properties are included in the municipality's records. Furthermore, the policy will ensure that valuations are systematically carried out for all properties on a regular basis.

Asset management strategies and programmes

The following are some of the more significant programmes that can be identified:

Implementation of an integrated asset management system. This programme involves the ongoing updating of a suitable integrated asset management system. It also includes the capturing of all assets on the system, the maintenance of this system and the production of a complete asset register in terms of the Generally Recognised Accounting Practice (GRAP).



The review and update of asset and risk insurance procedures and the renewal of the insurance portfolio. This programme will involve the identification of risks in conjunction with insurers and all heads of departments. It will also include the review of the existing insurance portfolio and the renewal of the insurance policy as per renewal terms.

Financial management strategies and programmes

The following are some of the more significant programmes that can/have been identified:

The implementation of the MFMA Regulations – Municipal Standard Chart of Accounts (mSCOA).

Implementation of integrated development planning and budgeting using community consultation processes.
Reviewing and updating of asset, budget and accounting policies and procedures.

Training and development of financial and other staff. The aim of this project will be to constantly ensure that the financial and other staff members receive the training they require to ensure a cost-effective and efficient service to the municipality and its customers and to ensure full compliance with the MFMA regulations on minimum competency levels.

Enhancing budgetary controls and timeliness of financial data and building the capacity of the Budget and Treasury Office to ensure that financial information for reporting purposes is generated timeously. It will also include the monitoring and reporting on budget variances.

General financial philosophy

- The financial vision of LLM is to provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services for the citizens of Letsemeng.
- It is the goal of the municipality to achieve a strong financial position with the ability to withstand local and regional economic impacts; to adjust efficiently to the community's changing service requirements; to effectively maintain, improve and expand the municipality's infrastructure; to manage the municipality's budget and cash flow to the maximum benefit of the community; to prudently plan, co-ordinate and implement responsible and sustainable community development and growth.

Based on the financial framework and the financial strategies the municipality must develop financial policies that support the above. LLM's financial policies shall also address the following fiscal goals:

- To keep the municipality in a financially sound position in both the long and short term.
- To maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations.
- To apply credit control policies which maximise collection while providing relief to the indigent.
- To implement credit control policies that recognise the basic policy of customer care and convenience.
- To maintain and protect existing infrastructure and capital assets.
- To provide a framework for the prudent use of debt financing; and

- To direct the municipality's financial resources to meet the goals of the municipality's IDP.

Budget-related policies

The annual budget is the central financial planning document, directed by the IDP, which embodies all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The budget will be subject to monthly scrutiny and reporting to Council with recommendations of actions to be taken to achieve the budget goals. The budget will be subject to a midyear review, which will result in an Adjustments Budget if required.

Adequate maintenance and replacement of the municipality's assets (property, plant, and equipment) will be provided for in the annual budget. It will be informed by Council's Asset Management Policy.

Capital infrastructure policies

The municipality will establish and implement a comprehensive three-year capital budget. This budget will be updated annually to ensure that bulk infrastructure services and internal infrastructure services together with the foreseen funding sources are planned in an integrated and co-ordinated manner.

Revenue policies

LLM will estimate annual revenues through a conservative, objective and analytical process based on realistically expected revenue to be collected. The municipalities will set tariffs at a level that balances the total direct and indirect costs of operations, and the affordability for the consumer.

LLM will maintain a valuation system based on market values of all properties within its boundaries as well as periodically review the cost of activities supported by user fees to determine the impact of inflation and other cost increases. The valuation roll will be reviewed every five years in light of the new review due in the next financial year. Fees will be adjusted where appropriate to reflect these increases. These principles and the raising of property rates are contained in the Property Rates Policy.

The municipality will continue to identify and pursue grants and appropriations from National and Provincial province and other agencies, which are consistent with the municipality's goals and strategic plan and to eradicate unfunded mandates.

Credit control policies and procedures

LLM will follow an aggressive policy of collecting revenues from those who can afford to pay for their services. For this purpose, a Credit Control and Debt Collection Policy must be developed and adopted by Council. As the recoverability of all outstanding debt is questionable, the writing off of prescribed debt is considered by Council on an annual basis.

Supply chain management

The Supply Chain Management Policy will ensure that goods and services are procured compliant with legislative requirements in a fair, equitable, transparent, competitive and cost-effective way. It includes the disposal of goods or assets no longer needed for basic service delivery and must be read in conjunction with Council's Disposal of Assets Policy.



Asset management policies

The objective of the asset management policy is to prescribe the accounting and administrative policies and procedures relating to property, plant, and Equipment, which are immovable and movable assets of LLM and computer software and servitudes, which are intangible assets of LLM. The principles and policy statements must be embedded in the Asset Management Policy of Council.

Accounting policies

- The principles on which LLM operates with regard to the presentation, treatment, and disclosure of financial information forms part of the accounting policy adopted in the compiled annual financial statements.

Financial Management Systems

- The municipality has appointed CCG to provide the municipality with the services of a financial system i.e. MSCOA compliant and there is a service level agreement signed to this effect.

Issues raised by the Auditor General.

The office of the Auditor General (SA) has conducted an audit of financial statements and Annual Performance report and the municipality was qualified with findings. The municipality has developed an Audit Recovery plan to address the deficiencies identified by the Auditor General (SA) during the audit of 2023/2024 Financial Year.

The audit recovery plan will be monitored by the internal audit on a monthly basis and the progress thereof will be reported to the following:

- Municipal manager
- Audit committee
- Municipal public account committee
- Council.

5.4.4 BUDGET ASSUMPTIONS

The following budget principles and guidelines directly informed the compilation of the 2025/26 MTREF:

- Budgeting for a funded and credible annual budget compared to a balanced budget
- The 2024-25 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2025-26 annual budget
- Tariffs on services and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, also as per guideline of Circular 128 except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk water and electricity
- There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act.

Budget Process

- Section 53 of the MFMA requires the Mayor of the municipality to provide general political guidance in the budget process and the setting of priorities that must guide the preparation of the budget.
- In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e., in August 2024 a time schedule that sets out the process to revise the IDP and prepare the annual budget.
- The Mayor tabled the required IDP process plan and budget time schedule in August 2024. Adherence to these plans was not achieved as the processes were not undertaken exactly at the dates that were indicated in the plans. Budget and IDP will be tabled on the 31st March 2025.

TARIFF INCREASES

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

Property rates

Property rates tariffs for all properties will increase by 4.4 % including agricultural and all other properties. Municipality will be implementing a supplementary valuation roll in line with the provisions of Municipal Property rates act from **01 July 2025**.

Service charges.

- Sewerage tariffs to be increased by **4.4 %**.
- Water tariffs to be increased by **4.4%**.
- Refuse removal services tariffs will be increased by **4.4 %**
- **Electricity tariffs: will be increased by 13.4 % for the 2025/26 financial year, this percentage increase will mostly likely change as we are still awaiting NERSA feedback on our application.**



5.4.5 GRANTS

Operating Grants	2025/2026	2026/2027	2027/2028
Equitable share	93 781 000	97 204 000	101 588 000
Finance Management Grant	3 000 000	3 000 000	3 100 000
Energy Efficiency and Demand Side Management Grant	0	4 000 000	0
Expanded Public Works Incentive	0	0	0
Capital Grants			
Municipal Infrastructure Grant	18 062 000	21 465 000	22 273 000
Water Service Management Grant	23 285 000	23 000 000	23 250 000
Integrated National Electrification Programme	4 845 000	5 000 000	5 226 000
Total			
Allocation in kind			
MIG	5 009 000	0	0
INEP	65 000	0	0
Total Grants			

5.5 OVERVIEW OF THE BUDGET

Operating Revenue.

- Total operating revenue amount to **R 249 805 269** it has increased with R9 364 269 from financial year 2024-25 adjustment budget of **R 240 441 000**. Operating revenue comprises of service charges, property rates and other revenue. We anticipate collecting 100% on prepaid electricity, 70% on property rates, 50% on water services, refuse and sanitation services.
- Property rates amounts to **R 30 020 417** it has increased from **R28 755 189**, electricity increased from **R 43 246 408** to **R 49 041 425**, water increased from **R 17 653 618** to **R 18 430 376**, wastewater management increased from **R 14 580 869** to **R 15 222 427** and waste management increased from **R 14 091 133** to **R 14 711 143**. All the service charges were increased with an average inflation rate of 4.4%. Operational revenue consists of administration costs, objection costs, photocopies costs and clearance certificate. Municipality is still awaiting NERSA tariff approval for electricity; we applied for an increase of 13.40% on electricity tariffs.
- Total operating expenditure amount to **R 240 412 000** it has decreased with **R14 500 150** from financial year 2024-25 adjustment budget of **R254 921 150**. Total operating expenditure for the 2025-26 financial year translates into a surplus of **R9 393 000**, there are non-cash items amounting to **R57 385 000**. The operating expenditure consist of employee related costs, remuneration of Councilors, bulk purchases, contracted services, and operational costs. Employee related costs increased from **R 82 055 514** to **R 84 594 234**.
- Remuneration of Councilors is increased from **R 5 013 337** to **R 5 233 923** the increase is based on the salary and wage collective agreement based on the projected average CPI of 4.4%. Bulk purchases were increased from **R39 862 000** to **R 44 924 474**. Contracted services increased from **R 16 226 383** to **R 16 423 000**, it comprises of protective clothing, supplementary valuation roll, Insurance for municipal assets, employee wellness, rental of photocopies machines, telephones and network, maintenance of

financial system (MSCOA compliant) and compilation of annual financial statements. Operational costs decreased from **R 15 961 527** to **R 13 707 744**. Operational costs consist 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 **R26 037 821** and Depreciation and Asset Impairment of **R 31 347 000**, as per the budget circular of MFMA depreciation needs to be funded.

5.5.1 CAPITAL EXPENDITURE DETAILS

- The total capital expenditure budget of the municipality is **R 46 852 000**, and it is funded from the following funding sources:
- Municipal Water System Infrastructure Grant is allocated **R 23 285 000**
- Municipal Infrastructure Grant is allocated **R 18 062 000**
- Internally generated funds amount to **R 4 845 000**

Draft Projects for 2025/2026 funded by MIG.

PROJECT NAME (AS IT APPEARS ON MIG-MIS)	PROJECT TYPE & WARD	TOTAL PLANNED EXPENDITURE FOR 2025/2026
General Text	Select from drop down as registered	Formula
Project Management Unit	PMU	R903 100,00
Bolokanang/Petrusburg: Upgrading and refurbishment of Sports Facility (MIS:519330)	Sport and recreation (3 & 6)	R323 571,17
Diamanthoogte/Koffiefontein: Construction of 1.3km paved road and storm water (MIS:525070)	Roads & storm-water (4)	R1 688 325,40
Diamanthoogte (Koffiefontein): Construction of 252 toilet structures with yard connections (MIS:510622)	Sanitation (4)	R2 472 124,27
Bolokanang (Petrusburg): Rehabilitation of storm water management system (MIS:545527)	Sanitation (3 & 6)	R1 818 281,37
Relebohile (Luckhoff): Upgrading of Bulk sewer lines and pump station (MIS:529455)	Sanitation (1)	R7 043 807,79
Koffiefontein Refurbishment of 4 sewer pump station (Schedule 6B)	Sanitation (5)	R5 009 000,00
Bolokanang/Petrusburg: Upgrading and refurbishment of Sports Facility Phase 2	Sport and recreation (3 & 6)	R3 000 000,00
Koffiefontein Refurbishment of Sports facility	Sport and recreation (2 & 7)	R 812 790,00
TOTAL		R23 071 000,00



Draft Projects for 2025/2026 funded by WSIG.

Areas Affected	Name of Project	Estimated Cost per Project
Koffiefontein/Ditlhake	Koffiefontein refurbishment of WTW and Construction of 4,5 ML Reservoir Bulk water storage	R10 000 000.00
Koffiefontein/Ditlhake	Upgrading of Koffiefontein WWTW	R13 285 000.00
TOTAL		R23 285 000.00

Draft Projects for 2025/26 Funded by INEP

WARD	Areas Affected	Name of Project	Estimated Cost per Project
7	Jacobsdal/Phambili	Electrification of 233 Households connections in Phambili	R4 045 000.00
7	Jacobsdal/Phambili	250KVA, 22M,22KV/420V Phambili Bulk Point Supply	R 800 000.00
	TOTAL		R4 845 000.00

BUDGET TABLES – ATTACHED AS ANNEXURE

5.6 FIVE YEAR STRATEGIC OBJECTIVES

FIVE –YEAR STRATEGIC OBJECTIVE	FIVE-YEAR IDP PROGRAMME	SECTION CHANGED	REASONS FOR CHANGE
Availability of cost effective capital finance to fund capital programmes	Pursue borrowing through DBSA grants 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	Tariff Management Programme	Ensure compliance with reviewed tariff Policy of the municipality.	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
Effective system that is informed by national inflation data and targets, comparable to local municipalities and circumstances of communities to ensure affordability	An evaluation of the tariff methodology to assess whether it is relevant to the current changes in the municipality and NERSA Revenue Enhancement Strategy	<ul style="list-style-type: none"> • Ensure compliance with the reviewed tariff policy of the municipality. Maintain separate property rates tariffs per category of property • Improve revenue collection rate to: 55% in 2025/26 • 65 % In 2026/ 27 	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
A budget system, structure and format that enables sound resources allocation and MSCOA seven segments	<p>Financial Management Programme of the municipality is currently on the implementation of version 6.8 of MSCOA.</p> <p>The department uses the MSCOA seven segments to determine the allocation of funding to each department</p>	<p>-Redevelop formats to ensure that they are in line with the National Treasury's requirements</p> <p>-Develop and determine Medium</p> <p>Term Budget Framework and long-term financial framework</p> <p>-Ensure that the budget system is maintained and upgraded to the latest version as issued by National Treasury</p>	A budget system, structure and format that enables sound resource allocation.

Challenges and Opportunities

CHALLENGES	OPPORTUNITIES
Placement of staff	Internal prepare Annual Financial statements by 2025/2026



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	

Strategic Priorities

KEY PERFORMANCE AREA	IMPLEMENTATION PLAN
Financial turnaround strategy	
Financial turnaround strategy	<ul style="list-style-type: none"> - Expenditure review and implementation recommendations - Implementation of Cost Containment measures - Revenue maximisation plan - Implementation of Credit control and debt collection policy. Improve implementation of billing - Increased collections levels - Implementation of fraud and anti-corruption strategy - Implementation of effective supply chain management - Increase in the number of households registered as indigent. - Payment plans with Key Creditors, i.e. Water board, Eskom - Implementation of Consequence management

Customer service	<ul style="list-style-type: none"> - Monitor turnaround time on query resolution. - Customer feedback on accounts - Introduce SMS and Email services for delivering Accounts. Introduce a dedicated WhatsApp number for query management
Overall financial oversight	<ul style="list-style-type: none"> - Attainment and maintenance of unqualified audit opinion - Improvement in cash coverage ratio - Reduction in total amount owing to creditors. - Functional MPAC - Functional DC Board

Financial Sustainability Sector Plan

FIVE-YEAR STRATEGIC OBJECTIVES	IDP PROGRAMME	DELIVERY AGENDA
Empowered customers enjoying highest standard of customer care and responsiveness	Responsive customer care Complaints vs. resolved.	Responsive customer care <ul style="list-style-type: none"> - Harness the single customer experience from optimisation of customer service centre. - Reduction in time taken to answer calls to an average of 60 seconds. - Sustain customer satisfaction
The municipality that creatively evolves its billing and expenditure system to ensure long-term fiscal stability and growth, and optimal spending to support accelerated and sustainable development	Maximise Revenue Collection and Billing Increase in average revenue collection to 70% (over MTREF)	Maximise Revenue Collection and Billing <ul style="list-style-type: none"> - Increase in revenue collection to acceptable levels, including indigents. - Address meter reading. - Install smart electricity meters. - Install pre-paid water meters
	Debtors book Analysis of the debtors' book	Debtors book <ul style="list-style-type: none"> - Encourage customers to utilize incentive schemes through operation patala. - Enlist the services of debt collectors from the relevant National Treasury Transversal contract



Sustained excellence in financial management	Completeness of revenue <ul style="list-style-type: none"> - Increase in number correct accounts to over 97% 	Completeness of revenue <ul style="list-style-type: none"> - Realise all revenue maximisation projects under property valuation relating to the following areas: <ul style="list-style-type: none"> - Valuation roll - Reconciliation of property data - Overall completeness of data - Priority projects to raise additional revenue. - Return on investment of revenue maximisation. - Harness value add of property value chain. - Sustained incremental concise completeness of revenue project
	Refunds and clearance efficiencies <ul style="list-style-type: none"> - Increase of active customers receiving bills to 100 % - 98 % refunds issued within 30 days of - 100 % clearance certificates issued within 30 days. 	Refunds and clearance efficiencies <ul style="list-style-type: none"> - Accurate billing management - 93% to 97% clearance certificate and refunds issued within 30 days of application. - 97% of properties on the billing system metered and billed with accurate bills. - 97% increase in active customers receiving bills to minimum
A municipality with stable and growing revenue streams	Credit control enforcement. Expansion of credit control Capital Financing programme Where appropriate and within a policy framework raise project finance for specific infrastructure projects	Credit control enforcement. <ul style="list-style-type: none"> - Strengthened credit management. - Controls through reduction of areas where no credit control is taking place Capital Financing Programme Strengthens relationship with businesses
A budget system, structure and format that enables sound resource allocation decisions	Budget reform programme <ul style="list-style-type: none"> - Revise the budget format to facilitate flexible programme based MSCOA budgeting. - As required by the MFMA, continue to build the system and practices 	Budget reform programme <ul style="list-style-type: none"> - Develop an expenditure review model on an annual basis. - Produce quarterly SDBIP reports in line with

	enabling more effective and efficient budget tracking funded budget.	National Treasury regulations. - Review budget policies annually
Measurable improvements in unit cost and allocation efficiency on a key of set indicators	Expenditure review programmes <ul style="list-style-type: none"> - As part of the overall framework of performance tracking and strategic decision-making, build a system and practice of annual budget review that tracks trends and issues in personnel spending, unit cost efficiencies, allocative efficiencies of, and social, economic, and financial returns from, key service investments, and whether expenditure responsibilities are being adequately matched by resources. - Develop methods for evaluating for evaluating unit cost efficient in expenditure on key service and conduct regular benchmark comparison studies with comparable to local municipalities 	Expenditure review programme <ul style="list-style-type: none"> - Develop an expenditure review document on an annual basis. - Review budget policies annually.

Conclusion

This financial viability, plan with its financial framework, financial strategies and financial policy framework will contribute to ensuring that LLM remains financially viable and sustainable and that quality municipal services are provided economically to all communities within its area of jurisdiction, the plan will be reviewed on an annual basis and tabled together with Budget and IDP of the Municipality.



CHAPTER 6: ALIGNMENT OF MUNICIPAL IDP WITH NDP AND FSGDS

Through public consultation and engagement with communities, different stakeholders, interaction with employees and analysis of the conditions of the services in the municipality and identified all the challenges and interventions required for each service provided by the municipality.

For each and every Key performance Area the municipality developed the strategic objectives in line with the National Development Plan (NDP) and Free State Growth and Development Strategies (FSGDS) to give a clear guideline of the municipal strategic direction on the level of service delivery in all the areas. From the process followed the municipality identified the developmental objectives which will inform the municipal performance planning and risk management.

These objectives are developed in line with the SMART principle (Specific, Measurable, Achievable, Realistic and Time-bound)

KEY PERFORMANCE AREA	PRIORITY AREA	NDP OBJECTIVE	FSGDS OBJECTIVE	STRATEGIC OBJECTIVES	DEVELOPMENT OBJECTIVES
Basic service delivery and infrastructure Development	Water and Sanitation services	Ensure that all people have access to clean, potable water. There is enough water for agriculture and industry, recognizing the trade-offs in the use of water	Maintain and upgrade basic infrastructure at local level Provide. Upgrade bulk services Improve technical capacity of local municipalities for sustainable local infrastructure	To provide quality and sustainable water and sanitation services to all the households, schools, clinics, public facilities, and businesses.	To ensure access to clean, quality, and sustainable water services to households, public facilities and businesses. To ensure access to safe and sustainable sanitation services to households, public facilities and households.
	Waste management	Environmental sustainability and resilience. Absolute reductions in the total volume of waste disposed to landfill each year	Maintain and upgrade basic infrastructure at local level	To provide regular and sustainable refuse removal services to the households, schools, Clinics, public facilities, businesses etc. Maintain adequate and effective waste management to	To ensure access to regular and sustainable refuse removal services to all household, public facilities and businesses. Ensure proper waste management through

				ensure compliance with applicable laws when finalised	promotion of recycling schemes and adequate landfill management.
	Electricity and Energy	<p>The proportion of people with access to the electricity grid should rise to at least 90 percent by 2030, with non-grid options available for the rest.</p> <p>The country would need an additional 29 000MW of electricity by 2030. About 10 900MW of Existing capacity is to be retired, implying new build of more than 40 000 MW.</p> <p>At least 20 000MW of this capacity should come from renewable sources. At least 20 000MW of this capacity should come from renewable sources</p>	<p>Provide new basic infrastructure at local level (Water, Sanitation, and electricity).</p> <p>Provide and upgrade bulk services.</p> <p>Implement alternative electricity infrastructure</p>	To provide and maintain sustainable and improved capacity of electricity services to all households, schools, clinics, public facilities, and businesses	To ensure provision of sustainable electricity services to all household, public facilities and businesses.
	Roads and storm water services	Transforming Human Settlement	Develop and maintain an efficient road, rail and public transport network	To provide and maintain accessible road infrastructure and increased life span through proper construction and maintenance of roads and	To ensure accessible road infrastructure and increased life span through proper construction and maintenance of roads and storm water drainages.



				storm water infrastructure.	
	Human Settlement	Strong and efficient spatial planning system, well integrated across the spheres of government. Upgrade all informal settlements on suitable, well-located land by 2030.	Accelerate and streamline township establishment processes and procedures to ensure sustainable settlement. Ensure that municipalities, Councillors, officials, the community at large and private sector role players are capacitated to accelerate sustainable human settlement development. Promote and support integrated, inclusive, sustainable human settlement development.	To ensure the provision of formal settlement for the poorest of the poor with the intention to eradicate informal settlement and promote better life for all.	To ensure access to formal settlement for the poorest of the poor with the intention to eradicate informal settlement and promote better life for all.
Public participation and good governance	-Internal audit. -Audit committee. -Oversight committee. -Ward committee -Council committee - Supply chain committees. - Management and Operational systems.	Nation building and social cohesion. Develop an integrated planning framework for the province (including municipalities). Establish appropriate integrating and intergovernmental relations planning structures at all levels in line with the framework. Reconfigure the planning unit in	Effective and efficient governance and Administration. Improve community communication structures and feedback mechanisms Implement complaint management systems that includes rapid response on municipal level Improve the level and quality of political oversight by strengthening the capacity and role of the	To promote and improve effective linkage between the community, stakeholders and the municipality to ensure accountability and responsive governance structures.	To promote and improve effective linkage between the community, stakeholders, and the municipality to ensure accountability and responsive governance structures.

		line with national directives and best practice to render an efficient integrated planning service including research and policy coordination.	oversight structures. Evaluate and reconfigure coordinating structures such as clusters, Premier's Coordinating Forum (PCF) and other intergovernmental relations structures.		
Institutional Development and Transformation	<p>Information Technology</p> <p>Availability of skilled staff</p> <p>Organizational structure</p> <p>Vacancy rate</p> <p>Skills development plan</p> <p>Human resource management strategy</p> <p>Individual performance and organizational management systems</p> <p>Monitoring, evaluation and reporting processes and systems.</p>	Developing a capable and Development State Expansion, modernisation, access and affordability of our Information and communications infrastructure ensured.	Social and Human Development Municipalities recruit and develop skilled and competent personnel who are responsive to citizens' priorities and capable of delivering quality services. Municipalities Demonstrate quality management and administrative practices.	To promote corruption free environment, enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices	To promote corruption free environment, enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices



Financial Viability	<p>Tariff policies.</p> <p>Rates policies</p> <p>SCM policies</p> <p>Staffing of the Finance and SCM units</p> <p>Payment of creditor</p> <p>Auditor – General report</p> <p>Financial management Systems</p>	Municipalities demonstrate good financial governance and management.	N/A	To enhance the revenue base of the municipality, improved audit outcome, promote sound financial governance and management.	To enhance the revenue base of the municipality, improved audit outcome, promote sound financial governance and management.
Local Economic Development	<p>Local economic development strategy</p> <p>Unemployment rate</p> <p>Level of current economic activity</p> <p>Job creation initiatives by the municipality</p>	Economy and employment. Macroeconomic Conditions support employment-creating growth.	<p>Economic growth, development and employment</p> <p>Public employment schemes</p> <p>Provide short-term relief for the unemployed and build community solidarity and agency.</p> <p>Reduced workplace conflict and improved collaboration between government, organized business, and organized labour.</p>	Create an environment that promotes development of the local economy and facilitate job creation.	Create an environment that promotes development of the local economy and facilitate job creation

ALIGNMENT OF NATIONAL, PROVINCIAL AND LOCAL STRATEGIC OBJECTIVES QUANTIFIED INTO KEY PERFORMANCE INDICATORS

DEPARTMENT: MUNICIPAL MANAGER										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT										
TL1	To enhance responsiveness to citizens priorities and capabilities of delivery of quality service, quality management and administrative practices	Conduct monthly department meetings between the MM and Directors	Number	Attendance registers and signed minutes with action list	11	New KPI	2	3	3	3
TL2		Conduct monthly department meetings	Number	Attendance registers and signed minutes with action list	11	New KPI	2	3	3	3
TL3		Conduct monthly departmental between the Mayor, MM and Directors	Number	Attendance registers and signed minutes with action list	11	4	2	3	3	3
TL4		Approve and Submit Performance management Policies (To cover performance agreements and evaluation) to council by 30 December 2025	Number	Notice of Council sitting Attendance registers and	1	1	No target set	1	No target set	No target set
TL5		Sign and Conclude Performance Agreements for Municipal Manager and Directors	Number	Signed Performance Agreements	5	0	5	No target set	No target set	No target set
TL6		Conduct quarterly Performance evaluation for all Directors	Percentage	Signed quarterly performance evaluation	100%	New KPI	100%	100%	100%	100%
TL7		Sign and Conclude Performance agreements of all departmental staff	Percentage	Signed performance agreements	100%	New KPI	No target set	No target set	100%	No target set
TL8		Conduct mid-year Performance Evaluation for all departmental Staff	Number	Signed mid-year performance evaluation	1	New KPI	No target set	No target set	1	No target set
TL9		Prepare monthly Performance reports	Percentage	Copy of a signed Performance Report	100%	New KPI	No target set	No target set	100%	No target set

DEPARTMENT: MUNICIPAL MANAGER										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
		and submit to Mayor and EXCO		and acknowledgement by Mayor						
INTERNAL AUDIT										
TL10	To promote and instil good governance practices within the municipality	Municipal Audit assignments conducted by 30 June 2026	Number	Signed Internal Audit assignment reports	12	12	3	3	3	3
TL11		Municipal Audit Committee meetings to be held by 30 June 2026	Number	Attendance register and minutes with action list	4	4	1	1	1	1
TL12		Municipal Audit Strategic documents approved for the 2025/26 financial year	Number	Approved Risk Base Audit Plan (RBAP) and Approved Internal Audit Plan	2	2	2	No target set	No target set	No target set
TL13		Develop and Approve Three-year Strategic rolling and Internal Audit Plans	Number	Three-year Strategic rolling and Internal Audit Plan	1	1	No target set	No target set	No target set	1
TL14		Submit Internal Audit Performance Reports	Number	Notice, Audit Committee minutes with action list and Internal Audit reports	4	4	1	1	1	1
TL15		Monitor the implementation of AGSA Audit Action Plan and report quarterly	Number	Updated Audit Action Plan	4	2	1	1	1	1
RISK MANAGEMENT										
TL16	To promote and instil good governance practices within the municipality	Risk Management Committee meetings held by 30 June 2026	Number	Notice, Attendance register, minutes of the meeting with action list	4	4	1	1	1	1
TL17		Risk Management quarterly reports	Number	Risk management Committee Report and	4	4	1	1	1	1

DEPARTMENT: MUNICIPAL MANAGER										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
		submitted to the Audit Committee by Senior Management quarterly		acknowledgement of receipt by MM						
TL18		Awareness workshops conducted on Risk management and Anti-fraud and Corruption for both Councillors and Staff bi-annually	Number	Attendance register and Distribution list for fraud awareness pamphlets	4	4	1	1	1	1
TL19		Reviewed Risk management Policies (Risk management Policy and Anti-fraud and Corruption Policy) by 30 June 2026	Number	Reviewed Policies and Council Resolution	2	2	No target	No target	No target	2
KPA 2: INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY										
TL20	To promote and improve effective linkage between the stakeholders and the municipality and responsive governance structures	Submit MIG performance and expenditure reports to COGTA, National and Provincial Treasury	Number	<ul style="list-style-type: none"> MIG performance progress and expenditure report Proof of submission to COGTA, National and Provincial Treasury 	12	12	3	3	3	3
TL21		Submit EPWP performance and expenditure reports to COGTA, National and Provincial Treasury	Number	<ul style="list-style-type: none"> EPWP performance progress and expenditure report Proof of submission to COGTA, National and Provincial Treasury 	12	12	3	3	3	3
TL22		Submit WSIG performance and expenditure reports to DWS, COGTA, National and Provincial Treasury	Number	<ul style="list-style-type: none"> WSIG performance progress and expenditure report 	12	12	3	3	3	3

DEPARTMENT: MUNICIPAL MANAGER										
TL NO:	OBOJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				- Proof of submission to DWS, COGTA, National and Provincial Treasury						
TL23		Submit INEP performance and expenditure reports to DOE	Number	- INEP performance progress and expenditure reports - Proof of submission to DOE	12	12	3	3	3	3
TL24	Promote effective and efficient sport and reaction development and to ensure accessible road infrastructure, increase life span through proper construction and maintenance of roads and storm water drainages	Budget spend on MIG	Percentage	- Technical reports per project - Designs per project - Advert per project - Appointment letter per project - SLA - Performance and expenditure progress per project - Close-out report per upon completion - Completion Certificate per project upon completion	100%	51%	35%	50%	75%	100%
TL25	To ensure access to safe and sustainable sanitation services to households,	Budget spend on WSIG	Percentage	- Technical reports per project - Designs per project	100%	49%	35%	50%	75%	100%

DEPARTMENT: MUNICIPAL MANAGER										
TL NO:	OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
	public facilities and households and to ensure access to clean, quality and sustainable water services to households, public facilities and businesses			<ul style="list-style-type: none"> - Advert per project - Appointment letter per project - SLA - Performance and expenditure progress per project - Close-out report per upon completion - Completion Certificate per project upon completion 						
TL26	To ensure provision of sustainable electricity services to all household, public facilities and businesses	Budget spend on INEP Grant	Percentage	<ul style="list-style-type: none"> - Technical reports per project - Designs per project - Advert per project - Appointment letter per project - SLA - Performance and expenditure progress per project - Close-out report per upon completion - Completion Certificate per project upon completion 	100%	0%	35%	50%	75%	100%

DEPARTMENT: MUNICIPAL MANAGER										
TL NO:	OBOJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
TL27		Budget spend on EEDMS	Percentage	<ul style="list-style-type: none"> - Technical reports per project - Appointment letter - SLA - Performance and expenditure progress - Close-out report upon completion - Completion Certificate upon completion 	100%	0%	35%	50%	75%	100%
KPA 3: LOCAL ECONOMIC DEVELOPMENT										
TL28	Create an environment that promotes the development of the local economy and facilitate Job creation	Employ locally based unskilled labour in all the Capital projects of the Municipality during the 2025/26 financial year	Percentage	Signed report for unskilled labours per Capital projects	100%	100%	100%	100%	100%	100%
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT										
TL29	To enhance the revenue base of the municipality, improve Audit Outcome, promote sound financial governance and management	Attend to issues raised and proposed corrective measures by AGSA	Percentage	Signed and updated Audit Action recovery Plan report	90%	90%	90%	90%	90%	90%
TL30		Attend to issues raised and proposed corrective measures by Internal Audit	Percentage	Signed Audit recovery Plan report	90%	90%	90%	90%	90%	90%
TL31		Develop Departmental procurement plans per quarter and submit to the Municipal Manager for approval	Number	Signed procurement plan and acknowledgement by the Municipal Manager	4	4	1	1	1	1
TL32		Submit a progress on all Municipal Departments overtime to EXCO on or	Number	Signed report on the management of all	12	12	3	3	3	3

DEPARTMENT: MUNICIPAL MANAGER										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
TL33		before the 20 th of each month		Municipal Departments overtime						
		Perform Assets verification for the Department on a quarterly basis per town and submit to CFO	Number	Signed Assets Register and acknowledgement by Finance Department	4	4	4	4	4	4
TL34		Prepare and submit to Finance the Directorates adjustment budget for the 2025/26 financial year by January 2026	Number	Acknowledgement by the Finance Department	1	1	No target	No target	1	No target
TL35		Submit the 2025/26 Financial year's Adjustment budget to Council by February 2025	Number	Notice of Council Sitting, Attendance register, Municipal Adjustment budget and Council resolution	1	1	No target	No target	1	No target
TL36		Prepare and Submit to Finance the Directorate's budget for 2026/27 by 30 April 2026	Percentage	Acknowledgement by the Finance Department	100%	100%	No target	No target	No target	100%
TL37		Prepare and Submit 2026/27 Municipal Budget to Council by 31 May 2026	Percentage	Notice of Council Sitting, Attendance register, Municipal budget and Council resolution	100%	100%	No target	No target	No target	100%
TL38		Develop and Submit progress on the funding plan to the Council for adoption	Number	Notice of Council Sitting, Attendance register, Municipal funding plan and Council resolution	2	2	No target	1	No target	1
TL39		Spend Financial Management Grant as per DoRA conditions	Percentage	Advert, long list, interview report, Appointment letters of interns and Signed monthly report on the expenditure percentage of the FMG grant	100%	100%	15%	50%	75%	100%
TL40		Budget spend on EPWP Grant	Percentage	Project plan, Advert, long list, Interview report, Appointment	100%	100%	35%	50%	75%	100%

DEPARTMENT: MUNICIPAL MANAGER										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				letters and monthly performance reports						
TL41		Compile the Municipal Supplementary Valuation Roll for 2025/26 financial year	Number	Certified Municipal Supplementary Valuation Roll	1	1	No target	No target	1	No target
KPA 5: GOOD GOVERNANCE AND PUBLOC PARTICIPATION										
TL42	To promote and improve effective linkage between the community, stakeholders and the municipality to ensure accountability and responsive governance structures	Develop annual calendar (Council, EXCO, Section 80 Committee and MPAC) and submit to Council for adoption	Number	Notice of Council Sitting, Attendance registers and Council resolution	1	1	1	No target	No target	No target
TL43		Ensure that Ordinary Council Sitzings are convened as per year plan	Number	Notice of Council Sitting, Attendance registers and Council resolution	4	4	1	1	1	1
TL44		Implement Council Resolutions within the prescribed timeframe	Percentage	Council minutes, Council execution register with progress	100%	100%	100%	100%	100%	100%
TL45		Develop Service Delivery and Budget Implementation Plan (SDBIP) and submit for approval by the Mayor and submit to COGTA, National and Provincial Treasury by 31 July 2024	Number	Approved SDBIP 2024/25 financial year and Acknowledgement by the Mayor, COGTA, National and Provincial Treasury	1	1	1	No target	No target	No target
TL46		Service Delivery and Budget Implementation Plan (SDBIP) 2024/25 financial year published on the municipal website and public libraries	Number	Screen-dump of publication on the municipal website and Library acknowledgement	1	1	1	No target	No target	No target
TL47		Tabling of the 2024/25 financial year Annual	Number	Notice of Council Sitting, Attendance	1	1	No target	No target	1	No target

DEPARTMENT: MUNICIPAL MANAGER										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
		Report for adoption by 25 January 2026		register and Council resolution						
TL48		Convene Oversight Committee to Consider the Draft Annual Report 2024/25 financial year by 30 March 2026	Number	Attendance register and minutes with action list	1	1	No target	No target	1	No target
TL49		Publish the Draft Annual Report 2024/25 financial year on the municipal website	Number	Screen-dump of publication on the municipal website and Library acknowledgement	1	1	No target	No target	1	No target
TL50		Tabling of the Integrated Development Plan (IDP) 2025/26 financial year to Council after consultations with the relevant stakeholders	Number	Notice of Council Sitting, Attendance register and Council resolution	1	1	1	No target	No target	No target
TL51		Attend public consultations on the preparation of the 2025/26 financial year Annual Budget and IDP	Number	Notice and Attendance register	5	4	5	No target	No target	No target
TL52		Convene meeting with Unions	Number	Notice, Attendance register and minutes with action list	4	1	1	1	1	1

DEPARTMENT: CORPORATE SERVICE										
TL NO:	OBOECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT										
TL53	To enhance responsiveness to citizens priorities and capabilities of delivery of quality service, quality management and administrative practices	Conduct monthly department meetings between the MM and Directors	Number	Attendance registers and signed minutes with action list	11	4	2	3	3	3
TL54		Sign and conclude performance agreement of all departmental staff	Percentage	Signed performance agreement	100%	0%	No target set	No target set	100%	No target set
TL55		Conduct mid-year performance evaluation for all departmental staff by end of June 2026	Percentage	Signed mid-year performance evaluations	100%	0%	No target set	No target set	No target set	1
TL56		Prepare quarterly performance reports and submit to Municipal Manager	Percentage	Acknowledgement by Municipal Manager and copy of a signed performance report by the Municipal Manager	100%	100%	100%	100%	100%	100%
KPA : 2 INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY										
TL57	Access and affordability of municipal information and communication infrastructure	Install licensed anti-virus to active municipal computer and any IT infrastructure by December 2025	Percentage	Installation proof	100%	0%	No target set	No target set	100%	No target set
KPA : 3 LOCAL ECONOMIC DEVELOPMET										
TL58	Create an environment that promotes the development of the local economy and facilitate job creation	Employ locally based unskilled labour in all the capital projects of the Municipality during 2025/26 financial year	Percentage	Signed report for unskilled labours per capital projects	100%	100%	100%	100%	100%	100%
KPA : 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT										
TL59	To enhance the revenue base of the municipality, improved audit outcome, promote sound financial	Attend to issues raised and proposed corrective measures by AGSA attended to	Percentage	Signed updated Audit action recovery plan report	90%	90%	90%	90%	90%	90%
TL60		Attend to issues raised and proposed corrective	Percentage	Signed Audit recovery plan report	90%	90%	90%	90%	90%	90%

DEPARTMENT: CORPORATE SERVICE										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
	governance and management	measures by Internal Audit								
TL61		Develop departmental procurement plans per quarter and submit to the Municipal Manager for approval	Number	Signed procurement plan and acknowledgement by the municipal manager	4	4	1	1	1	1
TL62		Submit a progress on the management of departmental overtime on a monthly basis	Number	Signed report on the management of departmental overtime on a monthly basis	11	9	2	3	3	3
TL63		Perform assets verification for the department on a quarterly basis per town and submitted to CFO	Percentage	Signed asset register and acknowledgement by finance department	4	4	1	1	1	1
TL64		Prepare directorate's adjustment budget for 2025/26 financial year based on the approved midyear budget and performance assessment 30 January 2026	Number	Department adjustment budget and acknowledgement by the finance department	1	New KPI	No target set	No target set	1	No target set
TL65		Prepare directorate's budget for 2026/27	Number	Departmental budget and acknowledgement by the finance department	1	1	No target set	No target set	No target set	1
TL66		Spending of the training budget on the implementation of the approved work skills plan and other identified trainings	Percentage	Signed financial systems print out for the sub-vote	100%	100%	25%	50%	75%	100%
TL67		Compile monthly leave report	Number of monthly leave reports compiled	Signed monthly leave reports	12	9	3	3	3	3
KPA : 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
TL68	To promote and improve effective linkage between the community	Develop the annual calendar (Council, EXCO, APR Committee	Number of developed annual calendars for	Council resolution approving the annual calendar of council	1	1	1	No target set	No target set	No target set

DEPARTMENT: CORPORATE SERVICE										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
TL69	stakeholders and the municipality to ensure accountability	and MPAC) and submit to Municipal Manager	council and committees meetings	meetings and committees						
		Ensure that councils resolutions are implemented within the prescribed timeframe	% of council resolution implemented within the prescribed timeframe	Signed progress reports on the implementation of the council resolution	100%	100%	100%	100%	100%	100%
		Attend public consultation on the preparation of the 2025/26 annual budget and IDP	Number of public consultations on the preparation of the 2025/26 annual budget and IDP attended	Notice and attendance register	5	4	5	No target set	No target set	No target set
		Prepare a report on the implementation of the risk management action plan	Number of reports prepared on the implementation of the risk management action plan	Signed reports and acknowledgement by the Municipal Manager	4	0	1	1	1	1
		Ensure that there are ordinary councils sitting as per year plan	Number of ordinary councils sitting as per year plan	Attendance registers and council minutes with action list	4	4	1	1	1	1
		Progress reports on the municipal council resolutions submitted to council by 30 June 2026	Number of progress reports on the municipal council resolutions submitted to council by 30 June 2026	Execution registers and council resolution	4	4	1	1	1	1
		EXCO meetings held quarterly	EXCO meetings held quarterly	Attendance registers and committee minutes and action list	12	12	3	3	3	3

DEPARTMENT: CORPORATE SERVICE										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
TL75		Progress reports on the EXCO meetings resolutions submitted to council by 30 June 2026	Progress reports on the EXCO meetings resolutions submitted to council by 30 June 2026	Execution registers and EXCO resolutions with action list	12	12	3	3	3	3
TL76		Council portfolio committee meetings on a monthly basis	Council portfolio committee meetings on a monthly basis	Notice of the meeting, attendance register and committee minutes and action list	12	4	3	3	3	3
TL77		Ward committee meetings on a quarterly basis	Ward committee meetings on a quarterly basis	Notice of the meeting, attendance register and committee minutes and action list	4	0	1	1	1	1
TL78		Submit consolidated ward committee reports to the speaker on a quarterly basis	Number of consolidated ward committee reports to the speaker on quarterly basis	Notice of the meeting, attendance register, and committee minutes and action list and acknowledgement by the speaker	4	0	1	1	1	1
TL79		Community meeting convened by councillors to be held by 30 June 2026	Number of community meeting convened by councillors to be held by 30 June 2026	Notice of meetings attendance register and minutes with action list	4	4	1	1	1	1
TL80		MPAC meetings held quarterly to held by 30 June 2026	Number of MPAC meetings held quarterly to held by 30 June 2026	Notice of meeting and attendance register minutes with action list	4	4	1	1	1	1
TL81		Conduct LLF meetings	Number of LLF meetings held	Notice, attendance register, minutes of the meeting with action list and proof of submission to SALGA	4	2	1	1	1	1

DEPARTMENT: FINANCIAL SERVICE										
TL NO:	OBOECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
KPA 1:MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT										
TL82	To enhance responsiveness to citizens priorities and capabilities of delivery of quality services, quality management and administration practice	Conduct monthly departmental meetings	Number of monthly departmental meetings	Attendance registers and minutes of departmental meetings with action list	12	11	3	3	3	3
TL83		Sign and conclude performance agreement of all departmental staff	% of performance agreement signed and concluded	Signed performance agreement	100%	0%	No target set	No target set	100%	No target set
TL84		Conduct mid-year performance evaluation for all departmental staff by end June 2026	Number of mid-year performance evaluation for all departmental staff by end June 2026	Signed mid-year performance evaluations	1	0	No target set	No target set	1	No target set
TL85		Prepare quarterly performance reports and submit to Municipal Manager	% of monthly performance reports and submitted to municipal manager	Acknowledgement by Municipal Manager and copy of a signed performance reports by the Municipal Manager	100%	100%	100%	100%	100%	100%
KPA 2:INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY										
TL86	To ensure free access to clean, quality and sustainable water services to household	Fund available for repairs and maintenance of infrastructure	% of finds available for repairs and maintenance on infrastructure	Budget extract of the sub vote amounting to R 8000.00	100%	100%	No target set	No target set	No target set	100%
TL87		Provide registered indigent households with free 6 KL of basic water, free 50 kwh of electricity, basic sanitation and refuse removal	% of registered indigent households provided with free 6kl of basic water, 50KWh of electricity, basic sanitation and refuse removal	List of registered indigent households and system generated indicating number of households provided with free basic water, electricity, sanitation and refuse removal	100%	100%	100%	100%	100%	100%
TL88		Exempt registered indigent households from the cost of digging and grave preparation	% registered indigent households are exempted from the cost of digging and grave preparation	Indigent register per ward on quarterly basis	100%	New KPI	100%	100%	100%	100%
KPA : 3 LOCAL ECONOMIC DEVELOPMENT										
TL89	Create an environment that promotes the	Employ locally based unskilled labour in all the capital projects of the	% of local unskilled labour appointments is locally	Signed report for unskilled labours per capital projects	100%	100%	100%	100%	100%	100%

DEPARTMENT: FINANCIAL SERVICE										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
	development of the local economy and facilitate job creation	Municipality during 2025/26 financial year	based during the 2024/25 financial year							
KPA : 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT										
TL90	To enhance the revenue base of the municipality, improved audit outcome, promote sound financial governance and management	Attend to issues raised and proposed corrective measures by AGSA	% of issues raised and proposed corrective measures by AGSA attended to	Signed updated Audit action recovery plan report	90%	90%	90%	90%	90%	90%
TL91		Attend to issues raised and proposed corrective measures by Internal Audit	% of issues raised and proposed corrective measures by Internal Audit attended to	Signed Audit recovery plan report	90%	90%	90%	90%	90%	90%
TL92		Submit a progress on the management of departmental overtime	Number of progress reports on the management of departmental overtime on a monthly basis	Signed report on the management of departmental overtime on a monthly basis	11	11	2	3	3	3
TL93		Perform assets verification for the department on a quarterly basis per town	% of assets verification for the department on a quarterly basis per tow	Signed asset register	4	4	1	1	1	1
TL94		Develop a schedule of budget timelines and IDP process plan and submit to council for approval by 30 August 2025	Number of schedules of budget timelines and IDP process plan developed and submit to council for approval by 30 August 2025	Budget timeline and IDP process plan council resolution	1	1	1	No target set	No target set	No target set
TL95		Submit adjustment budgets to council for adoption on or before 8 February 2026	Number of adjustment budgets submitted to council for adoption on or before 28 February 2026	Adjustment budget and council resolution	1	1	No target set	No target set	1	No target set
TL96		Submit draft budgets submitted to council for adoption on or before 31 March 2026	Number of draft budgets submitted to council for adoption on or before 31 March 2025	Draft budget and council resolution	1	1	No target set	No target set	1	No target set
TL97		Submit final budgets to council for adoption on or before 31 May 2026	Number of final budgets submitted to council for adoption on or before 31 May 2026	Final budget and council resolution	1	1	No target set	No target set	No target set	1
TL98		Submit MFMA S 71 reports to mayor, provincial and National Treasury within 10 days after the end of the month	Number of MFMA S 71 reports submitted to mayor, Provincial and National Treasury within 10 days after the end of the month	MFMA S71 reports and proof of submission	12	12	3	3	3	3

DEPARTMENT: FINANCIAL SERVICE										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
TL99		Submit section 72 reports to the mayor, PT, NT on or before the 25 th of January 2024 and to council by 31 January 2026	Number of section 72 reports submitted to the Mayor, PT, NT on or before the 25 th of January and to council by 31 January 2026	Council resolution for section 72 reports and proof of submission to the Mayor PT and NT	1	1	No target set	No target set	1	No target set
TL100		Submit Section 52d reports to Council within 30 days after the end of each quarter	Number of Section 52d reports submitted to Council within 30 days after the end of each quarter	Section 52 reports and council resolution	4	4	1	1	1	1
TL101		Develop Section 66 reports for the 2025/26 financial year by 30 June 2026	Number of Section 66 reports developed for the 2025/26 financial year by 30 June 2026	Section 66 reports developed	12	12	3	3	3	3
TL102		Submit expenditure management reports to Municipal Manager for approval on a quarterly basis	Number of expenditure management reports submitted to Municipal Manager for approval on a quarterly basis	Approved expenditure reports and acknowledgement by Municipal Manager	4	4	1	1	1	1
TL103		Submit income management reports to Municipal Manager for approval on a quarterly basis	Number of income management reports submitted to Municipal Manager for approval on a quarterly basis	Approved income reports and acknowledgement by Municipal Manager	4	4	1	1	1	1
TL104		Compile and submit GRAP compliant AFS to AGSA on or before 31 August 2025	Number of GRAP compliant AFS compiled and submitted to AGSA on or before 31 August 2025	Acknowledgement letter of receipt from AGSA and by municipal manager	1	1	1	No target set	No target set	No target set
TL105		Submit irregular expenditure reports to council for approval on a quarterly basis	Number of irregular expenditure reports submitted to council for approval on a quarterly basis	Consolidated expenditure report and council resolution	4	4	1	1	1	1
TL106		Submit deviation reports on the procurement process to Municipal Manager for acknowledgement	Number of deviation reports on the procurement process submitted to Municipal Manager	Deviation on procurement processes report and acknowledgement by municipal manager	4	4	1	1	1	1
TL107		Submit progress made on UIFW reduction plan to the municipal manager and MPAC	Number of progress reports made on the UIFW reduction plan submitted to the municipal manager and MPAC	Proof of submission and acknowledgement by municipal manager and MPAC chairperson	2	0	No target set	1	No target set	1

DEPARTMENT: FINANCIAL SERVICE										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
TL108		Submit reports on unauthorized expenditure submitted to MPAC for investigation	Number of reports on unauthorized expenditure submitted to MPAC for investigation	Unauthorized expenditure report and acknowledgement by MPAC chairperson	4	4	1	1	1	1
TL109		Submit reports on wasteful expenditure to MPAC for investigation	Number of reports on wasteful expenditure submitted to MPAC for investigation	Wasteful expenditure report and acknowledgement by MPAC chairperson	4	4	1	1	1	1
TL110		Submit reports on fruitless expenditure to MPAC for investigation	Number of reports on fruitless expenditure submitted to MPAC for investigation	Fruitless expenditure report and acknowledgement by MPAC chairperson	4	4	1	1	1	1
TL111		Submit reports on awards above R 100 000 to municipal manager for approval	Reports on awards above R100 000 submitted to municipal manager for approval	Report on awards above R 100 000 and acknowledgement by municipal manager	4	4	1	1	1	1
TL112		Review budget related policies and submit to council for approval by end May 2025	Number of budget related policies are reviewed and submit to council for approval by May 2025	Budgets and related policies and council resolution	6	2	No target set	No target set	No target set	6
TL113		Prepare the department adjustment budget for 2025/26 financial year by end January 2026	Number of department adjustment budget for 2025/25 financial year prepared by end January 2026	Departments adjustment budget and acknowledgement by finance department	1	1	No target set	No target set	1	No target set
TL114		Prepare the department's budget for 2025/26 financial year by end April 2026	Number of departments adjustment budget for 2025/26 financial year prepared by end April 2026	Departments adjustment budget and acknowledgement by finance department(responsible manager)	1	1	No target set	No target set	No target set	1
TL115		Develop departmental procurement plan and submit to Municipal Manager for approval on a quarterly basis	Number of departmental procurement plan developed and submitted to Municipal Manager for approval on a quarterly basis	Acknowledgement and a signed procurement plan	4	4	1	1	1	1
TL116		Compile the supplementary valuation roll for 2025/26 financial year by 30 June 2026	Number of supplementary valuation roll compiled for 2025/26 financial year by 30 June 2026	Certified supplementary roll	1	0	No target set	No target set	No target set	1
TL117		Submit the Financial Management Grant activity	Number of Financial management Grant activity	Proof of submission of FMG	1	1	No target set	No target set	1	No target set

DEPARTMENT: FINANCIAL SERVICE										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
		plan to National Treasury by March 2026	plan submitted to National Treasury by March 2026							
TL118		Update conditional grants on a monthly basis	Number of conditional grants updated on a monthly basis	Signed updated conditional grants and acknowledgement by municipal manager	12	12	3	3	3	3
TL119		Spend financial management grant as per DORA conditions by 30 June 2026	% of financial management grant as per DORA conditions by 30 June 2026	Signed expenditure reports as DORA conditions	100%	100%	15%	35%	60%	100%
TL120		Submit VAT returns to SARS on a monthly basis	Number of VAT returns submitted to SARS on a monthly basis	Proof of submission	12	12	3	3	3	3
TL121		Submit EMP 201 forms to SARS on a monthly basis	Number of EMP 201 forms submitted to SARS on a monthly basis	Proof of submission	12	12	3	3	3	3
TL122		Pay creditors within 30 days of receipt of the invoices	% of creditors paid within 30 days of receipt of the invoices	Signed expenditure	50%	50%	50%	50%	50%	50%
TL123		Develop finance operational plan by December 2025	Number of operational plans developed by December 2025	Signed operational plan	1	0	No target set	1	No target set	No target set
KPA : 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
TL124	To promote and improve effective linkage between the community , stakeholders and the municipality to ensure accountability	Implement Councils resolution within the prescribed timeframe	% of council resolution implemented within the prescribed timeframe	Signed progress reports on the implementation of the council resolution	100%	New KPI	100%	100%	100%	100%
TL125		Attend public consultation on the preparation of the 2025/26 annual budget and IDP	Number of public consultations on the preparation of the 2025/26 annual budget and IDP attended	Notice and attendance register	5	New KPI	5	No target set	No target set	No target set
TL126		Establishment of the budget steering committee in line with the municipal budget reporting regulation August 2025	Number of budget steering committee established in line with the municipal budget reporting regulation August 2025	Establishment of the budget steering committee in line with the municipal budget reporting regulation August 2025	1	0	1	No target set	No target set	No target set
TL127		Conduct Budget steering committee meetings in line with the municipal budget reporting regulation	Number of Budget steering committee meetings held in line with the municipal budget reporting regulation	Conduct budget steering committee in line with the municipal budget reporting regulation	4	0	1	1	1	1

DEPARTMENT:TECHNICAL SERVICES										
TL NO:	OBOECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT										
TL128	To enhance responsiveness to citizens priorities and capabilities quality service delivery and quality management and administrative practices	Conduct monthly departmental meetings	Number of monthly departmental meetings	Attendance registers and minutes of departmental meetings with action list	11	New KPI	2	3	3	3
TL129		Sign and conclude performance agreement of all departmental staff	% of performance agreement signed and concluded	Signed performance agreement	100%	New KPI	No target set	No target set	100%	No target set
TL130		Conduct mid-year performance evaluation for all departmental staff by end June 2026	Number of mid-year performance evaluation for all departmental staff by end June 2026	Signed mid-year performance evaluations	100%	New KPI	No target set	No target set	No target set	1
TL131		Prepare quarterly performance reports and submit to Municipal Manager	% of monthly performance reports and submitted to Municipal Manager	Acknowledgement by municipal manager and copy of a signed performance reports by the municipal manager	100%	New KPI	100%	100%	100%	100%
KPA 2:INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY										
TL132	To ensure access to clean, quality and	Investigate and report water network losses per town on a quarterly basis	% of water network losses investigated and reported per town on a quarterly basis	Detailed quarterly technical water losses report per town	90%	New KPI	90%	90%	90%	90%
TL133	sustainable water supply services	Provide household, business and public facilities with access to clean quality and sustainable water services water supply per town by June 2026	% of household, business and public facilities with access to clean, quality and sustainable water services water supply per town by June 2026	Detailed quarterly technical report per town	80%	100%	80%	80%	80%	80%
TL134		Provide households with access to safe and sustainable sanitation services per town	% of households with access to safe and sustainable sanitation services	Signed technical report per town	90%	New KPI	80%	80%	90%	90%
TL135	To ensure access to safe and sustainable sanitation services to households and public facilities	Pump stations to be Refurbished in Koffiefontein by June 2026	% of the budget spend on Refurbishment of 4 pump stations in Koffiefontein by June 2026	-Technical reports per project -Designs per project -Advert per project -appointment letter per project -SLA	100%	0%	10%	15%	38%	37%

DEPARTMENT: TECHNICAL SERVICES										
TL NO:	OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				-Performance and expenditure progress per project -Close out report per project upon completion -Completion certificate per project upon completion						
TL136	Promote effective and efficient Sport and recreation development	Construction of new sports facility in Bolokanang/ Petrusburg by 30 September 2025	% of budget spend on the Construction of new sports facility in Bolokanang/ Petrusburg by 30 September 2025	-Technical reports per project -Designs per project -Advert per project -appointment letter per project -SLA -Performance and expenditure progress per project -Close out report per project upon completion -Completion certificate per project upon completion	100%	50%	100%	No target	No target	No target
TL137		Construction of Phase 2 of the sports facility in Bolokanang/ Petrusburg by 30 June 2026	% of budget spend on the construction of Phase 2 of the sports facility in Bolokanang/ Petrusburg by 30 June 2026	-Technical reports per project -Designs per project -Advert per project -appointment letter per project -SLA -Performance and expenditure progress per project -Close out report per project upon completion -Completion certificate per project upon completion	100%	New KPI	25%	25%	25%	25%
TL138	Promote effective and efficient Sport and recreation development	Refurbishment of the Sports Facility in Jacobsdal by 30 June 2026	% of Refurbished Sports Facility in Jacobsdal by 30 June 2026	-Technical reports per project -Designs per project -Advert per project -appointment letter per project	100%	New KPI	10%	20%	35%	35%

DEPARTMENT: TECHNICAL SERVICES										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				-SLA -Performance and expenditure progress per project -Close out report per project upon completion -Completion certificate per project upon completion						
TL139		Upgrading of bulk sewer lines and pump station in Relebohile (Luckhoff) by 30 June 2026	% of Upgraded bulk sewer lines and pump station in Relebohile (Luckhoff) by 30 June 2026	-Technical reports per project -Designs per project -Advert per project -appointment letter per project -SLA -Performance and expenditure progress per project -Close out report per project upon completion -Completion certificate per project upon completion	100%	New KPI	25%	25%	25%	25%
TL140		Rehabilitation of storm water management system in Bolokanang (Petrusburg) in the 2025/26 financial year	% of Rehabilitated storm water management systems in Bolokanang (Petrusburg) in the 2025/26 financial year	-Technical reports per project -Designs per project -Advert per project -appointment letter per project -SLA -Performance and expenditure progress per project -Close out report per project upon completion -Completion certificate per project upon completion	20%	New KPI	No target	No target	10%	10%
TL141	To ensure the provision of sustainable housing infrastructure	Construction of 252 toilet structures with yard connections in Diamanthoogte	Construction of 252 toilet structures with yard connections in Diamanthoogte	-Technical reports per project -Designs per project -Advert per project	20%	New KPI	No target	No target	10%	10%

DEPARTMENT: TECHNICAL SERVICES										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
	and human settlement	(Koffiefontein) during the 2025/26 financial year	(Koffiefontein) during the 2025/26 financial year	-appointment letter per project -SLA -Performance and expenditure progress per project -Close out report per project upon completion -Completion certificate per project upon completion						
TL142	To ensure provision of sustainable electricity services to all households, public facilities and business	Conduct electricity meter audit per town by June 2026	% of electricity meter audited conducted by end June 2026	Detailed monthly technical electricity audit report per town	100%	New KPI	50%	100%	No target set	No target set
TL143		Limit electricity network losses to less than 20% per town by 30 June 2026	% of electricity losses reported per quarter	Detailed quarterly technical electricity losses report per town	Limit electricity network losses to less than 20%	New KPI	Less than 20% per town	Less than 20% per town	Less than 20% per town	Less than 20% per town
TL144		Installation of electricity smart meters for households and businesses	Number of electricity smart meters installed for households and businesses	Technical reports per project -Designs per project -Advert per project -appointment letter per project -SLA -Performance and expenditure progress per project -Close out report	100%	New KPI	100%	100%	No target set	No target set
TL145	To ensure safe and proper access roads for public use	Construction of 1.3 km paved road and storm water in Diamathhoogte/Koffiefontein by 30 September 2025	% of budget spent on the Construction of 1.3 km paved road and storm water drainage in Diamathhoogte/Koffiefontein by 30 September 2025	Technical reports per project -Designs per project -Advert per project -appointment letter per project -SLA -Performance and expenditure progress per project -Close out report upon completion	100%	65%	100%	No target	No target	No target

DEPARTMENT: TECHNICAL SERVICES										
TL NO:	OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				-completion certificate upon completion						
KPA 3: LOCAL ECONOMIC DEVELOPMENT										
TL146	Create an environment that promotes development of the local economy and facilitate Job creation	Appropriate funds for local economic development in the 2025/ 2026 medium term revenue and expenditure framework	% of funds allocated for local economic developments for 2025/2026 financial year	Budget extract for the local economic development sub vote approved by council	R 100 000.00	New KPI	No target set	No target set	No target set	100%
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT										
TL147	To enhance the revenue base of the municipality, improve audit outcome	Attend to issues raised and proposed corrective measures by AGSA	% of issues raised and proposed corrective measures by AGSA attended to	- Signed updated Audit action recovery plan report	90%	New KPI	90%	90%	90%	90%
TL148		Attend to issues raised and proposed corrective measures by Internal Audit	% of issues raised and proposed corrective measures by Internal Audit attended to	- Signed Audit recovery plan report	90%	New KPI	90%	90%	90%	90%
TL149		Submit a progress on the management of departmental overtime	Number of progress reports on the management of departmental overtime on a monthly basis	- Signed report on the management of departmental overtime on a monthly basis	11	New KPI	2	3	3	3
TL150		Prepare directorate adjustment budget for 2025/2026 financial year based on the approved midyear budget and performance assessment	Number of departmental adjustment budget submitted to finance department	- Departments adjustment budget and acknowledgement by the finance department	1	New KPI	No target set	No target set	1	No target set
TL151		Prepare directorates budget for 2026/ 27	Number of departmental budget submitted to finance department	- Departmental budget and acknowledgement by the finance department	1	New KPI	No target set	No target set	No target set	1
TL152		Perform conditional assessment and verification on assets and yellow fleet	% of assets verification for the department on a	Signed asset register	4	New KPI	1	1	1	1

DEPARTMENT: TECHNICAL SERVICES										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
TL153		for the department on a quarterly basis per town	quarterly basis per town conducted							
		Perform inventory count (diesel, petrol, water, globes, etc.) on a quarterly basis	% inventory count (diesel, petrol, water, globes etc.) on a quarterly basis	Signed inventory reports	100%	New KPI	100%	100%	100%	100%
		Submit EPWP reports to COGTA	Number of EPWP reports submitted to COGTA	Proof of submission and acknowledgement	12	New KPI	3	3	3	3
TL154		Submit MIG reports to COGTA	Number of MIG reports submitted to COGTA	Proof of submission and acknowledgement	12	New KPI	3	3	3	3
TL155		Submit WSIG reports to DWS	Number of WSIG reports submitted to DWS	Proof of submission and acknowledgement	12	New KPI	3	3	3	3
TL156		Submit INEP reports to DOE	Number of INEP reports submitted to DOE	Proof of submission and acknowledgement	12	New KPI	3	3	3	3
TL157		Submit EEDMS reports to DOE	Number of EEDMS reports submitted to DOE	Proof of submission and acknowledgement						
TL158										
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
TL159	To promote and improve effective linkage between the community, stakeholders and the municipality to ensure accountability	Implement councils resolution within the prescribed timeframe	% of council resolution implemented within the prescribed timeframe	Signed progress reports on the implementation of the council resolution	100%	New KPI	100%	100%	100%	100%
TL160		Attend public consultation on the preparation of the 2025/26 annual budget and IDP	Number of public consultation on the preparation of the 2025/26 annual budget and IDP attended	Notice and attendance register	1	New KPI	No target set	No target set	No target set	1
TL161		Establishment of the budget steering committee in line with the municipal budget reporting regulation August 2024	Number of budget steering committee established in line with the municipal budget reporting regulation August 2024	Establishment of the budget steering committee in line with the municipal budget reporting regulation August 2024	1	New KPI	1	No target set	No target set	No target set
TL162		Develop SLA with appointed service providers for capital project and	% of SLA developed with appointed service providers	Signed SLAS	100%	New KPI	100%	100%	100%	100%

DEPARTMENT: TECHNICAL SERVICES

TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/26 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
		submit to Municipal Manager	for capital project and submitted to MM							

DEPARTMENT: COMMUNITY SERVICES

TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/2026 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT										
TL 163	To enhance responsiveness to citizens priorities and capabilities of delivery of quality services, quality management and administrative practices	Conduct monthly departmental meetings	Number of monthly departmental meetings	Attendance registers and minutes of departmental meetings with action list	11	New KPI	2	3	3	3
TL64		Sign and conclude performance agreement of all departmental staff	% of performance agreement signed and concluded	Signed performance agreement	100%	New KPI	No target set	No target set	100%	No target set
TL165		Conduct mid-year performance evaluation for all departmental staff by end June 2026	Number of mid-year performance evaluation for all departmental staff by end June 2026	Signed mid-year performance evaluations	100%	New KPI	No target set	No target set	No target set	1
TL164		Prepare quarterly performance reports and	% of monthly performance	Acknowledgement by Municipal Manager	100%	New KPI	100%	100%	100%	100%

DEPARTMENT:COMMUNITY SERVICES										
TL NO:	OBOJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/2026 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
		submit to Municipal Manager	reports and submitted to Municipal Manager	and copy of a signed performance reports by the Municipal Manager						
KPA 2: INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY										
TL165	Access and affordability of municipal information and communication infrastructure	Install licensed anti-virus to active municipal computer and any IT infrastructure by December 2025	% of licensed anti-virus installed to active municipal computer and any IT infrastructure by December 2025	Installation proof	100%	New KPI	No target set	No target set	100%	No Target set
KPA: 3 LOCAL ECONOMIC DEVELOPMENT										
TL166	Create an environment that promotes the development of the local economy and facilitate job creation	LED strategies reviewed and approved by June 2026	Number of LED strategies reviewed and approved by June 2026	Notice of the meeting, attendance register and council resolution	1	1	No target set	1	No target set	No target set
TL167		Jobs created through municipality's local economic initiatives including national, provincial, district and local capital projects by end June 2026	Create through municipality's local economic initiatives including national, provincial, district and local capital projects by end June 2026	Signed wage registers per project employment contracts	500	1000	250	250	250	250
TL168		Entrepreneurs and SMME compliance workshops held by June 2026	Number entrepreneurs and SMME compliance workshops held by June 2026	Invitations and attendance registers	4	4	1	1	1	1
TL169		Consumer awareness campaigns held by June 2026	Number Consumer awareness campaigns held by June 2026	Invitations and attendance registers	4	4	1	1	1	1

DEPARTMENT:COMMUNITY SERVICES										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/2026 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
TL170		LED forums established on or before 30 September 2024 per town	Number of LED forums established on or before 30 September 2024 per town	Invitations and attendance registers	4	4	4	No target set	No target set	No target set
TL171		Conduct LED business forum meetings per town on a quarterly basis	Number of LED business forum meetings per town on a quarterly basis	Invitations attendance registers and minutes of the meeting with action list	4	1	1	1	1	1
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT										
TL172	To enhance the revenue base of the municipality, improved audit outcome, promote sound financial governance and management	Attend to issues raised and proposed corrective measures by AGSA	% of issues and proposed corrective measures by AGSA attended	Signed updated Audit action recovery plan report	90%	New KPI	90%	90%	90%	90%
TL173		Attend to issues raised and proposed corrective measures by Internal Audit	% of issues raised and proposed corrective measures by Internal Audit attended to	Signed Audit recovery plan report	90%	New KPI	90%	90%	90%	90%
TL174		Develop departmental procurement plans per quarter and submit to the Municipal Manager for approval	Number of develop departmental procurement plans per quarter and submit to the Municipal Manager for approval	Signed procurement plan and acknowledgement by the municipal manager	4	New KPI	1	1	1	1
TL175		Submit a progress on the management of departmental overtime on a monthly basis	Number of progress on the management of departmental overtime on a monthly basis	Signed report on the management of departmental overtime on a monthly basis	11	New KPI	2	3	3	3

DEPARTMENT:COMMUNITY SERVICES										
TL NO:	OBECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/2026 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
TL176		Perform assets verification for the department on a quarterly basis per town and submitted to CFO	% of assets verification for the department on a quarterly basis per town conducted and submitted to CFO	Signed asset register and acknowledgement by finance department	4	New KPI	1	1	1	1
TL177		Prepare directorate's adjustment budget for 2025/26 financial year based on the approved mid-year budget and performance assessment	Number of departmental adjustment budget submitted to finance department	Departments adjustment budget and acknowledgement by the finance department	1	New KPI	No target set	No target set	1	No target set
TL178		Prepare directorate's budget for 2026/27	Number of departmental budget submitted to finance department	Departmental budget and acknowledgement by the finance department	1	New KPI	No target set	No target set	No target set	1
TL179		Municipal Commonage lease agreements signed by June 2026	% of municipal commonage lease agreements signed by June 2026	Signed copies of Municipal commonage lease agreements and direct income register	100%	100%	70%	100%	No target set	No target set
TL180		Municipal buildings lease agreements signed by June 2026	% of municipal buildings lease agreements signed by June 2026	Signed copies of municipal commonage lease agreements and direct income register	100%	100%	50%	75%	100%	No target set
TL181		Municipal facilities rented out as per application on quarterly basis	% of municipal facilities rented out as per application on quarterly basis	Hall bookings register and direct income register	80%	100%	80%	100%	No target set	No target set
TL182		Issues business licenses per town	% of business licenses issues by end of June 2026	Business license per town	100%	New KPI	70%	100%	100%	100%

DEPARTMENT:COMMUNITY SERVICES										
TL NO:	OBOJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	SOURCE OF EVIDENCE	ANNUAL TARGETS	COMPARISON WITH 2024/25 TARGETS	SDBIP QUARTERLY TARGETS 2025/2026 FY			
							QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
TL183		Compile monthly leave report	Number of monthly leave reports compile	Signed monthly leave reports	11	New KPI	2	3	3	3
KPA: 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
TL184	To promote and improve effective linkage between the community , stakeholders and the municipality to ensure accountability	Implement councils resolution within the prescribed timeframe	% of council resolution implemented within the prescribed timeframe	Signed progress reports on the implementation of the council resolution	100%	New KPI	100%	100%	100%	100%
TL185		Attend public consultation on the preparation of the 2026/27 annual budget and IDP	Number of public consultations on the preparation of the 2026/27 annual budget and IDP attended	Notice and attendance register	5	New KPI	No target set	No target set	No target set	5

CHAPTER 7: SECTOR PLAN

Section 26 of the Local Government Municipal System Act on Core components of the Integrated Development Plan provides for the development of a suite of sectoral plans to enhance the IDP.

At a minimum the municipality is expected to develop the following sectoral plans as core components of the IDP.

SECTOR PLAN	STATUS QUO	DATE: COUNCIL ADOPTION
Spatial Development Framework	Adopted by Council	August 2018
Water Master Plan	Adopted by Council	May 2019
Sewer Master Plan	Adopted by Council	May 2019
Water Service Development Plan (WSDP)	Adopted by Council	May 2019
Electricity Master Plan	Adopted by Council	2017
LED Strategy	Draft	
Tourism Sector Plan	Non – existent	
Integrated Waste Management Plan (IWMP)	Adopted by Council	March 2018
Integrated Human Settlements Plan	Adopted by Council	29 March 2019
Disaster Management Plan	Draft	
Fire Management Plan	Non – existent	
Workplace Skills Plan	Adopted by Council	April 2024
Human Resources Strategy	Adopted by Council	August 2019
Energy Master Plan	Non – existent	
Infrastructure Master Plan	Non – existent	
Housing Sector Plan	Non – existent	
Turnaround Strategy	Adopted by Council	August 2018
Risk Management Strategy	Adopted by Council	August 2018
Public Transport	Adopted by Council	

CHAPTER 8: PROJECTS AND PROGRAMMES OF OTHER SPHERES OF GOVERNMENT

HUMAN SETTLEMENTS PROJECTS IN LETSEMENG LOCAL MUNICIPALITY 2025/26 FINANCIAL YEAR

WARD	AREAS AFFECTED	PROJECT NAME	2025/26 FY BUDGET
7	Jacobsdal/Phambili	Electrification of 233 Households connections in Phambili	R4 045 000.00
7	Jacobsdal/Phambili	250KVA, 22M,22KV/420V Phambili Bulk Point Supply	R 800 000.00
	TOTAL		R4 845 000.00

DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

WARD	AREAS AFFECTED	PROJECT NAME/DESCRIPTION	2025/26 FY BUDGET
1	Luckhoff Commonages	Land care (Improvement of infrastructure and controlling of invader species and cutting trees	R500 000.00
1	Luckhoff Commonages	Presidential Employment Stimulus 3 (PES3 Is to assist 24 commonage farmers in Luckhoff with animal feed and vegetables)	24 Beneficiaries





NOTES

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LETSEMENG LOCAL MUNICIPALITY

WEBSITE: WWW.LETSEMENG.FS.GOV.ZA
PHONE: +27 53 330 0215 EMAIL: LETSE@MWEB.CO.ZA



ADDRESS:

7 Groot Trek Street, Koffiefontein 9986

ANNEXURE – BUDGET TABLES

FS161 Letsemeng - Table A1 Budget Summary

Description	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousands										
Financial Performance										
Property rates	25,832	25,106	26,334	28,755	28,755	28,755	25,455	30,020	31,371	32,156
Service charges	60,350	59,392	60,748	93,971	89,572	89,572	58,604	97,405	101,789	104,470
Investment revenue	164	102	91	243	328	328	–	359	375	385
Transfer and subsidies - Operational	88,909	91,138	109,880	98,362	98,362	98,362	78,609	96,781	100,204	104,688
Other own revenue	18,103	36,989	50,462	22,932	23,424	23,424	47,282	25,239	26,375	27,034
Total Revenue (excluding capital transfers and contributions)	193,357	212,728	247,514	244,263	240,441	240,441	209,949	249,805	260,114	268,733
Employee costs	69,762	73,697	83,433	82,956	82,056	82,056	30,593	84,594	88,401	90,611
Remuneration of councillors	4,764	5,369	5,563	5,713	5,013	5,013	2,212	5,234	5,469	5,606
Depreciation and amortisation	(44)	44,694	29,244	34,815	34,815	34,815	–	31,347	32,757	33,576
Interest	11,008	16,417	22,278	10,000	14,000	14,000	22,610	14,616	14,644	15,303
Inventory consumed and bulk purchases	47,218	(443,474)	51,907	52,705	47,428	47,428	41,786	48,453	50,633	51,899
Transfers and subsidies	–	3,500	–	–	–	–	–	–	–	–
Other expenditure	118,030	48,549	167,455	57,957	57,128	57,128	24,026	56,168	57,485	58,895
Total Expenditure	250,738	(251,248)	359,880	244,146	240,441	240,441	121,227	240,412	249,390	255,891
Surplus/(Deficit)	(57,381)	463,976	(112,366)	118	0	0	88,722	9,393	10,724	12,842
Transfers and subsidies - capital (monetary allocations)	21,767	36,249	11,632	42,641	42,641	42,641	–	46,192	49,465	50,749
Transfers and subsidies - capital (in-kind)	–	–	–	–	–	–	–	5,009	5,234	5,365
	(35,614)	500,225	(100,734)	42,759	42,641	42,641	88,722	60,594	65,423	68,956
Surplus/(Deficit) after capital transfers & contributions	–	–	–	–	–	–	–	–	–	–
Share of Surplus/Deficit attributable to Associate	(35,614)	500,225	(100,734)	42,759	42,641	42,641	88,722	60,594	65,423	68,956
Surplus/(Deficit) for the year	(35,614)	500,225	(100,734)	42,759	42,641	42,641	88,722	60,594	65,423	68,956
Capital expenditure & funds sources										
Capital expenditure	15,775	28,897	(12,098)	43,047	41,817	41,817	1,481,152	40,044	40,632	41,453
Transfers recognised - capital	19,214	36,138	16,204	41,273	39,314	39,314	210,168	39,382	39,940	40,744
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	(3,439)	(7,240)	(28,302)	1,774	544	544	1,267,889	663	692	710
Total sources of capital funds	15,775	28,897	(12,098)	43,047	39,858	39,858	1,478,057	40,044	40,632	41,453
Financial position										
Total current assets	208,657	301,828	184,185	122,688	121,551	121,551	293,786	554,686	627,269	638,662
Total non current assets	752,200	754,991	739,287	932,584	931,354	931,354	751,334	728,134	759,687	778,484
Total current liabilities	303,524	373,246	437,763	(239,207)	(241,458)	(241,458)	470,706	299,372	312,844	320,665
Total non current liabilities	791	284	572	(18,206)	(18,206)	(18,206)	(28)	36,743	38,396	39,356
Community wealth/Equity	649,726	676,472	478,320	1,305,869	1,305,752	1,305,752	567,043	946,705	1,035,715	1,057,125
Cash flows										
Net cash from (used) operating	22,465	(97,884)	(75,650)	14,480	(18,725)	(18,725)	232,075	50,348	63,719	68,505
Net cash from (used) investing	–	–	–	(43,047)	(41,817)	(41,817)	–	(46,051)	(46,727)	(47,672)
Net cash from (used) financing	–	–	–	–	–	–	–	–	–	–
Cash/cash equivalents at the year end	22,465	(97,884)	(75,651)	(28,224)	(60,199)	(60,199)	232,075	4,495	21,487	42,321
Cash backing/surplus reconciliation										
Cash and investments available	1,883	518	129	31,447	(18,054)	(18,054)	13,067	4,495	17,198	21,046
Application of cash and investments	256,698	298,530	341,437	(277,810)	(284,408)	(284,408)	350,326	(141,203)	(187,727)	(191,279)
Balance - surplus (shortfall)	(254,815)	(298,011)	(341,308)	309,257	266,354	266,354	(337,259)	145,698	204,926	212,325
Asset management										
Asset register summary (WDV)	752,200	754,991	739,287	932,152	930,922	930,922	728,134	728,134	759,687	778,484
Depreciation	39	40,026	39	34,815	34,815	34,815	31,347	31,347	32,757	33,576
Renewal and Upgrading of Existing Assets	1,375,267	1,392,959	1,399,194	–	11,286	11,286	26,917	26,915	26,915	27,393
Repairs and Maintenance	769	2,090	1,895	1,370	480	480	1,442	1,442	1,507	1,545
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	(1,959)	(14,279)	(12,392)	(17,100)	(15,428)	(15,428)	(13,467)	(14,073)	(14,425)	–
Households below minimum service level										
Water:	–	–	–	–	2	2	2	2	–	–
Sanitation/sewerage:	–	–	–	–	2,260	2,260	2,260	2,260	–	–
Energy:	–	–	–	–	2,090	2,090	2,090	2,090	–	–
Refuse:	–	–	–	–	10	10	10	10	–	–

FS161 Letsemeng - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand	1									
Revenue - Functional										
Governance and administration		66,094	80,629	81,211	75,218	75,777	75,777	82,352	85,180	88,160
Executive and council		10	2,483	5,429	4,729	4,729	4,729	4,994	5,213	5,448
Finance and administration		66,084	78,146	75,782	69,080	69,639	69,639	75,888	78,431	81,108
Internal audit		—	—	—	1,409	1,409	1,409	1,471	1,535	1,604
Community and public safety		67,270	65,373	85,346	5,985	5,985	5,985	6,248	6,523	6,817
Community and social services		67,085	65,035	84,939	3,421	3,421	3,421	3,571	3,728	3,896
Sport and recreation		—	—	—	2,564	2,564	2,564	2,677	2,795	2,921
Public safety		—	—	—	—	—	—	—	—	—
Housing		185	337	407	—	—	—	—	—	—
Health		—	—	—	—	—	—	—	—	—
Economic and environmental services		1,124	1,073	665	27,354	27,354	27,354	18,062	21,465	22,273
Planning and development		1,124	1,073	665	—	—	—	—	—	—
Road transport		—	—	—	27,354	27,354	27,354	18,062	21,465	22,273
Environmental protection		—	—	—	—	—	—	—	—	—
Trading services		80,635	101,902	91,924	178,348	173,966	173,966	194,344	201,646	207,597
Energy sources		35,607	54,211	35,466	67,193	67,193	67,193	77,444	80,844	83,423
Water management		11,773	2,233	5,638	48,200	45,792	45,792	65,914	67,534	69,178
Waste water management		24,377	33,820	38,123	32,269	31,355	31,355	21,500	22,466	23,178
Waste management		8,879	11,638	12,698	30,686	29,625	29,625	29,485	30,801	31,818
Other	4	—	—	—	—	—	—	—	—	—
Total Revenue - Functional	2	215,124	248,977	259,146	286,904	283,082	283,082	301,006	314,814	324,847
Expenditure - Functional										
Governance and administration		166,748	110,628	267,434	122,566	124,568	124,568	129,962	133,970	137,585
Executive and council		17,991	17,618	16,173	17,074	15,423	15,423	15,026	15,472	15,805
Finance and administration		146,829	90,836	248,312	103,004	106,698	106,698	112,372	115,818	119,033
Internal audit		1,928	2,174	2,950	2,488	2,447	2,447	2,564	2,679	2,746
Community and public safety		4,162	44,138	1,793	6,071	4,821	4,821	3,938	4,116	4,218
Community and social services		3,915	43,970	1,472	5,353	4,397	4,397	3,525	3,684	3,776
Sport and recreation		62	—	150	300	87	87	157	164	168
Public safety		—	—	—	—	—	—	—	—	—
Housing		—	—	—	250	87	87	157	164	168
Health		184	168	171	168	250	250	100	105	107
Economic and environmental services		10,131	9,806	2,043	18,085	17,522	17,522	12,626	13,194	13,524
Planning and development		1,940	2,165	2,031	10,528	9,965	9,965	6,737	7,040	7,216
Road transport		8,191	7,641	13	7,557	7,557	7,557	5,889	6,154	6,308
Environmental protection		—	—	—	—	—	—	—	—	—
Trading services		69,697	(415,820)	88,610	97,425	93,529	93,529	93,886	98,111	100,563
Energy sources		45,432	(428,333)	50,630	56,633	48,472	48,472	53,520	55,929	57,327
Water management		9,275	(2,246)	17,295	15,968	12,310	12,310	7,468	7,804	7,999
Waste water management		14,923	14,652	20,676	16,124	23,487	23,487	23,225	24,270	24,877
Waste management		67	107	9	8,700	9,260	9,260	9,672	10,107	10,360
Other	4	—	—	—	—	—	—	—	—	—
Total Expenditure - Functional	3	250,738	(251,248)	359,880	244,146	240,441	240,441	240,412	249,390	255,891
Surplus/(Deficit) for the year		(35,614)	500,225	(100,734)	42,759	42,641	42,641	60,594	65,423	68,956

References

1. Government Finance Statistics Functions and Sub-functions are standardised to assist the compilation of national and international accounts for comparison purposes
2. Total Revenue by functional classification must reconcile to Total Operating Revenue shown in Budgeted Financial Performance (revenue and expenditure)
3. Total Expenditure by Functional Classification must reconcile to Total Operating Expenditure shown in Budgeted Financial Performance (revenue and expenditure)
4. All amounts must be classified under a functional classification . The GFS function 'Other' is only for Abbatoirs, Air Transport, Forestry, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification.

FS161 Letsemeng - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue by Vote	1									
Vote 1 - Executive & Council		10	2,483	5,429	4,729	4,729	4,729	4,994	5,213	5,448
Vote 2 - Finance & Administration		66,084	78,146	75,782	69,080	69,639	69,639	75,888	78,431	81,108
Vote 3 - Energy sources		35,607	54,211	35,466	67,193	67,193	67,193	77,444	80,844	83,423
Vote 4 - Environmental Protection		185	337	407	1,409	1,409	1,409	1,471	1,535	1,604
Vote 5 - Water Management		11,773	2,233	5,638	48,200	45,792	45,792	65,914	67,534	69,178
Vote 6 - Waste water management		24,377	33,820	38,123	32,269	31,355	31,355	21,500	22,466	23,178
Vote 7 - Road Transport		-	-	-	27,354	27,354	27,354	18,062	21,465	22,273
Vote 8 - Waste Management		8,879	11,638	12,698	30,686	29,625	29,625	29,485	30,801	31,818
Vote 9 - Fleet Management		-	-	-	-	-	-	-	-	-
Vote 10 - Community & Social Services		68,209	66,108	85,604	5,985	5,985	5,985	6,248	6,523	6,817
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	215,124	248,977	259,146	286,904	283,082	283,082	301,006	314,814	324,847
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive & Council		17,991	17,618	16,173	17,074	15,423	15,423	15,026	15,472	15,805
Vote 2 - Finance & Administration		143,237	81,014	239,800	99,240	102,173	102,173	108,651	111,930	115,048
Vote 3 - Energy sources		45,432	(428,333)	50,630	56,633	48,472	48,472	53,520	55,929	57,327
Vote 4 - Environmental Protection		2,112	2,342	3,121	3,406	2,871	2,871	2,925	3,057	3,133
Vote 5 - Water Management		9,275	37,741	17,295	17,132	13,474	13,474	7,468	7,804	7,999
Vote 6 - Waste water management		14,923	14,652	20,676	16,124	23,487	23,487	23,225	24,270	24,877
Vote 7 - Road Transport		8,191	7,641	13	7,557	7,557	7,557	5,889	6,154	6,308
Vote 8 - Waste Management		67	107	9	8,700	9,260	9,260	9,672	10,107	10,360
Vote 9 - Fleet Management		1,653	4,857	3,692	1,416	2,177	2,177	1,179	1,232	1,263
Vote 10 - Community & Social Services		7,857	11,113	8,472	16,864	15,545	15,545	12,856	13,434	13,770
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	250,738	(251,248)	359,880	244,146	240,441	240,441	240,412	249,390	255,891
Surplus/(Deficit) for the year	2	(35,614)	500,225	(100,734)	42,759	42,641	42,641	60,594	65,423	68,956

References

1. Insert 'Vote'; e.g. department, if different to functional classification structure
2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)
3. Assign share in 'associate' to relevant Vote

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

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand	1										
Revenue											
Exchange Revenue											
Service charges - Electricity	2	30,502	38,135	34,952	43,246	43,246	43,246	30,104	49,041	51,248	52,529
Service charges - Water	2	11,773	2,233	5,638	20,061	17,654	17,654	5,453	18,430	19,260	19,741
Service charges - Waste Water Management	2	9,196	9,671	10,412	15,512	14,581	14,581	11,722	15,222	15,907	16,419
Service charges - Waste Management	2	8,879	9,352	9,746	15,152	14,091	14,091	11,324	14,711	15,373	15,780
Sale of Goods and Rendering of Services		382	224	161	169	470	470	447	490	512	525
Agency services		-	-	-	-	-	-	-	-	-	-
Interest		67	247	197	-	-	-	523	-	-	-
Interest earned from Receivables		11,412	25,423	38,237	13,914	13,914	13,914	35,152	15,969	16,688	17,105
Interest earned from Current and Non Current Assets		164	102	91	243	328	328	-	359	375	385
Dividends		6	10	11	13	17	17	15	17	18	18
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		562	560	976	550	720	720	721	752	786	805
Licence and permits		-	-	-	6	3	3	-	3	3	3
Special rating levies		-	-	-	-	-	-	-	-	-	-
Operational Revenue		68	5	403	78	110	110	181	115	120	123
Non-Exchange Revenue											
Property rates	2	25,832	25,106	26,334	28,755	28,755	28,755	25,455	30,020	31,371	32,156
Surcharges and Taxes		-	-	-	-	-	-	1,294	-	-	-
Fines, penalties and forfeits		8	12	16	25	13	13	-	798	834	855
Licences or permits		-	-	-	-	-	-	-	-	-	-
Transfer and subsidies - Operational		88,909	91,138	109,880	98,362	98,362	98,362	78,609	96,781	100,204	104,688
Interest		5,561	9,012	10,152	8,178	8,178	8,178	8,949	7,095	7,414	7,599
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Gains		37	1,496	309	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contri		193,357	212,728	247,514	244,263	240,441	240,441	209,949	249,805	260,114	268,733
Expenditure											
Employee related costs	2	69,762	73,697	83,433	82,956	82,056	82,056	30,593	84,594	88,401	90,611
Remuneration of councillors		4,764	5,369	5,563	5,713	5,013	5,013	2,212	5,234	5,469	5,606
Bulk purchases - electricity	2	38,809	(436,033)	42,700	39,862	39,862	39,862	33,613	44,924	46,946	48,120
Inventory consumed	8	8,409	(7,441)	9,207	12,843	7,566	7,566	8,173	3,529	3,687	3,780
Debt impairment	3	-	-	-	24,940	24,940	24,940	-	26,038	27,210	27,890
Depreciation and amortisation		(44)	44,694	29,244	34,815	34,815	34,815	-	31,347	32,757	33,576
Interest		11,008	16,417	22,278	10,000	14,000	14,000	22,610	14,616	14,644	15,303
Contracted services		14,608	15,149	10,952	17,771	16,226	16,226	15,478	16,423	17,012	17,373
Transfers and subsidies		-	3,500	-	-	-	-	-	-	-	-
Irrecoverable debts written off		31,602	43	88,093	-	-	-	548	-	-	-
Operational costs		66,620	30,679	63,843	15,246	15,962	15,962	8,000	13,708	13,263	13,632
Losses on disposal of Assets		5,267	2,678	4,568	-	-	-	-	-	-	-
Other Losses		(67)	-	-	-	-	-	-	-	-	-
Total Expenditure		250,738	(251,248)	359,880	244,146	240,441	240,441	121,227	240,412	249,390	255,891
Surplus/(Deficit)		(57,381)	463,976	(112,366)	118	0	0	88,722	9,393	10,724	12,842
Transfers and subsidies - capital (monetary)	6	21,767	36,249	11,632	42,641	42,641	42,641	-	46,192	49,465	50,749
Transfers and subsidies - capital (in-kind)	6	-	-	-	-	-	-	-	5,009	5,234	5,365
Surplus/(Deficit) after capital transfers & contributions		(35,614)	500,225	(100,734)	42,759	42,641	42,641	88,722	60,594	65,423	68,956
Income Tax		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after income tax		(35,614)	500,225	(100,734)	42,759	42,641	42,641	88,722	60,594	65,423	68,956
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(35,614)	500,225	(100,734)	42,759	42,641	42,641	88,722	60,594	65,423	68,956
Share of Surplus/Deficit attributable to Associate	7	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	1	(35,614)	500,225	(100,734)	42,759	42,641	42,641	88,722	60,594	65,423	68,956

FS161 Letsemeng - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - Executive & Council		-	-	-	-	-	-	-	-	-	-
Vote 2 - Finance & Administration		-	-	-	-	-	-	-	-	-	-
Vote 3 - Energy sources		-	-	-	-	-	-	-	-	-	-
Vote 4 - Environmental Protection		-	-	-	-	-	-	-	-	-	-
Vote 5 - Water Management		-	-	-	-	-	-	-	-	-	-
Vote 6 - Waste water management		-	-	-	-	-	-	-	-	-	-
Vote 7 - Road Transport		-	-	-	-	-	-	-	-	-	-
Vote 8 - Waste Management		-	-	-	-	-	-	-	-	-	-
Vote 9 - Fleet Management		-	-	-	-	-	-	-	-	-	-
Vote 10 - Community & Social Services		-	-	-	-	-	-	-	-	-	-
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 multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 1 - Executive & Council		748	14,723	-	-	-	-	9,171	435	454	466
Vote 2 - Finance & Administration		(3,909)	(3,525)	(14,451)	724	539	539	1,293,061	228	238	244
Vote 3 - Energy sources		3,788	8,356	3,734	41,473	6,700	6,700	30,205	4,213	4,348	4,544
Vote 4 - Environmental Protection		(611)	-	(868)	-	-	-	(1,472)	-	-	-
Vote 5 - Water Management		3,528	18,646	5,537	150	17,252	17,252	102,905	20,248	20,000	20,217
Vote 6 - Waste water management		7,972	2,074	487	-	-	-	29,671	9,856	10,299	10,557
Vote 7 - Road Transport		5,991	6,643	3,722	400	8,096	8,096	16,463	1,468	1,534	1,573
Vote 8 - Waste Management		540	-	2,755	-	-	-	4,806	-	-	-
Vote 9 - Fleet Management		-	-	-	300	-	-	597	-	-	-
Vote 10 - Community & Social Services		(2,271)	(18,019)	(13,014)	-	9,230	9,230	(16,301)	3,597	3,759	3,853
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		15,775	28,897	(12,098)	43,047	41,817	41,817	1,469,105	40,044	40,632	41,453
Total Capital Expenditure - Vote		15,775	28,897	(12,098)	43,047	41,817	41,817	1,469,105	40,044	40,632	41,453
Capital Expenditure - Functional											
Governance and administration		(3,773)	11,198	(15,319)	1,024	539	539	1,301,484	663	692	710
Executive and council		748	14,723	-	-	-	-	9,171	435	454	466
Finance and administration		(3,909)	(3,525)	(14,451)	1,024	539	539	1,293,785	228	238	244
Internal audit		(611)	-	(868)	-	-	-	(1,472)	-	-	-
Community and public safety		(2,271)	450	-	-	9,230	9,230	14,484	3,597	3,759	3,853
Community and social services		-	-	-	-	-	-	15	-	-	-
Sport and recreation		(2,271)	450	-	-	9,230	9,230	14,469	3,597	3,759	3,853
Public safety		-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		5,991	(11,826)	(9,291)	400	8,096	8,096	(10,019)	1,468	1,534	1,573
Planning and development		-	(18,469)	(13,014)	-	-	-	(27,986)	-	-	-
Road transport		5,991	6,643	3,722	400	8,096	8,096	17,967	1,468	1,534	1,573
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		15,828	29,076	12,512	41,623	23,952	23,952	175,204	34,317	34,647	35,319
Energy sources		3,788	8,356	3,734	41,473	6,700	6,700	33,080	4,213	4,348	4,544
Water management		3,528	18,646	5,537	150	17,252	17,252	107,647	20,248	20,000	20,217
Waste water management		7,972	2,074	487	-	-	-	29,671	9,856	10,299	10,557
Waste management		540	-	2,755	-	-	-	4,806	-	-	-
Other		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	15,775	28,897	(12,098)	43,047	41,817	41,817	1,481,152	40,044	40,632	41,453
Funded by:											
National Government		19,214	36,138	16,204	41,273	39,314	39,314	210,168	39,382	39,940	40,744
Provincial Government		-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	19,214	36,138	16,204	41,273	39,314	39,314	210,168	39,382	39,940	40,744
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		(3,439)	(7,240)	(28,302)	1,774	544	544	1,267,889	663	692	710
Total Capital Funding	7	15,775	28,897	(12,098)	43,047	39,858	39,858	1,478,057	40,044	40,632	41,453

References

- Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).
- Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year
- Capital expenditure by functional classification must reconcile to the appropriations by vote
- Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure)

- Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17
- Total Capital Funding must balance with Total Capital Expenditure
- Include any capitalised interest (MFMA section 46) as part of relevant capital budget

FS161 Letsemeng - Table A6 Budgeted Financial Position

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand											
ASSETS											
Current assets											
Cash and cash equivalents		3,064	1,700	1,311	31,447	(18,054)	(18,054)	14,249	4,495	17,198	21,046
Trade and other receivables from exchange transactions	1	95,599	169,518	62,903	22,060	57,545	57,545	134,605	450,331	513,636	518,908
Receivables from non-exchange transactions	1	20,685	37,127	51,543	32,139	40,317	40,317	80,778	71,699	67,534	69,222
Current portion of non-current receivables		516	755	978	1,509	1,509	1,509	1,223	–	–	–
Inventory	2	1,789	1,857	1,579	7,668	12,944	12,944	2,117	9,979	10,252	10,405
VAT		75,236	96,258	121,836	15,564	14,987	14,987	133,549	17,982	18,440	18,867
Other current assets		11,768	(5,386)	(55,964)	12,302	12,302	12,302	(72,734)	200	209	214
Total current assets		208,657	301,828	184,185	122,688	121,551	121,551	293,786	554,686	627,269	638,662
Non current assets											
Investments		–	–	–	–	–	–	–	–	–	–
Investment property		66,425	66,348	81,429,477.00	75,718	75,718	75,718	81,429	59,159	61,821	63,367
Property, plant and equipment	3	687,195	690,068	659,309	856,360	855,130	855,130	671,303	668,884	697,770	715,020
Biological assets		–	–	–	–	–	–	–	–	–	–
Living and non-living resources		–	–	–	–	–	–	–	–	–	–
Heritage assets		1,022	1,022	1,022	–	–	–	1,022	–	–	–
Intangible assets		(2,442)	(2,446)	(2,473)	74	74	74	(2,420)	91	95	98
Trade and other receivables from exchange transactions		–	–	–	432	432	432	–	–	–	–
Non-current receivables from non-exchange transactions		–	–	–	–	–	–	–	–	–	–
Other non-current assets		–	–	–	–	–	–	–	–	–	–
Total non current assets		752,200	754,991	739,287	932,584	931,354	931,354	751,334	728,134	759,687	778,484
TOTAL ASSETS		960,857	1,056,819	923,473	1,055,272	1,052,905	1,052,905	1,045,120	1,282,821	1,386,956	1,417,146
LIABILITIES											
Current liabilities											
Bank overdraft		1,182	1,182	1,182	–	–	–	1,182	–	–	–
Financial liabilities		(339)	(253)	(169)	255	255	255	(75)	318	332	341
Consumer deposits		956	1,082	1,131	944	944	944	1,207	1,131	1,182	1,212
Trade and other payables from exchange transactions	4	180,905	90,082	144,305	(268,285)	(270,535)	(270,535)	128,294	302,932	316,564	324,478
Trade and other payables from non-exchange transactions	5	37,204	186,126	181,864	31,277	31,277	31,277	220,397	(5,009)	(5,234)	(5,365)
Provision		13,669	15,737	19,468	(3,399)	(3,399)	(3,399)	19,468	–	–	–
VAT		69,949	79,291	89,982	–	–	–	100,232	–	–	–
Other current liabilities		–	–	–	–	–	–	–	–	–	–
Total current liabilities		303,524	373,246	437,763	(239,207)	(241,458)	(241,458)	470,706	299,372	312,844	320,665
Non current liabilities											
Financial liabilities	6	767	330	618	330	330	330	18	300	314	322
Provision	7	(2,500)	(2,570)	(2,570)	(21,059)	(21,059)	(21,059)	(2,570)	27,103	28,742	29,695
Long term portion of trade payables		–	–	–	–	–	–	–	–	–	–
Other non-current liabilities		2,523	2,523	2,523	2,523	2,523	2,523	2,523	9,340	9,340	9,340
Total non current liabilities		791	284	572	(18,206)	(18,206)	(18,206)	(28)	36,743	38,396	39,356
TOTAL LIABILITIES		304,315	373,530	438,335	(257,413)	(259,664)	(259,664)	470,677	336,115	351,240	360,021
NET ASSETS		656,543	683,289	485,137	1,312,686	1,312,568	1,312,568	574,443	946,705	1,035,715	1,057,125
COMMUNITY WEALTH/EQUITY											
Accumulated surplus/(deficit)	8	665,141	691,886	493,735	1,305,869	1,305,752	1,305,752	582,457	946,705	1,035,715	1,057,125
Reserves and funds	9	(15,414)	(15,414)	(15,414)	–	–	–	(15,414)	–	–	–
Other		–	–	–	–	–	–	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	10	649,726	676,472	478,320	1,305,869	1,305,752	1,305,752	567,043	946,705	1,035,715	1,057,125
References		6,817	6,817	6,817	6,817	6,817	6,817	7,400			

1. Detail breakdown in Table SA3 for Trade receivables from Exchange and Non-exchange transactions
2. Include completed low cost housing to be transferred to beneficiaries within 12 months detail provided in Table SA3
3. Include 'Construction-work-in-progress' (disclosed separately in annual financial statements) detail in SA3
4. Detail breakdown in Table SA3.
5. Detail breakdown in Table SA3.

FS161 Letsemeng - Table A7 Budgeted Cash Flows

Description		Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 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 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
CASH FLOW FROM OPERATING ACTIVITIES												
Receipts												
Property rates			–	–	–	21,710	21,710	21,710	–	24,166	32,646	33,462
Service charges			–	–	–	83,053	51,371	51,371	–	79,876	84,911	88,457
Other revenue			–	–	–	840	1,332	1,332	–	2,158	2,255	2,311
Transfers and Subsidies - Operational		1	21,370	57,773	80,006	98,362	98,362	98,362	76,419	96,781	100,204	104,688
Transfers and Subsidies - Capital		1	–	–	–	42,641	42,641	42,641	–	46,192	49,465	50,749
Interest			–	–	–	–	–	–	–	359	375	385
Dividends			–	–	–	–	–	–	–	17	18	18
Payments												
Suppliers and employees			1,095	(155,657)	(155,657)	(222,126)	(220,140)	(220,140)	155,657	(184,585)	(191,512)	(196,263)
Interest			–	–	–	(10,000)	(14,000)	(14,000)	–	(14,616)	(14,644)	(15,303)
Transfers and Subsidies		1	–	–	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES			22,465	(97,884)	(75,650)	14,480	(18,725)	(18,725)	232,075	50,348	63,719	68,505
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			–	–	–	(43,047)	(41,817)	(41,817)	–	(46,051)	(46,727)	(47,672)
NET CASH FROM/(USED) INVESTING ACTIVITIES			–	–	–	(43,047)	(41,817)	(41,817)	–	(46,051)	(46,727)	(47,672)
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			22,465	(97,884)	(75,650)	(28,567)	(60,542)	(60,542)	232,075	4,297	16,992	20,834
Cash/cash equivalents at the year begin:		2	–	–	(0)	343	343	343	(0)	198	4,495	21,487
Cash/cash equivalents at the year end:		2	22,465	(97,884)	(75,651)	(28,224)	(60,199)	(60,199)	232,075	4,495	21,487	42,321

References

1. Local/District municipalities to include transfers from/to District/Local Municipalities
2. Cash equivalents includes investments with maturities of 3 months or less
3. The MTREF is populated directly from SA30.

Total receipts	21,370	57,773	80,006	246,606	215,415	215,415	76,419	249,533	269,857	280,053
Total payments	1,095	(155,657)	(155,657)	(275,173)	(275,957)	(275,957)	155,657	(245,252)	(252,883)	(259,237)
	22,465	(97,884)	(75,650)	(28,567)	(60,542)	(60,542)	232,075	4,280	16,974	20,815

FS161 Letsemeng - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand											
Cash and investments available											
Cash/cash equivalents at the year end	1	22,465	(97,884)	(75,651)	(28,224)	(60,199)	(60,199)	232,075	4,495	21,487	42,321
Other current investments > 90 days		(20,582)	98,402	75,780	59,670	42,145	42,145	(219,008)	0	(4,289)	(21,275)
Non current Investments	1	-	-	-	-	-	-	-	-	-	-
Cash and investments available:		1,883	518	129	31,447	(18,054)	(18,054)	13,067	4,495	17,198	21,046
Application of cash and investments											
Unspent conditional transfers		37,204	186,126	181,864	31,277	31,277	31,277	220,397	(5,009)	(5,234)	(5,365)
Unspent borrowing											
Statutory requirements	2	9,507	(8,830)	(19,615)	(18,830)	(18,252)	(18,252)	(33,248)	(8,800)	(8,845)	(9,032)
Other working capital requirements	3	180,905	90,082	144,305	(286,859)	(294,034)	(294,034)	128,294	(127,394)	(173,648)	(176,882)
Other provisions		13,669	15,737	19,468	(3,399)	(3,399)	(3,399)	19,468	-	-	-
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	15,414	15,414	15,414	-	-	-	15,414	-	-	-
Total Application of cash and investments:		256,698	298,530	341,437	(277,810)	(284,408)	(284,408)	350,326	(141,203)	(187,727)	(191,279)
Surplus(shortfall) - Excluding Non-Current Creditors Trf to		(254,815)	(298,011)	(341,308)	309,257	266,354	266,354	(337,259)	145,698	204,926	212,325
Creditors transferred to Debt Relief - Non-Current portion		-	-	-	-	-	-	-	-	-	-
Surplus(shortfall) - Including Non-Current Creditors Trf to I		(254,815)	(298,011)	(341,308)	309,257	266,354	266,354	(337,259)	145,698	204,926	212,325

References

1. Must reconcile with Budgeted Cash Flows
2. For example: VAT, taxation
3. Council approval for policy required - include sufficient working capital (e.g. allowing for a % of current debtors > 90 days as uncollectable)
4. For example: sinking fund requirements for borrowing
5. Council approval required for each reserve created and basis of cash backing of reserves - Total Reserves to be backed by cash/investments excl Valuation reserve

Other working capital requirements

Debtors	-	-	-	18,574	23,499	23,499	-	430,326	490,212	501,360
Creditors due	180,905	90,082	144,305	(268,285)	(270,535)	(270,535)	128,294	302,932	316,564	324,478
Total	(180,905)	(90,082)	(144,305)	286,859	294,034	294,034	(128,294)	127,394	173,648	176,882

Debtors collection assumptions

Balance outstanding - debtors	116,800	207,399	115,424	56,140	99,804	99,804	216,605	522,030	581,170	588,130
Estimate of debtors collection rate	0.0%	0.0%	0.0%	33.1%	23.5%	23.5%	0.0%	82.4%	84.3%	85.2%

Long term investments committed

Balance (Insert description; eg sinking fund)

[illegible]

Note:

6. Above reserves do not include Revaluation reserve. Revaluation reserve not required to be cash backed

FS161 Letsemeng - Table A9 Asset Management

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
CAPITAL EXPENDITURE										
Total New Assets	1	77,039	88,244	69,911	43,047	30,531	30,531	13,127	13,718	14,061
Roads Infrastructure		12,066	12,066	12,066	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		12,443	20,799	24,533	41,273	6,700	6,700	-	-	-
Water Supply Infrastructure		1,038	1,038	1,038	-	-	-	-	-	-
Sanitation Infrastructure		14,595	14,595	14,595	-	15,287	15,287	8,275	8,647	8,863
Solid Waste Infrastructure		730	730	730	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		40,872	49,228	52,962	41,273	21,987	21,987	8,275	8,647	8,863
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	8,000	8,000	2,609	2,726	2,794
Community Assets		-	-	-	-	8,000	8,000	2,609	2,726	2,794
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		(1,572)	(1,537)	(1,525)	74	74	74	32	34	34
Intangible Assets		(1,572)	(1,537)	(1,525)	74	74	74	32	34	34
Computer Equipment		(4,949)	(728)	(12,039)	650	465	465	196	204	210
Furniture and Office Equipment		(8,988)	(10,466)	(24,344)	-	-	-	-	-	-
Machinery and Equipment		6,768	6,802	6,832	750	5	5	1,581	1,652	1,694
Transport Assets		830	868	868	300	-	-	435	454	466
Land		44,078	44,078	47,158	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Immature		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
Total Renewal of Existing Assets										
	2	1,098,187	1,114,465	1,115,595	-	1,960	1,960	-	-	-
Roads Infrastructure		1,073,910	1,090,000	1,090,950	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		3,128	3,128	3,128	-	-	-	-	-	-
Water Supply Infrastructure		283	283	283	-	1,960	1,960	-	-	-
Sanitation Infrastructure		10,972	10,972	10,972	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		1,088,293	1,104,383	1,105,333	-	1,960	1,960	-	-	-
Community Facilities		2,647	2,647	2,647	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		2,647	2,647	2,647	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		5,025	5,253	5,253	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		5,025	5,253	5,253	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		1,007	1,007	1,007	-	-	-	-	-	-
Intangible Assets		1,007	1,007	1,007	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		1,216	1,174	1,354	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Immature		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand										
Total Upgrading of Existing Assets	6	277,079	278,494	283,599	–	9,327	9,327	26,917	26,915	27,393
Roads Infrastructure		17,539	24,152	27,874	–	8,096	8,096	1,468	1,534	1,573
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		5,673	5,673	5,673	–	–	–	4,213	4,348	4,544
Water Supply Infrastructure		75,070	93,713	99,220	–	–	–	20,248	20,000	20,217
Sanitation Infrastructure		6,392	8,467	8,953	–	–	–	–	–	–
Solid Waste Infrastructure		1,321	1,321	4,076	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		105,995	133,325	145,795	–	8,096	8,096	25,929	25,882	26,334
Community Facilities		–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		11,220	11,670	11,670	–	1,230	1,230	988	1,033	1,058
Community Assets		11,220	11,670	11,670	–	1,230	1,230	988	1,033	1,058
Heritage Assets		–	–	–	–	–	–	–	–	–
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Operational Buildings		159,865	133,500	126,134	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		159,865	133,500	126,134	–	–	–	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		–	–	–	–	–	–	–	–	–
Computer Equipment		–	–	–	–	–	–	–	–	–
Furniture and Office Equipment		–	–	–	–	–	–	–	–	–
Machinery and Equipment		–	–	–	–	–	–	–	–	–
Transport Assets		–	–	–	–	–	–	–	–	–
Land		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		–	–	–	–	–	–	–	–	–
Total Capital Expenditure	4	1,452,306	1,481,203	1,469,105	43,047	41,817	41,817	40,044	40,632	41,453
Roads Infrastructure		1,103,516	1,126,218	1,130,890	–	8,096	8,096	1,468	1,534	1,573
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		21,244	29,599	33,333	41,273	6,700	6,700	4,213	4,348	4,544
Water Supply Infrastructure		76,390	95,033	100,540	–	1,960	1,960	20,248	20,000	20,217
Sanitation Infrastructure		31,960	34,034	34,521	–	15,287	15,287	8,275	8,647	8,863
Solid Waste Infrastructure		2,051	2,051	4,806	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		1,235,161	1,286,936	1,304,090	41,273	32,043	32,043	34,204	34,529	35,198
Community Facilities		2,647	2,647	2,647	–	–	–	–	–	–
Sport and Recreation Facilities		11,220	11,670	11,670	–	9,230	9,230	3,597	3,759	3,853
Community Assets		13,867	14,317	14,317	–	9,230	9,230	3,597	3,759	3,853
Heritage Assets		–	–	–	–	–	–	–	–	–
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Operational Buildings		164,889	138,753	131,388	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		164,889	138,753	131,388	–	–	–	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		(565)	(531)	(518)	74	74	74	32	34	34
Intangible Assets		(565)	(531)	(518)	74	74	74	32	34	34
Computer Equipment		(4,949)	(728)	(12,039)	650	465	465	196	204	210
Furniture and Office Equipment		(8,988)	(10,466)	(24,344)	–	–	–	–	–	–
Machinery and Equipment		7,984	7,976	8,186	750	5	5	1,581	1,652	1,694
Transport Assets		830	868	868	300	–	–	435	454	466
Land		44,078	44,078	47,158	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		–	–	–	–	–	–	–	–	–
TOTAL CAPITAL EXPENDITURE - Asset class		1,452,306	1,481,203	1,469,105	43,047	41,817	41,817	40,044	40,632	41,453

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand										
ASSET REGISTER SUMMARY - PPE (WDV)	5	752,200	754,991	739,287	932,152	930,922	930,922	728,134	759,687	778,484
Roads Infrastructure		1,044,067	1,035,679	1,009,939	(5,248)	2,848	2,848	53,043	55,430	56,816
Storm water Infrastructure		(15)	(15)	(15)	(2,035)	(2,035)	(2,035)	26,188	27,366	28,050
Electrical Infrastructure		21,244	29,599	33,333	306,445	271,872	271,872	195,682	204,432	209,631
Water Supply Infrastructure		(496,315)	(488,645)	(471,401)	116,143	118,102	118,102	182,874	189,945	194,411
Sanitation Infrastructure		21,003	23,077	23,564	145,077	160,364	160,364	61,793	64,574	66,188
Solid Waste Infrastructure		2,051	2,051	4,806	(2,392)	(2,392)	(2,392)	25,029	26,156	26,810
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	(3,429)	(3,429)	(3,429)	(3,580)	(3,741)	(3,835)
Information and Communication Infrastructure		4,684	6,017	7,167	116,626	116,626	116,626	52,714	55,086	56,463
Infrastructure		596,719	607,764	607,393	671,186	661,955	661,955	593,742	619,247	634,533
Community Assets		14,111	13,424	12,558	(1,169)	8,061	8,061	55,212	57,696	59,139
Heritage Assets		1,022	1,022	1,022	-	-	-	-	-	-
Investment properties		66,425	66,348	81,429	75,718	75,718	75,718	59,159	61,821	63,367
Other Assets		37,353	9,955	(9,527)	(3,997)	(3,997)	(3,997)	(3,387)	(3,539)	(3,628)
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		(2,442)	(2,446)	(2,473)	74	74	74	91	95	98
Computer Equipment		-	-	-	(713)	(713)	(713)	8,512	8,895	9,118
Furniture and Office Equipment		(13,956)	5,926	(7,404)	186,493	186,308	186,308	182	190	195
Machinery and Equipment		8,061	8,053	8,263	4,945	4,200	4,200	(1,597)	(1,669)	(1,711)
Transport Assets		830	868	868	(383)	(683)	(683)	(278)	(291)	(298)
Land		44,078	44,078	47,158	-	-	-	16,498	17,241	17,672
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	752,200	754,991	739,287	932,152	930,922	930,922	728,134	759,687	778,484
EXPENDITURE OTHER ITEMS		808	42,116	1,934	36,185	35,295	35,295	32,789	34,264	35,121
Depreciation	7	39	40,026	39	34,815	34,815	34,815	31,347	32,757	33,576
Repairs and Maintenance by Asset Class	3	769	2,090	1,895	1,370	480	480	1,442	1,507	1,545
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		258	1,901	1,745	320	220	220	320	334	343
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	600	627	643
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		258	1,901	1,745	320	220	220	920	961	985
Community Facilities		461	189	-	750	174	174	365	382	391
Sport and Recreation Facilities		50	-	150	300	87	87	157	164	168
Community Assets		511	189	150	1,050	261	261	522	545	559
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Immature		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		808	42,116	1,934	36,185	35,295	35,295	32,789	34,264	35,121
Renewal and upgrading of Existing Assets as % of total capex		94.7%	94.0%	95.2%	0.0%	27.0%	27.0%	67.2%	66.2%	66.1%
Renewal and upgrading of Existing Assets as % of deprecn		3495581.2%	3480.1%	3546752.4%	0.0%	32.4%	32.4%	85.9%	82.2%	81.6%
R&M as a % of PPE & Investment Property		0.1%	0.3%	0.3%	0.1%	0.1%	0.1%	0.2%	0.2%	0.2%
Renewal and upgrading and R&M as a % of PPE and Investment Proper		182.6%	184.4%	189.1%	0.1%	1.3%	1.3%	3.9%	3.7%	3.7%

References

1. Detail of new assets provided in Table SA34a
2. Detail of renewal of existing assets provided in Table SA34b
3. Detail of Repairs and Maintenance by Asset Class provided in Table SA34c
4. Must reconcile to total capital expenditure on Budgeted Capital Expenditure
5. Must reconcile to 'Budgeted Financial Position' (written down value)
6. Detail of upgrading of existing assets provided in Table SA34e
7. Detail of depreciation provided in Table SA34d

FS161 Letsemeng - Table A10 Basic service delivery measurement

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Household service targets	1									
Water:										
Piped water inside dwelling		-	-	-	-	11,137	11,137	11,137	11,137	-
Piped water inside yard (but not in dwelling)		-	-	-	-	12,477	12,477	12,477	12,477	-
Using public tap (at least min.service level)	2	-	-	-	-	2,862	2,862	2,862	2,862	-
Other water supply (at least min.service level)	4	-	-	-	-	236	236	236	236	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	26,712	26,712	26,712	26,712	-
Using public tap (< min.service level)	3	-	-	-	-	1,455	1,455	1,455	1,455	-
Other water supply (< min.service level)	4	-	-	-	-	236	236	236	236	-
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	1,691	1,691	1,691	1,691	-
Total number of households	5	-	-	-	-	28,403	28,403	28,403	28,403	-
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		-	-	-	-	9,698	9,698	9,698	9,698	-
Flush toilet (with septic tank)		-	-	-	-	1,323,319	1,323,319	1,323,319	1,323,319	-
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		-	-	-	-	252,465	252,465	252,465	252,465	-
Other toilet provisions (> min.service level)		-	-	-	-	171,445	171,445	171,445	171,445	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	1,756,927	1,756,927	1,756,927	1,756,927	-
Bucket toilet		-	-	-	-	455	455	455	455	-
Other toilet provisions (< min.service level)		-	-	-	-	1,000	1,000	1,000	1,000	-
No toilet provisions		-	-	-	-	2,258,625	2,258,625	2,258,625	2,258,625	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	2,260,080	2,260,080	2,260,080	2,260,080	-
Total number of households	5	-	-	-	-	4,017,007	4,017,007	4,017,007	4,017,007	-
Energy:										
Electricity (at least min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (min.service level)		-	-	-	-	6,846	6,846	6,846	6,846	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	6,846	6,846	6,846	6,846	-
Electricity (< min.service level)		-	-	-	-	2,089,757	2,089,757	2,089,757	2,089,757	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	2,089,757	2,089,757	2,089,757	2,089,757	-
Total number of households	5	-	-	-	-	2,096,603	2,096,603	2,096,603	2,096,603	-
Refuse:										
Removed at least once a week		-	-	-	-	9,659	9,659	9,659	9,659	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	9,659	9,659	9,659	9,659	-
Removed less frequently than once a week		-	-	-	-	9,659	9,659	9,659	9,659	-
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	9,659	9,659	9,659	9,659	-
Total number of households	5	-	-	-	-	19,318	19,318	19,318	19,318	-
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	-	1,518	1,518	1,518	1,518	-
Sanitation (free minimum level service)		-	-	-	-	1,439	1,439	1,439	1,439	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	2,043	2,043	2,043	2,043	-
Refuse (removed at least once a week)		-	-	-	-	1,407	1,407	1,407	1,407	-
Informal Settlements		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)										
Water (6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed once a week for indigent households)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)										
Total cost of FBS provided	8	-	-	-	-	-	-	-	-	-
Highest level of free service provided per household										
Property rates (R value threshold)		-	-	-	-	-	-	-	-	-
Water (kilolitres per household per month)		-	-	-	-	1,322,261	1,322,261	1,322,261	1,322,261	-
Sanitation (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (Rand per household per month)		-	-	-	-	251,724	251,724	251,724	251,724	-
Electricity (kwh per household per month)		-	-	-	-	170,445	170,445	170,445	170,445	-
Refuse (average litres per week)		-	-	-	-	246,127	246,127	246,127	246,127	-
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)		-	-	-	-	-	-	-	-	-
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		(1,955)	(2,063)	(2,484)	(2,259)	(2,259)	(2,259)	(1,220)	(1,275)	(1,307)
Water (in excess of 6 kilolitres per indigent household per month)		0	(7,635)	(3,930)	(9,582)	(8,432)	(8,432)	(3,267)	(3,414)	(3,499)
Sanitation (in excess of free sanitation service to indigent households)		-	(2,295)	(3,024)	(1,927)	(1,410)	(1,410)	(3,155)	(3,297)	(3,379)
Electricity/other energy (in excess of 50 kwh per indigent household per month)		(4)	-	(0)	(2,624)	(2,624)	(2,624)	(2,740)	(2,863)	(2,934)
Refuse (in excess of one removal a week for indigent households)		-	(2,285)	(2,952)	(708)	(703)	(703)	(3,086)	(3,225)	(3,305)
Municipal Housing - rental rebates		-	-	-	-	-	-	-	-	-
Housing - top structure subsidies		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total revenue cost of subsidised services provided	6	(1,959)	(14,279)	(12,392)	(17,100)	(15,428)	(15,428)	(13,467)	(14,073)	(14,425)

References

1. Include services provided by another entity; e.g. Eskom
2. Stand distance <= 200m from dwelling
3. Stand distance > 200m from dwelling
4. Borehole, spring, rain-water tank etc.
5. Must agree to total number of households in municipal area (informal settlements receiving services must be included)
6. Include value of subsidy provided by municipality above provincial subsidy level
7. Show number of households receiving at least these levels of services completely free (informal settlements must be included)
8. Must reflect the cost to the municipality of providing the Free Basic Service
9. Reflect the cost of free or subsidised services in excess to the National policy that are not funded from the Free Basic Services component of the Equitable Share