

LEKWA-TEEMANE
LOCAL MUNICIPALITY



**REVIEWED
INTEGRATED
DEVELOPMENT PLAN
2008/2009**

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LEKWA-TEEMANE LOCAL MUNICIPALITY IDP 2007-2011

1. IDP OVERVIEW

Introduction

This document is the draft Reviewed Integrated Development Plan (IDP) of Lekwa-Teemane Local Municipality for the financial year 2008/2009. This document highlights developmental issues and matters of the municipal area that need to be addressed during the next twelve months.

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

Section 25 of the of the Municipal Systems Act (Act 32 of 200) stipulates that-

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-

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

As far as the status of the integrated development plan is concerned, section 35 states that an integrated development plan adopted by the council of a municipality-

- “(a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, within the municipality;
- (b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality’s integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- (c) binds all other persons to the extent that those parts of the integrated development plan that affect the duties and rights of those persons have been passed as a by-law.”

Section 36 further stipulates that-

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

The municipality adopted a process plan during August 2007, which has been used for the purpose of the review of the 2007/2008 IDP. The adopted process plan was developed in line with the District Framework and Process Plan as well as the Provincial and National Planning Cycle for 2008/2009. The plan is aimed at guiding the municipality’s planning throughout all the faces of the IDP.

2. VISION AND MISSION OF THE MUNICIPALITY AND KEY FOCUS AREAS

“The Vision and Mission of the Municipality are descriptions of the future strategic position of the municipality, whereas the values embody the norms of conduct and attitudes to achieve such a position”.

Vision

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

2.2 Mission

Supporting Developmental Local Government

- Developing Realistic Integrated Development Program
- Creating Policies that enhance good governance
- Creating better coordination between all spheres of government

Providing effective, Affordable and Sustainable Service Delivery

- Building good infrastructure
- Accessing basic services
- Maintaining quality supply
- Enhancing revenue
- Sourcing funding
- Developing skills
- Creating an environment that is conducive to economic growth and development

Creating a Safe Environment

- Enforcing By-Laws
- Implementing the disaster management plan
- Providing a safe and healthy environment

Enhancing Community Participation

- Establishing an effective ward committee system.
- Maintaining consistent communication with communities

3. Key Focus Areas

FLOWING FROM THE ABOVE, THE MUNICIPALITY HAS IDENTIFIED THE FOLLOWING NINE KEY FOCUS AREAS:

- **Infrastructure and Service Delivery**
- **Good Governance and Communication**
- **Community Participation**
- **Economic Development and Tourism**
- **Financial Viability**
- **Social Development**
- **Land and Housing**
- **Spots, Arts and Culture**
- **Spatial Development and Environment**

In terms of Section 24(1) of the Municipal Systems Act “The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principle of co-operative government contained in section 41 of the Constitution”. In this IDP document the North West Provincial Growth and Development Strategy (2004-2014), will be of utmost importance. The nine (9) KPAs identified by the municipality will be incorporated into the Seven Strategic Goals and Objectives of the PGDS as well as the seven (7) National Key Performance Indicators. Attention will also be given to the Provincial Poverty Alleviation Strategy during the development of this IDP.

The PGDS is the strategic framework for the North West Provincial Government that sets the tone and pace for growth and development in the province. The municipality’s IDP should therefore incorporate the plans and strategies identified in the PGDS for local planning and development.

The PGDS is considered a strategic document in as far as it ties provincial policies with national policies while it spells out strategies on a sectoral level. Moreover the PGDS also serves as guideline to provincial departments and local government initiatives.

The PGDS is therefore a guiding principle when government departments and municipalities lay out their budget allocations in the light of key growth and development priorities at the beginning of each budget cycle. It is thus essential that the issues and programs emanating from the IDPs be compatible with the priority areas of the PGDS.

In promoting its vision, the province has identified the following seven key strategic goals and objectives to build its communities by 2014:

- Developed economic sectors and spatial localities in accordance with the needs and potential of the people through the sustainable use of resources and the protection of the environment;
- Delivered on the constitution obligation to provide basic services to all citizens;
- Promote job creation and skills training;
- Addressed past and current social inequalities by focusing on people and developing strategies to avoid geographic inequalities;
- Supported full participation of an equal opportunities to all people;
- Offered the poor skills development and employment opportunities to exercise choices in improving their quality of life and work together towards a single and integrated economy in a dignified manner; and
- Fully capacitated SMME sector.

During the development of this IDP, care was taken that actions and initiatives proposed are in line with the provincial strategic goals and objectives as highlighted above in order to ensure proper alignment of provincial and local programs.

South Africa as a Sovereign State is also guided by the International Community Targets, and thus the adoption of the Vision 2014 which is derived from the United Nations Millennium Development Goals.

Vision 2014 provides a series of milestones to ensure progressive attainment of opportunities envisaged:

- By 2008 no village household should be without clean portable water
- By 2010 there must be decent sanitation for all
- By 2012 there must be electricity in all households
- By 2014 poverty, unemployment and skills shortage should be reduced by 50% respectively
- By 2014 improved services to achieve a better National Health Profile and a reduction of preventable causes of death including violent crimes and road accidents should be achieved.

It is obvious that the North West Provincial Growth and Development Strategy has been developed to address the priorities of the millennium 2014 and the Lekwa-Teemane IDP on the other hand is trying to incorporate the priorities of the millennium 2014 as well as those addressed in the PGDS.

The linkage between the Lekwa-Teemane IDP and the PGDS can be seen in the 8 Key Focus Areas adopted by the municipality as a strategy to address services delivery backlogs for the next five years:

Key Focus Area: Infrastructure Development and Service Delivery. Value for money is also considered as a crucial aspect that will be considered during planning. The municipality is striving to provide affordable and quality services to its community with more emphasis on value for money. The municipality intends to make sure that all people have access to basic services including the indigent communities. This KFA is linked directly to the PGDS : Delivered on constitution obligation to provide basic services to all citizens.

Key Focus Area: Land and Housing. Lekwa- Teemane Local Municipality wishes to make sure that all people have access to decent and affordable housing not far from their places of employment. To make sure that development for housing is done in an integrated way. This KFA is directly linked to the PGDS: To address and develop strategies to avoid geographic inequalities.

Key Focus Area: Economic Development and Tourism. The municipality intends to use the advantage of being on the N12 Treasure Route to make sure that its citizens participate and benefit fully in the business of tourism. Lekwa-Teemane also recognizes the need to eradicate poverty and create jobs. This KFA is directly linked to more than one of the PGDS strategic goals and objectives: Developed economic sectors and spatial localities in accordance with the needs and potential of the people through the sustainable

use of resources and the protection of the environment, Promote job creation and skills training, Supported full participation of an equal opportunities to all people, Offer the poor skills and development and employment opportunities to exercise choice in improving their quality of life and work together towards a single and integrated economy in a dignified manner; and Fully capacitate the SMME sector.

The Municipality needs to make sure that mining remains one of the primary job creation sectors in the area. It is therefore important that the municipality together with the communities through ward committees, IDP Rep Forum and Small Business, develop strategies that will ensure that small miners benefit from mining in Bloemhof and Christiana.

Key Focus Area: Spatial Development and Environment speaks to the PGDS through Developed economic sectors and spatial localities in accordance with the needs and potential of the people through the sustainable use of resources and the protection of the environment.

Key Focus Area: Community Participation: Is developed to make sure that all people have access to information and are part of decision making where applicable. He municipality wishes to make sure that the community is involved and informed of all matters that affect them and the municipality. The ward committees and CDWs will be developed and strengthened the aim is to make sure that the community communicates with the municipality on matters of concern and service delivery as the municipality intends to make sure that there is equity in as far as service delivery is concerned.

All other Key Focus Areas including Social Development which focuses on Health, Safety, Education and Social Upliftment are linked directly or indirectly with the millennium development goals and the general key performance indicators.

Flowing from the nine Key Focus Areas, the Lekwa-Teemane Local Municipality identified sixteen priority issues as part of its IDP process. Duties and Functions of the municipality are also reflected as well as the organizational structure and transformation. These two aspects are functionally related to the key focus areas of the IDP implementation and Performance Management System. Without proper clarity on the division of powers, duties and functions and without proper organizational structure and transformation, implementation will obviously not be possible.

The issue on financial viability is linked directly to the municipal key focus area on development of new services and infrastructure because without proper financial management the municipality would not be able to achieve this. It will be seen in this document that each one of the nine municipal key focus areas in one way or another is linked to policies and legislations of the national government.

This IDP is also linked directly with the five year Local Government Strategic Agenda and Implementation Plan which also identified five KPAs as part of its strategic objective to support municipality with the implementation of Local Economic Development.

The following KPAs have been identified for hands on support:

- **KPA1 : Municipal Transformation and Organisational Development**
- **PKA 2 : Basic Services Delivery**
- **KPA 3 : Local Economic Development**
- **KPA 4 : Municipal Financial Viability and Management**
- **KPA 5 : Good Governance and Public Participation**

5. Phases of the IDP

In This document, the following Phases of the IDP will be covered:

- **The Analysis**
An assessment of existing level of development which will include a report on implementation of the IDP for the past five years and identification of communities with and/or without access to basic municipal services.
- **Development Strategies**
- **Projects**
- **Integration**
- **Approval**

In a nutshell, Integrated Development Planning is about the municipality identifying its priority issues/problems which determine its vision, objectives and strategies followed by identification of projects to address the issues. Very critical phase of the IDP is to link planning to the municipal budget (i.e. allocation of internal or external funding to the identified projects) because this will ensure implementation of the projects and show that the IDP directs development.

6. PROCESS FOLLOWED

6.1 Legislation

The Constitution of the Republic of South Africa (Act 108 of 1996), the supreme law of the country, provides for a new approach to government at national, provincial and local government spheres.

Local Government's constitutional mandate is to;

- ◆ Provide democratic and accountable government for all communities
- ◆ Ensure the provision of services to communities in a sustainable manner;
- ◆ Promote social and economic development
- ◆ Promote a safe and healthy environment
- ◆ Encourage the involvement of communities and community organizations in matters of local government

The Municipal Systems Act of 2000 sets out the following minimum requirements for an Integrated Development Plan.

- ◆ Vision
- ◆ Assessment of existing level of development
- ◆ Council's development priorities and strategies;
- ◆ Spatial Development Framework;
- ◆ Council's operational strategies
- ◆ Disaster Management Plan
- ◆ Financial Plan; and
- ◆ Key Performance Indicators

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

Regulation 2(1) states that a municipality's IDP must at least identify;

- ◆ The institutional framework, which must include an organogram required for implementation of the Integrated Development Plan and addressing the municipality's internal transformation

- ◆ Any investment initiatives in the municipality
- ◆ Any development investment initiatives in the municipality, including infrastructure, physical, social and institutional development;
- ◆ All known projects, plans and programs to be implemented within the municipality by any organ of state; and

The key performance indicators set by the municipality

Regulation 2(2) states that an IDP may have maps, statistics and other appropriate documents attached to it or it may refer to maps, statistics and other appropriate documents that are not attached provided they are open for public inspection at the offices of the municipality.

Regulation 2(3) sets out the matters, which must be reflected, in the financial plan, which forms part of the Integrated Development Plan.

Regulation 2(4) requires that the Spatial Development Framework (SDF) reflected in the IDP must give effect to the principles contained in Chapter 1 of the Development Facilitation Act; reflect the desired spatial form of the municipality; and contain strategies and policies about how to achieve the desired spatial form. These policies and strategies must;

- ◆ Indicate desired patterns of land use of the municipality;
- ◆ Address the spatial reconstruction of the municipality;
- ◆ Provide strategic guidance in respect of the location and nature of developments within the municipality;
- ◆ Set out basic guidelines for land use management system in the municipality
- ◆ Set out a capital investment framework for the municipality's development programs
- ◆ Contain a strategic assessment of the environmental impacts of spatial development;

- ◆ Identify programs and projects for the development of land within the municipality;
- ◆ Be aligned with the spatial development framework as reflected in the Integrated Development Plan of neighboring municipalities; and

Provide a visual representation of the visual spatial form of the municipality, indicating where private and public land development and infrastructure investment should take place, directing desired or undesired utilization of space in a particular area; identifying areas where strategic intervention is required; and indicating areas where priority spending is required

As mentioned above, a process plan for the review of this IDP was developed and adopted by council during August 2007. This process Plan was developed in line with the framework and process plan of the district municipality.

6.2 Public Participation

Provision was made for the civil society to participate in the process of reviewing this IDP. All stakeholders in the municipal area of jurisdiction were consulted in this process to make sure that the IDP process is fair and transparent and that the views of the community are taken into account when the final document is developed. The following public meetings took place:

Area	Date	Attendance
1. Ward 1	20/11/07	72
2. Ward 2	14/112007	70
3. Ward 3	22/11/2007	146
4. Ward 4	26/11/2007	46
5. Ward5	21/11/2007	115
6. Ward 6	21/11/2007	91

6.3 INTERNAL CONSULTATION

Internal Processes were established to promote buy-in and understanding of the process to be followed. All municipal departments were involved and all municipal councilors to make sure there is both administrative and political co-operation and understanding. All community meetings were attended by officials and councilors. The same IDP Rep Forum of the previous IDP and all previous reviews, have been used throughout all the processes. An Inter Governmental Forum was established to ensure alignment with the plans and programmes of other government departments.

6.4 ACTION PROGRAMME FOLLOWED

This section looks at the process followed to develop this IDP document. The actual process plan is available at the Municipal offices.

The detailed process followed is illustrated below. The months of September and October 2007 were used to update the status quo information of the Lekwa-Teemane Local Municipality as part of the Analysis Phase. During October, community meetings were held and new strategies were developed (Phase 2) for the implementation of corporate objectives in the next five years. The beginning of November was used to develop implementable projects (Phase 3) from the list of issues raised at community meetings. Members of the ward committees received training on Community Based Training so planning can take pace at ward level.

6.5 STATUS QOU UPDATE FILE

PHASE 1: ANALYSIS

Institutional

SEPTEMBER 2007

- Capacity Assessment
- Communication
- Financial Management
- Alignment with the PGDS and NSDI

Social

- Basic Infrastructure and Services to all communities
- Community Access to Information

Physical

- Engineering Services
- Ward Committees
- CDWs
- Land

Economic

- EPWP
- MIG Fund (Job creation through infrastructure projects funding)
- Plan for Environmental Protection (for long term economic development)

Progress Summary

Priority Issues

SEPTEMBER 2007

PHASE II: STRATEGIES

OCTOBER 2007

- Objectives
- Strategies

PHASE III: PROJECTS

- Projects **October 2007**

PHASE IV: INTEGRATION

DRAFT

APRIL 2008

7. CRITICAL EVALUATION OF THE IDP PROCESS

From the above information, it is clear that the process of the IDP went smoothly, all community meetings were successful and all phases of the IDP were completed within the stipulated time and in general attendance at all meetings was satisfactory.

The process of Lekwa –Teemane Local Municipality’s IDP expanded on the foundation laid during the previous IDP processes. Some of the programs initiated during the last review, will be elaborated in this IDP for continuation. The municipality’s IDP Technical Committee continues to highlight the problems that were encountered with the implementation of the previous IDP and intends to develop strategies that would improve in the implementation of the new IDP.

The involvement of other government departments through the district municipality has also been significant in that the planning for the next year will include all other programs in the province. The municipality continues to enjoy considerable amount of assistance

from the district municipality. The Community Based Programme has to a large extent improved the culture of cooperation from the community.

8. CURRENT REALITY: SITUATION ANALYSIS

8.1 INSTITUTIONAL CAPACITY

i. Organizational Structure

Lekwa-Teemane Municipality is one of the four municipalities in the Bophirima District Municipality with eleven (1) councilors. The municipality is neighboring the following municipalities: Greater Taung Local Municipality, Mamusa Local Municipality as well as Maquassi Hills local municipality. All maps are available in the municipal offices for perusal.

8.2 ADMINISTRATIVE GOVERNANCE

The Administrative Structure of the municipality is made up of five departments which are directly linked to the national key performance indicators and the pgds, including the office of the municipal manager, with the municipal manager as head of administration. The following departments make up the administrative component of the municipality:

- Technical Services
- Community Services
- Corporate Services
- Financial Services
- IDP/PMS/LED (in the office of the municipal manager)

The department Technical Services is responsible for: water, sanitation, electricity, roads and storm water, water drainage, repairs and maintenance, sewer and building inspections and regulations, urban development and control

The department Corporate Services is responsible for: Human resources Management and Development, Information Technology, Administrative Support and Legal services.

The department Community Services is responsible for: Municipal Health, Sports, Arts and Culture, Public Safety, Library Services, Waste Management, refuse Removal, Public Open Spaces and Parks as well as social services which include Housing, Cemeteries, and Disaster Management.

The Finance Department comprises of two main components: Income: which is responsible for levy collection and cost recovery (revenue collection), valuation,

metering, database and Expenditure: which is responsible for Salaries, Wages and other payments. This department is also responsible for Accounting Services.

The office of the municipal manager is responsible for Local Economic Development, Municipal Performance Management System, and Integrated Development Plan etc.

The municipality is sufficiently staffed for the implementation of its integrated development plan. The municipal organogram has been reviewed to make sure that it address the responsibility and mandate of the municipality in terms of its IDP and the constitution of the country. The overall organizational structure of the municipality is made in a way that all functions can be performed properly.

The Organisational Structure reflecting positions and vacancy levels within the Municipality is in the process of review and is therefore no reflected in this document.

8.3 SKILLS DEVELOPMENT

Lekwa-Teemane Local Municipality recognizes the need to continuously develop and improve the skills of both its employees and the councilors. The municipality has developed and adopted a skills plan which has also been submitted to the department of labor as the law requires. The challenge is that the Skills Plan is not fully implemented due to lack of funds.

The municipality is making progress in complying with the prescripts of the Skills Development Act, Employment Equity Act and Skills Development Levy Act. The municipality contributes 1% of the salary bill on a monthly basis towards the skill levy and there is an official delegated with the functions of Skills Development facilitator.

The municipality is through the province engaged in a number of learnership programs. There are two interns in the finance department, one learner for electrical engineering and one learner for civil engineering. There are also thirty two (32) learners on water purification and reticulation as well as ten (10) financial learners. The municipality also has six CDWs through the provincial program.

8.4 EMPLOYMENT EQUITY

The municipality has adopted an Employment Equity Plan and is making considerable progress with the implementation of the plan. The management is made up of four black males and one black woman. The biggest challenge that the municipality still faces is the transformation of its department of finance. It is the intention of the municipality to achieve its target as set out in the Employment Equity Plan.

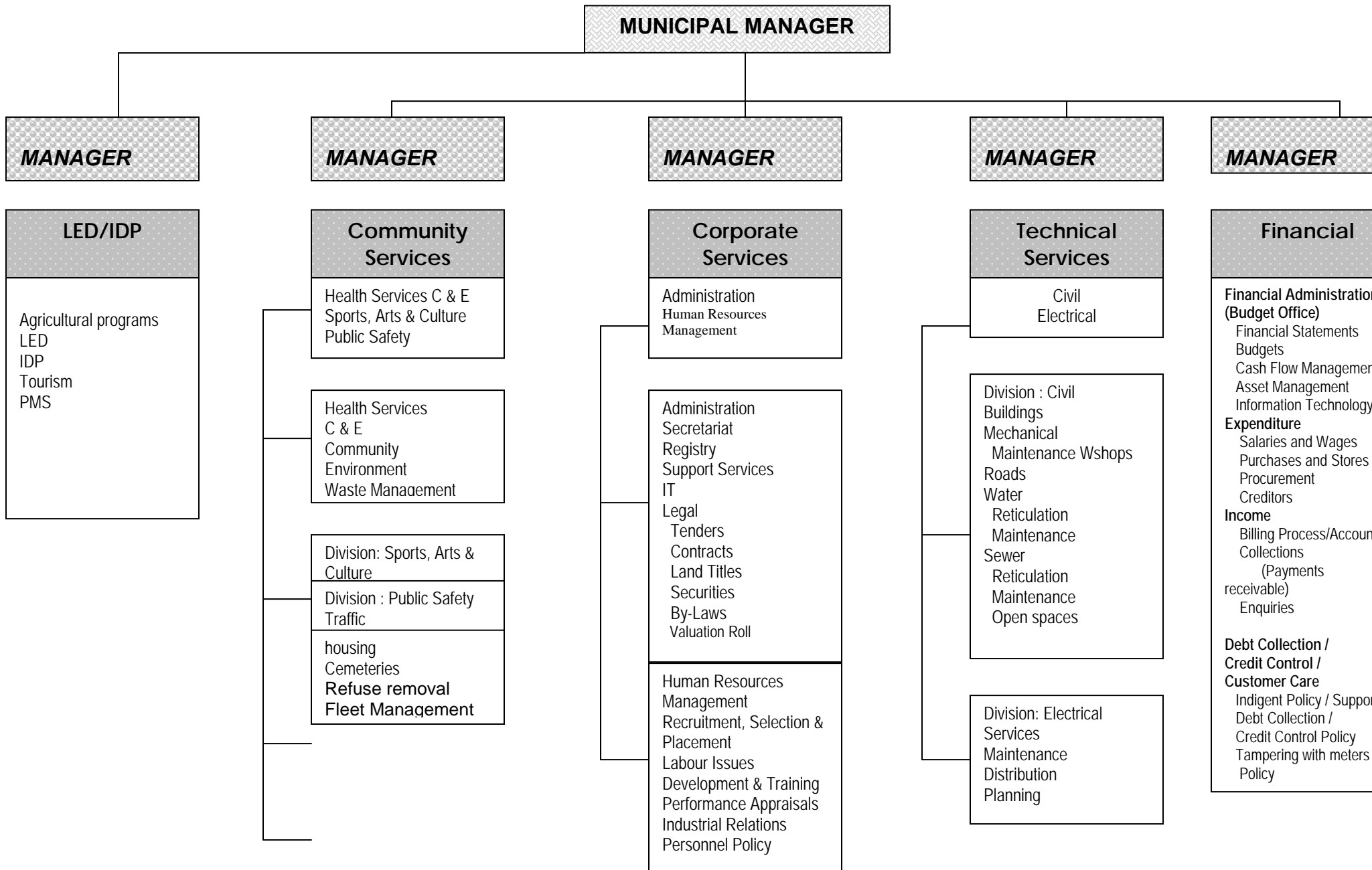
8.5 INSTITUTIONAL CAPACITY

Table 1 : LEKWA-TEEMANE INSTITUTIONAL CAPACITY SUMMARY

ISSUE	STATUS
Organisational Structure	Approved by Council
Total Staff Composition	258
Filled Positions	258
Job Evaluation	Not done
Information Management System	Up to date
Delegations	Draft Approved not implemented
PMS	Policy needs to be reviewed
Skills Development Plan	Approved by Council
Employment Equity Plan	Approved by Council
Employee Assistance Plan	Adopted by Council
Occupational Health and Safety Plan	Not Available
Website	Under Upgrading
Communication Strategy	Adopted by Council
Customer Care Strategy (Batho Pele)	Adopted by Council
Indigent Policy	Adopted by council and implemented
HIV/AIDS Plan	Policy Available but not implemented
Focus Group Programme	Not available
Financial Delegation	Not implemented
Procurement Framework	Adopted by council
Audit Committee	Shared Audit Services
By-Laws	Adopted by Council
Credit Control Policy	Adopted
Disaster Management Plan	Not Available
Spatial Development Framework	Approved by Council
Maintenance Plan	Not Available
ICT Strategy	Adopted by Council
Tourism Strategy	Adopted by Council
Asset Management Plan	Adopted by Council

8.6 ORGANISATIONAL STRUCTURE

The municipality adopted the following organizational structure to make sure functions are properly allocated to implement this IDP.



9. MUNICIPAL POWERS AND FUNCTIONS

The municipality has been delegated the following functions:

1. Air Pollution
2. Building Regulations
4. Electricity Reticulation
5. Fire Fighting
6. Local Tourism
8. Municipal Planning
9. Storm Water
10. Trading Regulations
11. Potable Water
12. Sanitation
13. Municipal Health Services
14. Billboards and Advert in public places
15. Cemeteries
16. Cleansing
17. Control of Public Nuisance
18. Fencing and Fences
19. Local amenities
20. Local Sports Facilities
21. Municipal Parks and Recreation
22. Municipal Roads
23. Public Places
24. Refuse Removal
25. Street Lighting
26. Street Trading
27. Traffic and Licencing
29. Pontoon and Ferries
35. Noise pollution
36. Pounds

The following functions are done on an agency basis

1. Traffic and Licensing
2. Library Services
3. Primary Health Care

The municipality has entered into service level agreements with the province with regards to the provision of Traffic and Licensing function, Primary Health Care as well as Library Services.

10 SERVICE DELIVERY

10.1 FREE BASIC SERVICES

All households in Lekwa-Teemane receives 6 kilo liters of free water per month. About 50% (4700 indigent households) of the households 60% receive 50kw of free basic electricity per month. The municipality has adopted an indigent policy which is being implemented without problems.

10.2 HOUSING, ACCOMMODATION AND LAND ADMINISTRATION

Housing in both Bloemhof and Christiana is affordable. There is however lack of rental stock in both Bloemhof and Christiana. This situation therefore makes it difficult for the municipality and other government departments in Lekwa-Teemane to attract outside skill. This is a serious challenge to the municipality as it means that skilled personnel are not attracted to the municipal area due to lack of accommodation. This situation affects municipal income through services delivery payments etc.

There are presently no middle class houses in Boitumelong which means that people employed in government departments do not access to this type of housing in Boitumelong. The municipality has however taken a resolution to set aside a piece of land for this type of development

The municipality has achieved its plan of building 3000 houses in the financial year 06/07. From 1998, 4800 houses have been built in Lekwa-Teemane. Even with this number of houses built, there is still a large number of people without proper housing as indicated in the table above.

The Municipality is in the process of developing a Town Planning Scheme with the assistance of the District Municipality. The municipality is facing a challenge with regard to land that was not rehabilitated after mining that took place especially in Bloemhof.

10.3 INFRASTRUCTURE PROGRAMME

Most of the municipal infrastructure development is presently taking place in the previously marginalized areas. The municipality has however noted the importance of balancing development within its area of jurisdiction. All people have access to basic level of services.

The total services backlog is estimated at R20 m. It is the intention of the municipality to make sure that the majority of funding is channeled towards infrastructure. The level of service payment as highlighted above, shows that the municipality does not get the anticipated income as reflected in the budget. It remains therefore the responsibility of councilors especially ward councilors to encourage those people who can afford to pay,

to do so. Almost 45% of the community of Lekwa-Teemane is indigent which also puts a financial burden on the municipality.

10.3.1 Existing Infrastructure and Service Delivery Backlog

Service	Backlog	Estimated Budget
Housing	5800	R200 000 000
Roads	70km	R 140 000 000
Electricity	40% which includes infrastructure	R35 000 000
Sanitation	5000	R40 000 000

10.3.3 Waste Management

The municipality has two small land fill sites that have not been regulated and are not sufficient. There is a need to upgrade and regulate the land fill sites.

10.3.4 Water

Water is not much of a problem in Lekwa-Teemane, the biggest problem is the status of the infrastructure which is very old. The municipality gets most of its water from the Bloemhof Dam and the Vaal River.

10.3.5 Economic Development and Job Creation

Lekwa -Teemane Local Municipality has been performing well in the areas of mining and Agriculture in the past years. The primary job creation sectors in the municipal area are agriculture and mining although mining has become weaker in employment locally.

Most of the LED projects intended to create employment and alleviate poverty have not been fully implemented due to lack of interest from the beneficiaries. The municipality will therefore need to develop strategies to make sure that these projects are sustainable. These projects include among others the following:

- Afro-Leather in Utlwanag
- Hydroponic in Boitumelong
- Lethlabibile in Boitumelong

The municipality has adopted a procurement policy which has been successfully implemented to make sure that emerging local contractors are given an opportunity to participate in all infrastructure project that are being implemented within the municipal area of jurisdiction. The intention of the municipality is to make sure that through the LED office, local contractors are assisted to obtain funding to participate on a higher level in infrastructure projects and other EPWP to be implemented.

The Municipality continues to receive support from the Departments of Land Affairs and Agriculture in acquiring farms for emerging farmers in the Municipal area of jurisdiction. It is the intention of the municipality with the assistance of the Department of Agriculture to assist and develop local emerging farmers into established farmers. Most of the agricultural land belonging to the municipality is still in the hands of few people in Lekwa-Teemane and has been properly allocated to the previously disadvantaged farming communities.

11. SWOT ANALYSIS

This SWOT intends to show the situation within the municipality, those factors that make it difficult for the municipality to perform and some of the advantages that the municipality can take to improve on the negative situations. The municipality held a strategic planning workshop to look at the problems and opportunities to turn around the administration. It is at this workshop that certain action plans were developed to address issues raised under threats and weaknesses.

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> - Land Availability - Water - Access to Roads – N12 – Links to three provinces - Natural resources - Stable Administration - SDBIP in place - Credible IDP - A low crime rate - Low property rates - Roads are fairly good compared to other municipalities - Great Tourism Attraction - Council Servitude at the river side 	<ul style="list-style-type: none"> - Political Interference - Un-rehabilitated land - Unemployment - High percentage of indigents - Decaying Infrastructure - No higher institution of learning - No municipal budget to implement the IDP - Old equipment and machinery - Poor project management skills - Illiteracy - Shortage of technical staff
Opportunities	Threats
<ul style="list-style-type: none"> - Temporary job creation - Farming - Establishment of school for the blind - Bloemhof Dam – ASGISA project - Upgrading of the N12 	<ul style="list-style-type: none"> - HIV/AIDS - High Accident Rates on N12 - Unemployment - Decaying Infrastructure – electricity - Disclaimer for two financial years

12. POPULATION STATISTICS AND SITUATION IN LEKW-TEEMANE (Stats SA.)

The population statistics reflected on the page is the results of the Community Survey conducted during 2007 in comparison with the Census results of 2001:

TOTAL POPULATION

Census 2001	Community Survey 2007
42 967	32 809

HOUSE HOLDS

Census 2001	Community Survey 2007
10730	9 953

Population by gender

Gender	Number	%
Female	22773	53%
Male	20194	47%
Total	42967	

Population by Nationality

Population	Number	%
Black	33085	77%
Coloured	3007	7%
White	6445	15%
Indian	90	0.21%
Other	340	0.79%
Total	42967	

Level of Education

Type	Number	%
No Education	12955	30.15
Primary	13621	31.70
Secondary	7777	18.10
Matric	2556	5.95
Tertiary	816	1.90
Unspecified	756	1.76
Other level	125	0.29

Monthly Household Income

Monthly Income	Number of Households
R0- R800	6000
R801-R3200	3495
R3200+	1134
Total	10629

Employment Statistics

Employment potential within Lekwa-Teemane municipality lies within the mining and farming sectors.

Type	Number of people employed	%	Level
Farming	10733	24,98%	Primary
Mining	7468	17,38	
Manufacturing	734	1,71	Secondary
Utilities	64	0,15	
Construction	675	1,57	
Trade	1096	2,55	
Transport	477	1,11	Tertiary
Business Services	279	0,65	
Social Services	1370	3,19	
Private Household	1934	4,50	
Exterritorial	4	0,01	
Other	18133	42,2	
TOTAL	42967	100	

Occupation

Occupation	Number	%
Senior Management	250	2,43
Professional	568	5,52
Technical	291	2,83
Clerks	493	4,79
Service Related	659	6,40
Skilled	1013	9,84
Craft & Trade	1309	12,71
Plant Machine	566	5,50
Elementary	4297	41,73
Not Classified	850	8,25
TOTAL	1096	100

TYPE OF UNIT HOUSING

% House Holds

<i>Type of Unit</i>	<i>Census 2001</i>	<i>Community Survey 2007</i>
<i>Houses or brick on a separate stand or yard</i>	69,4	72,4
<i>Traditional Dwelling/Structure made of traditional materials</i>	15,4	5,6
<i>Flat in Block of Flats</i>	0,3	0,2
<i>Town/cluster/semi detached house(simplex:duplex:triplex)</i>	0,5	-
<i>House/Flat/Room in Back Yard</i>	0,8	-
<i>Informal Dwelling/Shack in Back Yard</i>	6,8	6,0
<i>Not in Back Yard eg. In Informal Settlement</i>	6,0	11,9
<i>Room/ Flatlet not in Back Yard but on a shared property</i>	0,5	-
<i>Caravan or Tent</i>	0,4	-
<i>Private Ship/Boat</i>	-	-
<i>Workers' Hostel (bedroom)</i>	-	3,4
<i>Other</i>	-	0,5
TOTAL	100,0	100,0

% TOILET FACILITIES

<i>Type of Toilet Facility</i>	<i>Census 2001</i>	<i>Community Survey 2007</i>
<i>None</i>	47,3	
<i>Bucket Latrine</i>	0,3	
<i>Pit Latrine without Ventilation</i>	7,1	
<i>Pit Latrine with Ventilation VIP</i>	5,6	
<i>Chemical Toilet</i>	1,5	
<i>Flush Toilet (with septic tank)</i>	4,4	
<i>Flush Toilet Sewerage System</i>	33,8	
<i>Dry Toilet Facility</i>	-	
TOTAL	100	100

% of households by type of energy/fuel used for lighting

<i>Electricity Used for lighting</i>	<i>Census 2001</i>	<i>Community Survey 2007</i>
<i>Electricity</i>	48,5	59,6
<i>Gas</i>	0,1	0,2
<i>Paraffin</i>	3,4	1,6
<i>Candles</i>	46,7	36,1
<i>Solar</i>	0,1	0,4
<i>Other</i>	1,3	2,0
TOTAL	100,0	100,0

% Distribution of households by type of energy used for heating

<i>Fuel used for heating</i>	<i>Census 2001</i>	<i>Community Survey 2007</i>
<i>Electricity</i>	39,4	47,6
<i>Gas</i>	0,4	-
<i>Wood</i>	58,7	48,7
<i>Coal</i>	0,3	-
<i>Animal Dung</i>	0,1	-
<i>Solar</i>	0,1	-
<i>Other</i>	0,3	1,6
TOTAL	100,0	100,0

% Distribution of households by type of energy used for cooking

<i>Fuel used for heating</i>	<i>Census 2001</i>	<i>Community Survey 2007</i>
<i>Electricity</i>	39,5	50,9
<i>Gas</i>	2,2	1,9
<i>Wood</i>	56,0	43,7
<i>Coal</i>	0,1	-
<i>Animal Dung</i>	0,0	-
<i>Solar</i>	0,2	-
<i>Paraffin</i>	2,0	3,3
<i>Other</i>	0,3	1,6
TOTAL	100,0	100,0

% distribution of households by type of water source

<i>Water (access)</i>	<i>Census 2001</i>	<i>Community Survey 2007</i>
<i>Piped Water</i>		
- <i>Inside the Dwelling</i>	- 30,0	-29,8
- <i>Inside the Yard</i>	- 38,1	- 30,2
- <i>From Access point outside the yard</i>	- 26,1	- 21,0
<i>Borehole</i>	4,3	13,1
<i>Spring</i>	-	-
<i>Dam/Pool</i>	0,9	5,9
<i>River/Stream</i>	0,2	-
<i>Water vendor</i>	0,1	-
<i>Rain water tank</i>	0,1	-
<i>Other</i>	0,3	-
TOTAL	100,0	100,0

% distribution of households by type of refuse disposal

<i>Fuel used for heating</i>	<i>Census 2001</i>	<i>Community Survey 2007</i>
<i>Removed by Local Authority/Private Co</i>		
- <i>at least once a week</i>	- 2,6	- 3,4
- <i>less often</i>	- 0,5	- -
<i>Communal Refuse Dump</i>	0,7	-
<i>Own Refuse Dump</i>	81,2	75,2
<i>No Rubbish Disposal</i>	14,9	19,8
<i>Other</i>	-	-
TOTAL	100,0	100,0

13. SUMMARY OF COMMUNITY NEEDS/ISSUES

WARD 1

- Library
- Parks
- Cleaning
- Advisory Centre
- Poultry Project
- Laundry Project

WARD 2

- Carpentry
- Cleaning Campaign
- Streets
- Upgrading of Grave Yards
- Upgrading of Schools
- Need for Conference Facilities
- Shelter for Street Kids

WARD 3

- Job Creation
- Construction of Clinic in Geluksoord
- Provision of streets lights
- Recreation facilities

WARD 4

- Upgrading of Roads and Storm Water
- Need for new Ervens
- Renovation of Stadium
- Street Lights
- Provision of new School

WARD 5

- Cleaning of Cemetery
- Cleaning of Streets
- Orphanage Centre
- Old Age Centre
- Sewing Project
- Knitting Project
- Coffin Making
- Agricultural Land

14. PRIRIOTY ISSUE, OBJECTIVES, STRATGIES AND PROJECTS PER DEVELOPMENT SECTOR

This section deals with all the IDP Priority Issues in terms of the following headings:

- **Problem Statement**
- **Objectives**
- **Strategies**
- **Projects**
- **Performance Indicators**

The purpose of addressing the developmental matters in such a manner is to ensure that needs and issues that have been identified by the community are defined by a clear set of sector specific objectives, it is also to provide the opportunity to draft strategies that are directly linked to the community needs/issues and objectives. The method of reporting therefore provides a simple effective way of ensuring that the community identified needs and issues are translated into implementable projects.

A member of the Municipal Portfolio Committee will be identified to take responsibility of one or more of the developmental sectors. It is the role of the members of the portfolio committees and other identified councilors to ensure that those needs and issues that have been identified by the community are incorporated into the budgets of various role players at local, provincial and national government level through various identified projects.

Members of the portfolio committees are to report to council on initiatives they have undertaken within their assigned development sector, to bring about developmental changes within Lekwa –Teemane Local Municipal area. The members should work the Localized Strategic Guidelines, as determined by the legislation. The Local Strategic Guidelines are designed to ensure that general policy guidelines cross cutting dimensions are considered when developing strategies for the identified problems, issues and needs as ell as when projects are planned.

Local Strategic Guidelines create awareness that legislation exists at National and Provincial level that should be adhered to and be considered when developing strategies and planning projects at local level.

14.1 SECTOR: GOOD GOVERNANCE, COMMUNICATION AND TRANSFORMATION

14.1.1 Problem Statement

1. There is no performance feedback on IDP and Budget Implementation
2. The municipal budget is not based on the needs of the community
3. There is poor relations between councilors and the community
4. There is abuse of municipal assets
5. Poor communication between the municipality and the community
6. Poor participation of the white communities in municipal affairs especially during IDP and Budget processes.
7. Councilors do not hold public meetings
8. Some of the Ward Committees are not functional
9. Poor communication between chairpersons of portfolio committees and the directors involved
10. Lack of alignment of budget and integrated development plan.
11. Individual Performance Management System is only implemented at the level of Municipal Manager and his direct report
12. No Performance Audit Committee.
13. Lack of moral from Municipal Staff
14. The Vacancy level is too high with lack of specialized personnel especially in the Technical Services Directorate.
15. No recruitment and Retention Strategy for Scares Skill

14.1.2 Needs and Issues

The institutional needs/issues of Lekwa –Teemane Local Municipality are listed below:

Needs/Issues	Area
Intensified communication with the community	All Areas
More interaction with the community by the mayor and councilors	All Areas
Proper management of municipal vehicles and assets in general	All Areas
Need to align municipal budget to the needs of the community	All Areas
Need to encourage participation of the white community in municipal affairs	All Areas
Ward meetings have to be held regularly	All Areas
There is a need to build proper working relations between chairpersons of portfolio committee and the relevant directors	All Areas
Need to cascade PMS to all employees	Lekwa-Teemane
Need to increase staff moral	Lekwa-Teemane

The Municipality does not have a Community Participating Strategy. The process of Community Participation is done and managed through Community Based Planning. At the same time the Municipality did however develop a communication Strategy which addresses issues of community participation and the relationship between the community and the Municipality.

A local Intergovernmental Forum was established in 2008 to facilitate intergovernmental relations and look at programmes and project within the Municipal area of jurisdiction. The forum include both politicians and officials at management level.

14.1.3 Good Governance and Communication Objectives

- To ensure that the municipality's performance is communicated with the community, the district municipality and the provincial department of local government
- To make sure that the municipal budget is informed of all the needs of the community
- To ensure proper management of municipal assets
- Improve on the communication between the municipality and the community.
- To ensure full participation of all citizens of the municipality in local government affairs.
- Ensure functional and well coordinated ward committees
- To ensure access to facilities and services by the community.
- To ensure that the Municipal Performance Management System is fully implemented.

14.1.4 Good Governance and Communication Strategies

The municipality has in the past three years made sure that the community is involved in the planning and reporting on its performance through the ward committee structures and the IDP Rep Forum. The setting of municipal key performance indicators in the municipal SDBIP has been done in consultation with the community through the ward committees. It is important that ward councilors together with the ward committees continuously report to the broader community on matters relating to the municipality especially on matters relating to the performance of the municipality and the challenges that the municipality faces from time to time in implementing its Integrated Development Plan.

The Municipality is facing a challenge of lack of qualified personnel especially in the Technical Services Directorate. The Municipality however did develop and adopt an HR Strategy which looks at among other things, attraction and retention of employees.

1. Strengthen the involvement of the community through the ward committees in planning, setting of key performance indicators, and annual performance report.
2. It is important to strengthen the working relations between the CDws and the Ward Committees.
3. Develop and/or update municipal asset register and develop asset management plan for the municipality.
4. Familiarize the ward committees with the municipality's communication strategy.
5. Involve the community through the ward committees in the development of the Service Delivery and Budget Implementation Plan for the municipality (development of key performance indicators for the municipality)
6. The mayor to monitor continued implementation of CBP and the involvement of ward councilors in the process of ward based planning.
7. It is important that the Mayor builds a strong relationship with the local business people.
8. Risk management with regard to infrastructure, personnel and equipment must be implemented.
9. Involve the office of the premier for development of an MPCC in Lekwa-Teemane ensuring that people have access to services.
10. Make sure that Directorate Corporate Services is fully involved in making sure that PMS is being cascaded down to all employees of the municipality.
11. Provide training to improve Municipal Personnel moral.

Lekwa-Temane like all other municipalities in the country is faced with an influx of foreign nationals who have opened businesses in the towns of Bloemhof and Christiana as well as in Boitumelong and Utlwanang. This situation then means that the municipality needs to make sure that people both local residents and people from other countries are integrated properly to avoid conflict. The office of the Mayor will be tasked in making sure that through the Directorate Corporate Services, community leaders receive training on conflict management and other programmes that would educate people on living in harmony. The office of the Mayor will also work closely with both Community Services and Technical Services Directorates to ensure that people receive quality and affordable services. The provision of services will be improved through the development of an Infrastructure Management Plan as well as Service delivery Implementation Plan.

The Municipality has embarked on a number of workshops to make sure that Councilors and officials understand Municipal Performance Management System and that there is buy-in from both Councilors and officials in the full implementation of the PMS. Individual PMS has up to so far only been implemented on the upper level of management. The existing PMS policy will therefore be reviewed in the 2008/2009 financial year to make sure that Performance Management is implemented fully in making sure that individual performance management system is cascaded down to at least the third level of management which is seen as a means to improve on service delivery and accountability.

The Municipality developed a Fraud and Anti-Corruption Policy for implementation starting in the 2008/2009 financial year. The intention of the policy is to assist the Municipality to prevent any form of corruption and fraud within the Councilors and Municipal officials. It is however important to mention that the Municipality has so far not been exposed or associated with corrupt and or fraudulent behaviors. The Fraud and Anti-corruption Policy has been developed in line with the Provincial and National Policies on fraud and corruption

14.1.5 Projects Emanating:

The following projects have been identified to address the issue raised and to improve on municipal administration and communication:

Strategy	Project Number	Project Name	Key Department	Funding Source	Estimated Budget	2008/2009	Priority
GGC1.1	GGC.1	Full Implementation of Municipal Communication Policy	Community Services Corporate Services	Own Budget	-	-	1
GGC1.2	GGC.2	Review of Municipal PMS Policy.	Office of MM PMS	MSIG	R200 000	R200 000	1
GGC1.3	GGC.3	Workshop ward committees and officials on municipal communication strategy	Corporate Services Community Services	Own Budget	R10 000		2
GGC1.4	GGC.4	MPCC	Community Services		R1 200 000	R600 000	1
GGC.1.5	GGC5	Development of Risk Management Policy	Corporate Services Finance	MSIG	R200 000	R100 000	
GGC.1.6	GGC.6	Full implementation of the municipal PMS (Cascading PMS to all levels within Municipality)	PMS Corporate Services	Internal arrangements	-	-	1
GGC.1.7	GGC.7	Training of Staff	Corporate Services	Own Budget			1
GGC.1.8	GGC.8	Development of IDP implementation monitoring plan	Office of MM IDP	MSIG	R200 000	R200 000	1
GGC1.9	GGC.9	Strategic Planning	Office of MM	MSIG	R90 000	R90 000	1
GGC.1.10	GGC.10	Training of Community Leaders in Conflict Management	Corporate Services Office of the Mayor	Own Budget	R50 000	R50 000	1
GGC.1.11	GGC11	Development of community participation strategy	Corporate Services	Own Budget	R200 000		1

14.1.6 Key Performance Indicators.

1. Municipal Risk Management Plan developed by end December 2008
2. Workshops on Municipal Communication Strategy held by end November 2008
3. PMS Policy Reviewed by end December 2008
4. MPCC available by end 2009
5. IDP Implementation Monitoring Plan developed by end January 2009
6. Strategic Planning held by end November 2008
7. PMS workshops completed by end June 2008
8. PMS cascaded down to all employees by end August 2008
9. Training of Community Leaders in conflict management completed by end December 2008

14.2 SECTOR: FINANCIAL VIABILITY:

14.2.1 Problem Statement

1. The rate of payment of municipal services is low
2. The rate of municipal debt is very high
3. The percentage of indigent households is high
4. The municipality does not budget for the implementation of its IDP and therefore depends mostly on outside funding
5. No Internal Audit Services and Audit Committee

Even though the Municipality does not have an internal audit structure and an audit committee, the Municipality is using the shared services from the District Municipality

14.2.2 Needs and Issues

Needs/Issue	Area
1. Need to improve financial systems	Lekwa-Teemane
2. Increase in payment levels	Lekwa-Teemane
3. Need to align budget with the IDP	Lekwa-Teemane
4 Reduce level of debt	Lekwa-Teemane
5. Need to fully utilize shared audit services	Lekwa-Teemane

14.2.3 Objectives

1. Invest in Infrastructure
2. Improve municipal credit rating
3. To have improved municipal financial management
4. To strive for unqualified audit reports
5. To expand tax base

14.2.4 Strategies

1. Make sure that 60% of municipal budget goes to infrastructure development
2. Increase number of loans and service all existing loans
3. Implementation of Workplace Skills Plan in order to capacitate Municipal Employees.
4. Make sure that all systems are in place to achieve unqualified audit reports
5. Ensure development of a Marketing Strategy for the Municipality to achieve expansion of Municipal Tax Base

For the past three financial year, this Municipality has been receiving a disclaimer opinion from the audit conducted by the office of the Auditor General. Among the issues that have been raised, are lack of systems for proper financial management and planning. The Municipality has also not been having a CFO since its establishment in 2001. Even with this situation, the Municipality has been submitting financial statement timeously as there was an acting CFO for the past three years. In January 2008 the Municipality appointed a CFO who is assisting in putting systems in place in

an attempt to improve Municipal Financial Management, Financial Viability as well as address issues raised by the Auditor General in the last financial year. The CFO will also be expected to work on strategies to recover the money owed to the local rate payers as they latter have opened a trust account in which services monies owed to the Municipality are paid. The situation with the rate payers has made it difficult for the municipality to achieve some of its objectives seeing that the majority of the paying residents are not paying to the Municipality as they are supposed to.

The strategy will also look at making sure that Government Department honor their obligation by paying Municipal accounts on time. The Municipality developed an Asset Management Policy to manage and control Municipal Assets in terms of relevant pieces of legislations.

The Municipality has established a debt collect unit which is in addressing issues of on payments. There is debt collection and credit Control Policies policy in place and these are fully implemented.

This draft budget for 2008/2009 indicates the Municipality's commitment to continued service delivery to its residents.

DRAFT BUDGET SUMMARY 08/09															
	Operating Expenditure	Employee Cost	Remun Councilors	Total Remun Costs	Bad Debts	Depreciation	Repair & Maintenance	Borrowing External	Bulk Purchases	Contracted Services	General Expenses	Contr. To provisions	Total Operating Expenditure	Internal Transfers	NETT
1005/00	Municipal Manager	2,865,849,33	2,037,260,76	4,903,110,09	600,000,00	114,277,58	50,360,00	23,243,02	-	315,000,00	6,890,426,89	600,000,00	13,496,417,58	711,	
1005/05	Municipal Manager Administration	877,845,97	-	877,845,97	-	-	2,000,000	-	-	-	74,005,79	-	953,851,77	953,851,77	-
1005/10	Council's General Expenditure	852,949,31	2,037,260,76	2,890,210,07	600,000,00	114,277,58	48,360,00	23,243,02	-	315,000,00	6,771,221,09	600,000,00	11,362,311,76	1665,845,97	13,028,157,74
1005/15	IDP/LED/PMS Manager	1,135,054,05	-	1,135,054,05	-	-	-	-	-	-	45,200,00	-	1,180,254,05	-	1,180,54,05
1010/00	Budget & Treasury	5,990,454,52	-	5,990,454,52	-	-	103,512,00	-	-	250,000,00	2,166,841,30	70,000,00	8,580,807,82	-6,034,680,67	2,546,27,15
1010/05	Director Financial Services Admin	5,990,454,52	-	5,990,454,52	-	-	102,912,00	-	-	250,000,00	2,123,215,15	70,000,00	8,536,581,67	-5,990,454,52	-
1010/10	Stores	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1015/00	Corporate Services	2,391,270,56	-	2,391,270,56	-	2,391,270,56	45,200,00	45,200,00	-	1,500,00	1,159,680,80	-	3,631,817,04	-3,631,814,04	-
1015/05	Corporate Services	2,391,270,56	-	2,391,270,56	-	2,391,270,56	45,200,00	45,200,00	-	1,500,00	1,159,680,80	-	3,631,817,04	-3,631,814,04	-
1020/00	Community Services	13,86,883,13	-	13,86,883,13	1,955,135,00	1,978,657,58	1,090,444,00	1,772,605,79	-	-	8,848,486,71	-	29,132,212,21	2,23,246,7596	31,355,458,96
1020/05	Cemetery	223,453,47	-	223,453,00	-	-	100,000,00	-	-	-	65,182,24	-	388,635,72	-	388,657,72
1020/10	Cleansing Services	3,287,858,74	-	3,287,858,74	900,000,00	-	117,894,00	-	-	-	2,629,510,22	-	6,935,262,96	975,506,23	7,910,69,19
1020/15	Clinic Services	346,588,92	-	346,588,92	-	-	6,000,00	-	-	-	173,092,75	-	525,681,67	-	525,681,67
1020/20	Fire Protection Services														
1020/25	Health Services														

14.2.5 Projects Emanating:

Strategy	Project Number	Project Name	Key Department	Funding Source	Estimated Budget	2008/2009	Priority
FV2.1	FV1	Training of Finance Personnel	Finance Corporate Services	Own Budget	R100 000	R50 000	1
FV2.2	FV2	GRAP Compliance. Upgrading of IT	CFO	MSIG	R300 000	R300 000	1

14.2.6 Key Performance Indicators:

1. % of municipal budget actually spent on infrastructure projects by end July 2008
2. Number of people in the finance department trained on financial management
3. Unqualified Audit Report for 2008/2009

14.3 SECTOR: COMMUNITY PARTICIPATION

14.3.1 Problem Statement

1. Councilors do not communicate with the community
2. The Youth is not playing an effective role in the local development
3. There is no support for ward councilors from the municipality.
4. Not all members of the ward committees received training in Community Based Planning.
5. CDW and Ward Committees are not working together
6. Information supplied by CDWs is not always accurate

14.3.2 Issues/Needs

Needs/Issues	Area
1. The Youth need to be involved in local development	All Areas
2. There is a need to involve the general public in municipal affairs	All Areas
3. CDWs need to reach all communities	Utlwanang and Boitumelong
4. There is a need for a youth center	Utlwanang
Ward committees need to be revived	All Areas

The process of community participation in the municipal area of jurisdiction improved with the implementation of Community Based Planning. Of the sixty (60) ward committee members in Lekwa-Teemane, only thirty (30) people received training in CBP. This situation has presented a major challenge in that the majority of the ward committee members do not have the necessary knowledge with regard to community based planning.

Ward councilors together with the officials of the municipality played a major role in making sure that all members of the community are involved in planning for the financial year 2008/2009. Ward based meetings were held with all people in the ward present. These meetings were also used to train other members of the ward who are not necessarily ward committee members.

Out of the six (6) wards, five wards developed and completed ward plans. All the participating wards identified ward based projects which project will be implemented within their respective wards. The intention is approach the Department of Local Government in the Province to assist with the training of the remaining ward committee members who did not receive the initial training on Community Based Planning. It is also important to make sure that ward committee members receive training on the Communication Policy of the municipality

It is further important to make sure that all ward councilors understand the concept of community participation and involve members of their respective ward committees in their planning. Ward councilors also need to undergo training on Community Based Planning.

The Municipality has developed a Communication Strategy to assist with the implementation of its Communication Policy. A customer Care Policy has also been developed to allow the community to give feedback to the municipality on the level and standard of the services they receive from the municipality.

The office of the Mayor needs to establish a Youth and Disability desk to deal with all matters relating to the youth and people with disability. This sector of the community is still left behind as the youth and the disabled people are not organized.

A programme was developed during 2007 to Make sure that all members of the community are involved in planning for 2008/2009. Community Based Planning was fully implemented by making sure that people participate at ward level and all ward within the Municipal area of jurisdiction participated:

Community Based Planning Process for Lekwa-Teemane Municipality

Date	Ward	Venue & Time	Activities	Responsible Person
20/11/2007	Ward 1	Boitumelong Hall- 16h00	Preliminary meeting with all ward committees- Bloemhof	Ward councilors Ward committee members & CDW's Facilitators IDP Coordinator
14/11/2007	Ward 2	Boitumelong Hall- 17h30	Preliminary meeting with all ward committees- Christiana	Ward councilors Ward committee members & CDW's Facilitators IDP Coordinator
22/11/2007	Ward 3	Coverdale hall 17h00	Ward mass meeting	Ward Committee & ward councilor CDW's Facilitators IDP Coordinator
26/11/2007	Ward 4	Coverdale hall 17h00	Ward mass meeting	Ward Committee & ward councilor CDW's Facilitators IDP Coordinator
21/11/2007	Ward 5	Utlwanang hall 17h00	Ward mass meeting	Ward Committee & ward councilor CDW's Facilitators IDP Coordinator
21/11/2007	Ward 6	Utlwanang Creche 17h00	Ward mass meeting	Ward Committee & ward councilor CDW's Facilitators

During these meetings transport is arranged for everybody living far from the venue of the meeting.

14.3.3 Objectives

1. To promote community participation in municipal affairs
2. To make sure that the youth, women and people with disability are involved in matters of local government

14.3.4 Strategies

1. Revive the Local Youth Council
2. Develop a database of all local women and disability structures
3. Use the local CDW s to reach the targeted groups
4. Make sure the municipal procurement policy include the youth, women and people with disabilities
5. Assist in the launch of a Local Disability Structure
6. Establish a youth and disability desk in the office of the Mayor.
7. Make sure that al Ward Councilors are involved in Community Based Planning and Community related activities
8. Training of the remaining members of the ward committees in CBP

9. Involve the Mayor in making sure that all Ward Councilors are involved in ward based planning

14.3.5 Projects Emanating

Strategy	Project Number	Project Name	Key Department	Funding Source	Estimated Budget	2008/2009	Priority
CP5.1	CP1	Development of Youth Centre	Community Services	Dept Social Services	R2 500 000	R1000 000	2
CP5.2	CP1	Revival of Local Youth Council	Community Services Corporate Services	Umsobomvu Youth Fund Provincial Youth Commission	R100 000	R50 000	1
CP5.4	CP5	Further training of Councilors and other Ward Committee members on CBP		Own Budget DDL&H BDM	R100 000	R100 000	

14.3.6 Key Performance Indicators

1. Youth Center developed by end December 2012
2. Revived Youth Council by end December 2007
3. All Ward Councilors and Ward Committee members trained on CBP

14.4 SECTOR: LAND AND HOUSING and ENVIRONMENT

14.4.1 Problem Statement

1. Lack of sites remains a problem in Lekwa-Teemane. Land is available but there is a serious lack of sites due to vast pieces of land that need to be rehabilitated
2. Old RDP projects are still not complete
3. Some RDP houses are not built according to the required standard
4. There is still a shortage of houses in some areas
5. There is a serious shortage of business sites
6. There are too many public open spaces that can be used for business and residential stands
7. A lot of municipal land was left un-rehabilitated after mining
8. The influx of people from the farms and other neighboring towns is putting a burden on the municipality as housing needs increase. This situation creates mushrooming of informal settlements every time new areas become available.
9. Waste sites are not sufficient

The Spatial Development Framework was reviewed in 2007. The Municipality is in the process of developing Land Use Management Plans with the assistance of the District Municipality for implementation in the 2008/2009 financial year.

14.4.2 Needs/Issues

Needs/Issues	Area
1. Rehabilitation of land	Boitumelong and Utlwanang
3. Need for completion of old housing projects	Utlwanang
4. There is a need to inspect the standard of RDP houses	Boitumelong and Utlwanang
5. Establishment of new townships	Utlwanang and Boitumelong
6. There is a need for middle class housing in Boitumelong	Boitumelong
7. Development and implementation of new Town Planning Scheme need to be expedited	Lekwa-Teemane
1. Land fill sites	Bloemhof and Christiana
2. Waste management plan	Lekwa-Teemane

14.4.2 Objectives

1. To make sure there is suitable land for business and residential purposes
2. To ensure quality houses for the people of Lekwa-Teemane
3. To ensure that all people have access to proper housing
4. To promote clean and safe environment

14.4.3 Strategies

1. Involve the mayor to obtain assistance from the minister of DME for the rehabilitation of mining land in Lekwa-Teemane
2. Rehabilitation of Municipal land
3. Develop a policy on rehabilitation of land.
4. Control the mining of top soil to prevent erosion and problems of having to rehabilitate the land in the future.
5. Control and monitor allocation of land for mining which will hamper development on municipal land in the future.
6. Municipal Manager to engage DME regarding mining licenses allocation as mining takes place all over even on prime land earmarked for future development
7. Use of agricultural land will be monitored to make sure that there is no overgrazing and that the land benefits all the emerging farmers in the municipal area of jurisdiction.
8. An official to be appointed to deal with the control and eradication of declared weeds and invader plants.
9. Involve department of environmental affairs in promoting clean environment
10. Fully implement Spatial Development Framework
11. Involve DME for the rehabilitation of old mining land
12. Integration of housing development
13. Waste management plan must be aligned with budget and IDP and full implementation must be ensured
14. Ensure that upgrading of existing infrastructure addresses the possible oil spillage into the river and implement the recommendations of the SDF to reduce these threats
15. Engage DWAF to conduct regular water tests.

The municipality has the responsibility to make sure that land is managed and administered in an effective manner to preserve and protect it for purposes of development and job creation. It is the intension of the municipality to ensure that the use of municipal land benefits the community of Lekwa-Teemane. The Provincial and National Department of Agriculture will be engaged in all aspects of land management (especially agricultural land) and administration to ensure compliance with the Conservation of Agricultural Resources Act, Act 43 of 1983.

Maps relating to municipal SDF are available at the municipal offices for perusal.

14.4.5 Projects Emanating

Strategy	Project Number	Project Name	Key Department	Funding Source	Estimated Budget	2008/2009	Priority
LHE6.1	LHE1	Township Establishment in Botumelong, Geluksoord, and Utlwanang	Corporate Services	Own budget PDLGH	R350 000	R100 000	2
LHE6.2	LHE2	Building of Houses 4500 units in ext 4 Boitumelong, 1200 units ext 5 Boitumelong, 4500 units ext 4 Utlwanang, 750 units ext 5 Utlwanang, 1200 units Gelksoord	Community Services	PDLGH	R161 000 000	R59 500 000	2
LHE6.3	LHE3	Establishment Township for of middle class housing in Boitumelong	Community Services		R720 00 000		3
LHE6.4	LHE4	Rehabilitation of Land	Community Services Corporate Services	Own Budget DME	R780 000	R500 000	1
LHE9.5	LHE5	Upgrading of Land Fill Sites	Community Services	BDM	R2 000 000	-	3
LHE9.6	LHE6	Implementation of Waste management plan	Community Services	BDM Own Budget	R 150 000	R150 000	1
LHE9.7	LHE7	Implementation of SDF	Community Services Corporate Services				
LHE9.8	LHE8	Provision of land for business and residential stands	Community Services	Own Budget	R300 000	R100 000	1

KEY PERFORMANCE INDICATORS

1. Townships established by end 2008
2. Land Fill Sites upgrading facilitated by end 2008
3. Provision of land for business sites completed by end 2009
4. Land rehabilitated by end 2008

14.5 ECONOMIC DEVELOPMENT AND TOURISM

14.5.1 Problem Statement

1. There is high level of unemployment in Lekwa-Teemane
2. Old LED projects not implemented
3. Municipal Procurement policy not fully implemented
4. MIG Funds not implemented for LED projects
5. Lack of funding for LED projects
6. There is generally no support for SMMES
7. There are no programmes to make sure that the local youth participate in and benefit from the local economy.
8. The level of poverty is too high.
9. Lack of /Poor Standard Accommodation for tourists.
10. Mining is not accessible by those who were previously disadvantaged.

Tourism is not properly promoted and it has been obvious that Lekwa-teemane will depend more on tourism when the development of the N12 treasure route has been completed. Bloemhof Dam is one of the tourist attraction spots with a number of activities taking place on an annual basis. The municipality has a tourism office which is not utilized optimally and would need to be strengthened. An LED Strategy was developed and adopted in 2006 but the strategy has not been reviewed as the process of reviewing the PGDS is still underway

14.5.2 Needs/Issue

Needs/Issue	Area
1. Job creation	All Areas
2. Implementation of LED projects	Utlwanang
3. There is a need to promote SMMES	Lekwa-Teemne

14.5.3 Objectives

1. To ensure SMME development
2. To ensure youth and women participation in the economy of Lekwa-Teemane through special programmes by the office of the mayor
3. To make sure that tourism is promoted as an important facet in the area
4. To ensure investment attractions in Lekwa-Teemane
5. Reduce the high level of poverty through skills development and job creation

14.5.4 Strategies

1. Ensure infrastructure is upgraded
3. Ensure municipality is properly marketed
4. Involve youth, women and disabled people in economic development

The municipality has formed an LED Forum and Tourism Association to attend to LED and Tourism development in the area. The two structures will also participate in planning and the development of events calendar for the municipal area of jurisdiction. The involvement of the municipality on the N12 Treasure Route Forum will be strengthened to make sure that the municipality is properly marketed and that tourism awareness is widened. The newly established tourism association will play an important role in advising and encouraging improvement of accommodation in the Christiana and Bloemhof Towns.

Tourism will be strengthened as it is the world's most job creating sector. Immediate and permanent jobs will be created in Lekwa-teemane by making sure that tourism related projects and product receive the necessary attention and assistance. It is important to improve community confidence in the municipality by making sure that the municipal infrastructure is improved. The municipality is intending to look at mining again as another job creation sector to make sure also that the people of Lekwa-Teemane benefit from mining individually not only by employment.

About 5% of the within the municipality is allocated to nature reserves and the municipality will use this as an opportunity for tourism growth in the area which will then mean a diversification of the local economy.

This will be done by making sure that municipal infrastructure is improved and by making sure that there is parity on assessment rates for the towns of Bloemhof and Christiana. The land previously used for mining will have to be rehabilitated so that there is land available for development, housing and business.

The lack of skills among the community needs to be address to make it possible for people to access jobs. It is important to make sure that people do not depend on LED projects and ensure that the existing projects become sustainable businesses. Focus should also be given to uneducated adults and make sure that they receive basic education to enable them to participate in the local economy, this group should include women and people leaving with disability.

It is the intention of the municipality to participate fully in the activities that take place at the Bloemhof Dam with the intention to promote tourism and make sure that the municipality is properly marketed. The activities that will be beneficial to the municipality and the community of Lekwa-Teemane include among others:

- Water Festival at the Bloemhof Dam
- World Angling Competition
- Fishing Competitions etc.

14.5.5 Projects Emanating

Strategy	Project Number	Project Name	Key Department	Funding Source	Estimated Budget	2008/2009	Priority
LED8.1	LED1	Development of Bloemhof Dam	LED	Dept Economic Development Planning	R255 000 000	R100 000 000	2
LED8.2	LED2	Upgrading of N12 Treasure Route	LED Technical Services	Dept of Roads	R 230 000 000	R20 000 000	1
LED8.3	LED3	Afro-Leather Project	LED	BDM Own Budget	R200 000	R200 000	1
LED8.4	LED4	Agro-Processing	LED	BDM Own Budget	R200 000	R100 000	1
LED8.5	LED5	Hydroponic	LED	BDM	R150 000	R50 000	1
LED8.6	LED6	Poultry Project	LED	BDM	R200 000	R100 000	1
LED8.7	LED7	Development of Marketing Strategy	LED	Own Budget	R200 000	R200 000	1
LED8.8	LED8	Fish Farming	LED	BDM	R200 000	R100 000	2
LED8.9	LED9	Beef Beneficiation Project	LED	BDM	R300 000		1
LED8.11	LED11	Brick Making Project	LED	Umsobomvu Youth Fund DTI	R800 000	R250 000	1
LED8.12	LED12	Tirisano cane project	LED	BDM	R385, 600	R300 000	1
LED8.13	LED13	Community Vegetable Gardens	LED	DACE	R200 000	R50 000	2
LED8.14	LED14	Retsogile Education & Training	LED	BDM	R290 000	R250 000	1
LED8.15	LED15	Passion Tours	LED	BDM	R150 000	R150 000	1
LED8.16	LED16	Reolebogile Guest House	LED	BDM DTI	R900 000	R900 000	1
LED8.17	LED17	EIC Programme	LED Corporate Services	SEDA	R60 000		
LED8.18	LED18	International Fishing Competition	LED	BDM	R150 000	R150 000	1
LED8.19	LED19	Itireleg Basetsana	LED	Dept Social Dev	R1 283 700	R1 283 700	1

Strategy	Project Number	Project Name	Key Department	Funding Source	Estimated Budget	2008/2009	Priority
LED8.19	LED19	Laundry Project in ward 1	LED	Dept Social Development BDM Own Budget	R255 000, 00	R200 000	1
LED8.20	LED20	Carpentry Project in ward 2	LED	Dept Social Development BDM Own Budget	R 230 000	R100 000	1
LED8.21	LED21	Sewing Project in ward 5	LED	BDM Own Budget	R200 000	R100 000	1
LED8.22	LED22	Knitting Project in ward 5	LED	BDM Own Budget Dept Social Development	R200 000	R100 000	1
LED8.23	LED23	Coffin Making Project in ward 5	LED	BDM Own Budget Dept Social Development	R300 000	R100 000	1

14.5.6 Key Performance Indicators

1. Development of Bloemhof Dam completed by end 2010
2. Upgrading of N12 Treasure Route upgraded by end 2010
3. Afro-Leather project revived by end December 2008
2. Agro-processing project implemented by end June 2008
3. Poultry Project implemented by end December 2007
4. Marketing Strategy developed and implemented by end January 2008
5. Fish Farming project implemented by June 2010
6. Beef Beneficiation project implemented by end June 2008

14.6 SECTOR: INFRASTRUCTURE AND SERVICE DELIVERY

14.6.1 Problem Statement

The infrastructure in Lekwa-Teemane is generally too old. This is a serious challenge as the municipality depends largely on external funding to implement the IDP projects. General maintenance does not solve the problem as most of the infrastructure especially for water and electricity need replacing.

The sewer treatment plants in Bloemhof and Christiana and have been upgraded but the bucket eradication problem has not been completely addressed as new informal settlements are mushrooming. In Christiana some people are still on suction tanks This situation will remain for longer because it is not a basic level of service according to the MIG criterion.

It is the intention of the municipality to make sure that all people have access to water on stands but this is one of the objectives that cannot be achieved in the short term. Only 70% of the population has access to water on stand. The bad condition of infrastructure results in water interruptions in Bloemhof.

Roads in Lekwa-Teemane are in a bad state. There is a backlog of about 70 km. Most of the roads need resealing. Storm water channels need unblocking especially in Utlwanang and Boitumelong. The main road in Boitumelong overflows during rainy seasons, which makes it difficult for people to access public transport. Storm water channels are not sufficient in the whole municipal area.

The electricity transformers in both Bloemhof and Christiana are very old and cannot carry the load of the ever growing communities in Boitumelong, Utlwanang, Coverdale and Geluksoord. The electricity supply is interrupted during bad weather in these areas. There are no street lights in some areas in Boitumelong.

Public transport is another major problem in Lekwa-Teemane. Even though public transport is not the core function of the municipality, the municipality remains committed to seeing to it that people have access to public transport. The majority of the people of Lekwa-Teemane are employed outside Bloemhof and Christiana and therefore depend on public transport to get to their areas of employment.

Local Taxis cannot commute between Bloemhof and Christiana due to limited permits. A large number of people depend on lifts and informal transportation to areas outside Lekwa-Teemane. People are therefore exposed to danger as they always have to travel with strangers. The head office of Lekwa-Teemane is in Christiana and there is no public transport between Bloemhof and Christiana. The biggest challenge for the municipality is lack of skilled professional for Technical Services. All maps relating to access to municipal services and infrastructure are available at the municipal offices for perusal.

14.6.2 Needs/Issues

Needs/Issues	Area
1. Need for eradication of bucket system in all areas	1. New Informal Settlements
2. Municipal needs to budget for infrastructure projects	Lekwa-Teemane
3. There is a need to plan and budget for eradication of suction tanks	Christiana
4. Need for the upgrading of municipal roads	Lekwa-Teemane
5. There is a serious need for the replacement of old water, electricity and sewer infrastructure	Lekwa-Teemane
6. The municipality needs to frequently manage and monitor the quality of drinkable water.	Lekwa-Teemane
7. Public Transport system needs upgrading	Lekwa-Teemane
8. Access roads need to be upgraded	Lekwa-Teemane

14.6.3 Objectives

- To ensure that all citizens have access to water
- Ensure that all people have access to decent sanitation
- Ensure safe and clean drinkable water
- To provide (street) lighting to all the people of Lekwa-Teemane
- To ensure suitable conditions for public transport
- To ensure that all households have access to basic electricity

14.6.4 Strategies

- Engage the Department of Water Affairs and Forestry in making sure that people get safe drinkable water
- Involve the district municipality in planning for permanent bucket eradication in Boitumelong and Utlwanang
- Make sure that ESKOM is informed of municipal plans for household connections

- Involve the department of roads and transport to assist with construction of and upgrading of main roads which cannot be funded by MIG
- Involve the department of transport to assist local Taxi community with extension of rote permits.
- To develop and implement plans to protect the Vaal River as the main source of water for the municipality.

14.6.5 Projects Emanating

Strategy	Project Number	Project Name	Key Department	Funding Source	Estimated Budget	2008/2009	Priority
INF10.1	INF1	Eradication of Bucket System in Utlwanang ext 5 & Boitumelong ext 5	Technical Services	BDM	R20 000 000	R5 000 000	1
INF10.2	INF2	Upgrading of Sewer Treatment Plant	Technical Services	BDM	R 10 000 000	R2 000 000	2
INF10.3	INF3	Sewer Reticulation	Technical Services	BDM	R8 000 000		1
INF10.4	INF4	Water & sewer Infrastructure, Geluksoord	Technical Services	BDM MIG	R3 000 000		1
INF10.4	INF5	Water Reticulation Boitumelong ext 6 & Utlwanang ext 6	Technical Services	BDM	R9 000 000		1
INF10.6	INF6	Street Lights Boitumelong ext 5 & Utlwanang ext 5	Technical Services	MIG	R2 000 000		1
INF10.7	INF7	Street Lights Boitumelong ext 6 & Utlwanang ext 6	Technical Services	MIG	R 1 000 000	R800 000	2
INF10.8	INF8	Water Pressure Tower Christiana and Bloemhof	Technical Services	BDM	R7 000 000	R2 000 000	2
INF10.8	INF9	Water Infrastructure Bloemhof and Christiana	Technical Services	BDM	R8 000 000	R2 000 000	1
INF10.10	INF10	Electricity Backlog Maintenance and Upgrading	Technical Services	MIG	R25 000 000	R10 000 000	1

Infrastructure Projects continued...

Strategy	Project Number	Project Name	Key Department	Funding Source	Estimated Budget	2008/2009	Priority
INF10.11	INF11	Upgrading of Water Treatment Plant	Technical Services	BDM	R2 000 000	R500 000	2
INF10.12	INF12	Construction of Roads and Storm Water Channels in the whole of Lekwa-Teemane	Technical Services	MIG	R15 000 000	R5 000 000	2
INF10.13	INF13	Electricity Network Boitumelng ext 5 & ext 3	Technical Services	ESKOM MIG	R15 000 000		2
INF10.14	INF14	Water Reticulation Boitumelong ext 5	Technical Services	BDM	R 5 000 000	R1 000 000	2
INF10.15	INF15	Management & Monitoring of water quality	Technical Services	Own Budget	R240 000	R60 000	1
INF10.16	INF17	Sewer Infrastructure Geluksoord ext 2	Technical Services	MIG BDM	R7 000 000	R2 000 000	2
INF10.17	INF18	Electricity Network Boitumelong ext3,ext 6, Utlwanang ext 5&6 and Geluksoord ext 1&2	Technical Services	ESKOM	R 10 000 000		
INF10.18	INF19	Maintenance of Boitumelong and Utlwanang Commonage Farms	Technical Services LED	Own Budget DACE	R30 000	R5 000	1
INF10.19	INF20	Electrification of Farm Zoutpan Christiana	Technical Services LED	Own Budget	R45 000	R25 000	1

Infrastructure Projects continued....

Strategy	Project Number	Project Name	Key Department	Funding Source	Estimated Budget	2008/2009	Priority
INF10.21	INF21	Maintenance of the Hydroponic and Poultry projects	Technical Services LED	Own Budget	R40 000	R20 000	1
INF10.22	INF22	Upgrading of public toilets at Salamat	Technical Services	Own Budget	R 50 000	R20 000	1
INF10.23	INF23	Upgrading of Prince Street	Technical Services	Own Budget	R100 000	R50 000	2
INF10.24	INF24	Upgrading of street lights Coverdale	Technical Services	Own Budget	R2 000 000	R500 000	2
INF10.25	INF25	Paving of roads in the whole of Lekwa-Teemane	Technical Services	MIG	R10 000 000	R1 000 000	2
INF.10.26	INF26	Cleaning of Roads and Storm Water Channels	Technical Services	Own Budget	R50 000	R50 000	1
INF10.27	INF27	Roads Maintenance Plan	Technical Services	Own Budget	R200 000	R200 000	1
INF10.28	INF28	Christiana Upgrading Raw Water	Technical Services	BDM	R4 000 000	R4 000 000	
INF10.29	INF29	Development of Road on Christiana Northern Cape Boarder	Technical Services	Dept Roads and Transport			
INF10.30	INF30	Resealing of road Christiana Schweizer Reneke Road	Technical Services	Dept Roads and Transport			
INF10.31	INF31	Resealing of Bloehof/Shweizer Reneke road	Technical Services	Dept Roads and Transport			
INF10.32	INF32	Roadmarkings 10 km Bloemhof/Shweizer	Technical Services	Dept Roads and Transport			

14.7 SECTOR: SOCIAL CLUSTER .

This sector will look at issues relating to Health, Education, Safety, Sports, Arts and Culture as well as Community Facilities.

14.7.1 Problem Statement

1. Clinic facilities are not sufficient
2. There is a serious shortage of doctors in Lekwa-Temane
3. There is always a shortage of medication at the clinics
4. Number of HIV infections grow every year as more children are left orphaned
5. Ambulance services is poor in Christiana
6. There is a need for a primary school in Utlwanang
7. Qualified teachers find it difficult to get employment at Bloemhof Primary in Salamat as well as the primary school in Bloemhof town.
8. Traffic and law enforcement is not adequate.
9. There is no disaster management plan
10. Sports Facilities in Lekwa-Teemane are in a bad condition
11. Arts and Culture Programmes are not supported
12. Local Social Clubs are not coordinated.
13. Library facilities are not sufficient

Arts and Culture is not properly promoted due to the fact that the Municipality does not budget for activities and programees relating to Arts and Culture. There is no dedicated office or unit within the Municipality that deals specifically with issues relating to Arts and Culture. The office of the Mayor has however been managing programmes on an Ad hoc basis. Expansion to the office of the Mayor will also assist in addressing issues relating to Arts and Culture with the assistance of the Department of Sports Arts and Culture.

Even though the Municipality does not have a disaster Management Plan, disaster are managed with the assistance of the District Municipality. The Municipality is however in the process of developing a Disaster Management Plan in line with the District disaster Management Plan. Safety and Security is not the Municipality's core function but the Municipality is working together with the local SAPS through a local Forum.

Municipal Traffic is responsible for Law Enforcement while the services of license registration and issuing of drivers licenses is also performed on an agency basis on behalf of the Provincial Department of Transport, Roads and Public Safety.

The Municipality does not have a dedicate office dealing with HIV/AIDS as a priority. The proposal is hat the office of the Mayor be properly and sufficiently staffed for the implementation of HIV/AIDS programmes locally. The present situation is that the Municipality is working together with the Local AIDS Council an the Department of

Health in relation to matters of HIV/AIDS. The challenge is that the Local AIDS Council is not sufficiently staffed and there is often no budget for this office.

Women, Young people and People with Disabilities are not organized. The Municipality does not have programmes that are aimed at developing these vulnerable groups economically and socially. There are however a few projects that have been implemented through Local Economic Development that have benefited the youth and women locally. Some of these projects include:

- Boitumelong Hydroponics = 7 women
- Agroprocessing Project in Utlwanang = 6 women
- Lethlabile Cane Project = 10 women
- Itireleng Basetsana = 6 women/youth
- Brick Making Project in Boitumelong and, = 12 youth/women
- Guest House in Boitumelong

14.7.2 Needs/Issues

Needs/Issues	Area
1. 24hr clinic facility	Utlwanang and Christiana
2. There is a need for doctors at the hospitals	Bloemhof and Christiana
3. HIV/AIDS education	Lekwa-Teemane
4. Ambulances	Utlwanang and Geluksoord
5. Primary School	Utlwanang
6. It is important that the department of education look at the criterion for the appointment of teachers at the school in Salamat and Bloemhof town	Boitumellog and Coverdale
7. Visible traffic officers	Boitumelong andUtlwanang
8. Need to develop a disaster management plan	Lekwa-Teemane
1. There is a need for more sports facilities	Geluksoord and Coverdale
2. Library facilities are needed	Utlwanang, Boitumelong and Geluksoord
3. Community Halls need to be upgraded	

14.7.3 Objectives

1. To ensure that all people have access to health facilities
2. To ensure effective and efficient primary health care

3. To ensure that the spread of HIV infections is reduced by 1% every year in the next five years
4. To ensure a safe environment for the people of Lekwa-Teemane
5. To make health institutions available to disabled persons

14.7.4 Strategies

1. Involve the department of Health in the upgrading of clinic facilities within the municipality's area of jurisdiction
2. To ensure full support by the local clinics by the municipality's portfolio committee responsible for health
3. Involve the office of the mayor in HIV/AIDS awareness campaigns in collaboration with the department of health
4. Make sure that the municipality includes HIV/AIDS programmes in its budget from 07/08 financial year
5. Work together with the Departments of Health and Education to make sure that the feeding scheme is properly coordinated

6. The Municipality and the local SAPS need to work together to fight and prevent crime where necessary. It is imperative that the Municipality cut tall trees and shrubs that are used as hide outs by criminals. The protection of local business is important as this will attract business interest in the towns of Bloemhof and Christiana.

7. The Department of Health is rolling out the Anti Retroviral Treatment at the Christiana Hospital. The programme is intended to cove all the communities within Lekwa- Teemane area of jurisdiction.

8. The South African Police Services in Bloemhof has launched the adopt a cop project at the local High School.

9. The Department of Social Development has launched a drop in centre in Boitumelong for development and learning of the local children.

10. To ensure that all communities, especially youth and disabled people have access to sports facilities

11. To ensure that children and young people have access to library facilities

12. To promote arts and culture in the whole municipal area of jurisdiction

13. The Department of Sports Arts and Culture has initiated the Library Services as a strategy to support the social cluster Early Childhood Development programme. The programme is taking place in Community Libraries and is available in the Bloemhof and Christiana Libraries.

14. The office of the Mayor to be sufficiently staffed to deal with issues relating to Women, Young People and People with Disabilities.

The following projects are currently being implemented by the Department of Health:

- **Upgrading of Bloemhof Clinic R 9, 400, 000**
- **Christiana Hospital Housing Project = R 5, 500, 000**
- **Extension of Bloemhof Hospital and Administration Block = R 12 000 000**

14.7.5 Projects Emanating

Strategy	Project Number	Project Name	Key Department	Funding Source	Estimated Budget	2008/2009	Priority
SC11.04	SD04	Upgrading of the Geluksoord Clinic	Community Services	Dept of Health	R2 400 0000		1
SC11.05	SD05	Ambulance facilities in Christiana	Community Services	Dept of Health			2
SC11.06	SD06	Primary School in Geluksoord	Community Services	DET	-	-	3
SC11.07	SD07	Primary School in Christiana	Community Services	DET	-	-	
SC11.08	SD08	Bicycle Project for farming communities	Community Services	BDM DET	R200 000	R100 000	2
SC11.09	SD09	Transport for farm schools pupils	Community Services	DET	-		1
SC11.10	SD10	Construction of new clinic in Bloemhof	Community Services	Dept of Health	R1 800 000	R1 800 000	
SC11.11	SD11	Extension of Boitumelong Clinic	Community Services	Dept of Health	R750 000	R450 000	
SC11.12	SD12	Dental clinic at Bloemhof Hospital	Community Services	Dept of Health	R780 000		
SC11.13	SD13	Extension of Administration Block & Mortuary at Christiana Hosp	Community Services	Dept of Health	R1 000 000		
SC11.14	SD14	Boitumelong Support Group	Community Services	Dept of Social Development	R500 800,00	R500 800,00	
SC11.15	SD15	Utlwanang Council of Churches	Community Services	Dept of Social Development	R500 800,00	R500 800,00	
SC11.16	SD16	Boitumelong Support	Community Services	Dept of Social Development	R140 000,00	R140 000,00	

Projects Continued.....

Strategy	Project Number	Project Name	Key Department	Funding Source	Estimated Budget	2008/2009	Priority
SC11.16	SD16	Utlwanang Community Care Centre	Community Services	Dept of Social Development	R500 000,00	R500 000	
SC11.17	SD17	Thusano Support Group	Community Services	Dept of Social Development	R160 000,00	R160 000	
SC11.17	SD17	Lekwa-Teemane Disabled Centre	Community Services	Dept of Social Development	R 500 000	R500 000	
SC11.07	SD07	Orphanage Centre in wad 5	Community Services	Dept Social Development	R1 500 000		1
SC11.08	SD08	Old Age Centre	Community Services	Dept Social Development	R2000 000,00		1
SC11.09	SD09	Upgrading of Grave Yards Boitumelong and Coverdale	Community Services	Own Budget	R70 000	R40 000	1
SC11.10	SD10	Establishment of Gender Desk in office of Mayor	Community Services	Own Budget			
SC11.11	SD11	New School in ward 2 Boiumelong	Community Services	Dept Education			2
SC11.11	SD11	National Youth Service	Community Services	Department of Social Development	R2 000 000	R1 000 000	
SC7.1	SAC1	Provision of sports facilities in Geluksoord	Community Services	Dept Sports, Arts and Culture	R1 053 000	R1 053 000	1
SC7.2	SAC2	Provision of sports facilities in Coverdale	Community Services	Dept Sports, Arts and Culture	R1 301 000	R1 301 000	1
SC7.3	SAC3	Utlwanang Library	Community Services	Dept Sports, Arts and Culture	R3 000 000	R3 000 000	1
SC7.4	SAC4	Resurfacing of Basketball/Netball Fields	Community Services	BDM	R65 000	R65 000	
SC7.5	SAC5	Fan Park	Community Services	BDM	R150 000	R150 000	

Key Performance Indicators

1. Sports Facilities provided in Geluksoord by end December 2008
2. Sports Facilities provided in Coverdale by end December 2009
3. Library Facilities Provided in Utlwanang by end 2009
4. Gender Desk established in the office of the Mayor by end 2009

15. Implementation of the Previous Integrated Development Plan

The following projects were identified as priorities to be implemented in the 2006/2007 financial year.

Most of the projects could not be implemented due to lack of finances as has been mentioned in the document as well as in the annual report for 2005/2006.

Project	Estimated Budget	Status	Reasons for deviation
1. Development of municipal by-laws	R60 000	Fully implemented	
2. Implementation of Skills Plan	R300 000	70% implemented	Not enough funds to train staff and councilors
3. Implementation of PMS	R-	90% implemented	PMS Still needs to be cascaded down to all other employees
4. Development of communication strategy	R-	Fully implemented	
5. Upgrading of sewer treatment plant n Bloemof & Christiana and bucket eradication in Utlwanang, Gelksoord, Boitumelong and Coverdale	R20 000 000	Fully implemented	
6. Bulk Water supply ext 4 Utlwanang and ext 5 Boitumelong	R4 600 000	Fully implemented	
7. Maintenance of roads and storm water	R300 000	Not fully implemented	Lack of funds
8. Constriction of 2km of road in Utlwanang	R3 060 000	Fully implemented	
9. Resealing of roads	R2 000 000	Fully implemented	
10. Upgrading of N12 Treasure Route	R220 000 000	In progress	Project will be completed by end 2009
11. Upgrading of Transformer in Boitumelong	R4 400 000	Not implemented	Lack of funds

Implementation of previous IDP continued...

Project	Estimated Budget	Status	Reason for deviation
12. Electricity reticulation for 40 households in Utlwanang	R75 000	Not implemented	Lack of funds
13. Rehabilitation of land	R375 000	Not implemented	Lack of assistance from DME
14. Development of Land use management plan and review of existing SDF	R100 000	Fully implemented	
15. Building of 1100 houses in Boitumelong, Utlwanang and Christiana	R34 100 000	In progress	
16. Upgrading of Hostels into family units	R706 000	In progress	
17. Speed Cameras in Christiana		Fully implemented	
18. Speed Humps Utlwanang	R150 000	Not implemented	
19. Development of Disaster Management Plan	R150 000	Not implemented	Will be completed by end June 2007
20. Assistance if Lethabile Project	R50 000	90% implemented	Funds allocated will only be available in 2008/2009 financial year
21. Development of Blemhof Dam,	R255 000 000	In progress	Provincial project
22. Fish Farming	R100 000	In progress	Consultations are taking place with existing projects for assistance
23. Development of Marketing Strategy	R150 000	Not implemented	Lack of funds

16. INTEGRATED OPERATIONAL PLANS

16.1 Financial capacity

The municipality is not able to implement priorities identified in the IDP from its own budget because of lack of funds. It has been difficult over the years to budget for implementation of the capital projects within the municipality.

The bigger amount used for implementing the IDP comes from outside funding. It is therefore important to mention that the municipality of Lekwa-Teemane depends largely on grants to implement its own IDP. One of the objectives of the municipality in 2007/2008 is to invest in infrastructure since it is common knowledge that our infrastructure is too old which situation has been making it difficult for the municipality to provide quality service due to lack of sufficient infrastructure especially water, sewerage and electricity.

This situation has created a big problem for the municipality seeing that even LED projects cannot be implemented due to lack of funds. The municipality does not receive the budget income at the same time the expenditure is too big. As has been mentioned earlier in the document the total salary budget for the municipality is 41%. It is important to mention that the positions filled are necessary for the implementation of the IDP but there is that huge gap between income and expenditure especially on salaries.

In the 2007/2008 budget, the municipality has tried hard to make sure that there is more money that will be going to capital projects. The intention is to improve on service delivery. It has also been indicated in the document that 50% of the community of Lekwa-Teemane is indigent.

Municipal Income: Grants-

- Assessment Rates Bloemhof/Christiana = R 7,977,891
- Dividend on shares = R2 000
- Gov Grants Nat. Infrastructure = R4, 416, 000
- Grant Equitable Shares R 1, 062, 761
- Grant Finance Management = R 791, 387
- Grant MSIG = R 734 000
- Grant Integrated National Electricity programme = R 559 000
- Grant District Municipality = R 150 000
- Subdivision of Erven = R 2 00
- Sundries = R 10 000

TOTAL INCOME = R 15, 703 239

16.2 Implementing the IDP

The municipality does not have finance to implement its own IDP. For the last five years there has been total dependence on grants and other sources of funding to implement the municipality's IDP priorities. Even though the municipality was on project consolidate, implementation of the identified projects have been difficult and some even impossible to implement.

It has been important therefore that consideration be made for implementation of the IDP in the 2007/2008 budget as well as the next five years budgets. It is has become apparent that the municipality's debt collection unit be utilized optimally and that the debt collection policy be implemented fully. Councilors will be expected to encourage members of the community who can afford to pay for municipal services to do s.

The departments technical services and community services will develop and ensure implementation of service delivery implementation plans which will be monitored in accordance with the municipality's Performance Management System to make sure that the municipality delivers quality service to the community of Lekwa-teemane.

The plan is to make sure that in the next five years, the municipality minimizes operational budget and maximizes capital budget to make sure that there is a balance. One of the strategies that the municipality will be embarking n to increase revenue is to increase its tax base by making sure that our infrastructure is upgraded and we deliver competitive service to attract more people in this area.

There will be an effort to ensure that the municipality takes up more loans that are easy to service in an attempt to improve credit rating and allow for smooth service delivery.

Business plans will be developed for emerging businesses to make sure that these receive the necessary funding for business development. The municipality is still struggling to budget fully for the implementation of local LED projects as a result these projects are not sustainable.

Focus will be mostly on tourism as it is obvious that it is soon to become one of the primary job creation sources in Lekwa-Teeamane.

LEKWA-TEEMANE LOCAL MUNICIPALITY CORPORATE HUMAN RESOURCES PLAN

1. PURPOSE

To build a strong Municipal governance of Lekwa-Teemane Local Municipality

2. STRATEGIC OBJECTIVE OF THE PLAN

Lekwa-Teemane Local Municipality will have a financially stable, open and accountable government and a strong intergovernmental position in its area

and the North West Province ●

The plan also links to the five key objects of municipality as in terms of Section 152(1) of the Constitution:

- a) Provide democratic and accountable government for local communities;
- b) Ensure the provision of services to communities in a sustainable manner;
- c) Promote social and economic development;
- d) Promote a safe and healthy environment; and
- e) Encourage the involvement of communities and community organisations in the matters of local government.

3. VISION

A transformed developmental Corporate Services Directorate responsive to Human Resources Management and development, Information Technology, Administrative Support Services, and Legal Services.

Achieving the Vision

Five foundation goals require organizational and institutional supports to achieve the vision:

➤ Alignment

We need to ensure that the goals and performances of individual employees are aligned with municipal strategic goals and National and Provincial imperatives.

➤ Commitment

We need to build employee commitment to municipal government goals and values, and ensure that the Lekwa-Teemane Local Municipality is an attractive employer for current and potential employees.

➤ **Competence**

We need to ensure that the organization has the knowledge; skills and abilities to accomplish current and future service delivery business plan goals.

➤ **Versatility**

We need to ensure Lekwa-Teemane Local Municipality employees can adapt to meet changing needs.

➤ **Well-Being**

We need to ensure Lekwa-Teemane Local Municipality service employees have a work environment that supports their well-being.

4. CHALLENGES

4.1 Competition for Talent

Significant demographic issues within a tight labour market impact the attraction and retention of talent within the Municipality.

4.2 Ongoing Change

The ongoing nature and pace of change impacts current and future workforce capacity and leadership needs at all levels across the municipality and its labour force.

4.3 Fiscal environment

The reality of the fiscal environment directly impacts the Management of available resources and implementation options/approaches.

5. PRIORITIES: CORPORATE HUMAN RESOURCE DEVELOPMENT STRATEGY

Priority 1: Building Capacity

➤ **Objective:**

Employees at all levels of the Lekwa-Teemane Local Municipality have the capacity to support the achievement of current and future service delivery business plan goals.

➤ **Strategies:**

1. Provide programs and tools to support continuous learning and development.
2. Strengthen leadership capacity and continuity planning in Lekwa-Teemane Local Municipality.

Priority 2: Attracting and Retaining Employees

➤ **Objective:**

Lekwa-Teemane Local Municipality is the preferred employer for current and future potential employees.

➤ **Strategies:**

1. Develop a multi-faceted marketing strategy to promote Lekwa-Teemane Municipality as the preferred employer, both internally and externally.
2. Identify and address targeted workforce requirements.

Priority 3: Promoting Workplace Health

➤ **Objective:**

Lekwa-Teemane Local Municipality provides a positive, healthy and safe work environment.

➤ **Strategies:**

1. Develop and implement cross-government initiatives that promote a healthy and safe work environment.
2. Develop and implement targeted initiatives to promote a positive and supportive work environment.

Priority 4: Leading the Organization

➤ **Objective:**

Employees are engaged and performance is optimized to achieve Municipal service delivery goals and objectives.

➤ **Strategies:**

1. Provide education and practical tools to support and enhance employee performance.
2. Explore technology options to facilitate the performance management process.

Priority 5: Enabling Human Resources Compensation and Reward Framework

➤ **Objective:**

The Human Resource compensation and reward framework positions the Lekwa-Teemane Local Municipality to compete for and retain employees.

➤ **Strategies:**

1. Complete the conversion of the non-management classification plan to a point rating system.
2. Support and conduct collective bargaining.

LEKWA-TEEMANEE LOCAL MUNICIPALITY CORPORATE HUMAN RESOURCE PLAN FRAMEWORK

POLICY	GOALS	OBJECTIVES	MEASURES	STRATEGIES
1. Lekwa-Teemane Local Municipality ensures employees understand and receive feedback on how their work contributes to the achievement of IDP goals.	Alignment: To ensure the goals and performance of individual employees are aligned with IDP goals.	Employees understand IDP goals and priorities.	100% of employees understand how the work of their department contributes to the IDP goals.	Explore technology options to facilitate the performance management process.
			Demonstrated linkages between departmental human resource plans and all relevant development contract criteria and corporate human resource plan priorities.	Provide education and practical tools to support and enhance employee performance.
		Employees understand their roles and how they fit in.	100% of employees understand how their work contributes to their Directorate's strategic plan.	Develop a multi-faceted marketing strategy to promote Lekwa-Teemane Local Municipality as the preferred employer, both internally and externally.
2. Lekwa-Teemane Local Municipality rewards and recognizes employees based on their contributions to IDP objectives; the need to attract, motivate and retain a capable workforce; and the fiscal environment.	Commitment: To build employee commitment to IDP goals and values, and ensure that the Lekwa-Teemane Local Municipality is an attractive employer for current and potential employees.	Employees receive formal and informal recognition for their contributions.	100% of employees receive timely recognition or acknowledgement for their work from their supervisor.	Identify and address targeted workforce requirements.
		Employees have clear performance measures and expected outcomes.	100% of employees agrees with the feedback they receive from their supervisor helps them improve their performance.	Complete the conversion of the non-management classification plan to a point rating system.

		Employees are satisfied with their employment in Lekwa-Teemane Local Municipality.	100% of employees are satisfied with their employment and understand New Conditions of Service.	Support and conduct collective bargaining.
			100% of Directors report they are able to attract the talent they need	
			100% of Directors report they are able to retain the talent they need.	
			Number of work experience co-op, volunteers and internship placements.	Provide programmes and tools to support continuous learning and development.
3. Lekwa-Teemane Local Municipality selects and retains the most suitable individuals based on competence and ability to meet the organization's needs.	Competence: To ensure the organization has the knowledge, skills and abilities to accomplish current and future IDP goals.	Employees identify and develop the skills they will need to succeed.	Workplace Skills Development plans and other training facilities in place for all Directors.	Develop and implement interdepartmental initiatives that promote a healthy and safe work environment.
			100% of employees agree that there is organizational support to acquire or develop knowledge and skills in their current job.	Develop and implement interdepartmental initiatives that promote a healthy and safe work environment.
			100% of employees agree that there is organizational support to acquire or develop knowledge and skills that would make them more competitive in their job.	Develop and implement interdepartmental initiatives that promote a healthy and safe work environment.
			100% of employees agree they receive the support they need in order to provide high quality service.	Develop and implement interdepartmental initiatives that promote a healthy and safe work environment.
		Departments anticipate and respond to future human resource needs.	Suitable candidates are available to compete on identified leadership critical positions.	Develop and implement targeted initiatives to promote a positive and supportive work environment.

<p>4. Lekwa-Teemane Local Municipality is committed to becoming a learning organization and will create continuous learning opportunities for its employees.</p>	<p>Versatility: To ensure that employees can adapt to meet changing needs</p>	<p>Movement within and across directorates/departments is used to promote learning from different experiences.</p>	<p>100% of Directors and other managers having developmental moves. Most of which are interdepartmental moves.</p>	<p>Develop and implement targeted initiatives to promote a positive and supportive work environment.</p>
<p>5. Lekwa-Teemane Local Municipality provides a safe work environment and supports the well-being of employees.</p>	<p>Well-Being: To ensure that employees have a work environment that supports their well-being.</p>	<p>Employees receive support for their own safety and well-being.</p>	<p>100% of employees feel valued.</p>	<p>Develop and implement targeted initiatives to promote a positive and supportive work environment.</p>
			<p>100% of employees agree they have support they need from Lekwa-Teemane Local Municipality to balance their work and personal life.</p>	
			<p>Every Directorate demonstrates supports and strategies for workplace health.</p>	

6. EXISTING SUPPORTS AND STRATEGIES

Success in meeting Lekwa-Teemane Local Municipality’s objectives relies on effective corporate supports and departmental implementation. Existing supports and departments’ implementation strategies are listed below.

CORPORATE SUPPORTS	DEPARTMENTS’ IMPLEMENTATION
COMMITMENT / ALIGNMENT	
Performance Management Framework	<ul style="list-style-type: none"> • Ensure all employees develop personal performance work plans that are linked to the department’s service delivery business plan goals.
Human Resource Accountability Framework	<ul style="list-style-type: none"> • Ensure all employees develop and report on meaningful performance measures.
Responsibilities and Resources for Managers and Supervisors	<ul style="list-style-type: none"> • Provide regular communication to employees about municipal governance and different departments’ priorities and goals.
Code of Conduct and Ethics	<ul style="list-style-type: none"> • Establish recognition programs that address both formal and informal recognition initiatives.
Premier’s Award of Excellence	<ul style="list-style-type: none"> • Encourage high performing teams to submit applications for the Premier’s Award of Excellence and other prestigious awards such as VUNA awards
Management Rewards Strategy	<ul style="list-style-type: none"> • Seek feedback from employees on aspects of the work environment, on a regular basis.
VERSATILITY / COMPETENCE	
Lekwa-Teemane Local Municipality Competency Model	<ul style="list-style-type: none"> • Use competencies as a tool in selection, targeting development, and managing performance for all employees.
Internal Communication Program	<ul style="list-style-type: none"> • Provide information and regular communication to all employees on the new roles and competency requirements.
Internship Program	<ul style="list-style-type: none"> • Use targeted marketing/recruitment strategies to attract new talent.
Corporate Learning Strategy	<ul style="list-style-type: none"> • Hire new graduates as interns and use MULTA for training.

Leadership Development Toolkit	<ul style="list-style-type: none"> Participate in work experience and co-op programs from post-secondary institutions such as MULTA and Universities in the North West Province.
Making Service Stronger Booklet	<ul style="list-style-type: none"> Introduce targeted learning strategies.
Career Management Guidebooks	<ul style="list-style-type: none"> Promote awareness of the Leadership Development toolkit.
Corporate Executive Development	<ul style="list-style-type: none"> Provide coaching and other supports for learning and leadership development.
Senior and Executive Managers' Program	<ul style="list-style-type: none"> Provide learning opportunities for employees to enhance service excellence.
Management Development Program	<ul style="list-style-type: none"> Facilitate movement of staff within or across departments.
Municipal Interchange Program	<ul style="list-style-type: none"> Encourage every employee to prepare an annual learning and development plan and report on results.
Executive Search Program	<ul style="list-style-type: none"> Develop a departmental human resource plan with succession management strategies.
WELL-BEING	
Employee Assistance Program	<ul style="list-style-type: none"> Advise the Human Resources Unit when employees are away for ten days or more, as part of the Employee Support and Recovery Assistance Program.
Employee Support and Recovery Assistance Program	<ul style="list-style-type: none"> Enforce and reinforce safe work practices.
Occupational Health and Safety Program	<ul style="list-style-type: none"> Take steps and involve employees in resolving health and safety issues.
On the Job – Telecommuting	<ul style="list-style-type: none"> Regularly assess the organizational climate and introduce strategies to respond to employee issues or suggestions.
1st Choice Benefits and Your Employee Benefits Program The Job Share Guidebook for Employees and Supervisors	<ul style="list-style-type: none"> Ensure employees receive information to help choose benefits that are right for them.

ACRONYMS

BDM	Bophirima District Municipality
CBP	Community Based Planning
CDW	Community Development Worker
CFO	Chief Financial Officer
DACE	Department of Agriculture, Conservation and Environment
DBSA	Development Bank of Southern Africa
DEAT	Department Environmental Affairs and Tourism
DLA	Department of Land Affairs
DDLG&H	Department Developmental Local Government and Hosing
DPLG	Department Provincial and Local Government
DME	Department Mineral and Energy
DWAF	Department Water Affairs and Forestry
EIA	Environmental Impact Analysis
EPWP	Extended Public Works Programme
FBS	Free Basic Services
IDP	Integrated Development Plan
IT	Information Technology
KFA	Key Focus Area
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LM	Local Municipality
LRAD	Land Redistribution for Agricultural Development
LUMS	Land Use Management Systems
MEC	Member of Executive Council
MFMA	Municipal Finance Management Act
MM	Municipal Manager
MIG	Municipal Infrastructure Grant
MPCC	Multi Purpose Community Centre
MSIG	Municipal Systems Improvement Grant
PDGS	Provincial Growth and Development Strategy
PMS	Performance Management System
SDBIP	Service Delivery and Budget Implementation Plan
SEDA	Small Enterprise Development Agency