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

Lesedi spans an area of ±1430km², which is largely rural, with two towns situated within it, namely Heidelberg/ Ratanda in the western part, and Devon Impumelelo on its eastern edge. The area can be described as mostly agricultural, with Heidelberg and Devon being the primary service centers for the surrounding agricultural areas.

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

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

<table>
<thead>
<tr>
<th>Municipalities</th>
<th>Total Population 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emfuleni Local Municipality</td>
<td>721 663</td>
</tr>
<tr>
<td>Lesedi Local Municipality</td>
<td>99 520</td>
</tr>
<tr>
<td>Midvaal Local Municipality</td>
<td>95 301</td>
</tr>
</tbody>
</table>

Population as per municipal area (Source: Census 2011)
Section A: Executive Summary

2. LLM IDP Process Plan

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

The process commenced July 2013 and will be completed in May 2014. The Process Plan outlines the time frames of scheduled events, structures involved and their respective roles and responsibilities.

2.1. LLM Review Structures

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

<table>
<thead>
<tr>
<th>Actor</th>
<th>Roles/Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council/Speaker</td>
<td>➢ Draw a code of conduct for representative Forum and Steering committee</td>
</tr>
<tr>
<td></td>
<td>➢ Approve Process Plan</td>
</tr>
<tr>
<td></td>
<td>➢ Adjust IDP to MEC’s requirements and adopt</td>
</tr>
<tr>
<td></td>
<td>➢ Answerable to the community</td>
</tr>
<tr>
<td>Mayor</td>
<td>➢ Decides on the process of the IDPs</td>
</tr>
<tr>
<td></td>
<td>➢ Overall management</td>
</tr>
<tr>
<td></td>
<td>➢ Political co-ordination and monitoring</td>
</tr>
<tr>
<td></td>
<td>➢ Approval of nominated persons to run the IDP process</td>
</tr>
<tr>
<td></td>
<td>➢ Recommend to the council</td>
</tr>
<tr>
<td>Municipal Manager/ Executive Manager: LEDP/ Assistant Manager: IDP</td>
<td>➢ Manage and co-ordinate the process</td>
</tr>
<tr>
<td></td>
<td>➢ Implement the IDP</td>
</tr>
<tr>
<td></td>
<td>➢ Answerable to council and officials</td>
</tr>
<tr>
<td></td>
<td>➢ Represents the council at district level in the IDP co-ordination committee</td>
</tr>
<tr>
<td></td>
<td>➢ Ensure that all HODs and officials are capacitated and involved in the IDP process</td>
</tr>
<tr>
<td></td>
<td>➢ Chairperson of the Steering Committee</td>
</tr>
<tr>
<td></td>
<td>➢ Responsible to establish Project Task Team</td>
</tr>
<tr>
<td>IDP Steering Committee</td>
<td>➢ Consists of HODs and officials</td>
</tr>
<tr>
<td></td>
<td>➢ Chaired by Municipal Manager</td>
</tr>
<tr>
<td></td>
<td>➢ Fully involved in the planning and implementation process of the IDP</td>
</tr>
<tr>
<td></td>
<td>➢ Provides technical inputs</td>
</tr>
<tr>
<td>Projects Task Team</td>
<td>➢ Consists of relevant HODs, officials, Ward Councilor, project liaison officers and consultants/contractors</td>
</tr>
<tr>
<td></td>
<td>➢ Provides project-oriented inputs</td>
</tr>
<tr>
<td></td>
<td>➢ Assist in project management</td>
</tr>
<tr>
<td>Representative forum</td>
<td>➢ Ensures that priority issues of their constituents are considered.</td>
</tr>
<tr>
<td></td>
<td>➢ Ensures that annual business plans are based on the reviewed IDP.</td>
</tr>
<tr>
<td></td>
<td>➢ Participates and be part of the decision-making within the Representative forums.</td>
</tr>
<tr>
<td></td>
<td>➢ Is involved in the designing of reviewed projects proposals.</td>
</tr>
<tr>
<td></td>
<td>➢ Discusses and comments on the reviewed IDP.</td>
</tr>
<tr>
<td></td>
<td>➢ Consists of all organized formations including service providers</td>
</tr>
<tr>
<td></td>
<td>➢ Nominates representatives to the Projects Task Team</td>
</tr>
<tr>
<td>Ward Committees</td>
<td>➢ Identify specific needs</td>
</tr>
<tr>
<td></td>
<td>➢ Addresses them at the Representative Forum</td>
</tr>
<tr>
<td></td>
<td>➢ Nominates their representatives to the representative Forum</td>
</tr>
</tbody>
</table>
### 2.2. ALIGNMENT

Vertical and Horizontal Alignment has been achieved as follows:

#### 2.2.1. LIAISON WITH SEDIBENG DISTRICT

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

#### 2.2.2. PROVINCIAL AND STATE DEPARTMENTS

Local development strategies and programs are informed by National and Provincial development policy, strategies and initiatives. Specific attention has been given to comments from Provincial Departments on Lesedi 2014/15 IDP - these comments have been addressed as comprehensively as possible within the budget and time constraints. Provincial Departments were invited to attend the Representative Forum meetings.

#### 2.2.3. ADJACENT MUNICIPALITIES

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

#### 2.2.4. SECTORAL ALIGNMENT WITHIN THE MUNICIPALITY

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

The main structure for public participation was the IDP Representative Forum and Community Based.

The database of stakeholders in the IDP Representative Forum was updated in 2015 and these stakeholders were invited in writing and electronically to the meetings. Notices of Forum meetings were put up, inviting stakeholders’ organizations to nominate members to attend such meetings through the media.

The Lesedi Local Municipality funded the facilities needed for the public participation process. Financial support for traveling costs was considered on merit basis. Meetings were held in Ratanda, Vischkuil and Devon/Impumelelo to cater for people around rural areas. Scheduling of meetings took place to meet the requirements of the majority of participants and was scheduled in the evenings. IDP material is in English, but presentations are done in vernacular and translation will be provided as, and when the need arises.

PROCESS OVERVIEW: STEPS AND EVENTS

The steps and events in Lesedi Local Municipality 2015/16 IDP review process are summarized in the table hereunder:

<table>
<thead>
<tr>
<th>Steps and Events</th>
<th>Major Activities</th>
<th>Time Frames</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formulation of Process Plan</td>
<td>This was undertaken in conjunction with the Municipal Manager and Executive Managers at the outset of the project and was submitted to Council and Sedibeng District</td>
<td>July - August 2014</td>
</tr>
<tr>
<td>Internal Review</td>
<td>A technical review of the existing 2012/13 IDP was undertaken, including the following aspects:</td>
<td>September – October 2014</td>
</tr>
<tr>
<td></td>
<td>Review of comments from the Provincial Departments - adjustments to documentation where necessary.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review of strategies, programmes and projects pertaining to each priority issue, including:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Project progress reports; Assessment and adjustment of development programmes [project time-frames, budgets, addition/deletion of projects].</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review of PMS and integration with IDP’s. The format of project progress reports was developed in consultation with the IDP Core Team, the Executive Managers and other relevant officials.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Aspects, which were addressed in these reports, include the status of funding, actual [measurable] progress to date, problems and concerns if applicable, and revised budgets and time frames if applicable. The results of the progress reports were incorporated into revised formats for the Project Information Sheets, the Summary List of Identified Projects and the Operational 3 Year Action</td>
<td></td>
</tr>
<tr>
<td>IDP Steering Committee Meeting</td>
<td>The presentation of the status quo (current situation) and projects to HOD’s</td>
<td>05 February 2015</td>
</tr>
<tr>
<td>IDP Political Forum</td>
<td>The presentation of the status quo (current situation) and projects to politicians</td>
<td>11 February 2015</td>
</tr>
<tr>
<td>IDP Stakeholders Representative Forum – Vischkuil Hall</td>
<td>Presentation of the status quo and projects to the public</td>
<td>17 February 2015</td>
</tr>
<tr>
<td>IDP Stakeholders Representative Forum – Ratanda Old Hall</td>
<td>Presentation of the status quo and projects to the public</td>
<td>18 February 2015</td>
</tr>
<tr>
<td>IDP Stakeholders Representative Forum – Devon</td>
<td>Presentation of the status quo and projects to the public</td>
<td>19 February 2015</td>
</tr>
<tr>
<td>IDP Steering Committee</td>
<td>Report on issues and comments from public and various provincial sector</td>
<td>07 April 2015</td>
</tr>
</tbody>
</table>
Section A: Executive Summary

<table>
<thead>
<tr>
<th>Steps and Events</th>
<th>Major Activities</th>
<th>Time Frames</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDP Political Forum</td>
<td>Report on issues and comments from public and various provincial sector departments</td>
<td>09 April 2015</td>
</tr>
<tr>
<td>IDP Stakeholders Representative Forum – Vischkuil</td>
<td>Report on issues and comments from public and various provincial sector departments</td>
<td>21 April 2015</td>
</tr>
<tr>
<td>IDP Stakeholders Representative Forum – Ratanda</td>
<td>Report on issues and comments from public and various provincial sector departments</td>
<td>22 April 2015</td>
</tr>
<tr>
<td>IDP Stakeholders Representative Forum – Devon</td>
<td>Report on issues and comments from public and various provincial sector departments</td>
<td>23 April 2014</td>
</tr>
<tr>
<td>Approval of the Final IDP</td>
<td>Submission of the Final IDP to Council for approval</td>
<td>26 May 2014</td>
</tr>
</tbody>
</table>

2.4. Response To The MEC Comments On The 2013/14 IDP

The Department of Cooperative Governance and Traditional Affairs (COGTA) congratulated the municipality for the timeous preparation, review and adoption of the final Integrated Development Plan (IDP) for the 14/15 financial year and its subsequent submission for commenting in line with Section 32 of the Municipal Systems Act 32 of 2000. The department further expressed its appreciation to the municipality for its continuous cooperation and active participation in efforts, aimed at strengthening joint planning and budgeting among the three spheres of government in the pursuit of a globally competitive Gauteng. In terms of Section 32 (2) of the MSA, the MEC have concluded that there are no issues requiring amendment in the LLM IDP.

The MEC comments are structured in two distinct but interlinked sections

- Gauteng Provincial Government Pillars
- Municipal specific issues
2.4.1. GAUTENG PROVINCIAL GOVERNMENT PILLARS

**COMMENT**

**RESPONSE**

**Radical economic transformation:**

GPG has put the revitalisation and mainstreaming of township economies at the heart of the programme for radical social and economic transformation over the next five years. It is envisaged that direct support towards townships enterprises, cooperatives as well as SMMEs will form the basis for the revitalisation and mainstreaming of such and will become the main source of goods and services for township residents. The Premier of Gauteng, Honourable Makhura, mentioned in his State of the Province Address (SOPA) that in order to boost employment and economic inclusion, the provincial government and municipalities should procure 75% of all goods and services locally especially from SMMEs, township enterprises and black-owned women and youth enterprises.

The LLM has made available land parcels within various townships for mixed land-use development. However, funding for infrastructure remains a challenge. The LLM has appointed a number of companies for the implementation of the LED strategy to accelerate investment opportunities in the historically disadvantaged area, such as, Ratanda, Impumelelo and Kwazenzele.

A panel of service providers has been established and it is dominated by SMMEs, township and youth enterprises, including those owned by women. Depending on the needs of the municipality we shall ensure that there is equitable allocation of jobs to these enterprises. The contractor development policy will ensure that 30% of the procurement opportunities are directed to SMMEs. Furthermore, the municipality has developed a strategy that seeks to ensure procurement of goods and services are reserved for SMMEs.

**Decisive spatial transformation**

Radical steps will be taken to transform the spatial configuration and landscape through better and coordinated land use management and spatial movement. This will be done through support for transit-oriented development where strategic investments are made towards public transport development and the creation of sustainable human settlements. This is in recognition of the fact that Gauteng still bears evidence of apartheid spatial configuration characterised by, among others, inequality and service disparities among various communities within municipalities. As a result of this, historically disadvantaged communities remain predominantly poorly-serviced as opposed to the wealthier areas. Foremost to the agenda of municipalities should be to reverse this trend through acceleration of service delivery to the poor communities. One of the most effective mechanisms of achieving this is area-based planning, through which municipalities are again urged to priorities certain areas and make development impact therein as opposed to spreading the limited budgetary resources across a myriad of services with little impact.

The LLM is working very closely with Sedibeng District Municipality and Ekurhuleni Metro in developing a Regional Spatial Development Framework that encompasses, among others, the public transport development and sustainable integrated human settlements. In containing the apartheid spatial planning, the LLM identified zones of integration to spatially integrate Ratanda with Heidelberg, and Impumelelo with Devon. Obed Nkosi Housing project which forms part of Gauteng’s Mega projects has been established on the Zone of Integration and this project provides various rights of tenure to the community. Rensburg X4 is also earmarked for mixed development in the area. Furthermore, the infilling and densification is among key strategies within the spatial transformation of the LLM.

The Zone of Opportunity which is along two major routes (N3 and R42) has created number of job opportunities closer to the residential areas.
<table>
<thead>
<tr>
<th>COMMENT</th>
<th>RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Modernisation of the public service</strong></td>
<td>The comment is acknowledged and the municipality is in a process of refining its retention and recruitment strategy by deploying other mechanisms of ensuring that skilled and qualified personnel is retained/ attracted to discharge critical functions that have impact on service delivery. Currently the municipality has managed to implement the recommendations of the organisational re-engineering process undertaken to enhance the organizational structure, evaluation of jobs, auditing of skills and making job descriptions more relevant to the current dispensation. However, there is a need to develop a Human Resource Strategy to ensure that necessary skill are attracted and retained with the municipality.</td>
</tr>
</tbody>
</table>

The pillar is a translation and contextualisation of the National Development Plan’s (NDP) objective to professionalise the public service. Gauteng Provincial Government realises that social and economic transformation is directly linked to change in service delivery ethos, better social facilitation and building state-society relations. This pillar relates to professionalization and building the capacity of state in order to discharge its mandate effectively. In Gauteng, the picture is promising in the Metropolitan municipalities in relation to attraction and retention of staff. Conversely, the picture is dire in the local (Category B) municipalities where vacancy rates are higher and municipalities are battling to attract qualified personnel to discharge critical function that have a direct impact on service delivery. The comment is acknowledged and the municipality is in a process of refining its retention and recruitment strategy by deploying other mechanisms of ensuring that skilled and qualified personnel is retained/ attracted to discharge critical functions that have impact on service delivery. Currently the municipality has managed to implement the recommendations of the organisational re-engineering process undertaken to enhance the organizational structure, evaluation of jobs, auditing of skills and making job descriptions more relevant to the current dispensation. However, there is a need to develop a Human Resource Strategy to ensure that necessary skill are attracted and retained with the municipality. |

**Modernisation of the economy** | The municipality is committed to the principles of sustainable development and will continue to work closely with other stakeholders to create a conducive environment for economic development. The LLM will continue participate in the projects initiated by province and the private sector in rolling out the internet connectivity within the municipal space. The LLM will further engaged with the all available research institutions within and around Lesedi area, such as, Sedibeng College and the University of Witwaterand to sustain the knowledge economy and promote innovation that would provide opportunities for smart and green economy. |

Gauteng Provincial Government has established strong partnerships with research and tertiary institutions with a view of accelerating transition into the knowledge economy and consequently promoting innovation within the provincial economy and fast-tracking the development of new industries that will usher Gauteng into an innovation-driven, knowledge-based, smart and green economy. The potential for Gauteng to be the key driven of new sectors such as mineral beneficiation and agro-processing stands to be realised. The provincial government and municipalities are working together with the private sector in the massive rollout of broadband and free Wi-Fi across the province as a backbone of the new economy. Gauteng should be able to realise 100% internet connectivity in the next five years. |
Modernisation of human settlements and urban development

The renewal of old towns and inner-city regeneration will be a key focus of GPG in close collaboration with municipalities and private sector. The pillar seeks to achieve cities which combine modern transport modes with sustainable human settlements that are socially and economically integrated and inclusive. Some of the critical programmatic interventions will result in the tarring of township roads, eradication of the bucket system and containing growth of informal settlements.

During the 2015 review of the municipal SDF the inner city regeneration will one of priorities to retain investment in the Heidelberg CBD.

Potential investors have shown interest in establishing businesses in Impumelelo/Devon, Vischkuil/ Kwazenzele and upon finalisation such initiatives will boost the economy of these areas.

The Ratanda beautification project is underway which focuses on upgrading the entrances and establishing the CBD in the area. A service provider has already been appointed this regard by the Department of Environment.

Two housing projects have been approved in Kwazenzele and Impumelelo to alleviate the township decay due to, among other things, the mushrooming of informal settlements. The LLM is fully committing the all MIG funding anticipated for the financial year 2015/16 to the development of areas such Impumelelo and Kwazenzele. This is also in line with the area-based planning purported by the Gauteng Provincial Pillars.

238 fully serviced stands have been established in Ratanda X8 to eradicate the bucket system, and to formalise the informal settlements. The process of providing the right of tenure to the households occupying about 705 formal stands in Ratanda is underway and the engagements with the Department of Human Settlement is still in pursue.

Modernisation of public transport infrastructure

Gauteng Government is prioritising investment in strategic infrastructure development as key element of the modernisation project. The massive rollout of public transport infrastructure across the province will help revitalise and locomotives. Provincial Government will be working closely with state owned enterprises, PRASA and TRANSNET, to re-industrialise our province and build economic infrastructure that will boost employment creation and economic inclusion through investing more than R300 billion in post, freight, rail and pipeline capacity.

The LLM will develop a transport plan in conjunction the District Municipality to influence the regional Integrated Transport Plan. There is also a need to develop a broad infrastructure development plan to encompass the developments envisaged on the N3 and R42 corridors.
2.4.2. MUNICIPAL SPECIFIC ISSUES

**INFRASTRUCTURE AND SERVICE DELIVERY**

<table>
<thead>
<tr>
<th>COMMENT</th>
<th>RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The municipality is currently experiencing high water losses (23%) due to theft of water through the by-passing of water meters and wastage by members of communities in informal settlements. The municipality is advised to conduct extensive awareness campaigns regarding water wastage in its communities such as the City of Joburg’s Operation Gcina “Manzi. Secondly, the municipality is encouraged to quantify its water losses in monetary form. This will assist Provincial Government to gain a better understanding of the budgetary implications of such losses and also develop appropriate measure to curb the water losses. Moreover, the Gauteng Development of COGTA is currently rolling out Water Conservation and Demand Management initiatives aimed at assisting municipalities with a broad range of issues regarding water losses in the Province. The Department will continue to provide support to the municipality in this regard.</td>
<td>The Municipality has developed a comprehensive Water Conservation and Water Demand Management Plan and was approved by Council. The plan will address all the four levels of intervention relating to water losses, mainly the Technical, Financial, Institutional and Social interventions. The plan was developed as part of the support that COGTA is rolling out to Municipalities through the intervention of MISA. Furthermore a business Plan will be submitted to the Department of Water and Sanitation for funding of the Water and Conservation and Demand Management Project, through the ACIP programme. An amount of R63 millions will be required to address the current challenges. The data cleansing process is currently ongoing to address accurate billing, which is required under the financial intervention of the broader Water Conservation and Water Demand Management Plan. The replacement of aging asbestos water distribution pipes project in Heidelberg CBD, will start in the 2014/15 financial year. The objective is to reduce technical losses from the aging infrastructure. The monetary value of the losses that were incurred in the 2013/14 financial year is R 9,425,133.76 which is equivalent to 1,609,502.34kl/annum. Awareness campaigns were conducted at Vischkuil/Endicott during the National Water Week, in partnership with Rand Water and the Department of Water and Sanitation. However, it should also be noted that the above interventions have improved the situation and currently the water losses have been reduced to an acceptable level in line with the provincial norms and standards.</td>
</tr>
</tbody>
</table>

**LOCAL ECONOMIC DEVELOPMENT**

<table>
<thead>
<tr>
<th>COMMENT</th>
<th>RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lesedi local Municipality 2014/15 draft IDP indicates that a feasibility study has been conducted for the possibility of opening a mine in the area and the municipality has not been consistently reporting on progress and the stumbling blocks in relation to the mine project. Given the socio-economic spin-offs that will result from the opening of the mine, it is important that the municipality reflects on the status of the project.</td>
<td>The feasibility study was conducted by Department of Economic Development in Devon during 2011/12 financial year. This initiative is fully supported by the municipality due to the economic opportunities that could be realised in an area such Devon. The municipality will re-open the discussions with DED in this regard and a report will be provided in detail regarding the development of the mine during the IDP 2015/16 review.</td>
</tr>
</tbody>
</table>
**MUNICIPAL SPECIFIC ISSUES**

<table>
<thead>
<tr>
<th>COMMENT</th>
<th>RESPONSE</th>
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</thead>
<tbody>
<tr>
<td>The establishment of Transet Bulk Liquid Terminal and Southern Gateway Logistical Hubs are a clear example of the impact that investment in economic infrastructure can have on the area as it forms a critical input into other sectors production process and is also an input into others. It is reported that the project will create approximately 13,000 jobs, largely targeting unemployed local youth, women and people with disabilities. The municipality is encouraged to conduct the Backward and forward linkage analysis of the sector to understand its aggregate impact on the economy.</td>
<td>The establishment of Transet Liquid Terminal has lured other interested companies within the sector, such as, Vopak-Realite which has already received approval to establish their operations in the area linking to the Transnet pipelines. The Southern Gateway Logistical Hub is now formally known as Tambo Springs Logistical Hub and its first phase will begin in Ekurhuleni along the N3 corridor. Currently Transnet has now fully committed to developing the container terminal west of the N3 freeway in Ekurhuleni. The work on the project will commence within the next 12 months (2015/16). Furthermore, Gauteng Province has appointed Ndodana Consulting Engineers to do the detail design of the K148/N3 interchange (where the Total Petroports are), and to supervise construction of such. Construction of this project, which will open up the areas directly abutting the freeway, is expected to commence in 2016.</td>
</tr>
<tr>
<td>The municipality report that they have commissioned Urban Econ to develop an Economic Master Plan and the strategy was supposed to be submitted by December 2013. The timeline for the strategy has elapsed and the IDP is not providing progress with regard to finalisation and implementation of the strategy. The timing of the strategy is also of the amalgamation into a Class A municipality in line with schedule 14 of the municipal structures act.</td>
<td>The LED strategy was approved by Council in 2014 and it is currently at the implementation phase. A panel of service providers were also in 2014 to assist the municipality in implementing the strategy.</td>
</tr>
<tr>
<td>The municipality is commended for investment in infrastructure geared at supporting the development of the informal economy in the area. The sector has been acknowledged by the Department of Trade and Industry (DTI) and Gauteng provincial government as possessing the potential to act as a buffer between unemployment and poverty. Gauteng SALGA has also developed Informal Trading by-laws and has engaged municipalities to implement them as a way of providing support for the informal economy.</td>
<td>The municipality acknowledge the comment, and an informal Trading Policy was developed and approved by Council to ensure that the informal trading sector is promoted and well regulated. The policy also seeks to integrate the informal and formal economy.</td>
</tr>
</tbody>
</table>

**FINANCIAL VIABILTY**

<table>
<thead>
<tr>
<th>COMMENT</th>
<th>RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The municipality is commended for the improvement it has demonstrated with regards to addressing issues of financial planning and management. The municipality has included a financial turnaround strategy within the IDP and as part of the strategy the municipality is in the process of introducing a financial by-law. The municipality has also acknowledged the planning for the integration into a metro. The financial implication of this has not yet been addressed as the municipality has articulated that the Sedibeng District will be co-ordinating the process.</td>
<td>The municipality has reviewed by its by-laws and they are in the process of approval by Council before proclamation. The debt recovery and credit control by law was tabled in the finance Section 80 Committee as part of the process towards approval.</td>
</tr>
<tr>
<td>The 2014/15 IDP of the municipality contains a financial turnaround strategy unlike in previous financial years. As stated before, the mention of alternative revenue streams for the municipality is only in the form of advice to council (i.e. establishment of municipal entities; entering into partnerships with stakeholders within government).</td>
<td>The municipality has a Revenue Enhancement Strategy which includes the review of tariffs, completeness of revenue from rental stock, data cleansing and stakeholder relations with the Heidelberg Business Chamber.</td>
</tr>
</tbody>
</table>
### MUNICIPAL SPECIFIC ISSUES

<table>
<thead>
<tr>
<th>COMMENT</th>
<th>RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The municipality has included a section which deals with the previous audit findings as well as action plans in place in addressing such findings. This is however included as part of the response to comments made by the MEC. Going forward, it is advised that the municipality include AG issues, action plans as well as progress to date as a separate category within the IDP.</td>
<td>The municipality shall include AG issues, action plans as well as progress to date as a separate category within the IDP.</td>
</tr>
</tbody>
</table>

### SPATIAL PLANNING

The municipal IDP does not acknowledge the SDF as the overarching sector plan from which all other sector plans take cue, as articulated in the Revised IDP Framework, 2012. Though relevant national and provincial policies and legislation are referred to in the IDP document, specific implications of such in relation to spatial planning are not contextualized the municipality to note the Spatial Planning and Land Use Management Act (SPLUMA) and its implications.

Spatial expression of the municipality in relation to the Gauteng City Region is limited. There is a lack of concrete analysis of the municipality’s morphology in relation to nodes and corridors of neighbouring municipalities as well as the Gauteng City Region. It is noted that a new District SDF has been developed, however, there is no clear integration of the spatial rationale of the said SDF into spatial planning at local level. A spatial expression and analysis stretching beyond municipal boundaries is imperative to advance planning for a functional Gauteng City Region, therefore the municipality should purposefully utilise the Gauteng Spatial Development Framework (GSDF) to achieve this.

Transit Orientated Development is conceptually well-developed, with the integration of Strategic Densification and Compaction of the urban form, and an emphasis on public transport as a key lever towards spatial transformation and inclusive access. To further advance this concept the municipality has to integrate the densification targets along public transport routes as described in the Gauteng Integrated Transport Master Plan 2025 (GITMP25).

The municipality indicates that the current revision of the SDF will, amongst others, address the natural resource scarcity and the multi-dimensional impacts of climate change. The municipalities should in liaison with the Gauteng Department of Agriculture develop a single Gauteng Environmental Management Framework to advance a uniform approach to environmental, climate change, resource scarcity and waste output reduction.

In the current review of the SDF and IDP these comments will be considered in order to synergies all spatial plans within the municipality. The municipality has, among other strategies, clustered the SDF and IDP into a single unit to ensure proper alignment between the objectives contained in these documents. IDP and SDF office is currently being capacitated with relevant human resource. Furthermore a service provider has been appointed to assist the municipality with the review of the current SDF and to ensure alignment with the SPLUMA, GSDF, GITMP25, GEMF and to significantly provide a spatial expression of the municipality in relation to dynamics contained the Gauteng City Region.

The Gauteng EMF is currently underway, upon completion; it will be used to develop our local EMF.

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### 2.5. Comments by Community/ Stakeholders During IDP Stakeholder Forums 2014

The Lesedi Local Municipality is committed to ensuring community participation in the interest of participative democracy at local government sphere. The commitment to participate is underpinned by adherence to the Municipal Systems Act, which requires municipalities to consult local communities through appropriate mechanisms, process and procedures as well as by the MFMA, which has further accentuated the role of informing the development of community participation. In addition to this legal framework, the municipality remains committed to bringing participatory democracy closer to citizens and communities and ensuring progressive improvements in the quality of participation and the number of citizens who participate through organized formations. During the first phase, the municipality consulted...
with the stakeholders, seeking their inputs into the framing of the draft IDP. During this period of engagement a list of issues and comments representing stakeholders’ views were drawn up.

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

### Stakeholder’s Forum held on the 17th February 2015 – Vischkuil Community Hall

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Comments</th>
<th>Responsible Department</th>
<th>Response</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>When is the R 9 000 000.00 Road works Project going to commence in Kwazenzele.</td>
<td>IS</td>
<td>The contractor is expected to start with work before the end of March 2015.</td>
<td>30 March 2015</td>
</tr>
<tr>
<td>2.</td>
<td>There is a need for street lights on the R29 along Vischkuil and Kwazenzele due to high pedestrian fatalities.</td>
<td>IS</td>
<td>R29 is a provincial road and the comment will be forwarded to the department of roads and transport for their consideration</td>
<td>24 February 2015</td>
</tr>
<tr>
<td>3.</td>
<td>There is high accidents rate on the R29 around Vischkuil and Kwazenzele due to the lack of visible traffic policing.</td>
<td>IS</td>
<td>The municipality has a program of monitoring and policing all roads in the area. A traffic officer is deployed every morning to monitor activities on the mentioned portion of road (R29), particularly helping the school children to cross the road safely.</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>How is it going to be affordable for us the community of Vischkuil to pay the increased rates on electricity, as most of us are unemployed</td>
<td>IS</td>
<td>The increase of municipal rates is guided by NERSA, Rand Water and Provincial Treasury and this is done in order for the municipality to keep up the ever increasing costs of delivering services to the respective communities. However, through the indigent policy, all registered and approved indigents are provided with free basic services monthly (5kl of water and 50kWh of electricity).</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Coro Brick has been mining for over 10 years and their contribution of only five houses to the community is not enough, as the community needs facilities such as a Hall and a multipurpose library, as a result the community cannot except these five houses</td>
<td>LEDP</td>
<td>The project of building the five (5) houses at Kwazenzele is in line with the Community Social Investment required from the companies running businesses in the municipal space and there is a Steering Committee that was established, in this regard, which included the members of the community were a decision to build such houses was taken, however, the municipality will engage with Corobrick with regard to these new developments.</td>
<td>30 March 2015</td>
</tr>
<tr>
<td>6</td>
<td>There is a need to speed up the envisaged housing developments in Kwazenzele phase 2 and Impumelelo X3</td>
<td>LEDP</td>
<td>Building of houses in Lesedi is the responsibility of the Department of Human Settlement. However, plans to build houses in Kwazenzele and Impumelelo are underway, currently the EIA studies have been completed and ROD has been issued in this regard.</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>There is a need for a clinic in Kwazenzele because the present facility which is about 5km away in Vischkuil is highly congested and this creates a health hazard. Furthermore, a patient transport between Vischkuil and Kwazenzele for the elderly and pregnant women might help.</td>
<td>CS</td>
<td>The Health issues are the function of the Provincial Health Department and this matter will be brought to their attention.</td>
<td>24 February 2015</td>
</tr>
<tr>
<td>8</td>
<td>There is a serious problem concerning the responds time of the ambulances in the rural areas, especially in Vischkuil/Kwazenzele and Impumelelo/Devon.</td>
<td>CS</td>
<td>The Health issues are the function of the Provincial Health Department and this matter will be brought to their attention.</td>
<td>24 February 2015</td>
</tr>
</tbody>
</table>
### Section A: Executive Summary

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Comments</th>
<th>Responsible Department</th>
<th>Response</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>There is a need for educational facilities in Kwazenzele such as libraries.</td>
<td>CS</td>
<td>The municipality will liaise with the Department of Sport, Art and Recreation in this regard.</td>
<td>30 April 2015</td>
</tr>
<tr>
<td>10</td>
<td>The workshop in area is not being fully utilized.</td>
<td>IS</td>
<td>The workshop will be capacitated accordingly during the implementation of the next budget and all resources needed for the work in Vischkuil will also be made available.</td>
<td>30 July 2015</td>
</tr>
<tr>
<td>11</td>
<td>There accidents continuously happening at the main road, speed humps are needed.</td>
<td>IS</td>
<td>The street humps will be constructed on the main road as requested during the current financial year.</td>
<td>30 May 2015</td>
</tr>
<tr>
<td>12</td>
<td>The community demands a reduction in grave tariffs.</td>
<td>CS</td>
<td>The cost of the grave is based on the inputs required to render this service effectively and it is still reasonably lower compared to other municipalities</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>The service provider responsible for meter readings should employ meter readers within the community of Vischkuil.</td>
<td>CFO</td>
<td>A new service provider will be appointed during the current financial year and for job creation purposes this plea will be considered</td>
<td>30 June 2015</td>
</tr>
</tbody>
</table>

**Stakeholder’s Forum held on the 18th February 2015 – Ratanda Old Hall**

The forum decided to postpone the meeting in Ratanda to a later date. The next meeting will be held on the 22nd April 2015.

**Stakeholder’s Forum held on the 19th February 2015 – Impumelelo Community Hall**

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Comments</th>
<th>Responsible Department</th>
<th>Response</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>How far is the process of establishment and implementation of by-laws?</td>
<td>CORSER</td>
<td>Currently the By-Laws are at draft level awaiting the section 80 approval.</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>The Clinic/medical facility is understaffed and the ambulances take too long to come to Devon as they are from Heidelberg</td>
<td>CS</td>
<td>The Health issues are the function of the Provincial Health Department and this matter will be brought to their attention.</td>
<td>24 February 2015</td>
</tr>
<tr>
<td>3</td>
<td>There is a need for a 24hr health facility in Impumelelo/Devon to handle emergencies that occur after hours. The current facility is also understaffed.</td>
<td>CS</td>
<td>The Health issues are the function of the Provincial Health Department and this matter will be brought to their attention.</td>
<td>24 February 2015</td>
</tr>
<tr>
<td>Item No.</td>
<td>Comments</td>
<td>Responsible Department</td>
<td>Response</td>
<td>Due date</td>
</tr>
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<td>---------</td>
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<td>-------------------------</td>
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<td>----------------</td>
</tr>
<tr>
<td>4</td>
<td>There is a concern that some youth acquired training in paramedics at Devon, yet the Department of Health is not considering them for employment.</td>
<td>CS</td>
<td>The Health issues are the function of the Provincial Health Department and this matter will be brought to their attention.</td>
<td>24 February 2015</td>
</tr>
<tr>
<td>5</td>
<td>There is a need for an FET College in Devon/Impumelelo or access to such facilities for deserving youth</td>
<td>CS</td>
<td>The FET college is the responsibility of the Department of Education and this matter will be forwarded accordingly.</td>
<td>24 February 2015</td>
</tr>
<tr>
<td>6</td>
<td>There is a need for a Secondary School in Impumelelo.</td>
<td>CS</td>
<td>The matter will be raised with Department of Education</td>
<td>24 February 2015</td>
</tr>
<tr>
<td>7</td>
<td>There is an increase of informal households in Extension 2.</td>
<td>LEDP</td>
<td>The municipality discourages the mushrooming of informal settlements in the area and By-Laws are developed to deal effectively with this matter. The community is requested to assist the municipality to discourage people from putting up shacks illegally and such cases should be reported timeously.</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>When is data cleansing going to begin in Devon? This will provide employment opportunity for the people in Devon.</td>
<td>CFO/LEDP</td>
<td>Data cleansing is a process initiated by the municipality to improve the revenue allocation. The first phase of the project started in Heidelberg and upon conclusion and evaluation, this project will then be rolled out to the other areas in Lesedi.</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>There is a need for a taxi rank in Devon</td>
<td>IS</td>
<td>Taxi ranks is the function of the District Municipality and this matter will be forwarded accordingly</td>
<td>30 April 2015</td>
</tr>
<tr>
<td>10</td>
<td>The houses next to the sewage are being vandalized; Can they be rented out to the community?</td>
<td>LEDP/IS</td>
<td>The municipality welcome suggestions and applications from interested individuals, however the status of these houses should be determined and the implications of allowing people to use the facility that is next to the Waste Water Treatment Plant for residential purposes.</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>The informal Trading infrastructure envisaged in Devon will they have services, especially electricity.</td>
<td>LEDP</td>
<td>The informal Trading Infrastructure envisaged in Devon are temporal structures which will be mostly installed on specific pavements, and the issue of providing services such as electricity will be investigated.</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>There is a need for land for agriculture to plough vegetables and help the poor and unemployed</td>
<td>LEDP</td>
<td>The interested community should send application to the LEDP department within the municipality to look into the possibilities of granting permission in this regard.</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>There is a need for street names in Ext 2</td>
<td>LEDP</td>
<td>The proposed street names for Impumelelo X2 will be tabled before Council by the end of April 2015</td>
<td>30 May 2015</td>
</tr>
<tr>
<td>Item No.</td>
<td>Comments</td>
<td>Responsible Department</td>
<td>Response</td>
<td>Due date</td>
</tr>
<tr>
<td>---------</td>
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<td>------------------------</td>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td>14</td>
<td>There is a need for upgrading the current library as there are only 3 computers and there are no newspapers available in the library, and make it more comfortable for learning and studying</td>
<td>CS</td>
<td>The matter concerning the upgrading of the library will be communicated with the Department Sport, Art and Recreation. However, the community is encouraged to use facilities that are available in the Inqayizivele building which include 4 Computers and 32 Ipads to access internet.</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Vacancies are only posted in Heidelberg, they also need to be posted in the Devon through the library network</td>
<td>CORSER</td>
<td>All municipal vacancies that need to be filled are advertised in the Local and National Newspapers, Municipal website and on the notice boards of the municipal buildings.</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>The Stadium is forever being developed but there is no progress. Two rooms and water drainage was built at an amount which does make sense to us R3million, which is not believable.</td>
<td>CS</td>
<td>The project of upgrading the Impumelelo stadium is implemented in conjunction with the Sedibeng District Municipality, and the matter will be forwarded to the district</td>
<td>30 April 2015</td>
</tr>
<tr>
<td>17</td>
<td>We are asking for a list of approved beneficiaries for Impumelelo Extension 2 houses. We believe that fraudulent allocations were done at this project.</td>
<td>LEDP</td>
<td>The matter will forward to the Department of Human Settlement and during their anticipated road shows, they will then deal with the issues related to housing developments.</td>
<td>30 April 2015</td>
</tr>
<tr>
<td>18</td>
<td>There is a need for the resealing of Impumelelo Rd</td>
<td>IS</td>
<td>The LLM has budgeted an amount of about R6 million for the next financial year to reseal and maintain the road infrastructure in Lesedi. Impumelelo Rd will also be considered in this regard.</td>
<td>30 May 2015</td>
</tr>
</tbody>
</table>
SECTION B: SITUATIONAL ANALYSIS
1. Basic Facts and Figures

The situational analysis and statistics presented in this section indicates the developmental challenges facing the Lesedi Local Municipality such as poverty, unemployment and service delivery backlogs. The programs and projects in this IDP are informed by this scenario.

1.1. Locality, General Description and Regional Context

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

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

Lesedi spans an area of ±1430km², which is largely rural, with two towns situated within it, namely Heidelberg/Ratanda in the western part, and Devon Impumelelo on its eastern edge. The area can be described as mostly agricultural, with Heidelberg and Devon being the primary service centers for the surrounding agricultural areas.

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

1.2. Demographic Profile and Density

1.2.1. Size of the Population

The aim for this section is to analyze some demographic statistics of the district so as to provide a base on which development within the municipality’s area of jurisdiction can be made. In 2001 the population in Sedibeng District Municipality was recorded at 794,088 by StatsSA and the population has since increased by 122,396 in 2011. The total population in Sedibeng District Municipality is presently at 916,484. The population growth rate therefore from 2001-2011 was 1.43 percent per annum.

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>794,088</td>
<td>2001 Census</td>
</tr>
<tr>
<td>2011</td>
<td>916,484</td>
<td>2011 Census</td>
</tr>
</tbody>
</table>

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

### Municipalities

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Total Population 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emfuleni Local Municipality</td>
<td>721 663</td>
</tr>
<tr>
<td>Lesedi Local Municipality</td>
<td>99 520</td>
</tr>
<tr>
<td>Midvaal Local Municipality</td>
<td>95 301</td>
</tr>
</tbody>
</table>

**Population as per municipal area (Source: Census 2011)**

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

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Total Population 2011</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black Africans</td>
<td>76 919</td>
<td>77.29</td>
</tr>
<tr>
<td>Whites</td>
<td>19 562</td>
<td>19.66</td>
</tr>
<tr>
<td>Coloureds</td>
<td>1 156</td>
<td>1.16</td>
</tr>
<tr>
<td>Indians or Asians</td>
<td>1 313</td>
<td>1.32</td>
</tr>
<tr>
<td>Other</td>
<td>570</td>
<td>0.57</td>
</tr>
<tr>
<td>Total</td>
<td>99 520</td>
<td>100</td>
</tr>
</tbody>
</table>

**Population by Population Group: Census, 2011.**

Furthermore the above table also indicates the percentage composition of the population in Lesedi. The largest population group is Blacks. This group makes up 77.29% of the municipality’s population. The second largest population group is Whites which accounts for 19.66% of the population while the Asian and Coloured population groups account for 1% each of the total population.

#### 1.2.2 Population by home Language

<table>
<thead>
<tr>
<th>Home language</th>
<th>Total population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afrikaans</td>
<td>18788</td>
</tr>
<tr>
<td>English</td>
<td>4828</td>
</tr>
<tr>
<td>isiNdebele</td>
<td>2423</td>
</tr>
<tr>
<td>isiXhosa</td>
<td>3707</td>
</tr>
<tr>
<td>isiZulu</td>
<td>39384</td>
</tr>
<tr>
<td>Sepedi</td>
<td>1311</td>
</tr>
<tr>
<td>Sesotho</td>
<td>21166</td>
</tr>
</tbody>
</table>

**Population by language (Source Census 2011)**

The table above with the Graph below indicates the following regarding the population by home language which consist of a total population of 99 520. The isiZulu speaking population is the highest with 39 384 people, followed by the Sesotho speaking population which consists of 21 166 people, the Afrikaans speaking population is at third with a total of 18 788 people. The remainder of the home languages in numerical order (largest to smallest) of the amount of people per home language consist of English, isiXhosa, Non-Applicable languages, isiNdebele, Other, Sepedi, Setswana, Xitsonga, Sign Language, SiSwati and Tshivenda, with 20 182 people.
1.2.3 TYPES AND NUMBER OF DWELLINGS/HOUSEHOLDS

Using a similar description as in population composition the tables below depicts the number of formal and informal dwellings within the municipality and their percentage distribution. About 84.78 % of the households in LLM are formal in nature and 15.22% are informal households.

**Types and Number of Dwellings, Census 2011**

<table>
<thead>
<tr>
<th>Types of Dwellings</th>
<th>No. of Dwellings</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>House or brick structures on a separate stand/ on the farm</td>
<td>23 348</td>
<td>78%</td>
</tr>
<tr>
<td>Dwellings made up of traditional material, e.g. hut</td>
<td>119</td>
<td>0.4%</td>
</tr>
<tr>
<td>Flat or apartment in a block of flats</td>
<td>644</td>
<td>2.17%</td>
</tr>
<tr>
<td>Cluster House in a complex</td>
<td>305</td>
<td>1.03%</td>
</tr>
<tr>
<td>Townhouse (semi-detached house in a complex)</td>
<td>380</td>
<td>1.28%</td>
</tr>
<tr>
<td>Semi-detached house</td>
<td>44</td>
<td>0.15%</td>
</tr>
<tr>
<td>House/flat/room in backyard</td>
<td>489</td>
<td>1.65%</td>
</tr>
<tr>
<td>Informal Dwellings (shack; in backyard)</td>
<td>1 875</td>
<td>6.32%</td>
</tr>
<tr>
<td>Informal Dwellings (shack; not in backyard)</td>
<td>2 021</td>
<td>6.81%</td>
</tr>
<tr>
<td>Room/ flatlet on a property e.g. granny flat</td>
<td>150</td>
<td>0.50%</td>
</tr>
<tr>
<td>Caravan/ tent</td>
<td>44</td>
<td>0.15%</td>
</tr>
<tr>
<td>Other</td>
<td>248</td>
<td>0.84%</td>
</tr>
<tr>
<td>Total</td>
<td>29 668</td>
<td>100%</td>
</tr>
</tbody>
</table>

About 85.68% of the dwellings in the municipality are made up of formal structures and 14.32% is mainly informal structures.
1.2.2. POPULATION AGE DISTRIBUTION

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

<table>
<thead>
<tr>
<th>Age Group (years)</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4</td>
<td>5 019</td>
<td>4 943</td>
<td>9 962</td>
</tr>
<tr>
<td>5-9</td>
<td>4 245</td>
<td>4 048</td>
<td>8 293</td>
</tr>
<tr>
<td>10-14</td>
<td>3 904</td>
<td>3 723</td>
<td>7 626</td>
</tr>
<tr>
<td>15-19</td>
<td>4 173</td>
<td>4 105</td>
<td>8 278</td>
</tr>
<tr>
<td>20-24</td>
<td>5 247</td>
<td>4 601</td>
<td>9 848</td>
</tr>
<tr>
<td>25-29</td>
<td>5 817</td>
<td>4 617</td>
<td>10 434</td>
</tr>
<tr>
<td>30-34</td>
<td>4 740</td>
<td>3 824</td>
<td>8 563</td>
</tr>
<tr>
<td>35-39</td>
<td>4 010</td>
<td>3 447</td>
<td>7 457</td>
</tr>
<tr>
<td>40-44</td>
<td>3 325</td>
<td>3 142</td>
<td>6 467</td>
</tr>
<tr>
<td>45-49</td>
<td>2 854</td>
<td>2 775</td>
<td>5 628</td>
</tr>
<tr>
<td>50-54</td>
<td>2 278</td>
<td>2 433</td>
<td>4 711</td>
</tr>
<tr>
<td>55-59</td>
<td>1 929</td>
<td>1 990</td>
<td>3 919</td>
</tr>
<tr>
<td>60-64</td>
<td>1 449</td>
<td>1 501</td>
<td>2 949</td>
</tr>
<tr>
<td>65-69</td>
<td>951</td>
<td>1 101</td>
<td>2 052</td>
</tr>
<tr>
<td>70-74</td>
<td>688</td>
<td>864</td>
<td>1 552</td>
</tr>
<tr>
<td>75-79</td>
<td>348</td>
<td>566</td>
<td>914</td>
</tr>
<tr>
<td>80+</td>
<td>343</td>
<td>524</td>
<td>867</td>
</tr>
<tr>
<td>Total Pop</td>
<td>51 317</td>
<td>48 203</td>
<td>99 520</td>
</tr>
</tbody>
</table>

Population by Gender and Age: Census 2011

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

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

2. Socio Economic Trends

Decades distorted development in the area has manifested in highly skewed distribution of income and wealth. The unemployment rate among the economically active sector of the community is approximately 25.9% and this is according to the Census 2011. This shows an improvement of about 10% as compared to 2001 unemployment statistical reports.

<table>
<thead>
<tr>
<th>Type of sector</th>
<th>Employed</th>
<th>Un-employed</th>
<th>Discouraged work-seekers</th>
<th>Not economically active</th>
<th>Age less than 15yrs</th>
<th>N/A</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal sector</td>
<td>22 671</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>429</td>
<td></td>
<td>23 100</td>
</tr>
<tr>
<td>Informal sector</td>
<td>3 360</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>55</td>
<td></td>
<td>3 415</td>
</tr>
<tr>
<td>Private household</td>
<td>4 270</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>101</td>
<td></td>
<td>4 371</td>
</tr>
<tr>
<td>unknown</td>
<td>1 218</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>24</td>
<td></td>
<td>1 242</td>
</tr>
<tr>
<td>unspecified</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>N/A</td>
<td>-</td>
<td>11 042</td>
<td>2 889</td>
<td>22 805</td>
<td>30 656</td>
<td></td>
<td>67 393</td>
</tr>
<tr>
<td>Total</td>
<td>31 538</td>
<td>11 042</td>
<td>2 889</td>
<td>22 805</td>
<td>31 266</td>
<td></td>
<td>99 520</td>
</tr>
</tbody>
</table>

The LLM continues to provide relief to impoverished households through its assistance to the poor scheme and the indigent policy providing its monthly contribution of 6 kiloliters of water and 50 kilowatts of electricity respectively to all registered and approved indigent households.

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

**Amongst the key notable industries are:**

- **British American Tobacco (BAT),** is the largest cigarette manufacturing facility in the Southern Hemisphere, occupying 35ha, with 125 000m under cover.
- **Eskort Beacon,** a large pork abattoir and distributor of fresh pork countrywide.
- **Karan Beef,** is the largest feedlot in the Southern Hemisphere, holding some 100 000 heads of beef.
- PK Farming and Mancho Ranch are second largest feedlots supplying beef to the country.
- **Van Driel’s Steel Construction,** are structural engineers and fabricators with undertaking countrywide. The Company occupies approximately 3000 m².
- **VAMCO Engineering,** is involved primarily in large-diameter gear cutting, and associated steel fabrication, for both the local and international markets. The facility is housed on less than 3000m².
- **Global Wheels,** Manufacturers of heavy duty steel wheels for agricultural, commercial, mining, and military and off road industries. Exports bulk of production.
- **Highveld Tissue Converters.**
- **Coca Cola Valpre Plant**
- **Transnet Bulk Liquid Terminal**
Section B: Situational Analysis

3. Summarized Ward Analysis Rationale

In order to comply with the Ward Based IDP approach, an attempt was made to compile the analysis of each Ward in Lesedi Local Municipality and subsequent to that the municipality has piloted the Community Based Planning program in the three Wards, (ward 11, 12, and 13) to ensure maximum participation of the community.

3.1. Ward 1

<table>
<thead>
<tr>
<th>DESCRIPTION/STATUS QUO</th>
<th>CHALLENGES/ PRIORITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population Group</td>
<td>Black African</td>
</tr>
<tr>
<td>Total Population</td>
<td>5 143</td>
</tr>
</tbody>
</table>

This ward is located along the R42 to the North and with western border line of the Midvaal Local Municipality. Heidelberg Road forms the north western border and Sigasa Street is the south eastern border with Blesbok Street as the south western border of the ward. The ward consists of Ratanda Ext 2 

& 5, Sedaven, Refilwe-Simphiwe, Obed Nkosi Township and Boschfontein Holdings on the north of Ratanda. The ward also includes the farm area to the west of Midvaal such as Schikfontein, Mount Avabel and Klipstapel.

The ward consists of Sedaven Primary and High schools which are privately owned and another primary school situated in Ratanda.

There is one old age home, luncheon club and a day care centre for the elderly operating in this ward.

Ratanda Ext 2 was de-proclaimed due to the fact that the soil condition is not conducive to housing construction.

There is also a day care centre for the aged in this ward.

High rate of Unemployment.

High rate of Unemployment.

Crime

Lack of urban amenities, e.g. bank/ ATM, post office, shops, etc.

Illegal dumping and illegal electrical connections.

Lack of sport facilities.

Traveling long distances to secondary schools, libraries and police station.

Rehabilitation of wetland in Ratanda Ext 2.

The envisaged Obed Inkosi Housing development of about 6189 units will alleviate the housing backlog in this ward.

3.2. Ward 2

<table>
<thead>
<tr>
<th>DESCRIPTION/STATUS QUO</th>
<th>CHALLENGES/ PRIORITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population Group</td>
<td>Black African</td>
</tr>
<tr>
<td>Total Population</td>
<td>8 056</td>
</tr>
</tbody>
</table>

Ward Two is located in Ratanda and Heidelberg Road forms the north western border with Blesbok Street forming the north eastern border line. The bonded houses are also found in this ward. Ratanda Ext 6 is located in this ward.

The ward consists mainly of RDP houses and currently there are no community facilities available.

High rate of Unemployment.

High rate of Unemployment.

Crime

Lack of urban amenities, e.g. bank/ ATM, post office, shops, etc.
### 3.3. Ward 3

#### DESCRIPTION/STATUS QUO

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Black African</th>
<th>Coloured</th>
<th>Indian/Asian</th>
<th>White</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>6 856</td>
<td>14</td>
<td>8</td>
<td>4</td>
<td>30</td>
<td>6 912</td>
</tr>
</tbody>
</table>

- Ward 3 is located in Ratanda. Blesbok street forms the south-western boarder line and Sigasa Street forms the north-western border line. The whole of Ratanda Ext 1 and 4 forms part of this ward.
- The ward consists of two secondary schools, ECD site and two primary schools.
- Ratanda Hotel which is currently being reconstructed into family units is situated in this ward.
- The only petrol station available in Ratanda is situated in this ward.
- Ratanda Stadium is situated in this ward.
- The New Ratanda Community Hall which is also used as a centre for people with disabilities situated in this ward.
- The ward consists of other community facilities such as churches, library and municipal offices.

#### CHALLENGES/PRIORITIES

- High rate of Unemployment.
- Crime
- Lack of urban amenities, e.g. bank/ATM, post office, shops, etc.
- Illegal dumping and illegal electrical connections.
- Lack of sport facilities.
- The envisaged Obed Inkosi Housing development of about 6189 units will alleviate the housing backlog in this ward.

### 3.4. Ward 4

#### DESCRIPTION/STATUS QUO

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Black African</th>
<th>Coloured</th>
<th>Indian/Asian</th>
<th>White</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>6 382</td>
<td>27</td>
<td>10</td>
<td>0</td>
<td>18</td>
<td>6 636</td>
</tr>
</tbody>
</table>

- Ward 4 is located in Ratanda. Ratanda Proper forms part of this ward with the Heidelberg Road as the south-eastern border, Mohalane Street north-western border line and Mahomo Street forms the south-eastern border line.
- The ward consists of Ratanda Multipurpose Hall and the Old Community Hall.
- Ratanda Police Station is also situated in this ward.
- There are two primary schools that are situated in this ward.

#### CHALLENGES/PRIORITIES

- High rate of unemployment.
- Illegal dumping and littering.
- Illegal connection of electricity which encourages non-payment of services.
- Need to upgrade storm water system.
- Informal structures such as backyard shacks.
- The envisaged Obed Inkosi Housing development of about 6189 units will alleviate the housing backlog in this ward.
### 3.5. Ward 5

#### DESCRIPTION/STATUS QUO

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Black African</th>
<th>Coloured</th>
<th>Indian/Asian</th>
<th>White</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>6 800</td>
<td>44</td>
<td>13</td>
<td>4</td>
<td>29</td>
<td>6 890</td>
</tr>
</tbody>
</table>

- Ward 5 is situated in Ratanda. A part of Ratanda Ext 7 and the whole of Ratanda Ext 8 form part of this ward. The Old Ratanda Cemetery is situated in this ward.
- The ward mainly comprises of subsidized houses (RDP) and some open stands where the beneficiaries cannot be traced.
- Basic services such as running water, electricity and proper sanitation are available to all households in this ward.
- A clinic that operates 5 days a week is located in this ward.
- There is one primary school, community hall, two soccer fields and a netball court.
- The Ratanda Youth Advisory Centre is located in this ward.
- All main roads are paved except the interior roads.
- High mast lights are available.
- There is also a vegetable project called Bophani Izidwaba with ±20 beneficiaries.

#### CHALLENGES/PRIORITIES

- High rate of unemployment.
- Illegal dumping and littering.
- Illegal connection of electricity which encourages non-payment of services.
- Need to upgrade storm water system.
- Long distance to other community facilities such as library, police station, municipal offices and secondary schools.
- Informal structures such as backyard shacks.
- The envisaged Obed Inkosi Housing development of about 6189 units will alleviate the housing backlog in this ward.

### 3.6. Ward 6

#### DESCRIPTION/STATUS QUO

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Black African</th>
<th>Coloured</th>
<th>Indian/Asian</th>
<th>White</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>4 989</td>
<td>43</td>
<td>13</td>
<td>1 161</td>
<td>7</td>
<td>6 212</td>
</tr>
</tbody>
</table>

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

#### CHALLENGES/PRIORITIES

- High rate of unemployment.
- Rural areas are poorly serviced.
### 3.7. Ward 7

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Black African</th>
<th>Coloured</th>
<th>Indian/ Asian</th>
<th>White</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>9 877</td>
<td>133</td>
<td>27</td>
<td>41</td>
<td>109</td>
<td>10 186</td>
</tr>
</tbody>
</table>

- Ward 7 is located in Heidelberg. The R549 is the north-western border and Denne Avenue forms northern border line including the cemetery are on the south. Heidelberg Ext 23, Rensburg Ext 2 and Heidelberg Prison form part of this ward.
- The ward is made up of RDP houses with basic necessities such as water, outside toilets and prepaid electricity.
- There is one secondary school and a multipurpose centre in this ward.

### 3.8. Ward 8

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Black African</th>
<th>Coloured</th>
<th>Indian/ Asian</th>
<th>White</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>3 092</td>
<td>210</td>
<td>780</td>
<td>5 992</td>
<td>173</td>
<td>10 247</td>
</tr>
</tbody>
</table>

- Ward 8 is located on the southern parts of Heidelberg and includes rural areas towards the south and east of Lesedi Local Municipality.
- The ward consists of Rensburg, Shalimar Ridge, Poortjie Mines and Agricultural Holdings.
- The main industries of the Lesedi Local Municipality (British American Tobacco and Escort) are situated in this ward.
- Shalimar Ridge and Rensburg are well serviced and consists of necessary urban amenities.
- An industrial township has established in this ward to accommodate 43 industrial stands. Blackmal has submitted proposals to construct a brewery in this area.

### 3.9. Ward 9

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Black African</th>
<th>Coloured</th>
<th>Indian/ Asian</th>
<th>White</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>1 090</td>
<td>201</td>
<td>210</td>
<td>4 892</td>
<td>24</td>
<td>6 417</td>
</tr>
</tbody>
</table>

- Ward 9 is located in Heidelberg. The N3 (Langlaagte 186IR) forms the border line on the east and this continues to include partially the Poortjie Rd (excluding the Poortjie Mines) up to Stasie Street which forms the southern border line. The northern parts of Stasie Street and eastern parts of Meyers Street are included in this ward. The border line continues from Smit Street towards Voortrekker Street where it joins with Blesbok River.
- The Military Base is located in this ward.
- Heidelberg Provincial Hospital and Suikerbosrand Clinic are also located in this ward.
- The ward is fully serviced and all necessary urban amenities are available.
## 3.10. Ward 10

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Black African</th>
<th>Coloured</th>
<th>Indian/Asian</th>
<th>White</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>3,904</td>
<td>105</td>
<td>106</td>
<td>3,071</td>
<td>37</td>
<td>7,224</td>
</tr>
</tbody>
</table>

Ward 10 is mainly rural and it is located along the northeast and northwest of Heidelberg towards the boundary of Ekurhuleni. The ward consists of urban areas like Overkruin, Bergsig, Berg-en-dal, Kaydale & Jameson Park and a number of agricultural holdings.

- Overkruin, Berg-en-dal and Bergsig are up market residential areas which is fully serviced.
- Jameson Park consists of single dwellings with large stands.
- There is a primary school, clinic, community hall and a hospice located at Jameson Park.
- Transnet Fuel Depot is under construction in this ward.
- J&G Farm stall which consists of fruit & veggies outlet, butchery and bottle store is located in this ward.
- Heidelberg Regional shopping mall is under construction in this ward.

The clinic operates for 3 days a week and it is under resourced.

- No proper sporting facilities.
- Need for Road maintenance and upgrading at Jameson Park and Agricultural Holdings.
- Need High mast light in Jameson Park
- Housing backlog in this ward is standing at 2290 units

## 3.11. Ward 11

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Black African</th>
<th>Coloured</th>
<th>Indian/Asian</th>
<th>White</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>5,848</td>
<td>54</td>
<td>11</td>
<td>541</td>
<td>34</td>
<td>6,489</td>
</tr>
</tbody>
</table>

Ward 11 is located in Heidelberg. Part of Heidelberg Ext 23 and the whole of Heidelberg Ext 26 with Blackwood Street as the northern borderline of this ward. Part of Heidelberg Ext 26 and Rensburg Ext 2 also form part of this ward with R23 forms borderline to east of this ward.

- Emmadale School, Ekuthuleni Cemetery, Heidelberg Airfield, Coca Cola Vapre Plant and surrounding farms are located in this ward.
- X26 consist of RDP houses with basic facilities such as water, electricity and toilets available.
- High rate of unemployment.
- Illegal dumping and littering.
- Illegal connection of electricity which encourages non-payment of services.
- Need to upgrade storm water system.
- Long distance to other community facilities such as library, police station, municipal offices and secondary schools.
- Informal structures such as backyard shacks.
- The envisaged Obed Inkosi Housing development of about 6189 units will alleviate the housing backlog in this ward.
### 3.12. Ward 12

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Black African</th>
<th>Coloured</th>
<th>Indian/ Asian</th>
<th>White</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>6,370</td>
<td>205</td>
<td>50</td>
<td>3,149</td>
<td>50</td>
<td>9,825</td>
</tr>
</tbody>
</table>

- Ward 12 consists of all rural areas along the eastern and the southern parts of the Lesedi Local Municipality. It is the biggest ward in the municipality. The ward hosts the rich (plots & farm owners around Vischkuil/ Endicott area) and the most impoverished communities (KwaZenzele).
- Ward 12 is mainly rural and consists of farming areas and a number of denser rural settlements such as Vischkuil, Endicott, Umbila, Hallgate, Bothasigluk, Agricultural holdings, Skyling and Aston Lake.
- The ward consists of grasslands, mixed woodland vegetation and a number of aquatic & wetland habitats (dams, spans, streams and Vlei’s).
- The population densities are very low in this ward.
- The ward consists of two primary schools, newly constructed library and community halls.
- Precinct feasibility study is underway in this ward to determine development in this area.
- There is a mobile clinic services in the rural area, and a formal clinic in Vischkuil/ Endicott.
- The major economic activity comprises of commercial agriculture and dry land crop cultivation.
- There are four light industries in the area.

### 3.13. Ward 13

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Black African</th>
<th>Coloured</th>
<th>Indian/ Asian</th>
<th>White</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>8,310</td>
<td>26</td>
<td>56</td>
<td>147</td>
<td>31</td>
<td>8,569</td>
</tr>
</tbody>
</table>

- Ward 13 is situated toward the eastern edge of the Lesedi Local Municipality. It is a highly impoverished area with a population of 8,569 of which only 1,865 have formal employment. (Stats SA: 2011)
- The residential areas available in the ward are Devon, Impumelelo and some farm portions east of Devon.
- Devon is typically a rural town, consisting mostly of single residential dwellings on large stands and is fully serviced.
- Impumelelo is a historically disadvantaged township consisting of formalized/ serviced and informal settlements. About 1,559 houses are under construction to eradicate the informal settlements in this ward.
- The municipality entered into the Memorandum of Understanding with a service provider for the installation of solar heating geysers in the ward.
- The rural part of the ward consists of some rehabilitated agricultural lands and natural grasslands. A prison is also located in this part of the ward.
- The ward consists of two primary schools, a community hall, library and one secondary school.
- There is a clinic that operates 6 days a week.
- The Department of Rural Development and Land Reform (DRDLR) has earmarked this ward for Comprehensive Rural Development Programme (CRDP) focusing on resuscitating the socio-economic failures. Quick-wins projects such as, upgrading of sports grounds, were identified and implemented prior to the launch of CRDP by the Minister of DRDLR.

- High rate of unemployment.
- Crime rate is high.
- Basic services such as electricity and proper sanitation are not available to all residents.
- Poor Emergency services (Ambulances response are extremely poor)
- Need for grave-digging equipment.
- Under provisioning of community facilities and urban amenities.
- Little economic activities and few economic opportunities.
- Housing backlog is standing at 4,200 units.
- Insufficient funds for road construction.
4. Key Performance Areas

The SIX KPAs are as follows:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Municipal Transformation &amp; Organisational Development</td>
</tr>
<tr>
<td>2.</td>
<td>Basic Service Delivery</td>
</tr>
<tr>
<td>3.</td>
<td>Local Economic Development</td>
</tr>
<tr>
<td>4.</td>
<td>Municipal Financial Viability &amp; management</td>
</tr>
<tr>
<td>5.</td>
<td>Good governance &amp; Public Participation</td>
</tr>
<tr>
<td>6.</td>
<td>Cross Cutting Issues</td>
</tr>
</tbody>
</table>

4.1. KPA 1: Municipal Transformation and Institutional Development

The Lesedi Local Municipality has 457 permanent staff members, 44 interns/learners, 88 ward committee members and 158 contractual/casual workers that are employed to implement some of the capital projects and to deepen democracy. The total number of staff complement including permanent, interns/learners, ward committee members, contractual/casual workers is 747. As far as the political structure is concerned, Lesedi Local Municipality has 13 Wards.

- **Eight Wards** (Ward 1, 2, 3, 4, 5, 6, 7 and 11) covers Ratanda and some outer rural areas.
- **Wards 8 and 9** covers parts of Heidelberg and outlying rural areas.
- **Ward 10, 12 and 13** covers rural areas and substantially larger than the other wards in geographical terms. Ward 12 especially stretches for ±65 km from its southern boundary to its northern boundary. These obviously have implications for effective administration and communication within this Ward. These exert strain for the Ward Councillor to convene meetings and to disseminate information.

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

The Speaker chairs the Council or legislative arm of the municipality, while the Executive Mayor chairs the Mayoral Committee or the Executive which exercise powers of oversight on the administrative arm of the municipality. The Mayor is assisted by 4 Councillors in ensuring that there is day to day oversight on administration.

There is functional ward committee system and a policy in this regard is approved. In terms of this system the Ward Committee is [chaired by the respective Ward Councillors], have been established in 11 wards and two are outstanding. Training program for Ward committees was undertaken by DPLG and Council.

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

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

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

- Senior Management Team
- Audit & Performance Committee
- Bid Committees
- Local Labour Forum
- Sub Local Labour Forum
- Training and Development Committee
- Employment Equity Committee
- Section 80 Committees
- MPAC
- Remuneration Committee
- Section 79 Committee – Petitions Management Committee
- Screening and Short listing Committee
- Revenue Enhancement Committee
- Mayoral Committee and Council

4.1.1. Employment Equity

The municipality has an approved Employment Equity Plan. The plan is rolled over for a period of five years. Employment Equity reports are submitted annually to indicate the extent to which targets are being pursued and achieved before 1st October annually as prescribed by the Employment Equity Registry.

The Employment Equity Committee is established and is fully functional.
4.1.2. ORGANIZATIONAL DESIGN

The approved Human Resources Strategy deals with all elements of Human Resources as a strategic partner and decision maker on roles and responsibilities, training and development and transformation, policies, organizational structures and the way forward. The rolled out HR Strategy through road shows highlighted the significance of HR and HR Manuals will be issued to all officials.

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

4.1.3. LABOUR / EMPLOYEE RELATIONS

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

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

Misconduct/misbehaviors are being dealt with under this collective agreement and corrective measures are undertaken if and when necessary. Some of the officials will are referred to an employee wellness program and other might need more serious action depending on the transgression.

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

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

4.1.3. TRAINING AND DEVELOPMENT

INTERNSHIP PROGRAMS

LG SETA: NON-GRADUATE DEVELOPMENT PROGRAMME

A total of 20 learners were placed on the Governance learnership, which is at NQF level 4, to undergo theoretical training. One site, and through e-learning. It was both 18(1) and 18(2) learners. The learners were placed at different departments in municipality under the guidance of trained mentors. They must be given workplace experience while they get trained in order to graduate. The external learners only qualify for a stipend a month as prescribed by LG Seta.

FOCUS AREAS WILL BE ON TRAINING SCARCE SKILLS

LG Seta has been approached to fund training of the scarce skills officials in the following areas, electrical, parks, roads and storm water, water and sanitation, town planning, traffic, fire fighters, plumbing and mechanical apprenticeships. It is planned to train at least 120 officials and to offer experiential training to at least 40 learners in the different fields. These training initiatives will be on different NQF Levels. Learnerships for employed R16 000 was approved by LG Seta per learner, for unemployed learners R25 000 was approved per learner for skills programmes for both employed and unemployed R5 000 was approved per learner and for RPL of employed people R35 000 was approved per employee and R35 000 was approved for unemployed full training on apprenticeships this is for 2012/2013

TREASURY

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

FUTURE PLANS

The HR Section has budgeted for 10 interns for the 2012/2013 from the in house training vote, with a maximum stipend of R 1
500, 00 subject to the Internship policy. The LGSeta has also undertaken to fund the placement of these interns for this financial year, as soon as it is approved.

**WORKPLACE SKILLS PLAN**

The Workplace Skills Plan will be submitted to the Local Government Sector Education Training Authority (LGSETA), annually before end of May every year, as per legislative requirement. In the plan some of the training initiatives that have been planned for this financial year are the following (including the internship programme outlined above): A WSP Matrix are discussed and submitted to the Training Committee after resource packs have been issued and received to identify the needs of the individuals versus those of the organization in relation to national key performance areas according to this WSP Matrix training are identified which must be implemented during a financial year and it must form part of the WSP on both planning and reporting. Monthly monitoring reports are submitted on all training initiatives completed. Training conducted are also captured on the Payday system on each individual name in order to keep data. The Training Committee is fully functional and resource packs are distributed in the beginning of the year to put training initiative in a WSP matrix to prioritize training versus budget requirements.

**TSWINYANE ABET PROGRAMME**

The municipality, in partnership with the locally based Tswinyane ABET Centre, has been running an Adult Based Education and Training (ABET) Programme since January 2006. It is coming to an end. For 2011/12, funding has been sourced from the LGSeta discretionary grant for placing 15 employees across various ABET levels. Only eleven (11) employees have successfully completed the programme at this stage.

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

**SAICA TRAINING**

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

**AAT (SA) LEARNERSHIP PROGRAMME**

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

**WARD COMMITTEE TRAINING**

Capacitation of Ward committees is also envisaged for this financial year. The course will focus on training ward committee members in different wards in the Municipality to be able to apply the relevant competencies required for the proactive participation as Ward Committee members so that they achieve municipal objectives. The outcomes contained in the training will be based on the competencies required to contribute to the effectiveness of municipal processes from a Ward Committee perspective.

**SALGA CAPACITY BUILDING PROGRAMMES ONGOING**

The South African Local Government Association (SALGA) Gauteng in partnership with the Development Bank of Southern Africa (DBSA) – Vulindlela Academy will be rolling out a number of skills programmes targeted at Councillors and Officials who have management responsibilities. Amongst these programmes are courses on Integrated Development Programme (IDP), Local Economic Development (LED), Project Finance, Policy making and management and Environmental Management. Several Councillors and Officials have been earmarked to attend these programmes in accordance with their specialty.
Section B: Situational Analysis

BATHO PELE/CUSTOMER RELATIONS

It was identified that a need exist for front desk and officials who work with the community must be trained in Batho Pele and Customer Relations in order to speed up service delivery. LG Seta and DBSA will be approached to assist in funding to train at least 20 officials and 10 Cllr’s in order to assist with communication and service delivery.

CPMD LEARNERSHIP AT WITS

The LG SETA at the University of Witwaterand has planned a learnership programme whereby identified employees of Lesedi Local Municipality will undergo training in management development and municipal finance. About 35 employees have been identified to undergo this training. Three groups have been placed on hold due to renovations at Wits Business School this affects about 15 officials/cllr and they will be notified in due course when it will continue.

OTHER INTERNAL SKILLS PROGRAMMES

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

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

Training is also anticipated in the following categories:

- 80 employees and 40 unemployed people will be trained in Horticulture and Landscaping using discretionary grant.
- Waste management.
- Road maintenance, water process controllers and purifiers.

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

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

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

SUPPLY CHAIN/PREFERENTIAL PROCUREMENT TRAINING

Treasury assisted Council to train the Bid Evaluation, Bid Specification, Bid Adjudication and Councillors on the new regulations that governs supply chain tendering processes in order to be able to communicate to the community on what the processes and procedures entails.

BASIC ELECTRICITY AND BASIC PLUMBING

General workers of the Electrical Section and the Plumbing Section have been trained in order to skill them towards a qualification for future career movement if and when a post becomes available.

EMPLOYEE ASSISTANCE AND WORKPLACE PROGRAMS

Training will be conducted for at least 20 officials on the EAWP and funding will be searched from LG Seta due to the urgent nature of dealing with work related and occupational related illnesses, trauma, stress and other aspects in the workplace that affects employees and Councillors. An advertisement will be placed to invite psychologists and medical practitioners to sign service level agreements with Council in order to access to such...
immediately to deal with medical boarding and or medical conditions and 2nd opinions.

**Recruitment**

In order to ensure synergy and to prevent nepotism it was decided to establish a Screening and Short listing Committee which will consists out of the relevant Head of Department or his/her delegated Manager and either the HR Manager or the HR Provisioning Officer depending on the level and one independent Head of Department or his/her delegated Manager. This will ensure adherence to the Recruitment policy and also ensure that objectivity in short listing the right candidates. An Interview panel will also consists of either the Head of Department and/or his/her delegated Manager, not more than two of a section, the HR Manager and/or the HR Provisioning officer and labour will be invited to sit in as observers, questions will be compiled on the day of the interviews before the interviews starts reason being that it was depicted that questions are not always treated with confidentiality. Appointment of new permanent officials will be placed on a six month probation which will be monitored and assessed and reports will be submitted in writing.

**HR Training Room**

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

4.2. KPA 2: Service Delivery And Infrastructure Development

4.2.1. Infrastructure Overview

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

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

4.2.2. Water Provisioning

Water demand is also increasing every year. The figure below indicates that water provision in Lesedi is around 92.1% with 52.3% access inside the dwelling and 39.8% inside the stand.

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

<table>
<thead>
<tr>
<th>Level of Service</th>
<th>% Access to Water</th>
</tr>
</thead>
<tbody>
<tr>
<td>Piped water inside dwelling</td>
<td>52.3</td>
</tr>
<tr>
<td>Piped water inside stand</td>
<td>39.8</td>
</tr>
<tr>
<td>Communal Taps less than 200m</td>
<td>4</td>
</tr>
<tr>
<td>Communal Taps more than 200m</td>
<td>2</td>
</tr>
<tr>
<td>Other Sources</td>
<td>1.9</td>
</tr>
</tbody>
</table>

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

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

4.2.3. Access to Sanitation

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

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

In comparison to Gauteng Province and Sedibeng District, Lesedi remains high in the provisioning of proper sanitation.
The following are the water treatment works available in the municipality and their capacity:

<table>
<thead>
<tr>
<th>Waste Water Works</th>
<th>Capacities (Ml/d)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratanda</td>
<td>5</td>
</tr>
<tr>
<td>Heidelberg</td>
<td>8</td>
</tr>
<tr>
<td>Devon</td>
<td>1.5</td>
</tr>
<tr>
<td>Vischkuil</td>
<td>0.125</td>
</tr>
</tbody>
</table>

**CHALLENGES**

- Pressurized infrastructure due to migration from Rural to Urban Areas
- Influx of people into the Municipal Area due to soft borders
- Proliferation of Informal Settlements
- Waste Water Works operating above their design capacities
- Influx of people into areas that do not have sanitation infrastructure (Kaydale)
- Unauthorized Tanker Services which discharge directly into Municipal Sewer System
- Discharge of non acceptable Effluent quality by Industries into the Municipal sewer network
- Theft and Vandalism of the Sewer Network and WWTW
Refuse removal services are rendered to the following areas in Lesedi:

- **Heidelberg**: Refuse removal take place once a week
- **Ratanda**: Refuse removal by the Municipality to a transfer site and from there to the Platkop regional disposal site takes place twice a week.
- **Jameson Park**: Refuse removal by the Municipality to the Platkop regional disposal site takes place once a week.
- **Endicott/Vischkuil/Aston Lake**: Refuse removal has been outsourced to a private contractor (Waste Group) to the Holfontein regional disposal site.
- **Devon/Impumelelo**: Refuse removal by the Municipality takes place twice a week.

### Access to Solid Waste - Comparative Analysis

<table>
<thead>
<tr>
<th>Authority</th>
<th>% Access to Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gauteng Province</td>
<td>88.3</td>
</tr>
<tr>
<td>Sedibeng District Municipality</td>
<td>88.2</td>
</tr>
<tr>
<td>Lesedi Local Municipality</td>
<td>83.2</td>
</tr>
</tbody>
</table>

### Solid Waste Provision Challenges

- Theft and vandalism at waste handling facilities
- Lack of waste buy back centers within the Municipality
- Contaminated land that needs to be rehabilitated
- Lack of green waste composting sites to promote waste diversion
- Lack of crushing sites to address building rabble disposal
- Operation of unauthorized waste disposal sites
- High disposal costs for utilizing Ekurhuleni Land Fill Sites
- Minimum compliance with the requirements of the Waste Act
- Aging waste collection vehicles
- Illegal dumping and littering in general
- Unavailability of Municipal owned land to establish landfill sites
At the present Lesedi has about 652km of road and of which 267km is gravel. Currently the rate of backlog reduction is 5-10km/year and Lifespan of a surfaced road is about 75yrs. Depending on the usage, the roads need to be resealed at least 4 to 5 times during its lifespan.

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

The total backlogs in RDP houses for roads & storm-water in Lesedi area are 26 km. The backlog on Roads & Stormwater and resealing of roads is 117.5 km. Total fund needed to accomplish this project is R450 million.

<table>
<thead>
<tr>
<th>EXTENTION</th>
<th>ROADS &amp; STORMWATER</th>
<th>FUNDS NEEDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ext 23, 26</td>
<td>8 km</td>
<td>R28</td>
</tr>
<tr>
<td>Ext 1,3,4,5,6 Ratanda</td>
<td>5 km</td>
<td>R25</td>
</tr>
<tr>
<td>Impumelelo</td>
<td>9 km</td>
<td>R45</td>
</tr>
<tr>
<td>Kwazenzele</td>
<td>4 km</td>
<td>R20</td>
</tr>
<tr>
<td>TOTAL</td>
<td>26 km</td>
<td>R118</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXTENTION</th>
<th>ROADS &amp; STORMWATER</th>
<th>FUNDS NEEDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shalimar Ridge (stormwater)</td>
<td>2.5 km</td>
<td>R4.2</td>
</tr>
<tr>
<td>Overkruijn (stormwater)</td>
<td>1 km</td>
<td>R1.2</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>EXTENTION</th>
<th>ROADS &amp; STORMWATER</th>
<th>FUNDS NEEDED MILLION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jameson Park</td>
<td>10 km</td>
<td>R25</td>
</tr>
<tr>
<td>Spaarwater</td>
<td>5 km</td>
<td>R12.5</td>
</tr>
<tr>
<td>Small Farm Holdings in Lesedi</td>
<td>20km</td>
<td>R50</td>
</tr>
<tr>
<td>Endicott</td>
<td>15 km</td>
<td>R54.9</td>
</tr>
<tr>
<td>Devon</td>
<td>1 km</td>
<td>R2.5</td>
</tr>
<tr>
<td>Vischkuil</td>
<td>8 km</td>
<td>R23.8</td>
</tr>
<tr>
<td>Rensburg (stormwater)</td>
<td>21 km</td>
<td>R15.8</td>
</tr>
<tr>
<td>Jordaan Park (stormwater)</td>
<td>9 km</td>
<td>R7.5</td>
</tr>
<tr>
<td>Heidelberg/Bergsig (stormwater)</td>
<td>25 km</td>
<td>R20</td>
</tr>
<tr>
<td>TOTAL</td>
<td>117.5 km</td>
<td>R217.4</td>
</tr>
</tbody>
</table>

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

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

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

The electrical offices installed light sensors, when you enter the offices, the lights switch on and when you leave the office the lights switch off.

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

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

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

The Council installs 40 LED streetlights annually.
**Section B: Situational Analysis**

**MEDIUM TO LONG TERM INTERVENTION**

The Council will budget to change 4,000 x 125 Watt streetlights fittings to 59 Watt fittings. It will cost the council R704,000. Council paid Eskom R27 million. Total project cost R35 million. The project will be completed in two years’ time.

4.2.7. **HUMAN SETTLEMENT**

**INTRODUCTION**

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

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

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Milestone</th>
<th>Status Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hostel (CRU) redevelopment Ratanda (1187) and (2261)</td>
<td>The project envisages a total of three hundred and sixteen (316) RDP walk ups and rental stock at 1187 in Ratanda and also Extension 16. It was envisaged that 200 units will be built at Shalimar Ridge Ext 16. This project is implemented in collaboration with the Department of Housing</td>
<td>Construction of 64 units has been completed at Sharlimar Ridge and second phase which consists of 94 units is underway. 24 units have constructed and completed and second phase will consist of 136 units.</td>
</tr>
<tr>
<td>Obed Nkosi Housing Project</td>
<td>This project is envisaged for development of Six Thousand (6000) mixed income residential stands</td>
<td>Construction of the first 300 units has been completed. The installation of services for 1,000 stands is completed. Currently the construction of 1,000 houses is underway.</td>
</tr>
<tr>
<td>Ratanda extension 8, 238 stands</td>
<td>To accommodate all the informal households in Ratanda that have invaded private and municipal land. The LLM has received the Record of decision (ROD) in this regard and pegging &amp; surveying was completed. The Gauteng department of Human settlement has appointed a service provider for installation of services in the area</td>
<td>Installation of services in the area is underway. Installation of toilet top structures is envisaged in 2015/16 financial year.</td>
</tr>
<tr>
<td>Ratanda close-off Housing Project</td>
<td>About 130 houses are under construction in Ratanda extension 1,3,5,6,7 and 8</td>
<td>The second phase of the project will include completion of Gautrans houses and construction of houses in Ratanda X8 (238 stands).</td>
</tr>
<tr>
<td>Kwazenzele Phase 2 Housing Project</td>
<td>The EIA studies have been commissioned in the area. Concept design showing proposed land use for the project is completed</td>
<td></td>
</tr>
</tbody>
</table>
## Section B: Situational Analysis

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Milestone</th>
<th>Status Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impumelelo extension 3 Housing Project</td>
<td>Feasibility Studies have already been conducted and preliminary results indicate that the land identified is suitable for development. The project will consist of 3 400 stands; however, the Department has started with EIA, Geo-tech, preliminary designs and layout plan on Impumelelo Extension 3 which consists of 1 000 stands.</td>
<td></td>
</tr>
<tr>
<td>GAUTRANS PROJECT</td>
<td>The project commenced in 2004 and was envisaged to accommodate seventy five (75) beneficiaries. It was a joint venture between Lesedi Local Municipality and Gautrans. Only twenty one (21) houses were completed, forty four (44) were incomplete and the other ten (10) were not built. Plans are underway to resuscitate the project.</td>
<td></td>
</tr>
<tr>
<td>FLORACADIA</td>
<td>This development is envisaged along the R42 on the remainder of portion four (4) of the farm Boschoek 385 IR. The site was previously known as Floracadia Nursery and was used for hydroponics flower production. However, most of the infrastructure has been removed and the site is currently used as a construction camp for a nearby bulk liquid infrastructure project. The Proposed Development will consist of a mixed used township, including land uses such as residential stands, commercial activities, institutional (school, church, communities facilities etc) and recreational/open space.</td>
<td></td>
</tr>
<tr>
<td>FLORACADIA (BOSCHOEK EQUESTRIAN ESTATE)</td>
<td>This development is envisaged in a rural agricultural community abutted on the east by small farm holdings. A small settlement, which was previously used by Florcadia staff, is located on the south. The Property is located adjacent to the provincial roads R42 south of Heidelberg town on the remaining extension of portion 4 of the farm Boschoek 385 IR. The proposed site will be zoned rural residential erven, which will be bonded and privately owned.</td>
<td>The Township Application to undertake Land Subdivision in terms of the Provision of the Land Assistance Act 1993 was submitted to the Lesedi Local Municipality and the Department of Land Reform and Rural Development on the 12 April 2011 for approval. The Council has since approved the application.</td>
</tr>
<tr>
<td>TOKOLOHONG AGRICULTURAL VILLAGE</td>
<td>The project is envisaged at building 290 units which were completed and occupied. <strong>General plan and EIA were approved.</strong> <strong>Geo-tech Plan is completed</strong></td>
<td></td>
</tr>
</tbody>
</table>
**Eradication Of Informal Settlements**

**Ratanda Informal Settlements**

The total number of squatters that were audited was one thousand and eighteen (1018). The total number of informal settlements formalized was seven hundred and five (705). The municipality is working on relocating the informal squatters to permanent area that will accommodate approximately, two hundred and thirty eight (238). This process should be completed in July 2014. The Record of Division has been granted in this regard and the process of pegging and subdividing the stands was completed. The installation of services (water and sanitation) was completed; outstanding is the construction of toilet top structures.

**Impumelelo Informal Settlements**

The informal settlements in Impumelelo are approximately thousand (1000). Part of the problem has been addressed by construction of houses at Impumelelo Ext 2. Plans are underway to have housing projects for Extensions 3 & 4 to assist in the eradication of informal settlements. Currently the IEA has been completed.

**Social Housing**

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

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

**The Infrastructure Backlog On Housing Delivery**

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

<table>
<thead>
<tr>
<th>Location</th>
<th>Number of Stands</th>
<th>Reticulation Cost Electricity</th>
<th>Bulk Supply Cost Electricity</th>
<th>Bulk Water</th>
<th>Bulk Sewer</th>
<th>Roads &amp; Stormwater</th>
<th>Water Reticulation</th>
<th>Sewer Reticulation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obed Nkosi 6000 stands</td>
<td>6000</td>
<td>R42 million</td>
<td>R25 million</td>
<td>MIG 2009/2010 Budget R6 million, extra funds needed R20 million</td>
<td>R14 million</td>
<td>75km – R187 million</td>
<td>R36 million</td>
<td>R48 million</td>
</tr>
<tr>
<td>Kwazenzele Phase 2 - 2000 stands</td>
<td>2000</td>
<td>R14 million</td>
<td>R20 million</td>
<td>R15 million</td>
<td>R16 million</td>
<td>28km – R70 million</td>
<td>R70 million</td>
<td>R16 million</td>
</tr>
<tr>
<td>Impumelelo Phase 3 - 1000 stands</td>
<td>1000</td>
<td>R7 million</td>
<td>R15 million</td>
<td>R15 million</td>
<td>R10 million</td>
<td>15km – R37.5 mil</td>
<td>R6 million</td>
<td>R8 million</td>
</tr>
<tr>
<td>Impumelelo Phase 4 - 2400 stands</td>
<td>2400</td>
<td>R16.8 million</td>
<td>R20 million</td>
<td>R10 million</td>
<td>R10 million</td>
<td>30km – R75 million</td>
<td>R14.4 million</td>
<td>R19.2 million</td>
</tr>
<tr>
<td>Kaydale Phase 2 - 290 stands</td>
<td>290</td>
<td>R16 million</td>
<td>R20 million</td>
<td>R10 million</td>
<td>R25 million</td>
<td>29km – R72.5 million</td>
<td>R13.74 million</td>
<td>R18.32 million</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>95,8 Million</strong></td>
<td><strong>100 million</strong></td>
<td><strong>66 million</strong></td>
<td><strong>75 million</strong></td>
<td><strong>404.87 million</strong></td>
<td><strong>140.14 million</strong></td>
<td><strong>109.52 million</strong></td>
<td></td>
</tr>
</tbody>
</table>
This section deals with the socio-economic upliftment of the community by rendering the following services:

- Poverty alleviation program
- Indigent Management
- Disabled
- Homeless
- Elderly Persons
- Children (Early Childhood Development)
- Development of Women
- Employee Assistance Program
- Youth Development
- Men Development

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

Political legacy, transport and poverty are problems for those communities that are in need and this highlights the challenge for coordinated and integrated development and planning.

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

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

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

It aims, further, to effectively translate social development inputs into socio-economic development outcomes, by providing the necessary educational resources and social infrastructure to enable people to increase their potential for earning income.

In these and other ways, government plans to radically increase its poverty reduction efforts that address the needs of families, households and citizens living with inadequate financial and social support networks.

In so doing, government will work in collaboration with its social partners, NGOs, FBOs, CBOs, business and civil society.

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

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

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

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

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

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

The Leadership of Lesedi Local Municipality (LLM) and Hollard Trust (HT) committed in July 2014 to signing a Memorandum of Understanding (MOU) to partner in developing a strategy for Early Childhood Development (ECD) in the local municipality. The aim of the strategy is to improve access and quality of ECD services to children in the area. The quality of life of children between the ages 0-5 years will be improved through implementing the Kago-Ya-Bana (KYB) model for ECD.

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

Upon completion of the diagnostic phase, the strategic framework for the implementation phase has to be developed.

The ECD Strategic Plan over 3 years and an annual operational plan with budget (Business Plan) will inform the parameters of the partnership and the MOU between Lesedi Local Municipality and the Hollard Trust for the implementation phase.

According to an audit report compiled by Hollard Trust there are about 4,100 children across Lesedi LM that have access to ECD services. However, there are about 7700 children that do not have access to ECD services. Other challenges that were highlighted in the report include, among others and not limited to the following:

- Lack of formal training for ECD practitioners
- There is poor practitioner - child ratio
- Lack of compliance for registration
- Lack of infrastructure
- Compliance with Infrastructure and ECD programme requirements
Section B: Situational Analysis

Community Day Care Centre for the Elderly

This centre is a service point where provision for social and recreation and health related activities in a protective setting for individuals who cannot be left alone during the day due to health and others social needs is provided. Day Care for the elderly is at present not provided in Gauteng province and is relatively a new service.

Centre for Orphans and Vulnerable Children

The centre will cater for three categories of children in distress and will provide the following services:

- **Day Care Centre for children from age group 0-6 years who are not attending formal schooling.** The programme operates on a daily basis and the children return to their families in the afternoon. Three meals should be provided per day.
- **After Care Centre for school going children between age 7 and 18.** Programme commences from 14h30 – 18h30. Children get assisted with their home work and get served with meals. During school holidays the programme runs midweek from morning to afternoon to ensure that children’s needs are still met.
- **Drop in centres** provides programmes to children to benefit from assistance with food, counselling and material and assistance where a need arises.

Older Persons

The Department of Social Development main mandate is to deal effectively with the plight of older persons by concentrating holistically at their welfare. The Department looks in the formulation of policy, funding for centers and all the activities evolving around older persons. Policy implementation and services rendered for older persons is a cross cutting function and the responsibility of all departments.

The Role of the Municipality

Guided by the Older Persons Bill, the Lesedi Local Municipality’s Social Development unit, deals among other things with the plight of older persons in the area. Services rendered look into programs that seeks to develop, protect and improve their functioning, ensuring an enabling and supportive environment for older persons.

Programmes Rendered to Older Persons

Establishment of Luncheon Clubs

These are day care centers that accommodate older persons during the day only and there are 2 in Ratanda, 1 in Jameson Park and 1 in Impumelelo. We still struggling to establish one in Vischkuil due to distance, as most of them are accommodated in Community halls or Multipurpose centers. In the Luncheon clubs, older persons are encouraged to be actively involved in bead work, wood work, food gardening, and create a platform for them to share their stories.

Intergenerational

Bridging the gap between younger and older generations by sharing skills, stories and teaching about values & morals. In our communities older persons are not cared for or respected by the younger generation and the interaction between the generations promotes the restoration of dignity among the older generation.

Health and Social Talks

Different professionals are invited to give talks on different issues that affect older persons. Dieticians, Health promoters, Social workers who articulate on different topics that need to enhance and prolong the life of older persons.

Education and Training

Most of the older persons have become parents to their grandchildren due to the scourge of HIV/AIDS and the unit conducts training on parenting to bridge the age gap. This makes it possible for them to cope with the children during the different stages of their development.

Awareness and Educational Campaigns

Older persons need to be protected from their families, neighborhoods and communities. They are visited at the day care centers where they are taught about their rights and to report any violation of these rights. Awareness campaigns are conducted in the communities to prohibit the community from abusing the older persons, abusing them financially by misusing their pensions for personal benefit, caring for them when they are sick and caring for their hygiene.

Active Ageing

The Provincial DSD together with the Municipal Social Development unit is involved in the planning of the annual program of older persons to participate in sporting activities (golden games) and choir competitions. These take place through local, regional, provincial and national competitions and older persons partake in these activities as part of active ageing.

Accommodation of Homeless and the Frail

There are only 3 old age homes in Lesedi, namely, Suikerbosoord, Sedaven, and Ratanda Old Age.

The unit intervenes in cases of older persons who are reported by the community to have no one to look after and those who are frail and can no longer take care of themselves. The social worker apply to old age facilities where after admission, they are admitted permanently and cared for by a multi disciplinary team.
The games take place from June to October and they commence with the local games, whereby all older persons meet in one place and compete to be in the local team that will be represented in the region. They have to be transported there and meals provided for them as they spend the whole day there. Regional up to the National is budgeted for by DSD but the challenge is during the local games and choir competitions.

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

### 4.2.9. Health

Primary Health Care facilities are clustered in urban and service centres whilst, rural areas are served through mobile units. All rural clinic mobile points are rendered by Province.

A process to provincialize primary health care (PHC) has effectively started from April 2007, and is expected to be finalized in due course.

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

<table>
<thead>
<tr>
<th>Clinic</th>
<th>Property Owner</th>
<th>Services rendered</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rensburg (LLM)</td>
<td>Lesedi Local Municipality</td>
<td>Voluntary Counseling and Testing (VCT); Prevention of Mother to Child Transmission (PMTCT); Well baby clinic</td>
<td>Building needs to be extended (waiting area, additional rooms, public toilets, etc.)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Family planning; Chronic illnesses (diabetes mellitus, hypertension, epilepsy, asthma, tuberculosis, HIV and AIDS); Minor ailments; Pap smears; Antenatal &amp; postnatal care; and Health promotion</td>
<td>In process to establish the feasibility of providing an ART site at this facility by Broad Reach by means of EU funding.</td>
</tr>
<tr>
<td>Ueckerman Street</td>
<td>GPG</td>
<td>VCT; PMTCT; Well baby clinic; Family planning; Chronic illnesses; School health; Minor ailments; Antenatal &amp; postnatal care; Health promotion and ART</td>
<td>The Municipality is awaiting an application from Gauteng Health Department for land. The intention is to build a new facility, which will be a Community Health Center.</td>
</tr>
<tr>
<td>Ratanda Ext. 7 (LLM)</td>
<td>Lesedi Local Municipality</td>
<td>Mental health; VCT; PMTCT; Well baby clinic; Family planning; Chronic illnesses (diabetes mellitus, hypertension, epilepsy, asthma, tuberculosis, HIV &amp; AIDS); Oral health; Minor ailments; Pap smears; Antenatal &amp; postnatal care and Health promotion and ART</td>
<td>The clinic needs to be extended to accommodate the catchment population.</td>
</tr>
<tr>
<td>Clinic</td>
<td>Property Owner</td>
<td>Services rendered</td>
<td>Challenges</td>
</tr>
<tr>
<td>--------</td>
<td>----------------</td>
<td>-------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Jameson Park</td>
<td>Lesedi Local Municipality</td>
<td>VCT; PMTCT; Well baby clinic; Antenatal &amp; postnatal care; Family planning; Chronic illnesses; Minor ailment, Health promotion and ART</td>
<td>The clinic needs to be extended to accommodate the catchment population.</td>
</tr>
<tr>
<td>Impumelo (GPG)</td>
<td></td>
<td>VCT; PMTCT; Well baby clinic; Family planning; Chronic illnesses; School health; Minor ailments; Antenatal &amp; postnatal care; Health promotion, ART</td>
<td>Additional Professional nurses to be appointed.</td>
</tr>
<tr>
<td>Vischkuil</td>
<td>Lesedi Local Municipality</td>
<td>VCT; PMTCT; Well baby clinic; Antenatal &amp; postnatal care; Family planning; Chronic illnesses; Minor ailments, ART and Health promotion</td>
<td>The clinic needs to be extended to accommodate the catchment population.</td>
</tr>
<tr>
<td>Extension 23 Clinic</td>
<td>Lesedi Local Municipality</td>
<td>VCT; PMTCT; Well baby clinic; Family planning; Chronic illnesses; School health; Minor ailments; Antenatal &amp; postnatal care; Health promotion and ART</td>
<td>The clinic needs to be extended to accommodate the catchment population.</td>
</tr>
<tr>
<td>3 x Mobile Clinics</td>
<td>GPG</td>
<td>Well baby clinic; Family planning; Chronic illnesses; School health; Minor ailments; Antenatal &amp; postnatal care; Health promotion</td>
<td>Mobile points to be re-evaluated to cover the vast area. Mobile clinics to be replaced due to ageing.</td>
</tr>
<tr>
<td>Ratanda Clinic</td>
<td>Lesedi Local Municipality</td>
<td>Voluntary Counseling and Testing (VCT); Prevention of Mother to Child Transmission (PMTCT); Well baby clinic Family planning; Chronic illnesses (diabetes mellitus, hypertension epilepsy, asthma, tuberculosis, HIV and AIDS); Minor ailments; Pap smears, Antenatal &amp; postnatal care, and Health promotion, ART, Mental Health and Dental Services</td>
<td>Implement additional extended hours to cover weekends.</td>
</tr>
</tbody>
</table>
The norms for the provision of health are that community health centers should operate 24 hours, and clinics 5 days a week.

Based on the table above, it is clear that LLM administers 6 clinics and the Province two clinics and three mobile clinics. Calculating the backlogs for health services is based on a standard of 1 hospital for every 50 000 people and 1 clinic per every 7000 people, based on 2011 Census, there are no backlog in Lesedi.

In order to address some of the challenges relating to clinics, LLM together with the Gauteng Department of Health need to improve the capacity, availability, and frequency of services at all the clinics and to improve the services and frequency of mobile clinics, as these cater largely for the poor. Primary Health Care Services is in the process of provincialization.

**CHALLENGES: PRIMARY HEALTH CARE SERVICES**

- Provincialization will have a negative impact as far as accountability and quality of the service at local level is concerned.
- Clinics situated in extension 23, 7, Rensburg, Jameson Park and Vischkuil are too small and need to be extended. Gauteng Health Department is in process to obtain Park Homes to address the challenge.
- Extended hours at Ratanda clinic. This will be attended to as soon as the staffing complement has been finalized.

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**Section B: Situational Analysis**

**INTRODUCTION**

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

Access to and the utilization of HIV Counseling & Testing (HCT), Prevention of Mother to Child Transmission (PMTCT) and the provision of Ante Retroviral Treatment (ART) has brought quiet a remarkable difference in mitigating the scourge of HIV&AIDS. There have been developments to contain the HIV & AIDS epidemic across the Municipal area. In Lesedi the Ward Based HIV and AIDS programme has been implemented in 13 Wards. 39 x HIV & AIDS Ward Coordinators have been appointed on a contractual basis. For the Quarter of October, November, December 2013 we have 435 clients at the age group 15 – 49 years who tested HIV positive. The prevalence rate in the same quarter has been 18.4% as compared to 27% in the quarter of April, May, June 2011.

All Health Facilities in Lesedi do offer ARV’s:

- Usizolwethu Clinic (Devon)
- Vischkuil Clinic
- Jameson Park Clinic
- Heidelberg Clinic
- Rensburg Clinic
- Sizanempilo Clinic (Heidelberg Hospital)
- Ext 23 Clinic
- Ext 7 Clinic
- Ratanda Clinic

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

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

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

**Lesedi Local Municipality HIV and AIDS**

**Internal & External Workplace Programme**

We have the Internal Workplace Committee which consists of representatives from various Municipal Departments and Sections. The 2006 HIV&AIDS Workplace Policy has been reviewed and approved by Council in terms of Resolution.
Section B: Situational Analysis

The Lesedi Local AIDS Council was launched in 2010 and has since been fully functional. The Executive Mayor does preside during the quarterly meetings attended by different above-mentioned stakeholders. Progress Reports and other presentations are being made during these meetings.

Ward - Based Programme

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

The Ward Coordinators are responsible for:

- Mobilizing & strengthening all sectors within wards for the integrated & coordinated implementation of HIV&AIDS Programme
- Implementing & hosting of all HIV&AIDS related national & international events in the wards
- Ensuring regular HIV&AIDS awareness campaigns including door to door campaigns
- Identifying problems within wards & performing a referral function to various local service providers eg Clinics, NGO’s, Social Services, Home Affairs etc.
- Ensuring effective co-ordination of ward structures for participation in the Local AIDS Intersectoral Forums
- Ensuring the regular distribution of Condoms & Information, Education & Communication (IEC)
- Material to the community.

Lesedi Care Centre – Jameson Park

The Centre was earmarked to cater for HIV & AIDS patients and other categories of frail care. Due to unavailability of funds, the centre has since been utilised as the Training Centre, HIV Counselling and Testing facility, Bulk Condom Storage and for Food Garden Projects. We are planning establish a One Stop Centre by recruiting different service providers like Home Affairs, SASSA, Social Development etc. to come and render services for the community.

Challenges

- Delayed funding from Province to run the Municipal HIV&AIDS Programme impacts negatively on the progress made previously and may sometimes lead to a rollover which is no more allowed to happen.
- Ward HIV&AIDS Co-ordinators are employed on a contractual basis whereas they are a great need in the implementation of Ward Based Programmes on a continuous basis. The increase of Ward Coordinators from 23 to 39 has also posed a challenge of office space in accommodating them for signing the ON and OFF Register and some Administration Work especially at Ratanda, Ext 23 and Heidelberg.
- Very few NGO’s in Lesedi are funded by Department of Health & Social Development
- Delay in payments of NGO’s by Health & Social Development which impacts on HIV Counseling & Testing Services

HIV & AIDS Multi Sectoral Programme

- Inter-sectoral & Interdepartmental collaboration to strengthen partnership with other stakeholders has been formed with the following Organizations, Government Departments & Institutions:
  - Victim Empowerment Centre (a unit for sexual related victims at the SAPS)
  - Correctional Services (Education & Awareness for Staff & inmates)
  - South African Police Services (Education & Awareness + Gender Based Violence)
  - Home Affairs (Identity Documents & Birth Certificates for Grant Applications)
  - Health (NGO Funding, Nutrition, Clinics & Hospital Services)
  - Education (Schools)
  - Social Development (NGO Funding and Social Services)
  - South African Social Security Agency – SASSA (Social Grants)
  - Cross-cutting Unit (Gender, Youth & Disability)
  - South African National Defence Force (Education & Awareness)
  - Faith Based Organisations (Moral regeneration, promotion of abstinence, spiritual counselling & leading the Candle Light Events)
  - Traditional Healers (Education, Awareness & referral to health facilities)
  - Men’s Forum (Mobilisation of men for Reproductive Health & action on Gender Based Violence)
  - Non-Governmental Organisations (Various services mentioned above) Monthly meetings are still held with all the above Organizations and reporting rate by sectors has improved.

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

Condom Distribution

Mounting of condom cans was done internally and externally and condom distribution monitoring is done by the HIV and AIDS Workplace Committee. We have a Bulk supply condom distribution Centre at Jameson Park. The Light of Hope and The Fort are the NGO’s that distribute condoms to various places like clinics, other NGO’s, Factories and all HIV High Transmission Areas. 100 000 male and 4 000 female condoms are distributed every month.

231/2013. The Committee does meet on a monthly basis in order to prepare for Health Awareness Days, Workshops, Training and other activities for employees. On the 04th December 2013 we had a World AIDS Day session whereby the Executive Mayor addressed 300 employees on issues related to HIV&AIDS. From 10th to 14th February 2014, we had a Road Show for employees during the STI/ Condom Week. The Programme has incorporated other social related problems experienced by staff. This will further be characterized by organizing other activities like Open Days where employees will have an opportunity to test for HIV, TB, Hypertension, Diabetes etc.
Services at our facilities. Lay Counsellors do not come to clinics when their stipend is not paid on time. This also impacts on Home Based Care Services if there has been a delay as well.

### 24.2.15. EDUCATION

Given the importance of education in the development of human capital for our developmental state, it is appropriate to consider some of the crucial ways on how to increase the general level of education as well as to change the distribution of skills in this region. The most equitable and the most cost-effective investment the state can make in education is the provision of general schooling, especially primary schooling (Sedibeng 2008:13). Education in Sedibeng is divided into two districts namely Sedibeng East (D7) and Sedibeng West (D8), and LLM falls within Sedibeng East (D7).

The following table is a breakdown of all the schools in Lesedi

<table>
<thead>
<tr>
<th>District</th>
<th>Primary</th>
<th>Secondary</th>
<th>Independent</th>
<th>Farm Schools</th>
<th>LSEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>D7</td>
<td>74</td>
<td>28</td>
<td>16</td>
<td>1</td>
<td>6</td>
</tr>
</tbody>
</table>

*Source: Sedibeng 2008:13*

<table>
<thead>
<tr>
<th>Number of Schools</th>
<th>Total entered</th>
<th>Total wrote</th>
<th>Total passed</th>
<th>Total % Passed</th>
</tr>
</thead>
<tbody>
<tr>
<td>27</td>
<td>2953</td>
<td>2937</td>
<td>2643</td>
<td>90%</td>
</tr>
</tbody>
</table>

*Source GDE – Sedibeng East*
4.3. KPA3: LOCAL ECONOMIC DEVELOPMENT

4.3.1. ECONOMY AND EMPLOYMENT

The primary objective of Local Economic Development (LED) is to accelerate growth and generate employment opportunities. In order to achieve this it is necessary for the economy to become more productive, competitive and diversified. This requires increased levels of investment in order to create an enabling economic environment and the provision of support for key industries. The purpose of this section is to provide an overview of the Lesedi LM economy and employment situation. This overview will enable the identification of key industries and opportunities to be examined in further detail later in this report. The overview also provides a baseline against which to measure economic outcomes and improvements.

4.3.2. PRODUCTION PROFILE

The Lesedi LM economy produced approximately R4.48 billion in total output (GVA) in 2011. Assuming an average annual growth rate of 3.0% over the previous two years, it is estimated that the Lesedi LM economy produced R4.51 billion in total output in 2013. The Lesedi LM is located within the massive Gauteng economy, which is the key driver of economic production in South Africa. Production from the Lesedi LM economy is therefore relatively minimal in comparison to the wider economy. In 2011, the local economy accounted for only 10.2% of total of total output from the Sedibeng DM and 0.49% of output from the Gauteng Provincial economy.

4.3.3. ECONOMIC GROWTH

Economic growth is one of the most important indicators of local livelihood, as it is the primary driver of business development, investment and employment creation. The Lesedi LM experienced an economic growth rate of 4.8% from 2010 to 2011, the last year for which data is available at the local municipality level. The level of economic growth can also be equated as an average over time, to minimise the impression of short-term fluctuations. In the Lesedi LM the average economic growth rate over the decade from 2001 to 2011 was 3.0% per annum.

4.3.4 COMPOSITION OF THE ECONOMY

The composition of an economy refers to the relative level of output from each of the ten economic sectors. Understanding economic composition in a study area is important for several reasons. Firstly, it allows for the identification of key industries, where economic growth and employment creation is likely to occur. Secondly, the economic composition of a region is a clear indication of the demand for diversification into new industries. The Lesedi LM economy is relatively diversified with three key production sectors, manufacturing (23.0%), government (20.9%) and finance and business services (20.6%). These sectors also support output in other industries including construction (5.6%), trade (11.8%) and transport (3.9%). Interestingly, despite the rural nature of the region the agriculture sector accounts for only 1.4% of output.

In comparison to the wider economic region the Lesedi LM has strong productive industries, including agriculture, mining and manufacturing. These industries are extremely important for driving economic growth and development in the entire economy. The Lesedi LM economy also has a relatively large finance sector, which is important for the facilitation of business development in all industries.
4.3.5 Employment Distribution

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

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

4.3.6 Employment Creation

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

<table>
<thead>
<tr>
<th>Project</th>
<th>Jobs created</th>
</tr>
</thead>
<tbody>
<tr>
<td>CWP</td>
<td>1100</td>
</tr>
<tr>
<td>Eradication of Alien Vegetation</td>
<td>45</td>
</tr>
<tr>
<td>Eco-furniture factory</td>
<td>280</td>
</tr>
<tr>
<td>National Multi-Product Pipeline</td>
<td>641</td>
</tr>
<tr>
<td>Hlwanyela Agricultural Primary Cooperative</td>
<td>13</td>
</tr>
<tr>
<td>Heidelberg Mall</td>
<td>799</td>
</tr>
<tr>
<td>Valpre Water Bottling</td>
<td>123</td>
</tr>
<tr>
<td>Enterprise Development</td>
<td>20 cooperatives registered</td>
</tr>
<tr>
<td>EPWP</td>
<td>155</td>
</tr>
</tbody>
</table>

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

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

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

4.3.7. Reinventing The Economy

The Zone of Opportunity

Two developers have already been identified by the Council to develop the Zone of Opportunity. Sixteen and thirteen hectares have been subdivided respectively. The process of township establishment has been finalized.

In order to define the Broad Based Black Economic Empowerment component of the development, a service provider has been appointed to draw terms thereof. The following developments have been achieved thus far:

- The construction of Multivac factory.
- Installation of bulk services.
- The construction of VW show room
- The construction of Heidelberg Regional Shopping
Proposed Heidelberg Extension 24 (Showground Site) On Portion 92 of the Farm Langlaagte 186 IR & Portion 4 of the Farm Langlaagte 186 IR

The proposed Heidelberg Extension 24 has been earmarked for an Industrial or Commercial township since the inception of the Land Development Objectives of 1997. The proposed township is ideally situated in relation to the station and the existing industrial areas such as BAT, Eskort and Heidelberg Extension 6. The Township is 30 Ha in extent and will consist of approximately 47 stands. The 47 stands will be made up of 43 Industrial/commercial stands, 1 Municipal stand housing the drivers testing area and 3 Public Open Space stands that accommodate the indigenous thorn trees in the area. The township has been registered & proclaimed already and available for investment opportunities.

The Transnet Bulk Liquid Terminal

Transnet has started a construction of Bulk Liquid Terminal in Jameson Park along R42 Corridor. This project forms part of the Multi Product Pipeline from Durban to Heidelberg, which carries four products including petrol, diesel, aviation fuel and crude oil. The Bulk Liquid Terminal will serve as a storage point thereby ensuring that there is enough fuel in the inland.

This project has also attracted other investors within the area in the form of Vopack Reatile Joint Venture who have recently awarded a license by NERSA to initiate their operations in the area. The LLM is also investigating the possibilities of establishing an Industrial Township along this corridor, due to inundated requests received from potential investors.

The Southern Gateway Logistical Hub

The Southern Gateway Logistical Hub is now formally known as Tambo Springs Logistical Hub and its first phase will begin in Ekurhuleni along the N3 corridor. The proposed development is located in between the N3 and R303 corridors (Tamboekiesfontein) and it can be directly accessed from the freeway through R550 corridor. The area measures approximately 550 hectares and ROD has been approved for the first 30ha, another 90ha has a pending ROD and a new EIA has to be processed for the remainder of this portion. IDC indicated that a minimum of 13 000 new (direct and indirect) jobs will be created by the new development and development will cost a minimum of R3 billion. Currently Transnet has now fully committed to developing the container terminal west of the N3 freeway in Ekurhuleni. The work on the project will commence within the next financial year (2015/16). Furthermore, Gauteng Province has appointed Ndodana Consulting Engineers to do the detail design of the K148/N3 interchange (where the Total Petroports are), and to supervise construction of such. Construction of this project, which will open up the areas directly abutting the freeway, is expected to commence in 2016.

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

The Integrated Medical Facility

The Council has approved proposed development of an Integrated Medical Facility in the area North of Bergsig. This development is envisaged for the construction of a university hospital that will use alternative healing therapy based of eastern medicine and methods such as acupuncture and herbal cures.

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

Coupled to this project, the LLM has also approved the development of the Herbal Farm in Jameson Park which will grow and produce herbs for the hospital. The picture below shows Portion 18 (A Portion of Portion 2) of the farm Maraisdrift that has been earmarked for this development.
Section B: Situational Analysis

4.3.8. Comprehensive Local Economic Development Strategy and Policies

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

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

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

Informal Trading

SALGA-Gauteng has been approached to assist with the informal trading policy which will be followed by the informal trading by-law. Law enforcement is one area that the Municipality is advised to invest on to derail urban decay throughout. Areas like Devon and Vischkuil will be prioritized in accordance with funding availability, however they are not excluded. Most informal traders in the area are not organized. The Municipality ends up being faced with the challenge of mobilizing them so as to address their issues adequately. Legislation makes this the prerogative of the private sector.

Nodal and Corridor Development

In order to implement the Spatial Development Framework, Sedibeng Growth and Development Strategy, the Council, PLAN ASSOCIATES, a Town and Regional Planning company was appointed to develop the nodes and corridor development strategy for the Municipality. The study was completed in July 2016 and approved by the Council. Then it was circulated to all Provincial and National Sector Departments for support. It forms part of the twenty year vision of the Municipality. The study has identified twelve development nodes in the whole area of the Municipality. Over this period it is estimated that 39 573 job opportunities will be created if the nodes are developed to full potential. Development is anticipated to focus on the following activities:

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

Neighbourhood Development Partnership Grant: Lesedi Precincts

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

The focus areas of the project are:

- Heidelberg/Ratanda which is the core area and exhibits a typical apartheid town structure.
- Devon/Impumelelo which is a very small isolated core with no obvious comparative advantage and,
- Jameson Park which is a group of agricultural holdings with a much closer link to Nigel than to either Heidelberg or Devon.

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

- Status Quo Report
Section B: Situational Analysis

**PROGRESS TO DATE:**

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

- Upgrading of Heidelberg Road, Protea Road & Boschoek Street
- Upgrading of sidewalks and raised pedestrian crossings
- Taxi/ bus laybys
- Commuter bus/taxi shelters
- Lighting
- Signage and street advertising
- Landscaping
- Street furniture
- Public art gateway elements at the intersection of Heidelberg and Boschoek street
- Redevelopment of market stalls
- Taxi rank

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

**4.3.9. REVIVING OUR ENVIRONMENT**

**Introduction**

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

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

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

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

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

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

Meeting the many challenges South Africa faces in achieving the goal of sustainable development requires co-operation between all spheres of government, community-based organisations, non-governmental organisations, researchers and academics, business and environmental practitioners. Constructive interactions between all of these stakeholders in the spirit of continual improvement will ensure that the country continues to play a leading role in developing and implementing innovative approaches to IEM.
IEM principles can be realized through the application of one or more of a suite of tools, which are used by specialists to support decision-making. These include the following:

<table>
<thead>
<tr>
<th><strong>Tools for Implementing IEM Principles</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Screening:</strong></td>
</tr>
<tr>
<td><strong>Environmental Impact Assessment (EIA):</strong></td>
</tr>
<tr>
<td><strong>Stakeholder Engagement:</strong></td>
</tr>
<tr>
<td><strong>Life Cycle Assessment (LCA):</strong></td>
</tr>
<tr>
<td><strong>Environmental Auditing</strong></td>
</tr>
<tr>
<td><strong>Environmental Accounting:</strong></td>
</tr>
<tr>
<td><strong>Technology Assessment:</strong></td>
</tr>
<tr>
<td><strong>Cumulative Effects Assessment (CEA)</strong></td>
</tr>
<tr>
<td><strong>Cost-Benefit Analysis</strong></td>
</tr>
<tr>
<td><strong>Environmental Economics:</strong></td>
</tr>
<tr>
<td><strong>Ecological and Environmental Footprinting:</strong></td>
</tr>
<tr>
<td><strong>Risk Assessment</strong></td>
</tr>
<tr>
<td><strong>State of the Environment Reporting:</strong></td>
</tr>
<tr>
<td><strong>Indicators:</strong></td>
</tr>
<tr>
<td><strong>Sustainability Analysis</strong></td>
</tr>
<tr>
<td><strong>Strategic Environmental Assessment/Environmental Management Framework</strong></td>
</tr>
<tr>
<td><strong>Eco-labelling</strong></td>
</tr>
<tr>
<td><strong>Scenario Analysis</strong></td>
</tr>
<tr>
<td><strong>Sustainability Reporting</strong></td>
</tr>
<tr>
<td><strong>Environmental Management Systems (EMS):</strong></td>
</tr>
<tr>
<td><strong>Environmental Policy</strong></td>
</tr>
</tbody>
</table>
It is therefore critical that prior to any development, the environmental impacts associated with the activity are identified and mitigation measures are introduced to deal with those impacts.

**Environmental Management Legislative Framework**

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

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

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

**Specific Environmental Management Acts:**

- **National Environmental Management: Biodiversity Act (10 of 2004):** supports conservation of plant and animal biodiversity, including the soil and water upon which it depends.
- **National Environmental Management: Protected Areas Act (57 of 2003, amended No. 31 of 2004):** supports conservation of soil, water and biodiversity.
- **National Environmental Management: Integrated Coastal Management Bill (2008) (and amendments):** supports integrated coastal and estuarine management system to promote conservation of the coastal environment, maintain natural coastal landscape and seascape attributes, and ensure that development and use of natural resources within the coastal zone is socially and economically justifiable and ecologically sustainable.
- **National Environmental Management: Air Quality Act (39 of 2004)Air Quality Act (39 of 2004) replaces the Atmospheric Pollution Prevention Act (No. 45 of 1965).**
- **National Environmental Management: Waste Act (59 of 2008):** aims to prevent pollution and ecological degradation, thus protecting the environment and our health.
- **National Heritage Resources Act 25 – 1999**

- **National Water Act 36 of 1998:** promotes the protection, use, development, conservation, management, and control of water resources in a sustainable and equitable manner.
- **National Forests Act (84 of 1998):** supports sustainable forest management and the restructuring of the forestry sector, as well as protection of indigenous trees in general.
- **Environment Conservation Act (73 of 1989):** the previous primary framework Act, this has been replaced by the National Environmental Management Act (above).
- **Conservation of Agricultural Resources Act (43 of 1983) (CARA):** supports conservation of natural agricultural resources (soil, water, plant biodiversity) by maintaining the production potential of the land and combating/preventing erosion; for example, by controlling or eradicating declared weeds and invader plants.
- **Atmospheric Pollution Prevention Act:** replaced by the NEMA Air Quality Act (above).
- **Hazardous Substances Act (15 of 1973):** supports the control of hazardous substances which may cause injury or ill-health or death.
- **Fertilizers, Farm Feeds, Agricultural Remedies Act (36 of 1947) - enforced by Dept of Agriculture, Forestry and Fisheries:** for the registration and regulation of fertilizers, farm feeds, agricultural remedies, stock remedies, sterilizing plants, and pest control operators and their importation, sale, acquisition, disposal, and use.
- **Mountain Catchment Areas Act (65 of 1970) - summary:** supports conservation, use, management and control of land (including soil, water and plant biodiversity) in mountain catchment areas. Provided for under NEMA (above).
- **Fertilizers, Farm Feeds, Agricultural Remedies Act (36 of 1947) - enforced by Dept of Agriculture, Forestry and Fisheries:** for the registration and regulation of fertilizers, farm feeds, agricultural remedies, stock remedies, sterilizing plants, and pest control operators and their importation, sale, acquisition, disposal, and use.
- **Agricultural Pests Act (36 of 1983):** control measures over plants and for the prevention of plant diseases (agricultural pests).
- **Development Facilitation Act (67 of 1995) (South Africa):** supports reconstruction and development while adhering to general principles governing land development.
- **Environmental Impact Assessment Regulations (R387 of June 2010):** procedures to be followed when an application has been lodged with the relevant authority to conduct a proposed activity, including preparation of a scoping report (regulation 6) by an independent consultant, a ‘full’ environmental impact assessment and alternatives identified (depending on likelihood of any
Section B: Situational Analysis

Detrimental effects), and environmental issues identified in the scoping report (regulation 7).

Genetically Modified Organisms Act (15 of 1997): supports responsible development, production, use and application of genetically modified organisms; to ensure that all activities involving the use of genetically modified organisms (including importation, production, release, and distribution) shall be carried out in such a way as to limit possible harmful consequences to the environment.

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


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

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

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

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

Promotion of Access to Information Act (2 of 2000)

Promotion of Administrative Justice Act (3 of 2000)

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

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

The Gauteng Province State of Environment Report

The structure of the Gauteng State of the Environment Report provides a clear indication of priority environmental issues and concerns within the province. This structure also largely corresponds with the key environmental issues identified in the Gauteng Environmental Implementation Plan.

<table>
<thead>
<tr>
<th>Key Issues</th>
<th>Environmental Issues</th>
<th>Specific Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social</td>
<td></td>
<td>Demographic Dynamics Education Employment Health</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Theme 1</th>
<th>Sustainable infrastructure provision and use of natural resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theme 2:</td>
<td>Ecological integrity and protection of biodiversity</td>
</tr>
<tr>
<td>Theme 3</td>
<td>Management of development impacts</td>
</tr>
<tr>
<td>Theme 4</td>
<td>Integrated planning and cooperative governance</td>
</tr>
<tr>
<td>Theme 5</td>
<td>Environmental capacity building, awareness and empowerment</td>
</tr>
</tbody>
</table>

Background of Londindalo Alien Vegetation Eradication Project (LAVEP)

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

Since it initiation the project has trained over 100 people in alien plant eradication methods. At the moment 45 beneficiaries are employed on a temporary basis and the teams are spread in two farms within the municipality: De Hoek in the south east of
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Heidelberg and Uitkyk in the north east. The project funding is obtained from The Gauteng Department of Agriculture and Rural Development (GDARD) and the municipality counter-funds.

Land owner agreements have been signed with the property owners. For the Uitkyk farm 13 (thirteen) new beneficiaries from Ward 12 have been appointed following the EPWP (Extended Public Works Program) quotas i.e. 55% Women, 40% Youth and 2% people living with disability.

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

The project is implemented according to the Working for Water principles and is managed under the Environmental Sector of the Expanded Public Works Program.

The aims of the projects are to:

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

Assist in poverty alleviation through job creation and skills development.

OBJECTIVES

Enhance water security

Restore agricultural capacity and security

Improve the ecological integrity of natural systems

Maximize social and economic benefits

Promote appropriate land use and rehabilitation of cleared areas

Protect and restore biodiversity

Create jobs and develop skills to alleviate poverty

Co-operative governance

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

PROJECT PROFILE

In terms of socio economic the project has created 45 jobs opportunities. Of 45 jobs created: 69% are women and 31% are males youth, 78% youth and 6% are physically challenged. The project has had a very positive impact on the community because of the job opportunities that have been created as well as skills and training offered. The beneficiaries have been trained on various aspects such as chainsaw operation, herbicide application, finance management, life skills, firefighting and first aid. All training was offered by accredited service providers.

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

BONTLE KE BOTHO

The provincial government conceived the Bontle ke Botho (BkB) idea after the 2002 World Summit on Sustainable Development (WSSD) held in Johannesburg. The BkB campaign is aimed at promoting environmental awareness and conservation among local communities and schools.

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

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

- water conservation
- energy efficiency
Section B: Situational Analysis

- sound waste management practices
- sustainable agriculture and
- Greening initiatives in the wards and schools.

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

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

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

ENVIRONMENTAL MANAGEMENT IMPACT REPORT

Prospecting and Mining

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

Housing Developments

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

- The Langzeekoegat Rural Housing Development
- The Sedaven township establishment.

Education and Awareness

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

4.3.10. RELEASING THE HUMAN POTENTIAL

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

A trust is in place to manage this development. Due to challenges that LLM has faced with agriculture-related projects and lack of capacity, a process is currently underway to acquire a service provider with agricultural expertise to assist LLM with a turn-around strategy to boost agricultural development in the area and this could also take the form of a Memorandum of Understanding with commercial farmers and their organization. The Municipality has appointed the agricultural expect that will to address the above mentioned challenges.

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

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

Lesedi Local Municipality introduced special projects to alleviate poverty.

RATANDA FARMERS CO-OPERATIVE:

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

Water is scarce and the need for drawing it from the Blesbokspruit was identified to diversify with vegetable or crop farming.

Poultry houses were erected through the Council’s budget and Gauteng Department of Agriculture, Conservation and Environment.

BOPHANI IZIDWABA MAKHOSIKAZI

- The project is based in Ratanda Extension 8, and has 13 beneficiaries. It is located on a land that is 4 hectares in extent. The infrastructure on the land entails potable water, electricity, office, poultry structure (broiler house), bush-cutters, spades, hoes containers and enviro-loo’s. Bophani is jointly managed by the beneficiaries, Gauteng Department of Agriculture, Conservation and Environment and Lesedi Local Municipality Project has been expanded with two hectares.
- Additional portion of 300m has been fenced through funds from Council.
- A broiler unit for layers has been added to the project through funds from GDARD.
- 300litre Deep freeze was purchased through project funds.
- Irrigation system is in place/installed through funds from GDARD.
Section B: Situational Analysis

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

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

The project is located on the farm Nooitgedacht in Devon. The project focuses on poultry farming, hydroponics farming and nursery. ASA has committed an amount of R400 000 for the development of a nursery which will specialize in shades and fruit trees and additional fund injection is pending approval from GEDARD for the development of a nursery for herbs. To date GDARD has made a commitment to buy protective clothing for the project. The total number of beneficiaries is 20 and all of them reside in Impumelelo. Training has been provided in the form of National Occupational Safety Act and Running a Cooperative. The council and GP have funded the training.

THUTHUKANI AGRICULTURAL PROJECT

The project is predominantly vegetable farming, and is located on a council-owned plot in Vischkuil. The infrastructure on site entails two containers, irrigation system, water tank, chairs, spades, hoes and tables (equipment). Presently the project is dormant, beneficiaries are no longer on site and the equipment & infrastructure have been vandalized and prospects of riving it are been devised.

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME.

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

settlement (Impumelelo Extension 2 and Extension 3: at EIR level. An amount of R15 million has been jointly budgeted by the Department of Rural Development and Land Reform (R2 million) and Lesedi Local Municipality (R3 million) to develop roads in Impumelelo.

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

EXTENDED PUBLIC WORKS PROGRAMME

In order to create an alignment with the National vision of creating job opportunities to the extent as spelled out in the Provincial and National targets, the LLM approved the policy to promote the extended public work programme in 2012/2013. The following are the principles of focus:-

- Identification of suitable infrastructure construction projects
- Appropriate design for labour intensive construction
- Introduction of tender and contract documentation suitable for small contractors and the use of labour intensive methods of construction
- Introduction of monitoring mechanism to monitor training and labour statistics
- Promote the training of consultants in design methods supporting labour intensity
- Support training of supervisory staff in labour intensity
- Employment of labour (preferably from the local project area)
- Implementation of learnerships and skills programmes for Labour intensive construction

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

4.2.11. SPATIAL AND LAND USE

Lesedi Local Municipality can be described as a primarily rural area, with the major urban concentration located in Heidelberg/ Ratanda, which is situated along the N3 freeway at its intersection with Provincial Route R42, east of the Suikerbosrand Nature Reserve. Devon/ Impumelelo, which is situated on the eastern edge of the Municipal area, abutting the N17 freeway on the north, is a significant rural settlement, while Vischkuil/Endicott east of Springs abutting Provincial Route R29 is a smaller rural centre. Jameson Park is an isolated residential area abutting Route R42 between Heidelberg and Nigel.

The rest of the municipal area is taken up by commercial farms, with agricultural holdings situated in places.
Agriculture, Land Reform and Food Security

Commercial agriculture takes up the largest area within Lesedi – 142,053 ha of land (95% of the study area). Agricultural activity in the municipality is dominated by large scale commercial farming operations (crop production including maize, grain, sorghum, wheat, soya and dry beans, ground nuts, sunflower seeds and vegetables, and animal production including milk, beef, mutton and lamb, eggs and poultry). Lesedi is a very important resource to Gauteng in terms of food production, and this fact should be taken into consideration in the future planning of the area.

The performance of the agricultural sector is very dependent on climatic conditions and may fluctuate from year to year. The agricultural sector does however present opportunities for downstream economic activities and job creation in terms of further processing of agricultural produce (e.g. Karan Beef, Eskort, and Mancho Ranch all of which create opportunities within Lesedi). 60% of the area is agricultural (Gauteng Agriculture Development Strategy).

The challenges to Land Reform centre around funding, proper planning (Area Based Plans), access to information, absence of rural development strategy to counter urban sprawl, pricing of properties, alignment of food security and small farm development initiatives to economic development.

Mining Sector

Mining-Related Land Uses

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

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

- A major slimes dam abutting National Road N17 on the south, to the west of Vischkuil/Endicott, on the boundary of the study area;
- A smaller slimes dam at the old Witwatersrand / Nigel Gold Mine south of Jameson Park; and
- An old, partially rehabilitated slimes dam east of Rensburg and the N3 freeway, south of the Heidelberg Airfield.

Extraction of industrial mineral deposits in Lesedi includes the following:

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

The following mining companies are found in Lesedi:

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

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

Recent developments in Heidelberg shows a lack of appreciation for the significance of the town and guidelines must be put in place for future growth and development.
Agricultural holding areas within Lesedi have a total area of 6473 ha (4.5% of the study area) and include the following:

- Vischkuil / Endicott Agricultural Holdings, abutting Provincial Road R29 between Springs and Devon in the northern part of the study area;
- Hallgate Agricultural Holdings, abutting Provincial Road 550 east of Nigel;
- Blue Valley Agricultural Holdings south of Mackenzieville in Nigel;
- Bothasgeluk Agricultural Holdings, abutting Provincial Route R51 southeast of Nigel;
- Kaydale Agricultural Holdings, abutting Jameson Park on the northwest;
- Spaarwater Agricultural Holdings, abutting Provincial Route R23 in the north-western part of the study area;
- Heidelberg Agricultural Holdings, abutting Provincial Route 549 south of Shalimar Ridge;
- Eendracht Small Farms, abutting Provincial Route R23 between the Spaarwater Agricultural Holdings and the N3 freeway;
- Zonnestraal Small Farms, between the Spaarwater Agricultural Holdings and Duduza;
- Boschkofsteen Small Farms, abutting Provincial Route R42 west of Jordaan Park; and
- Heidelberg Agricultural Holding, which is located to the south of Shalimar Ridge.

Diverse land uses are found on the agricultural holdings, ranging from rural residential, through small scale farming to extensive, informal industrial and commercial activities. A relatively large proportion of the agricultural holdings are vacant.

4.3.12. TOURISM DEVELOPMENT AND MARKETING

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

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

Numerous projects were submitted to facilitate the growth of tourism in the area of Lesedi Local Municipality. The detailed list is available in the Gauteng Tourism Portfolio document but for the sake of this review it is important to mention projects that are currently receiving attention where the GTA has appointed consultants to conduct feasibility report. Such projects entail the revival of the Round Fourteen Pleasure Resort, the Kudung Lodge and Conference Centre (though falling under Midvaal but has impact on the economy and tourism potential of Lesedi Local Municipality), Suikerbosrand Nature Reserve Turnaround strategy and the establishment of Visitor information centres.

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

4.4. KPA4. FINANCIAL MANAGEMENT AND VIABILITY

4.4.1. OVERVIEW OF THE BUDGET PROCESS

Various consultation processes were held with stakeholders in March 2015 at public participation engagements, for the municipal tariffs. Furthermore, engagements were held to discuss the IDP priorities and budget formulation and implementation. The municipality considered National Treasury's budget circulars for guidance in terms of the budget preparation.

BUDGET ASSUMPTIONS

National Treasury issued MFMA/Budget Circulars 72 and 74 indicating information relevant in the compilation of the 2014/15 budget. The following CPI's were used to project expenditure for the 2015/16 financial year as well as the two subsequent years:
There has been an increment of 8,06% on electricity bulk purchases and 8,1% on water bulk purchases. The said projections were used to forecast revenue from services as well as to determine tariff increases for the 2015/2016 financial year. Tariff increments are discussed below.

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

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

Division of Revenue Act 2013 has been issued, advising on the allocation of revenue raised nationally to other government spheres. It is outlined in the said Act, that the Lesedi’s allocation for equitable share is estimated at R64 million, indicated in Division of Revenue Act, 2012 (DoRA, 2012), while Municipal Infrastructure Grant is estimated at R25 million. The proposed allocation has a significant impact on the municipality’s fiscal position and its commitment to meeting its set objectives.

**Cost containment measures**

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

Although it’s acknowledged that local government is autonomous in its strategy formulation (IDP) and setting of budget appropriations, local government remains a sphere of government and must therefore align itself to the maximum extent possible to that of national and provincial government. In this regard in terms of section 62(1) of the MFMA the accounting officer of the municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure:

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

It’s within the spirit of cooperative governance and intergovernmental relations that all accounting officers take note of the cost containment measures and adopt similar measures as part of their municipal budgeting processes. In this regard, previous MFMA Circulars provide guidance as to what is considered as non-priority spending. As part of the annual 2013/14 and 2014/15 audit process the Auditor General will be required to verify if municipalities have adhered to the Cabinet Decision with regard to this matter.

**Overview of alignment of the budget with the IDP**

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

**Measurable Performance Objectives and Indicators**

MFMA Circular 13, advises municipality to formulate the Service Delivery and Budget Implementation Plans (SDBIP), after adoption of the budget. The draft SDBIP will be informed by the approved budget and will be tabled to the Executive Mayor 14 days after approval of the budget, while the final SDBIP will be signed by the Executive Mayor within 28 days of approval of the budget, as legislated.
In terms of section 18(1)(a)(b)(c) of the MFMA, an annual budget may only be funded from realistically anticipated revenues to be collected; cash-backed accumulated funds from previous years’ surpluses not committed for other purposes; and borrowed funds, but only for the capital budget referred to in section 17(2).

**Tariffs Increases**

It is well understandable that the municipality’s ability to fund its operations is also based on its own generated revenue. MFMA circular 58 advises municipalities to apply cost-reflective tariffs. The following tariff increments are proposed to be effected in the 2015/16 financial year.

<table>
<thead>
<tr>
<th>Assessment Rates</th>
<th>6%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>12.69%</td>
</tr>
</tbody>
</table>

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

### 4.4.2. Revenue

Proposed revenue for the 2015/16 financial year is as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget 2014/15 R’000</th>
<th>Draft Budget 2015/16 R’000</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property rates</td>
<td>68,533</td>
<td>89,741</td>
<td>15%</td>
</tr>
<tr>
<td>Service charges- electricity revenue</td>
<td>236,278</td>
<td>258,453</td>
<td>43%</td>
</tr>
<tr>
<td>Service charges – Water revenue</td>
<td>71,562</td>
<td>78,173</td>
<td>13%</td>
</tr>
<tr>
<td>Service charges – sanitation revenue</td>
<td>19,413</td>
<td>23,709</td>
<td>4%</td>
</tr>
<tr>
<td>Service Charges -refuse revenue</td>
<td>22,706</td>
<td>27,354</td>
<td>5%</td>
</tr>
<tr>
<td>Transfers recognized</td>
<td>92,489</td>
<td>100,540</td>
<td>17%</td>
</tr>
<tr>
<td>Other revenue</td>
<td>6,231</td>
<td>20,143</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>527,450</strong></td>
<td><strong>598,113</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

The largest revenue items are electricity at 43%, grant income at 17% and water sales at 13%. The three items generate 84% of the revenue of the municipality.

Detailed information including the 2016/2017 and 2017/2018 outer years is also reflected by Table A4 of the budget tables as well as the supporting tables SA1 and SA25 (breakdown per month). Table A2 gives breakdown per General Finance Statistics (GFS) classification and Table A3 gives the breakdown per cluster.

### 4.4.3. Expenditure

Proposed expenditure for the financial year is as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget 2014/15 R’000</th>
<th>Draft Budget 2015/16 R’000</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee costs</td>
<td>120,180</td>
<td>156,949</td>
<td>27%</td>
</tr>
<tr>
<td>Councilors remuneration</td>
<td>8,694</td>
<td>8,758</td>
<td>1%</td>
</tr>
<tr>
<td>Debt Impairment</td>
<td>57,090</td>
<td>58,295</td>
<td>10%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>44,054</td>
<td>38,026</td>
<td>6%</td>
</tr>
</tbody>
</table>
Section B: Situational Analysis

<table>
<thead>
<tr>
<th>Description</th>
<th>Draft Budget 2015/16 R'000</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bulk purchases: Electricity &amp; Water</td>
<td>207,281</td>
<td>223,929</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>18,557</td>
<td>19,652</td>
</tr>
<tr>
<td>Other expenditure</td>
<td>67,674</td>
<td>80,202</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>530,225</strong></td>
<td><strong>585,811</strong></td>
</tr>
</tbody>
</table>

The largest expenditure items are bulk purchases at 31%, employee related costs at 27% and other expenditure at 14%. The three items make up 72% of the expenditure of the municipality.

Detailed information including the 2016/2017 and 2017/2018 outer years is also reflected by Table A4 of the budget tables as well as the supporting tables SA1 and SA25 (breakdown per month). Table A2 gives breakdown per General Finance Statistics (GFS) classification and Table A3 gives the breakdown per cluster.

4.4.4. CAPITAL BUDGET

The Capital Budget amounts to R53,145 and is funded as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (R'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Government funded</td>
<td>40,843</td>
</tr>
<tr>
<td>Lesedi L.M. (own funded)</td>
<td>12,302</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>53,145</strong></td>
</tr>
</tbody>
</table>

The capital list for the 2015/16 financial year amounting to R53,145 is attached as per supporting table SA36. Further breakdown of the Capital budget per vote and department is given in Table A5.

CASH FLOW EFFECT OF THE BUDGET

The cash flow impact of the proposed 2015/16 Annual Budget is as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (R'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td></td>
</tr>
<tr>
<td>Property rates and service charges</td>
<td>373,081</td>
</tr>
<tr>
<td>Interest earned on service debtors</td>
<td>3,760</td>
</tr>
<tr>
<td>Grants received</td>
<td>120,258</td>
</tr>
<tr>
<td><strong>Total cash receipts</strong></td>
<td><strong>497,099</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (R'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditure</td>
<td></td>
</tr>
<tr>
<td>Suppliers and employees</td>
<td>431,069</td>
</tr>
<tr>
<td>Finance charges</td>
<td>6,084</td>
</tr>
<tr>
<td><strong>Total cash payments</strong></td>
<td><strong>437,153</strong></td>
</tr>
<tr>
<td><strong>Total cash surplus</strong></td>
<td><strong>59,947</strong></td>
</tr>
</tbody>
</table>

Budgeted cash flows are indicated in Table A5. A breakdown per month of the projected cash flow is recorded in supporting table SA30. A provision for doubtful debts of 15% of billings has been made as reflected under ‘funding of the budget’ above.

4.2.5. SUPPLY CHAIN MANAGEMENT

The Council policy contains the following fundamental aspects:

- **Adherence to the Constitutional expectations regarding the procurement system**
- **Adherence to the Preferential Procurement Policy Framework Act**
- **Adherence to the Municipal Finance Management Act**
- **Adherence to delegation of powers as per requirements of the law:**
- **All bid committees being fully functional, namely Bid Specification, Bid Evaluation and Bid Adjudication**

- **No councillors serve on these committees, as prescribed by the Municipal Finance Management Act (MFMA) (Act 56 of 2003)**

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

Over 600 suppliers have already completed the supplier registration forms that are daily updated on our suppliers system. Acquisition is informed by operational budget practices and principles such as; use of the stores section incorporating logistics and disposal management.
Demand management manifests via the Integrated Development Plan and operational budgeting exercises. Risk Management is done by the Management Accounting Section focusing on assets, fleet management for vehicles, Information Technology section for information storage and backup system in the Management Support Services department.

### 4.4.6. Investments

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

### 4.4.7. Indigent Policy

The Council's indigent policy is implemented to assist the poor households, which cannot afford the services rendered. The households receive 50 KW electricity and 6 Kiloliters of water free, and in addition an amount equivalent to basic charges per household per month is credited to their account in order to assist them with refuse, assessment rates and sewerage. All outstanding arrears at the date of approval of indigent status were written off.

### 4.4.8. Billing of Debtors

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

Audit teams were also used from time to time, to identify households that tempered with the services of the council. If the services of a household have been removed due to tampering, the owner is responsible for all costs involved before the services are restarted.

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

### 4.4.9. Provision for Bad Debts

Lesedi's current provision for Bad Debt amounts to R61,492,000 and this has been increased to R84,061,000 for the 2014/15 budget year due poor collection levels on outstanding debt over 90 days. The liquidity of the municipality will be placed under pressure for the budget year if consumers do not pay for the services. The consumers of municipal services needs to understand that the municipality should be financial sustainable as required in terms of the Municipal Systems Act. In simple terms, this means the municipality should at the least, recover the cost incurred in providing municipal services such that it can pay municipal salaries and service providers who contribute to service delivery.
The council of the Lesedi Local Municipality consists of 26 councilors. 19 from the African National Congress (ANC), 6 from the Democratic Alliance (DA) and 1 from the Freedom Front Plus (FF). The ANC has 9 female and 10 male councilors, DA 1 female and 5 male councilors and FF has 1 female councilor. There is also a Mayoral Committee that consists of the Mayor and the 4 Members of the Mayoral Committee (MMC’s). The MMC’s are portfolio heads of the different departments within the municipality (Finance and Administration, Development and Planning, Municipal Support Services and Community Services)

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

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

During this period of engagement a list of issues and comments, representing stakeholders’ views were drawn up. Over and above that there are Mayoral Imbizo’s that a convened also to give communities a platform to raise issues and make positive contributions that can take the Municipality forward. The Municipality develops a newsletter on quarterly basis. The purpose thereof is to keep the public informed on developments that that are taking place within the municipality. Ward councilors and Members of the Mayoral Committee (MMC’s) are given an opportunity to inform the public on what they are currently doing in their respective wards/ departments and what they are also planning for the future.

### 4.5.1. Public Participation, Accountability and Transparency

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

- The internal audit has been outsourced and is fully functional
- Audit & performance audit committees were established and fully operational
- Our council meetings are scheduled to take place once a month and all council meetings are advertised.
- Wards have been established in line with the requirements of sector representatives
- Ward Committees are sitting monthly according to their year plan, and the minutes of the meetings are submitted to the Speaker’s Office.

The following support is provided to the Ward Committees:

- Capacity building (training & workshops)
- Transport to attend meetings
- Admin support via our corporate service
- Venues are provided for meetings
- The MPAC was established and is still been capacitated to function effectively.

#### Ward System

The training of ward committee members cannot be over-emphasized in this regard as this structure is on the cutting edge of community participation in the municipality's development agenda that is, the Integrated Development Plan (IDP). Hence the need to train the committees and such training is coordinated from the Gauteng Department of Local Government and Lesedi Local Municipality.
The ward committees training was coordinated from the municipality and it centered on the secretaries in ensuring that the wards secretariat functions optimally, training was carried out on the following areas:

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

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

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

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

- **Meetings of the Ward Committees are convened on monthly basis, chaired by the Ward Councillor. Reports then get submitted to Council.**
- **Coordination and Linkage between the Municipality and Ward Committees happen through the Office of the Speaker. IDP Implementation Workshop was held whereby all ward committees were invited and taken through IDP Implementation Plan.**
4.6.1. DISASTER MANAGEMENT

There are 2 types of likely disasters and the are as follows:

- **Man Made**
- **Natural – Act of God**

### MAN MADE DISASTERS

<table>
<thead>
<tr>
<th>Disaster Type</th>
<th>Location</th>
<th>Prevention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Train Accidents</td>
<td>Goods Trains Risk of HAZMAT incident/Various Rail routes in and around Heidelberg (Main line to coast, ports)/Devon. Passenger Trains Risk of collisions involving large amounts of patients, and Areas. Various rail routes as above.</td>
<td>Beyond emergency services control. Communication and liaison with Railway Company (reduce risk). Rapid response and intervention preventing subsequent incidents as a result of an isolated incident.</td>
</tr>
<tr>
<td>Hazardous spills into Spruits/Rivers etc</td>
<td></td>
<td>Communication and liaison with nature conservation agencies [reduce risk]. Rapid response and intervention preventing subsequent incidents as a result of an isolated incident. Secure, prevent contamination. Utilization of Specialized HAZMAT Company in conjunction with water affairs and nature conservation.</td>
</tr>
<tr>
<td>Risk of access to town being interrupted.</td>
<td>High number of bridges on N3 crossing Rivers/Railway lines.</td>
<td></td>
</tr>
<tr>
<td>Gas and Fuel Pipelines</td>
<td>Two Gas lines from Sasol to Secunda [Oxygen &amp; Propylene].</td>
<td>Awareness Rapid Intervention.</td>
</tr>
<tr>
<td>Acts of Terrorism/Sabotage</td>
<td></td>
<td>Places of worship/churches /Approx. 30. Sports and recreation facilities Various locations/various sport areas. Power stations Old Age Homes Continuation of water supply. Fire Rivers Floodwaters [sabotage dam walls]</td>
</tr>
</tbody>
</table>

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

- Floods /Informal Settlements close to dormant riverbeds etc.
Section B: Situational Analysis

- Heavy Downpours.
- Windstorms.
- Landslides.
- Earthquakes.
- Epidemics.
- Drought
- Snow
- Hail.

Contingency Plans and Emergency Procedures

- Joint operation centers.
- Satisfactory Predetermined attendance.
- Standard operating procedures in place.
- Predefined plans of action.
- Communication systems.
- Mutual aid agreements with neighboring services.
- Access and utilization of specialized services.
- Hazmat company
- Tow services
- Private Ambulances
- Specialized rescue services
- Specialized fire services
- Security
- Successful chain of command.
- Establishment of Control points.
- Utilization of community assistance.
There are internal and external risk factors that, if not managed can impede on the successful accomplishment of the Municipality’s strategic objectives. As part of the annual strategic planning process, management identified strategic risks that could affect the Municipality’s ability to achieve its objectives in order to ensure continuous management of risks.

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

**RISK EXPOSURE TABLE**

<table>
<thead>
<tr>
<th>Exposure Rating</th>
<th>Assessment</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Unacceptable</td>
<td>Immediate implementation of corrective action plans</td>
</tr>
<tr>
<td>Medium</td>
<td>Acceptable with caution</td>
<td>Implementation of improvement opportunities and validation of controls</td>
</tr>
<tr>
<td>Low</td>
<td>Acceptable</td>
<td>Validation and optimization of controls</td>
</tr>
</tbody>
</table>

**DIAGRAM**

---

**THE FOLLOWING TABLE SUMMARIZES THE RISKS IDENTIFIED:**

<table>
<thead>
<tr>
<th>NO</th>
<th>RISK</th>
<th>CAUSES IDENTIFIED</th>
<th>NR</th>
<th>ACTION PLANS</th>
<th>DEPT</th>
</tr>
</thead>
</table>
|    | Loss of Revenue (Water Distribution losses) | Ageing Infrastructure  
Damaged water Infrastructure  
Thief & vandalism of Water Infrastructure Assets  
Estimation of water bills  
Inadequate funding  
Absence of Business Plans |    | Implementation of the comprehensive water conservation and demand management strategy | IS   |
<p>|    |                                    | To implement the social intervention component of the water conservation demand management strategy |    | To implement the social intervention component of the water conservation demand management strategy | IS   |
|    |                                    | Full implementation and monitoring of the approved Revenue Policy and By-Laws. |    | Full implementation and monitoring of the approved Revenue Policy and By-Laws. | IS   |
|    |                                    | Rotation of at least Five(5) Service Providers to do water meter readings |    | Rotation of at least Five(5) Service Providers to do water meter readings | CFO  |
|    |                                    | Sourcing of additional funding i.e MIG / DBSA / PPP |    | Sourcing of additional funding i.e MIG / DBSA / PPP | IS   |
|    |                                    | Program GPS-coordinates for all LLM Water meters - |    | Program GPS-coordinates for all LLM Water meters - | CFO  |
|    | Loss of Revenue (Electricity)      | By-passing of meters / illegal connection of electricity |    | Installation of additional protective meter kiosks (long term goal) | IS   |
|    |                                    | Ongoing monitoring of the Electricity Network |    | Ongoing monitoring of the Electricity Network | IS   |</p>
<table>
<thead>
<tr>
<th>NO</th>
<th>RISK</th>
<th>CAUSES IDENTIFIED</th>
<th>NR</th>
<th>ACTION PLANS</th>
<th>DEPT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Distribution Losses</td>
<td>Theft of electrical cables at mini-substations</td>
<td></td>
<td>The implementation of approved credit control procedures</td>
<td>CFO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Disparity between billing and cost factors managed by Regulating Authority (National Regulatory Energy of SA)</td>
<td></td>
<td>Restructuring of the tariffs to be in line with ESKOM Tariff Structure</td>
<td>CFO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Insufficient funds to install Eskom metering to minimise losses</td>
<td></td>
<td>Source alternative ways of funding for the installation of smart meters.</td>
<td>CFO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ineffective implementation of the credit control measures.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Absence of Business Plans</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Loss of Revenue (Asset Management)</td>
<td>Ineffective implementation and non-conformity to National Treasury guidelines</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Inadequate implementation of the credit control policy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Absence of consequence management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Loss of Revenue (Waste)</td>
<td>Poor management at the Transfer Station</td>
<td></td>
<td>Develop &amp; Implement a Management Plan for the Transfer Station</td>
<td>IS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-functional Weigh Bridge</td>
<td></td>
<td>Repair and re-program the weigh bridge</td>
<td>IS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Poor Billing</td>
<td></td>
<td>Establishment of a secured office</td>
<td>IS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Absence of Cost Reflective Tariffs</td>
<td></td>
<td>Clear the entrance of the Waste Transfer Station</td>
<td>IS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Failure to curb illegal dumping</td>
<td></td>
<td>SOP to be developed to address the poor billing of waste management</td>
<td>CFO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Absence of Business Plans</td>
<td></td>
<td>Review the Tariffs for Waste &amp; Refuse Management</td>
<td>CFO</td>
</tr>
<tr>
<td>4</td>
<td>Loss of Revenue (Late Payment of Leased by Government)</td>
<td>Non-implementation of the credit control policy</td>
<td></td>
<td>Full implementation and monitoring of the Credit Control Policy</td>
<td>CFO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lack of control over Council vehicles.</td>
<td></td>
<td>Robust verbal &amp; written communication to respective governmental institutions</td>
<td>CFO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ageing fleet.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Absence of Business Plans</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Absence of consequence management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Loss of Revenue (Poor Management of fleet)</td>
<td>Non-payment of suppliers within 30 days from the date of receipt of invoice.</td>
<td></td>
<td>Full implementation &amp; monitoring of the adherence to the payment of creditors within 30 days after the date of invoice</td>
<td>CFO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Disputes on Invoices received.</td>
<td></td>
<td>Weekly Monitoring of cash flow</td>
<td>CFO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-existence of working capital.</td>
<td></td>
<td>Weekly monitoring of unpaid invoices</td>
<td>CFO</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>To monitor the revenue enhancement process</td>
<td>CFO</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Monitoring the repayment of the overdraft facilities.</td>
<td>CFO</td>
</tr>
<tr>
<td>6</td>
<td>Late payment of service providers</td>
<td>Inadequate implementation of the National Treasury guidelines</td>
<td></td>
<td>To source funding to consolidate various GIS system into one GIS system</td>
<td>DP</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Implementation of the Asset Management Policy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Review of the fixed asset contract / Lease Agreements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Poor Asset management</td>
<td>Inadequate implementation of the National Treasury guidelines</td>
<td></td>
<td>Establish an OHS Committee &amp; Champions</td>
<td>CORSE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Implementation of the Asset Management Policy</td>
<td></td>
<td>Develop and implement an OHS Strategy</td>
<td>CORSE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Review of the fixed asset contract / Lease Agreements</td>
<td></td>
<td>Include a specialist for OHS on municipal structure</td>
<td>CORSE</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Develop &amp; implement an OHS Policy &amp; SOP’s</td>
<td>CORSE</td>
</tr>
</tbody>
</table>
**Section B: Situational Analysis**

<table>
<thead>
<tr>
<th>NO</th>
<th>RISK</th>
<th>CAUSES IDENTIFIED</th>
<th>NR</th>
<th>ACTION PLANS</th>
<th>DEPT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ineffective Record management</td>
<td><strong>Inadequate use of record management system.</strong></td>
<td></td>
<td>Conduct workshops on the Records Management SOPs with all HOD’s &amp; Secretaries</td>
<td>CORSE</td>
</tr>
</tbody>
</table>
|    | Illegal land invasion | **Vacant land.**  
**Uncontrolled access to land**  
**Lack of security of tenure**  
**Urban sprawl** |    | Infilling and densification | DP |
|    | Inability to enforce approved Municipal Policies | **Outdated By-Laws.**  
**Absence of a monitoring mechanism**  
**Absence of a Environment Management Framework**  
**Lack of By-Laws for open spaces to avoid illegal dumping**  
**Unauthorized waste disposal** |    | Approval and publication of By-Laws | CORSE |
|    | Non-compliance to the National Environment Management Standards | **Abuse of internet usage by staff members**  
**Abuse of telephones by staff members**  
**Poor Management of ICT contracts**  
**Abuse of printing facilities** |    | Development & implementation of an environmental management plan | DP |
|    | Excessive Expenditure (ICT) | Upgrade IT system to allow selective access to internet |    | Development and implementation of an environmental management plan | CORSE |
|    | Utilization of an unauthorized waste disposal site (Landfill Site) | **Lack of licensed landfill sites in Devon**  
**Rehabilitation of contaminated land** |    | Finalization of the EIA Plan for the legalization of the landfill site | IS |
|    | Fraud and corruption | **Inadequate internal controls and weaknesses**  
**Failure to monitor conflict of interest** |    | Approval and publication of By-Laws | CORSE |
|    | Service delivery protest | **Poor Communication between the municipality and the community** |    | Full implementation & monitoring of the approved Communication Strategy | CORSE |

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Section B: Situational Analysis

<table>
<thead>
<tr>
<th>RISK</th>
<th>CAUSES IDENTIFIED</th>
<th>NR</th>
<th>ACTION PLANS</th>
<th>DEPT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Absence of client centricity</strong></td>
<td></td>
<td>Public Participation Policy</td>
<td><strong>R</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Establishment of a customer services section</td>
<td><strong>CORSE R</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Implementation of innovative customer relationship management</td>
<td><strong>CORSE R</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Building and extension of building facilities without the approval of building plans</strong></td>
<td></td>
<td>Issuing notices and enforcement of legal processes for non-compliance to the National Building Regulations and other relevant town planning legislation or policies</td>
<td><strong>CORSE R</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Illegal business containers / spaza-shops &amp; buildings</strong></td>
<td></td>
<td>Full capacitation of the town planning &amp; housing sections</td>
<td><strong>DP</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Lack of monitoring illegal activities</strong></td>
<td></td>
<td>Implementation of Building Regulations / Spaza Shops and Container Policies</td>
<td><strong>DP</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Ongoing monitoring of illegal activities</td>
<td><strong>CORSE R</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Lack of Planning</strong></td>
<td></td>
<td>Regular monitoring of funds by both Finance and other departments Establishment and capacitation of a Project Management Unit Review the SCM SOP’s</td>
<td><strong>CFO</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Poor Project Management</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Inadequate security services around municipal buildings.</strong></td>
<td></td>
<td>Full implementation &amp; monitoring of the approved Safety &amp; Security Policy</td>
<td><strong>CS</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Inaccessibility of Council facilities (disabled) Service Delivery Protests.</strong></td>
<td></td>
<td>Full implementation &amp; monitoring of the approved Protest Management Plan</td>
<td><strong>CS</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Lack of Control on PHC due to Provincialisation of Primary Health care.</strong></td>
<td></td>
<td>Awaiting the directive from Provincial Government in terms of rendering the PHC in Lesedi</td>
<td><strong>CS</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Inadequate Traffic Law enforcement</strong></td>
<td></td>
<td>Full implementation of the Traffic Management Plan</td>
<td><strong>CS</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Inadequate By-Law enforcement</strong></td>
<td></td>
<td>Partnership with other affected stakeholders</td>
<td><strong>CS</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Enforcement of reported non-compliance with by-laws</td>
<td><strong>CS</strong></td>
</tr>
</tbody>
</table>

4.6.3. Integrated Environmental Management

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

Environmental problems and constraints include:

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

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

- The nature reserves.
- The various water bodies and wetlands.
- The previously disadvantaged areas.
- The informal housing settlements.
- The rural farming areas.
- The small holding areas.
- The old mining areas.
- Heidelberg CBD.

Compliance with NEMA Principles and National Environmental Norms and Standards

A comprehensive Environmental Management Plan for the whole of Lesedi will be drawn up which will prescribe detailed guidelines and procedures to be followed pertaining to development in the various areas. In the interim all development in Lesedi is strictly controlled in terms of the prescriptions of the relevant environmental legislation.

Projects which will Require Environmental Scoping/EIA

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

- Construction of Ratanda/ R42 link road.
- Development of Devon/Impumelelo Refuse Disposal Site.
- Feasibility Study: Vischkuil mini dumping site.
- Housing development in the Heidelberg "Zone of Integration".[EIA Competed]
- Tokolohong Agri-Village [Scoping completed].
- KwaZenzele Agri-Village.
- Township Establishment Heidelberg Zone of Opportunity.
- Refinement of the SDF.
4.6.4. ENVIRONMENTAL HEALTH

LLM renders environmental health service on behalf of SDM, through a service level agreement (SLA). In terms of the Health Act, Act 61 of 2003, the following services are rendered:

**Water Quality Monitoring**

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

- Enactment of relevant by-laws.
- Complaint investigation.
- Monitoring of water reticulation systems and other sources of water supply.
- Ensuring that potable and an adequate supply of water is provided for domestic use and that it complies with Blue Drop Certification.
- Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.
- Water sampling for bacteriological and chemical analysis.
- Health promotion and training. Advocacy on proper water usage.
- Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.

**Waste Management**

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

This includes the following but is not limited to:

- Enactment of relevant by-laws.
- Complaint investigation.
- Ensuring that waste is stored, collected and disposed of properly and that proper facilities and containers are provided.
- Ensuring through monitoring that sewerage and industrial effluent or other liquid waste are disposed of in terms of legal requirements and that no blockages and spills occur and instituting remedial and preventative measures.
- Ensuring through monitoring the proper handling, storage, collection, treatment and disposal of health care and hazardous waste.
- Compliance monitoring of garden refuse sites, refuse transfer sites, landfill sites, incinerators, recycling sites, waste treatment plants and sites and sewerage works, and the processes associated with such premises and instituting remedial and preventative measures.
- Sampling of any waste product.
- Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.
- Law enforcement by serving compliance notices or if deemed necessary by issuing “summons to appear in Court” notices (Sect 56 of Criminal Procedures Act 1977).
- Health promotion and training.

**Food Control**

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

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

This includes the following but is not limited to:

- Issuing of certificates of acceptability.
- Inspection of formal and informal food premises and delivery vehicles.
- Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.
- Examination, sampling and analysis of foodstuffs.
- Examination of food labels.
- Monitoring compliance with HACCP requirements.
- Hygiene control and meat inspection at abattoirs.
- Addressing complaints.
- Law enforcement by serving compliance notices or if deemed necessary by issuing “summons to appear in Court” notices (Sect 56 of Criminal Procedures Act 1977).
Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.

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

It does NOT include the provision of refuse removal or other waste management systems which may be the function of a different department or authority.

**Health Surveillance of Premises**

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

This includes the following but is not limited to:

- Enactment of relevant by-laws.
- Complaint investigation.
- Giving advice on legal requirements, which includes comments on building plans, for the establishment of premises, as well as comments on planning issues, as and when required.
- Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.
- Identification of health risks, nuisances and hazards and instituting remedial and preventative measures.
- Monitoring indoor air quality, ventilation, lighting and dampness and instituting remedial and preventative measures.
- Enforcement of tobacco control legislation.
- Issuing of business licenses, permits and certificates where applicable.
- Participation in the prevention of urban decay.
- Law enforcement by serving compliance notices or if deemed necessary by issuing “summons to appear in Court” notices (Sect 56 of Criminal Procedures Act. 1977).
- Ensuring the removal of health nuisances or hazards at the cost of the owner upon failure to comply with the requirements of compliance notices.
- Health promotion and training.
- Input into Environmental Impact Assessments.
- ECD centers
- Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.

**Communicable Diseases**

Surveillance and Prevention of Communicable Diseases, Excluding Immunizations

The surveillance and prevention of communicable diseases entails health and hygiene promotion for the prevention of all environmentally induced diseases.
Section B: Situational Analysis

Vector Control

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

This includes the following but is not limited to:

- Enactment of relevant by-laws.
- Complaint investigation.
- Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.

4.6.5. Environmental Pollution Control

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

This includes the following but is not limited to:

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

Air Pollution Control and Air Quality Management

Lesedi Local Municipality has been included into the Highveld Priority Air-shed area and must a local air pollution plan be developed for Lesedi that will address local air pollution matters. In addition to this, a cost must be linked to the activities and equipment indicated in the plan and a separate budget or line item must be provided for this function.

- Complaint investigation.
- Identification and monitoring of sources of air pollution and instituting remedial or preventative measures.
- Identification of premises with poor indoor air quality and instituting remedial or preventative measures.
- Law enforcement by serving compliance notices or if deemed necessary by issuing “summonses to appear in Court” notices (Sect 56 of Criminal Procedures Act. 1977).

Identification of vectors, rodents and other insects, their habitats and breeding places and instituting remedial and preventative measures to eradicate vectors.

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

Collection of specimens for research purposes.

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

Health promotion, campaigns and training.

Water Pollution Control and Water Quality Management

- Complaint investigation.
- Monitoring of water reticulation systems and other sources of water supply.
- Ensuring that portable and an adequate supply of water is provided.
- Identification and monitoring of sources of water pollution and instituting remedial or preventative measures.
- Identification and making safe of dangerous wells, boreholes and excavations.
- Monitoring and control of storm water runoff from premises which may impact on public health Ensuring that proper systems are in place for the disposal and containment of waste water.
- Water sampling for bacteriological and chemical analysis.
- Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.
- Law enforcement by serving compliance notices or if deemed necessary by issuing “summonses to appear in Court” notices (Sect 56 of Criminal Procedures Act. 1977).
- Health promotion and training.
- Input into Environmental Impact Assessments.
- Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.
Section B: Situational Analysis

Land and Soil Pollution
- Complaint investigation.
- Identification and monitoring of all land to ensure that no health nuisances, risks or hazards occur on such premises and ensure institution of corrective measures where such nuisances, risks or hazards occur.
- Monitoring and control of illegal dumping / littering.
- Law enforcement by serving compliance notices or if deemed necessary by issuing “summonses to appear in Court” notices (Sect 56 of Criminal Procedures Act. 1977).
- Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.
- Health promotion and training.
- Input into Environmental Impact Assessments.
- Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.

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

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

This includes the following but is not limited to:
- Complaint investigation.
- Monitor the treatment, storage, removal or transportation of bodies.
- Law enforcement by serving compliance notices or if deemed necessary by issuing “summonses to appear in Court” notices (Sect 56 of Criminal Procedures Act. 1977).
- Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.
- Health promotion and training.
- Input into Environmental Impact Assessments.
- Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.

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

This includes the following but is not limited to:
- Complaint investigation.
- Monitoring safe disposal of chemical wastes.
- Law enforcement by serving compliance notices or if deemed necessary by issuing “summonses to appear in Court” notices (Sect 56 of Criminal Procedures Act. 1977).
- Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures including the removal of chemical spillages.
- Health promotion and training.
- Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.

Challenges: Environmental Health (MHS)
Lack of By-Laws: Environmental Health Services are rendered on a Service Level Agreement on behalf of Sedibeng District Municipality. All applicable by-laws must be promulgated by Sedibeng District Municipality. Vastness area: Due to the vastness of the area, the service within the rural area is basically rendered on a re-active basis rather that pro-active. The services rendered at the rural areas will be re-planned to ensure that pro-active services can be rendered.

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

Sports and recreation: Mass participation and wards games programme

Introduction and Background
Lesedi Local Municipality recognizes the fact that residences within its borders have vast talents in Sports and wants to give formal recognition to those individuals who excel locally.

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

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

The imposition of the seven priority codes (Netball, Football, Cricket, Rugby, Athletics, Boxing and aquatics; Seven priority codes are part of the developmental programme adopted in order to open up opportunities to and expose various communities to different codes which were not readily available or familiar to their environment.
Project in this regard will be drawn from the following key pillars of the Gauteng Sport Policy.

**SPORT DEVELOPMENT**

*Focus Area:*

- *Increase the professional and skilled human resource capacity required to deliver school, recreation (mass participation) and competitive events and activities: and*

- *Increasing the number and performance of athletes by nurturing and developing identified talent and high performance talent.*

**RECREATION (MASS PARTICIPATION)**

*Focus area*

- *To increase the numbers of people that participates in the sport and recreational activities, and thus leads healthy lifestyle.*

- *The pillar offers some transformation opportunities through talent identification; training in sport skills with possible job creation opportunities*

In order to arrive and achieve the above strategic objective, the unity is contemplating of staging municipal ward games which envisaged to take place in a form of ward competitions in the following sporting codes:-

- chess; darts; morabaraba; ncuva; netball; pool; race walking; road running; basketball; soccer ladies; soccer men; table tennis; tennis; volleyball men, ladies and mix & cricket team compilation

**LESEDI CULTURAL GENRE**

- Dancing activities
- Comedian
- Gum Boots Dance
- Choral music
- Cultural Dance
- DJ's mix
- Sound System
- Mannekoor/Men choir
Library and information services (material for education, information, recreation and aesthetic appreciation) are provided to residents to make information more accessible.

There are eight (8) libraries within LLM, with a total membership of 1770 and an internal circulation of 32,526 and external circulation of 37,462. There are also two additional libraries that have been built in Ratanda Extension and Heidelberg Extension 23.

Rensburg library has been upgraded and extended.

Provision need to be made for the repair/maintenance/upgrade of Heidelberg- Jameson Park admin block and Impumelo library

Some libraries have “Friends of the Library” who are consulted, together with members and community through, public survey to determine the type of material that libraries should procure. Libraries have reading programmes for the young and old.

Training is conducted on basic computer literacy in all the libraries.

A system, RIFD will be installed Heidelberg library that will assist with stock taking, security of books and identification of wrongly shelved books.

**Historic and Cultural Features**

Significant cultural and historic features are mostly situated in and around Heidelberg CBD.

Heidelberg was established by Heinrich Ueckermann in 1861 at the intersection of the old wagon trails to and from Pretoria, Potchefstroom, Bloemfontein and Durban. Ueckermann started a general dealer shop at the crossroads. A town plan was prepared in 1861 and the name Heidelberg was given to the town, after the old University town in Germany. Heidelberg developed as a typical rural Victorian town, which during the First Boer War [1880-1883] served as the capital of the ZAR. Growth in the town received a significant boost with the discovery of gold in 1885.

The town remains an attractive place and retains much of its original character and a number of historically significant old buildings from the Victorian period, as well as some historic places. The historic character and ambiance of the town is in fact one of its main strengths and should be promoted as a major opportunity in terms of future development.

Following research undertaken by the department of Architecture at the University of Pretoria, a document regarding the heritage of Heidelberg was compiled in November 1988 by Schalk le Roux and Roger Fisher. Modern electronic maps and diagrams were produced from this report and were included in the Heidelberg CBD Urban Design Plan, 2004. According to SAHRA (South African Heritage and Resource Agency) the following list of heritage sites are listed in Heidelberg:

Table 3: Listed Heritage Sites

<table>
<thead>
<tr>
<th>Structure</th>
<th>Government Notice</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dutch reformed church, “Klipkerk”, H.F Verwoerd Street</td>
<td>1510</td>
<td>06.09.1968</td>
</tr>
<tr>
<td>Volkskool</td>
<td>2016</td>
<td>20.11.1970</td>
</tr>
<tr>
<td>N.Z.A.S.M Station</td>
<td>2482</td>
<td>09.12.1988</td>
</tr>
<tr>
<td>De Rust-plaasopstal</td>
<td>2709</td>
<td>15.12.1991</td>
</tr>
<tr>
<td>Diepklk Farm Museum, Suikerbosrand Nature Reserves</td>
<td>332</td>
<td>22.02.1991</td>
</tr>
</tbody>
</table>

Apart from the above mentioned, a number of historical buildings are also situated in Heidelberg, including the following:

**The Town Hall** – the Town Hall is situated south of the Klipkerk and was built in 1939. This magnificent building was designed by Gerhard Moerdyk, and is an excellent example of this eclectic age;

**Heidelberg Klipkerk**: The church building is widely known as the Klipkerk after its beautiful sandstone construction. The corner stone was laid in 1890 and inaugurated on 13 March 1891. The Klipkerk has survived many mishaps, such as when the tower collapsed in 1909 and a fire in 1967 that caused serious damage to the inside.

**Heidelberg Guest house**: Built in 1897 as parsonage for the Klipkerk Dutch Reformed Congregation in late Victorian style.

**Concentration Camp Cemetery**: An obelisk erected between the concentration camp site and the graves, commemorates the women and children who died in the concentration camp during the Second War of Independence.

**Saint Ninian’s Anglican Church**: This church was built in 1882 and was originally known as the “soldier’s church” due to the church attendance of British garrison troops during the Second Anglo Boer War;

**Dr. James O’ Reilly house**: It was used by the British officers as quarter. Dr. O’ Reilly was one of the persons who turned the Waverly Hotel into a hospital during the war. This Waverly Hotel was situated next to his house unfortunately it was demolished in recent years. On 30 September 1900 the British closed down the hospital without profound reason.

**Bakood**: Supposedly covered water source of the town so that the British could not poison it.

**Refugee Camp at Heidelberg**: Some of the workers accompanied the boer women and children to the Concentration Camps and many of them died in the camp. The Native Refugee Camps were established to accommodate those who were left on farms when the boer women and children were taken to the Concentration Camp.

**The Old Heidelberg Jail** – This structure was completed in 1888; the sandstone jail in Heidelberg is on the northern side of the town in Ueckerman Street. Salmon van as and a fellow burgher, Louis Slabbert, were imprisoned here. Van As was falsely accused of murdering a British officer and he was sentenced to be executed on 23 June 1902. The bullet hole is still visible.
A.G. Visser House – The well-known Afrikaans poet Dr A.G. Visser, known as the “singer of the Suikerbosrand”, resided and practiced as the local doctor in this house for many years;

The Heidelberg Club – Founded and built in 1892 the Heidelberg club was the second club in the old Transvaal to be granted a liquor license;

Another historical feature within LLM is the War Memorial Cemetery situated just west of Aston Lake, in the most northwestern portion of LLM. This cemetery is immaculately kept and a beautiful feature within LLM. From the grave stones, it seems to be a memorial cemetery for the African & Indian S.A. soldiers who were slain in the line of duty.

A carefully researched urban trail, which includes historic and listed buildings, was formalized during previous studies, but due to a lack of marketing, is not well known. This aspect should receive attention, as the tourism potential of Heidelberg is currently underestimated. Another trail was established for the promotion of archeological stone ruins at the Diepkloof Farm Museum in the Suikerbosrand Reserve, namely the Toktokkie Trail and the Toktokkie stone ruin site. The site is a stone walled, late Iron Age site, which was possibly occupied by branches of the Basotho and/or Batswana people.

From research undertaken, it became clear that there is a desperate need for an updated audit of all historical, cultural and archeological features, including the background of each feature. In Heidelberg a relatively recent database exists of most important buildings and features, but the need exists to extend this database to outlying areas.

The government regarded the transformation of geographical names in the country a means to heal the wounds of the past and to build a united society. Geographic names identify and reflect culture, heritage and landscape. Correct use of accurate geographic names can provide benefits to local, national and international communities in respect of trade and commerce, population census and national statistics, property rights and cadaster, urban and regional planning, environmental management, sustainable development and conversation. Standardized geographical names are crucial to the reaffirmation of traditional culture as an effective expression of national identity.

The aim of this information is to establish the onsite conditions of a variety of public open spaces. These spaces include inter-alia:

- Entrance 1 (Heidelberg Rd) - Project 1
- Entrance 2 (Protea Rd) - Project 2
- Park 3 (Adjacent to sports Complex) - Project 3
- Park 1 (Heidelberg Rd) - Project 4
- Entrance 1 (Heidelberg road) - Project 1

The first entrance to Ratanda is located on the R549 and leads off into Heidelberg road. There are no real distinguishing features of this entrance although some basic planting had previously been attempted. The verges are in a really poor condition, particularly the area directly opposite the entrance. The condition of the lawn at the entrance is almost non-existent and the ground covering is mostly weeded.

There are a large number of big Eucalyptus trees in this area and should ultimately be removed, mainly due to the negative effect they have on underground water and their substantial water usage.

There are also power lines running alongside the R 549 with a fairly wide electrical servitude underneath. The entrance is clearly marked with normal street signage. This entrance is visually substantially neater than the Heidelberg Road entrance. It appears to be a newer entrance and it has received noticeably more attention than the first entrance.

The planting that has taken place at the entrance is un-maintained and as a result looks untidy. Only a portion of the plants have survived and additional planting will be required to improve the aesthetics of this entrance. The lawn is generally in a good condition but requires maintenance.

An avenue of trees has been planted along a portion of Protea Road. The lawn has been dug up for infrastructural purposes so new lawn will have to be laid in these areas.

This entrance is situated further south along the R 549 from Heidelberg road. This entrance is visually substantially neater than the Heidelberg Road entrance. It appears to be a newer entrance and it has received noticeably more attention than the first entrance.
The planting that has taken place at the entrance is unmaintained and as a result looks untidy. Only a portion of the plants have survived and additional planting will be required to improve the aesthetics of this entrance. The lawn is generally in a good condition but requires maintenance.

An avenue of trees has been planted along a portion of Protea Road. The lawn has been dug up for infrastructural purposes therefore new lawn will have to be laid in these areas.

**Park 3 (Adjacent to Sports Complex) – Project 3**

This park is situated north of the Ratanda Sports Complex. It is also located adjacent to the taxi rank and is in close proximity to a creche. The playground equipments are in reasonable condition although one of the swings sets has collapsed and will need to be repaired or replaced. The balance of the equipments is in a functional condition. Harder wearing surfaces underneath the equipment need attention.

There are a few trees on site but these are closer to the taxi rank and not in the park per se. There are no seating facilities or benches and littering bins. The lawn area is in a poor condition and should probably be replaced.

There are some main dirt pathways through the park and these should be replaced with a paved pathway.

**PARKS SECTION**

**Park 1 (Heidelberg Rd) - Project 4**

This is a very large portion of land situated alongside Heidelberg road, in the northern part of Ratanda. It has a stream running through it which is in a neglected condition.

Planting was made but never expanded. For the most part the property is vacant and is mostly a combination of lawn and weeds.

There are some playground facilities located towards the western section of the park as well as a neglected, but well used soccer field. This field is only indicated by the rectangular area of bare soil and two goal posts. Some of the playground facilities are well used but are in a poor yet functional condition. One set of swings is non-functional due to the missing chains. There are some concrete seating facilities on site but have been scattered randomly on the property. Livestock, particularly goats are a problem and tend to eat the vegetation, a partial reason as to why there are no trees on site.

**Future Projects**

Future projects in the beatification and “greening” of all low cost housing developments such as Heidelberg Extension 23 and 26, Kwa-Zenzele and Impumelelo Extension 1 areas still need to be officially formulated. Furthermore, parks need to be developed in Ratanda, Kwa-Zenzele, Jameson Park and Impumelelo regions. In essence, an appropriate open space management plan for the Lesedi District need to be drafted and actively implemented. For the coming 2013/2014 financial year and those to follow, the following projects are anticipated:

- Upgrading of entrances to Impumelelo and Kwa-Zenzele
- Greening of low cost housing developments
- Development of a park in Jameson Park
- Development of a park in Kwa-Zenzele
- Development of a park in Ratanda Extension 3
- Development of a park in Heidelberg Extension 23
- Paving of major paths in closed cemeteries
- Construction of a main entrance Heidelberg

**CONCLUSION**

This Status Quo report has outlined the existing problems encountered on each of the proposed project sites. These projects need to be prioritised in terms of their importance within Ratanda in order to establish when they are to be attended to. This is difficult in that all projects require immediate attention.

The Entrance should be used as the first project as it presents the first visuals of Ratanda. Entrances usually establish an identity for an area and Ratanda is no exception.

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### 4.6.7. SAFETY, SECURITY, TRAFFIC AND FIRE SERVICES

Crime has a negative impact in the socio-economic development of South Africa. Communities need to feel safely and secured in their homes, work recreation and schools; hence safety needs to be one of the priority areas of the LLM.

Crime decrease in some areas and sadly increased in others during 2008 to 2009 however for the present moment there is a moratorium on the actual number and percentages from SAPS. Below are the main forms of crime experienced in Lesedi.

- **Lesedi Area**
  - Theft general
  - Burglary (Residence)
  - Shoplifting

- **Future Projects**
  - Theft motor vehicle
  - Common Assault
  - Malicious damage to property
  - Burglary (Business)
  - Common Robbery
  - Theft out of motor vehicle
  - Assault Grievous Bodily Harm (GBH)

Safety and Security Priority Areas

- Traffic Law Enforcement
- Social crime prevention
Integration between different public safety and criminal justice agencies

Protest management

Crime prevention in general is the competency of the South African Police Services with assistance from Lesedi Local Municipality and other services like Gauteng Provincial Traffic as well as private security companies. Lesedi Traffic Officers are not Municipal Police as is the case with metros and renders mainly traffic services. Heidelberg SAPS have a functional crime prevention unit as well as sector policing.

The Gauteng Provincial Administration renders Traffic Law Enforcement services to some of the outlying areas in Lesedi from different regional offices in the area. The service is rendered mainly on provincial roads in Lesedi. Lesedi Local Municipality Legal Section is in liaison with the Justice Department, the Magistrates Court and the South African Police Services regarding the establishment of Municipal Court to deal with the non-payment of traffic fines and by-law offences.

The municipality has adopted a Protest Management Plan to regulate public gatherings and marches.

Challenges

- Non-efficient responding to accidents especially in areas like Devon and Endicott due to aging vehicles.
- Traffic lawlessness especially during night hours where there is non-visible policing.
- Non-enforcement of by-law offences

Scholar patrols are monitored by traffic officials on daily basis during the school calendar year. The school points monitored includes crossings such as R549 and R29. Training on road safety is provided to all identified learners and educators for this program.

As far as Fire and Rescue service to the outlying areas is concerned, there is a satellite station in Devon, which is manned by part time personnel to enable the fire services to render a more effective service to the outlying areas.

The part time fire fighters are backed up by full time fire fighters responding from the fire station in Rensburg.

There is a need to build a new Fire Station in the Lesedi Local Municipality, due to the fact that the present Fire Station is unable to address the growing needs within the municipality. In addition to this, fuel reservoirs and pipelines that are under construction within the municipal area increase the need for a high tech Fire Station.

The cost of the Fire Station is estimated at R25 000 000.00, however there is no funding available for such a huge project at this stage.

Community Safety Forum (CSF) was launched in October 2013 and its primary objective is to develop and implement initiatives to enhance safety within the municipality. This objective is achievable by integrating services and designing initiatives to address the root causes of crime.

There is a need to build a new Fire Station in the Lesedi Local Municipality, due to the fact that the present Fire Station is unable to address the growing needs within the municipality. In addition to this, fuel reservoirs and pipelines that are under construction within the municipal area increase the need for a high tech Fire Station.
SECTION C: DEVELOPMENT STRATEGIES
1. LESEDI LOCAL MUNICIPALITY VISION AND MISSION

1.1 VISION

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

The following elements, linked to the Vision, are evident:

The vision takes into consideration the core function of the Municipality and the quality levels which the Municipality wants to deliver those services. The vision response to the following questions to tests its relevancy, measurability and durability.

- What is our “picture of the future” for five years
- How will we know when we’ve achieved it?
- Will it be measurable?
- What will it feel like, look like?
- How will any changes above impact our stakeholders, including our employees?
- At what point in time will we achieve it?

1.2 MISSION

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

The mission just like the vision responds to the following critical questions used to guide the leadership in crafting the mission:

- Who are we?
- Who do we serve?
- What service or product do we provide?
- What higher level benefits are gained?
Section C: Development Strategies

2. NATIONAL AND PROVINCIAL FRAMEWORK

Our strategic plan has been developed through the consideration of a range of contextual issues as enunciated below:

- Alignment to the National Spatial Development Perspective
- The 12 National Outcomes
- Provincial Growth and Development Strategy
- Sedibeng Growth and Development Strategy

2.1. NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

The National Spatial Development Perspective (NSDP) was released in early 2003 and draws out the possible macro policy and planning implications of an emerging South African space economy. It argues that:

- A national programme of providing all South Africans with a basic level of infrastructure services should be continued, and should target all areas of the country, regardless of the economic viability of the area.
- Only certain parts of the country are likely to be economically viable on their own terms in the decade to come: no amount of infrastructure investment will suddenly make an isolated rural area into an economic heartland in the near future.
- Hence, government needs to co-ordinate more effectively the targeted installation of economic infrastructure, over and above basic, in those parts of the country likely to be the core drivers of the national economy as a whole.
- Human capabilities of all South African citizens, regardless of where they live, need to be supported through investment in social support mechanisms and skills upgrading strategies.

The Lesedi Local Municipality, within the broader Gauteng region of which it is part, is not likely to be one of the areas of the country with the greatest economic potential in the near future. However, Lesedi Local Municipality takes from the NSDP the responsibility to co-ordinate and plan with other spheres of government the infrastructure investment that will be needed to ensure that it plays its role in the national spatial economy to full potential.
## Section C: Development Strategies

### 2.2. National Outcomes on Service Delivery

<table>
<thead>
<tr>
<th>No.</th>
<th>Outcome</th>
<th>Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Improve the quality of basic education</td>
<td>Improve quality of teaching and learning&lt;br&gt;Regular assessment to track progress&lt;br&gt;Improve early childhood development&lt;br&gt;A credible outcomes-focused accountability system&lt;br&gt;Improve quality of teaching and learning</td>
</tr>
<tr>
<td>2</td>
<td>Improve health and life expectancy</td>
<td>Increase life expectancy to 58 for males and 60 for females&lt;br&gt;Reduce maternal and child mortality rates to 30-40 per 1000 births&lt;br&gt;Combat HIV/Aids and TB&lt;br&gt;Strengthen health services effectiveness</td>
</tr>
<tr>
<td>3</td>
<td>All people in South Africa protected and feel safe</td>
<td>Reduce overall level of crime&lt;br&gt;An effective and integrated criminal justice system&lt;br&gt;Improve perceptions of crime among the population&lt;br&gt;Improve investor perceptions and trust&lt;br&gt;Effective and integrated border management&lt;br&gt;Integrity of identity of citizens and residents secured&lt;br&gt;Cyber-crime combated</td>
</tr>
<tr>
<td>4</td>
<td>Decent employment through inclusive economic growth</td>
<td>Faster and sustainable inclusive growth&lt;br&gt;More labour-absorbing growth Strategy to reduce youth unemployment&lt;br&gt;Increase competitiveness to raise net exports and grow trade&lt;br&gt;Improve support to small business and cooperatives&lt;br&gt;Implement expanded public works programme</td>
</tr>
<tr>
<td>5</td>
<td>A skilled and capable workforce to support inclusive growth</td>
<td>A credible planning institutional mechanism&lt;br&gt;Increase access to intermediate and high level learning programmes&lt;br&gt;Increase access to occupation specific programmes (especially artisan skills training)&lt;br&gt;Research, development and innovation in human capital</td>
</tr>
<tr>
<td>6</td>
<td>An efficient, competitive and responsive economic infrastructure network</td>
<td>Improve competition and regulation&lt;br&gt;Reliable generation, distribution and transmission of energy&lt;br&gt;Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports&lt;br&gt;Maintain bulk water infrastructure and ensure water supply&lt;br&gt;Information and communication Technology&lt;br&gt;Benchmarks for each sector</td>
</tr>
<tr>
<td>7</td>
<td>Vibrant, equitable and sustainable rural communities and food security</td>
<td>Sustainable agrarian reform and improved access to markets for small farmers&lt;br&gt;Improve access to affordable And diverse food&lt;br&gt;Improve rural services and access to information to support livelihoods&lt;br&gt;Improve rural employment opportunities&lt;br&gt;Enable institutional environment for sustainable and inclusive growth</td>
</tr>
<tr>
<td>8</td>
<td>Sustainable human settlements and improved quality of household life</td>
<td>Accelerate housing delivery&lt;br&gt;Accelerate housing delivery&lt;br&gt;Improve property market&lt;br&gt;More efficient land utilisation and release of state-owned land</td>
</tr>
<tr>
<td>9</td>
<td>A response and, accountable, effective and efficient local government system</td>
<td>Differentiate approach to municipal financing, planning and support&lt;br&gt;Community work programme Support for human settlements&lt;br&gt;Refine ward committee model to deepen democracy&lt;br&gt;Improve municipal financial administrative capability&lt;br&gt;Single window of coordination</td>
</tr>
</tbody>
</table>
## Section C: Development Strategies

<table>
<thead>
<tr>
<th>No.</th>
<th>OUTCOME</th>
<th>OUTPUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Protection and enhancement of environmental assets and natural resources</td>
<td>Enhance quality and quantity of water resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reduce greenhouse gas emissions;</td>
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<td></td>
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<td>mitigate climate change impacts;</td>
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<td></td>
<td></td>
<td>improve air quality</td>
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<td>Sustainable environment</td>
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<td>Management</td>
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<td></td>
<td></td>
<td>Protect biodiversity</td>
</tr>
<tr>
<td>11</td>
<td>A better South Africa, a better and safer Africa and world</td>
<td>Enhance the African agenda and sustainable development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enhance regional integration Reform global governance institutions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enhance trade and investment between South Africa and partners</td>
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<tr>
<td>12</td>
<td>A development-orientated public service and inclusive citizenship</td>
<td>Improve government performance</td>
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<td></td>
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<td>Government-wide performance monitoring and evaluation</td>
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<td></td>
<td></td>
<td>Conduct comprehensive expenditure review</td>
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<tr>
<td></td>
<td></td>
<td>Information campaign on constitutional rights and responsibilities</td>
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<tr>
<td></td>
<td></td>
<td>Celebrate cultural diversity</td>
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</tbody>
</table>

### 2.3. Gauteng Employment, Growth and Development Strategy

A GEGDS is typically a medium term strategy/plan that is provided for in provincial development planning legislation and is generally prepared in the Premier’s Office. It seeks to:

- Provide both an analysis and a response to the current and anticipated economic, social, environmental and spatial trends in the province;
- Provide a broad strategic and spatial development framework within which all private actors and organs of state in all three spheres of government operating in the province have to do their planning and investment/spending, so as to ensure the realisation of specified economic, social, environmental and spatial objectives, such as nature resource utilization and management, attracting investment, job creation, welfare provision, safety and security and human resource development; and Provide a clear indication, in the form of a long-term Infrastructure Investment Programme, as to how the provincial government seeks to maintain existing economic activities and unlock the latent potential in the province.
## 2.4. Sedibeng Growth and Development Strategy: Second Generation

Sedibeng District Municipality together with its locals embarked on a process of developing a Growth and Development Strategy (GDS). The GDS was developed along with the IDP, with the understanding that the two documents will be linked as one strategic plan. As a long term plan, the GDS makes provision for bigger overarching decisions about what should be prioritized to:

- **REINVENT** the economy from old to a new,
- **RENEW** our communities from low to high quality of life,
- **REVIVE** the environment from waste dumps to a green region,
- **REINTEGRATE** with Gauteng and our neighbours to move from an edge to a frontier region,
- **RELEASE** human potential from low to high skills.

The **IDP** defines the medium term path. It spells out where the municipality wants to be after five year, and how it wants to be.

### SEDIBENG GROWTH & DEVELOPMENT STRATEGY

<table>
<thead>
<tr>
<th>REINVENT</th>
<th>RENEW</th>
<th>REVIVE</th>
<th>REINTEGRATE</th>
<th>RELEASE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Deliverables</strong></td>
<td><strong>Key Deliverables:</strong></td>
<td><strong>Protection of river ecosystems, water conservation, and protection of the ecological reserves</strong></td>
<td><strong>Key Deliverables</strong></td>
<td><strong>Local Partnership for Education &amp; Training:</strong></td>
</tr>
<tr>
<td>Establish formal training centres to provide training thereby giving people the opportunity to start their own small business</td>
<td>Geographic Information System [GIS] for Lesedi</td>
<td>Development of a refuse disposal site for Devon / Impumelelo</td>
<td>Create more complex urban environments with greater opportunity and choice in and around Ratanda and Impumelelo</td>
<td>Establish broad base Education and training forum to include local government, Department of Labour and Department of Education</td>
</tr>
<tr>
<td>Tourism and Leisure: Enhance tourism forums and work with relevance and agencies</td>
<td>Comprehensive land use survey has been undertaken in the whole of Lesedi information to be GIS-linked</td>
<td>Undertaking feasibility studies for a regional refuse disposal site for Lesedi and Middelvaal Local Municipalities and for a mini-dumping site for Vischkuil</td>
<td>Rectify the absence of retail centres in Ratanda and Impumelelo through the establishment of retail nodes</td>
<td>Building Social Capital: Focus supporting initiatives around the Gauteng Social Development Strategy</td>
</tr>
<tr>
<td>Use 2030 service provider to develop medium term plan.</td>
<td>Spatial Development Framework for Lesedi to be drawn up</td>
<td>Actively promote development of land uses which generate employment</td>
<td>Act as a lobbyist for those communities, who require facilities such as bank ATM's and Electricity Card Dispersers</td>
<td>Improve Statistical Database on social profile of Sedibeng</td>
</tr>
<tr>
<td>Link marketing plan with tourism plan.</td>
<td>Township establishment: Heidelberg “Zone of Opportunity” and Heidelberg Showground</td>
<td></td>
<td>Ensure economic empowerment and upliftment within the disadvantaged areas through LED strategies and projectsofthe</td>
<td>Promote BBBEE</td>
</tr>
<tr>
<td>Agriculture: Consolidate task team with GDACE, DLA, Sedichem etc.</td>
<td>Identify possible projects and assist landowners and beneficiary communities with funding applications, as well as with the implementation of approved projects</td>
<td></td>
<td></td>
<td>Align procurement procedures (District and Locals) to champion BBBEE</td>
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<tr>
<td>Do feasibility for emerging farmers</td>
<td>Tokolohong</td>
<td></td>
<td></td>
<td>Host BBBEE summit to localize charters</td>
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<tr>
<td>Analyse preferred agric activities</td>
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<tr>
<td>Explore bio-fuels</td>
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<td>Residential Property Development: Revise SDF in line with GDS.</td>
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<tr>
<td>REINVENT</td>
<td>RENEW</td>
<td>REVIVE</td>
<td>REINTEGRATE</td>
<td>RELEASE</td>
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</tbody>
</table>
| Revise LUM  
Roll out master plan for infrastructure.  
Implement inclusionary Housing Policy | Agri-Village Phase 2  
Kwa-Zenzele Agri-Village  
Jameson Park Commomage  
Finalization of transfer of existing State-owned houses in Ratanda  
Completion of top structures in Ratanda x 1, 3,5,6,7 and 8 | | | Enhance database of SMME’s.  
Explore support to GEP to encourage cooperatives |
# Section C: Development Strategies

## 3. Lesedi Strategic Objectives & Indicators

### 3.1. Strategic Objectives

<table>
<thead>
<tr>
<th>Index</th>
<th>NKPA</th>
<th>Growth &amp; Dev Strategy</th>
<th>IDP Ref.</th>
<th>Strategic Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Municipal Transformation and Organisation Development</td>
<td>RELEASE Human potential from low to high skills</td>
<td>A1</td>
<td>Improve organisation knowledge and Transformation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>A2</td>
<td>Optimise systems, administration and operating procedures</td>
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<td></td>
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<td></td>
<td>A3</td>
<td>Improve people management and performance</td>
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<td></td>
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<td></td>
<td>A4</td>
<td>Improve organisation leadership and the corporate image</td>
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<td></td>
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<td></td>
<td>A5</td>
<td>Increase performance and efficiency levels</td>
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<td></td>
<td></td>
<td>A6</td>
<td>Reduce water and electricity losses and theft</td>
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<td>B2</td>
<td>Increase efficiency level of access to free and basic Municipal services</td>
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<td>B3</td>
<td>Improve the state and access to Municipal amenities and Infrastructure</td>
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<td>B6</td>
<td>Strengthen By-law enforcement</td>
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<td>B7</td>
<td>Increase support for HIV/AIDS other chronic illnesses</td>
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<td></td>
<td>B8</td>
<td>Increase support of vulnerable groups</td>
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<td></td>
<td>C1</td>
<td>Strengthen LED capacity</td>
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<td></td>
<td></td>
<td></td>
<td>C2</td>
<td>Promote the development of the local economy</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>C3</td>
<td>Strengthen LED Governance</td>
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<td></td>
<td>D1</td>
<td>Increase revenue generation</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>D2</td>
<td>Improve expenditure management and controls</td>
</tr>
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<td></td>
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<td></td>
<td>D3</td>
<td>Maximise the economics of scale and value for money</td>
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<td></td>
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<td></td>
<td>D4</td>
<td>Improve budgeting, reporting and accountability for Municipal finances</td>
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<td></td>
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<td></td>
<td>E1</td>
<td>Promote Public participation and governance</td>
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<td></td>
<td></td>
<td></td>
<td>E2</td>
<td>Improve the audit opinion and build stakeholders confidence</td>
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<td>E3</td>
<td>Reduce risk, fraud and corruption</td>
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<td></td>
<td>F1</td>
<td>Improve the value of land</td>
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<td></td>
<td>F2</td>
<td>Improve Municipal Planning</td>
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<td>F3</td>
<td>Reduce housing backlogs and informal settlements</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>F4</td>
<td>Improve community health and safety</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>F5</td>
<td>Strengthen Intergovernmental and Stakeholder Relations</td>
</tr>
</tbody>
</table>

**Outcome & Output**
- Implement a differential approach to Municipal Financing, planning and support.
- Improved access to basic services
- Implementation of Community works Programme and supported Cooperatives
- Improve Municipal Financial and Administrative Capability
- Deepen Democracy through a refines Ward Committee System
- Actions supportive of Human Settlements Outcomes
- Single windows of Coordination
3.3. **SUMMARY OF WATER SERVICES OPERATIONAL STRATEGIES**

3.3.1. **WATER SERVICES DEVELOPMENT PLAN (WSDP)**

Lesedi Local Municipality as a Water Services Authority is required to compile the Water Services Development in terms of section 12(1) and (b) of the Water Services Act 108 of 1997. The plan must be reviewed annually and be approved along with the Integrated Development Plan. The Water Services Development Plan provides strategic direction which will guide development around the municipality, with regard to availability of the scarce water resources.

3.3.2. **WATER CONSERVATION AND WATER DEVELOPMENT PLAN (WC/WDM)**

Water Conservation and Water Demand Management initiative is guided by the objectives of the National Local Government Turnaround Strategy, a comprehensive should include the following levels of intervention, technical, financial, social/socio economic, institutional and legal aspects. The implementation of WC/WDM at Municipal level has been inadequate for many years, despite South Africa being one of the driest countries in the world. Uncoordinated planning with regard to the implementation of WC/WDM strategies is generally a major challenge in most Municipalities.

The overall objective of the Water Conservation and Water Demand Management strategy is to ensure the sustainability of the water supply service in the Municipality, by reducing non-revenue water and to ensure that an efficient and equitable water supply service is maintained to all consumers.

3.3.3. **INTEGRATED WASTE MANAGEMENT PLAN (IWMP)**

The development of Integrated Waste Management Plans is a requirement of certain organs of state, in terms of section 11 of the National Environmental Management: Waste Act 59 of 2008 (NEMWA) for Government to properly plan and manage waste. The process followed in developing the IWMP consisted of two phases; the first phase consisted of the situational analysis and the determination of the desired end state, for waste management within the Municipal jurisdiction, the second phase consists of identifying, evaluating alternative methods/approaches to achieve the desired end state.

This report, the IWMP is a concise report including the information collated in the afore-said phases, which will provide the Municipality with a plan on how to effectively manage and improve the waste management service within the Municipality. The Municipality will be responsible for the implementation of the IWMP, evaluation, and the review of the plan to ensure that the specific objectives are met.

3.3.4. **WASTE WATER RISK ABATEMENT PLAN (W2RAP)**

Wastewater risk abatement plan is a living document which requires regular update. The W2RAP is in line with the Department of Water Affairs (DWA)'s Green Drop requirements. The plan should be aligned to the Lesedi Local Municipality’s Integrated Development Plan (IDP) and the Water Services Development Plan (WSDP).

The use of a comprehensive risk assessment and risk management approach that includes all the various steps and aspects of wastewater catchment and treatment can be considered an effective means of consistently, responsibly and sustainable ensuring the safety of wastewater and its by-products. This approach and planning mechanism is referred to as Wastewater Risk Abatement Plan (W2RAP) which is similar to the World Health Organisation’s (WHO) Water Safety Plan on the drinking water side.

The W2RAP is an initiative by the Water Research Commission (WRC) and the Department of Water Affairs to ensure responsible treatment and discharge or reuse of wastewater and its by-products. It focuses on public health and natural resource protection and balances all hazards and risks that may apply along the full value chain.
SECTION D: SPATIAL DEVELOPMENT FRAMEWORK
Lesedi is a predominantly rural area with two urbanized nodes, namely Heidelberg/Ratanda and Devon/Impumelelo. Development during the last decade has been concentrated in these two nodes, especially in Heidelberg/Ratanda. The overall rate of development was however slow.

The main spatial and land use issues, which should guide future development in Lesedi, have been identified as follows:

- Lesedi is situated on the edge of Gauteng and significant development cannot be expected here in the foreseeable future.
- The two national roads [N3 and N17] running through the area may however present some opportunities for development in the areas adjacent to them.
- The vast area of Lesedi and the low prevailing population densities combine to make the provision and maintenance of infrastructure and other municipal services very costly. Future urban development should thus be concentrated in a few locations where bulk infrastructure is already available and where services can be maintained in as cost-effective a way as possible.
- The Lesedi area can be regarded as a very important resource to Gauteng in terms of food production, and this fact should be taken into consideration in the spatial planning of the area.
- Future spatial planning in Lesedi should protect the natural resources in the area and promote tourism/recreational development in those areas, which have potential for it [e.g. the areas adjacent to the Suikerbosrant nature reserve and the numerous watercourses, pans, dams and wetlands in the area].
1.1 Development Principles and Guidelines

Future development in Lesedi should adhere to the main principles of the DFA and the Land Use Management Bill as set out in Section 3.2.1 of this Report. The following localized spatial guidelines have been identified for Lesedi:

**Correction of Historically Distorted Spatial Patterns**
- Integration of Ratanda with Heidelberg, and Devon with Impumelelo.
- Promotion of development in the rural areas.

**Promotion of Spatial Integration**
- Promote urban infill development.
- Establish mixed-use areas.
- Create multi-functional rural service nodes [e.g. at Vischkuil].

**Discouragement of Urban Sprawl and the Promotion of More Compact Towns**
- Densification and urban infill development in Heidelberg/Ratanda and Devon/Impumelelo.

**Promotion of a Diverse Combination of Land Uses, also at a Detailed Level.**

The spatial proposals are based on the following:

- Future development should be concentrated in the existing urban areas, emerging nodes and in selected areas along the N3 and N17. The agricultural areas should essentially be utilized for agricultural and, in certain locations, eco-tourism and recreational purposes.

- The three urban nodes in the sub-region are Heidelberg/Ratanda, Nigel and Devon/Impumelelo, while Vischkuil/Endicott can be regarded as an emerging node.

- Two major development corridors are proposed, along the N17, linking Devon/Impumelelo and Vischkuil with the East Rand conurbation towards the west and Mpumalanga towards the east, and along the N3, linking Heidelberg/Ratanda with Johannesburg and Durban. Potential development energy along these routes should be harnessed.

- A secondary development corridor is proposed along Route R42, linking the Heidelberg/Ratanda, Nigel and Vischkuil nodes. Some development is already taking place along this corridor, e.g. Jameson Park.

1.2 The Spatial Development Concept, Proposed Development Pattern and Major Land Uses

The strip of land between Route R29 and Route N17 is demarcated as a “Zone of Opportunity” where future development opportunities linked to these two routes, as well as agricultural-based LED initiatives, should be pursued.

Two ecological focus areas occur in the sub-region, namely the Blesbokspruit wetlands north of Nigel and west of Vischkuil/Endicott, and the Suikerbosrant Nature Reserve west of Heidelberg. These areas should be conserved and promoted as major eco-tourism and recreational centers. Ecological transition areas should be created around these resources.

The Blesbokspruit, Suikerbosrant River and their various tributaries should also be regarded as ecologically sensitive areas and provide the potential for regional open space links throughout Lesedi.

The Suikerbosrant hills are not utilized for cultivation of crops and the natural beauty of these areas make them suitable for eco-tourism and recreational activities, which can be undertaken in conjunction with grazing.
1.3 The Proposed Urban Edge

Only Heidelberg/Ratanda has been included as an urban area in Lesedi, while the other urban areas [Devon/Impumelelo and Jameson Park/Kaydale] have been ignored. Proposed extensions of the urban edge are motivated as follows:

**Heidelberg/Ratanda**

It is proposed that the provincially demarcated urban edge be extended to include the area west of Jordaan Park, between the Suikerbosrant Nature Reserve in the north and the Blesbokspruit in the south. It is envisaged that this area will be utilized for future up market housing development. There are no vacant areas with potential for this type of future development situated within the currently demarcated urban edge, while there is a clear demand for such development. The Municipality has received a number of development proposals in the area within the proposed extension of the urban edge. Obviously any such future development should be sensitive to the various environmental features in the area, e.g. the Nature Reserve, the river and the various natural open space linkages between the two.

**Devon/Impumelelo**

Devon/Impumelelo is a well-developed urban node on the eastern edge of Lesedi, abutting various major transportation routes. The proposed subsidy-linked township of Impumelelo x 2 is situated on the vacant land between Devon and Impumelelo and is on the verge of proclamation. This township is intended to house the current informal settlement in Impumelelo – as in the case of Jameson Park/Kaydale; Housing Dept. will not fund the project if it is outside the urban edge.

1.4 Priority Intervention Zones

The priority development intervention zones and have been identified as follows:

**Heidelberg/Ratanda**

See the detail proposals of the Greater Heidelberg Spatial Development Framework [contained in Section 5.4.7 hereunder].

**Jameson Park**

Development here should be primarily focused on the upgrading of existing services and facilities, and the facilitation of formal housing.

**Vischkuil/Endicott**

This agricultural holding area is regarded as an emerging node. Detailed planning is required here, to address aspects such as LED opportunities, land use, possible densification, etc.

**Devon/Impumelelo**

Detail planning of this area is required to address aspects such as detail land use, integration between Devon and Impumelelo, local nodes and spines, densification and infilling, etc.

**The N17 Zone of Opportunity**

As stated in Section 5.4.3 above this zone has potential for future development. A detail study of the development potential and opportunities in this zone is required.
1.5. GREATER HEIDELBERG SPATIAL DEVELOPMENT FRAMEWORK

The Greater Heidelberg Spatial Development Framework, which was formulated as part of the Greater Heidelberg LDO’s, is included here as a refinement of the Lesedi Spatial Development Framework.

STRATEGIC DEVELOPMENT ZONES

The Greater Heidelberg area can be classified into four broad zones as illustrated on the Development Framework Plan, each with its own unique circumstances requiring different development emphases.

The southern part of the study area can be classified as a zone of upliftment and intervention. This includes physical, social and economic upliftment and requires:

- Upgrading of the total environment,
- Changing the character of the area from mono-functional to multi-functional with improved access to a range of opportunities and facilities,
- Relating the area to development opportunities to the north of it.

The sparsely developed vacant land between Ratanda and Heidelberg provides opportunities for integration and in this zone the emphasis should be on:

- The provision of subsidy-linked housing to address the existing housing backlog;
- The creation of a wide range of land use opportunities adjacent to the proposed development corridor.
- In the zone of stability, which comprises most of the established urban development in the central and northern parts of the study area, the following should be paramount:
  - To maintain existing service levels and environmental quality;
  - To promote and improve the CBD as a major activity node;
  - To improve linkages with Heidelberg Kloof to the north and with Ratanda to the south;
  - To provide for mixed use and higher density residential development along the identified development corridors.

The eastern part of the study area butting the N3 freeway south of the SANDF land, and including Bergsig, Heidelberg Extension 11 and the substantial pieces of vacant land, is classified as a zone of opportunity, where the accessibility and visibility conferred by the freeway can be used as a catalyst for development.

In this zone the emphasis should be on:

- Attracting private development through marketing initiatives,
- Establishing a climate of certainty by means of formulating more detailed development strategies and plans for the area,
- Providing bulk engineering services when required;
- Improving access.

CREATING COMPLEXITY

Given the socio-economic profile of urban dwellers in a developing society and the need for ease of access to employment opportunities and other urban amenities, it is believed that an urban system which is complex in its structuring and compact in its spatial extent offers a model that yields maximum opportunity and choice, greatest ease of use, maximum efficiency and optimal effectiveness. It is fundamentally this model that could assist in redressing spatial and structural inequities.

The Spatial Development Framework must thus seek out the urban logic that returns the system to complexity and its attendant opportunities. Regardless where one locates in the urban system, complexity, diversity, opportunity and choice must be inherent in its fabric. In addition one must be part of and have ready access to a wider urban system in which the broader range of day-to-day needs can be met.

It is submitted that the goal of a complex, compact urban area can best be achieved by introducing three structuring elements, namely:

- The promotion of activity nodes;
- The promotion of development corridors;
- The creation of mixed-use activity zones.

These elements, as well as the other spatial proposals contained in the Development Framework Plan, are discussed in more detail hereunder.

ACTIVITY NODES

Activity nodes have the potential to be an important urban structuring device. Such nodes can be defined as those points in the urban structure where access to a range of opportunities is greatest, where networks of association create diversity and where people are able to satisfy the broadest range of their day-to-day needs.
Section D: Spatial Development Framework

Being points of maximum economic, social and infrastructural investment, as well as representing established patterns of settlement and accessibility, these nodes must be regarded as a primary device on which to anchor the structure of the urban system.

One existing node, two emerging nodes and one potential future major node have been identified in the study area and are shown on the Development Framework Plan.

### Heidelberg CBD

Heidelberg CBD can be regarded as the only existing major activity node in the study area at present. This node is characterized by a wide range of land uses co-existing in relative harmony and offers most of the services and amenities sought by the local community.

In tandem with a policy to preserve the unique historic character of this node, further diversification and densification should be actively promoted, including the promotion of higher density residential opportunities. Furthermore, a functional linkage between the CBD and the Heidelberg Kloof resort directly to the north of it should be created, across Route R23.

### Shalimar Ridge Business Centre

Although this node can be regarded as a largely mono-functional shopping area, it is strategically located adjacent to the proposed Heidelberg Ratanda Development Corridor, the main open space linkage system, some institutional and sports facilities and the industrial development on the eastern side of Route R23. Albeit of a limited nature, further diversification of this node can be expected and should be promoted.

### Ratanda Administrative Centre

An analysis of the land use pattern in Ratanda clearly demonstrates that the majority of existing community facilities and the greatest activity are concentrated around the intersection of Heidelberg and Protea Roads, between the old community hall on the north and the Ratanda sports stadium on the south. This node is centrally located to the surrounding community and substantial vacant land is available for densification and further development.

The further development of this node is of crucial importance to the Ratanda community and should be actively pursued, inter alia by means of canvassing RDP funding. Special attention should be given to the unique needs of the Ratanda community in the development of this node, e.g. the provision of facilities for informal trading and small-scale business, utilizing labour-based construction methods, etc.

### Route R42/N3 Intersection

This location has been identified as a potential future major node, which could take advantage of the visibility conferred by the N3 freeway and the accessibility conferred by the existing intersection with Route R42. This site has potential for the location of various regional facilities, e.g. a casino, hotel, filling station/truck stop development, etc.

The local authority’s role here should be confined to actively marketing the site to potential investors and to provide bulk infrastructural support when required.
Development corridors or activity spines are characterized by the same mixed-use patterns of complexity and diversity as activity nodes. Movement corridors which "pick-up" exotic land uses can be regarded as major structuring elements within the urban environment. Movement flows along these corridors attract the establishment of various activities along them.

The accessibility characteristics associated with the linear nature of activity spines is particularly important in the re-structuring of the urban system given the ease with which broad sectors of the population can be drawn into the urban mainstream. Foot-bound populations will be able to gain ready access to the facilities and activities structured along these spines and the public and taxi transport routes along the spines will provide them with ready access to the wider system.

Activity spines also have the potential to act as "tendrils of development" stitching diverse parts of the urban fabric together by stimulating infill development around them. This potential is of particular relevance in the southern part of the study area, where Ratanda and Heidelberg need to be integrated.

Only two development corridors/activity spines are foreseen in the study area at this stage, namely a spine towards the south linking the CBD and Ratanda activity nodes and a spine towards the west linking the CBD with the proposed node abutting the R42/N3 intersection. It should be accepted that development around these spines will not happen overnight, but provision for them should nevertheless be made within the context of development over the longer time frame. In this regard it should also be noted that the proposed southern corridor already exhibits the characteristics of a rudimentary activity spine between the CBD and Shalimar Ridge.

This area is proposed in the Opportunity Zone abutting the N3 freeway to capitalize on possible development opportunities next to this major national route. It is envisaged that those businesses traditionally dependent on a high visibility profile, as well as concerns involved and linked to transport between Durban and Gauteng may wish to locate here. A wide range of land uses should be allowed in this area.

The major employment areas indicated in Greater Heidelberg will include the existing industrial areas and the mixed-use area proposed in the Opportunity Zone.

Growth in the formal economic sector will not adequately provide the growing number of job opportunities needed in the study area and the promotion of informal and small-scale business/industrial development should be pursued vigorously. In this regard a priority area for such development is set aside north of Ratanda abutting Route 549 on the western side, between this road and the northern link road between Ratanda and Heidelberg.

Development in this area should be specifically aimed at the creation of opportunities for the Ratanda community and should be undertaken in partnership with this community, while business and skills training should form an integral part of it. RDP funding should be canvassed, while organizations such as the SBDC should also be approached.

As stated previously, substantial land will be required for the provision of subsidy-linked housing during the next five years. It is proposed that this development should take place in the integration zone between Heidelberg and Ratanda, as indicated on the Development Framework Plan.
MAJOR RECREATION NODES

As far as the major recreational nodes indicated on the Development Framework Plan are concerned, the emphasis should be on:

- Upgrading of the Ratanda stadium,
- Providing a functional linkage between the Heidelberg Kloof estate and the CBD.

OPEN SPACE LINKAGE SYSTEM

It is proposed that the open space system illustrated in the Development Framework Plan be approved as the main open space system of Greater Heidelberg and that all efforts be made to conserve this system in such a way that it supports the urban environment. A partnership between the local authority and the community to share the responsibility of conserving this system is deemed of the utmost importance.

The development of an urban trail within this system linking the conservation area, the major recreational facilities and the historic buildings and tourist attractions in Heidelberg should be considered. Such a trail will not only fulfil a recreational function, but will also be of educational value, e.g. to the school children of the various communities in the study area.

CONCLUSION

The development framework indicated on the plan and discussed above provides a spatial rationale for sustained and integrated future development within the study area. It is however general in nature and provides broad guidelines only.

Detailed planning will have to be done for specific areas prior to the implementation of the proposals.
SECTION E: IMPLEMENTATION PLAN
1. INTRODUCTION

A total of 12 capital projects were identified in 2015/16 to address the six (6) Key Performance areas. During the 2015/16 IDP exercise all these projects were reviewed in terms of progress, future expected funding and their continued relevance in terms of addressing the strategic objectives. Projects were revised in terms of budgetary requirements and time-frames, some projects were cancelled or incorporated into other projects, and new projects were identified.

It is recognized that the funding expectations as reflected in the project list seems optimistic and that funding for all projects may probably not be forthcoming during the next 3 years. However, all projects were listed as a true reflection of the most urgent needs in Lesedi, and the project list will form the basis of future capital budgeting and funding applications by the local authority. Should adequate funding not be forthcoming, the Council will do further prioritization.

2. THE APPROACH TOWARDS SELECTION OF PROJECTS

The main factors that were taken into account by Lesedi during the selection of projects included the following:

**STRATEGIC DIRECTION**

The sectorial strategic guidelines and strategies pertaining to priority issues suggested certain projects.

**NEEDS EXPRESSED BY COMMUNITIES AND OTHER ROLE PLAYERS**

Most projects that were selected are in response to needs expressed by local communities in the area.

**GRANT FUNDING**

All projects for which grant funding has already been secured were included.

**CONTINUITY**

Many capital projects run over more than one financial year. All current projects, which will run over into the 2013/14 financial year, were included.

**THE EQUITY PRINCIPLE**

The need to balance the capital budget between upliftment of previously disadvantaged areas and maintenance of established areas was one of the main principles behind selection. The dynamics of this principle is schematically illustrated in figure below.

<table>
<thead>
<tr>
<th>UPLIFT PREVIOUSLY DISADVANTAGED AREAS AND PEOPLE</th>
<th>MAINTAIN/UPGRADE STANDARD OF SERVICES IN ESTABLISHED COMMUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESULTS</td>
<td>RESULTS</td>
</tr>
<tr>
<td>EMPOWERMENT</td>
<td>INCREASED PRIVATE SECTOR INVESTMENT</td>
</tr>
<tr>
<td>INCREASED ECONOMIC ACTIVITY AND PERSONAL INCOMES</td>
<td>JOB CREATION</td>
</tr>
<tr>
<td>ECONOMIC GROWTH</td>
<td></td>
</tr>
<tr>
<td>MOVING TOWARDS SUSTAINABILITY</td>
<td>MORE FUNDS AVAILABLE FOR EQUITY PROJECTS</td>
</tr>
</tbody>
</table>
3. Project Prioritization Criteria

Should the need arise to further prioritize competing projects, six main criteria, each with a number of sub criteria; will be used to rank competing projects, as set out in tabular format below.

<table>
<thead>
<tr>
<th>MAIN CRITERIA</th>
<th>SUB CRITERIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Basic Needs</td>
<td>1.1 Will the project address the provision of essential services of a basic level of service to low-income households?</td>
</tr>
<tr>
<td></td>
<td>1.2 Will the project contribute towards the mobility of communities/households?</td>
</tr>
<tr>
<td></td>
<td>1.3 Is there strong community/consumer/political support for the project on environmental grounds?</td>
</tr>
<tr>
<td></td>
<td>1.4 Will the project contributes to the improvement of the local environment?</td>
</tr>
<tr>
<td>2. Economic Development &amp; Job Creation</td>
<td>2.1 What is the economic cost benefit of the project?</td>
</tr>
<tr>
<td></td>
<td>2.2 Will the project contribute significantly to the promotion of the area's economic base or comparative advantage?</td>
</tr>
<tr>
<td></td>
<td>2.3 What possible potential has this project for Private Sector Partnerships?</td>
</tr>
<tr>
<td></td>
<td>2.4 Does the project have the potential to increase levels of income, particularly for low-income communities?</td>
</tr>
<tr>
<td></td>
<td>2.5 What is the local labour content during the construction period? (Local labour cost as a percentage of total value of project)</td>
</tr>
<tr>
<td></td>
<td>2.6 From a preliminary analysis, what is the potential for SMME / Local Contractor development?</td>
</tr>
<tr>
<td></td>
<td>2.7 Will the project contribute towards significant long-term employment opportunities?</td>
</tr>
<tr>
<td></td>
<td>2.8 Will the project contribute towards significant skills transfer and/or capacity building for disadvantaged groups?</td>
</tr>
<tr>
<td>3. Affordability / Sustainability</td>
<td>3.1 Are the levels of service of this project affordable to the income level of the target households/consumers?</td>
</tr>
<tr>
<td></td>
<td>3.2 Is design and specification of the project technologically appropriate, economically structured and makes use of local resources?</td>
</tr>
<tr>
<td></td>
<td>3.3 Is the project income generating for the organisation?</td>
</tr>
<tr>
<td></td>
<td>3.4 From preliminary analysis, what is the environmental impact of this project?</td>
</tr>
<tr>
<td></td>
<td>3.5 As a proportion of the capital cost, estimate the annual operational/maintenance cost on completion?</td>
</tr>
<tr>
<td></td>
<td>3.6 Is there sufficient institutional capacity to implement/maintain the project during the project life?</td>
</tr>
<tr>
<td>4. Integration</td>
<td>4.1 The project in support of negotiated and approved IDP goals and objectives?</td>
</tr>
<tr>
<td></td>
<td>4.2 Is the project in support of Provincial and National goals and objectives?</td>
</tr>
<tr>
<td></td>
<td>4.3 Is the project part of an approved programme of projects?</td>
</tr>
<tr>
<td></td>
<td>4.4 Is the project in any way obstructive to development efforts of other levels of government?</td>
</tr>
<tr>
<td></td>
<td>4.5 Will the implementation of the project lead to successful racial integration?</td>
</tr>
<tr>
<td>5. Equity and Redistribution</td>
<td>5.1 Will disadvantaged community’s share in the benefit of this project?</td>
</tr>
<tr>
<td></td>
<td>5.2 Will the project impact on the Lesedi society as a whole?</td>
</tr>
<tr>
<td></td>
<td>5.3 Will the project provide for gender equality?</td>
</tr>
<tr>
<td></td>
<td>5.4 Will the project provide for the disabled?</td>
</tr>
<tr>
<td>6. Efficiency</td>
<td>6.1 Will the project make better utilization of available resources without any additional capital or operating expenses?</td>
</tr>
<tr>
<td></td>
<td>6.2 Will the project significantly increase the productivity of the local municipality?</td>
</tr>
<tr>
<td></td>
<td>6.3 Will the implementation of the project promote the efficient functioning of the urban and rural areas?</td>
</tr>
<tr>
<td></td>
<td>6.4 Will the project lead to better efficiency in the governance of a local area?</td>
</tr>
<tr>
<td></td>
<td>6.5 Will the Project contribute to Human Resource development?</td>
</tr>
</tbody>
</table>
### 4. Capital & Operational Projects

<table>
<thead>
<tr>
<th>Project No</th>
<th>Project Description</th>
<th>Expense Type</th>
<th>Total Project Cost</th>
<th>Implementation / Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td>2015/16</td>
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<td>LLM</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td>OTHER</td>
</tr>
</tbody>
</table>

**Strategic Objective A1: Improve organisation, capacity, knowledge and Transformation**

- **A1.1**: Organisational re-engineering
  - Expense Type: Operational
  - Status: Completed
  - Funding: CoGTA

**Strategic Objective A2: Optimise systems, administration and operating procedures**

- **A2.1**: Fuel management systems upgrade
  - Expense Type: Operational
  - Status: Completed
  - Funding: Internal

- **A2.2**: Fleet management system and project upgrade
  - Expense Type: Operational
  - Status: Completed
  - Funding: Internal

- **A2.3**: Automation of PMS
  - Expense Type: Operational
  - Status: Completed
  - Funding: CoGTA

- **A2.4**: IT infrastructure and software upgrade
  - Expense Type: Operational
  - Status: Not yet funded
  - Funding: Internal, MSIG

**Strategic Objective A3: Promote a good organisation culture and image**

**Strategic Objective A4: Increase performance and efficiency levels**

- **A4.1**: Operational
  - Funding: CoGTA
### Section F: Financial Plan

<table>
<thead>
<tr>
<th>Project No</th>
<th>Project Description</th>
<th>Expense Type</th>
<th>Total Project Cost</th>
<th>Implementation / Funding</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
<td>OTHER</td>
</tr>
</tbody>
</table>

#### Strategic Objective B1: Reduce water and electricity distribution losses

| B1.1    | Meter Audits       | Operational  |                    |                          |
| B1.2    | Upgrade water pipeline in H/berg | Capital | R 8 000 000.00 | R 2 000 000.00 | R 4 000 000.00 |
| B1.3    | Installation of protective meter kiosk | Capital | R 8 000 000.00 | R 4 000 000.00 | R 4 000 000.00 |
| B1.4    | Energy efficiency project | Capital | R 6 000 000.00 | DOE | R 3 000 000.00 | DOE | R 3 000 000.00 |
| B1.5    | Water conservation and demand management | Capital | R 63 000 000.00 | SALGA/RW/ACIP | R 31 500 000.00 | SALGA/RW/ACIP | R 31 500 000.00 |

#### Strategic Objective B2: Increase access to municipal services

| B2.1    | Vischkuil water tower | Capital | R 4 000 000.00 | MIG | R 4 000 000.00 |
| B2.2    | kwazenzale road & storm water | Capital | R 9 800 000.00 | MIG | R 3 500 000.00 | MIG | R 2 800 000.00 |
| B2.3 | Ratanda X8 road & storm water | Capital |  |  |  |
| B2.4 | Obed Nkosi electrification | Capital | R 86 000 000.00 | INEG | R 30 000 000.00 | INEG | R 30 000 000.00 | INEG | R 30 000 000.00 |
| B2.5 | Upgrade R549 11kV line | Capital |  |  |  |  |
| B2.6 | Expansion of Vischkuil WWTW | Capital | R 8 000 000.00 | Housing/DWS/ACIP | R 8 000 000.00 |  |
| B2.7 | Water & Sanitation Masterplan | Capital | R 700 000.00 | Internal | DWA |  |
| B2.8 | Water Service Development Plan | Capital | R 700 000.00 | Internal | DWA |  |
| B2.9 | Roads & Stormwater Masterplan | Capital | R 700 000.00 | Internal | COGTA |  |
| B2.10 | Electricity Masterplan | Capital | R 700 000.00 | internal | COGTA |  |
| B2.11 | Water Conservation and Demand Management Implementation | Capital | R 5 000 000.00 | SALGA | 5 000 000.00 |  |
| B2.12 | Emmasdale Pump Station Back-up Power Supply | Capital | R 7 000 000.00 |  |  | R 7 000 000.00 |  |
### Section F: Financial Plan

<table>
<thead>
<tr>
<th>B2.13</th>
<th>Sewer Network Upgrade</th>
<th>Capital</th>
<th>R 8 000 000.00</th>
<th>R 8 000 000.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>B2.14</td>
<td>2x Refuse removal Trucks</td>
<td>Capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B2.15</td>
<td>Upgrade of low voltage network in H/berg</td>
<td>Capital</td>
<td>R 400 000.00</td>
<td>R 400 000.00</td>
</tr>
<tr>
<td>B2.16</td>
<td>4x one ton bakkies</td>
<td>Capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B2.17</td>
<td>Impumelelo Road and Stormwater</td>
<td>Capital</td>
<td>R12 000 000.00</td>
<td>DRDLR</td>
</tr>
<tr>
<td>B2.18</td>
<td>Jameson Park roads &amp; storm water (Multi year)</td>
<td>Capital</td>
<td>R 10 000 000.00</td>
<td>R 3 400 000.00 internal</td>
</tr>
<tr>
<td>B2.19</td>
<td>Extension of Ekuthuleni Cemetery</td>
<td>Capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B2.20</td>
<td>Fencing Devon Regional Cemetery</td>
<td>Capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B2.21</td>
<td>Traffic Vehicles</td>
<td>Capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B2.22</td>
<td>Construction of a new Clinic H/berg CBD</td>
<td>Capital</td>
<td>R 6 000 000.00</td>
<td>Health Dept</td>
</tr>
<tr>
<td>B2.23</td>
<td>Extension and Upgrading of Vischkuil Clinic, Jamesonpark clinic, Ratanda Clinic, Rensburg Clinic, Impumelelo Clinic</td>
<td>Capital</td>
<td></td>
<td>Health dept</td>
</tr>
<tr>
<td>Project Code</td>
<td>Description</td>
<td>Phase</td>
<td>Expenditure Details</td>
<td>Funding Source (INEG)</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-------</td>
<td>---------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>B2.24</td>
<td>Construction of CRUs in Ratanda Shalimar Ridge</td>
<td>Capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Housing</td>
<td></td>
</tr>
<tr>
<td>B2.25</td>
<td>Construction of 1000 houses at Obed Nkosi</td>
<td>Capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Housing</td>
<td></td>
</tr>
<tr>
<td>B2.26</td>
<td>Installation of services at Ratanda X8, 238 stands/Toilet Top structures</td>
<td>Capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Housing</td>
<td></td>
</tr>
<tr>
<td>B2.27</td>
<td>Construction of 130 houses in Ratanda Extensions.</td>
<td>Capital</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Housing</td>
<td></td>
</tr>
<tr>
<td>B2.28</td>
<td>Kwazenzele phase 2 Housing Project (planning stage)</td>
<td>Capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B2.29</td>
<td>Impumelelo X3/4 Housing Project (planning stage)</td>
<td>Capital</td>
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<tr>
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<td></td>
<td></td>
<td>Housing</td>
<td></td>
</tr>
<tr>
<td>B2.30</td>
<td>Finance Linked Individual Subsidy Program</td>
<td>Capital</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Housing</td>
<td></td>
</tr>
<tr>
<td>B2.31</td>
<td>Kwazenzele Phase 2 electrification</td>
<td>Capital</td>
<td>R30 000 000</td>
<td>INEG R15 000 000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>INEG R15 000 000</td>
<td></td>
</tr>
<tr>
<td>B2.32</td>
<td>Impumelelo X3 &amp; X4 Electrification</td>
<td>Capital</td>
<td>R51 000 000</td>
<td>INEG R20 000 000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>INEG R21 000 000</td>
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</tr>
</tbody>
</table>
### Section F: Financial Plan

<table>
<thead>
<tr>
<th>Project No</th>
<th>Project Description</th>
<th>Expense Type</th>
<th>Total Project Cost</th>
<th>Implementation / Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>B3.1</td>
<td>Repair/Resealing of Roads</td>
<td>Operational</td>
<td>Internal R6 000 000</td>
<td></td>
</tr>
<tr>
<td>B3.2</td>
<td>Maintenance of municipal buildings</td>
<td>Operational</td>
<td>Internal</td>
<td></td>
</tr>
<tr>
<td>B6.1</td>
<td>HIV/AIDS Ward Coordination</td>
<td>Operational</td>
<td>Gauteng CoGTA</td>
<td></td>
</tr>
<tr>
<td>B7.1</td>
<td>Early Childhood Development Program</td>
<td>Operational</td>
<td>Internal R87 000</td>
<td>Internal R114 000</td>
</tr>
</tbody>
</table>

**Strategic Objective B3 : Improve the quality of Municipal Infrastructure service**

**Strategic Objective B6 : Strengthen By-Law Enforcement**

**Strategic Objective B7 : Increase support for HIV/AIDS**

**Strategic Objective B8 : Increase support of vulnerable groups**
### Strategic Objective C1: Strengthen internal & external LED capacity

<table>
<thead>
<tr>
<th>Project No</th>
<th>Project Description</th>
<th>Expense Type</th>
<th>Total Project Cost</th>
<th>Implementation / Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1.1</td>
<td>Staff Training</td>
<td>Operational</td>
<td>Internal</td>
<td></td>
</tr>
<tr>
<td>C1.1</td>
<td>Outreach programme</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Strategic Objective C2: Improve economic viability

<table>
<thead>
<tr>
<th>C2.1</th>
<th>Implementation LED Strategy</th>
<th>Capital</th>
<th>Not yet funded</th>
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</tr>
</thead>
<tbody>
<tr>
<td>C2.2</td>
<td>Rensburg Ext 4 - township Est</td>
<td></td>
<td>Internal</td>
<td></td>
</tr>
<tr>
<td>C2.3</td>
<td>Beautification of Ratanda</td>
<td>Capital</td>
<td>R12 000 000</td>
<td>DEA</td>
</tr>
<tr>
<td>C2.4</td>
<td>Formalising Langzekoegat settlement</td>
<td>Capital</td>
<td>R5 000 000</td>
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<tr>
<td>C2.5</td>
<td>Informal Trading Areas</td>
<td>Capital</td>
<td></td>
<td>DRDLR</td>
</tr>
<tr>
<td>C2.6</td>
<td>Devon Tannery (EIA)</td>
<td>Capital</td>
<td></td>
<td>GDARD</td>
</tr>
<tr>
<td>C2.7</td>
<td>Brick Making Factory</td>
<td>Capital</td>
<td>Internal</td>
<td>DRDLR</td>
</tr>
</tbody>
</table>

### Strategic Objective C3: Promote the earnings potential of Lesedi citizens

<table>
<thead>
<tr>
<th>C3.1</th>
<th>Transnet  Bulk liquid Terminal</th>
<th>Flagship</th>
<th>private</th>
<th></th>
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<tbody>
<tr>
<td>C3.2</td>
<td>Vopak-Reatile Bulk liquid Terminal</td>
<td>Flagship</td>
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</table>
**Section F: Financial Plan**

<table>
<thead>
<tr>
<th>Project No</th>
<th>Project Description</th>
<th>Expense Type</th>
<th>Total Project Cost</th>
<th>Implementation / Funding</th>
</tr>
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<tbody>
<tr>
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<td></td>
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<tr>
<td>C3.3</td>
<td>Heidelberg mall</td>
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<td>Zone of Opportunity</td>
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<td>C3.5</td>
<td>Enterprise development initiatives</td>
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<td>C3.6</td>
<td>Agriculture development initiatives (CRDP)</td>
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Strategic Objective D1: Increase revenue generation

<table>
<thead>
<tr>
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<td>Municipal Billboards</td>
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<td>D1.3</td>
<td>Tariff structure review</td>
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<td>D1.4</td>
<td>Data Cleansing Project</td>
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Strategic Objective D2: Improve expenditure management and controls

<table>
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<tr>
<td>D2.1</td>
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Strategic Objective D3: Maximise the economies of scale and value for money

<table>
<thead>
<tr>
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<tr>
<td>D3.1</td>
<td>Automated Contract</td>
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## Strategic Objective D4: Improve budgeting, reporting and accountability for Municipal finances

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<tbody>
<tr>
<td></td>
<td>Management System</td>
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### D4.1 IDP/Budget Review
- **Operational**
- **Internal**
- **MSIG R85000**

### D4.2 Annual report
- **Operational**
- **Internal**

## Strategic Objective E1: Promote Public participation and Good Meaningful Governance

<table>
<thead>
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<td>Mayoral Imbizos</td>
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Lesedi Local Municipality 2014/15 IDP
## Strategic Objective E2: Improve compliance and build stakeholders confidence

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<td>Council meetings</td>
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<td>E2.2</td>
<td>Audit committee</td>
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<td>E2.3</td>
<td>MPAC</td>
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<td>E2.5</td>
<td>Petition Committee</td>
<td>operational</td>
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</table>

## Strategic Objective E3: Improve risk, fraud and corruption management

<table>
<thead>
<tr>
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<th>Project Description</th>
<th>Expense Type</th>
<th>Total Project Cost</th>
<th>Implementation / Funding</th>
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<tr>
<td>E3.1</td>
<td>Independent Fraud and corruption hotline</td>
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<td>Public Service Commission</td>
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---
### Section F: Financial Plan

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**Strategic Objective F1: Improve the value of land.**

| F1.1       | Formalisation of informal settlements                    | Capital      |                    |             |           |           |           |
|           |                                                          |              |                    |             |           | CoGTA/ Housing |

**Strategic Objective F2: Improve Municipal Planning and spatial development**

| F2.1       | Implementation Of Ratanda Precinct Plan                  | Capital      | Not yet funded     |             |           | External (NDPG) DRDLR |
|           |                                                          |              |                    |             |           |                       |

**Strategic Objective F3: Improve community health and safety**

| F3.1       | Establishment Of Devon Landfill site                     | Capital      |                    |             |           |             |           |
| F3.2       | Rehabilitation of Poortjie/ Langlaagte Dumping Site      | Capital      |                    |             |           |             |           |
The core strategies of Lesedi Local Municipality are as follows:

- To improve and provide services that are cost effective, efficient, readily available, sustainable and affordable to the community in such a manner that it is a key function thereof.
- To empower the human resource component of Council to the extent that productivity will be a continuous benchmark to improve upon and monitored to ensure efficiency.
- To determine and analyze community needs through the various mechanisms in order to ensure client/community satisfaction.
- To facilitate growth and development of the area of jurisdiction in order to improve the quality of life for all inhabitants of the municipality.
- Commitment to excellence.
- Good Governance.
- To create financial viability.

In terms Section 152 of the Constitution of the Republic of South Africa (act of 1996), subsection 2 – A, municipalities must strive, within its financial and administrative capacity, to achieve the following objectives of local government:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities in the matters of local government.

The Municipal Systems Act, 2000 further stipulates that municipalities must formulate Integrated Development Plans (IDPs). Such Integrated Development Plans must:

- Be a single, inclusive and strategic plan for development for the municipality;
- Link, integrate and co-ordinate plans and proposals for development of the municipality;
- Align resources and capacity;
- Form policy framework for annual budgets;
- Be compatible with other spheres development plans.

Based on the political, administrative and legal environment created by the national legislative framework for local government, Lesedi Local Municipality has better positioned itself by designing financial strategies that are compatible to current legislation. These strategies are outlined below.

### 1.2. Revenue Raising Strategy

The intention of National Government to decrease the number of municipalities and the introduction of new municipal boundaries was to ensure a sustainable, responsible, efficient and effective local government system.

Section 96(b) of the Local Government Municipal Systems Act, Act No. 32 of 2000, provides that a Council must adopt, maintain and implement a credit control and debt collection policy, which is consistent with its rates and tariff policies and complies with the provisions of that Act.

Lesedi Local Municipality has adopted a Credit Control and Debt Collection policy that is aimed specifically at raising the revenue base of Council. The main objectives of this policy are to:

- Ensure that all monies due and payable to Council are collected.
1.3. Asset Management Strategy

The Generally Accepted Municipal Accounting Principles [GAMAP] requirement indicates that it will no longer be good enough merely to have an entry in the financial statement reflecting the value of assets. The requirement is for an asset register substantiating the financial entry.

Combined Systems Solutions has been appointed to work on the Council’s register for compliance to GRAP / GAMAP’s requirement of assets reflecting purchase price, accumulated depreciation, depreciation as well as the book value.

Section 35(g) of the Local Government: Municipal Finance Management Bill, 2000 defines one of the responsibilities of the Municipal Manager as being responsible for the management of:

- The assets of the municipality, including the safeguarding and the maintenance of those assets; and
- The liabilities of the municipality.

Council has already ratified and adopted a Fixed Asset management Policy. Such a policy mainly incorporates and defines the following concepts:

- Definition of a fixed asset.
- Role of the Municipal Manager and the Chief Financial Officer.
- Format and classification of the fixed asset register.
- Recognition of heritage and donated assets.
- Identification and safekeeping of fixed assets.
- Procedure for loss, theft, destruction, or impairment of fixed assets.
- Capital criteria: Material value, Intangible items: Reinstatement and maintenance expenses.
- Maintenance Plans, Deferred maintenance, General maintenance.
- Depreciation: Rate, Method, Alternative methods.
- Amendment of asset lives.
- Creation of Non-Distributable Reserves.
- Carrying values and Revaluation of fixed assets.
- Verification, Alienation and Write offs of fixed assets.
- Insurance of fixed assets and Replacement norms.
Section 2 of the Local Government: Municipal Finance Management Act, (Act No.56 of 2003) authorizes the National Treasury to prescribe uniform treasury norms and standards for:

- Municipalities, including financial management in municipalities; and
- Municipal entities, including financial management in municipal entities.

The Draft Financial By-Law has been compiled and due for comments before it can be ratified and adopted by Council. This document focuses on the responsibilities of the Municipal Manager, Chief Financial Officer and Heads of Departments and Council officials with regard to financial management. It also regulates the conduct of all Council officials as far as financial practice is concerned. The Financial By-Law entails the following:

- Budgets
- Reports Affecting Finances.
- Income.
- Expenditure.
- Recovery of Losses.
- Credit Rating.
- Procurement, Tender and Contracts.
- Good and Materials.
- Payments.
- Salaries, Wages and Allowances.
- Loans.
- Investments.
- Insurance.
- Accounting.
- Audit Committee.
- Intern Audit.
- Assets.
- Alienation of immovable property (land).
- Information Systems.

1.5. OPERATIONAL AND CAPITAL FINANCING STRATEGY

1.5.1. OPERATIONAL FINANCING STRATEGY

The operational financing is mainly derived from services such as:

- Electricity;
- Water;
- Sewerage;
- Cleansing;
- Property Rates; and
- Other income [e.g. Fire Service, cemeteries, traffic, etc.].

Council should explore other avenues of operational financing such establishing municipal entities or entering into partnerships with other stakeholders in local government.
Section 45 subsection 1[b] of the Local Government, Municipal Finance Management Act, (Act No 56 of 2003) stipulates that a municipality may incur short term debt only when necessary to bridge capital needs within a financial year in anticipation of funds deriving from specific and enforceable allocations or long term debt commitments.

Section 46 subsection 1[a] of the Local Government, Municipal Finance Management Act,(Act No. 56 of 2003) provides for a municipality to incur long term debt only for purpose of capital expenditure on property, plant and equipment to be used for the purpose of achieving the objects of local government as set out in section 152 of the Constitution.

In order to implement budgeted capital projects, Lesedi Local Municipality mainly source financing from:

- Grants [eg. NER, CMIP, Sedibeng District Municipality, Provincial Government, National Government and other sources].
- Asset Financing Fund [Internal loans] and [Cash-based].
- External Financing Fund [external loans].

1.6. Cost-effectiveness

As in the case of the private sector, municipalities need to analyze all their activities and shed those that are not essential. These activities should be carried out in a most cost-effective manner. Essential services should further be analyzed into those that are core to be municipality and those that are non-core.

Non-core functions usually outsourced to service providers include:

- Accounting, finance and treasury.
- Human resource and payroll.
- Real estate and fixed assets.
- Internal auditing.
- Purchases and procurements.

Lesedi local Municipality is currently outsourcing the Internal Audit function and meter readings. In terms of Section 44 of the Local Government, Municipal Systems Act, Act No. 32 of 2000 a municipality, in a manner determined by its council, must make known, internally and to the public, the key performance indicators and performance targets set by it for purposes of its performance management system.

The cost-effectiveness of Council will mainly be measured by implementing realistic Performance Management Systems [PMS] on each Project Milestone. This will materialize by adhering to the following guideline:

- Setting appropriate targets and Key Performance Indicators (KPI's).
- Setting measurable outcomes and impacts.
- Annual performance monitoring.
SECTION G: ORGANISATIONAL PERFORMANCE
## 1. Objectives and Indicators

<table>
<thead>
<tr>
<th>IDP REF</th>
<th>NKPA 1: Municipal Transformation and Organisation</th>
<th>ORG REF</th>
<th>Objectives</th>
<th>ORGANISATION KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1.1</td>
<td></td>
<td>A1</td>
<td>Improve organisation knowledge and transformation</td>
<td>Number of people from employment equity target groups employed in the three highest levels</td>
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<tr>
<td>A1.2</td>
<td></td>
<td>A1</td>
<td></td>
<td>% of a municipality's budget actually spent on implementing its workplace skills plan</td>
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<tr>
<td>A1.3</td>
<td></td>
<td>A1</td>
<td></td>
<td>% of staff being trained in line with the municipal WSP</td>
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<tr>
<td>A1.4</td>
<td></td>
<td>A1</td>
<td></td>
<td>% of staff profiles and level covered in the WSP that actually receive training</td>
</tr>
<tr>
<td>A2.1</td>
<td></td>
<td>A2</td>
<td>Optimise systems, administration and operating procedures</td>
<td>% reduction in average turn-around time to resolve any labour dispute in the municipality</td>
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<tr>
<td>A2.2</td>
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<td>A2</td>
<td></td>
<td>Number of disciplinary actions finalised within 90 days</td>
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<tr>
<td>A3.1</td>
<td></td>
<td>A3</td>
<td>Improve people management and performance</td>
<td>% of employees reporting poor or draw-backs in their performance due to leading and management</td>
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<tr>
<td>A3.2</td>
<td></td>
<td>A3</td>
<td></td>
<td>% of compliance to IPMS Framework and Policy</td>
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<td>A4</td>
<td>Improve organisation leadership and the corporate image</td>
<td>% of communication strategy implemented</td>
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<td>A5.1</td>
<td></td>
<td>A5</td>
<td>Increase performance and efficiency levels</td>
<td>Overall organisations efficiency rating</td>
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<tr>
<td>A5.2</td>
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<td>A5</td>
<td></td>
<td>Overall organisation performance rating</td>
</tr>
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<td>A5.3</td>
<td></td>
<td>A5</td>
<td></td>
<td>% compliance to OPMS policy and Framework</td>
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<td>B1.1</td>
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<td>B1</td>
<td>Reduce water electricity losses and theft</td>
<td>% losses in electricity during distribution</td>
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<td>Rand value lost due to electricity lost in distribution</td>
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<td>% losses in the water distribution losses</td>
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<td>Reduction in rand value lost</td>
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<td>B1</td>
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<td>% of complaints resolved within quickest time possible</td>
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<td>B2.1</td>
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<td>Increase efficiency level of access to free and basic Municipal services</td>
<td>Number of indigent households with access to free basic services</td>
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<td>B2</td>
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<td>Number of households with access to proper basic services</td>
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<td>B2</td>
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<td>Km of old roads and storm water drains reported and repaired</td>
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<td>B2</td>
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<td>KM of new roads built/ developed</td>
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<td>B2</td>
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<td>% of local roads users who are satisfied with the Lesedi LM services</td>
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<tr>
<td>B3.1</td>
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<td>B3</td>
<td>Improve the state and access to Municipal amenities and Infrastructure</td>
<td>% of users who express satisfaction with both facility standards as well as services rendered</td>
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<td>B3.2</td>
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<td>B3</td>
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<td>Number of patrons visiting the libraries on a quarterly basis</td>
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<tr>
<td>B3.3</td>
<td></td>
<td>B3</td>
<td></td>
<td>% of reduction in incidents of illegal dump sites</td>
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<tr>
<td>B4.1</td>
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<td>B4</td>
<td>Strengthen By-laws enforcement</td>
<td>% of inspected food premises complying to health by-laws</td>
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<td>B5.1</td>
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<td>Increase support for HIV/AIDS and other chronic illnesses</td>
<td>Number of wards with HIV and AIDS committees</td>
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<td>B5</td>
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<td>Number of HIV/AIDS campaigns conducted</td>
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<td>B6.1</td>
<td></td>
<td>B6</td>
<td>Increase support of vulnerable groups</td>
<td>Number of people from focus groups benefiting from special programmes</td>
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<td>C1</td>
<td>Strengthen LED capacity and governance</td>
<td>Number of functional LED structures</td>
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<td>C1.2</td>
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<td>C1</td>
<td></td>
<td>Number of capacity building programmes run for focus business ventures</td>
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<td>C1.3</td>
<td></td>
<td>C1</td>
<td></td>
<td>Number of SMME's supported</td>
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<td>IDP REF</td>
<td>NKPA 4: Financial Viability &amp; Management</td>
<td>ORG REF</td>
<td>Objectives</td>
<td>ORGANISATION KPI</td>
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<td>C1.4</td>
<td></td>
<td></td>
<td>C1.4</td>
<td>Number of programmes and projects aimed at focus groups</td>
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<td></td>
<td></td>
<td>C1.5</td>
<td>Number of co-opts from focus groups established and functioning</td>
</tr>
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<td>C1.6</td>
<td></td>
<td></td>
<td>C1.6</td>
<td>Number of summit attended</td>
</tr>
<tr>
<td>C2.1</td>
<td>C2</td>
<td></td>
<td>C2.1</td>
<td>Number of jobs created through EPWP, CWP and LED</td>
</tr>
<tr>
<td>C2.2</td>
<td></td>
<td></td>
<td>C2.2</td>
<td>% of LED strategy implemented</td>
</tr>
<tr>
<td>C2.3</td>
<td></td>
<td></td>
<td>C2.3</td>
<td>% of tourism strategy implemented</td>
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<td>C3.1</td>
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<td>C3.1</td>
<td>Number of new investors attracted</td>
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<td>Number of active LED forums</td>
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<td></td>
<td></td>
<td>C3.3</td>
<td>Number of partnerships secured with private sector towards LED development</td>
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<tr>
<td>D1.1</td>
<td>D1</td>
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<td>D1.1</td>
<td>% of revenue collection rate</td>
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<td>Debt coverage ratio</td>
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<td>D1.3</td>
<td>Outstanding services debtors to revenue ratio</td>
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<td>D2.1</td>
<td>Cost coverage ratio</td>
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<td></td>
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<td>D2.2</td>
<td>% of actual budget spent vs projected</td>
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<td>D2.3</td>
<td></td>
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<td>D2.3</td>
<td>% of Creditors paid within 30 days from invoice</td>
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<td>D2.4</td>
<td>% of Capital budget actually spent on capital projects</td>
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<td>D3.1</td>
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<td>D3.1</td>
<td>Average number of days tenders/ proposals not finalised at supply chain</td>
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<td>D3.2</td>
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<td></td>
<td>D3.2</td>
<td>% of projects which must be finalised on time due to SCM delays</td>
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<td>% compliance with MFMA calendar of reporting</td>
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<td>D4.3</td>
<td>% of audit queries resolved</td>
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| E1.1    | E1                                       |         | E1.1       | % of wards in a municipality that are fully functional |
| E1.2    |                                          |         | E1.2       | Number of newsletters produced |
| E1.3    |                                          |         | E1.3       | Number of media releases and briefing arranged and done |
| E1.4    |                                          |         | E1.4       | Number of wards holding public meetings quarterly |
| E2.1    | E2                                       |         | E2.1       | % of ward committee members trained as per schedule |
| E2.2    |                                          |         | E2.2       | % of recommendations made by audit committee that get implemented |
| E2.3    |                                          |         | E2.3       | AG audit opinion |
| E3.1    |                                          |         | E3.1       | % compliance to all legislative provisions |
| F1.1    | F1                                       |         | F1.1       | % of suspected and reported cases of corruption and fraud that get investigated and prosecuted |
| F1.2    |                                          |         | F1.2       | % of Land use management framework developed and implemented |
| F1.3    |                                          |         | F1.3       | % of town rehabilitation plan implemented |
### Section G: Organisational Performance

<table>
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<tr>
<th>IDP REF</th>
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<th>ORG REF</th>
<th>Objectives</th>
<th>ORGANISATION KPI</th>
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<td>F2.1</td>
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<td>Improve Municipal planning</td>
<td>% of SDF developed and implemented</td>
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<td>Reduce housing backlogs and informal settlements</td>
<td>% of reduction in housing backlogs</td>
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<td>F3.2</td>
<td>F3</td>
<td>Number of houses built</td>
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<td>F4.2</td>
<td>F4</td>
<td>Improve community health and safety</td>
<td>Percentage of environmental framework implemented</td>
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<td>F4.1</td>
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<td>% of disasters responded to within the set time frame</td>
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<td>F5.2</td>
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<td>Number of workshops/meetings attended on IGR</td>
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SECTION H. METROPOLITAN SYSTEM OF GOVERNANCE
This chapter seeks to sketch a brief background and history of the Sedibeng District Municipality and share the processes involved in the establishment of one united seamless metropolitan government. The chapter also outlines timelines towards the disestablishment of local municipalities, namely, Emfuleni Local Municipality and Midvaal Local Municipality, as well as the Sedibeng District Municipality towards a metropolitan municipality.

The institution of local government is not static but changes and evolves over time. A variety of factors dictate the form, extent and pace of such evolution. Key in the evolution of local government is the population it serves and the nature of services it renders coupled with the pace at which its area of jurisdiction is growing both in size and shape.

Over time, small urban nodes have grown to be large conurbations with metropolitan governments. These conurbations have evolved as a consequence of the rate at which the numbers of people were increasing in and around the city centres as well as the variegated consumption of space per capita within these large urban areas.

South Africa has been no exception to this development. Over the years urban nodes have exhibited the same trend and pattern of growth. The growth in size and pattern of space consumption has influenced the process of evolution of local government in managing the delivery of services to the communities and the overall management of consumption of the urban space.

In South Africa, the process of evolution of local government has been vigorously legislated. Whilst the urban centres developed as a result of specific catalytic events such as discovery of gold, the congregation of people in those areas resulted in the systems observed nowadays.

The Sedibeng region has not escaped this evolution be it legislative or natural. Over the years the Sedibeng area, as it is known today, evolved from small urban centres of Vereeniging, Vanderbijlpark and Meyerton with the adjoining Black townships of Evaton, Sebokeng, Sharpeville, Boipatong and Bophelong.

In South Africa, a metropolitan municipality or Category A municipality is a municipality which executes all the functions of local government for a City or conurbation. This is by contrast to areas which are primarily rural, where the local government is divided into district municipalities and local municipalities. In the Local Government: Municipal Structures Act, no 17 of 1998, it is laid out that this type of local government is to be used for conurbations, “centre of economic activity”; areas “for which integrated development planning is desirable”, and areas with “strong interdependent social and economic linkages”.

The view of establishing a single city region was confirmed through two study tours that were carried out by the Sedibeng District Municipality to Buffalo City and City of Mangaung. Both of these cities are similar to Sedibeng in terms of geography, population density, and economic size. In both instances what was learned made the case for Sedibeng as a single regional authority, even stronger. Although the study tour highlighted the challenging road towards a single city, it confirmed that the financial benefits (just alone from the National Treasury allocation to Metros), makes it a viable proposition.

In the consolidation of the urban concentrations of Emfuleni, Midvaal and Lesedi Local Municipalities, also shows the Lesedi Local Municipality which will be incorporated into Ekurhuleni Metro after the 2016 local government elections.

The above figure illustrates the border lines of the proposed municipal areas as demarcated by the Municipal Demarcation Board. The area on the left of the figure indicates the municipal border of Vaal Metropolitan River City which is a merger of the current Emfuleni Local Municipality and Midvaal Local Municipality, also shows the Lesedi Local Municipality which will be incorporated into Ekurhuleni Metro after the 2016 local government elections.

The evolution of the current Sedibeng District Municipality lies in the consolidation of the urban concentrations of the city of Vereeniging and town of Vanderbijlpark, Meyerton and as well as the townships of Evaton, Sebokeng, Boipatong, Sharpeville, and others. The Sedibeng District Municipality came into effect after the 2000 local government elections as a Category B municipality that included three local municipalities of Emfuleni, Midvaal and Lesedi.

Following the first local election in 1995, the Lekoa-Vaal Metropolitan Council was established and the Sedibeng District Municipality was the successor in law following the 2000 local elections. At the time of the establishment of the Sedibeng District, the region was considered an ‘Aspirant Metro’. Several developments since 2000 have revived the aspirations of the region towards being demarcated as a Metropolitan.

As stipulated in the Sedibeng Second Generation Growth and Development Strategy a major and critical process that has unfolded during the GDS 2 period will be the realization of the vision of transforming the Sedibeng Region into a single Metropolitan City. This vision emanates from the proven view that many of the region’s apartheid legacy problems, particularly those of a socio-economic nature, will best be tackled by one large and cohesive institutional body.
Greater Vaal Metro | Emfuleni | Midvaal
---|---|---
816964 | 721663 | 95301

Source: Stats SA 2011

2.1. Historical Background

As in all South African towns and cities the apartheid system engineered these spaces along racial lines. Separate spatial development resulted in the creation of two different towns within one town, one black and the other white. The governing of these entities was also along racial lines. The level of development in each of these entities was totally different with services delivered being different in terms of quality and standard. This differentiation created an urban architecture which exhibited racial differentiation and discrimination.

In the Sedibeng region previously known as the Vaal region the same Apartheid architecture shaped the three urban areas into black and white areas. Black townships were administered as separate entities from the urban centres which were reserved for occupation by whites. Levels of inequalities within the area were glaring, and some are clearly seen amongst others on:

- Infrastructure backlogs;
- Spatial imbalances;
- Transportation modes and patterns;
- Spatial consumption for residential spaces;
- Access to facilities and amenities such as recreation and leisure

The Black townships were governed by various systems, cascaded as follows:

- Native Advisory Boards;
- Community Councils;
- Black Local Authorities;
- Transitional Councils;
- Metropolitan Council;
- District Municipality and Local Municipalities.

On the other hand White communities were governed by separate Councils until 1991 when the Transitional Councils were established. As reflected above local government in the area has evolved from separate entities to unified city and back to separate entities. The evolution has been dictated upon by various pieces of legislation over the years, which are amongst others:

- Various Provincial Ordinances such as Ordinance 17 of 1939
- Native (Urban Areas) Consolidation Act, 1945 (Act No. 25 of 1945)
- Urban Bantu Councils Act, 1961 (Act No. 79 of 1961)
- Community Councils Act, 1977 (Act No. 125 of 1977)
- Black Local Authorities Act, 1982 (Act No. 102 of 1982)

Pursuant to the above cited pieces of legislation and others not mentioned here, various local government structures were established for the Sedibeng (Vaal) region. Structures established are the following:

- Orange Vaal Administration/Development Board
- Vaal Triangle Regional Services Council
- Bantu Community Advisory Boards
- Vaal Triangle Community Councils (Cross Boundary institutional arrangements – Zamdela merged with Vaal Black townships)
- Lekoa City Council (Black Local Authority)
- Disaggregated Town Committees of Boipatong, Bophelong, Sebokeng
- Lekoa Vaal Metropolitan Council with Metropolitan Substructures

2.2. Current Institutional Arrangements

Currently the municipalities which formed the Lekoa Vaal Metropolitan Council have been disestablished and re-established as part of a district system comprising of Sedibeng District Municipality and three (3) local municipalities namely Emfuleni, Midvaal and Lesedi.

The above arrangement was fraught with a myriad of challenges, which necessitated that Inter-Governmental Relations (IGR) structures be created. The structures created are amongst others, Joint Mayors Forum, Joint Mayoral Committees Forum, Joint Municipal Managers Forum and Joint Technical Fora. These fora comprise of councillors and officials from both the District and Local Municipalities. The For a re intended to foster integration and co-operation especially in areas of mutual interest and regional importance.

The population of Sedibeng District Municipality stands on 916 484 people as indicated by Stats, Census 2011 and includes the local municipalities of Emfuleni, Midvaal and Lesedi. But through the proposed demarcation towards a Greater Vaal Metropolitan River City which will exclude Lesedi LM the population will be 816 964 as indicated in the above table, which in our view, is a fair enough number to constitute a Metropolitan Council.
2.3. Operational Collaboration

The Sedibeng District Municipality and the local municipalities collaborated with one another on a variety of programmes and projects which have regional impact. Some of the programmes and projects are:

- Neighbourhood Development Programmes
- Precincts Development
- IDP Alignment processes
- Public Participation programmes e.g. Mayoral Izimbizo
- Joint Information and Communication Technology – SDM centre
- Disaster Management

2010 Fifa Soccer World Cup (established inter-municipal Joint Operations Centre staffed by all municipalities within the district)
- Vaal 21 Initiative and programmes
- Sedibeng Regional Sanitation Scheme
- Inter-municipal Assistance Programmes e.g. Disaster Recovery Plans
- Various inter-municipal projects undertaken by Technical Committees such as the Chief Financial Officers’ Forum

The collaboration as reflected in the above-mentioned programmes and projects does suggest that the disaggregation of municipalities in the region is not cost effective and does not assist in creating the desired impact of service delivery in the lives of people.

3. Rationale

3.1. Factors Influencing the Choice of Municipal Institutions

The White Paper on Local Government (1998) proposes that the choice of municipality should be determined by the extent to which these institutions meet the needs of local communities. However the South Africa’s legacy of racial, spatial and geopolitical separation has created vast distortions in settlement patterns, leading to an uneven distribution of municipal capacity and delivery pattern of services, with Black communities bearing the brunt.

The White Paper proceeds to propose a developmental local government system which envisages the setting up of municipal institutions which would have the capacity to address these historical distortions.

Apartheid created a legal framework which excluded largely black urban poor and ensured that high-ratable commercial development fell within the jurisdiction of white municipalities. Although the consumer and labour power of township residents contributed to the tax base of white municipalities, services in the townships were least funded from this tax base. Metropolitan government provides a mechanism for addressing this inequity, and ensures that everyone who contributes to the tax base benefits from it. Studies have shown that the greater the degree of equity between the constituent parts of the metropolitan area, the greater the prospect of overall economic prosperity.

3.2. Factors Supporting the Creation of a Metropolitan Government

The White Paper presents the following basis for the establishment of metropolitan government:

**Establishing the Basis for Equitable and Socially Just Metropolitan Governance:**

At present, municipalities exercise their planning powers and functions within their particular areas of jurisdiction. However, economic and social activities are often carried out beyond the boundaries of the municipalities. This situation frequently gives rise to poor planning of land-use, inadequate investment in infrastructure and transport systems, and often led to irrational use of public funds. Metropolitan government facilitates more integrated development planning, thereby reducing these negative effects.

The Metropolitan Council will focus on the following key roles, which are currently not fulfilled due to the segmentation of local government:

**Metropolitan government promotes strategic land-use planning, and co-ordinated public investment:**

The Metropolitan Council will focus on the following key roles, which are currently not fulfilled due to the segmentation of local government:
3.3. THE CASE OF SEDIBENG REGION FOR METROPOLITAN STATUS

3.3.1. CIVIL SOCIETY FORMATIONS

The population of the Sedibeng region is united and operates as one and not necessarily along local municipality boundaries. These linkages are clearly visible in the form of civil society organisations. Mostly these organisations are regional in nature covering the entire district area. Examples of these are:

- Community Formations
- Business Chambers
- Labour Formations
- Political Structures and formations
- Inter-sectoral for

Taxi Associations,
Religious groupings

3.3.2. GEOGRAPHIC INTEGRATION

All municipalities in the region share a common area known as Vaal. Urban and rural areas consolidated as reflected in the transportation systems with link roads within built up urban areas and semi-rural areas. All the areas in the region are connected to the Vaal River. Geographically there is already some huge amount of integration.

3.3.3. ECONOMIC INTEGRATION

Various studies conducted on economic integration in the region reveal interconnectedness of the area through analysis of the movement of goods, services and people. There is clear economic interdependence among the various areas. Economic linkages between former towns, former Black townships and the urban nodes of Vanderbijlpark, Vereeniging, Meyerton and Heidelberg are visible especially along the interconnecting road networks. There is also marked interdependence between the primary, secondary and tertiary industries in the region.

3.3.4. OTHER FACTORS

A cursory glance at the region reveals that there is geographic, social and economic cohesion. Human settlements although still exhibiting the legacy of Apartheid planning of separation are beginning to close up thus forming one conurbation which is the principal factor for consideration for metropolitan status. Integrated functionality of communities and all formations leads to natural progression to a Metropolitan government system. The vision of a Gauteng City Region resonates well with the attempt at upgrading the status of the district to that of a metropolitan government.

It is common knowledge that projected urbanisation pattern in Gauteng is towards the south, therefore Sedibeng region. The conflicting development patterns and approaches by local municipalities in the district result in fragmented and sometimes conflicting development. The different management of socio-economic challenges within the region stifle development and serve to increase resentment from communities. Needless to say, lack of uniformity and standardisation of service delivery creates differing perceptions within communities and resultanty increases levels of community dissatisfaction.

These factors create a sound rationale for dismantling of the two tier form of local government in the region and creation of a single centre of governance. This will undoubtedly derive economic benefits to government as it exploits economies of scale. As usual, exploitation of economies of scale results in reduction of costs of service delivery due to amongst others, centralisation and integration of systems.

There is a case of sharing of resources by all the municipalities which shall have been collapsed into one government structure. All resources at the disposal of government shall be utilised for all. Thus deal with all major challenges facing current local
government structures within the region. For instance fragmented budgets, duplicated resources and thus increased inefficiencies.

These resources are:

- Financial Resources
- Human Resources
- Natural Resources
- Materials and machinery inclusive of the Fleet

### 4. ESTABLISHMENT OF THE VAAL METROPOLITAN MUNICIPALITY

#### 4.1. THE MUNICIPAL DEMARCATION BOARD (MDB)

The Municipal Demarcation Board (MDB) is an independent authority responsible for the determination of municipal boundaries. The Board’s status as an independent authority is also protected by Section 3 of the Local Government: Municipal Demarcation Act, Act 27 of 1998, and various judgments by the Constitutional Court.

The MDB, in its continuous cycle of assessment of municipal boundaries, undertook a review of the municipal boundaries of

South Africa including Gauteng Province and the current Sedibeng District and its three local municipalities; Emfuleni, Midvaal and Lesedi. The MDB announced on 15 October 2013, the merger of the Sedibeng District, the Emfuleni and the Midvaal Local Municipalities into a single Metropolitan municipality. This included the migration of the Lesedi Local Municipality to the Ekurhuleni Metro.

#### 4.2. SECTION 14(5) NOTICE

The Section 14 (5) Notice was published in the Provincial Gazette Extraordinary on 31 March 2014. This Notice formalized the directive towards the establishment of the Vaal Metropolitan municipality. It outlined the structures, committees to be set up, their membership, term of office, leadership and functions, its operationalization, appointment of Transformation Manager, and financial arrangements.

### 5. TRANSITIONAL ARRANGEMENTS

The Sedibeng District Municipality, as the coordinating municipality towards the establishment of the metropolitan municipality, prepared a comprehensive project plan towards the amalgamation process. The plan encompassed total compliance with relevant legislation, consultation processes to be undertaken, and the three distinct phases. The three phases are the Incubation/Preparation and Transition phase, the Establishment/Operationalisation phase, and the Consolidation phase.

The MEC must establish the Committees to oversee the disestablishment of existing municipalities, establishment of future municipalities, and where applicable the inclusion of such disestablished municipality into an existing municipalities. In terms of section 21 of the Local Government: Municipal Demarcation Board Act, Act 27 of 1998, a Steering Committee is established.

#### 5.1. COMMITTEES

The following committees are established, namely, the Political Steering Committee and the Technical Steering Committee. These Committees may establish sub-committees/task teams from their own members as it may deem necessary for proper performance of its functions and dissolve such sub-committees at any time. The duty to advise or report to the MEC on the fiduciary matters may not be delegated to any sub-committee.
5.1.1. The Political Steering Committee (PSC)

The Political Steering Committee (PSC) will be responsible for the following which is contained in the Section 14 (5) Notice:

- To provide overall political leadership and direction to the project process;
- To ensure political buy-in of all stakeholders;
- To make key strategic decisions and approvals;
- To ensure that the implementation plan is adopted; and to monitor implementation of the plan in terms of agreed milestones and advise on possible political pressures and make recommendations.

The MEC of Cooperative Governance and Traditional Affairs will be the chairperson of the Political Steering Committee, and must appoint a vice-chairperson from the members of the PSC. Such appointment will be based on such member’s knowledge and experience in local government or co-ordination and leadership skills. The chairperson presides at meetings of the Committee or in his or her absence, the vice-chairperson.

Representatives on this committee will include:
- Executive Mayors of the affected municipalities, i.e. Emfuleni Local Municipality, Midvaal Local Municipality, and Sedibeng District;
- MEC for Finance;
- MEC for Economic Development;
- MEC for Infrastructure Development;
- MEC for Local Government as the Chairperson; and
- Gauteng PEC SALGA.

The Extended Political Steering Committee will consist of the following members:
- All members of the Political Steering Committee;
- Speakers of the affected municipalities;
- Chief Whips of the affected municipalities; and
- Other political parties.

5.1.2. The Technical Steering Committee

The Technical Steering Committee will be responsible for the project management and provide support in the establishment of the new Vaal Metro. The specific functions of the TSC as contained in the Section 14 (5) Notice will be to:

- Provide technical input into the implementation plan with clear deliverables and timeframes;
- Assist with the management of risk;
- Provide strategic support and advice to the PSC in respect of critical considerations and decisions that need to be undertaken in the process;
- Prepare and present technical insight where needed;
- Advise the MEC on the legal, practical and other consequences of the disestablishment of the existing municipalities as envisaged in section 14 (2) of the Local Government: Municipal Structures Act, Act 17 of 1998;
- Provide the MEC with all relevant detail necessary for the preparation of a notice referred to in section 12 or 16(1)(g) of the Municipal Structures Act, as the case may be; facilitate in any other manner determined by the MEC, the disestablishment of existing municipalities and the establishment of future municipality or inclusion of a disestablished municipality into an existing municipality; and
- Assist the Electoral Commission in preparing for the election of the Council of the future or existing municipality, only at the request of the Electoral Commission;

Provide oversight of the outcomes and progress from the following work streams:
- Stream 1: Human Resources and Change Management
- Stream 2: Integrated Planning (Urban Development Planning)
- Stream 3: Finance and ICT
- Stream 4: Governance and Legal
- Stream 5: Communication and Stakeholder Management
- Stream 6: Service Delivery Integration
- Rapid Response Team
- Community Engagement (Including the Business Sector)

Representative on this committee will include:
- Transformation Manager (Chairperson)
- Municipal Manager of the concerned municipalities
- Provincial Convenor
- Gauteng Planning Commission
- Provincial Treasury
- SALGA
- Organised Labour
- Chairpersons of the Technical Task Teams
- Office of the MEC for CoGTA
- Head of Department of CoGTA.
5.1.3. Procedures and Operations

The MEC for Local Government, may appoint any person who is not a member of such an existing municipality to the Committee on the grounds of that person’s knowledge and expertise in any field or discipline which may enhance the efficiency of the Committee.

All matters before the Political Steering Committee and Technical Steering Committee are decided by a majority vote of the members present; provided a quorum of fifty percent of the members plus one is present. In case of a plit of vote, the chairperson or the person acting in his or her stead, must have a casting vote, subject to applicable legislation.

It is anticipated that meetings will be held on a monthly basis and the schedule of these meetings for the year will be decided at the first meeting. The established task teams will report to and submit recommendations to the PSC for consideration and implementation.

Apart from the transformation manager there will be no additional remuneration for committee members. Any member of the Committee who incurs travelling expenses will claim that from their municipalities or the department where employed.

The term of office of the PSC, TSC and all their Task Teams shall commence on the date on which the members are appointed and shall expire on the day on which the MEC establishes the future municipality, in terms of section 12 of the Local Government: Municipal Structures Act, Act 17 of 1998.

The term of office of the transformation manager shall expire on the date on which the municipal manager of the future municipality assumes duty, or such extended date that the council of the future municipality may, with prior approval of the MEC, determine. The term of office of the transformation manager may not extend beyond 12 months after the local government election.

5.1.4. Timeframe and Milestones

The MBD’s decision to disestablish the Emfuleni Local Municipality, Midvaal Local Municipality and Sedibeng District Municipality and/or incorporate Lesedi Local Municipality will effectively be implemented following the next municipal elections in 2016. The following represents significant milestones in the project process:

- Appointment of the Transformation Project Sponsor and Manager
- Establishment of key project governance structures-
- Political Steering Committee
- Technical Steering Committee
- Project Management Team with respective work streams
- Rapid Response Team
- Finalisation of Merger Plan-
- Core Action Plan and workstream action plans
- Risk Management Plan
- Resource Plan (Budget and People)
- Communication and Stakeholder engagement plan; and Comprehensive due diligence report on assets, liabilities, service delivery levels, financial viability, backlogs and state of infrastructure, socio-economic development status and potential.
- Implementation, monitoring, reporting and close out-
- Publication of disestablishment notice and section 12 establishment notices;
- Implementation, monitoring and reporting
- Communication and Change Management
- Evaluation and close out report.

6. The Benefits of the Vaal Metropolitan Municipality

The establishment of the Vaal Metropolitan River City would have several benefits that would include amongst others the following:

- The new Municipality would be a geographic consolidation of highly urbanised areas of rapid growth and development. This would include the Vereeniging, Vanderbijlpark, Sharpeville node that has seen rapid development in the last 5 years. On the medium term development horizon lie projects such as the Vereeniging-Vanderbijlpark Waterfront development, several developments in Sharpeville, upgrading to the Vereeniging CBD, development of a logistics hub in Vanderbijlpark etc.
- Large scale residential development projects for Doornkuil (Savannah City), Eye of Africa and Mamello, amongst others, would soon lay down new markers for urban concentrations. The possibilities of new town and cities, new CBD’s and a diversification of the regional economy, from the predominantly steel manufacturing sector, is the best long-term security that the people of the area could be afforded.
- The name ‘Vaal Metropolitan River City’ is not a convenient label but has evolved over many years as residents have been clamoring for the reclamation of the name ‘Vaal’ which is deeply entrenched in the cultural
Lesedi Local Municipality 2014/15 IDP

and historical roots of the area. At the Growth and Development Summit of 30 November 2011, the name was formerly endorsed by the stakeholders of the area.

The Gauteng Province is moving inexorably towards a Global City Region made up exclusively of Metropolitan areas. The Greater Vaal Metro would fit appropriately into such a system.

7. GOING FORWARD

In the past few months, the Sedibeng District Municipality and its three local municipalities have been engaging on matters related to the Vaal Metropolitan Municipality. For instance, the SDM held an Annual IDP District–wide Lekgotla on the 4–5 March 2014. The main purpose of such was to address issues of synergy and IDP alignment. Several important matters also came under discussion related to the metropolitan municipality, and were resolved and confirmed to be aligned to stipulations of Section 14(5) as Gazetted by the MEC on 31 March 2014.

The Lekgotla resolved that it recognised that the ‘substantive anchor’ around which the new Metro will be established, would be the Emfuleni Local Municipality. This is in lieu of its dominant population and economic base amongst others. However, the Lekgotla confirmed that the role of Coordination, as has always been the case, would be played by the Sedibeng District Municipality. The Lekgotla noted a dire need for consistence between Section 14(5) Notice and provision as contained in the Local Government: Municipal Structures Act and Systems Act, No. 32 of 2000.

In order to ensure that functionality is not affected during the transition, SDM proposed an ‘Exception List’ for MEC’s consideration. This encompassed projects approved via the IDP and Budget process, including continuous Service Delivery Procurements, appointments of critical and scarce skills (e.g. engineering posts), municipal land leases, overdraft facilities, and appointment of Assurance Committees (e.g. Audit Committees).

In order to ensure a broader participation of political leadership in the migration process, it is recommended that a specific role be afforded to a Joint Mayoral Committee between the Technical Committee and the Political Steering Committee.

Since Lesedi local Municipality is relocating to Ekhuruleni Municipality, and currently Sedibeng District Municipality and Lesedi have some operational overlaps in several areas, it is therefore imperative that SDM is actively involved in the 14(5) process relative to Lesedi. The SDM believed that the Section 14(5) Gazette will accommodate these proposals as shared with the MEC.