

**SECTION 3**

**STRATEGIES**

### 3.1 LESEDI LOCAL MUNICIPALITY VISION AND MISSION



Our Vision at **LESEDI LOCAL MUNICIPALITY** is to be a

*“People centered and performance driven municipality”*

and our Mission is strive to:

- Provide access to quality affordable sustainable services;
- Professionally fulfill and sensitively address the needs of the whole community;
- Create a safe and healthy environment in which the various peoples of the community can co-exist;
- Empowerment the human resource component of the municipality and monitor and improve productivity;
- Facilitate growth and development;
- Embrace sound management practices and a culture of accountability;
- Promoting the “Batho Pele” [people first] principle;
- Optimally utilize natural resources at our disposal;
- Encourage a commitment to excellence.

### **3.1 National and Provincial Framework**

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

- a) Alignment to the National Spatial Development Perspective
- b) Provincial Growth and Development Strategy
- c) Gauteng Growth and Development Strategy
- d) Sedibeng Growth and Development Strategy

#### **3.1.2 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.

#### **3.1.3 Provincial Growth and Development Strategy**

A PGDS 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.

### 3.1.4 National and Provincial Outcomes on Service Delivery

<b>OUTCOME 7: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM</b>						
<b><u>Identified Outputs:</u></b>						
<p><b>Output 1:</b> Implement a differentiated approach to municipal financing, planning and support;  <b>Output 2:</b> Improving Access to Basic Services;  <b>Output 3:</b> Implementation of the Community Work Program;  <b>Output 4:</b> Actions supportive of the human settlement outcomes;  <b>Output 5:</b> Deepen democracy through a refined Ward Committee model;  <b>Output 6:</b> Strengthen the administrative and financial capability of municipalities;  <b>Output 7:</b> Address co-ordination problems and strengthen departmental initiatives - Single Window of Coordination.</p>						
<b>Output No.</b>	<b>LLM Priority Issues No.</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Projects</b>	<b>Target</b>	<b>Challenges</b>
<b>2</b>	<b>2,3,4,5,6 and 10</b>	The Lesedi Local Municipality will strive to provide infrastructural services to all urbanized communities in its area in order to create conditions, which are conducive to economic development and growth	In view of the current backlogs, the bulk of infrastructure expenditure will go towards Ratanda, Impumelelo, Kwazenzele and Jameson Park.	A number of infrastructural projects have been identified throughout Lesedi, in the following categories: Electricity Water Sewer Roads	<b>2016</b>	Procurement process to be streamlined. Supply Chain must adhere to the request to appoint local contractors. Spec committee must be helped by the legal advisor to formalize the specs for appointing local contractors.
		The Lesedi Local Municipality will endeavor to render equitable, accessible and	The Provision of Services/Facilities that result in Social Upliftment	The following projects were identified:  Establishment		<b>2014</b>

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Output No.	LLM Priority Issues No.	Objectives	Strategies	Projects	Target	Challenges
		properly administered social, community and environmental services of acceptable standard to the Lesedi community.	Provide those services/ facilities that affect the largest number of people with the lowest use of resources.  Encourage integrated Administration and joint ownership of facilities.  Promote the concept of Multi-Purpose Community Centers, Cluster Services/Facilities, etc.	of the ECD site at KwaZenzele.		Informal settlement dwellers sharing VIP toilets  Maintenance budget for roads resealing is insufficient.  Lack of authorized waste disposal sites.  Low water pressure at Endicott.  Stealing of mini substation & underground cables.  Maintenance of Gravel road

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Output No.	LLM Priority Issues No.	Objectives	Strategies	Projects	Target	Challenges
		Lesedi local municipality will create and ensure a safe and secure environment for all the inhabitants of and visitors to Lesedi, where everybody can live in peace and harmony, achieving this through commitment and participation in conjunction with all the role players, including civil society and all the relevant	Implementation of crime prevention strategy.	Installation of CCTV Cameras  Support the Establishment and capacitation of CPFs	<b>2014</b>	

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		government dept.				
<b>3</b>	<b>1</b>	The LLM, including the local business community in collaboration with the region, will strive to establish an economic growth rate in an economically stable environment, at least equal to the national growth rate, thereby creating job opportunities and uplifting the	Strategy 2: Job Creation Plan Ensure that formal and informal business activities in Greater Lesedi is encouraged Every effort should be made to provide opportunities for people to enter the market through access to land, linkages to formal economy, spin off's, training, etc.	370 jobs are created annually through EPWP projects  45 jobs in alien plants eradication projects  45 jobs in wetland rehabilitation projects  Construction of the Valpre plant and	2500 jobs 2014.	Lack of funds to implement the SDF and Nodal/Corridor study.



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Output No.	LLM Priority Issues No.	Objectives	Strategies	Projects	Target	Challenges
		disadvantaged community, resulting in the improvement of quality of life of all it's residents		Transnet Bulk Liquid Terminal created about 800 jobs.		
<b>4</b>	<b>5</b>	Lesedi Local Municipality will, in accordance with the policies established by the different spheres of Government, strive to provide all residents in Lesedi with security of tenure and a range of affordable permanent	Pro-active provision of subsidy-linked housing units, and the control of existing and prevention of further land invasions and informal settlement	Obed Nkosi mixed income housing scheme  Impumelelo ext. 2, 3  Kwazenzele phase 1, 2  Ratanda hostels upgrading  Kaydale	<b>2016</b>	

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		shelter options within a healthy, safe, balanced and integrated environment, and will strive to maintain and upgrade the existing housing environment.		Housing Development.  Monitor and control land invasion by using the service of a private security company		
<b>5</b>		To ensure maximum participation of the community in their own development through organized structures	Set up structures for effective public participation.	Establishment of 13 wards committees.  Training and capacity building for ward committee members.	<b>2012</b>	

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		To strengthen Ward committees through support and capacity building				

**OUTCOME 6: STRENGTHEN THE ADMINISTRATIVE AND FINANCIAL CAPABILITY OF MUNICIPALITIES**

<b>Output No.</b>	<b>LLM Priority Issues No.</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Projects</b>	<b>Target</b>	<b>Challenges</b>
	<b>7 &amp; 8</b>	Lesedi Local Municipality will strive to substantially increase its income from internal and external sources, while simultaneously curbing unnecessary operational expenses, thereby ensuring growth in the capital budget available for development.	<p>In order to achieve the abovementioned objective, the following strategies will be followed:</p> <ul style="list-style-type: none"> <li>• Credit Control and Debt Collection</li> <li>• Minimizing Water and Electricity Losses</li> <li>• Pro-Active Lobbying of Grant Funding.</li> </ul>	<p>Appointment of Dept collectors</p> <p>Identification of households that illegally receiving services from the municipality by tempering electricity and water meters.</p> <p>Writing-off of all outstanding amounts of the registered and approved indigents</p> <p>Execution of Clean Audit Implementation plan.</p>	<b>2014</b>	

**OUTCOME 1: PROVIDE BASIC QUALITY EDUCATION**

<b>Long Term Vision</b>	<b>Assessment Level</b>	<b>Priorities and Objectives</b>	<b>Strategies</b>	<b>Projects</b>	<b>Targets</b>
To contribute immensely towards basic quality education by providing suitable infrastructure towards institutional development	7 high schools 18 primary schools 1 FET Overcrowding in the High schools especially in Impumelelo/ Devon	Inadequate Health, Social and Environmental Services in the outlying and rural areas as well as a lack of youth development, entrepreneurial and skills training facilities.	The Provision of Services/Facilities must result in Social upliftment	No project underway. Proposed projects: English medium high school	There is no commitment provided.

**OUTCOME 2: A LONG AND HEALTHY LIFE FOR ALL SOUTH AFRICANS**

<b>Long Term Vision</b>	<b>Assessment Level</b>	<b>Priorities and Objectives</b>	<b>Strategies</b>	<b>Projects</b>	<b>Targets</b>
A vibrant, clean, healthy and safe city where all residents enjoy a minimum living standard by 2021.	9 clinics and 3 mobile 2 hospitals Mobile clinics are not providing full PHC services daily. HIV and AIDS prevalence rate is high  Provincialization of PHC remain unresolved	Inadequate health, social and environmental services in the outlying and rural areas, as well as a lack of youth development, entrepreneurial and skills training facilities.	The Provision of Services/Facilities must result in Social upliftment	No projects underway	PHC services in farming communities on daily basis by 2014.

**OUTCOME 3: ALL PEOPLE IN SA ARE AND FEEL SAFE**

<b>Long Term Vision</b>	<b>Assessment Level</b>	<b>Priorities and Objectives</b>	<b>Strategies</b>	<b>Projects</b>	<b>Targets</b>
Creation of sound safe and secure environment for all by 2021	3 police stations Emergency medical services Fire and rescue Traffic control Inadequate emergency services poor police service in Devon.	Inadequate safety, security and emergency services in the outlying areas.	Implementation of crime prevention strategy	Installation of CCV TV Cameras in the CBD and crime spots areas, in collaboration with Sedibeng Promoting the establishment of CPFs	CCV TV are installed and fully functional by June 2014

**OUTCOME 4: DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH**

<b>Long Term Vision</b>	<b>Assessment Level</b>	<b>Priorities and Objectives</b>	<b>Strategies</b>	<b>Projects</b>	<b>Targets</b>
To be economically and financially viable by creating an enabling environment for job opportunities by 2021	24% unemployment rate of which 70% is in Devon and Impumelelo.  Slow economic growth	The high levels of poverty and unemployment, especially in the previously disadvantaged and rural areas.	Ensure that formal and informal business activities in greater Lesedi are encouraged SMME development	Valpre Water Plant, Transnet Bulk Liquid Terminal,  Construction of stalls for informal trading  PLATO Project for development and mentoring of SMMEs	Creation of 2500 jobs by June 2016



**OUTCOME 5: VIBRANT, EQUITABLE, SUSTAINABLE RURAL COMMUNITIES CONTRIBUTING TOWARDS FOOD SECURITY FOR ALL**

<b>Long Term Vision</b>	<b>Assessment Level</b>	<b>Priorities and Objectives</b>	<b>Strategies</b>	<b>Projects</b>	<b>Targets</b>
Agricultural hub of Gauteng that is built on agriculture, mining and tourism activities by 2021	Evictions and Job losses in the agricultural sector due to mechanisation	The land aspirations of the landless rural population.	Provision of opportunities in agric through access to land	Commonage project Small scale farming projects CRDP Projects	Acquiring more agricultural land and facilitating the formation of 40 cooperatives in Lesedi by 2014.

**OUTCOME 6: SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE**

<b>Long Term Vision</b>	<b>Assessment Level</b>	<b>Priorities and Objectives</b>	<b>Strategies</b>	<b>Projects</b>	<b>Targets</b>
	<p>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.</p> <p>Over 9000 houses were delivered and 705 stands were formalised</p>	<p>See outcome 7/ output 4</p>	<p>Pro-active provision of subsidy linked housing units and control of existing and prevention of further land invasion and informal settlements</p>	<p>Obed Nkosi Housing project</p> <p>Upgrading of Ratanda hostels</p> <p>Establish a transit area in Ratanda Ext 8 to formalize about 800 informal households.</p>	<p>Construction of 150 housing units at Obed Nkosi by end June 2012</p> <p>Construction of 316 units by end June 2012</p>

<b>OUTCOME 8: AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP.</b>					
<b>Long Term Vision</b>	<b>Assessment Level</b>	<b>Priorities and Objectives</b>	<b>Strategies</b>	<b>Projects</b>	<b>Targets</b>
Destined towards social & cultural diverse community participation grounded on perpetual empowerment	Stakeholders are broadly consulted on all developmental issues	A need for community participation in the interest of participatory democracy	Set up relevant structure for effective public participation	Establishment of 13 ward committees  Training and capacity building sessions for ward committee	Ward committees established and fully capacitated by June 2012

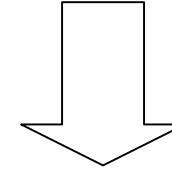
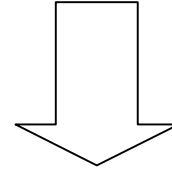
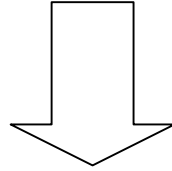
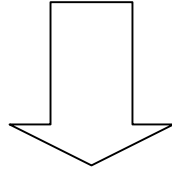
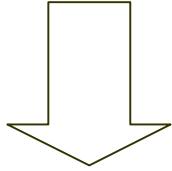
### **3.1.5 Sedibeng Growth and Development Strategy: First Generation**

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



<b>REINVENT</b> <b>The economy from old to a new</b>	<b>RENEW</b> <b>Our communities from low to high quality of life</b>	<b>REVIVE</b> <b>The environment from waste dumps to a green region</b>	<b>REINTEGRATE</b> <b>With Gauteng and our neighbours to move from an edge to a frontier region</b>	<b>RELEASE</b> <b>Human potential from low to high skills</b>
<p>Due to high potential agricultural land and a strong farming community provide opportunities for people to enter the market through access to land, linkages to formal economy</p> <p>Strategy Training/Education</p> <p>Key Deliverable Establish formal training centres to provide training thereby giving people the opportunity to start their own small business</p> <p>Tourism and Leisure:</p> <ul style="list-style-type: none"> <li>Enhance tourism</li> </ul>	<p>Change the Nature of Housing Delivery</p> <ul style="list-style-type: none"> <li>Realign current policy with new trends.</li> <li>Identify flagship projects to promote new policies</li> </ul> <p>Strategy: Ensure orderly development throughout the municipal area, in line with existing legislation and policies, and to actively stimulate development by means of forward planning initiatives</p> <p>Key Deliverables:</p> <ul style="list-style-type: none"> <li>Geographic Information System [GIS] for Lesedi</li> <li>Comprehensive land use</li> </ul>	<p>Partnerships to manage the Environment:</p> <ul style="list-style-type: none"> <li>Coordinated and consulted EMF</li> <li>Develop implementation plans with regional and local activities</li> </ul> <p>Clean air, Water &amp; Land Initiative Strategy</p> <p>Sustainable management of our environment</p> <p>Protection of river ecosystems, water conservation, and protection of the ecological reserves</p>	<p>Strategy</p> <ul style="list-style-type: none"> <li>Promote Densification and Infilling</li> <li>Promote the Locality of Residential and Employment Opportunities in Close Proximity to Each Other</li> <li>Establish a Hierarchy of Retail Centres, which include and Promote retail development in the disadvantaged areas</li> <li>Ensure Participation of Private Sector and Non-Local Government Service Providers</li> <li>Ensure Economic Empowerment within the Disadvantaged Areas</li> </ul> <p>Key Deliverables</p> <ul style="list-style-type: none"> <li>Create more complex urban environments with greater opportunity and choice in and around Ratanda and Impumelelo</li> </ul>	<p>Local Partnership for Education &amp; Training:</p> <ul style="list-style-type: none"> <li>Establish broad base Education and training forum to include local government, Department of Labour and Department of Education</li> </ul> <p>Building Social Capital:</p> <ul style="list-style-type: none"> <li>Focus supporting initiatives around the Gauteng Social Development Strategy</li> <li>Improve Statistical Database on social profile of Sedibeng</li> </ul> <p>Promote BBBEE</p> <ul style="list-style-type: none"> <li>Align procurement procedures (District and Locals) to champion</li> </ul>

<b>REINVENT</b> <b>The economy from old to a new</b>	<b>RENEW</b> <b>Our communities from low to high quality of life</b>	<b>REVIVE</b> <b>The environment from waste dumps to a green region</b>	<b>REINTEGRATE</b> <b>With Gauteng and our neighbours to move from an edge to a frontier region</b>	<b>RELEASE</b> <b>Human potential from low to high skills</b>
<p>forums and work with relevance and agencies</p> <ul style="list-style-type: none"> <li>• Use 2010 service provider to develop medium term plan.</li> <li>• Link marketing plan with tourism plan</li> </ul> <p>Agriculture:</p> <ul style="list-style-type: none"> <li>• Consolidate task team with GDACE, DLA, Sedichem etc.</li> <li>• Do feasibility for emerging farmers</li> <li>• Analyse preferred agric activities</li> <li>• Explore bio-fuels</li> </ul> <p>Residential Property Development:</p> <ul style="list-style-type: none"> <li>• Revise SDF in line with GDS.</li> <li>• Revise LUM</li> <li>• Roll out master plan for infrastructure.</li> <li>• Implement inclusionary Housing Policy</li> </ul>	<p>survey has been undertaken in the whole of Lesedi – information to be GIS-linked</p> <ul style="list-style-type: none"> <li>• Spatial Development Framework for Lesedi to be drawn up</li> <li>• Township establishment: Heidelberg “Zone of Opportunity” and Heidelberg Showground</li> </ul> <p>Strategy:</p> <ul style="list-style-type: none"> <li>• Strive to provide all residents in Lesedi with security of tenure and a range of affordable permanent shelter options within a healthy, safe, balanced and integrated environment, and will strive to maintain and upgrade the existing housing environment</li> <li>• Facilitation of Land Reform Projects</li> </ul> <p>Key Deliverables</p> <ul style="list-style-type: none"> <li>• Identify possible projects and assist landowners and beneficiary communities with funding applications, as well as with the implementation of approved</li> </ul>	<p>Development of a refuse disposal site for Devon/Impumelelo</p> <p>Undertaking feasibility studies for a regional refuse disposal site for Lesedi and Midvaal Local Municipalities and for a mini-dumping site for Vischkuil</p>	<ul style="list-style-type: none"> <li>• Actively promote development of land uses which generate employment</li> <li>• Rectify the absence of retail centres in Ratanda and Impumelelo through the establishment of retail nodes</li> <li>• Act as a lobbyist for those communities, who require facilities such as bank ATM’s and Electricity Card Dispensers</li> </ul> <p>Ensure economic empowerment and upliftment within the disadvantaged areas through LED strategies and projects</p>	<p>BBBEE</p> <ul style="list-style-type: none"> <li>• Host BBBEE summit to localize charters</li> <li>• Enhance database of SMME’s.</li> <li>• Explore support to GEP to encourage cooperatives</li> </ul>

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	projects <ul style="list-style-type: none"> <li>○ Tokolohong Agri-Village Phase 2</li> <li>○ Kwa-Zenzele Agri-Village</li> <li>○ Jameson Park Commonage</li> </ul> <ul style="list-style-type: none"> <li>• Finalization of transfer of existing State-owned houses in Ratanda</li> <li>• Completion of top structures in Ratanda x 1, 3,5,6,7 and 8</li> </ul>			

### 3.2 Service Delivery and Infrastructure Development

This key performance area addresses strategies and objectives for priority issues 2, 3, 4, 5, and 6

#### OBJECTIVES AND STRATEGIES FOR PRIORITY ISSUES

OBJECTIVES	STRATEGIES	PROJECTS	TARGET
<p>The Lesedi Local Municipality will strive to provide infrastructural services to all urbanized communities in its area in order to create conditions, which are conducive to economic development and growth.</p>	<p>In view of the current backlogs, the bulk of infrastructure expenditure will go towards Ratanda, Impumelelo, Kwazenzele and Jameson Park.</p>	<p>A total of 129 infrastructural projects have been identified throughout Lesedi, in the following categories: Electricity Water Sewer Roads</p>	<p><b>2013-2016</b></p>
<p>The Lesedi Local Municipality will endeavor to render equitable, accessible and properly administered social, community and environmental services of acceptable standard to the Lesedi community.</p>	<p>The Provision of Services/Facilities must result in Social Upliftment</p> <p>Integration of Service Delivery, both Internally and Externally, to maximize Impact and minimize Duplication</p> <p>Provide those services/facilities that affect the largest number of people with the lowest use of resources</p> <p>Encourage integrated administration and joint ownership of facilities</p> <p>Promote the concept of Multi-Purpose Community Centers, Cluster Services/Facilities, etc.</p>	<p>The following projects were identified: Establishment of the ECD- site at KwaZenzele.</p>	<p><b>2014</b></p>

OBJECTIVES	STRATEGIES	PROJECTS	TARGET
<p>Lesedi local municipality will create and ensure a safe and secure environment for all the inhabitants of and visitors to Lesedi, where everybody can live in peace and harmony, achieving this through commitment and participation in conjunction with all the role players, including civil society and all the relevant government departments.</p>	<p>Implementation off crime prevention strategy</p>	<p>Installation of CCTV Cameras</p>	<p><b>2014</b></p>
<p>Lesedi Local Municipality will, in accordance with the policies established by the different spheres of Government, strive to provide all residents in Lesedi with security of tenure and a range of affordable permanent shelter options within a healthy, safe, balanced and integrated environment, and will strive to maintain and upgrade the existing housing environment.</p>	<p>Pro-active provision of subsidy-linked housing units, and the control of existing and prevention of further land invasions and informal settlement.</p>	<p>Obed Nkosi mixed income housing scheme</p> <p>Impumelelo ext. 2 &amp; 3</p> <p>Kwazenzele phase 1 &amp; 2</p> <p>Ratanda hostels upgrading</p> <p>Kaydale Housing Development.</p> <p>Monitor and control land invasion by using the service of a private security company</p>	<p><b>2013-2016</b></p>
<p>Lesedi Local Municipality will strive to make meaningful strides towards</p>	<p>It is incumbent on the local authority to assist Government in the land reform process. It is envisaged that</p>	<p>Jameson Park Commonage</p> <p>Langzekoegat land reform initiatives.</p>	<p><b>2014</b></p>



OBJECTIVES	STRATEGIES	PROJECTS	TARGET
<p>resolving the land issue in its rural areas by informing stakeholders of the Government's land reform programme, by facilitating better understanding and co-operation between landowners and tenants, and by actively facilitating funding for and implementation of land reform projects.</p>	<p>this assistance should entail the following actions:</p> <ul style="list-style-type: none"> <li>• Information Dissemination</li> <li>• Promotion of Co-operation and Trust between Land Owners and Landless Communities</li> <li>• Facilitation of Land Reform Projects</li> </ul>	<p>CRDP Projects</p>	

### 3.3 LOCAL ECONOMIC DEVELOPMENT

This key performance area addresses strategies and objectives for priority issue 1

#### OBJECTIVES AND STRATEGIES FOR PRIORITY ISSUES

OBJECTIVES	STRATEGIES	PROJECTS	TARGET
<p>The LLM, including the local business community in collaboration with the region, will strive to establish an economic growth rate in an economically stable environment, at least equal to the national growth rate, thereby creating job opportunities and uplifting the disadvantaged community, resulting in the improvement of quality of life of all it's residents</p>	<p>Strategy1: marketing</p> <p>Ensure that Marketing is utilized to channel business development in terms of the Spatial Development Framework and that through marketing; the necessary positive environment for economic growth is created.</p>	<p>Develop a comprehensive LED strategy</p> <p>General marketing programme</p> <p>Development of promotional material and corporate gifts</p> <p>Attend or organize exhibitions for an exchange of information and networking.</p> <p>Quarterly Newsletter</p> <p>Organize investors' forums in collaboration with the Sedibeng District Municipality</p>	<p><b>2013 - 2016</b></p>
<p>Promote and develop the tourism and leisure sectors</p>	<p>The establishment of local tourism association would be a vehicle used to organize and equip local communities, including those in defined poverty areas, to service the tourism industry and generate benefits for themselves. The benefits of creating an association or partnership are many and varied, including assistance with strengthening rural regeneration, caring for the countryside and preserving physical and cultural heritage.</p>	<p>Organize tourism association</p> <p>Identifying and compiling a comprehensive list of tourists on offer in the area</p> <p>Conduct an audit of available accommodation and assist providers with grading of their facilities where possible.</p> <p>Develop new tourism routes aligned with Heritage Sites</p>	<p><b>2014</b></p>

OBJECTIVES	STRATEGIES	PROJECTS	TARGET
	<p>Strategy 2: Job Creation Plan</p> <p>Ensure that formal and informal business activities in Greater Lesedi is encouraged</p>	<p>Transnet Terminal.</p> <p>Vopak Fuel Depot</p> <p>Southern Gateway Logistic Hub</p> <p>Integrated Medical Facility</p> <p>Construction of stalls for informal trading within the CBD.</p>	<p><b>2013-2016</b></p>
	<p>Strategy 3: Focus on Specific Sectors of the Local Economy</p> <p><i>Agriculture</i></p> <p>Due to the fact that the Lesedi Municipal area is mainly a rural area, with high potential agricultural land and a strong farming community, the focus in a number of projects should be on agriculture. Every effort should be made to provide opportunities for people to enter the market through access to land, linkages to formal economy, spin off's, training, etc.</p>	<p>Commonage projects.</p> <p>Hlwanyela Nursery/ Poultry farming project.</p> <p>Monitor and Support all CRDP projects in Devon.</p>	<p><b>2013</b></p>
	<p>Strategy 4:</p> <p><b>Tourism</b></p> <p>Lesedi has the best potential for tourism of all the areas of Gauteng due to its natural beauty and cultural/historical background.</p>	<p><b>Projects</b></p> <p>Compile a tourism strategy for implementation</p>	<p><b>2013</b></p>

OBJECTIVES	STRATEGIES	PROJECTS	TARGET
<p>The LLM will endeavor to ensure orderly development throughout the municipal area, in line with existing legislation and policies, and to actively stimulate development by means of forward planning initiatives, inputs into the Lesedi marketing campaign, effective information dissemination and speedy processing of development applications.</p>	<p>Cadastral database for Lesedi must be updated.</p> <p>Comprehensive land use survey has been undertaken in the whole of Lesedi – information to be GIS-linked.</p> <p>Spatial Development Framework for Lesedi to be drawn up [done as part of the IDP</p> <p>GIS – based land use scheme for Lesedi has been drawn up, to replace the various town planning schemes and other land use control mechanisms that were in place in the area.</p> <p>One-stop information centre to be established once the abovementioned are in place.</p>	<p>Refinement of Spatial Development Framework.</p> <p>Establishment of industrial township along the R42 corridor; area between Heidelberg and Nigel.</p> <p>Annual IDP revision</p>	<p><b>2013- 2016</b></p>

### 3.4 FINANCIAL VIABILITY

This key performance area addresses strategies and objectives for priority issue 7

#### OBJECTIVES AND STRATEGIES FOR PRIORITY ISSUES

OBJECTIVES	STRATEGIES	PROJECTS	TARGET
<p>Lesedi Local Municipality will strive to substantially increase its income from internal and external sources, while simultaneously curbing unnecessary operational expenses, thereby ensuring growth in the capital budget available for development.</p>	<p>In order to achieve the abovementioned objective, the following strategies will be followed:</p> <ul style="list-style-type: none"> <li>Credit Control and Debt Collection</li> <li>Minimizing Water and Electricity Losses</li> <li>Pro-Active Lobbying of Grant Funding</li> <li>Clean Audit Implementation Plan</li> </ul>	<p>Appointment of Debt collectors</p> <p>Identification of households that illegally receiving services from the municipality by tempering electricity and water meters.</p> <p>Writing-off of all outstanding amounts of the registered and approved indigents.</p> <p>Execution of Clean Audit Implementation Plan</p>	<p><b>2014</b></p>

### 3.5 Financial Strategy

#### Background

The core strategies of Lesedi Local Municipality are as follows:

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

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

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

The Municipal Systems Act, 2000 further stipulates that municipalities must formulate Integrated Development Plans [IDP's]. Such Integrated Development Plans must:

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

Based on the political, administrative and legal environment created by the national legislative framework for local government, Lesedi Local Municipality has better positioned itself by designing financial strategies

that are compatible to current legislation. These strategies are outlined below.

### **3.5.1 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.
- Provide for credit control procedures and mechanisms as well as debt collection procedures and mechanisms.
- Provide for indigents in a way that is consistent with rates and tariff policies and any national policy on indigents.
- Set realistic targets consistent with generally recognized accounting practices and collection ratios and the estimates of income set in the budget less an acceptable provision for bad debts.
- Provide for interest on arrears, where appropriate.

- Provide for extensions of time for payment of accounts.
- Provide for termination of services or the restriction of the provision of services when payments are in arrears.
- Provide for matters relating to unauthorized consumption of services, theft and damages.

### **3.5.1.2 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, deprecation 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.

### **3.5.1.3 Financial Management Strategy**

Section 2 of the Local Government: Municipal Finance Management Act, (Act No.56 of 2003) authorizes the National Treasury to prescribe uniform treasury norms and standards for:

- Municipalities, including financial management in municipalities; and
- 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.

### 3.5.1.4 Operational and Capital Financing Strategy

#### 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 as establishing municipal entities or entering into partnerships with other stakeholders in local government.

#### Capital Financing Strategy

Section 45 subsection 1[b] of the Local Government, Municipal Finance Management Act, (Act No 56 of 2003) stipulates that a municipality may incur short term debt only when necessary to bridge capital needs within a financial year in anticipation of funds deriving from specific and enforceable allocations or long term debt commitments.

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

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

Grants [eg. NER, CMIP, Sedibeng District Municipality, Provincial Government, National Government and other sources].

\* Asset Financing Fund [Internal loans] and [Cash-based].

\* External Financing Fund [external loans].

#### 3.5.1.7 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.
- Formulation of remedial actions.
- Regular internal and external reporting.

- The PRMS must serve as an early warning system for under-performance.

### 3.6 Institutional Transformation

This key performance area addresses strategies and objectives for priority issue 8

#### OBJECTIVES AND STRATEGIES FOR PRIORITY ISSUES

OBJECTIVES	STRATEGIES	PROJECTS	TARGET
<p>Policy-making and executive structures within Lesedi Local Municipality should operate cohesively and have well defined and non-duplicating structures which must be based on:</p> <p>Effectiveness and efficiency</p> <p>Customer orientated public accountability</p> <p>Co-operative governance</p> <p>Timeous and continuous community consensus-seeking via target focused structures</p> <p>Capacity building of all stakeholders/role players.</p>	<p>Promote Batho Pele Principle.</p>	<p>Training and workshops for all staff members.</p> <p>Induction meetings for newly appointed staff members.</p>	<p><b>2013 - 2016</b></p>

### 3.7 DEMOCRACY AND GOOD GOVERNANCE

This key performance area addresses strategies and objectives for the overall management of the Municipality and ensure

#### OBJECTIVES AND STRATEGIES FOR PRIORITY ISSUES

<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>PROJECTS</b>	<b>TARGET</b>
To ensure maximum participation of the community in their own development through organized structures	Set up structures for effective public participation.	Community Based Planning.  Identification of Key stakeholders in the community to improve public participation.	<b>2013-2014</b>

### 3.8 SUMMARY LIST FOR REVISED IDENTIFIED PROJECTS

The list hereunder gives an overview of all identified projects, as revised and indicates the budgetary requirements for these projects for 2012-2016.