



Re direla setšhaba



Moses Kotane Local Municipality



Final Reviewed IDP/Budget for Financial Year 2021/2022

26 May 2021

Five Year Plan: 2017/2018 – 2021/2022



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IDP/Budget for FY 2021/2022

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a) Foreword by the Mayor:

Cllr. Ralesole Diale



The Integrated Development Plan for 2017/ 2022 was developed by the present Councillors immediately after Local government elections which were held in 2017. Annually we review the IDP document in line with the 5-year plan as adopted by Council of which 2018/2019 was the first review.

This year 2021/2022 Integrated Development Plan is the fourth generation plan amended to work on the municipal strategic objectives and address AG's recurring negative Municipal Audit. In our five-year term, we need to ensure we leave community legacy and ensure implementation of all our planned and funded projects as promised to our communities, before the next Council and pronouncement of the 2021 Local Government Elections. The present leadership is comprised of ten EXCO members from five Executive members inclusive of all political parties within Moses Kotane Local Municipality as elected by communities.

We are then committed to serve our communities with the best possible ways to ensure that basic service delivery is delivered to all 107 rural villages (governed by Traditional Leaders) and 2 urban areas in all 34 wards. This IDP was amended and various challenges were experienced, and basic services and infrastructure development was more of a concern as the request for special adjustment budget affected planned projects that communities expect its implementation. We work together with our stakeholders and we will ensure aspects of growing our economy, the disabled, the poor, the elderly, and raising of bursaries are well planned for our long term developmental strategies. Fund raising is done through Mayoral Gold Day where funds are for poor and disadvantaged learners.

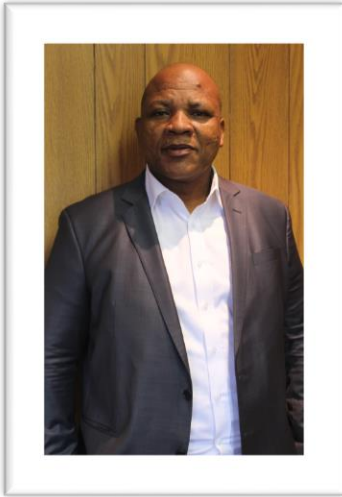
We commit to continue ensuring that there is institutional capacity for sound governance system that includes efficient council committees and oversight role by councillors. We also note that there are developmental strategies that focuses on our strengths and weaknesses of our resources, and to raise and assist in revenue enhancement. We always ensure that our communities are annually consulted for developmental plans in their wards to avoid silo operations. Visibility of Councillors in all wards is important for us as politicians to be connected to people on the ground. Emphasis on monitoring of service delivery projects is one of the key governance issues.

Our limited financial resources as a municipality does not hinder us to plan and engage but always to think outside the box as this is the integrated Development Plan with all our stakeholders. I have always believed that as leaders of Moses Kotane Local Municipality, we must write a "new story of ever lasting legacy for the people we serve". In as much as we accept that we are a rural municipality that is, to a certain extent, affected by economic slowdown as our revenue base is very limited, **we must collect revenue**. The reflection on our performance as a municipality, the annual IDP review helps to ensure that we address challenges and developmental needs as collected from all wards, communities through IDP Public Participation.

**Moses Kotane Local municipality is a local government which works for its communities:
"Re Direla Setshaba"**



b) Foreword by Municipal Manager: Mr. Mokopane Vaaltyn Letsoalo



We are submitting this Draft Integrated Development Plan for 2021/2022 financial year in compliance with Chapter 5 of the Municipal Systems Act. The approval of the draft IDP will therefore lay foundation for consultation process with various key stakeholders and more importantly, communities to collectively contribute in the review process of the IDP document which will be implemented in the last five-year term of existing Council from 2016 to 2021 Local Government Elections.

Let me also take this opportunity to thank the Council of Moses Kotane Local Municipality for having saw it fit to bestow me with the honour and responsibility to lead the administration for the next five years. Since my arrival here in October 2017, I have obviously engaged various stakeholders who have given me the sense and idea of what the municipality is about.

This review session has been a tough year, in our planning of strategic planning session where we were attacked by Corona Virus (COV19). We continuously resolved, reflect and report on progress made to date and also to continue to adjust our targets in accordance with our changed vision, mission and values.

We have successfully ensured that the newly elected extra members of the Executive Committee have successfully transitioned into power and ensured continuous service delivery to our 34 ward.

We obviously looked at various issues including the reflection on the vision and assessed if it still talks to what we want to achieve and whether we are fit to deliver the vision. We also reflected on policies, resources (including capital) and composition of the organization which must be able to respond to plan.

The IDP review allows the Moses Kotane to reflect on its performance, and to which will, then include strategies to address challenges and developmental needs raised by Communities during our Public Participations.

We believe in a collective effort and that local government is governed and is in the hands of all communities we serve. That as a team with Council's commitment – we need to accelerate and ensure implementation of the annual IDP review. We thank all strategic partners and value every contribution made by all stakeholders who are together in moving the municipality forward.

Our consistent stakeholder engagement initiatives reaffirm our commitment to serve the nation.

Ke a leboga



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MUNICIPAL VISION; MISSION AND VALUES

Vision Statement

A caring municipality underpinned by minerals, agricultural and eco-tourism economy for the advancement of sustainable services to our communities

Mission Statement

To be driven by skilled human capital, conducting high work and service standards incorporating our natural resources to achieve inclusive quality life for our communities.

Values

Integrity
Honesty,
Transparency
Accountability
Excellence
Human Dignity



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c) Executive Summary

The Integrated Development Plan (IDP) it's a five-year Municipal Strategic Plan which guides and informs all planning. During the 2018/2019 Strategic Planning session, Council resolved on Municipal Theme as: Moving the boundaries towards the realization of a "Clean Audit". We strived annually with the recurring Audit Opinion, but during the 2018/2019 financial year, we received Qualified Opinion from the Auditor General.

In this amendmend, we tried to deal with recurring issues, and the main focus was the departmental Strategic Objectives, aligned to the Six (6) Key Performance Areas and are listed below:

KPA 1:

Basic Service Delivery and Infrastructure Development

Infrastructure and Technical Services

- To develop and maintain infrastructure to provide basic services

Commuity Services

- To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy nvironment.

KPA 2:

Municipal Transformation and Organisational Development

- To promote Accountability, efficiency and professionalism within the organization

KPA 3:

Local Economic Development

- To create an enabling environment for social development and economic growth

KPA 4:

Spatial Rationale

- To establish economically, socially and environmentally integrated sustainable land use and human settlement

KPA 5:

Good Governance and Public Participation

- To ensure ethical and transparent governance that is responsive to community needs and encourage Public Participation

KPA 6:

Municipal Financial Viability and Management

- To provide an Anti-Corruption Strategy
- To provide effective and efficient financial systems and procedure

2020 Lockdown

South African President Cyril Ramaphosa declared a national state of disaster on the 15 March 2020. He also announced measures like immediate travel restrictions and the closure of schools from 18 March. The above are the main issues that made us not to adopt our IDP on time. This was the arrival of Covid 19 in South Africa, 23 March, President Ramaphosa issues a national lockdown starting on the 26 March, all this changed our direction for planning process for draft IDP adoption in which Council was to sit on the 31st March. To allow MKLM to put an advert for 21 days and do Public Participation, for communities to comment on the IDP to be implemented for financial year 2020/2021.

On 23 April Ramaphosa announced that there will be gradual and phased easing of lockdown restrictions, lowering the national alert level to 4 from 1 May 2020. On 21 April, the President announced a 500 billion rand stimulus in response to the pandemic and assistance to all destitute families.



SECTION 1

IDP

BUDGET

AND PMS

PROCESSES



1.1 Methodology IDP Process Plan

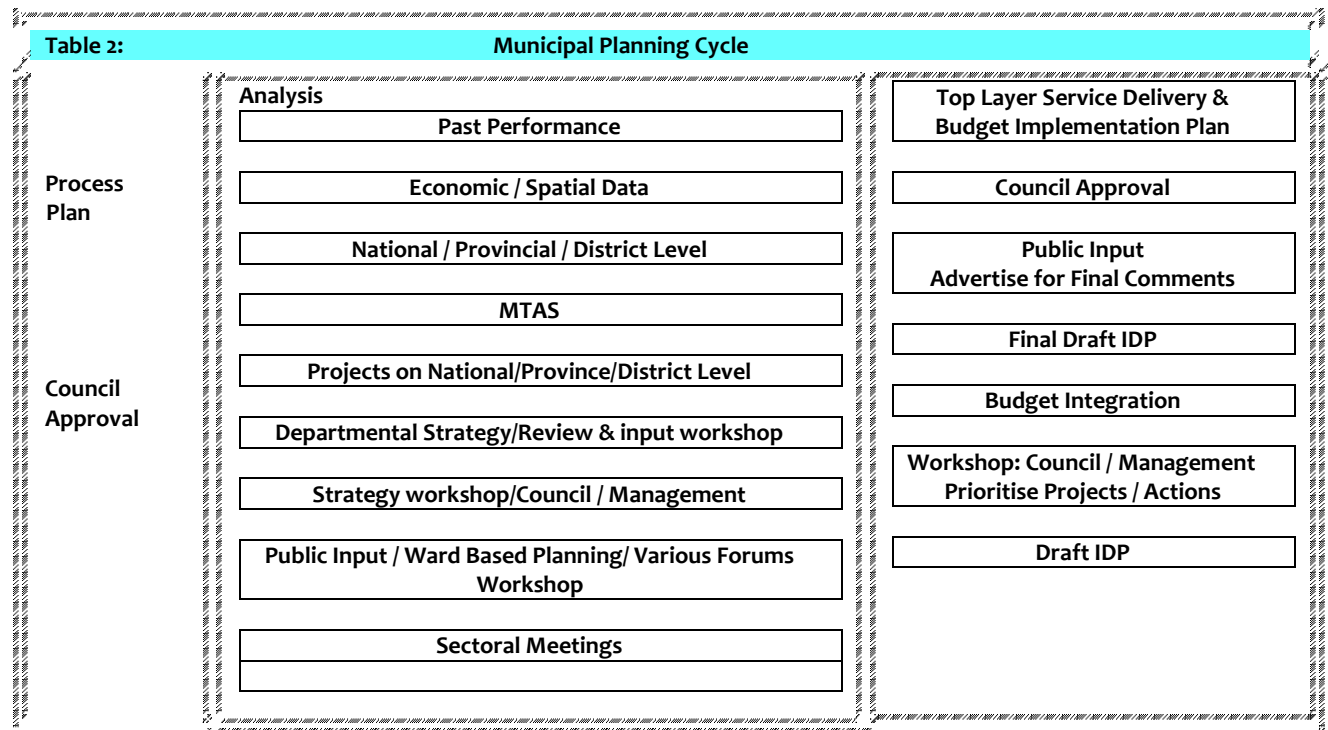
Local Government Municipal Systems Act 35 (1) (a), IDP is the principal strategic planning instrument which guides and informs all planning, development and all decisions with regard to planning, management and development in the municipality” ;(b) “binds the municipality in the executive authority...”. The drafting of the Integrated Development Plan (IDP) is enforced by the process plan which is annually adopted by Council as legislated in Local Government Municipal Systems Act. It is the primary strategic plan that documents the critical development needs of the municipal area. It sets out the timeline for each step in the planning process, ensures that our planning process complies with legislation and that it aligns with the planning and budgeting cycles of other spheres of government.

Moses Kotane Local Municipality is surrounded by Mining houses where we ensure that even their Social Labour Plans (SLP's) are aligned to programmes to be implemented where developments are done and labour sending areas. The approved IDP/PMS/Budget process plan was made public on the municipal website. Key issues and processes to be followed to understand when we review the IDP, and the importance are: The planning cycle, Planning Process, Process Plan, time lines and lastly, Community involvement as key stakeholders to partake and own their developments.

Table 1: Five Year Planning Cycle: The Integrated Development Plan 2017 – 2022 Financial Years and its progress

Financial Years	IDP/PMS Budget Process Plan and Resolution		Draft IDP and Council Resolution		Final IDP and Council Resolution	
Annual Plan	Resolution		Date	Item	Date	Item
2017/ 2018	05 Oct 16	Item 35/09/2016	31 March 17	188/03/2017	31 May 17	233/05/2017
2018/2019	30 Aug 17	Item 43/08/2017	28 March 18	155/03/2018	31 May 18	217/05/2018
2019/2020	30 Aug 18	Item 09//08/2018	29 March 19	133/03/2019	31 May 19	158/05/2019
2020/2021	29 Aug 19	Item 16/07/2019	28 May 20	168/05/2020	30 June 20	215/06/2020
2021/2022	31 Aug 20	Item 21/08/2020	30 March 21	94/03/2021	26 May 21	N/A

Below template is the municipal planning cycle reflecting all the processes until Council approval.



1.2 The IDP / Budget Time Schedule of Key Deadlines for 2020/2021 financial year.

Chapter 4 and Section 21(i)(b) of the Municipal Finance Management Act (MFMA), 2003 (Act 56 of 2003), prescribes that: The Mayor of the municipality must at least 10 months before the start of the budget year, table in the Municipal Council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual Budget, the annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act. The tabling and adoption of any amendments to the Integrated Development Plan and the budget related policies and the consultative processes, forming part of the referred to above

MKLM IDP/PMS/Budget Process Plan for financial year 2021/2022, Time Schedule of Key Deadlines for the year was approved by Council on 31 August 2020. The Time Schedule of Key Deadlines includes the following:

- Programme specifying the timeframes for the different planning steps;
- Structures that will manage the process; and
- Mechanisms, processes and procedures for consultation and participation of local communities first (community needs) and second rounds (Final Budget), organs of state and other role players in the IDP review and budget formulation processes.

And lastly the Integrated Development Plan and the Annual Budget cannot be separated, this was formalized through the promulgation of Local Government: Municipal Finance Management Act of No. 56 of 2003. Chapter 4 and Section 21 (1) of MFMA. as mentioned above.



SECTION 2

MUNICIPAL SITUATIONAL ANALYSIS



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IDP/Budget for FY 2021/2022

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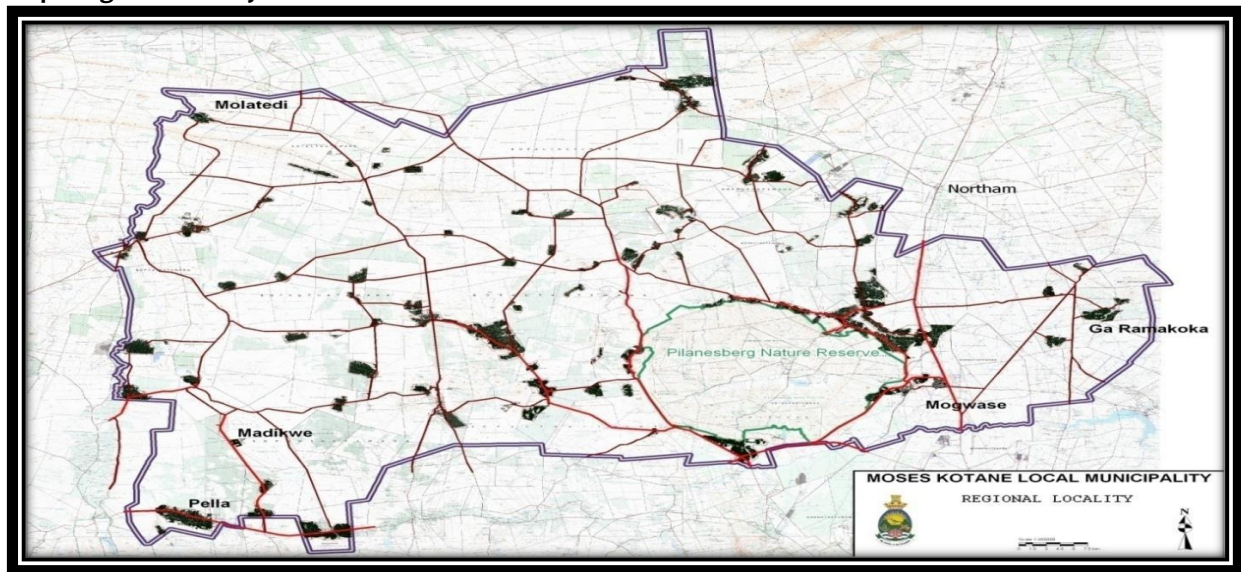


2.1 Local Orientation

Moses Kotane is classified as Category B4 Local Municipality which is mainly rural with communal tenure. Its headquarters are based in Mogwase Townships with satellite offices in Madikwe Township. It shares borders with Rustenburg, Kgetleng River, Ramotshere Moiloa and Thabazimbi Local Municipalities. It is one of the five local municipalities constituting the Bojanala Platinum District Municipality classified as Category C1, in North West Province of the Republic of South Africa.

The Municipality is strategically located on the R510 national road leading to all the mines, Amandelbult, Northam Platinum, Siyanda Mine, Rhino Andalusite, and Chronimet Mine to PPC and ends in Thabazimbi. The Municipality also rest in the gateway to Sun City. The Pilanesberg, the Madikwe Game Reserve and Bakubung Game Reserve. The N4 Corridor which is the east-west bound road connecting Rustenburg and Pretoria runs to the south of Moses Kotane local municipality. The R510 north-south bound road connects Moses Kotane Local Municipality to the North.

Map1:RegionalLocality



2.2 Demographic Profile

The Municipality covers an area of approximately 5719 km² and is mostly rural in nature, comprising 107 villages and two (02) formal townships of Mogwase and Madikwe with estimated population of 242 553 in the 2011 Census report's estimate that there are 75 193 households. The Municipality has predominantly African population, with fewer Indian, Coloured and White groups mostly residing in Sun City. **(See demographics on the approved 5 year IDP) (Census 2011)**

The Municipality currently comprised of 34 Wards and is led by Council, the Speaker, Mayor and the Executive Committee. The Mayor is the Head of Executive Committee (EXCO) which comprises of 7 Councillors who are head of various departments and serve in portfolios. Total number of Proportional Representatives and Ward Councillors amount to 68.



SECTION 3

KPA 1

Basic Service

Delivery

And

Infrastructure

Development



3.1 Infrastructure and Technical Services

3.1.1 Overview and Background

Infrastructure & Technical Services Department Moses Kotane Local Municipality is responsible for the provision of Water, Sanitation, Roads, Stormwater and community lighting (Street lights and High Mast Lights). Basic service delivery includes, provision of potable water, sewerage management, electricity and management of roads, which are the basic competency of local government (internal roads within various villages). Government basic services delivery targets are largely prescribed in the United Nations adopted Sustainable Development goals. The major goal is that all households should have access to all basic services.

To Note: Moreover, we need to note that housing is also considered a basic service delivery; however, housing delivery in MKLM remains a provincial competency, led by the Provincial Department of Human Settlements but within Planning and Development. Waste Removal is also a basic service delivery within Community Services.

The Municipality is regarded as Water Services Authority (WSA) and Water Service Provider (WSP). The Municipality is also using the services of Magalies Water Board as water services provider (WSP) for certain areas that the Municipality is unable to provide water. Magalies Water is responsible for bulk supply and the Municipality for distribution. The area of operation for the Department is split into two regions, namely Mankwe (Eastern Side of the Municipal Area) and Madikwe (Western Side of the Municipality) and consists of the following business units:

- ✚ Water and Sanitation
- ✚ Roads and Stormwater
- ✚ Electro/Mechanical
- ✚ Project Management Unit (PMU)

MKLM has a challenge of bulk water supply and lack system augmentation and maintenance of all implemented project. We are a water-scarce municipality and has been lacking water form the past few years. Looking back into the Community needs analysis, our communities annually raise water and sanitation as a serious need of which continue to be our first priority. The problem is not only with MKLM but a South African challenge. We spend more in paying Magalies and get less in collection of revenue, and supply is received from Magalies Water (Vaal kop dam). As MKLM we need to start education on scarce water resources and try to supply to consumers by implementing appropriate water restrictions for a certain duration where there is a need.

The critical part is that we need to get funding for bulk water supply, to ensure we strengthen, refurbish and maintain all water projects implemented already and the ones we are planning to implement. This will also assit us as MKLM to start engagement with all mining houses as they also receive water from Magalies board and to plan for collaboration projects to ensure we upgrade available dam for the sake of basic service delivery. To also request all our stakeholders receiving from the same dam to strategize on strategic interventions and address our first Priority of Water and Sanitation or VIP toilets where needed (Sun City and others).

This cannot happen in isolation but to start talks with the National Department of Water as water services authority. We need to engage, maintenance and refurbishment of existing infrastructure. The Department is understaffed as far as operations and maintenance is concerned. Many Projects are implemented every year which results in increment of the asset register. Due to the vastness of the Municipal area it sometimes become difficult for the maintenance teams to respond to breakdowns / maintenance issues with the size of the current man power. For this department to respond timeously, it will be required that improvement on the human resource as well as plant and equipment be looked into.



a) Departmental Priorities and Objectives

Table 1: Priority	Basic Services and Infrastructure Development
Water	To provide new, improve and maintain existing water supply infrastructure so as to minimize interruptions of services, water loss and ensure compliance with Drinking Water and Waste Water Quality standards (blue drop system)
Sanitation	To provide access to sanitation through maintenance of existing infrastructure, the provision of new appropriate infrastructure to all communities and to ensure compliance with Waste Water Quality standards (green drop system).
Roads and Storm water	To provide and maintain roads & storm water Infrastructure
Electricity	To provide and maintain Community Lighting Infrastructure and facilitate household electrification by Eskom

3.1.2 Water and Sanitation status within MKLM

Most of the Eastern side of the Municipality is supplied through Magalies Water Board Scheme whilst the Western site is supplied through Municipal owned schemes (Pella, Madikwe and Molatedi) Moses Kotane Local Municipality, has limited resources with regard to raw water resources and finances to provide basic level of services (eradicate backlogs and sustain current and future plans). It is envisaged that all upgrading of current services at RDP level, to above RDP level will be through a resource availability and infrastructure capacity assessment, in addition to a community participation process to ensure ability and willingness to pay for a higher level of service. MKLM is dependent on both surface and ground water sources though the majority of the villages are dependent on the ground water schemes.

Access to basic sanitation remains a challenge to the Municipality given the backlog of about 60%. The Municipality uses a combination of waterborne and dry sanitation of which the waterborne caters for fewer communities (Mogwase and Madikwe) amounting to about 8% of the entire households.

The Municipality is currently embarked on a Rural Sanitation programme (Installation of VIP toilets) aiming at reducing the sanitation backlog by at least 4.5% annually. Although this might not be the most of the favoured type of sanitation, however, due to the rural in nature of our Municipality and lack of Bulk water supply as well as waste water treatment plants, the Municipality is compelled to consider it as the better option for now. The rural sanitation programme is funded through MIG and supported by the Department of Water & Sanitation. The Department of Water and Sanitation has introduced the double pit structures in an effort to minimise the maintenance of the toilets once full.

Infrastructure Study Conducted

A bulk water master plan has been conducted and completed in 2015/16 Financial Year which indicates the actual need for water infrastructure development as well as operation & maintenance and refurbishment of the existing infrastructure. The Plan is attached as an annexure to this document. Over and above the Master plan, the Municipality has been implementing water projects based on the need on the ground as well as challenges with regard to drought. Some of the highlights are listed below:

Table 1 Water Supply Projects in MKLM East		Mankwe
MKLM Water Supply Scheme No 1: (4 Villages)	Population	Status Quo
1 Moruleng	4 410	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required
2 Mokgalwaneng	7 493	
3 Disake (Modimong)	2 187	
4 Matlametlong	1 062	
Total	15 152	



Table 1 Water Supply Projects in MKLM East		Mankwe
MKLM Water Supply Scheme No 2: (3 Villages)	Population	Status Quo
1 Kraalhoek	1 553	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required
2 Mantserre	4 350	
3 Mmopyane	1 836	
Total	7 739	
MKLM Water Supply Scheme No 3: (4 Villages)	Population	Status Quo
1 Manamakgotheng	7 264	These areas are growing at a very high rate due to need for additional stands. This has put more strain on the Municipal water system and calls for the upgrading as well as extension of infrastructure
2 Modderkuil	3 577	
3 Phuting	1 795	
4 Lerome	11 358	
Total	23 994	
MKLM Water Supply Scheme No 4: (4 Villages)	Population	Status Quo
1 Leboaneng	1 337	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required
2 Thabeng	1 139	
3 Ramokokastad	5 594	
4 Mmorogong	2 699	
Total	10 769	
MKLM Water Supply Scheme No 5: (2 Villages)	Population	Status Quo
1 Mogwase	10 743	Augmentation of the storage has been completed pending connection from Magalies Water. The construction of the 10MI/d reservoir will see challenges of water shortages in Mogwase being addressed. However it must be noted that there is still a need to deal with the water quality issues due to aged infrastructure and other elements.
2 Mabele – A – Podi	4 523	
Total	15 266	
MKLM Water Supply Scheme No 6: (5 Villages)	Population	Status Quo
1 Batlhalerwa	7 214	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required
2 Modimong	2 236	
3 Maologane	1 505	
4 Bapong	3 459	
5 Mabaalstad	3 540	
Total	17 954	
MKLM Water Supply Scheme No 7: (4 Villages)	Population	Status Quo
1 Seolong	393	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required. The completed Tuschenkoms project will yield more supply to Mabeskraal, however, there is a need to upgrade the Mabeskraal Pump station.
2 Letlhakeng	1 756	
3 Mabeskraal	9 282	
4 Kwa – Makoshong	848	
Total	12 279	



Table 2 Water Supply Projects in MKLM West			Madikwe
MKLM Water Supply Scheme No 8: (5 Villages)		Population	Status Quo
1	Goedehoop	331	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required. Some of these villages have been identified to benefit under the drought relief programme.
2	Los My Tjerrie	582	
3	Nonceba	795	
4	Rampampaspoort	326	
5	Mankaipaya	502	
Total		3 317	
MKLM Water Supply Scheme No 9: (3 Villages)		Population	Status Quo
1	Ga – Manamela	777	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required.
2	Ratsegae	934	
3	Mmatau	2 657	
4	Mobana	1 529	
5	Manamela	777	
Total		6 674	
MKLM Water Supply Scheme No 10: (3 Villages)		Population	Status Quo
1	Vrede	2 575	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required. Other Projects have been planned for both Pella and Tlokweg. It must also be noted that there is a serious need for the upgrading of both Pella and Madikwe Water Treatment Plants which has been earmarked for the 2020-2021 financial year
2	Tlokweg	11 250	
3	Pella	9 223	
Total		23 048	
MKLM Water Supply Scheme No 11: (3 Villages)		Population	Status Quo
1	Uitkyk	3 299	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required. The area has serious shortage of underground water supply and the municipality has conducted a feasibility study on construction of a bulk pipeline from Tuschenkoms Project which requires funding.
2	Tshwaro	2 329	
3	Koffiekraal (Lefurutsane)	4 282	
Total		9 910	
MKLM Water Supply Scheme No 12: (7 Villages)		Population	Status Quo
1	Magong	1 935	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required. There is an improvement to water supply on some of these villages through the Tuschenkoms project..
2	Magalane	334	
3	Ngwedding	424	
4	Motlhabe	2 742	
5	Marapallo	492	
6	Mphonyoke	1 485	
7	Mogoditshane	603	
Total		8 015	
MKLM Water Supply Scheme No 13: (4 Villages)		Population	Status Quo
1	Boriteng	276	There is a need to construct a bulk water from the PPM mine to augment supply for these areas. An MOU between the Municipality and the mine is still pending for this project to kick start.
2	Ga – Mosilela	632	
3	Lekutung	1 035	
4	Tswaaneng	1 837	
Total		3 780	



Table 2 Water Supply Projects in MKLM West		Madikwe
MKLM Water Supply Scheme No 14: (4 Villages)	Population	Status Quo
1 Tlhatlhaganyane	2 539	The completion of the Tuschenkoms project has improved water supply to these areas. More maintenance is also required to ensure sustained supply.
2 Ruighoek	605	
3 Tlhorosane	115	
4 Mabeleng	152	
Total	3 411	
MKLM Water Supply Scheme No 16: (5 Villages)	Population	Scope of Work
1 Khayakhulu	951	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required
2 Voordonker	544	
3 Maretlwana	823	
4 Montsana	443	
Total	2 761	
MKLM Water Supply Scheme No 16: (5 Villages)	Population	Scope of Work
1 Debrak	589	Projects have been implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance is required. Some of this areas were recently hit by drought but were addressed through the drought relief programme in the 2019-20 Financial year.
2 Pitsedisulejang	1 957	
3 Ramotlhajwe	758	
4 Ramokgolela	554	
5 Sesobe	807	
Total	4 665	

a) Water resource profile

MKLM is dependent on both surface and ground water sources, where the majority of villages are dependent on ground water schemes. However, the potential for groundwater contamination is very high where the associated sanitation services are at a lower level than prescribed by DWS. Thus constant quality monitoring is essential to the protection of the water resources and users.

b) Water Sources

Water Source	Operators and Owners
Vaalkop Dam	Operated by Magalies Water Board and Owned by DW
Molatedi Dam	Operated by MKLM and Owned by DW
Madikwe Dam	Operated by MKLM and Owned by DW
Pella Dam	Operated by MKLM and Owned by DW

Villages not supplied from the above, are supplied from rudimentary borehole schemes. There are also boreholes augmenting in some of the areas that are supplied from the above mentioned surface water schemes. The municipality, as part of the Blue/Green Drop System requirements, is having a Water Quality Monitoring Programme. Compliance samples are taken in accordance with minimum requirements as set out in SANS 241. The results of these samples are logged on the Department of Water and Sanitation system.

Table 3 Water treatment facilities within Moses Kotane Local Municipality			
Water Treatment Facility	Design Capacity	Operating Capacity	Area Served
Madikwe WTW	2.6 Ml/day	90%	Madikwe T/ship, Vrede, Seshibitswe, Tlokweng
Pella WTW	1.2 Ml/day	90%	Pella Village
Molatedi WTW	0.65 Ml/day	70%	Molatedi Village



The Vaalkop Supply Scheme, operated by Magalies Water, supplies most villages in the Eastern parts of Moses Kotane LM. These areas include but not limited to Ga-Ramokoka, Sandfontein, the greater Saulspoort, and Ruighoek up to and including Mabeskraal (But excluding areas like Bapong, Tweelaagte and Makoshong)
Water- Households Level of Service

Total number of households	Water supply (Number of Households)		
	Below RDP	On RDP [stand pipe within 200m walking distance]	Above RDP
75 158	5231 (6.9%)	50 182 (66.8%)	19745 (26.3%)

It must, however, be noted that the household numbers receiving a below RDP standard have now increased (Pending verification). This is mainly due to growth in areas such as greater Saulspoort (Manamakgotheng; Welgevaal, Diweipi, Lerome etc.) There is an urgent need for Council to start planning for this growth since it was not part of the Spatial Development Framework and fall under traditional leadership / Council.

c) Water level of service at Schools and Health facilities

All non-domestic consumers are connected or given service on application to the municipality. It remains, however, the responsibility of the owner to provide reticulation within the stand and in many cases this has to a large extent been done differently (i.e. Yard connection at the boundary, standpipes within the property, connection to the toilet facilities). It is for this reason that all the non-domestic consumers have therefore been taken to be on or above RDP level of service.

d) Water Services Planning

The Department of Water and Sanitation has introduced the Web based Water Services Development Plan. This can be accessed online at anytime from anywhere. At the moment the Municipal staff is undergoing training which will ensure that the Municipal water planning and updating of information is carried out successfully

3.1.3 Sanitation – study system conducted

Moses Kotane has Madikwe and Mogwase townships as the only settlements with households connected to a municipal sewer system. Households in other settlements are either on Private Septic tanks, VIP's as provided by the municipality or Ordinary Pit latrines

There are two waste water treatment facilities services the two (02) townships of Madikwe and Mogwase. **Mogwase WWTW:** Activated sludge facility, design capacity of 4Ml/day. There are plans to upgrade as a result of anticipated growth in the area as well as the proposed Special Economic Zone (SEZ). The facility services Mogwase Township including the Bodirelo industrial area. For future pans this Plant will need to be upgraded to at least 10ml/day. This will also accommodate the envisaged developments in other units of Mogwase.

Madikwe Evaporation Ponds: The facility handles mainly domestic effluent from Madikwe Township. Water supply in Moses Kotane Local Municipality can be divided into 3 categories i.e.:

Categories	Supply
i.	Supply from Bulk Water Service Provider (Magalies Water)
ii.	Own Water Treatment Plants
iii.	Individual basic level of supply systems supplied from boreholes.

The list of 54 villages experiencing water shortages fall in all three categories and will be listed accordingly. It must also be noted that some “villages” listed, like in the case of Lerome are sections of the same village and the actual number of villages is 45.

The demand in Mabele-A-Podi has outgrown the supply and the storage because of rapid development of medium to high cost housing. Groundwater is not an option because of fluoride content. In cases of prolonged interruptions tinkering is the only option.



No	Village	CAT	Scheme	Status Quo	Intervention
1	Mabele-A-Podi	I	Mogwase Reservoir	Inadequate bulk supply results in water supply interruptions from Magalies Water.	Magalies Water has planned to increase the pipeline from 110mm to 160mm

Mogwase Units 4 & 5 are part of the proclaimed town for which no provision of groundwater was ever made and is therefore not an option now. However, interruptions in supply should not be long and in severe cases tankering must be used as an emergency supply. The Municipality is currently commissioning a 10ML reservoir in Mogwase in bid to increase storage

No	Village	CAT	Scheme	Status	Intervention	Time Frame
2	Mogwase Unit 4	I	Bodirelo (AECI) Reservoir	Inadequate bulk supply, results in water supply interruptions	Need to increase the Storage	Medium Term (14 months)
3	Mogwase Unit 5	I	Bodirelo (AECI) Reservoir	Inadequate bulk supply results in water supply interruptions	Need to increase the Storage	Medium Term (14 months)

All below, are villages depending on the Saulspoort/Mabeskraal bulk supply line for water supply. The demand has outgrown both the supply and infrastructure (pipeline) capacity. Pipeline requires upgrading. Re-instatement of boreholes can be considered as an emergency supply, but because these boreholes have been abandoned for years now, the yield and quality must be checked.

No	Village	CAT	Scheme	Status	Intervention	Time Frame
4	Sandfontein	I	Saulspoort	Inadequate bulk supply results in water supply interruptions due to growth and illegal connection	Pilanesberg North Scheme – Project put on hold due to budgetary constraints	Long Term (36 months)
5	Welgeval	I				
6	Dikweipi	I				
7	Segakwaneng	I				
8	Lerome (4 Sections)	I				
9	Mabodisa	I				
10	Ramoga	I				
11	Manamakgotheng	I				
12	Lesetlheng	I				
13	Moruleng	I				
14	Legkraal	I				

The three villages below are dependent on the Mabeskraal Reservoir which sits right at the end of the Saulspoort /Mabeskraal bulk line. In order to make Mabeskraal independent from the current bulk supply, a bulk pipeline will be constructed from the Tussenkoms Reservoir to Tlhatlaganyane where it will be connected to the existing bulk line. This pipeline is an extension of the Pilanesberg North Scheme.

In the short term 5 boreholes will be re-instated to provide reliable water points. One borehole has been refurbished and approval for an ESKOM connection is being awaited. This borehole is connected to the reticulation. Tankering to Mabeskraal is very expensive due to the long distances that must be travelled. However, it must be done especially to the high lying area.

In Manamela the groundwater potential is very low and the village suffers the same as Mabeskraal and even more as it is supplied through the Mabeskraal reticulation. However, a ground water optimization. If there are any boreholes in Manamela that can be re-instated it must be done without delay.

No	Village	CAT	Scheme	Status	Intervention	Time Frame
15	Mabeskraal	I	Mabeskraal Reservoir	Inadequate bulk supply results in	Tussenkoms /	Project is
16	Seolong					



17	Manamela (Ratau)		water supply interruptions	Tlhatlaganyane bulk line will resolve	underway Medium Term (14 months)
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Ledig is currently supplied from the Doornhoek and Boschkop Reservoirs. The supply from the Doornhoek Reservoir is by the courtesy of Sun City as they, having paid for the pipeline and reservoir, have first priority on the supply. Because of the topography, the consumers in the low-laying areas are wasting water while the high-laying areas suffer regular shortages.

Wesizwe is committed to implement a project that will resolve this matter, but it is dependent on the completion of the Pilanesberg South Scheme and can only be done in the medium term. There were three boreholes that were supplying Class III water. If not operational, these boreholes must be re-instated. The Municipality is currently implementing a bulk water supply in Ledig which will result in improved water supply once completed.

No	Village	CAT	Scheme	Status	Intervention	Time Frame
18	Ledig	I	Doornhoek and Boschkop Reservoirs	Inadequate bulk supply results in water supply interruptions	Pilanesberg South Scheme	Medium Term (14 months)
					Re-instate abandoned boreholes	Short Term

The same situation as in Mabeskraal applies here as well. Any boreholes that can be re-instated must be refurbished without delay.

NR	Village	CAT	Scheme	Status	Intervention	Time Frame
19	Tlhatlhaganyane	I	Saulspoort / Mabeskraal Bulk Line	Inadequate bulk supply results in water supply interruptions	Tussenkoms/ Tlhatlhaganyane bulk line	Project completed
					Re-instate abandoned boreholes	Short term

Pella Village is in the unique situation that it is supplied from a surface source (Pella Dam) and boreholes. Three of the boreholes are out of operation because of vandalism and drying up. The ground water potential is limited to certain areas and the re-drilling and equipping of the boreholes is recommended. This should be done without delay.

Tankering will be very expensive and can only be considered in emergency cases. The extension and upgrading of the treatment plant is the only sustainable solution to the problem. However, the safe yield of the dam must be kept in mind. Moses Kotane LM has confirmed that service provider was appointed to do an investigation and make recommendations regarding the optimisation and extension of the plant.

No	Village	CAT	Scheme	Status	Intervention	Time Frame
21	Pella	I & II	Pella Dam & Boreholes	3 out of 6 boreholes out of operation due to vandalism (1) and drying up (2)	Re-drill and re-equip boreholes.	Short term
				WTW can only treat at 60% capacity because of deteriorating quality of raw water	Re-design and extend treatment plant to treat the dam's safe yield	Long term

Ngwedding is situated next to the Tussenkoms Reservoir and will be supplied from there. Boreholes will not be necessary once the village is connected. For the interim existing boreholes must be refurbished. Bakgatla Tribal Authority will assist in the short term with the refurbishment of existing boreholes and equipping of others drilled by the mine during exploration. Ngwedding is also included in the MKLM Groundwater Optimisation Project



No	Village	CAT	Scheme	Status	Intervention	Time Frame
22	Ngwedding	III	Boreholes	Water shortages can be caused by: Vandalism & Lack of maintenance, Population growth and drying up of boreholes	The PPM project will address this	Short term.

Groundwater potential is high. Refurbish existing boreholes and drill new if required. Ntswana-le-Metsing is a Bakgatlha Village that can be supplied from Tussenkoms Reservoir together with Magong. Planning is in progress.

No	Village	CAT	Scheme	Status	Intervention	Time Frame
23	Ntswana-Le-Metsing	III	Boreholes			

The groundwater potential is average. Check and refurbish existing boreholes. Drill additional boreholes if necessary. Bakgatla Villages. Planning in progress but even if implemented immediately it will take more than 12 months to complete. Mogoditshane is included in the MKLM Groundwater Optimisation Project

No	Village	CAT	Scheme	Status	Intervention	Time Frame
24	Mogoditshane	III	Boreholes	Water shortages can be caused by vandalism • Lack of maintenance • Population growth • Drying up of boreholes	Refurbish boreholes	Short Term
25	Mapaputle	III				
26	Motlhabe	III				
27	De-Kameelkuil (Marapallo)	III				

Groundwater potential is low in both villages. Magong is supplied from boreholes to the east and south of the village. Refurbish boreholes that supply Magong and increase supply by drilling more boreholes. In the long term Mogong can be supplied from Tussenkoms Reservoir.

No short term solution for Kameelboom except to refurbish existing boreholes even with hand pumps. Kameelboom is included in the MKLM Groundwater Optimisation Project in the long term Kameelboom can be supplied from Magong. Bakgatla Villages. Planning is in progress to supply Magong with bulk water from Tussenkoms. A water licence was issued recently.

No	Village	CAT	Scheme	Status	Intervention	Time Frame
28	Kameelboom	III	Boreholes			
29	Magong	III	Boreholes			

The supply from the Swartklip Bulk Line will be increased when the Pilanesberg North Scheme is completed. In the short term the existing boreholes must be refurbished

No	Village	CAT	Scheme	Status	Intervention	Time Frame
30	Mononono	I & III	Swartklip Bulk Supply Line and boreholes	Supply restricted because of limited bulk supply	Pilanesberg North Scheme	Medium Term (14 months)
				May be out of operation.	Refurbish boreholes	Short Term.

The groundwater potential in this area is low. Bulk supply will be very expensive, uneconomical and not sustainable.

Augmentation of supply by drilling more boreholes is the only short term option.

No	Village	CAT	Scheme	Status	Intervention	Time Frame
31	Rampampaspoort	III	Boreholes	Borehole yields low and may have decreased.	Refurbish and/or drill and equip additional boreholes	Short Term.
32	Dwarsberg					



Mantserre is supplied, together with Kraalhoek and Mopyane, from Mgalies Water's Spitskop Reservoir. The villages have got a higher level of supply i.e. metered yard connections. The demand has outgrown the supply and augmentation is dependent on:

- ✚ Completion of the Pilanesberg North Scheme
- ✚ Increased capacity of the bulk supply line.

Groundwater potential is low. However, the Kraalhoek water supply is part of the Moses Kotane LM Groundwater Optimisation Programme and the details and timeframes can be provided by the Municipality. Kraalhoek and Mopyane are both in the Bakgatla Tribal Authority area of jurisdiction.

No	Village	CAT	Scheme	Status	Intervention	Time Frame
33	Mantserre	I	Spitskop (Sefikile) Reservoir	Shortages because of inadequate bulk infrastructure capacity	Pilanesberg North Scheme. Lay a second pipeline or replace existing with bigger pipe when more bulk water becomes available.	Medium Term (14 months to complete Pilanesberg North Scheme)
			Borehole yields low. Part of MKLM Groundwater Optimisation Programme	Refurbish existing and/or drill additional boreholes	Borehole yields low. Part of MKLM Groundwater Optimisation Programme	Short Term (8 months)

Mokgalwana receives most of its water from the neighbouring village, Disake. The water is abstracted from dolomites and is very hard. Pipes have been found to be clogged with lime deposits, decreasing the capacity. Most of the infrastructure will have to be replaced. A desalination unit was installed but apparently requires refurbishment and extension to meet the increase demand. There are numerous unauthorized connections in the village.

The Dwaalboom Pretoria Portland Cement (PPC) factory bulk supply line passes next to the village, but because it is owned by PPC supply from this line must be negotiated. The capacity of the line can be slightly increased by increasing its flow velocity. Currently there is a project for augmenting water supply to this village.

No	Village	CAT	Scheme	Status	Intervention	Time Frame
34	Mokgalwaneng	III	Boreholes	Shortages can be for two reasons: Demand has outgrown supply Capacity. Capacity of pipelines decreased because of lime deposits. Water is very hard.	Increase supply from neighbouring village (Disake). Re-in state and extend desalination plant Replace main reticulation pipes	Medium Term (12 months)

No	Village	CAT	Scheme	Status	Intervention	Time Frame
35	Bloemendal (Metlhametlong)	III	Boreholes	Borehole yields low.	Determine safe yield of dolomites at Disake. Supply from Disake	Medium term (18 months)

Drill, equip and connect the third (3rd) borehole

No	Village	CAT	Scheme	Status	Intervention	Time Frame
36	Makwelleng	III	Boreholes	There are two boreholes that are in operation. Shortages are probably the result of the demand outgrowing the supply.	Drill and equip a third borehole. Groundwater potential and quality is good	Short term

Refurbish existing boreholes and drill additional borehole(s) if demand has exceeded the supply. In the long term Witrantjie can be supplied from the Pilanesberg Scheme.



No	Village	CAT	Scheme	Status	Intervention	Time Frame
37	Witrantjie	III	Boreholes	Groundwater potential in the area is average. Shortage can be because of: Lack of maintenance, Demand outgrown supply, Decreased borehole yield.	Do condition audit on boreholes and drill another borehole if necessary.	Project completed

Groundwater potential and quality in this area is generally below average. Bulk supply can only be considered in the long term. Refurbish existing boreholes and drill additional holes if necessary

No	Village	CAT	Scheme	Status	Intervention	Time Frame
38	Siga	III	Boreholes	Shortages because of: Low yielding boreholes, Lack of maintenance vandalism	Do condition audit on boreholes. Refurbish and drill additional boreholes if necessary	Short Term.
39	De-Brak	III	Boreholes			

The water supply situation in Bapong and the neighboring villages of Batlhalerwa and Phalane is unique in the sense that all three are supplied from a well field to the East and North-East of Bapong. The supply to Bapong was upgraded in the last financial year and supply problems are probably caused by operational matters and power supply interruptions.

The supply to Batlhalerwa and Phalane will be upgrades in the next two months with the refurbishment of 5 vandalized boreholes. (Boreholes will be secured in pre-cast concrete pump houses). In the long term these villages will be supplied from the Pilanesberg Scheme

No	Village	CAT	Scheme	Status	Intervention	Time Frame
40	Bapong	III	Boreholes	Shortages probably caused by operational matters and electrical supply interruptions which occurs regularly	Refurbishment of 4 boreholes under Integrated Refurbishment BP.	Project completed

Water supply can be improved in the interim by refurbishment of boreholes and drilling, equipping and connection of more boreholes if required.

No	Village	CAT	Scheme	Status	Intervention	Time Frame
41	Nkogolwe	III	Boreholes	Shortages probably caused by: Lack of maintenance Growth in consumption. Vandalism	Do condition audit and refurbish boreholes. Drill additional boreholes if required	Short Term.

No	Village	CAT	Scheme	Status	Intervention	Time Frame
42	Matooster	III	Boreholes	Parts of infrastructure very old and can lead to supply problems	Supply problems will be addressed under Integrated Refurbishment BP	Short Term (6 months)

The groundwater potential in Letlhakeng is very low and can sustain no more than a hand pump. The only short term solution is to develop the aquifer in Makwelleng to its full capacity and supply Letlhakeng from there. In the long term this can be augmented from Mabeskraal via the Manamela bulk supply

No	Village	CAT	Scheme	Status	Intervention	Time Frame
43	Letlhakeng	III	Boreholes	Very low groundwater potential (0.1 l/s)	Drill more boreholes at Makwelleng and supply Letlhakeng from there	Short Term (< 12 months)

No	Village	CAT	Scheme	Status	Intervention	Time Frame
44	Rampampaspoort	III	Boreholes	Groundwater potential generally low in this area. Shortages can be because of	Refurbish existing boreholes and drill	Short term



				inadequate yield of boreholes, lack of maintenance or vandalism	additional boreholes. BP to be submitted	
45	Wilverdiend	III	Boreholes	Groundwater potential generally low in this area. Shortages can be because of inadequate yield of boreholes, lack of maintenance or vandalism	Refurbish existing boreholes and drill additional boreholes. BP to be submitted	Project underway

Sanitation Infrastructure

The Rural Sanitation Programme (MIG funded), Rural Household Infrastructure Programme (RHIP – Delivered by the Department of Human Settlement, Sanitation Unit), as well as the Department of Rural Development and Land Reform through its Comprehensive Rural Development Programme do assist in reducing backlogs on Basic Sanitation.

Rural Sanitation was focused on villages within wards 1, 2, 3 & 4. Rural Household Infrastructure Programme was focused on Ward 5, 30 and 11. Comprehensive Rural Development Programme was focused at Mokgalwaneng, Disake and Matlametlong which are in Wards 5 & 30)

b) Sanitation: Households Level of Service

Total number of households	Sanitation (Number of Households)		
	Below RDP	RDP VIP Toilets	Above RDP (Water borne sanitation)
75 158	46 905 (62 %)	21 460 (15%)	6793 (9%)

3.1.4 Roads and Storm water

Name	Ward	Class 4 Road (m)	Class 4 Road paved (m)	%Paved	Population	Area (km ²)	Households	2013/2014 IDP Road#	Priority 1	Priority 2
ROADS NOT PAVED										
Disake	5	0.54	0	0.0	2,187.00	3.94	680.00	1	10,500,000	8,100,000
Kameelboom	6	4.73	0	0.0	545.00	20.07	190.00	2	14,200,000	4,000,000
Koffiekraal	4	16.29	0	0.0	4,282.00	5.41	1,088.00	1	10,400,000	9,800,000
Letlhakeng	2	5.43	0	0.0	1,756.00	3.53	527.00	2	4,200,000	3,500,000
Los Metjerie	1	21.21	0	0.0	582.00	0.94	152.00	10	11,100,000	-
Mabaalstad 1	25	48.88	0	0.0	3,540.00	10.26	1,137.00	2	16,300,000	6,500,000
Mabaalstad 2	25	4.43	0	0.0			1,137.00	10	7,300,000	2,800,000
Mahobieskraal	30	2.68	0	0.0	773.00	0.64	206.00	3	2,400,000	-
Makoshong	26	2.19	0	0.0	848.00	0.99	275.00	10	4,000,000	4,800,000
Manamela	3	3.58	0	0.0	777.00	1.37	275.00	3	4,600,000	3,900,000
Mankaipaya	1	2.49	0	0.0	502.00	1.32	176.00	1	8,400,000	-
Mankwe		2.66	0	0.0	551.00	1.25	177.00	10	7,000,000	3,400,000
Mantserre	5	7.29	0	0.0	4,350.00	3.89	1,416.00	5	7,000,000	4,300,000
Mantsho	6	2.70	0	0.0	648.00	1.50	238.00	3	10,500,000	-
Mapaputle	6	2.55	0	0.0	671.00	1.46	193.00	2	9,300,000	-
Masekolane	3	1.33	0	0.0	54.00	1.42	31.00	1	5,100,000	-



Name	Ward	Class 4 Road (m)	Class 4 Road paved (m)	%Paved	Population	Area (km2)	Households	2013/2014 IDP Road#	Priority 1	Priority 2
ROADS NOT PAVED										
Montsana A	2	2.43	0	0.0	68.00	14.62	86.00	4	6,900,000	3,800,000
Mmopyane	5	4.99	0	0.0	1,836.00	2.92	542.00	2	6,000,000	4,300,000
Motlhabe	6	13.97	0	0.0	2,742.00	6.48	827.00	2	12,500,000	7,000,000
Ngwedding	8	1.826	0	0.0	424.00	0.55	156.00	4	3,900,000	5,100,000
Nkogolwe	6	1.54	0	0.0	210.00	0.70	104.00	6	3,600,000	4,000,000
Obakeng	1	1.60	0	0.0	1,030.00	1.00	300.00	6	8,700,000	1,900,000
Pitsedisulejang	2	8.99	0	0.0	1,957.00	5.70	618.00	4	7,500,000	10,900,000
Ramoga	9	2.60	0	0.0	801.00	1.37	279.00	6	8,800,000	3,800,000
Ramothajwe	2	1.31	0	0.0	758.00	1.99	197.00	6	6,400,000	-
Sefikile	7	7.31	0	0.0	4,227.00	4.82	2,061.00	2	16,500,000	17,600,000
Seshibitswe	21	8331.47	0	0.0	1,687.00	69.25	527.00	4	7,900,000	11,400,000
Sesobe	2	3830.4	0	0.0	807.00	1.79	298.00	6	6,200,000	4,100,000
Voordonker	3	2553.48	0	0.0	544.00	0.99	174.00	10	7,500,000	5,800,000
Vrede	21	3859.01	0	0.0	2,575.00	3.42	678.00	6	11,700,000	7,800,000
Welgeval	16	2531	0	0.0	4,842.00	3.98	1,404.00	6	7,100,000	5,200,000
Witrantjie	27	7251	0	0.0	2,149.00	3.07	609.00	4	10,200,000	8,500,000

Table 5: Roads paved in fair condition

Name	Ward	Class 4 Road (m)	Class 4 Road paved(m)	% Paved	Population	Area (km2)	House holds	2013/2014 IDP Road	Priority	Priority 2
Magong	8	11356.4	1429.59	12.59	1,935.00	8.39	713.00	2	6,400,00	-
Phalane	12	11483.93	1503.83	13.10	7,583.00	4.89	2,096.00	4	15,800,000	7,400,000
Lesetlheng	9	11862.6	1877.83	15.83	2,627.00	3.91	814.00	1	6,900,000	2,600,000
Mbeskraal	23/24	30426.56	4858.77	15.97	9,282.00	20.10	3,031.00	6	9,900,000	7,300,000
Mononono	8	5434.29	902.63	16.61	1,999.00	2.80	552.00	4	7,300,000	5,200,000
Mokgalwan eng	29	24409.92	4374.38	17.92	7,493.00	12.90	1,977.00	3	11,800,000	8,600,00
Lerome	15/16/17	20822.16	3908.43	18.77	11,358.00	11.48	3,317.00	2	17,700,000	18,800,00
Ledig	14/28/30	24031.53	4965.81	20.66	20,729.00	12.19	6,572.00	3	8,000,000	9,100,000
Pella	18/19	22288.31	5017.21	22.51	9,223.00	14.77	2,810.00	3	15,800,000	7,900,000
Makgophe	27	3346	825	24.66	988.00	35.34	283.00	2	4,000,000	-
Tlokweng	20	13927.74	3661.15	26.29	11,250.00	14.92	3,152.00	4	19,700,000	8,300,000



Name	Ward	Class 4 Road (m)	Class 4 Road paved(m)	% Paved	Population	Area (km2)	House holds	2013/2014 IDP Road	Priority	Priority 2
Manamakgotheng	22	29371.65	8756.55	29.81	10,842.00	14.85	2,733.00	3	11,100,000	8,600.00
Khayakhulu	2	9031.05	2794.93	30.95	951.00	3.13	315.00	5	9,500,000	6,800.00
Renoster - Spruit		5669.93	1755	30.95	2,545.00	1.82	609.00	10	5,800,000	-
Molatedi	1	6833.72	2194.76	32.12	1,201.00	3.67	445.00	2	5,800,000	2,400,000
Ramokokastad	12	20389	6677	32.75	5,141.00	6.36	1,483.00	10	8,900,000	7,300,000
Vogelstruisnek		8253.19	2962.68	35.90	2,305.00	3.04	672.00	10	26,300,000	5,200,000
Bojating	11	11203.26	4879.38	43.55	2,364	2.69	573.00	6	23,500,000	6,200,000
Kraalhoek	5	4061.14	1790.84	44.10	1553.00	2.26	491.00	6	3,400,000	-
Makweleng	23	9490.23	4220.23	44.47	1,573.00	4.65	443.00	2	5,600,000	6,100,000
Mogwase Unit 8	15	2008.97	901.61	44.88	10,743.00	19.51	4,320.00	6	5,200,000	4,900.00
Moruleng	9/17	9949.23	4468.3	44.91	11,220.00	14.76	3,714.00	6	8,100,000	3,400,000
Matlametlong	29	3601.4	1655.8	45.98	1,062.00	1.25	293.00	4	-	4,000.00
Bapong	25	5473.91	2605.26	47.59	3,459.00	4.47	1,086.00	2	7,500,000	6,400.00
Mabele a Podi	13	5603.6	2719.31	48.53	4,523.00	2.96	1,833.00	3	4,100,000	-
Moubana	3	5890.91	2911.32	49.42	1,529.00	2.43	430.00	6	9,600,000	4,900.00

Table 6: Roads paved in a good condition but require maintenance

Name	Ward	Class 4 Road (m)	Class 4 Road paved (m)	%Paved	Population	Area (km2)	House holds	2013/2014 IDP Road	Priority	Priority 2
Legkraal	8	9953.52	5303.44	53.28	1,432.00	3.54	558.00	1	5,800,000	5,000.00
Tlhatlhaganyane	27	6662.01	3653	54.83	2,539.00	3.61	738.00	6	16,500,000	4,200.00
Zandfontein	10	3455.71	1908.88	55.24	1,999.00	2.38	582.00	10	-	2,100.00
Ratsegae	3	5402	3004	55.61	934.00	3.82	403.00	10	11,500,000	5,900.00
Mmatau	3	8766.13	4977.02	56.78	2,657.00	6.64	855.00	6	13,200,000	9,800.00
Maretlwana	2	3856.65	2288.06	59.33	823.00	2.49	308.00	10	5,500,000	7,500.00
Uitkyk A (PROV)	4	10161.6	6767.15	66.60	3,299.00	7.28	738.00	6	-	7,600.00

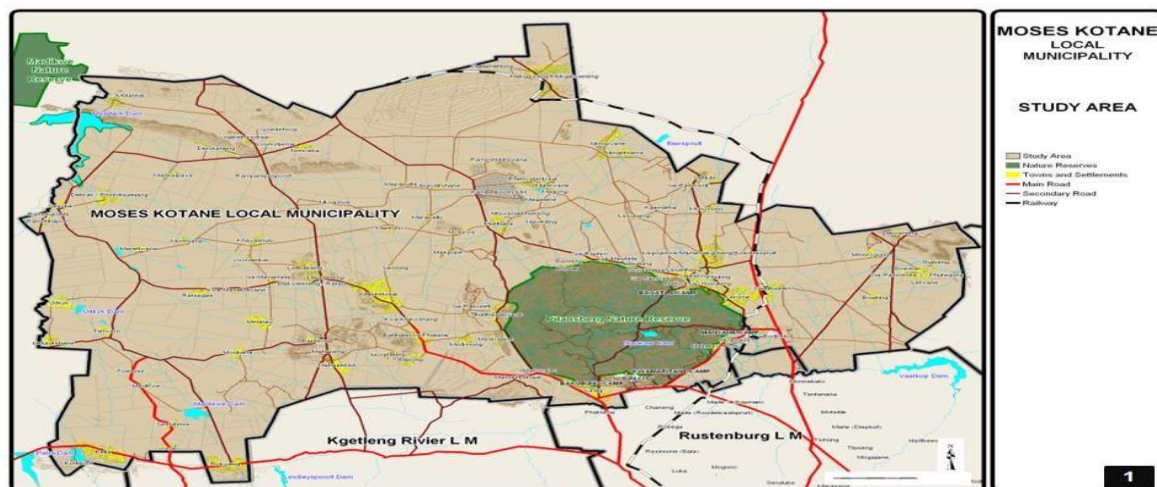


Tswaro		4147.1	2929.28	70.63	2,329.00	3.46	623.00	10	-	5,900,000
Mogoditshane	6	4196.52	2985.4	71.14	603.00	2.43	226.00	4	3,300,000	-
Dikgabong		3247.48	2349.11	72.34	1,029.00	1.14	314.00	10	-	3,400,000
Marapallo	6/7	3187.69	2537.69	79.61	492.00	1.22	116.00	3	-	-
Nonceba	1	4033.05	3241.84	80.38	795.00	2.58	265.00	2	-	-
Pylkop	11	3038.57	2609.6	85.88	1,129.00	1.29	302.00	3	-	-
Baleng		1531.5	1325.31	86.54	671.00	0.75	238.00	9	5,000,000	-
Maballeng	27	1201	1201	100.00	605.00	6.26	197.00	6	-	-
Madikwe	19	17297.78	17297.78	100.00	3,623.00	1.45	1,161.00	6	-	-
Rampampasport	1	2300	2300	100.00	326.00	0.83	106.00	3	-	-
Sandfontein	10	13663.68	13663.68	100.00	6,548.00	7.09	1,957.00	6	-	-
Seolong	23	3095.98	3095.98	100.00	-	1.24	128.00	2	-	-

Available plant

Municipality	Grader (Qty)	TLB (Qty)	Tipper Truck (Qty)	Excavator (Qty)	Water Tanker (Qty)	Roller (Qty)	Loader (Qty)	Dozer (Qty)
Moses Kotane	5	2	4	1	1	1	1	0
Total								

Map 1: Types of Roads for Moses Kotane: Gravel roads within MKLM



It should be noted that the municipality is characterized by a dispersed type of settlements, where most settlements are accessible only by gravel roads which are generally in urgent need of maintenance. This situation has and will contribute towards the isolation of the area; which in turn hampers the economic growth of the region, undermine the regions potential as tourist destination, contributes to security problems and negatively affects access to education and health facilities.



The Roads and Stormwater operation & maintenance plan has been drafted and pending approval by Council. Once this has been approved it will assist the department to budget and plan properly for the roads maintenance.

3.2 Community Services

The Municipality has established various departments to deal with diverse service delivery issues, amongst them, the Municipality established the department of community services which need to ensure provision of acceptable standards of social services. For the coordination and integration of resources during disaster incidents. By rendering of environment and waste management services. To provide public safety and traffic management. To maintain all Municipal Buildings and Facilities. To develop Parks, Public Amenities, Recreational Facilities and support of Sports.

To also ensure safe communities and to manage conflicts within the communities. To encourage community participation on matters affecting them at local level. To promote a healthy and clean environment. For the reduction of road carnage, enforcement of Municipal Bylaws and increase number of police visibility and joint operations with other stakeholders and provision of Library services.

To note that: our department still need to deal with matters of air quality and climate change and the same plans are not yet included in the IDP. The department will also have to check on warm bodies to deal with the function.

3.2.1 Safe Communities

The Municipality does not have legal access to detailed and recent statistics for crime to visualise and analyse crime incidents patterns to be able to map various kinds of crime, however engagements will continue to ensure communities reside in safe and free environment. We just learnt with concern that crime is happening in our area of residents esp, stealing of cars, & mostly in our Moruleng Mall where stakeholders will be engaged to fight this and if possible work on CCTV cameras installation where our Tourists are using the mall as their shopping centre.

In residential areas we need to provide for assistance to neighbourhood watch where we also need to reduce house breakages. In future our focus will also be providing warm bodies and capacitate and provide regular training for Public Safety Unit. This will be a critical unit where we will also introduce stress exposure training to empower our employees in Traffic and Law Enforcement to function effectively in highly stressful and dangerous environment.

The community perception of personal safety influences the day-to-day activities of law-abiding citizens, which can in turn affect the degree of comfort with which criminals proceed with their illicit activities, in Mogwase and villages. We all need to note that this criminals flock from cities to rural areas where they know we do not have CCTV cameras and lack of Police Officers. The fear of crime prevents residents of a certain area to visit the nearby public park, due to drugs happening in our Park here in Mogwase and in our Schools where we saw our MKLM Public Safety unit confiscating drugs at schools. The drug dealer will be more at ease, as this would greatly reduce the risk of his activities being reported to the police because the Municipality is now acting on their evil deeds.

Note has to be taken that, not addressing and planning for such activities, they go unhindered, they will increase and lead to more serious crimes and we will be left with uneducated and drug addicts with our kids or youth in formal education. Destruction of youth life's need to start and happen now as communities complain about it. The Municipality will then start to get all stakeholders on board, to engage and to introduce interventions that will focus on achieving a heightened sense of personal safety to all our communities. This really is an ambitious objective and we cannot achieve it alone as MKLM, however, it be delivered in a



collaborative effort. Local Government is a participative and consultative process where Community Participation will be required for information and local knowledge sharing will be more critical and efficient.

Working hand in hand with our Communities we need to note that we not only address drug-related crime but crime prevention, social development and harm reduction of bad activities, that will hinder development and growth. We also need to look comprehensively to all factors that would put our security at risk, and to ensure that we partner with South African Police Service (SAPS), communities and other stakeholders and to deploy dedicated resources for targeted interventions.

b) Strategic Thrusts

- To develop and maintain a smart, functional and accessible Municipal buildings and facilities
- To promote and support sports programme
- To promote safe communities
- To promote a safe, secure, healthy and liveable environment in a sustainable manner
- To provide a dynamic library and information service that meets the educational, informational, cultural, economic, technological and recreational needs of our community

Environmental programs

Environmental management is a complex concept with its cross cutting nature alluded to in section 24 of the supreme law i.e. the Constitution of the Republic of South Africa. Environmental consideration thus taps into a variety of the municipalities function coupled with development. Municipalities are however subject to a number of obstacles hindering best practice, corporative governance thus aids to alleviate the burden. Municipalities without the capacity to perform certain functions of key environmental concept therefore adopt district or provincial models, additionally handing over that particular function.

Corporative governance is also depicted by the interventions from other spheres of government to capacitate and alleviate the burden. Such interventions include but not limited to:

Department of Forestry, Fisheries and the Environment		
Program		Status
1.	Working for Fire	Operational
2.	Working on Wetlands	Operational
3.	NRM Bush encroachment program	Ceased (11/2020)
4.	Youth Community Outreach Program	Operational
5.	Thuma Mina Good Green Deeds	Operational
6.	Municipal Cleaning and Greening Program	Boots to hit the ground soon
7.	Tree Planting Program	Boots to hit the ground soon
COGTA		
#	Program	Status
1.	Youth in Waste	Ceased (03/2021)

Health Programme

MKLM has Moses Kotane Health sub district is one of the five sub district in Bojanala district area. It has 48 fixed primary health care facilities. Facilities has infrastructure challenges due to poor workmanship and age facilities (some built years back) and lack of equipments. The department has partnered with Siyanda Bakgatla Platinum Mine to assist with upgrading of facilities and procurement of medical equipment.



Siyanda has started delivering on their mandate and equipment are already purchased for Kraalhoek, Modderkuil, Ipopeng and Motlhabehealth care centres and upgraded facilities of Kraalhoek, and Modderkuil which have scored Platinum Status in the recent ideal assessment per the memo received on the 29 April 2021.

Currently Siyanda Bakgatla Platinum Mine is in the process of procuring medical equipment for Mononono health care centre. And they are in the process of considering Sandfontein, Lesetheng, Legkraal, Neo and Boikanyo Health Care centres and ambulance procurement.

	SECTOR PLAN	OBJECTIVES	PROGRESS	CHALLENGES
1	Disaster Management	Develop a coherent Disaster Management Plan to define the processes that need to be taken to prevent, mitigate and prepare to manage a disaster or disaster threatening to occur	The plan has been adopted by Council and it is currently and is undertaken for public participation. COVID-19 Containment Plan and Strategy and Disaster Management Contingency Plan have been approved and implemented to manage any disaster situation, such as COVID-19 Pandemic and floods around Moses Kotane	There is a resource constraint to fully implement the plan. There is no Disaster Management Centre
2	Integrated Transport Plan	An Integrated Transport Plan to address transport issues such as institutional arrangements for public transport.	Consultation with various stakeholders under the auspices of the Provincial Department of Community Safety and Transport Management has been completed. The transport plan will be tabled to the council in march 2021 for approval	The plan is not yet been approved by Council and cannot be implemented.
3	Integrated Waste Management Plan	To refine and review the Integrated Waste Management Plan to promote a safe and clean environment	It was submitted the council, and the council resolved that the plan be reviewed internally to meet the legislative requirements	Capacity constraints to complete the review process
4	Crime Prevention Plan	develop and implement a Crime Prevention Plan to promote a safe and secure environment	The Crime Prevention Plan has been approved by council and is implemented. Integrated approach is being implemented through the Safe & Clean City Campaigns to reduce opportunities for harmful and unsafe activities. The Municipality has established a conflict resolution committee to promote peace and stability amongst our communities	Inadequate law enforcement capacity and bylaws
5	Air Quality Management Plan	To introduce Air Quality Management Plan to ensure compliance with and enforcement of related laws and prescribed air quality standards	It was submitted the council, and the council resolved that the plan be reviewed internally to meet the legislative requirements	Capacity constraints to complete the review process



5 year projects/programs from 2020 until 2024

Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Key Performance Indicators	Progress
Basic Service Delivery and Infrastructure Development	Building Safer communities	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment	Contingency Disaster Management Plan and approved by Council Crime Prevention Plan and approved by Council Upgrade of Madikwe Landfill Site Percentage of households which have access to solid waste removal Number of Municipal Landfill sites functional Number of external environmental audits conducted Mogwase Sports park upgraded Number of Municipal Buildings Renovated Library business plan approved by the Accounting Officer Number of Municipal properties provided with security services Repairs and Maintenance of Air Conditioners	107 villages and 2 townships within the Moses Kotane Local Municipal jurisdiction have access to solid waste removal services, however, due to the constant rapid growth of our population and households, it is difficult to determine the percentage of households reached Two (2) Municipal Landfill Sites are currently functional, namely, Mogwase and Madikwe Landfill Sites Two (2) External Environmental Audits have been conducted to date, for both Mogwase and Madikwe Landfill Sites. Audits took place in April 2019 and June 2020. There is construction on site to renovate and upgrade the complex Evaluation and assessment of Municipal Buildings was done and several buildings are being renovated 82 sites are provided with security A service provider who maintains and repairs are conditioners has been appointed Currently there is no fund. It is anticipated that the MIG Applications will be made for funding of this important Municipal Facility Two (2) officers attended examiner courses for licensing and motor-vehicle as part of preparations to operationalise the license testing centre Approval for the construction of a buy-back centre has been granted by the Municipal Manager. Awaiting council approval. This project will be fully financed by the Department of Environment, Forestry and Fisheries. The draft plan is available and will be presented through Community



Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Key Performance Indicators	Progress
			Construction of Security and Disaster Management centre Introduction of Testing centre at Tweelagte Traffic office Construction of a buyback centre Sandfontein for waste recycling Developed and approved integrated transport plan Developed and reviewed Municipal Bylaws Introduction of integrated service delivery mechanism (Safe and Clean city campaign) Introduce internal service delivery conflict mechanism (Conflict resolution committee)	Services Portfolio Committee to council for approval in March 2021 There is work-in-progress. Several Bylaws have already been developed, reviewed and tabled before council for adoption for public participation and/or approval for promulgation and gazetting The Safe & Clean City Campaign was initiated in August 2019 through build-up campaigns, and officially launched in November 2019. The is a weekly, ongoing campaign which brings together various public and private sector departments to collectively accelerate service delivery to the people. The committee is operational and many conflicts are being addressed to ensure peace and stability, unity and cohesion, prevalence of the rule of law within the municipality.



SECTION 4

KPA 2

Municipal Transformation And Organisational Development



4. KPA 2: Municipal transformation and organisational development

4.1 Institutional Development

This is the part that involves how the organisation is ready in terms of capacity and able to cope with its responsibilities as outlined in the Integrated Development Plan to deliver on their mandate. The development of the organisation is meant for the delivery challenge, the organisation must have resources as in warm bodies (employees) and reasonable number of employees expected to deliver on the targets and goals set. The same employees need to be capacitated with skills to be able to deliver to the communities they serve. To transform the institution into a developmental state and orientated institution, the municipality need to develop an IDP which stipulates the developmental needs of the community as collected during community consultations and to reorganise its staff such that it is able to deliver on its targets by creating and filling positions with which it hopes to achieve its objective.

In this financial year, the municipality has realised continuous challenges of job descriptions, job evaluations and this automatically lead to challenges in implementing the informed implementation the Work Place Skills plan to ensure that staff are well placed, trained to perform their duties. The municipality has targeted to fill all new and vacant positions as budgeted from 2017/2018 – 2018/2019 financial years. The municipality intends and targeted to continue to implement performance management system, put systems in place for the purpose of improving performance in the workplace and cascading it to other levels of management.

a) Legislative Requirements

The Governance Structure is informed by the Municipal Structures Act (Act 117 of 1998). This Act stipulates different roles and responsibilities that each structure within the municipality should perform. The effective and efficient way is to ensure all stakeholders are engaged, consulted in the development of an integrated Development Plan

Moses Kotane Local Municipality experienced good progress towards ensuring good governance in the past five years. There is always a need from us and our stakeholders to always ensure that we respond positively when theres a need to be addressed to our communities. As a municipality we try to create an effective and accountable governance that will make conducive environment and to change the socio economic conditions of our 107 rural villages and 2 urban areas. The municipality cannot achieve this without its citizens, lot of progress is continuously done but still a lot need to be done to ensure sustainable services and that all service, plans and programmes are deeply entrenched within Moses Kotane Local Municipality.

4.2 Political Management

The present Council started their term of office in August 2016 and expected to run until the financial year 2020/2021. The Municipality is an Executive type and the highest decision making body of MKLM is our Council and has to perform both legislative and executive functions. Politically they need to focus on legislative oversight and all participatory processes of our stakeholders. Council has Mayor and Executive Committee but all decision making are also discussed by Council where they debate issues publicly and make executive and administrative decisions.

The same Council has to be involved in all community developmental programmes. That projects implemented in various wards and villages are incorporated and budgeted within the Municipal Integrated Development Plan (IDP). MKLM Council is comprised of 68 elected Councillors – thirty-four (34) wards Councillors and 34 Proportional Councillors. We also have eight (8) Traditional Leaders - Dikgosi serving in our Council. Council has Portfolio Committees established in terms of Section 79/80 of the Local Government; Systems Act (32 of 2000) and are made up of councillors representing all political parties (where other political parties has requested not to be included by not sending representation.



a) Political Governance Structure

Municipal Council



MKLM Mayor
Cllr Ralesole Diale



Single Whip
Cllr Maria Matshaba



Speaker
Cllr Hazel Ramokopelwa

Municipal Public Accounts Committee (MPAC)



MPAC Chairperson
Cllr Thomas Manganye



EXECUTIVE COMMITTEE MEMBERS



Cllr
R Diale



Cllr
L Kapari



Cllr
N Nkotswe



Cllr
T Thobokoe



Cllr
T Botlhokwane



Cllr
S Manganye



Cllr
M Ramokoka



Cllr
Z Motsoenyane



Cllr
N Mollo



Cllr
X Kheswa



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b) Executive Committee Members and Portfolio's

Councillors Name & Surname	Party	Portfolio Committee
Cllr Lucky Lawrance Kapari	ANC	Head Finance / Budget & Treasury
Cllr Thapelo Petrus Thoboke	ANC	Head Corporate Support Services
Cllr Solomon Mosweu Manganye	ANC	Head Infrastructure and Technical Services
Cllr Magdeline Nketu Nkotswe	ANC	Local Economic Development
Cllr Tryphosa Botlhokwane	ANC	Head Planning and Development
Cllr Xolile Victor Kheswa	ANC	Community Services and Public Safety
Cllr Mmakgolane Zippora Motswenyane	DA	No Portfolio
Cllr Mirriam Tshole Ramokoka	EFF	No Portfolio
Cllr N. Mollo	EFF	No Portfolio

c) Categorization of Political Governance Structure

Mayor	Speaker	No. of Wards	No. of Councillors	Affiliation of Political Parties	Gender
Cllr R. Diale		34	68	ANC 46 EFF 15 DA 04 AIC 01 UCDP 01 APC 01	Females 34 Males 30



WARD COUNCILLORS



Ward 1
Cllr X Kheswa



Ward 2
Cllr P Lesomo



Ward 3
Cllr T Tladi



Ward 4
Cllr B Ponosho



Ward 5
Cllr J Motshegare



Ward 6
Cllr K Sedile



Ward 7
Cllr L
Modimokwane



Ward 8
Cllr R Moeng



Ward 9
Cllr P Nqothula



Ward 10
Cllr G Moatshe



Ward 11
Cllr E Matshereng



Ward 12
Cllr A Ramokoa



Ward 13
Cllr M Tame



Ward 14
Cllr L Kgame



Ward 15
Cllr M Mabitsela



Ward 16
Cllr J Raphadu



Ward 17
Cllr S Manganye



Ward 18
Cllr M Radiokana



Ward 19
Cllr H Kodongo



Ward 20
Cllr M Mogapi



Ward 21
Cllr T Khumalo



Ward 22
Cllr M Khunou



Ward 23
Cllr N Nkotswe



Ward 24
Cllr A Mogodiolo



Ward 25
Cllr M Mosito



Ward 26
Cllr H Sekao



Ward 27
Cllr S Sibanda



Ward 28
Cllr R Lukhele



Ward 29
Cllr K Kubisi



Ward 30
Cllr T Monnakgotla



Ward 31
Cllr O Kgarimetsa



Ward 32
Cllr T Thoboke



Ward 33
Cllr D Mmolawa



Ward 34
Cllr D Tau



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PR COUNCILLORS



Cllr R Diale



Cllr M Phillip



Cllr R Motlhaga



Cllr E Mashimo



Cllr D Tshetlhane



Cllr L Kapari



Cllr R Masilo



Cllr K J Tukisi



Cllr G Aphiri



Cllr K Seanego



Cllr S K Jonathan



Cllr M Ramokoka



Cllr L Moate



Cllr M J Segale



Cllr N Ruele



Cllr E Ditshwene



Cllr H Kgouwe



Cllr I Gouwe



Cllr T Boikanyo



Cllr A Sennelo



Cllr B Matjila



Cllr N Deleki



Cllr M Godfrey



Cllr I Siko



Cllr T Manganye



Cllr M Matshaba



Cllr N Mollo



Cllr T Mathibe



Cllr M Mokgatle



Cllr O
Motshegwe



Cllr Z
Motsoenyane



Cllr C Motshabi



Cllr B Dinga



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d) Legislative Requirements on Traditional Leaders

The Constitution of the Republic of South Africa, 1996 recognises the institution of traditional leadership in Chapter 12 and the significant role that it plays in protecting the customs of traditional communities, and also defines the institution as an organ of state, which justifies its place in the democratic dispensation with regard to governance issues. The Constitutional recognition of traditional leadership according to customary law is an affirmation that traditional leadership is based on the application of culture and custom. Traditional Leadership and Governance Framework Act (Act No 41 of 2003 as amended) and other subsidiary provincial pieces of legislation, which recognize different levels of traditional leadership positions and structures.

- ✚ **The National House of Traditional Leaders (NHTL) Act, 2009 (Act No. 22 of 2009)** and other subsidiary provincial pieces of legislation which provide for the establishment of houses of traditional leaders.
- ✚ **The Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)**, which provides in section 81 that traditional leaders may participate in municipal councils, to ensure that matters relating to traditional councils are considered in the decision-making processes of municipal councils.

4.3 Traditional Leaders serving in Council



Kgosi Mabe is the Chairperson of House of Traditional Leaders in North West and also serves in Moses Kotane Municipal Council

Table 20: Traditional Leaders serving in Municipal Council			
Dikgosi	Villages	Dikgosi	Villages
Kgosi ME Mabe	Mabeeskraal	Kgosi OTS Maotwe	Pitse di sule jang
Kgosi N.J. Sefanyetso	Seolong	Kgosi TS Mooketsi	Koffiekraal
Kgosi JC Legoale	Siga	Kgosi DH Mogagabe	Uitkyk
Kgosi KB Sedumedi	Lethakeng	Kgosi S Monnakgotla	Ledig

a) Tribal Authorities within Moses Kotane Local Municipality:

- ✚ Bakgatla Ba Kgafela Tribal Office - Moruleng
- ✚ Baphalane Ba Ramokoka – Serving on the Council



- ✚ Baaphalane Ba Mantserre
- ✚ Batlhako Ba Leema Tribal Office
- ✚ Baapo Ba Mogale in Bapong
- ✚ Bakubung Ba Ratheo – Ledig

Annually when the IDP is reviewed we ensure that our stakeholder's especially our communities are given preference as legislated to partake in all our programmes. We really try our best to ensure that we respond and address local needs but hindered by financial constraint, in all 107 villages municipality is doing its best to deliver and implement plans as adopted by Council. Through the engagement of compliant Mining Houses in our area we manage to even go beyond what was planned for the financial year.

b) Council Meetings

The above Dikgosi are always invited to all Council sitting and ensure that they receive their agendas on time as prescribed in the Rules of Order. We also reflected on the comparison and to check on compliance of Corporate Calender implementation and which of the two are higher than the other in the Financial Year, and to check on functionality of Council committees as prescribed and adopted by the same Council.

Municipal Public Account (MPAC) Section 79 Committees

The Council has resolved and established below committees in accordance with section 79 of the Local Government: Municipal Structures Act, 117 of 1998. The purpose of the committees by Council is to ensure good governance and oversight of Council in all municipal Developmental programmes:

Table :	Councillors	Political Party
ClIr Thomas Raymond Manganye	Chairperson	ANC
ClIr Liki Karel Sedile		ANC
ClIr Joyce Mamiki Radiokana		ANC
ClIr Molotsi Johannes Mosito		ANC
ClIr Joyce Mamiki Radiokana		ANC
ClIr Ranko Phillip Motlhaga		IAC
ClIr Neo Mirriam Ruele		UCDP
ClIr Thulani Michael Mathibe		APC

Below are five section 80 committees as prescribed in the Municipal Structures Act (Act 17 of 1998). Each committee is assigned a portfolio head and all serve as members of the MKLM Executive Committee. Their main responsibility is to ensure that oversight is done on municipal plans and targets as set by various departments. The above portfolio's had to ensure that monitoring and evaluation is done of which presently is a challenge on administration.

d) Section 80 Comittees and Political Party affiliation

Table 22: Community Services & Public Safety	
Councillors	Party
Portfolio Head: ClIr Xolile Victor kheswa	ANC
ClIr Dorcas Dipou Tau	ANC
ClIr Mogopudi Phillip Matlakala	ANC
ClIr Galebone Ismael Siko	EFF
ClIr Hendrick Boyboy Sekao	ANC
ClIr Lilian Poloko Lesomo	ANC
ClIr Joseph Shimane Sibanda	ANC
ClIr Rebecca Meme Moeng	ANC
ClIr Ratselana Ezekiel Mashimo	ANC

Table 23: Local Economic Development	
Councillors	Party
Portfolio Head: ClIr Nketu Nkotswe	ANC
ClIr George Daniel Moatshe	ANC
ClIr Khutsafalo Mita Khunou	ANC
ClIr Martha Masefudi Mokgathe	ANC
ClIr Nthabiseng Mollo	ANC
ClIr Basi Johannes Matjila	DA
ClIr Tshepang Godfrey Madisa	EFF
ClIr David Jan Sekala Chaka	COPE
ClIr Caroline Nkeifeng Motshabi	ANC



Table 24: Finance, BTO	
Councillors	Party
Portfolio Head: CLlr Lucky Lawrence Kapari	ANC
CLlr Aaron Ramothupi Ramokoka	ANC
CLlr Orepa Gladys Kgarimetsa	ANC
CLlr Thato Joel Motshegare	ANC
CLlr Matlala Letta Modimokwane	ANC
CLlr Hermina Kgouwe	EFF
CLlr Adel Obakeng Sennelo	EFF
CLlr Lucky Moate	ANC
CLlr Merriam Tshole Ramokoka	EFF

Table 26: Corporate Services	
Councillors	Party
Portfolio Head: CLlr Thapelo Thoboke	ANC
CLlr Solomon Tlhabane Tladi	ANC
CLlr Kgatoentle Seanego	ANC
CLlr Efesia Matshereng	ANC
CLlr Rebecca Dithoti Tshetlhane	ANC
CLlr Gerald Aphiri	EFF
CLlr Nomawesile Deleki	ANC
CLlr Mmakgolane Zippora Motsenyane	EFF

Table 25: Planning and Development	
Councillors	Party
Portfolio Head: CLlr Tryphosa Monnakgotla-Botlhokwane	ANC
CLlr Patrick Modise Tame	ANC
CLlr Phadie Nqothula	ANC
CLlr Motsisi Obed Mogapi	ANC
CLlr Zodwa Lizzy Kgame	ANC
CLlr Malesele Solomon Mabitsela	ANC
CLlr Keletso Joyce Tukisi	EFF
CLlr Ororiseng Precious Motshegwe	EFF
CLlr Kelebogile Emily Kerileng	EFF

Table 27: Infrastructure and Technical Services	
Councillors	Party
Portfolio Head: CLlr Solomon Manganye	ANC
CLlr Bertha Mmasetpetlele Ponosho	ANC
CLlr Diphetogo Rodney Mmolawa	ANC
CLlr Mmamogomotsi Abish Magodiele	ANC
CLlr Harry Kgothatso Kodongo	ANC
CLlr Rose Mapula Lukhele	ANC
CLlr Rosina Madimi Masilo	EFF
CLlr Khunou Jonathan Sekomeng	DA
CLlr Kagiso Donald Bubisi	ANC

e) Section 31 Committee and Political Party affiliation – Rules of order

Table 28: Councillors	Party
Chairperson CLlr Sipho Vava	ANC
CLlr Joyce Mamiki Radiokana	ANC
CLlr Kagiso Donald Bubisi	ANC
CLlr Khunou Jonathan Sekomeng	DA
CLlr Maria Matshaba	ANC
CLlr Caroline Nkeifeng Motshabi	ANC

f) Municipal Committees and Functionality

Table 29 Committee	Functionality and Chairperson
Municipal Public Accounts Committee (MPAC)	Councillor Thomas Manganye Functional and meetings are held quarterly
Rules Committee	Functional
Local Labour Forum	Functional to be linked with the financial year
IDP/PMS/Budget Forum consists of IDP Stakeholders, i.e. representatives of the following sectors: - Agriculture, Banking, Business, Health, Housing, Land, Mining, Transport & Water. - The Bojanala Platinum District Municipality and its Municipalities, - NGO's, CBO's and Support Groups, SAPS, Trade Unions & Youth Forums, - National and Provincial Government, Professional Service Providers, members of communities, Ward Committees, Communities, Development Workers etc.	Councillor Monnakgotla-Botlhokwane Functional



Table 29	Committee	Functionality and Chairperson
Internal Audit Committee Moses Kotane Local Municipality has a functional Internal Audit Committee. It uses shared services provided by Bojanala Platinum District Municipality.		Quarterly meetings are convened and additional special meetings are done when there is a need by the department. The same committee need to ensure that the Audit Committee Discharges Responsibilities found in the Charter.
ICT Committee		Functional
Petitions and Civilians Committee		Not Available
Delegations Committee		Not Available
Section 62 Appeal Committee		Not Available
Budget Steering Committee		Not Functional
Community Police Forum		Not Functional
LED Forum		Not Functional
Aesthetic Committee		Not Functional
Community Trust		Not Functional
Refuse Disposal Committee		Not Functional
Non Attendance of Councillors		Not Functional
Audit Committee		Functional
The Mining Forum need to be constituted by representatives of all mining houses, councillors and officials		
The Business Consultative Forum, need to be constituted by delegates of Business Sector, Industrialists, Tourism Sector, Council Members, Mining Forum, Heads of Departments and the Municipal Manager.		Functional The Forum need to be chaired by the Mayor and also to determine meetings.

4.4 Administration Management Support

The administration of Moses Kotane Local Municipality is led by municipal manager. Section 55 of the Municipal Structures Act prescribes the responsibilities and accountable tasks of the Municipal Manager as head of administration. There are other functions/tasks as provided for in legislation as well as functions delegated to the Municipal Manager by the Mayor and Council.

The Municipal Manager is supported by a team of six head of departments (directors) and head of units (managers). Presently we have almost all head of departments appointed to their positions, we await the appointment of Technical services and Corporate Support Services as interviews were held, assessment reports received and only Council to resolve and to approve. The previous challenges of IDP review were minimal unlike the previous years. It was also a challenge to develop a credible and informed IDP by head of departments. We always have to bear in mind that we have resolutions that require funding for implementation after strategic planning session in 2018 but challenges are lack of funding and head of departments are requested to develop revenue enhancement strategy.

The current Municipal Manager was appointed in October 2017 and his contract expires in 2022. The most important process is for the municipality to annually review its organisational structure, where necessary, revisit job descriptions and to do job evaluations to ensure that the 2019/2020; 2020/2021 and 2021/2022 IDP caters for the institutional capacity and provides for the implementations of the strategic objectives as discussed at the strategic planning session held from the 18-20 March 2020. Below are key employees who will ensure implementation of all planned programmes and projects in their directorates.

a) Municipal Senior Management Composition

Table 30: Name and Surname	Designation	Race	Gender
Mr Mokopane V Letsoalo	Municipal Manager (MM)	African	Male
Mr Mzwandile Mkhize	Chief Finance Officer : Budget Treasury Office (BTO)	African	Male



Table 30: Name and Surname	Designation	Race	Gender
Mr Matome Makgoba	HOD: Planning and Development (PD)	African	Male
Mr Segale S. Kotsedi	HOD: Community Services (CS)	African	Male
Vacant: Boikanyo Maselwane (Acting)	Infrastructure & Technical services (ITS)	Vacant	Vacant
Vacant: Mr Matome Makgoba (Acting)	Acting Head: Corporate Support Services (CSS)	Vacant	Vacant
Ms Gabonewe R. Madikela	HOD: Local Economic Development (LED)	African	Female

b) Municipal Departments and Core Functions

Table 31: Department	Core functions
Office of the Mayor	To preside over the Executive Committee to perform planning and evaluation of strategies, policies and systems as well as reporting
Office of Municipal Manager	Internal Audit, Integrated Development Plan, Performance Management Systems, Risk Management, Legal Services, Support to the Mayor, Speaker and Single Whip
Planning and Development	Town Planning, Human Settlement,
Budget and Treasury	Budget Planning, Revenue, Expenditure, Asset Management, Supply Chain management
Corporate Support Services	Human Resources Management, Organisational Development, Labour Relations, Council Support (Secretariat Services and Records Management), Communication and Customer Care Services), Fleet Management and Information Communication Technology
Infrastructure & Technical Services	Water and Sanitation, Roads and Storm water, Electrical Services
Community Services	Public Safety and Traffic Management Services, Parks, Cemetery, Recreation, Sports, Arts and Culture, Environmental and Solid Waste Management, Library Services, Social Services, Disaster Management
LED	Local Economic Development: Mining, Agriculture, Tourism and Manufacturing

c) Overview of capacity: Staffing Information

The table below provides an overview of staffing levels in the municipality, inclusive of total staff currently employed, approved positions and funded vacancies.

Table 32: Staffing levels	No of employees
Total municipal staff currently employed	644
Total permanent currently employed	497
Total temporary staff currently employed	147
Total approved positions	811
Total funded vacancies	128
Percentage of funded vacancies	15,78

The qualifications of staff (from technical to postgraduate) are detailed below. We need to highlight percentage in some form of tertiary qualification.

Table 33: General qualifications	No of employees
Number of staff with postgraduate degrees	5
Percentage of staff with postgraduate degrees	0,78
Number of staff with Bachelor's degrees	19
Percentage of staff with Bachelor's degrees	2,95
Number of staff with technical qualifications	52
Percentage of staff with technical qualifications	8,07



d) Municipal organisational structure

The municipality last approved its organisational structure in May 2018 and processes to review again are underway for 2020. In 2018 most of section 57 positions were vacant, and now the municipality has appointed all Head of Department required who then indicated departmental needs of warm bodies, that is why the engagement to review the organisational structure to deliver on the mandate of basic service delivery is ongoing.

The organisation structure was again reviewed in 2020 and the document will be attached as an annexure with Public Participation reports (Needs Analysis) as they are voluminous if included in the integrated development plan (IDP) document.

e) Council and Committee Support

This section is where all head of departments ensures that portfolio committees are held together with their Political portfolio heads. In this unit, they are responsible for the compiling and distribution of the agendas and minutes taking for the various Portfolio Committees, the Executive Committee and Council sittings. The challenges that the unit is having is lack of distribution of resolutions to various departments for implementation and tracking progress. Late receipt of information from other departments to compile and distribute the agendas in time.

f) Human Resources Management

The municipality revised its organisational structure in 2018 where the Human Resources Management was separated from Organisation Development. A new OD (Organisational Development unit was created.)

g) Human Resources Policies

While some HR policies are in place, some really new at a draft stage for public participation and others are at the stage of being reviewed. The workshop on revised policies is scheduled to take place in the third quarter of 2019/2020.

h) Employment Equity & Gender Distribution

The municipality is currently reviewing the employment equity plan in order to revise its numerical goals and targets. The plan is anticipated to be approved before the end of the financial year 2019/2020. The current workforce is mostly African and males, however, it is hoped that a more racially and gender balanced workforce would be considered in future. Furthermore, the municipality is concerned about the issue of employing disabled people at both managerial and operational levels and this needs serious effort.

i) Occupational health and safety

The office of the OHS was established in 2007 and currently only the Manager's post is filled and other posts are to be filled in the outer years. The OHS function has populated its committee that is comprised with OHS representatives, incidents investigators, First aiders and fire marshals. All Moses Kotane Local Municipality operations are represented in the committee.

The main functions of the Occupational Health and Safety ensuring that employees's safety is not compromised and guide the employer about the legal requirements. It is again the prerogative of the OHS unit to ensure compliance as it has been stipulated on the legislative framework of Occupational health and Safety Act No. 85 of 1993.

The committee of the OHS seats once on a formal meeting in every quarter as one of the compliance obligation. On our meetings issues that are concerning the employees are discussed and always escalate concerns that needs to be dealt with at a higher level. Below are aspects that are in place up to this point.

✚ Incident investigation procedure and Issue based risk assessment

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- ✚ Fall protection plan (For only employees who are working beyond 1,8 m High)
- ✚ Emergency evacuation plan and OHSAS 18001 Quarterly inspection formats
- ✚ Medical Surveillances and GAP Analysis Audit format

j) Employee Wellness Day

The unit has a vacant post and had an objective of offering assistance to employees on hosting of programmes that were aligned to National Calendar, as we once had a Wellness Day, Women's Day, Candle Light Memorial, Mandela Day, 16 Days of Activism and lastly The World Aids Day. This vacant post will provide challenges for employees to struggle with counselling of Employee Assistance Programme like your Voluntary Counselling and Testing, Drugs and Alcohol Dependency, Work behavioural programmes, Financial Awareness Education. Previously when we had a dedicated focused person to assist the employees we saw that our employees really benefitted from the Employee Assistance Programme (EAP)

k) Vulnerable People / Special Programmes

1. HIV/AIDS Programmes

The Municipality does not have a focal person for HIV/AIDS. As a municipality we are not sure of the impact of HIV/Aids in the workplace, particularly to our general labourers. No HIV/Aids workplan and the development will be done when we have a dedicated official to assist employees. Currently Special Projects is working with the Local Aids Council, Department of Social Development and other community-based projects for HIV/AIDS projects.

2. Youth Desk

Special Projects has established ward-based youth forums. Each forum consists of five members. The aim of these forums is to advance the aspirations and needs of the youth in a specific ward. The Portfolio on Municipal Youth Forum still to be established, which will ultimately form a Youth Unit. The desk has launched and established a Mayoral Bursary Fund. This fund seeks to assist academically deserving indigent children. The Fund will be funded through fundraising. There is a draft policy which still has to go to Council. Once this has been done, monies will be dispensed.

3. Disability Desk and Status of disabled Employees

There is a Disability Forum in the Municipality. The Forum members underwent a workshop. It is not well functioning because it has not sat to develop a programme. The Department of Social Development is assisting the Municipality with programmes for disabled people.

4. Women and Gender Programmes

The Premier's Office has launched a Women's Forum in the Municipality. The Forum still needs to be inducted. Children's Forum will also be launched through the Premier's Office and Department of Social Development.

l) Job Evaluation

Moses Kotane Local Municipality engaged Deloitte Consulting (Deloitte) to conduct a job evaluation exercise using inputs from the job profiles provided by MKLM together with interviews held with line managers and selected incumbents. The basic process entailed:

1. Understanding organisational structures and conducting a documentation review
2. Interviewing selected job experts
3. Grading all positions on T.A.S.K.® job evaluation system
4. Present grading results
5. Ratify results and obtain sign off

Job profiles were ratified and signed-off by MKLM. In addition, interviews were conducted with line managers and selected incumbents. The information derived from both these sources formed the basis of the



evaluations. The jobs were then graded by utilising the T.A.S.K.® Job Evaluation System. Like municipalities, the Municipality is still not implementing the Jereport as it had so many questions which could not be resolved. SALGA is at the moment engaging municipalities on this issue and we hope to finalise the matter. The municipality also sourced the services of a service provider to assist in the development of job descriptions for all employees.

m) Records & Archives

This section need to handle and be responsible for all municipal correspondence and emails. This information need to centralise in the municipal official system. This simplify access of documents during Audit. The challenge is space and we are unable to comply with the Provincial Archives and Records Service Act, 2005 (Act No 3 of 2005), the municipality does not have Records Management Policy and Procedure Manual and approved file plan. All security documentation and agreements are to be safeguarded by this unit but presently all departments handle their own record keeping.

The department is currently running workshops to ensure that all departments understand record keeping. The biggest challenge is office accommodation as employees in the records were section were moved out because of the condition of the building which poses serious health hazards. Engineers have already been involved to advice on the status of the building. The municipality is also looking at purchasing mobile office once the financial situation improves.

n) Switchboards, Reception and Cleaning Services

The switchboard operators/ receptionists are the first contacts when visiting the institution. They play an important role within the municipality to ensure that communication is happening as required. The municipality is in the process to introduce electronic systems for access control and employee reporting on duty. And our switchboard is not easily accessible as a community member could not see where is located.

o) Telecommunication Services

There are various network facilities accessible by the communities. And our internal department handles all land lines and cell phones and responsible to offer effective and efficient telecommunications to all its qualifying employees. Presently we are using services of Telkom.

p) Information, Communications and Technology

The ICT unit is responsible for the provision of the ICT infrastructure and services to the entire municipality. The ICT unit have conducted a comprehensive ICT audit and based on the findings the ICT strategy was developed. The municipality has outsourced the services to a provider who are currently assisting with the revamp of the ICT function in the municipality. The following projects were prioritized and have been successfully implemented:

Table 34 : ICT Prioritised projects		
No.	Project Name	Brief Description
1.	Total ICT Infrastructure revamp	Total reconstruction of the ICT infrastructure which included: Data Center rebuilt; Server and network equipment replacements; Active Directory MS Exchange implementation; Installation of centralized Antivirus
2.	Improvement of municipal website and development of intranet	The website was given a facelift and the intranet was developed for internal communication enhancement;
3.	Computer hardware replacement	The computers, laptops and printers were standardized to HP and all the equipments were replaced to meet the standard requirements;
4.	Helpdesk	The helpdesk system was introduced which will register all the ICT related queries and track them according to its priorities;



The municipality has strategic objectives which are defined in the Integrated Development Plan to ensure:

- ✓ To work towards clean audit
- ✓ To ensure integrated planning for the municipality (and all its stakeholders)
- ✓ To promote bulk infrastructure development services
- ✓ Capacitate its employees to perform their functions and exercise their powers where capacity is needed
- ✓ Promote equitable distribution of resources to all the wards

The strategic objectives of the municipality indirectly depend on various information technology services, without which the core and supporting functions will be able to operate. The most important related services are:

- ✚ Hosting of the web site
- ✚ eMail and internet services
- ✚ End user support for the IT environment
- ✚ Provisioning of network, wireless networks and telephone services
- ✚ Provisioning of Municipal Financial Management and Payroll Management software application

q) Labour Relations Unit

The municipality has in terms of the Organisational Rights Agreement established the Local Labour Forum which shall be referred as the LLF. The municipality has just revised its LLF membership in December 2019 and it is hoped this will improve functionality. The municipality continues with the Induction of new employees and emphasis on the Code of conduct in terms of the Municipal Systems Act 32 of 2000 schedule 2. Issuing of the code of conduct to all new employees. Continuous workshops for managers on labour relations or labour relations campaigns. No employees were dismissed in the current financial year. Purchase and Issuing of library on labour laws to managers. The unit faces inability to finalise disciplinary cases due to shortage of presiding officers and other role players. Training of all HOU, managers and supervisors is underway for 2020.

r) Fleet management

The Fleet Management Unit has developed a Draft Municipal Transport policy in 2018 which was submitted to Council for perusal. Once the draft Policy has been approved by the Municipal Manager, it will then be circulated to all respective Councillors for comments before re-submission to Council for Approval. It is envisaged that the Draft Policy would assist in regulating all activities and processes related to fleet within the Municipality. Operational challenges related to fuel consumption and poor maintenance of municipal vehicles will be at the forefront of the municipal legal document.

High repairs and maintenance costs experienced by the Municipality is a direct result of poorly serviced municipal and aged vehicles. It is imperative for the Municipality to effectively implement the municipal transport policy once approved by Council in order to curb the prevailing challenges enlisted above. Fleet management cuts across all functions of the municipal departments. As a result, sufficient budget must be allocated to the fleet management unit to allow for the effective operations and implantation of service delivery. The Municipal Fleet Management Unit Is Made Up of One Fleet Manager, 10 Permanent Drivers, Three Acting Drivers, One Senior Mechanic, One Acting Assistant Mechanic, One Intern (Mechanic), One General Worker, One Transport Officer, Two Administration Clerks and One Intern (Administration).

4.5 Institutional By- Laws: Building Capable Institution

Table 35: Existing By-Laws	Aim	Legislation & Status Quo	Council Resolution
Infrastructure and Technical Services			
Water and Sanitation By Law		Section 13 (a) of Local Government: Municipal Systems Act (No.32 of 2000)	221/05/2008

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Table 35: Existing By-Laws	Aim	Legislation & Status Quo	Council Resolution
Water and Sanitation By-Law	To regulate the water supply services of the Municipality	Section 13 (a) of Local Government: Municipal Systems Act (No. 32 of 2000) Approved by-Law forms part of the budget related documents of Council and will go through public participation before final approval of the 2018/2019 annual budget	221/05/2008 31 May 2008 NW Gazette No 6503
Property Rates By-Law	To regulate the levying of property rates by the Municipality	Approved. The By-Law forms part of the budget related documents of Council and will go through public participation before final approval of the 2018/2019 annual budget	184/05/2012 31 May 2012 NW Gazette No 6502
Credit Control and Debt Collection By-Law	To regulate the implementation of council's credit control and debt collection policy	Public participation phase concluded. However, this By-Law also forms part of the budget related documents of Council and will undergo another public participation round before final approval of the 2018/2019 annual budget	184/05/2012 31 May 2012 NW Gazette No 6900
Tariffs By-Law	To regulate the implementation of Council's tariff policy	Public participation phase concluded. However, this By-Law also forms part of the budget related documents of Council and will undergo another public participation round before final approval of the 2018/2019 annual budget	184/05/2012 31 May 2012 NW Gazette No 6900
Planning and Development			
By-Law relating to Advertising	To regulate the use and hiring of municipal advertising space	Public participation phase concluded. However, this By-Law also forms part of the budget related documents of Council and will undergo another public participation round before final approval of the 2018/2019 annual budget	184/05/2012 31 May 2012 NW Gazette No 6900
Spatial Planning and Land Use Management By-Law	To regulate the land use and spatial development	By-Law developed in co-operation with the Dept. of Rural Development. Public participation done and promulgated in North West Provincial Gazette on 12 February 2016.	20 June 2016 NW Gazette No 7610
Community Services			
Public Parks By-Law	To regulate the use and hiring of public parks	Section 156 (2) and (5) of the Constitution of Republic of South Africa Act 1996 (Act 108 of 1996) Public participation to start internally. However, this By-Law also forms part of the budget related documents of Council and will undergo another public participation round before final approval of the 2020/2021 annual budget	184/05/2012 31 May 2012 NW Gazette No 6900
By-Law relating to hire of Public halls, Rooms & Sport fields	To regulate the hiring of municipal facilities	Public participation phase concluded. However, this By-Law also forms part of the budget related documents of Council and will undergo another public participation round before final approval of the 2018/2019 annual budget	184/05/2012 31 May 2012 NW Gazette No 6900
Fire Services By-Law	To regulate fire services within the Bojanala District	By-Law developed by Bojanala Platinum District Municipality	NW Gazette No 7053
Solid Waste By-Law	To regulate the disposal of solid waste	Public participation phase concluded. However, this By-Law also forms part of the budget related documents of Council and will undergo another public participation round before final approval of the 2018/2019 annual budget	29 March 2013 NW Gazette No 7104



Table 35: Existing By-Laws	Aim	Legislation & Status Quo	Council Resolution
Environmental By-Law	To regulate environmental affairs within the Municipality	Public participation phase concluded. However, this By-Law also forms part of the budget related documents of Council and will undergo another public participation round before final approval of the 2018/2019 annual budget	31 May 2016 NW Gazette No 7685
Traffic by – law		Section 75 of Local Government: Municipal Systems Act (No. 32 of 2000)	134/03/2019
Solid Waste by – law		Section 13 of Local Government: Municipal Systems Act (No. 32 of 2000). Section 162 of the Constitution of Republic of South Africa Act 1996 (Act 108 of 1996)	101/01/2019

4.6 Municipal Policies: Building Capable Institution

Table 36: Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
Office of the Municipal Manager				
IDP/PMS/Budget Process Plan Development and Review	To ensure implementation of all time schedule for the development & review of its Integrated Plan (IDP) annually, are adopted by Council prior the Financial Year	Chapter 4 of Local Government Municipal Systems Act, 2000. Section 16 (1)	Adopted by Council	29/08/2019
Public Participation Strategy	To ensure all stakeholders are engaged in the Municipal Affairs	Chapter 4 of Local Government Municipal Systems Act, 2000.	Not Developed	N/A
Intergovernmental Relation Strategy	To ensure integrated Planning, including various strategic programmes. The co-ordination and alignment of priorities, objectives and strategies across the three spheres of Government.	Intergovernmental Relations Framework Act, No.13 of 2005 and Regulations.	Not Developed	N/A
Service Delivery and Budget Implementation Plan (SDBIP)	The Act requires the Mayor to approve the Service Delivery & Budget Implementation Plan (SDBIP) within 28 days after the approval of budget. And to be posted the same day on the Municipal website.	Section 53 (1)(b)(c) of the Municipal Finance Management Act, 2003	Approved by Mayor	
Performance Management System Policy Framework Review	Performance Management system Framework must be adopted before or at the same time as the commencement by the municipality of the process of setting key performance indicators and targets in accordance with its integrated development plan.	Municipal planning and performance management regulations , 2001	Adopted by council	
Signed Performance Agreements	Performance Agreements of section 57 Directors signed for each financial year	MSA section 57 (2)(b) read with MFMA section 53 (3)(b)	Signed	
Audit Committee Charter	To set out specific responsibilities delegated by the Council to the Audit Committee and also spells out the manner in which the Audit Committee will operate.	MFMA Section 165 and 166 KING III National Treasury circular 65	To be adopted by Council	May 2020
Risk Management Strategy and implementation plan	The Accounting Officer/Authority is responsible for ensuring that there is a sound system of risk management and internal control is in place to, safeguard the organization's assets and investments, ensure achievement of strategic objectives, be accountable	The Municipal Finance Management Act (MFMA) No 56 of 2003	Draft document	May 2020

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Table 36: Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
	towards all stakeholders and ensure service delivery to all stakeholders is achieved.			
Risk Management Policy	The Accounting Officer/Authority is responsible for ensuring that there is a sound system of risk management and internal control is in place to, safeguard the organization's assets and investments, ensure achievement of strategic objectives, be accountable towards all stakeholders and ensure service delivery to all stakeholders is achieved.	The Municipal Finance Management Act (MFMA) No 56 of 2003	Draft document	May 2020
Office of the Mayor				
Mayoral Bursary Fund Strategy	-	-	-	-
Disability Strategy	-	-	-	-
Mainstreaming Gender Development	-	-	-	-
Youth Development Strategy	-	National Youth Policy & Provincial Youth Strategy	-	-
Budget and Treasury Office				
Approval of budget policy	To ensure sound and sustainable management of budgetary approval processes according to norms and standards of the MFMA	Section 71 and Section 75 of Local Government: Municipal Systems Act (No. 32 of 2000)	To be reviewed	235/05/2018
Cash management and investments policy	To provide guidelines on the procedure to be followed on how to manage cash and in respect of investments and how to be handled	Section 75 of Local Government: Municipal Systems Act (No. 32 of 2000)	To be reviewed	235/05/2018
Credit control and debt collection policy	To ensure that credit control, debt collection and indigent support form part of the financial system and provide guidelines thereof	Section 75 of Local Government: Municipal Systems Act (No. 32 of 2000)	To be reviewed	235/05/2018
Indigent support policy	To ensure that subsidy scheme for indigent household forms part of the financial system and provides guidelines on procedure	Section 75 of Local Government: Municipal Systems Act (No. 32 of 2000)	To be reviewed	235/05/2018
Tariff policy	To provide guidelines on levying of fees, charges, rates and taxes		To be reviewed	235/05/2018
Property rates policy	To provide guidelines on the levying of rates in accordance with the Act	Section 6 of Municipal Property Rates Act, 2004 (No. 6 of 2004)	To be reviewed	325/05/2017
Fixed Asset Management policy	To provide guidelines on handling and management of fixed assets	-	-	-
Funding Reserves Policy	To provide guidelines on how to ensure that all funds and reserves are maintained at the required level to avoid future year unfunded liabilities	-	-	-
Supply Chain Management Policy	To provide guidelines on how to procure goods and services	-	-	-
Preferential Procurement Policy	To provide guidelines for the procurement of goods and services	Section 75 of Local Government: Municipal Systems Act (No. 32 of 2000)		-
Fraud and Corruption prevention policy	To provide guidelines for dealing with fraud and corruption and prevention thereof	Reviewed and to be submitted to Council for approval (Part of the budgetary process annually)		-



Table 36: Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
Funding & Reserves	-	-	-	-
Corporate Support Services				
Employment Equity Plan	To ensure that appointment of employees are done in terms of the Employment Equity Act	Employment equity	New plan at a development stage	-
Placement Policy	To ensure the orderly placement of personnel in all the posts on the Organizational Structure	-	Approved by administrator. To be reviewed	-
Succession Plan Policy	To ensure that junior officials are empowered for purpose of transferring skills by the time the above one leaves office.	-	Not yet available	-
Training and Study Aid Scheme for officials	To provide a mechanism for Councillors (CLLR) to undergo training in order to improve service delivery	Skills development act	Approved. To be reviewed	-
Workplace Skills Development Plan	To promote the development of skills in the workplace	Skills development act	Submitted annually	-
Recruitment Policy	To prescribe the process to be followed in the recruitment and appointment of personnel.	Labour relations act, employment equity act		-
Retention Strategy	To prescribe the process to be followed in ensuring that skilled personnel are retained by the Municipality.	-	Not yet available	-
Experiential Training Policy Topic covered in the training policy	To make provision for experiential training where a student has to undergo practical experience as part of the curriculum of the course.	Skills development act	Policy approved. To be reviewed	-
Policy on Attendance of Conferences etc.	To provide guidelines to delegates to conferences, workshops, meetings etc.	-	Developed and still to be approved	-
Study Aid/ Bursary Policy	To provide study aid to employees to better their skills	Skills development act		-
Travel and Subsistence Allowances	To provide guidelines for travel and subsistence allowances paid to Councillors and Officials when delegated to attend conferences, workshops etc.	-	Developed and still to be approved	-
Acting policy	To provide guidelines for the handling of acting in various positions	Collective agreements	Approved. To be review to be in line with the collective agreement	-
Standby policy	The objective of this policy is to supplement the Moses Kotane Local Municipality's Conditions of Service by providing additional guidelines for the administration and management of standby allowance "Standby" is the written instruction to an employee (who can be relied on when needed) to be on standby, because of the possibility that there might be unplanned and unpredictable or emergency work to be undertaken outside normal working hours.	Collective agreements	Approved. To be review to be in line with the collective agreement	-



Table 36: Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
Remuneration policy	The purpose of this policy is to clarify the way in which Municipal Managers, Managers accountable to Municipal Managers and all other municipal staff members should be remunerated.	-	Policy was approved by administrative but was never implemented. Nedds to be reviewed	-
Leave Policy	To regulate leave and application thereof	Collective Agreements		-
OHS policy	To ensure compliance to the OHS Act	OHS Act	Policy to be workshopped	-
Overtime Policy	To ensure correct application of the provision of working overtime by council employees as provided for in the Basic Conditions of Employment Act (Act no. 75 of 1997) and subsequent Local Government Bargaining Council Collective Agreement. To provide a framework and guideline for the implementation and maintenance of overtime worked and the remuneration thereof	Basic conditions of Employment Act Collective Agreement	Approved	-
Sexual Harassment Policy	To provide an integrated approach on the handling of sexual harassment cases that will create a healthy working environment, where employers and employees respect one another's integrity, dignity, privacy and the right to equity in the workplace	Code of good practice on sexual harassment	Draft to be Approved	-
HIV/Aids Policy	To set guidelines to ensure that employees infected by HIV/AIDS are not discriminated, and on how to manage HIV/AIDS in the workplace	Employment Equity ACT	Policy Approved.	-
Employee Assistance Programme Policy	To minimize the negative impact of socio-social problems on employees and to assist in demonstrating concern for wellbeing of employees	-	Policy under review	-
Draft Bereavement policy	To guide processes in dealing with death cases of employees to ensure uniformity	-	New	-
Draft Promotion policy	To introduce and to guide on promotion of staff	-	new	-
Leave encashment policy	To guide on processes on the leave encashment for employees in instances where a leave is not possible.	Collective Agreements	New	-
Draft policy on imprisoned employees	To guide the municipality on how to deal with imprisoned employees	-	New	
Draft Legal aid policy	To deal with legal cases facing employees	Municipal system Act 2000 Inquest act 1959	New	
Time and attendance policy	To regulate the attendance of employees	-	New	
Workplace Skills Development Plan	To promote the development of skills in the workplace	Skills development act	Submitted annually	
Induction of new employees	To provide employees with information that will facilitate a smooth integration into the organization	-	-	-
Probation Policy	To provide orientation, guidance, on the job training and coaching to new employees, allowing them the opportunity to learn and fulfill the requirements of their new positions	-	No specific policy available	



Table 36: Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
Grievance Procedure	To ensure fair play, to resolve problems as quickly as possible and to deal with conflict through procedural means	Collective agreement	Collective agreement still in force	
ICT Security Policy	To ensure that all Municipal ICT systems are secured against loss caused by inadvertent or malicious actions. The protection of the ICT systems ranges from logical to physical security and this ensures that the protection of confidentiality, availability and integrity of MKLM ICT systems are in place.	Electronic Communications and Transaction Act	Review	
Bursary Policy	To provide study aid to employees to better their skills and office of the Mayor to support the indigent Communities	Approved. Policy under review	-	-
Policy on Attendance of Conferences etc.	To provide guidelines to delegates to conferences, workshops, meetings etc.	-	Policy not developed	-
Telephone and (Cell phones) mobile policy	To outline the key elements of the MKLM Office's mobile and landline telephone management arrangements and to detail the responsibilities of council and all the staff members. To improve communication in the organization in a controlled, accountable manner, offering value for money. To successfully meet the need for service delivery	-	Policy was approved. Policy under review	-
Funeral Assistance Policy	To regulate assistance on funerals of Councillors and employees	-	Policy was approved. Policy under review	-
Marketing and Communication Strategy	-	-	-	-
Employee Performance Management Policy	To regulate the performance of employees below section 56	Municipal system act	Was approved but never implemented as yet	-
Human Resource Management Strategy	To give a broad strategy on how the human resources of the municipality is to be managed.	-	New strategy to be developed	-
Fleet management policy	To guide on how fleet must be managed on daily basis	-	To be workshoped for approval	-
Infrastructure and Technical Services				
Water Services Development Plan (WSDP)	-	Section 12 of Water Services Act	-	-
Energy and Electricity Plan	-	-	-	-
Road Master Plan	-	-	-	-
Local Economic Development				
Local Economic Development Strategy	-	Section 26 of the Municipal Systems Act	-	-
Tourism Master Plan	-	Tourism Act, 72 of 1993 / Tourism Act, 3 of 2014	-	-
Integrated Agricultural Master Plan	-	-	-	-
Co-operatives Strategy	-	National Co-operatives Act	-	-
Trade and Investment Strategy	-	-	-	-



Table 36: Sector Plan	Purpose	Relevant Legislation	Status	Council Resolution
SMME Strategy	-	Small Business Tax Amnesty Act	-	-
Planning & Development				
Integrated Spatial Development Framework (ISDF)	-	Section 26 of the Municipal Systems Act	-	-
Housing Sector Plan	-	Section 9 of Housing Act of 1997	-	-
Acquisition of land and disposal policy	-	-	Review Draft stage	106/01/2020
Telecommunications Mast Infrastructure Policy	Development and erection of telecommunication infrastructure has become an interest for society & government with focus on visual amenity & public health. Investment in telecommunications networks not only facilities , economic trade in goods, by bringing together buyers and sellers, but more importantly to also promote trade services upon which modern economics are built.	-	Draft Stage	107/01/2020
Outdoor Advertisement & Signage Policy	With increasing interest in outdoor advertising, its necessary to adopt a uniform outdoor advertising by law to regulate all outdoor advertising, billboards and signage. This is in line with South African Manual for Outdoor Advertising Control (SAMOAC) as a guideline, resulting in the new proposed Outdoor Advertising By- Law.	Contemplated in in Section 12, read with Chapter 4 of Local Government Municipal Systems Act, No 32 of 2000 as amended	Reviewed Draft Stage	108/01/2020
Community Services				
Traffic Safety Plan National	-	Road Traffic Act	-	-
Integrated Public Transport Plan	-	Section 36 of National Land Transport Act, 5 of 2009	-	-
Air Quality Management Plan	-	Air Quality Act 39 of 2005	-	42/09/2019
Integrated Waste Management Plan	-	Section 11(4) (a) (ii) NEMA: Waste Act 59 of 2008	-	-
Integrated Environmental Management Plan	-	National Environmental Management Act	-	-
State of Environment Plan	-	Section 36 of National Land Traffic Act	-	-
Municipal Open Spaces System	-	National Environmental Management Act	-	-
Crime Prevention Strategy	-	Criminal Procedure Act 51 of 1977 South African Police Services Act	-	-
Disaster Management Plan	-	-	-	-
Municipal Health Services Plan	-	National Health Act	-	-

4.7 Institutional Powers and Functions

A municipality has functions and powers assigned to them in terms of sections 156 and 229 of the Constitution, according to subsection 1 of the Structures Act. As outlined in terms of Section 84 of the Municipal Structures Act, the Municipality. The following functions are allocated to the district in terms of Section 84(1) of the Municipal Structures Act No. 117 of 1998.



Table 37: Municipal Powers and Functions			
Legally authorized Powers	Powers & Functions Section 84(1)	Level of Performance	Performance in
Air Pollution		Not performed	Not performed
Building Regulations	Building Regulations	Being undertaken	Being undertaken
Child Care Facilities		Not performed	Not performed
Local Tourism	Local Tourism	Being undertaken	Being undertaken
Municipal Airport		Not performed	Not performed
Municipal Planning	Municipal Planning	Being undertaken	Performed with regard to planning
Municipal Public Transport	-	Not performed	Not performed
Municipal Health Services	-	Being undertaken	Not performed
Regulation of Passenger Transport	-	Not performed	Planning performed as from the 1 st July 2008
Trading Regulations	-	Not performed	Not performed
Water (Potable)	Water (Potable)	Being undertaken	Being undertaken
Sanitation	Sanitation	Being undertaken	Being undertaken
Storm Water	Storm Water	Being undertaken	-
Pontoons and Ferries	-	Not performed	Not performed
Amusements Facilities/ Beaches	-	Not performed	Not performed
Billboards display of Advertisements in public places	-	Not performed	Not performed
Cemeteries, Funeral Parlours and Crematoria	Cemeteries, Funeral Parlours and Crematoria	Being undertaken	Support provided to local municipalities.
Cleansing	-	Not performed	Not performed
Control of Public nuisance	Markets, fresh produce	Being undertaken	Not performed
Control of undertaking that sell liquor to the Public	Municipal Abattoirs	Being undertaken	Performed with regard to road planning
Facilities for care, accommodation, and burial of animals	Facilities care, and accommodation, burial of animals	Being undertaken	Performed with regard to road planning
Municipal abattoirs	Municipal Roads	Being undertaken	Performed with regard to Municipality
Municipal Roads	Disaster Management	Being undertaken	Performed with regard to road planning
Disaster Management	Firefighting services	Being undertaken	Performed by the Municipality.
Firefighting services	Solid Waste Disposal	Being undertaken	Performed by the Municipality.
Solid Waste Disposal	-	Being undertaken	Function privately performed at local

a) Municipal SWOT Analysis

Strengths	Weaknesses
MPAC established and functional	Public Participation policy and Strategy not in place
Sound relations between council and administration	Non provision of feedback to communities
Credible Integrated Development Plan	Sector Departments & the Municipality working in silos
Development of Audit Action Plan by on Auditor General and Internal Audit findings	Sector Departments & the Municipality working in silos



Healthy relationships among municipality, Tribal Authorities & Communities	MOU between MKLM & BBKTA is not effective
Service Delivery and budget implementation plan developed	Performance Management not prioritised. No systems in place
Community Consultations done during IDP needs analysis and MPAC	Lack of Mayoral Imbizo's and non implementation of needs analysis
Opportunities	Threats
Improved relations between municipality and communities	Differences in planning cycles and financial year end between National, Provincial and local government
Establishment of Special Projects Forums	Violent Public protests
Establishment of cluster forums	No municipal long term plan, development of vision 2030 aligned to NDP
Investment opportunities as per sound financial management practices	-
MOU between MKLM & BBKTA	-

b) Transformation and Organisational Development

Strengths	Weaknesses
Approved organizational structure Established and functional MPAC Exercising of executive and legislative authority by Municipal Council as per MSA	Developed policies and strategies and its implementation
	Individual performance evaluation limited to senior management
	Lack of skills development programmes
	Limited marketing expertise
	Lack of information security & consequence management
	Equity challenges from management
	Misuse of municipal resources (telephones, fleet etc)
	Insufficient oversight
	Lack of investor attraction & reporting corrupt activities
	Non involvement of organised labour in some decision making
	Non screening and vetting of critical posts
	Usage of outside lawyers even in junior positions without exhausting internal processes
	Misuse of section 32 in award or tender processes
Opportunities	Threats
Capacity building and skills developed	Outdated Statistics
Information Communication Technology	Lack of job descriptions and workplans
Need turn around strategy or change management	Inadequate implementation of Council Resolutions
Incorporation of Good corporate Governance practices	Poor relationship between communities and institution
Implement developed sector plans	Inadequate resources to deal with increasing developments in our village

c) Basic Service Delivery and Infrastructure Development

Strengths	Weaknesses
Water Bulk Master Plan has been developed	Insufficient technical capacity-Personnel other resources
Developed the Road Transport	Poor road infrastructure networks hindering associated basic services
Management System (RTMS) at the District Level	Poor maintenance approach (Reactive maintenance due to lack of Maintenance Plan)
Integrated environmental management plans	Approval of Municipal developmental programmes without charging for bulk service contribution
Developed environmental management by-laws	Poor regulations compliance and enforcement



Maximum usage of the current existing infrastructure	
Ability to request for support from sector departments (Good IGR relation)	
Roads Master Plan has been developed	
Opportunities	Threats
Ability to can contribute to the Municipal Revenue through taking over water supply from MW to other sectors (Mine, lodges etc.)	Illegal connection to Municipal Infrastructure turns to weaken the lifespan of the infrastructure and unwarranted Non-Revenue Water Losses
Infrastructure funding through collaboration with Private Sector	Ever growing of our Municipal villages putting strain to existing infrastructure
Improved infrastructure through Engineering Services Contribution Levy	Aged Infrastructure – might lead to a collapsing system
Improved bulk water supply through Molatedi Dam	Vandalism of Municipal Infrastructure

d) Local Economic Development

Strengths	Weaknesses
LED strategies in place	Lack of LED linkages between amongst 3 tiers of government
Existence of well-serviced industrial park that could be an employment hub and wealth creator	Lack of relevant instruments to measure municipal economic targets
Availability of land for agricultural activities (communal and state land)	Absence of economic research unit
Tourism incubation centre	No branding of Tourism destination
	Majority of MKLM farmers operate at subsistence level
Opportunities	Threats
Lifetime Income Generation (Royalties) - artists	Inadequate spin offs for local communities from mining, tourism and agriculture
Resuscitation of MKLM Development Agency	Creative industry – piracy and copyright violation, funding, exploitation
Lifetime Income Generation (Royalties) - artists	Animal poaching
Resuscitation of MKLM Development Agency	No Branding of Tourism Destination
MKLM's principal tourist Icons	Uncoordinated marketing campaigns at international events
Existing funding institutions	Poor road infrastructure
Creative industry - appeal to most Youth and Women	
Amazing Fauna and Flora	
Existence of International Brands - Big 5 Territory	

d) Spatial Rationale

Strengths	Weaknesses
LUMS processes unfolding	Sprawl growth – scattered developments
SPLUMA Bylaws are in place	Unlocking economic potential of communal land.
Good working relations with traditional authorities to avail land	Existence of informal settlements in close proximity to the town
Available human settlement waiting list	Unplanned allocation of houses by PDHS&LG
Opportunities	Threats
Development corridor along the Pilanesberg Game Reserve	Inadequate National and Provincial alignment and integration
Collection of revenue through illegal land use fines and penalties	Illegal Land Uses
When enforcing NBR municipal revenue can be enhanced when building plans are submitted to the municipality for approval	Implementation of projects outside IDP and SDBIP Land invasion by communities on vacant land(lack of quick response team)
By conducting geo-tech in villages we will always be ready for any housing allocation by DHS&LG	Enforcement of the NBR within the boundaries of the Municipality
	Growth in informal settlers in mining areas



f) Financial Viability

Strengths	Weaknesses
Budget approval	No compliance to legislations
Legislative reporting	Over expenditure
MSCOA compliance	Underspending
Approved financial policies	Inability to collect revenue
Approved grants	Data cleansing
Political oversight (monthly reports)	Over reliance on consultants
VAT Payment and reconciliation	Human capital
Audit improvement action plan	No procurement plans
Audit improvement action plan	No implementation of credit control (councillors, employees and public servants)
Opportunities	Threats
Large revenue base	Non implementation of approved council policies and by-laws due to non existence of policy manuals
Partnership with provincial and national government on revenue enhancement strategy	Disruptions of tender processes
Training programs	Vandalism of infrastructure
Stakeholder relations & IGR	Fraudulent activities
Evaluation of our services (e.g. Customer surveys)	Illegal water connections' impact on revenue loss
Debt reduction (through implementation of credit control)	protests
Electricity distributing license	Lack of man-power with appropriate skills to maintain power-lines, illegal connections and theft of cables and transformers

g) Financial Misconduct Regulation Update

Disciplinary Board Established (Yes/No)	Number Cases of Financial Misconduct Referred to DB	No of Cases Financial Misconduct cases Investigated by DB	Number of cases finalised	Number of Official Charged	UIF & W Referred to DB (Yes/No)	Submission of reg 14(2) reports (Investigation reports) (Yes/No)
Yes	0	Nil	0	None	No	No

h) Declaration of Interest

In terms of section 4 (2) of Schedule 2 of the Municipal Systems Act, employees may not be engaged in any business, trade or profession other than the work of the municipality, except with the prior consent of the municipality. Section 4 (3) of Schedule 2 of the Municipal Systems Act, provides that no staff member of a municipality may be party to or beneficiary under a contract for the provision of goods or services to any municipality or any municipality entity established by a municipality. There is no compliance in Moses Kotabe Local Municipality and this issue has been recurring in the Audit opinion.



SECTION 5

KPA 3:

Local

Economic

Development



5.1 LED Status Quo

LED serves as an intergovernmental process for implementation of development across government but inclusive of non-state actors. While informed by the national policy and strategic frameworks, the LED should also be informed by the constitutional and legislative roles and mandates of different spheres and organs of the state. This therefore conceives and articulates the action plans in line with the roles and place of different role-players in the governance system while also looking at the necessary interventions to achieve the strategic priorities set out in various national/provincial/regional and local policy frameworks.

In this regard, the national government departments play the role of policy development, support and capacity building, monitoring and evaluation, coordination and interventions. Similarly, the provinces, especially the departments of COGTA, mainly have support and capacity building, monitoring and evaluation and coordination role play within their provinces and their role would have been defined within that mandate. Further, municipalities mainly have an implementation role and accordingly, their actions will be informed by that role and place in the governance system.

In simple terms, the LED will be guided by the national macro-economic priorities especially as articulated in the National Development Plan and National Growth Plan, among others, the vision of developmental local government whose custodian is COGTA supported by provincial COGTAs and SALGA in their policy, strategy and support role, while municipalities will lead in the implementation within the pillars of the National Framework for LED 2014-19 to meet the NGP policy objectives and priorities.

5.1.1 KEY FOCUS AREAS FOR LED

The key focus areas for LED will be the pillars of National Framework for LED 2014-19 captured as follows:

- Building a diverse economic base
- Developing inclusive economies
- Developing learning and skilful local economies
- Enterprise development and support
- Economic governance and infrastructure

1. LEGISLATIVE IMPERATIVES

There are various policies, plans and legislation that affect and should guide Local Economic Development within the Moses Kotane LM. This is necessary to ensure that the various spheres of government work towards attaining the same goal and follow similar approaches towards achieving their goal.

The Constitution (Act 108 of 1996), New Economic Growth Plan Framework, 2010, The National Spatial Development Perspectives, Broad Based Black Economic Empowerment (BBBEE), Framework for Economic Development: Department of Provincial and Local Government, Local Government Municipal Systems Act (Act 32 of 2000) Local Government, Laws Amendment Act (No.19 of 2008), Comprehensive Rural Development Programme, Regional Industrial Development Strategy (RIDS), 2006 National Industrial Policy Framework (NIPF), 2007 and Industrial Policy Action Plan, 2010 (IPAP), A Mineral Beneficiation Strategy for the Minerals Industry of SA, June 2006, Co-operative Development Strategy 2004 – 2014, National Tourism Strategy, 2010. Energy Master Plan, 2007 – 2025, SONA & SOPA, The Integrated Strategy on the promotion of co-operatives & collective, Entrepreneurship, 2008, The National Strategic Plan on HIV/AIDS 2007-2012.



There is also a significant volume of directives that are applicable to LED within the Moses Kotane LM: Moses Kotane LM LED Plan, Moses Kotane LM Agricultural Master Plan, Draft Tourism Masterplan, EPWP Policy, New economic growth path plan, IPAP, North West Agricultural Master Plan, Bojanala PDM LED Strategy, Bojanala PDM Agricultural and Rural Development Strategy, Bojanala PDM, Tourism Master Plan, Draft feasibility of Rural Nodes and Moses Kotane LM SDF. Moses Kotane LM Commonage Policy.

5.2 SOCIO ECONOMIC STATUS QUO

Moses Kotane Local Municipality is a Category B Municipality and one of the five local Municipalities constituting Bojanala Platinum District Municipality. The Municipality covers an area of approximately 5220 km² and comprise of 109 rural villages.

As part of Municipal Development focus and priorities, social and economic development is considered key to the Municipal performance goals. Local Economic Development (LED) has become an essential means to create more equitable economic growth within the Municipality. LED is an integrated multi-disciplinary approach aimed at poverty alleviation through pro-poor economic growth. Central to this approach is support for Small Medium Micro Enterprises (SMME) as a source of wealth of job creation. LED places particular emphasis on creating partnership between all stakeholders within the Municipality and creating location-based cluster using local resources.

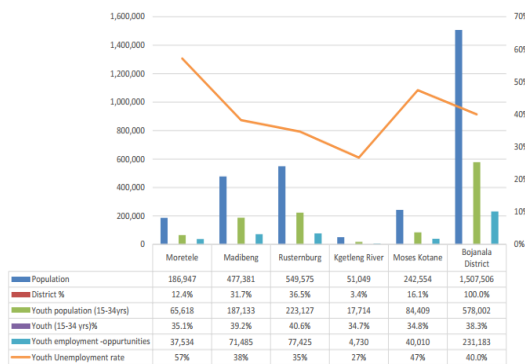
Specific target groups are poor marginalized local communities particularly women, the unemployed, the landless and people working in the emerging enterprise sector. While SA legislation places a great responsibility on Municipality to facilitate LED, this has contributed to an interpretation that sees LED as an unfunded mandate for Municipalities, which has a negative impact on implementation of the LED mandate. The unfunded mandate of LED poses a challenge in terms of Municipalities directing resources to LED programmes and projects. At the same time Government legislation on grants and donor funding seems unfavourable when coming to LED programmes. There is a need to review the LED plan to align with the newly developed Government policies and programmes.

Moses Kotane Local Municipality is comprised of various sectors of the economy which include the following:

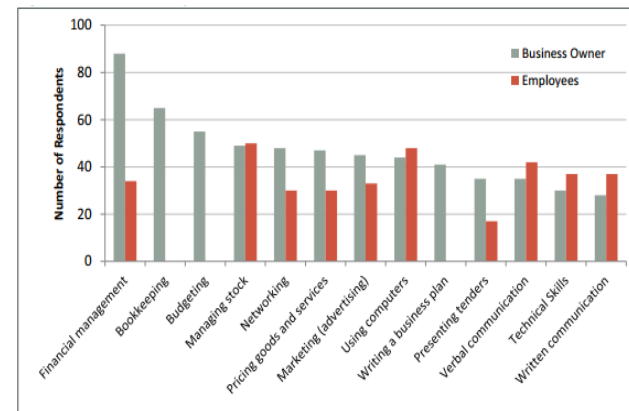
- Agriculture, Tourism, Mining, Manufacturing & Construction.



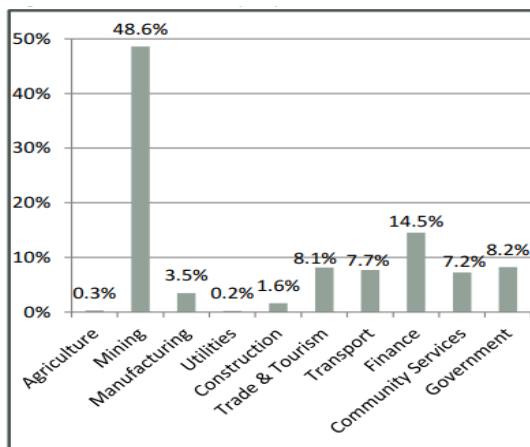
Birds Eye View on Youth Statistics in Relations to Employment



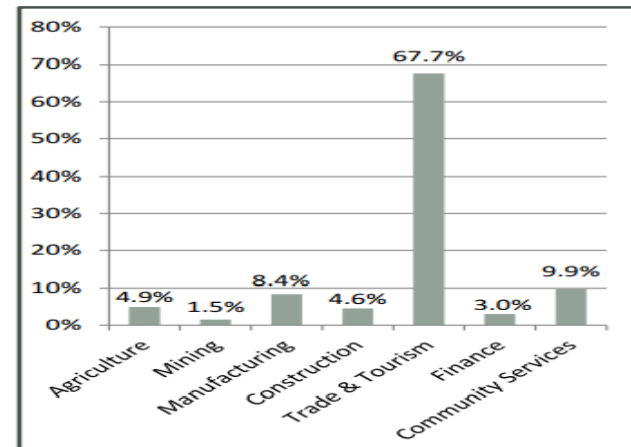
Skills Demand within Moses Kotane Local Municipality



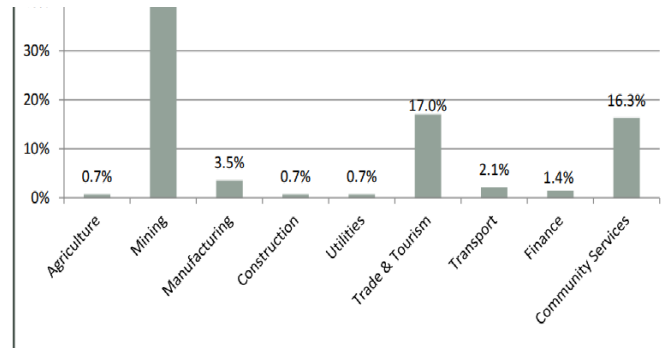
Economic Activity Per Sector



Economic Output Per Sector



Employment per Sector



5.2.1 Population Growth

The average annual population growth for South Africa, the North West Province and the Bojanala PDM for the 1995 – 2010 period is 1.6%, 1.3% and 1.8%.

5.2.2 Number of households

In line with the contribution the Moses Kotane LM has made towards the district population, the households in Moses Kotane contributed approximately 18% to the total households within the Bojanala PDM. The number of households contained within the Moses Kotane LM is estimated at 63 300. This indicates that there are around 3.6 persons per household

5.2.3 Age and gender structure

A smaller proportion of persons within the Moses Kotane LM are aged 15 – 64-year-old relative to the proportion of persons within the Bojanala PDM who fall within this age category. The implication is that the Moses Kotane LM has a relatively smaller potential labour force relative to the Bojanala PDM. Those persons who fall within the age group 15 – 64 year olds are classified as Potentially Economically Active (PEA). It can also be observed that the PEA population within the Moses Kotane LM was more female dominant (35.1%) relative to the males within the local municipality (35.1%) for the 2010 period.

5.2.4 Socio-Economic Characteristics

The purpose of this section is to examine the socio-economic characteristics that define the Moses Kotane LM. This entails the examination of the following indicators:

- ☐ Education,
- ☐ Level of skill,
- ☐ Mode of transport,
- ☐ Income expenditure, and ☐ Social indicators.

5.2.5 Education

One of the key elements to understand the socio-economic characteristics of an area is to measure the level of education that residents have obtained. The level of education has a direct bearing on the various other socio-economic characteristics within an area. In general low levels of education imply lower quality of life.



The proportion of residents within the Moses Kotane LM (11.9%) who have completed matric is much lower than the percentage of residents that have completed matric within the Bojanala PDM (14.9%). Furthermore, only 0.9% of the residents within the Moses Kotane LM have obtained a higher level of education.

5.2.6 Level of skill

51% of residents within the Moses Kotane LM are classified as semi-skilled and unskilled, whilst 37% of employees are classified as skilled and 12% are classified as semi-skilled and unskilled. The significant number of persons that have low levels of skills are one of the factors that have contributed to the poor socio-economic characteristics identified.

5.2.7 Mode of transport

The main mode (68.3%) of transport within the Moses Kotane LM is to travel by foot. This is higher than the proportion of persons within the Bojanala PDM that walked, as 56.0% of the district residents walk to school and work within the Bojanala PDM.

In addition, it has been identified that 12.3% of residents made use of a minibus/taxi and 11.6% of residents used bus services. The accessibility to public transport is encouraging even though the hope exists that the situation did improve. It is encouraging particularly as the Moses Kotane LM is quite rural and areas are fairly dispersed within the local municipality.

5.3 Income

A relatively higher proportion (30.6%) of the residents within the Moses Kotane LM received no income. 22.2% of the residents within the local municipality earned between R 8 590 and R 17 177 per annum or between R 716 and R 1 431 per month.

The level of income identified for the Moses Kotane LM is generally low and indicates that most households within the local municipality do not earn a sufficient level of income in order to meet their needs and the needs of their dependents.

5.3.1 Expenditure

Moses Kotane LM spends a greater proportion of its income on non-durable goods. This expenditure breakdown is unlike the breakdown identified for the other areas under analysis, in which services and non-durable goods are spent on fairly evenly by residents within the local municipality.

Non-durables goods are those goods that have a relative short-life however these goods are necessities and include products such as goods and services. Spending the greatest proportion of a household's income on non-durable goods implies that residents do not have a significant amount of income at their disposal. In addition, the expenditure breakdown also assists in indicating the demand for goods and services that should be provided for by businesses within the local municipality.

5.3.2 Social Indicators

The social indicators in this section provide an indication of the level of accessibility that the local municipality has to basic services and amenities. In order to determine this, the following indicators are examined:

- ☐ Access to housing
- ☐ Access to electricity



- ☐ Access to communication
- ☐ Access to refuse removal services
- ☐ Access to sanitation services
- ☐ Access to water

5.3.3 Access to housing

71.2% of residents within the Moses Kotane LM reside within a house/brick structure. This is particularly significant as the other areas under analysis have a significantly smaller proportion of their population that has access to a brick house. Whilst it is encouraging that most residents within the Moses Kotane LM are housed adequately, it should be noted that housing needs to be in relative proximity to the necessary infrastructure, services and employment opportunities. This is not the case for most of the areas within the local municipality.

5.3.4 Access to electricity

The majority (82.3%) of the population within the Moses Kotane LM had access to electricity and only a minor proportion of the population required the use of candles. Furthermore, the Moses Kotane LM appears to provide a greater proportion of its residents with access to electricity relative to the other areas under analysis.

5.3.4 Access to communication

The level of accessibility to communication for residents within the Moses Kotane LM is fairly similar to the other areas analysed. In general, the majority of residents had to travel to a public transport nearby in order to gain access to telecommunication services within the Moses Kotane LM as well as for the other areas analysed.

5.3.5 Access to Refuse Removal

A significant proportion of the population (80.0%) within the Moses Kotane LM had to use their own refuse dump in order to remove their waste whereas only 8.4% of residents had their waste removed by local authorities. The situation within the local municipality is unlike that experienced within the other areas under analysis. Most of the other areas analysed appear to have their waste removed from the local authorities.

5.3.6 Access to sanitation facilities

Most residents within the Moses Kotane LM do not have access to a higher standard of sanitation facilities. Only 13.6% of the local municipality residents have access to flush toilets, whereas the majority (80.6%) of residents had to make use of pit latrines.

5.3.7 Access to water

Easy accessibility to water was also not very high for residents within the Moses Kotane LM. This was determined as only 10.0% of residents within the local municipality obtained water inside their dwelling. A relative to the other local areas examined, the ease of accessibility to water is low.

Implication of the socio-economic indicators The low level of education, skill and income are some of the socio-economic characteristics that need to improve within the Moses Kotane LM. Access to basic goods and services within the local municipality are relatively good in some cases and poor in other instances. This is because access to refuse removal services and sanitation facilities are limited for a large proportion of households. On the other hand, relatively high access to electricity and telecommunication is also generally available. A significant proportion of residents within the Moses Kotane LM reside within brick structures.



5.3.8 Labour Indicators

The purpose of this section is to examine the labour market within the local municipality. This will be determined by examining the following:

- ☐ Employment and Unemployment Rate
- ☐ Participation rate
- ☐ Occupation
- ☐ Formal and Informal Employment

5.3 Employment and Unemployment Rate

Moses Kotane LM has amongst the highest unemployment rate 33.5%. This is discouraging as it indicates that approximately one third of the labour force wants to work but cannot find employment opportunities.

5.3.1 Participation rate

According to the Guidelines to Regional Socio-Economic Analysis, the participation rate indicates the labour force as a percentage of the population in the age group 15 – 64 years old.' The document also indicates that these rates indicate the percentage of the population that is actually economically active. In other words, this rate indicates that the proportion of the population that is employed or is actively looking for employment opportunities relative to the number of people that are of a working age.

It should be noted that the participation rate for the Moses Kotane LM is 56.9. This indicates that slightly more than half the people within the local municipality that can work are employed. This is comparatively lower to some of the co-municipalities such as Rustenburg (73.8) and Madibeng LM (63.8). A likely explanation for the low participation rate within the Moses Kotane LM is that job seekers have given up on finding a job and therefore they are not classified as economically active. This indicates that it is possible that the unemployment rate for Moses Kotane is higher than the official rate of 33.5% indicated previously.

5.3.2 Occupation

The main type of occupation for the Moses Kotane LM was plant and machine operators and assemblers (21.6%), elementary occupations (17.6%) and service workers, shop and market sales workers. Residents that have occupations with high level of skill contribute only 22.3% towards the total employment sector within the local municipality.

5.3.3 Formal and Informal Employment

A relatively higher proportion (86.4%) of persons employed, work for the formal sector. Implication of the Labour Indicators The main points of concern identified in analysing the labour indicators have been the high unemployment rate as well as the low participation rate within the local municipality. The main goal of the LED initiatives to be identified within this report should therefore aim to decrease the unacceptably high unemployment rate.

5.3.4 Economic indicators

This section will examine the economic performance for the local municipality. This will be determined by examining the following indicators:

- ☐ GGP Growth
- ☐ Sectoral contribution to GGP
- ☐ Employment growth
- ☐ Sectoral contribution to employment



5.3.5 GGP Growth

This is the economic performance for the Moses Kotane LM relative to the national, district, provincial and local municipality performance. It is interesting to note that the local municipality experienced a relatively high economic growth rate as the average annual growth rate for the local municipality estimated at 3.8%.

5.3.6 GGP per sector

The mining sector is the main contributor towards the total GGP for the local municipality. The finance sector (19.5%), the transport sector (10.9%) and the general government sector (10.0%) are also significant contributors to the local economy.

Tourism is unfortunately not classified as a sector on its own, and thus the contribution that tourism makes towards the local municipality cannot be easily quantified. However, it is clear that tourism is a very important sector for the local municipality, and therefore this sector will be further analysed in section five of this report.

5.3.7 Employment and Unemployment Rate

The Moses Kotane LM has amongst the highest unemployment rate 33.5%. This is discouraging as it indicates that approximately one third of the labour force wants to work but cannot find employment opportunities.

5.3.7 Participation rate

According to the Guidelines to Regional Socio-Economic Analysis, the participation rate indicates the labour force as a percentage of the population in the age group 15 – 64 years old.' The document also indicates that these rates indicate the percentage of the population that is actually economically active. In other words, this rate indicates that the proportion of the population that is employed or is actively looking for employment opportunities relative to the number of people that are of a working age.

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5.3.9 Formal and Informal Employment

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5.3.10 GGP per sector

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Tourism is unfortunately not classified as a sector on its own, and thus the contribution that tourism makes towards the local municipality cannot be easily quantified. However, it is clear that tourism is a very important sector for the local municipality, and therefore this sector will be further analysed in section five of this report.

1.1.1. Employment growth

Whilst the local economy had been growing at a relatively high rate, the level of employment has not grown at the pace required to improve the high unemployment rate identified. The employment rate within the Moses Kotane LM reached its highest growth at a growth rate of 2.4%, whilst the local municipality experienced negative employment growth rates of -3.9%.

1.1.2. Employment per sector

Besides the mining sector (31.3%) the main employer for the Moses Kotane LM is wholesale and retail trade sector (18.8%) and the general government sector (13.5%).

5.4 Economic Analysis and Positioning (District One Plan and IUDF)

There is an urgent need to develop projects and actions that will generate a competitive edge for the municipality so that domestic and foreign investment attraction and job creation takes place. Strategies that could be considered may be as follows:

- Development of relevant investment promotion policies
- Investment in economic infrastructure
- Development of strategies to secure / lobby investors
- Development of investment incentives for the area
- Partnership with corporate world to mobilise resources

Economy	Status quo and challenges
Economy and economic development trends(growing, stable, declining)	○ A slow economic growth rate ○ Lack of education ○ High rate of unemployment ○ Low levels of income ○ Low levels of skill ○ Mining vulnerable to economic shocks
Key Drivers • Main economic sectors • Main employers • Unique advantages • Competitive edge	○ The main employer for the Moses Kotane LM is Mining sector (31.3%), ○ Wholesale and retail trade sector (18.8%) ○ General government sector (13.5%) ○ Finance & insurance (11%) ○ Community & social services (11.7%) ○ Manufacturing (6.4%) ○ Transport (3.5%) ○ Construction (3%) ○ Agric. & forestry (0.7%) ○ Electricity, water, gas (0.19%)



Economy	Status quo and challenges
	MKLM Tress Index – 59% High Location Quotient (mining) – 4.97 Tourism has a high comparative advantage, however there is no data on the sector. The main attraction within the North West province is the Sun City complex, Madikwe & Pilanesberg Game Reserve
Key economic Opportunities and Potentials	• Manufacturing hub • Agro-processing • Aquaculture • Eco-tourism • Historic heritage development • Agri-incubation centre
Key planned investments and projects including locally made products (Low hanging investment fruits)	○ Economic growth and development ○ City Centres ○ Central Business Districts (CBDs) ○ Industrial Nodes/Parks (SEZs) ○ Corridors ○ Logistic Hubs ○ Road, Rail, Harbour infrastructure ○ Air linkages ○ AgriPark FPSU ○ Fresh produce market
Barriers and Constraints to unlocking opportunities and potentials	• The municipal economy has been growing at a slow growth rate in recent years. • The main challenge facing the local municipality is the lack of education for many residents, which is believed to be the main reason for the high unemployment levels, • the low levels of income and the low levels of skill. • Past LED interventions did not have impact as they were more social in nature. There is a need to consider turnkey projects with more funding.
Key Enablers • People • Skills • Technology • Incentives • Global, National and Regional Linkages • Administrative Costs (Utilities etc.)	The main type of occupation: ○ plant and machine operators and assemblers (21.6%), ○ elementary occupations. service workers, shop and market sales workers. (17.6%) ○ high level skill contribute only 22.3%
Key challenges	• Weak planning and coordination within government and with the private sector. Private sector investments frequently fail to align with public sector plans, • Insufficient use of intergovernmental relations (IgR) structures. IGR structures are not being used optimally for their intended purposes. • Weak long-term planning. The five-year horizon of IDPs is too limited to address elements such as infrastructure expansion, disaster risk



Economy	Status quo and challenges
	measures and integrated transport and human settlements necessary to overcome spatial inequalities. • Weak capabilities for spatial decision-making and administration. Inefficiencies in processing planning applications carry enormous cost implications, especially for the private sector, with negative consequences for investment growth and job creation. • Poor urban management. Some parts of towns, particularly the poorer parts, are characterized by unreliable service provision because of frequent and lengthy disruptions in the supply of services. • Economic development has been neglected in most municipalities. Currently, the spatial pattern of investment is somewhat haphazard, with investment driven by where developers can access cheap land or existing infrastructure. • Inadequate focus on creating enabling environments for innovation and economic growth. Entrepreneurs face particular hurdles in doing business because of varying regulatory and efficiency levels within local municipalities and in relation to other public agencies. • Informal sector dismissed or marginalized. Municipalities are thus often more inclined to restrict rather than help grow and diversify the activities of informal traders. • Dependent on one or key economic sectors and so vulnerable to economic or policy shocks. As a rural municipality, challenges include stagnant and declining economies, high levels of unemployment, marginalized townships on the periphery, poorly maintained infrastructure and decaying buildings.
• Actions / strategies to achieve desired outcomes	• Government to consider IDP in terms of planning, funding and delivering projects. • Municipality should develop long-term plans, which are aligned to the NDP and to provincial strategies and such must form the basis of their SDFs and guide sectoral and private • A framework for multi-jurisdictional collaboration should be developed, to promote regional development with clearly aligned and sequenced plans and investments. • Align land-use and human settlement planning to transport planning. • Support and strengthen capacity to implement sPluma. • Maximize existing IgR structures as a mechanism for coordinating planning. • Policies should accommodate informal economic activities, supported by a planning system that does not see the sector as a problem or ‘formalization’ as the only solution. • Municipal leadership needs to send clear and consistent signals that economic development is central to their agenda • Transforming human settlements and the national space economy’ and its vision for urban local government: • A successful economic strategy is an improved evidence base, and the ability to use it effectively. • Strengthen roles and leverage partnerships with other economic stakeholders.



Economy	Status quo and challenges
	Create the local conditions for supporting enterprise development and growth

5.5 AGRICULTURAL OVERVIEW

5.5.1 Labour

The labour required within the agricultural sector in general are not highly skilled, particularly if the employees are only required to work on commercial farms. However, the local municipality has a limited number of commercial farms and increasing the number of small-scale holdings is also encouraged. Therefore, the residents/emerging farmers within the local municipality require entrepreneurial skills and farming knowledge in order to successfully develop the agricultural sector within the local municipality.

5.5.2 Land

A significant proportion of the land within the Moses Kotane LM is under tribal land ownership. The implication of this form of land ownership includes the sub-optimal utilisation of the land as well as the inability of farmers to obtain credit as the land cannot be utilised as collateral. The Moses Kotane LM Agricultural Master Plan indicates that the Communal Land Rights Act may assist to mitigate this challenge and provide an enabling environment for socioeconomic development within the Moses Kotane LM tribal areas.

5.5.3 Water

As discussed previously the limited water supply within the local municipality is a constricting factor that negatively affects the development of this sector. The Agricultural Master Plan for the Moses Kotane LM indicated that rainwater harvesting may assist in mitigating this challenge. However, the limited water supply restricts the types of produce that can be grown in the area. The master plan indicated that irrigation was initially identified as a potential option to allow for the growth of the agricultural sector, however it was determined that this would be too costly. Instead it was identified that water should only be acquired for consumption by animals.

5.5.4 Linkages

The lack of linkages to markets is one of the major challenges identified for this sector. This is further highlighted in the sub-sections to follow in which it is indicated that many projects that have failed in the past have done so due to an inability to access markets

5.5.6 Risks

The agricultural sector is one of the sectors that generally face high levels of risks. These include climatic conditions (for example the impact of climate change), market prices (for example high prices of agricultural supplies) etc. In addition, it has been identified from the Moses Kotane LM Agricultural Master Plan that runaway fires are also a factor that negatively affects the agricultural sector within the local municipality.

5.5.7 Enabling environment

The lack of supporting infrastructure (abattoir, irrigation facilities etc.) as identified above is one of the major challenges facing the agricultural sector within the Moses Kotane LM.



5.6 RURAL DEVELOPMENT

Rural poverty is primarily caused by a limited access to resources, i.e. land for grazing, land for ploughing and etc. The same limitation may result from an imbalance between population and available resources; it may be funding and capacitated people to render a specific service. There are difficulties of improving the balance by applying a successful population policy, which will then require a gradual closing of the gap and differentiating between economic and population growth.

Population Growth is key especially in our rural areas where we are governed by Traditional Leaders. There is limited access to resources in our rural poor villages because of the current socio-political situation. Access to resources is deliberate, and the result is, that the available resources are underutilized because of obstacles of a socio-cultural and political nature. There are numerous examples of such a situation:

- Landless people cannot access land for cultivation,
- Landlords use their land extensively for their programmes,
- Subsistence farmers have difficulties in obtaining credit,
- Banks cannot fund where land is traditionally owned,
- Scarce means of production are supplied to certain sectors of the population

There resources need to be accessed by those who have interest and the general socio-political situation, who can understand the word "rural" to assist with clear explanation to the rural situation of each village, town, municipalities and its Provinces. The ultimate cause of rural poverty is the lack of integration of rural areas into the overall socio-political and economic system. This holds true, not only for the national, but for the international system as well.

Poor rural areas and rural population find themselves in a marginal situation; they are not part of the overall system for development. They do not participate in the developmental processes of their areas, either actively as producer, or passively as receiver of goods and services. The same poor hardly participate in the decision-making processes that are required by the Constitution and Municipal System Act for Communities to be engaged in all planning and developmental processes. The results can be seen amongst the older generation of the rural poor villages, and the widespread apathy, and a dangerous gap between aspiration and reality- among the youth.

To address issues of rural poverty and landlessness, the municipality has

- a) Developed a commonage policy
- b) Established AgriPark project
- c) Developed a feasibility concept for Fresh Produce Market

5.6.1 Commonage policy

The policy seeks to:

- provide for the sustainable use and management of commonage made available for the development of poor communities;
- make land available for agricultural development that forms an integral part of the Municipality's IDP and that addresses the needs of emerging farmers;
- address the alleviation of poverty by making commonage land available to emerging farmers and to foster local economic and youth development.

The origin of municipal commonage goes as far back into history as the formal establishment of towns. The State granted big portions of land, surrounding towns, to Councils which land, could then be used by town residents, amongst other things, the keeping of cattle to slaughter, the milking of cows and the cultivation of products. In the context of Apartheid, this land was only made available to white people. With the



passing of time, residents lost interest in the use of commonage and this land was made increasingly available to commercial farmers.

With the influx of people to towns, especially in rural areas, there is increasing pressure on the right to use municipal commonage. This can be attributed to the need of people (amongst others, new residents) to use this source in order to retain their right to existence. The Municipality is confronted with an increasing amount of requests from emerging farmers for the usage of commonage for, amongst other things, grazing for their cattle as well as for the cultivation of agricultural products.

The function of commonage has gained a new character through the new constitutional dispensation. Where it should still, as in the past, be used for the advancement of the residents, the commonage should now be managed within the bigger context of the transformation of the South African community. The Local Municipality acknowledges that all black people (Coloured, African and Indian) were historically excluded from gaining access to land in South Africa and especially because of high land prices. Commonage within the municipal area offers an ideal opportunity for the municipality to address this issue.

Even though the Municipality is not directly responsible for agricultural development or land reforms, the municipality still has to support processes as far as is possible within the established legal framework. The Special Development Framework will be a key document in designating the use of commonage which can be used to identify specific land parcels for specific uses.

This policy together with the applicable statutory provisions, instruments and other related documents including but not limited to the IDP, applicable municipal regulations relating to grazing, impoundment, sowing sites, irrigation and special project regulations, plans and related documents in respect of commonage agreements with land users forms the framework in terms of which the municipality will manage commonage and, if necessary, acquire new commonage

The Municipality commits itself to, inter alia and within its statutory and legal framework, use commonage for:

- The empowerment of emerging farmers within the municipal area;
- The alleviation of poverty by making land available to poor residents, especially women in the area;
- and Local economic development and land reforms.

5.6.2 AgriPark project

The development of a class of “black farmers”, in terms of technical expertise, ability to supply the market sustainability (regularly) and at the desired market quality.- community development through income generated by the value addition capability of the Agri-park (profits reinvested in the community through a Investment Financing Facility).- Improved property rights in line with the communal models of institutional rights through community buy-in.- emerging black farmers working in Joint Ventures to participate in supplying the Agri-park-private farmers to join the Agri-park, as a lucrative investment opportunity.- To maximise partnerships with other government stakeholders to develop critical economic infrastructure like, roads, energy, water, ICT and transportation/logistics corridors that support the Agri-park value chain.

DEFINITION OF AGRI PARKS - An Agri-park is a system innovation of agro-production, processing, logistics, marketing and training and extension services located in District Municipalities. As a network it enables a market-driven combination and integration of various agricultural activities and rural transformation services. The AP contains three basic units: - The Farmer Production Support Unit (FPSU). The FPSU is a rural outreach unit connected with the Agri-hub. The FPSU does primary collection, some storage, some processing for the local market, and extension services including mechanisation. - Agri-Hub Unit (AH). The AH is a production, equipment hire, processing, packaging,



logistics and training (demonstration) unit. - The Rural Urban Market Centre Unit (RUMC). The RUMC has three main purposes; - Linking and contracting rural, urban and international markets through contracts. - Acts as a holding-facility, releasing produce to urban markets based on seasonal trends.

Progress to date:

- Farmers were trained in five clusters about cooperative management (Makweleng, Madikwe, Mogwase, Kraalhoek and Motlhabe). These clusters will then establish primary cooperatives according to their clusters and facilitate those structures into a secondary cooperative that will become the legal management structure of the FPSU.
- FPSU management coordinating structure is being established comprising of Rural, Environment and Agricultural Development (READ, MKLM Local Councillor, Community Work Programme (CWP), MKLM – LED Official, DRDLR, Farmers representative, SEDA and Batlhako Ba Matutu Tribal Councillors.
- Rural Enterprise and Industrial Development (REID) unit from Department of Rural Development and Land reform (DRDLR) facilitate the implementation of the approved designs FPSU plans as annexure.
- Fem Plan is being appointed as projects construction management unit by DRDLR to come up with scope of work, structural designs plan, environmental impact assessment (EIA) and implementation management thereof.
- FPSU tender briefing for the construction of the facility was held on the 20 August 2018 where 57 MKLM SMME show up even though the project is of 7G CIDB category (R20 000 000 – R40 000 000) and our SMME may benefit from 30% that is legible for local contractors or 100% if they are awarded the tender.
- Advertisement was circulated to our SCM from Department of Rural Development and Land Reform (DRDLR) to disseminate to our local SMME captured in MKLM database. This is a 7G CIDB planned for a period of two years.
- MKLM farmers held their 13th Auction sale with a turnover of R12 162 380 000 million with 561 farmers selling 2184 livestock. 25 SMMEs benefitted from this marketing initiative. The second auctioneer have been introduced to reduce monopoly and farmers’ uncertainties.

5.6.3 MKLM Fresh Produce project

The Municipality is conducting a feasibility study for a fresh produce market. This is a facility that is aimed at trading in fresh produce, where producers deliver their produce to market agents who in turn sell to buyers. The aim of this facility is to generate substantial revenue for the municipality and to continue to do so daily; to ensure its sustainability and relevance as a source of food and key contributor to Food Security.

The municipality will manage and operate a market facility through the provision of premier quality facilities and complementary services to the fresh produce industry. This will include the following;

- Provision and management of profitable facilities and services for the distribution of fresh produce;
- Ensuring a competitive trading platform for fresh produce trading;
- Enabling market access, sustainable availability and affordable fresh produce and,
- Ensuring food safety and quality standards thus promoting healthy lifestyles.

The proposed location is ideal because it is highly visible from the public view. Trail and easy to keep vehicles from entering once the market begins. There is also an adequate amount of on-street parking in the area surrounding the lot. The proposed location is also near businesses / shopping complex and would encourage foot traffic to nearby merchants.





5.7 TOURISM OVERVIEW

Moses Kotane Local Municipality through the LED Unit has undertaken a process of development of a Tourism Master Plan that will give direction to the Tourism sector as well as promoting and supporting Tourism planning at local level. The Master Plan Addresses Tourism as a Local Economic Development directive that is mandated by the South Africa Constitution of 1996 and the Tourism Act of 1993. As it is stated that Local Government has a significant impact on natural and cultural resources in and around tourism destinations.

The overall objectives of the Master Plan are to:

- Ensure that tourism development in the municipal area is integrated with the regional economic value-chain and aligns with the Moses Kotane Local Municipality IDP, and the National and Provincial Policy Frameworks
- Develop Moses Kotane Local Municipality into a destination in its own right
- Ensure that Moses Kotane Local Municipality becomes the leading responsible and sustainable tourism development municipality
- Maximise tourism related SMME and job opportunities focusing on BEE and PDI
- Identify development opportunities for tourism based on tourism demand and economic market forces
- Develop tourism development concepts and to identify development opportunities that are feasible in a sub-regional context but also functional as part of the larger regional economic and tourism system
- Clearly identify all infrastructure investment opportunities for public sector and PPPs investment
- Package the Moses Kotane Local Municipality Tourism Strategy to facilitate investment and provide for focused interventions
- Develop a unique tourism brand and Marketing Plan to promote the area to potential domestic and foreign visitors
- Assess feasibility study on the MKLM nodal development

5.7.1 Funding for Tourism Projects

Regrettably, MKLM is currently operating under limited budget for tourism development from the municipality's side, which creates a barrier for the growth of the tourism industry in the local region. By utilising partnerships, MKLM encourage strategic philanthropy. This implies that certain stakeholders can invest in projects, thereby increasing tourism in the area which can benefit them, as well as create more tourism and jobs for surrounding communities. This generates a positive image for investing businesses. Hence, the municipality encourages all types of businesses and industries, for instance mining, to contribute to the development of tourism in the area.

Another important strategy, which MKLM has implemented, relates to community-driven organisations; namely the Tourism Working Group and Moses Kotane Accommodation Association. These community-driven organisations conduct most of their activities on their own terms and finances. Therefore, ensuring an outcome to their interest. Unfortunately, in the case of MKLM, these associations struggle financially and require support from the municipality. The Bakgatla-Ba-Kgafela Traditional Authority plays a key role in the tourism industry, within the MKLM region. The BBKTA has sufficient funding, and has just launch MpheBatho Museum.

5.7.2 Marketing Gaps and Challenges

- Limited financial and industry-supporting resources available in the municipality
- No proper signage along the road indicating establishments
- Lack of social media and social media skills
- Most places and tourism products information is outdated
- “Volcanos, Views and Valleys,” is a slogan and marketing campaign being developed by the tourism working group in MKLM
- Marketing campaigns at international events like INDADA are uncoordinated
- Smaller establishments can leverage large establishments’ events
- Create more awareness in communities with workshops and road shows
- Collaborate marketing of SMME’s and large companies
- Create a single marketing platform for SMME’s
- Destination Marketing Organisation or Local Tourism Organisations

5.8 Product Development, Events, Culture, And Heritage Gaps and Challenges

Product development, events, culture and heritage is the second gap. The available tourism attractions in the area is vital to the tourism economy in MKLM, as these attractions and products are the primary and secondary pull factors that attract consumers to the area. The opportunities and challenges relating to the tourism products available are:

- Culture and Heritage information are undocumented
- Lack of coordination between establishments
- Lack of proper infrastructure and access of infrastructure
- Limited access for locals to events facilities in the area
- The process of environmental impact assessment has barriers and lacks coordination by municipal
- Well-established events are unknown to the community and therefore suppliers and community members miss opportunities to participate in the events economically and socially
- An updated events calendar is required and requested by stakeholders
- Black emerging tourism market has great opportunities for tourism
- Host special events for niche markets
- Establishments in the area should receive tours of Heritage sites and other attractions, therefore enabling them to advise there travellers on where to go
- Uncoordinated and underutilised tourism routes
- Low geographical spread of tourist; low occupancy rate at establishments
- Bakgatla-Ba-Kgafela as the beneficiary, directly and indirectly for tourism product development
- Pilanesberg-Madikwe Heritage Park Corridor development
- Future and current Moruleng developments relating to the EcoSmart city and current tourism related projects
- Moses Kotane’s reburial and tourism developments surrounding his life in Pella and MKLM



5.9 Hard and Soft Infrastructure Gaps and Challenges

The third gap invers the hard and soft infrastructure of MKLM which affects the tourism industry directly and indirectly. The following challenges and opportunities were identified:

- The municipal road infrastructure is bad, as there are potholes and the lighting system is inefficient
- A Tourism Information Centre is required
- The area needs to be presentable as consumers do not only base their satisfaction on the establishment themselves but on the surrounding environment as well
- Tourism Signage is a problem in the area as some places need nationally recognised road signs while others need more directive signage
- Pilanesberg Airport re-launch provides great potential, but also conflicts in the tourism industry relating to the profitability and operations of tour operators
- The industry requested a framework on which they can submit their proposal for infrastructure development
- Water shortages in the area is a big problem
- Zoning of establishment areas is a challenge
- Molatedi Dam has great development potential
- NWP&TB youth skills programmes, MKLM's tourism buddy programme and other tourism industry staff training programmes have a very important role and creates great potential in the industry
- Adventure and outdoor tourism are very important and attractive tourism products in MKLM
- Lack of proper ICT connections in north western part of MKLM
- Lack of proper community development infrastructure that can assist the lower class community to develop skills, potential entrepreneurial ventures and improve engagement

5.10 Transformation Gaps Challenges

- Transformation in MKLM is another focus point where the following challenges and opportunities were identified:
- Non-compliance from large establishments with BBBEE charters
- The Pilanesberg to Madikwe area has a lot of attractions, culture and villages in-between, which has the potential for development, relating to rural tourism and entrepreneurship
- There are plenty culture and heritage tourism opportunities throughout the whole of MKLM
- Need for awareness programmes to expose local communities to tourism in MKLM and its potential
- Able to utilise ICT4D in community
- Heritage Park and Heritage Park Walk events have more potential
- Develop a Tourism Buddy System, which promotes easy communication with the Municipality
- Events have great potential in the area and should be utilised as a catalyst for tourism development and community participation in MKLM
- An assistance framework and funding programme is needed to help entrepreneurs in the area
- More educative programmes relating to tourism should be provided in schools

5.11 Institutional Gaps and Challenges

The Institutional framework is a very important component of tourism in MKLM. The challenges and opportunities in the institutional environment of MKLM has to be address in order to achieve a proper strategy implementation. The following gaps relate to the institutional framework of MKLM:

- No Municipality funding to assist and develop tourism industry
- The different level of government bodies in the North West Province does not have the same tourism vision and strategic goals, therefore hindering proper implementation of strategies on all levels



- There is no framework which supports the tourism industry with their queries, proposal and challenges
- There is a lack of umbrella associations in the area
- Some associations and local organisations lack resources and capacity and needs to be revived
- Governance lack in MKLM and the North West Province.

5.12 MINING OVERVIEW: Mineral Deposits and Mining Footprint

According to the Department of Mineral Resources, the current mining activities consists of a total of forty-seven (47) mining licenses issued. Of the 47 issued licences twenty (20) operational mines, twenty-seven (27) mines non-operational. The non-operational mines are due to: companies that are under care and maintenance, lack of funding, appeals, and water use licences. Right holders are obliged to commence with operations within 120 days for prospecting and 1 year for mining from the date of issuing of the right. In addition to the non-operational mines listed above, there is total of nineteen (19) applications are pending.

SBPM has been granted mining rights for Platinum Group Metals and Associated Minerals (Precious Metals), Copper, Nickel, Cobalt and Chrome.

a) Existing and Operational Mines in the Municipality

Area	Mines	Operational Non Operational & Commodity	SLP Status	Descriptions
All three mines are in Limpopo Province, Thabazimbi in Waterberg District Municipality and cross border with North West, Moses Kotane Local Municipality in Bojanala Platinum District Municipality	Siyanda Bakgatla Platinum Mine	Operational and Platinum Group Metals and Associated Minerals (Precious Metals), Copper, Nickel, Cobalt and Chrome.	SLP2 ending in December 2021 Currently consulting Moses Kotane Local Municipality, BBKTA and other stakeholders on SLP3	Siyanda Bakgatla Platinum Mine (Pty) Ltd is a Platinum Producing Mine based in Swartklip, in the Province of Limpopo, the Republic of South Africa. The Mine also straddles the border of North West Province in Moses Kotane Local Municipality. SBPM has been granted mining rights for Platinum Group Metals and Associated Minerals (Precious Metals), Copper, Nickel, Cobalt and Chrome. The Platinum Group Metals and Precious metals are a group of elements of which the most prominent ones are Platinum, Palladium, Rhodium and Gold. In addition, Ruthenium, Iridium and Osmium are also recovered during the metallurgical refinery process. The Mine was acquired from Anglo American Platinum effective from the 1st of February 2018 by Siyanda Resources and Bakgatla-Ba-Kgafela Community who owns 27% shares of the Mine.
	Anglo Amandelbult Mine	Operational And Platinum	SLP expired and now ready for a five year review	The Tumela Mine, located in the Thabazimbi District in Limpopo province of South Africa, contains platinum group metals (PGM). The mine is 100% owned by Anglo American Platinum, which is the



Area	Mines	Operational Non Operational & Commodity	SLP Status	Descriptions
	(Tumela/ Ditshaba Mantserre			world's largest platinum producer accounting for 40% of the world's supply. The mining rights of the Tumela Mine cover a total area of 111km ² in the north-western section of the Bushveld Igneous Complex (BIC), which is the largest reserve of PGM worldwide. The life of the Tumela mine extends beyond 2091. The mine is being operated as a standalone unit since 2009 after Anglo Platinum's Amandelbult section was split into two mines, namely Tumela and Dishaba
	Northam Platinum Mine	Operational And Platinum	Not Engaged	The Zondereinde mine is an established, conventional, long-life operation which mines UG ₂ and Merensky ore and produces approximately 300 000oz of refined 4E PGMs from own operations annually. The mine is located on the northern end of the western limb of the Bushveld Complex near the town of Thabazimbi.
The two are cross border for Rustenburg and Moses Kotane	Wesizwe Mine	Operational And Platinum	SLP expired & engaged MKLM for review processes Summary of proposed projects for SLP 2019-2023 (send by January 2019) was done from 16 th August to 10 th September 2018	Wesizwe Platinum Limited is a public Company incorporated in the Republic of South Africa (RSA) with its shares listed on the Johannesburg Stock Exchange (JSE). The intention is to enter into Platinum Group Metals (PGM) mining in South Africa as the launch pad for growing into a significant multi-commodity mining Company that sets new benchmarks for sustainable mining practices. The development of their new Bakubung Platinum Mine (BPM) has the sole purpose to access one of the last remaining sizeable and viable Merensky and Upper Group 2 (UG ₂) Chromitite layer PGM ore bodie
Is within MKLM boundaries of Bakgatlha Tribe	Pilanesberg Platinum Mine	Operational And Platinum	Not engaged with SLP engagement	Pilanesberg Platinum Mines (Pty) Ltd, a wholly owned subsidiary of Boynton Investments (Pty) Ltd, was granted a mining right over four properties in the Pilanesberg project area by the South African Department of Minerals and Energy in February 2008. PPM is the producer of Platinum
Is within the MKLM boundaries and also Rustenburg Municipality	Batlhako Mine Xstrata Alloys	Operational Chrome	Not engaged with SLP engagement	The Batlhako Chrome Mine and Mill is in North West, South Africa. The site was first discovered in 1946. The Batlhako Chrome Mine and Mill is an underground mining operation. Initial production took



Area	Mines	Operational Non Operational & Commodity	SLP Status	Descriptions
				place in 1946 and overall output was considered to be medium size. Mine operations consist of underground workings. There is one known shaft. The mining method is breast stoping. Mine capacity in 1989 was 480 mt ore/day with a production unit cost of 24.25 \$/mt ore. The ore mined is composed of chromite and magnetite with waste material consisting primarily of anorthosite, chalcopyrite and pyrrhotite.
North West Limpopo Border – MKLM and Thabazimbi	Rhino Andalusite Mine	Operational	Not Engaged	Rhino Andalusite Resources was formed in 2001 to exploit the Maroeloesfontein andalusite deposit in the Thabazimbi area. It lies on the same strike line as the Rhino Andalusite Deposit. The andalusite deposit has been extensively sampled and tested, and studies have been completed by, among others, Venmyn Rand (Pty) Ltd, Dr F Mendelsohn and Mintek. Unlike the Rhino andalusite deposit to the north, which is partially overburdened by hills, the Maroeloesfontein deposit lies in the flat area at the foot of the hills. It therefore lends itself well to opencast mining. The crystals are easily liberated in the separation plant.
North West / Limpopo Border – MKLM and Thabazimbi Municipalities	Pretoria Portland Cement	Operational And Lime	Processes are ongoing	PPC Dwaalboom (“Dwaalboom”) is situated in the Limpopo Province, at the boundaries of the Thabazimbi Municipality, approximately 82 km from Thabazimbi Town and 23 km from Mokgalwaneng in North West Province. The North West Province is the major labour sending area for the Dwaalboom operation. The mining operation, which extracts limestone as input material for its cement manufacturing process, is located 12 km from the Dwaalboom town
North West / Limpopo Border – MKLM & TBZ Municipalities	Mamba Cement	Operational And Lime	Not engaged	Established limestone deposit near Northam in Limpopo but closer to Ramokoka / Pyllkop / Phalane communities.
MKLM Boundaries	Batlhako Mine	Operational And Chrome	Not engaged	The Batlhako Chrome Mine and Mill is in North West, South Africa. The site was first discovered in 1946. The Batlhako Chrome Mine and Mill is a underground mining operation. Initial production took place in 1946 and overall output was



Area	Mines	Operational Non Operational & Commodity	SLP Status	Descriptions
				considered to be medium size. Mine operations consist of underground workings. There is one known shaft. The mining method is breast stoping. Mine capacity in 1989 was 480 mt ore/day with a production unit cost of 24.25 \$/mt ore. The ore mined is composed of chromite and magnetite with waste material consisting primarily of anorthosite, chalcopyrite and pyrrhotite.
Farm Name: Haakdoornfontein 12 JQ	Not operational and engagement process		Busy with SLP consultation	Process of Community Engagement and Project identification. Villages around the project area: Manamakgotheng Mononono ; Legogolwe Varkfontein , Groblersvlyt Merekwaneng ; Maerannrg ; Rampipi ; Tlapane
MKLM Boundaries	Matutu Clay	Operational	Not engaged	Matutu is a supplier of Attapulgitic Clay from the North West province. The mine has more than 1 000 000 tons measured reserve, meaning that mine still has a long life ahead of it
MKLM Boundaries	Motsitle Mining	Operations Halted	Consultation ongoing	The Motsitle Mining is situated in Vlakfontein in Mableskraal, the mine produce chrome.
MKLM Boundaries	Horizon Chrome Mine	Halted	Consultation ongoing	Horizon Chrome Mine was acquired by Maredi from Glencore during mid-2015. The Company resumed trading during 2016 with a focus on chrome mining operations. The Company's operations are located in the North-West Province, approximately 60 km North West of Rustenburg. The mine includes portions of the farms Ruighoek 169JP and Vogelstruisnek 173JP.
MKLM Boundaries	Latilla Lime Mine	Operational	Not Engaged	Established limestone deposit near Kraalhoek village in Limpopo
MKLM Boundaries	Thutse Mining	Operational	Not Engaged	Thutse Mining provides mining of manganese, iron, chrome ores, and other base minerals and metals, as well as manufactures manganese and chrome alloys.



b) Proposed Mines and Ongoing Engagements

Area	Mines	Operational Operational & Commodity	Non Operational	SLP Status	Descriptions
Mantserre	Samancor Varksvlei Mine	Non Operational stil to be lodged with Department of Mineral Resources		Ongoing Engagements	
Mononono	Ikwezi Mine	Non Operational stil to be lodged with Department of Mineral Resources			Ikwezi Vanadium (PTY) LTD
Farm Name: Haakdoornfontein 12 JQ		Non Operational stil to be lodged with Department of Mineral Resources		Ongoing Engagements	Process of Community Engagement and Project identification. Villages around the project area: Manamakgotheng Mononono ; Legogolwe Varkfontein , Groblersvlyt Merekwaneng ; Maeranrng ; Rampipi ; Tlapane
Manamakgotheng	Matai Mining				

In terms of mining legislation recently passed in South Africa, including the Minerals and Petroleum Resources Development Act (MPRDA), the Broad based Socio-economic Charter for the Mining Industry (the Mining Charter) was developed in consultation between the mining and minerals industry and Government, and ratified in October 2002. The goal of the Charter is to create a mining industry that will proudly reflect the promise of a non-racial South Africa’.

The government then produced measures for assessing the progress of mining companies in respect of a number of key areas as they relate to socio-economic goals. Mining Stakeholders’ declaration strategy for Sustainable Growth and meaningful Transformation of South Africa’s industry includes:

The Department of Mineral Resources, National Union of Mine Workers, Chamber of Mines of South Africa, South African Mineral Development Association, Solidarity, UASA – The Union, Stakeholders acknowledge and commit to mitigate various constraints that are evident in:

Infrastructure inadequacies, Paucity of requisite skills, Regulatory Framework, Low levels of exploration and research and development. Stakeholders recognize the transformation backlog in the industry. The unsatisfactory pace of which has fueled socio economic developmental disparities, influenced workplace inequity and aggravated the plight of mining areas. Stakeholders are committed to integrate transformation priorities with measures to promote the globally competitive growth of the sector. They also commit to develop the mining industry in resonance with government’s socio economic development priorities.

5.13 Anglo American Municipal Capacity Development Programme (MCDP)

5.13.1 Anglo American

During the 2020/21 financial year, the Moses Kotane Local Municipality was selected as one of 9 municipalities to become part of the Anglo American Municipal Capacity Development Programme (MCDP). The MCDP is supported by the Department of Cooperative Governance and Traditional Affairs (COGTA) and is implemented in municipalities that are home to what is called Anglo’s ‘host communities’. The MCDP is a multi-year project that supports service delivery through strengthening institutional and individual capacity. Furthermore, the



MCDP provides technical assistance to municipalities in a manner that enables action-oriented capacity development.

Project Name	Anglo Municipal Capacity Development Programme
Project Category	Capacity Development
Introduction to Project	The specific emphasis of the programme is to contribute to institutional, organisational and individual capacity development, in line with government's capacity development framework. The programme aims to complement existing service delivery programmes within Moses Kotane Local Municipality. It seeks to do this in collaboration with local, provincial and national role players, and to enhance the value of existing and planned Social and Labour Plan (SLP) investments and contributions of Anglo Platinum and Amandelbult Mine. The overall programme focuses on Strategic Water Management, Strategic Development Planning and Asset Lifecycle Management. The municipal-specific initiatives listed below have been agreed with the Moses Kotane Local Municipality and will be implemented during 2021/22. The initiatives are in various phases of planning and implementation.
Project initiatives for 2021/22:	#1 Infrastructure Maintenance: Focus on Existing Anglo American Infrastructure Support The initiative will capture information on immovable assets that have been constructed by Amandelbult Mine in the municipal area. The purpose of the initiative is to support oversight and timeous planning for infrastructure maintenance and sustainable service delivery. #2. Efficient functioning of water treatment works This initiative is focused on addressing challenges (e.g. maintenance of the measuring instruments; training of process controllers; lack of SOPs) at one or more of MKLM's water treatment works (WTW). The intention is to identify and launch actions to ensure that plants functions optimally. #3. Groundwater Risk Management This initiative aims to strengthen MKLM's ability to monitor and manage groundwater in the area. It is still being scoped, but will review, verify and update the existing groundwater infrastructure database in order to possibly establish a groundwater management programme. #5. Evidence-Based strategic development planning support The initiative is aimed at capacitating municipal counterparts to: (i) improve the credibility of the IDP (ii) access evidence on development dynamics impacting settlement growth, including water quality and quantity and (iii) identify implications for settlement and integrated development and management.
Budget	Implementation resourced by Anglo American through CSIR as Implementing Agent
Project Start Date	Year 2020
Target Group/ Beneficiaries	The MKLM area, in order to directly and indirectly benefit the Anglo Amandelbult Complex's six host communities.

5.14 ARTS AND CULTURE OVERVIEW

Arts and Culture as A Development Quest for Moses Kotane Local Municipality

The Freedom Charter that says "Doors of learning and culture shall be open to all" Even if the document was prepared more than 50 years ago, it still carries resonance within us. The Provincial Government has

IDP/Budget for FY 2021/2022

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pronounced a plan that encompasses Arts and Culture as one of the concretes which will assist economic growth, ACT which is Agriculture, Culture and Tourism.

The 2011 National Consultative Summit provided a revised strategy and plan, including new large-scale interventions to–

- Reinforce the Arts, Culture and Heritage (ACH) Sector as an economic growth sector.
- General continuity and the introduction of new initiatives that build on and expand existing initiatives as far as possible;
- Skills development for excellence and high performance in the Arts Culture and Heritage Sector;
- Large-scale interventions aimed at optimizing growth and the employment potential of the Sector;
- Expansion and coordination of supply and demand in the Sector;

The following is a list of the large-scale projects/work streams of Mzansi Golden Economy (MGE), as a strategic response:

- Cultural events, and Touring Ventures,
- Legacy projects, and Cultural precincts,
- Public Art, and Art Bank,
- Sourcing enterprise/information centres,
- National Academy for Cultural & Creative Industries of SA (NaCISA),
- Artists in Schools, and Cultural Observatory

There is increasing evidence in global and local statistics on the socio-economic impact of the cultural and creative industries and the arts, culture and heritage sectors.

5.15 Statistical Data

The 2015 EY report, *Cultural Times – The First Global Map of Cultural and Creative Industries*, the first global survey quantifying the global economic and social contribution of the industries, found that revenue from cultural and creative industries generated globally accounts for 3% of the world's GDP or a total of \$2 250bn. It also creates a total of 29.5 million jobs worldwide, or 1% of the earth's actively employed population.

South Africa is aligned with this trend where in 2014, according to some early mapping of the sector, South Africa's creative economy contributed over R90.5bn to the national economy or 2.9% of the GDP in 2013 to 2014, exceeding, for instance, the contribution of agriculture to the GDP (2.2%).

In this context, publically funded arts, culture and heritage sector projects, events and organizations play a vital role in South Africa's economic growth, development and job creation. However, this strategic function is often underestimated. Drawing attention to the growing impact of cultural and creative industries on South African socio-economic development requires that artistic practitioners, researchers and funders alike need to critically evaluate the overall impact and cultural value of their projects.

Despite its growing importance, monitoring and evaluating cultural and creative industries is not always simple – because of the complicated indicators involved such as various social and economic values, and the intrinsic values that arts and culture generate. For example, measuring the intrinsic value – individual and personal responses, the importance of art or performance to a community and in a public space – is very different to measuring the economic (e.g. ticket sales) or social (e.g. education) values. The benefits of some cultural



activities, like archiving and preserving heritage, may only become apparent over time, and are thus not suited to short-term valuation methods.

Nevertheless, all three of these values make an important contribution to the overall value and impact of arts, culture and heritage sector projects – and South Africa has long been in need of a framework to support this type of measurement. Enter the SACO, the cultural statistics research arm of the Department of Arts and Culture, which recently developed a ‘Framework for the Monitoring and Evaluation of Publicly Funded Arts, Culture and Heritage’ to do just that. Based on international best-practice and guided by the funding guidelines of the Mzansi Golden Economy, the framework allows artistic practitioners and funders to express and demonstrate the value of their projects.

5.16 Development Rationale

Using arts, culture and heritage sector-related themes and indicators, the framework sets a clear path for creative practitioners to evaluate the contribution of their cultural and creative industries projects and express their project successes. The framework can assist various performing artists, art managers, researchers and many more to identify, present and measure their values. Aligned with national policy goals, the framework presents five broad themes that can help creatives to track and evaluate their projects. These include: Audience Development & Education; Human Capital/ Professional Capacity Building; Inclusive Economic Growth; Social Cohesion and Community Development; and Reflexive and Engaged Citizens.

These themes speak to a mix of economic, social and intrinsic values and are supported by a range of indicators that can be used to measure different values. For example, when measuring the value of Audience Development & Education one could use indicators related to ticket sales, media coverage, and workshops. Similarly, when measuring the impact of a project on Reflective & Engaged Citizens, one could look at the project’s influence on appreciation of diversity or generating empathy. The diversity of cultural and creative industries requires that monitoring and evaluation frameworks are adaptable to the nature and purpose of individual projects. The SACO framework recognizes this diversity and is adaptable to projects with different aims, expected impacts and expected beneficiaries. This means that even small craft skills development projects, or local dance groups can use the framework to evaluate their project impact and value.

5.17 Funding Challenges Versus the Reports

This allows projects that have limited economic or ‘market-impact,’ to demonstrate their alignment with the Department of Arts and Culture’s strategic goals in terms of their social and intrinsic values – a key component for securing future public funding. Also, from a funder perspective, tracking impact of funding on the cultural sector can assist the Department of Arts and Culture to monitor policy and funding effectiveness and identify potential high-performing sectors. It can also help to ensure that funds are allocated to projects that are most closely linked to realizing its strategic goals and vision. From a practitioner perspective, apart from providing the data needed to apply for public funding, the monitoring and evaluation framework can be used to demonstrate practitioners’ abilities to achieve stated aims, evaluate marketing strategies, help funders to understand projects’ goals, demonstrate accountable use of funds, engage stakeholders (artists, audiences, funders) and demonstrate the value of the arts to communities and funders.

5.18 The Socio Economic Solution

With a focus on facilitating partnerships and collaborative capacity-building, the framework provides creative with a straightforward tool to clearly measure and evaluate the success – or failure – of their projects. This is something that has not been available to the industry before, and a tool that can help us better understand an industry that has vast socio-economic potential still to be understood and realized. The above mentioned is a clear indication of the direction we wish to take in collaboration with our communities is in the right direction. We would like to utilize the arts and culture or creative industries as a tool that will fight unemployment, moral



decay, poverty and addition to narcotics and drugs like Nyaope and others. Arts and Culture has proved itself in many ways that it can help communities around the world.

The talent spread within our 10 clusters of Moses Kotane Local Municipality

Diagram 1 – The Generic View

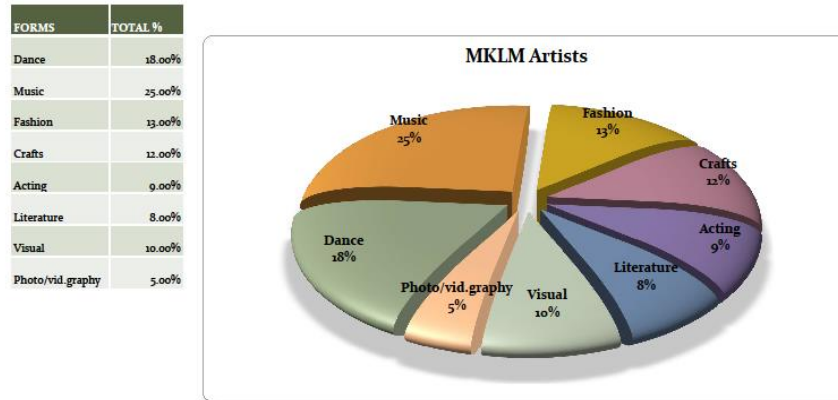


Diagram 2 – Stage Play and Television Talent per Cluster

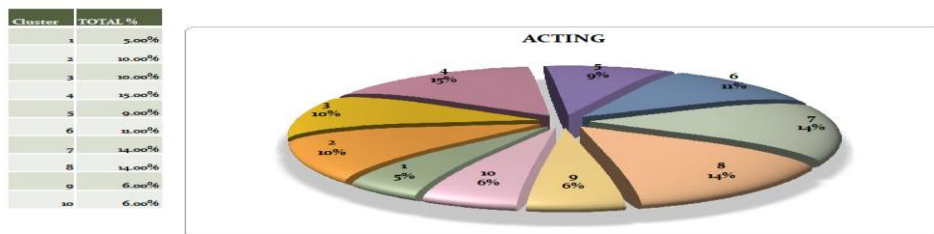


Diagram 3 – Visual Artistic Talent Per Cluster

Cluster	TOTAL %
1	5.00%
2	4.00%
3	14.00%
4	9.00%
5	9.00%
6	23.00%
7	10.00%
8	14.00%
9	6.00%
10	6.00%

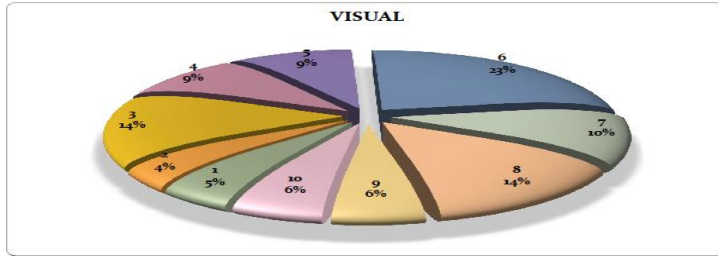


Diagram 4 – Dancers Per Cluster

Cluster	TOTAL %
1	6.00%
2	10.00%
3	7.00%
4	11.00%
5	20.00%
6	17.00%
7	6.00%
8	9.00%
9	7.00%
10	7.00%

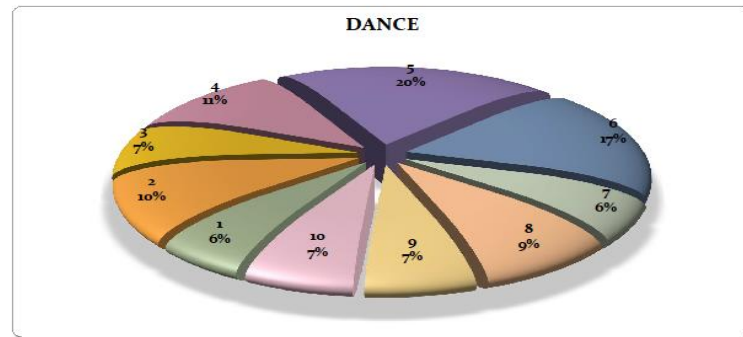


Diagram 5 – Fashion and Sewing Talent



Cluster	TOTAL %
1	6.00%
2	9.00%
3	7.00%
4	12.00%
5	15.00%
6	15.00%
7	9.00%
8	7.00%
9	6.00%
10	13.00%

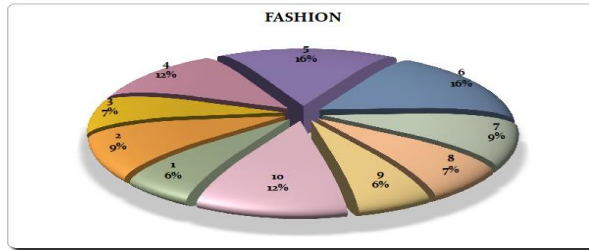
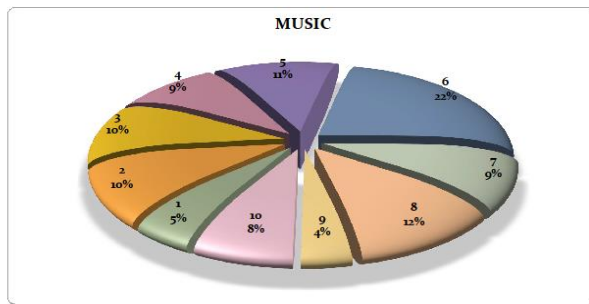
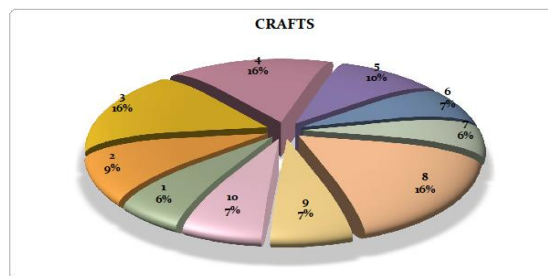


Diagram 6 – Music Talent

Cluster	TOTAL %
1	5.00%
2	10.00%
3	10.00%
4	9.00%
5	11.00%
6	22.00%
7	9.00%
8	12.00%
9	4.00%
10	8.00%



Cluster	TOTAL %
1	6.00%
2	9.00%
3	15.00%
4	15.00%
5	10.00%
6	7.00%
7	6.00%
8	17.00%
9	7.00%
10	7.00%



The Value Chain of the Sector and the Multiplier Effect	Quick Wins
• Production Houses • Sound and Stage • Lighting and Props and Sets • Welfare and Fashion • Beautification and Transport • Accommodation and Tourism Support Initiatives • Museums and Heritage Sites	• Monthly Performances at community halls • Developmental Communications • Commissioning • Beatification of Government Building • National, Provincial and Regional Campaigns • Schools Set works for Prescribed Books • Media City Project

Concluding Remarks

The above mentioned indicates the potential of the sector if properly funded and can create the much needed jobs within the municipality with its multiplier effect and the existing data supplied.

Desired Future

The following are strategies and actions (immediate, short, medium and long-term) that are required to move from the current situation to the desired future in relation to each of the following:

ACTIVITY	SOURCE OF INFORMATION	COMMENT
Future Demographic Profile • Projected number of people and households and spread across districts: ○ 2019-2024 ○ 2024-2030 ○ 2030-2034 • The well-being of the people of the districts • The human development outcomes • The quality of living and lifestyles	COGTA,PWR,OOP, SALGA and District Municipalities (Including LM)	76170 - 80209 81252 - 85560 86672 – 91267 • 10% unemployment • 0% poverty rate • 100% of skilled youth Increased investments
Economy • The future economy • Nature of the economy • The type and quality of job opportunities • Levels of entrepreneurship • Application of technology • National and global linkages • Local products • Branding and Marketing	COGTA,PWR,OOP, SALGA, DEDECT, Prov. Treasury and District Municipalities (Including LM)	○ Utilization of all natural resources to grow the economy. ○ Job opportunities where communities will earn income above poverty rate ○ Enterprises that are focused more on manufacturing

ACTIVITY	SOURCE OF INFORMATION	COMMENT
Economic Positioning The projects and actions that will generate a competitive edge for the districts so that domestic and foreign investment attraction and job creation takes place.	COGTA,OOP, SALGA, DEDECT, Prov. Treasury and District Municipalities (Including LM)	○ The planning and implementation of catalytic and turn-key economic projects that will contribute to economic growth, employment creation and diversification across all economic sectors. ○ To develop a comprehensive range of technical skills ○ Facilitating and implementation of initiatives and projects that will promote labour force, entrepreneurial and skills development, as well as



ACTIVITY	SOURCE OF INFORMATION	COMMENT
		the establishing of networks through which these skills can be matched with demand - Marketing and promotion of the economic opportunities in the municipal area, including investment brokerage and aftercare - To leverage funding for economic development - To improve and stimulate investment environment to ensure that the municipal area is conducive to business investment - To attract investment within and outside the country - To market and advertise the area especially where there is under-exploited business investment potential PROJECTS: - Pilanesberg National Airport is a key facility which can be utilised for freight purposes, - Industrial park expansion - Agro processing - Bio Refinery - Heritage precinct (Pella) - Tourism Node (Mogwase) - Informal Traders' stalls - Marketing and Single Branding MKLM - Develop Molatedi Dam - Provision of Signage - ICT infrastructure



SECTION 6

KPA 4

SPATIAL

RATIONALE



6.1 Municipal Planning (Town Planning)

Municipal Planning is a Unit under the Department of Planning and Development which comprises of two divisions: the Municipal Planning (Town Planning and Geographic Information System-(GIS). This unit function is assigned to South African Municipalities in terms of section 156 of the Constitution of the Republic of South Africa read with Part B of schedule 4 and in terms of which Municipalities have both executive and a right to administer to the extent set out in section 155.

Land use planning is the process by which a society, through Moses Kotane Local Municipality, decides where within its area of jurisdiction different socio-economic activities such as housing, industry, agriculture, recreation and commerce should take place. This includes protecting well-defined areas from development due to environmental, cultural, historical etc. And to establish provisions that regulates the nature of development activities.

Consequently, Municipal Planning (Town Planning) division in Moses Kotane Local Municipality is responsible for processing the following Statutory Planning applications;

1. Amendment Scheme (Rezoning) applications;
2. Special Consent (secondary rights use) applications;
3. Township Establishment Applications;
4. Temporary/Departures applications;
5. Amendment of conditions of approval;
6. Removal of restrictive title conditions;
7. Land subdivision and consolidation applications

Separately from the statutory applications listed above, the Municipal Planning is also responsible for compiling the **spatial strategy** of the Municipality. The spatial strategy documents indicated is better known as the Spatial Development Framework. The Spatial Development Framework is required by law to decode the vision and strategy of the Integrated Development Plan into the desired spatial form of the Moses Kotane Local Municipality.

The unit is also responsible for the Geographic Information System of the Municipality. GIS is a critical tool that supports a number of municipal legislative requirements contained in the it Municipal Systems Act (No. 32 of 2000), the Municipal Structures Act (No 117 of 1998), the Spatial Data Infrastructure Act (No. 54 of 2003), the Promotion of Access to Information Act (No. 2 of 2000) and the Property Rates Act (No 6 of 2004). It is a vital tool to support the Municipal Integrated Development Plans (IDPs), the Spatial Development Framework and projects that have a recorded spatial location. Geographic Information System is a framework used for gathering, managing and analysing data which integrates all data types such as statistical, environmental, infrastructure, billing, IDP and built environment. It is a tool that keeps track/ record of events, activities and things but most importantly where these events, activities and things are located.

Moses Kotane Local Municipality has a Municipal Property Register System (MPRS). The system delivers the following functions:

 Property searches	 Print out maps
 Viewing of census data	 View coordinates
 View property transfers	 Show vector, hybrid and imagery maps.

a) Challenges and Action Plan

Table 2: Challenges	Action Plan
There is a lack of reliable spatial data for planning and reporting. Poor integration of municipal systems.	A proposal for establishing and investing in a sound spatial data infrastructure which will support efficient municipal operations has been set.
Inadequate staff	A proposed Planning and development structure has been submitted for Council's consideration.
Lack of Municipal data policies and by-law	Policies and by-laws have been drafted.

b) Municipal Planning unit 5-year project and program plan

Table 3: Short Term	Medium Term	Long Term
Unit 8 township establishment finalization	Unit 7	Lekutung project (green development in Moruleng)
Appointment of Municipal Planning Tribunal	Land acquisition for Morsgat, Matooster	Integrated GIS
Appointment of a body to resume the responsibilities of the Municipal's Appeal Authority	Unit 8 Ext	Special Economic Zone
Appointment of an Outdoor advertising and signage Consultant	Unit 6 Township establishment	Kubu Development (Bakubung City)
Extension of cemetery	Pilanesburg Hotel & Chalets	Tourism Hub
Appointment of a Panel of professionals Service Providers from the Built Environment field of study	Gabonewe Estate	Mosegedi Village (Airport)
	Private Hospital	Mabeskraal Shopping Complex
	Re-layout of Unit 3	Mogwase Shopping Complex
	Unit 5 North Infill Development (Erf 1830)	-
-	Land Audit	-
-	Policy and By-law development	-

6.2 New dawn in Spatial Planning for the entire republic

The Spatial Planning and Land Use Management Act 13/2013 (SPLUMA) was assented by the President of the Republic of South Africa in 2013. SPLUMA is a framework act for all spatial planning and land use management legislation in the entire country.

a) Objectives of SPLUMA

The act has six (6) objectives that it seeks to achieve.

1. Provide for a uniform, effective and comprehensive system of spatial planning and land use management for the Republic;
2. Ensure that the system of spatial planning and land use management promotes social and economic inclusion;
3. Provide for development principles and norms and standards;
4. Provide for the sustainable and efficient use of land;
5. Provide for cooperative government and intergovernmental relations amongst the national, provincial and local spheres of government; and



6. Redress the imbalances of the past and to ensure that there is equity in the application of spatial development planning and land use management system.



7.3 Plans at the three spheres of government: National Development Plan 2030

The National Development Plan 2030 is developed to set out an integrated strategy for accelerating growth, eliminating Poverty and Reducing Inequality by 2030.



Table 4: Six (6) NDP Priorities

1.	Strengthen Partnership between the private sector and Local Government
2.	Partner with Municipalities to address Waste Water Treatment
3.	Enhance the relationship between TVET colleges and industry
4.	Support Nation building & Social cohesion
5.	Incorporate a greater share of gas in the energy mix
6.	Cross-cutting role of the NBI in supporting collaboration

Table 5: National	Provincial	Municipal
At the National Level, the National Development Plan (NDP) sets the country's strategic objectives. To give expression to the NDP, the relevant authorized National Department has to prepare the National SDF, which looks at the Integrated Development	Provincial Government are responsible for compiling the Growth and Development Strategies (GDS) that are aligned with the NDP. Provincial Governments are also required in terms of SPLUMA, to prepare a Provincial Spatial Development Framework (PSDF) to give the spatial	Municipalities are responsible for service delivery, and hence the need for Municipalities to have a Municipal Integrated Development Plans which serves to provide strategic direction and align the efforts of all government spheres. The MSDP therefore is responsible for guiding the spatial



Framework (IUDF) and its rural component.	expression and align municipal planning in the province.	planning of the Municipality and provide a common spatial agenda for diverse sector plans.
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6.4 Municipal Spatial Development Framework

The Spatial Development Framework of the Municipality (hereafter “MSDF”) is firstly introduced through the Local Government Municipal System Act (MSA), as a component of the mandatory Integrated Development Plan (IDP) that every Municipality has to adopt. Cognizance should also be given to the fact that the provisions of the MSA that deals with MSDF’s have to be read together with the relevant provisions contemplated from Part E of Spatial Planning and Land Use Management Act (SPLUMA)

Chapter 5 of MSA provides that Municipalities are required to compile and adopt IDP’s, while from the same chapter, section 26(e) contemplates that Municipalities are also required to adopt and SDF as a mandatory component of the Municipality IDP.

Provisions required for the compilation of a credible SDF: -

1. Interpret and represent the spatial development vision
2. Be informed by a long-term spatial development vision
3. Represent the integration and trade-off of all relevant sector policies and plans
4. Guide planning and development decisions across all sectors of government
5. Address historical spatial imbalances in development
6. Identify the long-term risk of particular spatial patterns of growth and development
7. Provide direction for strategic developments, infrastructure investment, promote efficient, sustainable and planned investments by all sectors.

The Newly adopted Municipal Spatial Development Framework is compiled to address the following key components: -

(i) Settlement structure and hierarchy (development nodes),

Protect: Further greenfield settlement expansion outside the boundaries of the identified settlement clusters, and the boundaries of the lower order individual settlements should be discouraged where possible.

Change: Focus on the consolidation of existing settlements through targeted infilling and/or densification of existing settlements where appropriate to local circumstances

New: Any new settlement development should be prioritised within the boundaries of the existing primary and secondary settlement clusters.

(ii) Spatial Strategies – Protected Areas

Protect: Protected areas should enjoy the highest level of protection from any form of development not compatible with the status of protected areas.

Change: Consider potential extension of existing protected areas in accordance with identified potential biodiversity corridors and in line with provincial spatial planning and conservation goals and priorities.

New: Consider establishment of additional formally protected areas in accordance with identified biodiversity corridors in line with provincial spatial planning and conservation goals and priorities.

(iii) Critical Biodiversity Areas & Potential Biodiversity corridors,

Protect: These areas should be protected from all other forms of development in line with the recommendations of the BPDM EMF (2018)

Change: Before any change of land use is considered a detailed specialist, study has to be conducted to determine the impacts of the envisaged activity on not only the site but also on the larger area. Any form of new development in these areas have to be managed in accordance with the provisions outlined in the BPDM EMF.



New: Before any new non-conservation related activity is considered, a detailed specialist study has to be conducted to determine the impacts of the envisaged activity on not only the site but also on the larger area. Any form of new development in these areas have to be managed in accordance with the provisions outlined in the BPDM EMF.

(iv) **Mining Focus areas,**

Protect: Mining activities should as far as possible, be confined to the identified mining focus area and should be conducted in a sustainable manner. In terms of the 2017/2022 Municipal IDP, the Broad-Based Socio-economic Charter for the Mining Industry gave way to the Mining Stakeholder's declaration strategy for Sustainable Growth and Meaningful Transformation of South Africa's Industry. The stakeholder's declaration is committed in developing the mining industry in resonance with government's socio-economic development priorities. In this regard it identifies thirteen commitments, two of which include:

- ✚ mining community development wherein a meaningful contribution within mining towns is made
- ✚ sustainable development through the protection of the social and environmental conditions of the areas

Change: Any mining activities that reach the end of its operational lifespan should be rehabilitated and managed in accordance with the Mineral and Petroleum Resources Development Act No. 28 of 2002 read together with the Mineral and Petroleum Resources Development Regulations No R. 527 dated 23 April 2004.

New: Wetlands, areas in proximity to aquatic features, areas of high or sensitive biodiversity, and areas of sensitive topography should be avoided at all costs in the development of any new mining areas.

(v) **Tourism Focus Areas,**

Protect: The tourism sector is one of the primary sources of economic activity and employment in MKLM and the identified tourism focus areas should be protected from any form of inappropriate land use and development that would impact negatively on its tourism function and potential

Change: Prior to the extension of tourism nodes and areas, the social and economic impact and contributions thereof should be determined and taken into consideration to ensure sustainable tourism development and optimum benefits for the environment and people. The potential extension of tourism nodes and areas should also be aligned to the 2010 National Tourism Strategy, 2016 North West VTSD Tourism Plan and municipal goals and priorities.

New: The development of new tourism areas should ideally be aligned with the identified biodiversity corridors linking the protected core areas.

(vi) **Agricultural and Sustainable agricultural focus areas, and**

Protect:

- ✚ High potential agriculture: High potential agricultural land should not be used for other types of development and agriculture should be prioritised above all other types of activities and developments. In line with the recommendations of the BPDM EMF crop farming should be encouraged and where relevant, irrigation potential should be optimised.
- ✚ Subsistence agriculture: Existing subsistence agricultural activities should not be jeopardized by any other alternative form of land use. Support should be provided to encourage more intensive agriculture and sustainable farming practices should be encouraged.
- ✚ Other agriculture: Agriculture should remain the main focus within this zone and should be prioritised above other types of activities and developments. Land within this zone may however also be potentially considered for other types of development, subject to the management guidelines outlined in the BPDM EMF.



Change: Agricultural activities should be prioritised above all other types of activities and developments. Any change to non-agricultural activities and uses should comply with the provisions of BPDM EMF guidelines.

New:

- ✚ High potential agriculture: Intensified crop farming should be encouraged and, where relevant, irrigation potential should be optimized
- ✚ Subsistence agriculture: more intensive agriculture and sustainable farming practices should be encouraged.
- ✚ Other agriculture: Land within this zone may potentially also be considered for other types of development, subject to the management guidelines outlined in the BPDM EMF.

(vii) **Industrial Focus Areas.**

Protect: Existing services and infrastructure should be maintained, and where necessary upgraded.

Change: Existing services and infrastructure should be maintained, and where necessary upgraded

New: New industrial activities should be confined to the identified industrial focus areas.

The Municipal Spatial Development Framework identifies development corridors in order to encourage development within the area of jurisdiction of the Municipality. The development corridor concept has been regarded as an important tool in spatial planning for a number of years and are being utilised to support economic growth. The identification of development corridors is influenced by the Development Centres at each end of the corridor. Within the Municipality, the following routes have been identified as development corridors: -

- The R510 traversing Moses Kotane from north to south linking Mogwase with Rustenburg in the South and Thabazimbi in the North.
- A combination of the R556 and President Avenue towards Mogwase. This road forms the backbone for the Ledig, Sun City and Mogwase restructuring zone.
- The “ring road” around the Pilanesberg National Park.
- A combination of Local Roads from Mahobieskraal, through Mabeskraal towards Letlhakeng, from where it continues towards Obakeng and ultimately to Molatedi and onwards toward the Madikwe Game Reserve.
- The Local Roads linking Ramokgolela with Pella in the southwest of the Municipality

The priority housing development areas recently identified as part of a study undertaken by the Housing Development Agency with the Sefikile area and the Ledig-Mogwase area coincide well with the results of the well-located Land assessment conducted as part of the SDF formulation. This also includes the declared Restructuring Zone within the Ledig-Sun City – Mogwase Corridor.

6.5 Land Use Scheme

The Municipality has recently adopted its SPLUMA aligned Wall to Wall Land Use Scheme. The said land use scheme is a tool used by the Municipality to guide and manage development according to the vision, strategies and policies of the Integrated Development Plan (IDP) and Spatial Development Framework (SDF), and in the interests of the general public to promote sustainable development and quality of life. The newly compiled MKLM LUS includes all areas (including areas under Traditional Authorities) within the boundaries of the Municipality.



6.6 Human Settlement – Housing

The constitution of South Africa states that: Everyone has the right to have access to adequate housing” and specifies roles and responsibilities of Local Government key among them “to ensure the provision of services to communities in a sustainable manner” Housing has been the corner stone of the success of Moses Kotane Local Municipality since 2003. The Municipality adopted its housing policy in 2003 serving as a legislative framework for housing delivery within its area of jurisdiction. Housing Sector Plan was developed and adopted in 2015.

The apartheid government left the highly fragmented human settlements characterized by spatial separation of residential areas according to class and race, urban sprawl, disparate levels of service provision and concentration of the poor in the peripheries of towns and rural areas. This is the legacy of spatially and economically marginalizing the poor to live far from job opportunities and major services. Many continue to survive without basic services in rural and informal settlements. Even those members of the community who have jobs and a consistent salary find it difficult to sustain a decent quality of life. The problem is in rural areas there are no title deeds, no rezoning and people residing there cannot have benefits of houses constructed in rural Traditional land.

To address the current and the future housing backlog; government has already decided to diversify its approach to include alternative development and delivery strategies, methodologies and products including upgrading of informal settlements- where in our case is caused by mining developments, and this causes migration where people are provided land without proper planning and basic services. We have development in unit 8 which is used as rental stock, and promoting and improving access to housing opportunities in the gap market, which is also caused by lack of bulk services for development.

Outcome 8: Sustainable Human Settlements and Improved Quality of Household Life The objective of Outcome 8 is to lay a foundation for transforming the functioning of human settlements and the workings of the space economy by acknowledging that the fabric of human settlements consists of physical elements and services to which these elements provide the material support. This will be achieved by providing poor households with adequate housing in better living environments, supporting a functionally and equitable residential property market and by improving the institutional capacity and coordination for better spatial targeting.

6.7 Human Settlement Status Quo

a) Current New Low Cost Housing Project

Below are houses allocate to MKLM villages and construction ongoing. Ntswana Le Metsing (100), Ledig (100), Bapong (100), Masekoloane (100), Ngweding (100), Mogodishane (100), Maretlwane (100) and Sesobe (200), Mopyane (100), Motlhabe (100), Kameelboom (100), Tlokweng (300) and Pella (300) Moses Kotane has got 3 informal settlements which are in Unit 3, Unit 8 and one in Sefikile Thulamutswana. One of the key aspects that impacts on developmental activities within Moses Kotane Municipality is land ownership, with large areas of land under custodianship of various Traditional Authorities. All 107 rural villages are owned by them and only two urban which is Mogwase and Madikwe. Issues like economic growth, investment, and poverty alleviation and the meeting of basic needs of our Communities need to be developed on land, and it will thus be necessary to establish a sound working relationship between traditional authorities and other government structures within the Moses Kotane



b) Blocked Projects

Currently there is 1 blocked project which is Ramokokastad 500 comprising of villages Mmorogong, Phadi, Ramokoka and Bojating. 365 units were completed in the past financial years and the Provincial Human Settlement Dept will be unblocking the remaining 135 units in the financial year 2019/2020.



SECTION 7

KPA 5

Good

Governance

and

Public

Participation



7.1 Public Participation status quo

The consultations for this financial year was a difficult and tough one due to National Disaster protocols and other public gathering restrictions. As Moses Kotane Local Municipality we ensured that the communities are consulted using media platforms as required and other alternative methods for inclusive and participatory integrated Development plan (IDP) Relating to Good Governance and Public Participation, the Municipal Systems Act Chapter 4 of the Local Government: Municipal Systems Act, 2000, prescribes that municipalities must exercise their executive and legislative authority within their constitutional rights of co-operative government and basic service delivery to deliver their mandate.

The law clearly requires that planning undertaken by a municipality must always be aligned with, and complement the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government.

Local Government Municipal Systems Act of 2000 Chapter 4: encourages Public Participation Development as a culture of community participation. That: "A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. Public participation, requires citizen participation and or public involvement, and is meant for the inclusion of communities in all activities, planning, project identification and prioritising of projects. Public participation is similar to but more inclusive than stakeholder engagement.

The same act above encourages community to create conditions for the local community to participate and communicate the affairs of the municipality. MKLM focuses in the following themes to engage its communities: Mayoral Road shows/ Imbizo's, Speakers Office Monthly Ward Councillors Meetings, Speakers Ward Committee Meetings, Traditional Leaders participating in Council and Mayoral Meetings, Community Development Workers Meetings, IDP Steercom Meetings, IDP Representative Meetings, LED - Socio Economic Development Meetings – in Social Labour Plan (SLP) Meetings, Budget Steercom Meetings and employee consultations and the broader 109 areas of MKLM.

The best inclusive way of community consultations is during the IDP reviews where we do (2) two IDP Community outreach undertaken with all departments led by IDP unit in the Municipal Manager's office. The first round that where we collect needs, compile them and request communities to prioritise atleast (5) five priorities that are do and die if they cannot happen in their villages. Needs Analysis Framework developed to align and plan our project list and priorities per what communities require. The first round of consultations is done in clusters from 34 wards, due to Covid 19 and public and gatherings regulations we were unable to conduct the 1st session of our public public participation around September – October 2020 where the main objective was to:

- ✚ Encourage and request needs from various wards for the review/ amendments of the draft IDP 2021/2022 Financial Year

The second round of community consultations happens within the same financial year but in the year 2021, around April to ensure:

- ✚ The community must know what we managed to budget for and to get their inputs for the final 2021/2022 IDP for the Financial Year.

a) Stakeholder Inputs

The public consultation meetings that we held annually, have taught and shown us that our communities require more education in finding the difference between all engagements done by the municipality to our communities. Whenever ther is a gathering called by the municipality to discuss various municipal reports; the IDP needs challenges and implemented projects are included while plans of discussing such are not made.



This is always what we say took a different turn, we are talking about; ward committees are monthly held but during IDP consultations communities act as if they were never consulted or briefed by their Councillors. But service delivery projects are the main challenges within our institution. Implementation of projects needed to be done per villages not per ward. The demarcation causing all this challenges of planning and other villages thinking we do not budget for them. The needs analysis wish list document is endless for all 34 wards and 107 villages and 2 urban areas. When included within the IDP document becomes voluminous and we will be attaching it as annexure.

b) Venues

We always ensure rotational method of consultations in all our clusters, per villages not visited. All venues are identified in a manner that ensures and enhances easy access by all communities and transportation is offered in vast villages and wards for attendance of communities. Most of our wards are in rural areas and time is considered for such meetings as communities have raised issues of being mugged and crime in the evenings is rife for them to be walking late. MKLM annually ensures engagement of all its stakeholders per Public Participation schedule below:

Public Participation schedule was developed but not implemented as annually done by consulting our communities directly. All plans were changed due to the outbreak of the pandemic as we were not sure to plan for virtual meetings, clustering of wards or ward based consultations. The Planning & Development Portfolio Committee resolved to discuss it further with EXCO and to be finalized by Council. Council resolved that the unit be assisted by ward councillors and ward committees in confirmation of needs in their wards meetings.

IDP Public Participation Needs Collection

IDP Councillors Briefing session on needs analysis/priorities meeting held on the **17th November 2020** together with a Policy Workshop and the needs were distributed to all Sector Departments Offices and Mining Houses.

Challenges

- Lack of proper consultation due to COVID 19 disaster
- We do not have delegated stakeholders from sector Department to send needs analysis to for accountability

In the wayforward the IDP unit has resolved to avail all documents required, for proof of community consultations, and needs analysis per ward as resolved by Council. Request for support was also done to ensure compliance during this difficult disaster programmes. The process was not easy to implement but we ensured all work was populated as the team with all the stakeholders.

The Proposed Schedule for Second Round of IDP Public Participation Schedule 2021/2022. The advertisement for inputs and comments on the draft IDP/Budget for 21/22 was done on the 05 April to 04 May 2021, in the national newspaper as legislated.



PROPOSED SCHEDULE: 2nd SESSION IDP/BUDGET PUBLIC PARTICIPATION 2021/2022

CLUSTER	WARDS	DATE	VENUE	TIME
1	5, 6, 7, 8, 29, 34	Tuesday, 13 April 2021	Mantserre	10:00
2	1, 2, 3, 4, 18, 19, 20, 21	Wednesday, 14 April 2021	Madikwe Stadium	10:00
3	9, 10, 11, 12, 15, 16, 17, 22, 31, 32	Thursday, 15 April 2021	Manamakgotheng	10:00
4	23, 24, 25, 26, 27	Friday, 16 April 2021	Tlhatlhaganyane Ground	10:00
5	13, 15, 33, 14, 28, 30, 33	Tuesday, 20 April 2021	Mogwase Stadium	10:00

COVID-19 Changes to the 2021-2022 IDP Plans /Municipal Budget and Planning Processes

MKLM has to note that lockdown regulations and directions were announced on 23 March 2020, by the Minister of COGTA. While planning these hindered MKLM and other municipalities from convening council and doing public participation as annually done. Then Council was engaged were immediately resolved to request management to come up with plans on how our we going to finaalise plans adopted by Council. We need to note Community engagement is the first key challenge we encountered as we need to consult in the review process of the IDP. all physical stakeholder engagement sessions were ceased.

The Mayor and the Municipal Manager were given instruction by the Minister to take responsibilities of all activities related to the pandemic. It never stopped and on the 30 March, the National Treasury exempted all municipalities from undertaking actions required by the MFMA during the period of the national state of disaster. It was so difficult for us to deliver on our strategic mandate of service delivery to our communities. The regulations affected both budgeting processes and the IDP review

As we were still required to comply with the Act but to ensure engagement of public participation regulated by MSA chapter 4 and MFMA Section 24 to issue adverts. The same process of requesting for comments by public for 21 days per advert was emphasised and to be implemented.

The 07 May 2020, the legal regime for municipal governance, budgeting and planning changed, and lockdown regulations were eased. Then was managed to adopt our IDP/Budget processes focussing on legislated functions, delivering of services, revenue collection and media usage for public consultations. Protocols always need to be complied with: especially those relating to gatherings, physical distance of 1,5 meter, health protocols and safety of all communitues and those who visited municipal buildings. During the difficult times it happened that the ban on council sittings were lifted and we strategies on how to convene meetings was required. It was resolved we do online engagements and zoom and Microsoft teams, media engagements were done. These reduced contact and physical engagements.

MKLM started with Council meetings, management meetings until it was cascaded in engaging communities via media for IDP/Budget Public Participation. Mayoral road shows, public participation, IDP Representative Forums were affected during the disaster. Office of the Mayor, Speaker and Communications unit was used to develop a non-contact public participation strategy to ensure communities are consulted during the IDP/Budget processes. Below please see attached advert used for community consultation.



i) Processes Followed to Develop the IDP

Section 15 (1) (a), of the Local Government: *Municipal Planning and Performance Management Regulations, 2001*, requires that, in the absence of an appropriate municipal wide structures for community participation, a municipality must establish a forum that will enhance community participation in the municipal IDP and its processes and in the monitoring, measurement and review of municipal performance. In MKLM the IDP forum exists and various platform as mentioned above in the sub heading dealing with Public Participation.

Below the Mayor ensured community engagements to our communities.

15th April 2021
Thursday

**MOSES KOTANE**
LOCAL MUNICIPALITY



Mayor Cllr
Ralesole Diale

will be presenting draft IDP/ Budget for the financial year 2021 / 2022 at local Radio Stations.

All interested stakeholders or communities are encouraged to listen and give inputs or comments.

Radio Mafisa Fm 93.4
10:00

Kgatlung Fm 91.3
13:00

Comments can be sent to omakgatliha@moseskotane.gov.za and tlebusa@moseskotane.gov.za before 10 May 2021.

A caring municipality underpinned by minerals, agricultural and eco-tourism economy for the advancement of sustainable services to our communities.

j) The Municipal Council prescript to adopt IDP

Local Government Municipal Systems Act of 2000, Chapter 5 and Section 25(1) - Adoption of the Integrated Development Plan, which prescribes that each municipal Council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which; meaning Municipal Council is the only legal institution and competent to annually adopt the IDP and related plans and policies.

The process plan outlined above must be taken through all various Council Reporting which is the Portfolio Committee for noting, the executive Committee and Council to adopt the Daft IDP 2020/2021 by 31 March 2020 and Final Adoption to be tabled by the Mayor before Council on the 31 May 2020.

7.2 Intergovernmental Relation (IGR) Status

The Bojanala Platinum District Municipality is the coordinator for IGR.

7.3 Corporate Performance Management

MKLM performance is evaluated by means of Top Layer Service Delivery and Budget Implementation Plan (SDBIP). This is used at an organisational level through service delivery and budget implementation plan by all at departmental level. The SDBIP is developed from the predetermined objectives as set by municipality from the IDP. In that way all departments ensure that they set consolidated service delivery targets, which then allows them to provide the overall picture of performance. The same targets will also allow and reflect institutional performance on our strategic priorities. Top Layer still have a challenge on cascading to lower levels

The Municipality doesn't have functional Performance Audit Committee however the municipality is currently utilising the district BPDM shared audit committee to submit Organisational Quarterly and Annual Performance Management Reports to ensure better service delivery, and monitoring and evaluation. The departmental SDBIP captures the performance of each defined departmental strategic priorities. The SDBIP provides the detail of each outcome for which the head of department is responsible to implement.

7.3.1 Individual Performance: Section 57 Managers

Municipal Manager (MM), senior managers and all acting senior managers have signed performance agreements as required. Performance agreements will be concluded with the Municipal Manager and the Section 57 managers annually, but this financial year will be focused as per the strategic plan that was held March 2020 to address recurring Auditor General Audit opinion and will include the following:

- ✚ Key performance indicators of the approved Top Layer SDBIP to ensure alignment and integration with the IDP, budget and SDBIP;
- ✚ To ensure core competencies in terms of Regulation 21 of 17 January 2014.

The legislative prescripts indicate below requirements:

- ✚ Performance evaluations are conducted quarterly, with the first and third quarter only verbal. The second and fourth quarter is formal evaluations
- ✚ The formal assessments are conducted by a panel
- ✚ Record must be kept of formal evaluations
- ✚ The overall evaluation report and results must be submitted to Council
- ✚ Copies of any formal evaluation of the MM is sent to the MEC for Local Government

7.3.2 Performance Reporting

MKLM Performance reports is done on quarterly basis, but lacks the evaluation of performance, the identification of poor performance and corrective actions to improve performance. There are no consequences and plans set to encourage performance as bonuses are not paid for the best performing department.

7.3.3 Quarterly Reports

MKLM ensure reports on the performance in terms of the Top Layer SDBIP are compiled as adopted by Council in the IDP and submitted to all protocols from Portfolio Committee, Executive Committee and final adoption by Council. The performance reports to be published on a quarterly basis on municipal website.

7.3.4 Mid-Year Assessment

Section 72 of the Municipal Finance Management Act (MFMA) prescribe that, the performance of the first six months of the financial year should be assessed and reported on in council. This assessment done must include the measurement of performance, the identification of corrective actions and recommendations for the adjustment or review of Key Performance Indicators (KPI) when necessary or need arises. The Mid-Term performance is submitted to the Mayor for approval before 25 January of each financial year end and the Mayor submit the report to Council by 31 January of each particular year. The report is also to be published on the municipal website for access by the communities and all stakeholders.

7.3.5 Annual Assessment

Section 46 of the MSA prescribe that, the annual performance report for the financial year under review should be developed and submitted to the Office of the Auditor General by August every year. The annual report is key for ensuring that the targets set for implementation in that financial year are documented in the Annual Performance Report.

performance in terms of the annual targets set will be documented in the Annual Performance Report and the report will be finalized and submitted to the Office of the Auditor-General by 30 August annually. The annual performance report will be included in the Annual Report of the municipality. The Annual Report is submitted to Council for approval before 25 January of each year and published for comment on the municipal website.

7.4 Internal Audit

Presently the Municipality has established its Internal Audit unit and complies with section 165 of the Municipal Finance Management Act No.56 of 2003. The Internal Audit serves as an advisory body to the Accounting Officer. The Internal Audit unit that has been established by the municipality, is functioning efficiently and effectively, and reports functionally to the Audit Committee and administratively to the Accounting Officer.

Internal audit unit has prepared a Strategic Three Years Rolling Risk Based Internal Audit plan for 18/19, 19/20 ending 20/21 and an internal audit program for the 20/21 and Internal Audit has successfully executed the 18/19, 19/20 and currently in the 20/21 which is the last of the three years of the internal audit program as in accordance with Paragraph 165 (2) (a) of the Municipal Finance Management Act No 56 of 2003. Internal Audit has in accordance to Paragraph 165 (2)(b) of the Municipal Finance Management Act No 56 of 2003 advised the accounting officer and reported to the Audit Committee on the implementation of the internal audit plan and matters relating to:

- ✚ Internal Audit and Internal Controls
- ✚ Accounting procedures and practices; and Risk and risk management
- ✚ Performance management, Loss control; and
- ✚ Compliance with MFMA, the Annual Division of Revenue Act and any other applicable legislation; and
- ✚ Performed other duties that were assigned by the Accounting Officer as per section (b) paragraph 165 of the MFMA.

Internal audit has an approved 20/21 Internal Audit Charter, 20/21 Internal Audit Methodology and the 20/21 Quality Assurance Improvement Programme, to ensure that Internal Audit carries out its functions in line with the standards and approved strategic documents. The unit is currently capacitated by The Head of Unit Internal Audit, Internal Audit Manager, two Internal Auditors and in the process of filling the vacancy of the Internal Audit Manager. The Internal Auditors have professional membership with the Institute of Internal Auditors South Africa (IIASA) to ensure that they comply with the Code of ethics, IIA standards at all times and accumulate necessary CPD hours by attending trainings offered by the Institute of Internal Auditors to enhance the knowledge, skills and competencies through such development.



The municipality is looking into growing the unit by acquiring more professionals in the unit that will come with expertise in the areas of IT Auditing and those who specialises mainly in Financial Audits to ensure that reasonable but not absolute assurance is provided to management on the achievement of municipal objectives. Internal audit will achieve this by helping the municipality to accomplish its objectives by bringing in a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes that is to objectively review municipal business processes.

a) Audit Committee

In the previous three financial years, the Municipality has been using the BPDM Shared Audit Committee services and the Shared Audit Committee Services Contract came to an end June 2020 being the 19/20 financial year. The municipal Council then took a resolution to appoint an Audit Committee that will be solely responsible for the Municipality as prescribed by section 166 of the Municipal Finance Management Act No.56 of 2003. Currently the committee serves as an independent advisory body advice the municipal Council, the political office bearers, the Accounting officer and management of staff of the municipality on matters relating to:

- ✚ Internal financial control and internal audits
- ✚ Integrated Development Plan and Risk Management
- ✚ Performance Management and Effective and Efficient Governance
- ✚ Compliance to legislation and Performance Evaluation
- ✚ Accounting Policies and Any other issues referred to it by the municipality
- ✚ Adequacy, reliability and accuracy of financial reporting and information and,

The Audit Committee advises on the functions of a Performance Management Committee constituted in terms of Regulation 14 (2) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 as well as the Risk Management Committee.

The MFMA also requires the Audit Committee to review the Annual financial statements and the Annual Performance report of the municipality, and also respond on matters raised by the Auditor General.

b) Composition and Responsibility of the audit committee and attendance

The Audit Committee comprises of five independent members appointed by MKLM Council and holds quarterly Audit Committee meetings with the overall management to discuss matters related to Governance, Planning, Internal Controls and Risk Management for the years as prescribed by the Legislation. The Audit Committee Chairperson presents the Committee's quarterly reports at Council meetings of the municipality and also holds one-on-one meetings with the Accounting officer to discuss matters of concern by the Audit Committee.

The appropriate terms of reference in the form of an Audit Committee Charter has been approved and has regulated the Audit Committee's affairs in compliance with the terms of this charter and also discharged its responsibilities as contained therein. In overall the MKLM Audit Committee of the municipality is functional, effective and complies with the requirements of the Legislation.

7.5 Communication Unit

The unit is currently located in the corporate service department following the review of the structure in 2018. The structure is as follow: HOU communications, Manager Communications, Internal Communications Officer, External communications Officer, Marketing Officer, Graphic designer, Admin Clerk, Photographer however the unit is not effective in rendering communication services to the whole municipality because it is short staffed. - by 5 employees and the vacancy of the HOU Communications.

Other posts are still not budgeted for in the current financial year. Communication Unit exists to communicate the Government programmes, policies, daily activities, updates and messages set out from the National to the



Provincial to be cascaded to local communities. In the municipalities, the role and objectives of the communication unit is:

- ✚ To inform target audiences, mainly communities about council resolutions through minutes of the council.
- ✚ Communicate municipal programmes, activities and service delivery projects.
- ✚ Marketing Moses Kotane Local Municipality
- ✚ Create a communication platform that facilitates good governance and public participation.
- ✚ Communicate with internal and external stakeholders including media on various key municipal issues.
- ✚ To effectively communicate successes and milestones of the municipality.
- ✚ To communicate messages from the January 08th Statement, State of Nation address (SONA), State of Province Address (SOPA).

Messages and themes, key message of the National Government: priorities set out from the January 08th statement, key Government issues raised at State of Nation address (SONA), Provincial - key Government issues raised at state of Province address (SOPA). **Communication of the municipal political issues:** Communicate what is happening in 34 Moses Kotane wards made up of 76 councillors, Dikgosi, ward Councillors as well as PR councillors. Communicate issues relating to our TROIKA namely Speaker, Mayor and the Single Whip. Communicate EXCO related issues of various portfolios

a) Communication Plans: Outreach Programme

The unit is committed to effectively communicate with its stakeholders to ensure that its vision is shared by all communities. The unit has the strategy to ensure its communication system, reached but also have dialogue with residents. The Municipality engages various communication platforms at multiple levels to build awareness of the municipality's programmes and foster active stakeholder involvement in municipal governance processes. Below the unit has communication documents that they need to see being implemented and to ensure that communication takes place in a more coordinated way. The following communication platforms are used to communicate with residents even during the IDP consultations.

b) Media Relations

Regular engagement with media is done in pursuit of information dissemination. Currently the municipality is working closely in the following media houses:

- ✚ SABC Radio Sales (Motsweding FM) and North West FM
- ✚ Village FM, and Kgatleng FM
- ✚ Bojanala FM and Radio Mafisa
- ✚ Platinum Weekly newspaper and Leseding Newspaper (Tame Times)
- ✚ Daily Sun and Sowetan and City Press and The New Age

b) Legislative framework for communication

The prescripts are found from the: Constitution of the Republic of South Africa, Act 108 of 1996, Local Government Systems, Act 32 of 2000, The Municipal Structures, Act 117 of 1998. Municipal Finance Management, Act 56 of 2003. GCSI communication guidelines. The following communication documents are to be submitted as annexures of the draft IDP 2020/2021: Approved Corporate Identity Manual Marketing and communication strategy, communication policy and integrated corporate calendar need to be attached.

Plans and notices for consultations are annually sent prior to the commencement date of the IDP Community Consultations in various ways: Pamphlets and posters to ensure all communities receive the messages, Posters are also placed in our Tribal Offices and other strategic areas where communities reach, Loudhailing done on the eve of the sessions as a reminder for the following day and notices are placed in the municipal website and 21 twenty-one days advert and our accessible local newspapers.



7.6 Risk Management

Risk Identification

- The management of the municipality conducts a risk assessment process through facilitation by the Chief Risk Officer. The KPAs are assessed in order to identify risks that can hinder success or increase opportunities. Each KPA has objectives, then the risk is assessed. The inherent risk is assessed by analyzing the impact of risk and likelihood of the risk occurring. Then the risk magnitude is identified, analyze the current controls, subsequently assess the residual risks by analyzing its impact and likelihood, to obtain the magnitude of the remaining risks. Furthermore, management determines its risk response: Treat, Terminate, Tolerate, Transfer. The mitigation/treatment plans are filtered into the register. The Municipality has adopted a five tiers risk rating table, this matrix is used to rate both inherent and residual risk, to obtain the level of exposure and risk magnitude.

Risk registers in place: Risk Universe

The Municipality has the following registers:

- Strategic risk register, Project risk register, Fraud risk register, ICT risk register, Covid 19 Occupational Health and Safety Risk Register, Covid 19 Strategic Risk Register

Covid19 Pandemic

- The Municipality conducted an assessment on the Covid 19 pandemic specifically to occupational health and Safety of the employees. Furthermore, we assessed the risks emerging due to Covid 19 pandemic particularly to service delivery. A specific Covid 19 strategic risk register has been developed and referred to Council for approval. The municipality conducted a risk assessment on projects, and recorded the impact of Covid 19 pandemic to the implementation of the set projects. The risk registers were compiled, both inherent and residual risk analyzed, subsequently the risk responses were filtered and the mitigation/ Treatment plans.

Covid 19 risk register

The municipality will continue to have Covid 19 risk register, the impact and likelihood of the risk occurring. The inherent and residual risk will be assessed. The current controls must continuously be assessed; the mitigation/treatment plans will be filtered for implementation.

Covid 19 emerging risks

- The management of the municipality will review registers quarterly and when the need arises in order to record emerging risks into the registers.

Covid 19 Monitoring

- The risk unit continuously monitor the progress of the treatment/mitigation plan. The changes and emerging risks will be recorded in the risk registers.



Covid 19 reporting

- The quarterly reports reflect on the Covid 19 within the risk management reporting to different Committees. The Audit Committee and MPAC.

Policies

- The Municipality has an approved risk management policy and Risk management strategy.
- The anti fraud and corruption policy is approved.
- The fraud prevention plan is a draft document

Committees

- The Audit Committee meets quarterly. The Chief Risk Officer reports quarterly.
- The MPAC meets every quarterly. Risk management is a standing item and the Chief Risk Officer reports progress in implementing risk management.

Risk Maturity

The Municipality has an approved Risk management strategy whereby the matrix to measure maturity are included. However, the Municipality is utilizing the local government maturity questionnaire from National Treasury, on a formal of a template. This template will be filled each quarter and a comprehensive report will be presented and submitted to Audit Committee and MPAC.

Risk Response Plan

The progress of implementing risk management in the management is reported and reviewed quarterly. The risks are continuously reviewed in order to mature the level of exposure and magnitude of risk. The risk rating table is utilized to analyze both inherent and residual risks. The controls in place are analyzed, where there are changes, the newly determined mitigation plans are included in each report.

7. Anti-Fraud and Corruption

The municipality has taken an initiative to implement measures in place to improve good governance. The Moses Kotane Local Municipality has an approved anti fraud and corruption policy. The risk management policy and strategy has been approved by council. The municipality has developed a Fraud Prevention Plan and the fraud awareness campaign is in place. The anti fraud and corruption is a standing item in the reports referred to Audit Committee and MPAC. The Municipality has conducted a fraud risk assessment and a risk register was compiled, referred to Audit Committee for recommendations to Council for approval. The Municipality reports to Cogta on anti-fraud and corruption measures quarterly. This is a continuous process and it is supported.

COVID 19

The municipality has developed a fraud awareness programme for the Municipality in line with the Covid 19 regulations. We utilize virtual platforms

8. STRATEGIC RISK REGISTER

Objective	Risk description	Causes	Consequences	Current Controls	Treatment/Mitigation Plan
Sound Financial Management	Low collection rate in services rendered	Non- payment of services of	Non- payment of services.	Credit control policy. Implementation	Adherence to the implementation of credit control.



		services by consumers	Institutional paralyses.		Customers campaigns and awareness on billing
		Non implementation of credit controls	Poor service delivery	Appointed debt collectors	Debtors reconciliation
					Efficient (timeous) billing

Objective	Risk description	Causes	Consequences	Current Controls	Treatment/Mitigation Plan
TO CREATE AN ENABLING ENVIRONMENT FOR SOCIAL development and economic growth	Lack of coordination of potential local economic development opportunities	Uncoordinated led programs	Loss of economic growth	Led strategy	Capacitation and training of the unit
			High unemployment		Filling of the vacancies
		Lack of capacity	Loss of potential investors		Develop and implement led programs
		Outdated led strategy	Poverty		Review and approval of led strategy inclusive of sector markets

RISK REGISTER

Objective	Risk description	Causes	Consequences	Current Controls	Treatment/Mitigati on Plan
Development & maintenance of infrastructure to provide basic services	Poor quality and unsustainable water provision	Aged infrastructure	Community unrests,	Water and sanitation quality monitoring	Implement a maintenance plan
			Litigation		
		Lack of maintenance plan	Loss of revenue	MUSSA (Municipal Strategic self-assessment. Checklist	
			Health hazard		

Objective	Risk description	Causes	Consequences	Current Control	Treatment/Mitigation Plan
Development & maintenance of infrastructure to provide basic services	Water loss	Illegal connection	Water shortages	By laws	Install of zonal meters
			Loss of revenue		Formalize illegal connections and installation of household meters
		Aged infrastructure	Incomplete projects		Aligning of the budget with existing master plan

Objective	Risk description	Causes	Consequences	Current Control	Treatment/Mitigation Plan
To prevent the spread of infections of Covid19	The infection of employees by Corona Virus	Non -compliance to Covid 19 regulations	Possible infections to employees and the public	Precautionary materials	Screening process placed in areas of entrances
			Unreliable profiling from the employees and the community	Awareness campaigns and education	Regular education and awareness
		Inadequate preventative measures in place to curb the	Public perception, public apathy, attitude towards Covid 19	Risk assessment	Sufficient supply of PPE
				Minimal compliance to social distancing and sanitization	Enforcement of Covid 19 regulation



		spreading of Covid 19			
		Differences in religious belief and culture	Non-disclosure of information	Registers in funerals	Appointment of the Covid 19 Officer
				Law enforcement in funerals	



SECTION 8

KPA 6 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT



8.1 Consolidated Overview of the Budget

Description					
R000	Approved budget	Adjusted Budget	Budget year	Budget year +1	Budget year + 2
	2019/2020	2019/2020	2020/2021	2021/2022	2022/2023
	R	R	R	R	R
Total Operating Revenue	836,566	773,905	896,205	939,767	981,944
Total Operating Expenditure	967,240	905,587	938,505	980,289	1,017,691
Surplus/(Deficit) for the year	- 130,674	- 131,682	- 42,301	- 40,521	- 35,747
Total Capital expenditure	204,802	206,105	202,495,233	218,925,370	231,475,919

Total operating revenue has increased by R122, 300 million rand or 14% for the 2020/2021 financial year when compared to the 2019/2020 Adjustments Budget. For the two outer years, operational revenue will increase by 4.5% and 4.3% respectively,

The increase is mainly due to the increase in the following line items:

Equitable share has increased by R93, 669 million this is mainly due to the 2018/2019 rollover project which was not approved and withheld by National Treasury.

Property rates has increased by R26, 862 million.

Total operating expenditure for the 2020/2021 financial year has been appropriated at R32, 918, 000 and translates into a budgeted deficit of R42 301. The deficit is due to the inclusion of depreciation.

The increase is mainly due to the increase in the following line items:

Employee Related Cost has increased with R29, 479 million this is due to the increase of 6.25% by SALGA and the provision for filling of vacant positions

- When compared to the 2019/20 Adjustments Budget, operational expenditure has increased by 3.5% in the 2020/2021 budget and increase by 4.3% and 3.6% for each of the respective outer years of the MTREF.
- The increase in expenditure is mainly due to fact the provision was made for critical vacancies that were not filled during the 2019/2020 financial year.
- There is also a major increase in the outstanding debtors this is due the coronavirus that might have a negative impact on the economy of the country.
- Provision has only been provided for necessary expenditure to be able to submit a funded budget.
- The capital budget of R 202, 495 million for 2020/2021 is 2% lower when compared to the 2019/2020 Adjustment Budget. The capital programme increased to R218, 925 million in the 2021/2022 financial year and increase to R231, 475 million in the 2022/2023 financial year.
- No capital assets will be financed from our own revenue this financial year.

The following proposed changes regarding the operating budget are highlighted:

8.2 Operating Budget

Revenue

NW375 Moses Kotane - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1										
Revenue By Source											
Property rates	2	-	122,557	134,800	142,164	142,164	142,164	94,176	169,026	176,818	184,966
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	-	123,284	147,290	171,557	171,557	171,557	113,488	171,078	178,947	187,179
Service charges - sanitation revenue	2	-	2,255	2,274	2,750	2,750	2,750	2,059	2,490	2,596	2,708
Service charges - refuse revenue	2	-	10,462	4,645	9,944	9,944	9,944	6,975	12,475	13,049	13,649
Rental of facilities and equipment		-	85	42	51	71	71	55	30	31	33
Interest earned - external investments		-	737	453	5,400	6,400	6,400	4,351	5,400	5,200	5,000
Interest earned - outstanding debtors		-	61,743	45,874	59,790	59,577	59,577	39,118	87,124	91,132	95,324
Dividends received		-	3,558	4,237	-	-	-	-	-	-	-
Fines, penalties and forfeits		-	5,316	2,326	4,500	3,500	3,500	-	3,000	3,000	3,000
Licences and permits		-	-	179	50	50	50	-	50	50	50
Agency services		-	-	-	-	-	-	-	-	0	-
Transfers and subsidies		-	364,005	397,008	437,830	374,462	374,462	259,051	463,516	496,149	527,083
Other revenue	2	-	1,554	1,934	2,531	3,431	3,431	1,898	2,031	2,081	1,931
Gains		-	31	1,269	-	-	-	73	-	-	-
Total Revenue (excluding capital transfers and contributions)		-	695,586	742,329	836,566	773,905	773,905	521,244	916,220	969,052	1,020,921

The total revenue increased from R773, 905 (Adjusted Budget) to R 896,205 million due to the following:

Equitable share has increased by R93, 669 million this is mainly due to the 2018/2019 rollover project which was not approved and withheld by National Treasury. **(CFO to elaborate)**

Equitable Share

- The allocation to the municipality in terms of the draft Division of Revenue Act for the 2020/2021 financial year increased from R374, 462 to R467, 695 million.

Other Grants

- The allocation to the municipality in terms of the draft Division of Revenue Act for the 2020/2021 financial year Makes provision for the following grants:

Finance Management Grant	R1, 700 million
EPWP	R1, 827 million
MIG (PMU operating)	R4, 178 million

The affordability to pay for services rendered was kept in mind when determining the proposal for the increase in the tariffs.

Property Rates

- The revenue on property rates increased from R142, 164 to R169, 026 million
- The municipality implemented a new valuation roll as from 1 July 2016 as well as a supplementary roll as from 17 March 2020.
- There is also a new development in Unit 9 Mogwase as well as unit 5 (phelabontle).



Table Comparison of proposed rates to be levied for the 2020/2021 financial year.

Description	2019/20	% Increase	2020/21	Rand Value Increase
Agriculture	0.000195	4.5%	0.000203	0.000009
Holiday resorts	0.038790	4.5%	0.040536	0.001746
Residential	0.000778	4.5%	0.000813	0.000035
Residential Undeveloped/Vacant Land	0.000778	4.5%	0.000813	0.000035
Business	0.019610	4.5%	0.020492	0.000882
Industrial	0.006300	4.5%	0.006584	0.000284
Church		4.5%	-	-
Mining	0.082510	4.5%	0.086223	0.003713
Government	0.082510	4.5%	0.086223	0.003713
Municipal	-	4.5%	-	-
PSI	0.0001946	4.5%	0.000203	0.000009
Total	0.231665		0.242090	0.010425

A tariff increase of 4.5 % on property rates is proposed. The following table indicates the proposed tariff increases which will generate additional income to the amount of R14 774 million rand.

Water Services

- The revenue on water services decreased from R171.557 to R171 528 million.
- The decrease is due to the water tariff which was curbed in the financial year 2020/2021 to correct the billing in the financial system.
- Billing will be curbed until the municipality makes 60% profit.
- The water service is currently operating on a deficit where it is supposed to be operating on a surplus being a trading account. The water service is currently ring-fenced with a portion of the Equitable Share.
- The above is due to the vast rural area of the municipality where many of the consumers are making use of standpipes and boreholes.
- The loss in water distribution also has an effect on the account to run on a deficit. The municipality is in the process of addressing this matter on an urgently basis.
- The water crisis that the municipality is facing at the moment will have to be addressed urgently as it has a negative influence on the cash flow of the municipality as consumers are reluctant to pay for the services that they are only receiving now and then.
- The matter has also been taken up with the Water Board.
- The goal is to have the water services, with the implementation of the above measures, operating on a surplus without being ring-fenced with the equitable Share.
- The free basic service of 6 Kl of water is only applicable to indigents.

Sanitation

- The revenue on sanitation decreased from R2 750 to 2 490 million. There is a slightly difference of R 260 thousand which is due to the water tariff that was not increased above.
- Sanitation is only applicable to households and businesses in Mogwase and Madikwe where a water born service is rendered. Provision has been made for a 4.5% increase in the tariff for sanitation.



Description	2019/20	% Increase	2020/21	Rand Value Increase
Residential	43.740000	4.5%	45.708300	1.968300
Business	87.310000	4.5%	91.238950	3.928950
Industrial	10.700000	4.5%	11.181500	0.481500
Church	43.740000	4.5%	45.708300	1.968300
Total	185.490000		193.837050	8.347050

This is an economical service. Revenue should be more than the expenditure. Currently this service is operating on a deficit and is ring-fenced with a portion of the Equitable Share.

Refuse Removal

The revenue on refuse removal increased from R 9,944 to R 12,475 million. Provision has been made for a 4.5% increase in the tariff for refuse removal.

The following table indicates the proposed tariff increases:

Description	2019/20	% Increase	2020/21	Rand Value Increase
Residential	45.290000	4.5%	47.328050	2.038050
Business	92.660000	4.5%	96.829700	4.169700
Industrial	92.660000	4.5%	96.829700	4.169700
Church	45.380000	4.5%	47.422100	2.042100
Government	92.660000	4.5%	96.829700	4.169700
Total	368.650000		385.239250	16.589250

This is an economical service. Revenue should be more than the expenditure. Currently this service is operating on a deficit. The deficit is due to the fact that the service is rendered to 75,000 households whereas only 25,000 households are receiving accounts as the municipality is mostly a rural municipality. The municipality will investigate the matter on how to render accounts in those areas where no accounts are being rendered.

The implementation of a flat rate is also under investigation.

Interest on External Investments

It is proposed that the amount be kept at R5 400 million. The interest received on investments are for funds invested

Interest on Outstanding Debtors

The total revenue has been increased from R59, 577 to R62, 481 million. The increase in the interest on outstanding debtors increases the outstanding debtor's book. There is also a major increase in the outstanding debtors which is due to the coronavirus that might have a negative impact in the economy of the country.

The bigger portion of this increase is budgeted under provision for bad debts as debtors are reluctant to pay for services rendered. Consumers must be encouraged to pay for service rendered as it will lead to an improvement in service delivery as well as increase in the cash flow of the municipality.

Traffic Fines

An amount of R3, 000 million has been provided for the issuing of traffic fines.



License Applications

The municipality has established a license office in Tweelaagte with the assistance of Northwest Provincial Government. An amount of only R50 thousand rand has been provided for this service for the 2020/2021 financial year as it is not clear at this stage what the revenue actuals will be.

Other Revenue

An amount of R2, 031 million has been provided for other revenue.

Expenditure

Expenditure By Type											
Employee related costs	2	-	181,641	194,442	270,275	248,852	248,852	162,937	284,061	299,525	312,583
Remuneration of councillors		-	18,738	22,827	25,371	25,371	25,371	14,917	27,631	28,902	30,232
Debt impairment	3	-	123,839	296,210	122,540	180,148	180,148	4,022	192,303	209,994	219,654
Depreciation & asset impairment	2	-	169,446	159,814	154,537	154,537	154,537	103,139	180,901	209,826	238,747
Finance charges		-	7,323	6,178	3,689	3,689	3,689	1,938	3,044	2,729	2,825
Bulk purchases	2	-	104,960	110,347	103,700	89,145	89,145	74,162	132,800	138,909	145,299
Other materials	8	-	4,541	4,561	5,577	3,159	3,159	1,203	5,127	5,363	5,610
Contracted services		-	165,947	139,862	151,837	111,042	111,042	86,607	92,589	96,848	101,303
Transfers and subsidies		-	-	75	-	-	-	-	36,961	38,661	40,440
Other expenditure	4, 5	-	136,969	138,957	129,715	89,643	89,643	76,795	73,688	77,078	80,624
Losses		-	385	2,797	-	-	-	1,245	-	-	-
Total Expenditure		-	913,790	1,076,070	967,240	905,587	905,587	526,966	1,029,105	1,107,836	1,177,315
Surplus/(Deficit)		-	(218,204)	(333,741)	(130,674)	(131,682)	(131,682)	(5,722)	(112,886)	(138,784)	(156,394)

The total expenditure increased from R 905, 587 million to R 938 505 million. The increase in expenditure for the 2020/2021 financial year is due to the following:

Salaries

The total salaries for employees increased from R248, 852 to R278, 331 million. The increase is mainly due to the provision for vacancies that was not filled during the 2019/2020 financial year which was budgeted to be filled during the cause of the financial year. Provision has now been made for a full year salary.

The total salaries of employees represent a 30% of the total expenditure budget and 31% of the revenue budget. The remuneration of councillors decreased from R25, 371 to R24, 819 million. Provision has been made for a 6, 25 % increase in salaries for officials and councillors.

Debt Impairment (Bad Debts)

- The following provision for bad debts has been provided. The provision has increased from R180 148 million to R194 603 million. The provision represents the anticipated non-payment of services rendered to consumers.

Property rates

- An amount of R169, 026 million has been provided.

Refuse removal

- An amount of R12, 475 million has been provided.

Sanitation

- An amount of R2, 490 million has been provided.

Water

- An amount of R171, 528 million has been provided.

Traffic Fines

- An amount of R 3, 000 million has been provided



Depreciation

The total provision decreased from R154, 537 to R133, 503 million.

Finance Charges

- The total provision decreased from R3, 689 to R3, 044 due to external loans redeemed as well as loans reaching the end of the annuity period whereby interest is decreasing and capital repayments are increasing.
- All loans raised for vehicle financing has been totally redeemed during the 2018/2019 financial year.

Bulk Purchases Water

- The total provision increased from R89, 145 to R111, 000 million. The increase is based on projections made as well as a bulk purchase price increase in the tariff by the water board of which the notification has not yet been received.
- The municipality is in the process of investigating the bulk accounts for correctness.

Contracted Services

- The total provision increased from R111, 042 to R121, 189 million. The cash flow situation of the municipality was considered with the compilation of the budget.
- In terms of mSCOA any service that is outsourced is classified under contracted services.

Other Expenditure

- The total provision decreased from R 89,643 to R66, 888 million. The cash flow situation of the municipality was considered with the compilation of the budget.

The provision has been made for the following Free Basic Services which, in terms of mSCOA does not form part of expenditure.

Free basic for Property Rates	R 2, 746, 947
Free basic for Refuse Removal	R 553, 850
Free basic for Sanitation	R 374, 500
Free basic for Water	R 682, 385
Free Basic Electricity	R4, 000, 000

THE A SCHEDULES, WHICH IS A SUMMARY OF ALL THE INFORMATION ATTACHED, AND THE INFORMATION THAT IS POPULATED INTO MSCOA, IS ATTACHED.

Capital Budget

The allocation to the municipality for MIG projects in terms of the draft Division of Revenue Act for the 2020/2021 financial year amounts to R 148, 649 million. An amount of R4, 178 million has been allocated to PMU which leaves an amount of R144, 470 million available for MIG projects.

The total draft capital budget for the 2020/2021 financial year amounts to R202, 495 million which is to be funded as follows:

MIG	R144, 470 million
WSIG	R58, 025 million
Total Capital Projects	R202, 495 million

Refer to Section 10: Project Phase



SECTION 9

DEVELOPMENT

STRATEGIES



9.1 Strategic Policy Alignment and Municipal Planning

a) Procedures for alignment

Section 31(c) of the MFMA, requires the municipality to align its IDP with the IDP's of municipalities within the area of jurisdiction of the district municipality where such a municipality is located. Furthermore, this section provides that the integrated development plan of a municipality to be aligned to National and Provincial plans of organs of the state. In this regard, this financial year we were not coordinated by either North West Province and Bojanala platinum to ensure alignment as required by law.

b) Strategic narrative

Moses Kotane Local Municipality's vision as reviewed within the context of this strategic plan, signifies growth and development that will attract communities to reside in, and will be a place where the economic and social potential is unleashed by a well-run, responsive, effective and clean government, creating an environment of economic growth and investment, providing opportunities, and improving all residents' quality of life.

This is informed by plans also put by various department as we used to do our planning with acting employees. All Head of Departments had made plans to grow and align plans with municipal plans and vision. There is a principle of transit-oriented development which will create a more welcoming and efficient urban form by the spatial plans set by development planning. We raised transportation challenge above and we need to see our communities travelling and moving freely using affordable and accessible public transport, we they can conveniently access economic opportunities, basic services without travelling long distances. This will be achieved by robust engagement with all our Tribal Leaders to support the 13 Nodal Developmental Areas in all 107 villages.

All residents, as required from needs analysis above, will make communities whether in their homes, places of work are able to move around and feel safe from crime. It will not only happen because they can rely on responsive law enforcement but because we have started to preach and practice safer communities and the environment will be designed to promote safety and discourage crime. The LED department will assist the Historically Disadvantaged Individuals (HDSA) to ensure that members of our communities are assisted by even mining houses and are provided with the required capacity and support needed to be active and to contribute towards communities they reside in as members of society.

The IDP provides a platform for a strategic alignment of three spheres of government and other stakeholder's programmes. Municipal Systems Act section 24 of the on the sub heading Municipal planning in co-operative government states that: The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution.

This section must translate the vision and mission strategy of the IDP as reviewed in 2018 for a five-year term and or above, into a desired spatial planning to be aligned. The reflection need to be of different sectoral interests of players in social and economic environment. The Medium Strategic Development Framework (MSDF) is for long-term development and growth. Its always required that the MSDF be:

- ✚ Integral part of the IDP
- ✚ Be consistent with prescripts and policies of three spheres of government.
- ✚ To guide municipal land use management system;
- ✚ To inform the more detailed district spatial development frameworks (DSDFs)
- ✚ To guide and support future economic growth and development priorities
- ✚ To address fragmented inefficiencies happened during apartheid period
- ✚ To address issues of land, housing bad road infrastructure, environmental issues



✚ To ensure delivery of basic service delivery

c) Emphasise on alignment

Municipal Spatial Development Framework (MSDF) must translate the vision and strategy of the IDP into a desired spatial form for the municipality. It should also inform public and private investment decisions that affect MKLM spatial form, and represent the different sectoral interests of players in the physical, social and economic environment. We also need to note that the MSDF is a framework for long-term growth and development, including a spatial vision, policy parameters and development priorities that would help MKLM to achieve its desired spatial form and structure. That is why annually we ensure that all plans are aligned to the IDP

The Municipal SDF need to be an integral part of the IDP. Need to be consistent with prevailing legislative requirements and municipal policies of National, Province, District and its own Municipality. Development planning need to always identify significant structuring and restructuring elements of the spatial planning. This is the critical department when you look in the policies recently developed that they need to provide guidelines for land use management and support future economic growth and development priorities as resolved by Council.

MKLM has a huge responsibility in ensuring that they address the fragmented and inefficient regional planning that resulted from apartheid and to develop integrated human settlements. To proof that we have huge land demand we have encountered growth in Tribal Leadership land where we lack the provision of bulk services. The municipality can now realize and focus on providing support for a sustainable and resilient development that will determine and guide plans that will show what will be done, where are we going as in institution, how to achieve all plans and lastly when development can start with implementation plans.

9.2 Developmental duties of municipalities

Municipalities must participate in national and provincial development programmes as required in section 153 (a) (b) of the Constitution. A municipality must—

Structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and Participate in national and provincial development programmes.

Table1: Local Government objects and KPA's

Table 1: Five (5) The objects of local government : (section 152) of the Constitution	Six (6) National Key Performance Areas (KPA)
1. To provide democratic and accountable government for local communities	1. Basic Service Delivery and Infrastructure Development
2. To ensure the provision of services to communities in a sustainable manner;	2. Institutional Development and Organisational Transformation
3. To promote social and economic development	3. Local Economic Development
4. To promote safe and healthy environment;	4. Good governance and Public participation
5. To encourage the involvement of communities and community organisations in the matters of local government	5. Spatial Rationale
	6. Financial Viability

a) Below Municipal priorities are also based on the reviewed Municipal Vision.

The vision does not only focus on what we do as Moses Kotane but also focus on all its stakeholders for investment purposes. Taking into considerations our projects received from all stakeholders, programmrs as we plan together and any other initiative brought by our stakeholders as community engagement facilitators, for planning, implementation, monitoring and evaluation.



9.3 Prioritised IDP Needs Analysis from Community Consultations

The needs collected are consolidated to see transversal alignment between planned projects and if service delivery projects are implemented within our 34 wards. In this part we only provided the summation of prioritised projects by the community, however the total wish list per village and per ward is available as annexure. Here are Needs highlighted per their priority raised by the community during IDP Community Consultations.

Table 2: Municipal Priorities	Comments
Basic Service Delivery	
Water and Sanitation	Infrastructure is an essential municipal basic service. In our priorities: water and sanitation is often the subject of “Public Complaints”, and can affect human and environmental health. There is a need to ensure that water data received from Magalies is accurate and management systems is effective and efficient to supply our communities as agreed. To ensure that we mainstream basic service delivery to all our households, informal settlements and backyard dwellers and mining houses. Annually our budget is directed to water projects but the community still complain about dry taps whereas million rands projects are implemented in their wards. Lack of budget to provide VIP toilets in all our rural areas as the programme is done through Rural Sanitation
Roads and Storm water	Road infrastructure investment programme is required to upgrade our roads esp. in low-income areas to boost their economy. All other programmes need to be done using labour-intensive methods, where possible, in order to provide quality public infrastructure and job creation in our villages. To improve our roads and storm water drainage to be efficient, integrated for all transport system Mogwase as the town and tourist attraction require urgent attention and the same applies to our roads in various villages.
Solid Waste and Environment	Waste not collected in various villages due to bad roads and poor planning of roads construction to allow proper access to various households for collection. Contractors are appointed based on legal stats recognised by National Treasury which is from stats SA. Growth happening in various villages not included in our municipal stats numbers due to lack of funding to do socio economic analysis. Waste trucks struggle to collect in various villages due to high numbers of households per the IDP. Waste is collected for free in all our 107 villages (not taking into cognisance the trucks requiring diesel, human capacity and etc.) Only Mogwase residents paying for such a service and continuous education for importance of villagers to pay for waste collection. Note: To help with the reduction of illegal dumping sites
Human Settlement / Housing	Not our core function and services delivery for RDP houses is done at Provincial level. To note that contractors appointed at Provincial level, cannot be monitored by local Municipality, as they don't recognise the municipal officials. They come to their villages and use their soil and leave illegal and dangerous holes in various villages
Land and Housing (Land for residential & business)	Sustainable housing and provision of integrated human settlements. Note: Lack of serviced sites which delays development and calls for speedy growth of development. Tribal Leaders in rural areas provide unserviced land without planned basic services especially where it leads to construction of rooms only and hiring out to illegal immigrants in various villages, leads to unnecessary protests in need of services. Development in rural areas are taken as informal planning or settlements as Magosi never registered them with the Municipality for service provision.



Table 2: Municipal Priorities	Comments
Sports and Recreation	Poor maintenance and lack of sporting places and financial sustainability to cater for such in all 107 rural villages. That is why we need to support 13 Nodal developments per our spatial framework and cater for internal roads where development is directed.
Institutional Development	Corporate Support service focusses on all policies and by laws. Their main focus area is now to start introducing Bylaw and Policy education and awareness which is required to ensure that our communities abide by MKLM's bylaws. And presently the municipality is busy with the development of various policies and by laws which will require public participation. The same laws will have to find its way on how is to be rolled out Traditional Leaders as the land belongs to them. It will be required as law enforcers will ensure that laws are adhered to. In service provision if no laws are adhered to, in future we will encounter challenges in service provision: rezoning and provision of stands. The same laws will also help in reduction the levels of contravention and will allow law enforcement officers to focus on more serious offenders. During internal sessions it was realised that there's a need for vacancies as we don't have dedicated officials to do the functions. All affected Directorates will be out doing Public Participation, to educate and do awareness, by attending community meetings, school's visit, and community organisations or any other place of concern to educate the public on Municipal bylaws.
Public Participation and Communications	Good Governance and Public Participation-the confusion brought about by implemented projects in various wards and budget allocated to them moved from their villages as adopted by Council. To improve on facilities for disabled people especially our Municipal offices Lack of increased and access to indigent program and improve awareness thereof. (who qualifies and criteria used for such selection). Note: Lack of ward meetings leadings to anger vented during IDP Public Sessions. Lack of information by other department within the municipality: i.e. policies, by laws, institutional adverts, land use, and flow of municipal information esp. in rural areas.
Economic Development	Conducive environment for our local communities. To create economic development initiatives and programmes to ensure creation of economically sustainable employment opportunities. To provide business support to our communities and to work on identifying business-related bottlenecks. To provide advice and capacitate them on skills development. To ensure that we create the right conditions for enterprises development. To capacitate our youth and women on a business start-up and support, and to ensure we grow and expand our SMME's. But this cannot be done alone and all our stakeholders will be requested to assist. And lastly to see how can we address this high rate of Youth unemployment and upliftment in activities. EPWP job creation programme EPWP mainstreaming project mainstreaming the Expanded Public Works Programme (EPWP) is core and we need to try and create and build sustainable communities. To not focus only in street cleaning but we partner with various stakeholders in hospitality industry and etc. to fight this unemployment.
Public Safety	Safe Communities: Crime and drug issues need to be addressed especially in schools and our residential communities and open public spaces, our parks and old structures being unused and not belonging to the municipality. Ongoing discussions on how to deal with such for safer communities.
Sector Departments	
Health and Social Development	The social programme is the responsibility of Social Development and they also need to focus largely on creating social upliftment and social recreational activities for our communities. The achievements include increased households that will be assisted through the indigent



Table 2: Municipal Priorities	Comments
	registration and support of vulnerable groups, historically disadvantaged individuals and children, women and the disabled. Government acknowledges that children, women and the disabled are vulnerable groups in poverty situations and usually lack opportunities to break away from the situation, and that why the department has to put plans in place to assist our communities.
Education	Not our core function and the above still applies where they need to consider building multipurpose centres, youth centres and Early Child Development centers, ward offices to make such temporary facilities available for the community
Transport and traffic	We need to note that apartheid spatial planning has resulted in transport inefficiencies, with 107 villages scattered and vast from each other, many residents living far from places of work and leisure, and within various villages children struggle to access school due to bad home made bridges and lack of transport to take them to the schools of choice.
Electricity (ESKOM)	Note: Infrastructure maintenance, repairs and installations of infills and electrification of ouseholds, yards connections (water meters) (High mast lights and streets light and streets lights - electrical), storm water drainage, and roads (potholes and street/speed humps) sewer systems.
Spoornet	Rail bridges especially where trains pass daily need to be upgraded to ensure that we have safer communities to those who travel with cars and who walk daily to pass through the bridges.

a) Strategic Overview

During public participation processes, Council identified the need to review the needs and development priorities, and during strategic planning session held in February 2018 our vision and mission were reviewed to ensure that MKLM vision, as “A caring municipality underpinned by minerals, agricultural and eco-tourism economy for the advancement of sustainable services to our communities within the context of this strategic plan, signifies that we will be a place where our economic and social potential will be unleashed by a well-run, responsive, efficient, effective and clean institution. We now have to note that we have moved from disclaimer to Qualification of Audit Opinion and we will continue to create an environment of economic growth and investment, to ensure that we provide provide opportunities, and improving communities’ quality of life by delivering better services.

In this five-year term of office 2017/2022, we have seen plans that will grow our Municipality in our spatial plans, and we will focus on oriented development to create a more welcoming and efficient institution. In our document and planning we have seen lot of challenges as highlighted in our priorities collected during Needs Analysis. All of the above call for us to ensure that our residents receive basic services, economic opportunities, transportation to move freely, and kids and others are able to access Prks without fearing for any crime due to safe communities’ environment. Pland ahead set by all Directorates will make the environment conducive to reside in, economic opportunities, basic services, safer communities not only expecting to be assisted by public safety or law enforcement officials but because we worked together will all stakeholders during planning processes. We also developed a District Model- “One Plan”, which will also help the Municipality to ensure effective, caring social programmes by various all our sectors, and to ensure that they are available to our historically disadvantaged (HDI) communities for capacity building, skills transfer and support needed be given, and encouraged to remain active, contributing to our communities.

We cannot as a rural municipality afford to construct halls in every space of our villages but shared services need to be encouraged and taught for community to share recreational amenities and lively public spaces to facilitate a rich cultural life shared by all in 109 areas for development. Sound planning and adaptation of by all even our Traditional Leaders will ensure that systems and structures of our communities will be resilient and able to withstand and recover from economic, environmental, social, and disasters of poor planning. In so doing we will ensure diverse cultures in MKLM are celebrated and strong social bonds are formed by the Municipality for their Communities.



9.4 Six (6) KPA's alignment to Municipal Strategic objectives, Priorities and National Strategies Objectives

Cognisance be taken of Political, National, Provincial, District Plans that the Strategic Plan held in 2018 & 2020 below adopted and noted KPA and Municipal Strategic Objectives

KPA 1: Basic Service Delivery and Infrastructure Development

Table 3: Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Key Performance Indicators
Basic Service Delivery and Infrastructure Development Department: Infrastructure and Technical Services	Transforming Human Settlements	Development and maintainance of infrastructure to provide basic service	❖ Capacitate infrastructure operations and maintenance ❖ Replace aging bulk infrastructure and expansion of new ones ❖ Implement the Integrated Master Plan and the Regulation Technical Engineering Service operations bylaw ❖ Replacement of aged asbestos cement and galvanized steel pipes in affected areas

KPA 1: Basic Service Delivery and Infrastructure Development

Table4: Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Key Performance Indicators
Basic Service Delivery and Infrastructure Development Department: Community Services	Building Safer communities	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment	❖ Contingency Disaster Management Plan approved by Council ❖ Crime Prevention Plan approved by Council ❖ % of Madikwe Landfill Site upgraded (Ward 19) ❖ % of households which have access to solid waste removal ❖ Number of functional Municipal Landfill sites ❖ Number of external environmental audits conducted ❖ % of Mogwase Sports park upgraded ❖ Number of Municipal Buildings Renovated ❖ % of Library business plan approved by the Accounting Officer ❖ Number of Municipal properties provided with security services ❖ Repairs and Maintenance of Air Conditioners



KPA 2: Municipal Transformation and organisational Development

Tale 5: Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Strategic Projects/ Key Performance Indicators
Municipal Transformation and organisational Development Department: Corporate Support Services	Building a capable and developmental State Improving education, training and innovation	To promote accountability, efficiency and professionalism within the organization	❖ Provision of efficient administrative support to the municipality, Council and all its committees. ❖ Approval and implementation of HR Plan ❖ Review or amendment of Organizational structure ❖ Development and implementation of PDMS ❖ Approval and implementation of Customer Care Charter ❖ % of skills audit report Implemented ❖ Employment Equity Plan approved and submitted to DoL ❖ Employment Equity report submitted to DOL ❖ Review and approval of Communication strategy ❖ Number of Policies approved ❖ WSP Submitted to the LG-SETA ❖ Number of Senior Managers positions filled ❖ Number of functionality of LLF ❖ % reduction of Labour related litigations ❖ % Expenditure spent on Fleet repairs and maintenance ❖ Provision of ICT services to the Municipality ❖ Efficient Management of Municipal Fleet ❖ To have competent and empowered municipal staff



KPA 3: Local Economic Development

Table7: Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Strategic Projects/ Key Performance Indicators
Local Economic Development	Inclusive rural economy	To create an enabling environment for social development and economic growth	❖ Number of SMME's Capacitated in the Municipality's public participation incubator programme ❖ Review and implement marketing and investment plan with respect to agro – processing, tourism, agriculture, creative industry and mining Strategy ❖ Develop and implement collaboration strategy between Traditional Leaders and Council (for Spatial Rational and Local Economic Development) ❖ Develop a Black Industrialist Strategy (with the view to include marginalized groupings into the mainstream economy)
	Transforming Human Settlements	Promote a safe and healthy environment	
	Nation building and social cohesion		
	Building safer communities		

KPA 4: Spatial Rationale

Table8: Key Performance Areas	NDP Strategic Objectives	Strategic Objectives	Strategic Projects/ Key Performance Indicators
Spatial Rationale Department Planning and Development	Transforming human settlement and the national space economy	To establish economically, socially and environmentally integrated sustainable land use and human settlement in MKLM.	❖ % of Mogwase Unit 7 Township established ❖ % of Mogwase Unit 6 Township established ❖ Number of Geo-tech studies conducted ❖ % of building inspections attended to within 72 working hours of request ❖ % of Building plans approved within 4 weeks of request ❖ % of Non-compliance notices issued within 48 hours upon sighting

KPA 5: Good Governance and Public Participation

Table6: Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Strategic Projects/ Key Performance Indicators
	Building a capable and	To be an ethical and transparent local government that is	❖ Ensure compliance of integrated development plan inclusive of all stakeholders' inputs



Table6: Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Strategic Projects/ Key Performance Indicators
Good Governance and Public Participation Department: Office of Municipal Manager	developmental State	responsive to the needs of the community and encourage public participation	❖ Fighting Corruption ❖ Implement MPAC and Public hearings ❖ MPAC oversight reports submitted to council for approval ❖ Develop and approval of Municipal Public Participation Strategy ❖ Establish an IT Audit system ❖ Intensify Inter Governmental Relations ❖ Develop and Review policies ❖ Develop and Review policy procedural manuals ❖ Develop and Review Policy System of Delegation ❖ Advocacy towards Clean Audit campaign and internal controls ❖ Perform monitoring, evaluation and oversight exercises ❖ A lifestyle audit be conducted on both Political and Administration Offices
		To strengthen Inter – governmental Relations (IGR) and stakeholder relations	
		To improve the standard of Integrated Development Plan	
		To manage Performance Management Systems	
		To manage organisational risk	

KPA 6: Municipal Financial Viability and Financial Management

Table9: Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Strategic Projects/ Key Performance Indicators
Municipal Financial Viability and Financial Management	Building a capable and developmental State	Provide an Anti – Fraud and Anti – Corruption Strategy	❖ Develop revenue enhancement strategy ❖ Develop a turn – around strategy ❖ Establish a social upliftment unit ❖ Draft and adopt a business development policy and design an electronic quotation sourcing and order – issuing system ❖ Increase revenue base collection ❖ Develop an asset management system ❖ Maximize revenue through traffic operations
	Social protection	To provide an effective and efficient financial systems and procedures.	

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9.5 Predetermined Objectives: General Key Performance Indicators (as per section 43 of Municipal Systems Act)

1. The % of households with access to basic level of water, sanitation, electricity and solid waste removal;
2. The % of households earning less than R1100 per month with access to free basic services;
3. The % of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
4. The number of jobs created through municipality's local economic development initiatives including capital projects;
5. The number of people from the employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plans
6. The % of a municipality's budget actually spent on implementing its workplace skills plan; and
7. Financial viability as expressed by the ratios explained in 10(g i, ii, and iii)

9.5.1 Infrastructure and Technical Services (ITS)

Table 10: Strategic Objectives / Predetermined Objectives	Key Performance Indicator	2020/21	2021/2	2022/23
		Target	Target	Target
Development and maintainance of infrastructure to provide basic service	Number of Water Treatment works upgraded	1		
	Number of water supply schemes Upgraded	1	1	1
	% of water supply schemes constructed	100%	100%	100%
	Number of Water safety plans developed	100%	100%	100%
	% of households with access to basic level of service	100%	100%	100%
	Number of VIP toilets constructed	100%	100%	100%
	Review and approval of the draft road Master Plan	100%	100%	100%
	Number of km of internal roads constructed	100%	100%	100%
	Approval of storm water designs by READ	100%	100%	100%
	Number of high mast lights installed	100%	100%	100%

9.5.2 (a) KPA 1: Basic Service Delivery - Community Services – (CS)

Table 11: Strategic Objectives / Predetermined Objectives	Key Performance Indicator	2020/21	2021/2	2022/23
		Target	Target	Target
To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment	Contingency Disaster Management Plan Approved by Council	100%	100%	100%
	Crime Prevention Plan approved by Council	100%	100%	100%
	Percentage of households with access to solid waste removal	100%	100%	100%
	Madikwe Landfill Site upgraded (Ward 19)	100%	100%	100%
	Number of Municipal Landfill sites functional	100%	100%	100%
	Number of external environmental audits conducted	100%	100%	100%
	Mogwase Sports park upgraded	100%	100%	100%
	Number of Municipal properties provided with security services	100%	100%	100%



Table 11: Strategic Objectives / Predetermined Objectives	Key Performance Indicator	2020/21	2021/22	2022/23
		Target	Target	Target
	Number of Municipal Buildings Renovated	100%	100%	100%
	Library business plan approved by MANCO	100%	100%	100%
	Repairs and Maintenance of Air Conditioners	100%	100%	100%

9.5 3 Corporate Support Services (CSS)

Table 13: Strategic Objectives / Predetermined Objectives	Key Performance Indicator	2020/21	2021/22	2022/23
		Target	Target	Target
To promote Accountability, efficiency and professionalism within the organization	HR Plan reviewed and approved	100%	100%	100%
	Organizational structure reviewed and approved	100%	100%	100%
	Customer care charter approved	100%	100%	100%
	% of skills audit report Implemented	50%	25%	25%
	Employment Equity Plan approved and submitted to DoL	100%	100%	100%
	Employment Equity report submitted to DOL	100%	100%	100%
	Communication strategy reviewed	100%	100%	100%
	Number of Policies developed, reviewed and approved	20	20	20
	WSP Submitted to the LG-SETA	100%	100%	100%
	Number of Senior managers positions filled by 2021	2	-	-
	Number of LLF meeting held annually	4	4	4
	% reduction of Labour related litigations	100%	100%	100%
	% Expenditure spent on Fleet repairs and maintenance	100%	100%	100%
	% ICT management implemented in line with COGHSTA	100%	100%	100%
	MPAC oversight reports submitted to council	100%	100%	100%
	Development of Municipal Public Participation Strategy approved	100%	100%	100%

9.5 4 Good Governance and Public Participation: Office of the Accounting Officer (OAO)

(a) IDP Unit

Table 14: Strategic Objectives / Predetermined Objectives	Key Performance Indicator	2020/21	2021/22	2022/23
		Target	Target	Target
To be an ethical and transparent local government that is responsive to the needs of the community and encourage public participation	Review and Development of IDP/PMS/Budget Process Plan for financial year 2021/2022	100%	100%	100%
	Development of IDP/ Budget for Financial Year 2021/2022	100%	100%	100%
	Review/ Establishment of Integrated Development Plan Forums	4	4	4
	Review/ Establishment of Integrated Steering Committee	4	4	4
	Establishment Pupic Participation Processes Plan per chapter 4	2	2	2
		100%	100%	100%

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Table 14: Strategic Objectives / Predetermined Objectives	Key Performance Indicator	2020/210	2021/22	2022/23
		Target	Target	Target
	Compliance and alignment of all mining houses Social Labour Plans (SLP)			

(b) Performance Management Unit

Table 15: Strategic Objectives / Predetermined Objectives	Key Performance Indicator	2020/210	2021/22	2022/23
		Target	Target	Target
To be an ethical and transparent local government that is responsive to the needs of the community and encourage public participation	Review Municipal performance to identify early warning signs and plan on implementing corrective measures	1	1	1
	Quarterly report on progress made with the implementation of Risk Based Audit Plan (RBAP)			

(c) Office of the Speaker

Table 16: Strategic Objectives / Predetermined Objectives	Key Performance Indicator	2020/210	2021/22	2022/23
		Target	Target	Target
To be an ethical and transparent local government that is responsive to the needs of the community and encourage public participation	Development of ward plans	34	34	34

(d) Municipal Public Accounts Unit

Table 17: Strategic Objectives / Predetermined Objectives	Key Performance Indicator	2020/210	2021/22	2022/23
		Target	Target	Target
To be an ethical and transparent local government that is responsive to the needs of the community and encourage public participation	Number of Public participation held for the adoption of the Annual Report	1	1	1
	Annual Report adoption by Council	100%	100%	100%

(e) Risk Management

Table 18: Strategic Objectives / Predetermined Objectives	Key Performance Indicator	2020/21	2021/22	2022/23
		Target	Target	Target
To be an ethical and transparent local government that is responsive to the needs of the community and encourage public participation	To develop action plan to address top ten municipal risks	1	1	1
	Risk based Audit Plan approved annually	1	1	1
	Quarterly Completion of the Quality processes as per the Risk Based Plan (RBAP)	4	4	4

9.5.5 Local Economic Development

Table 19: Strategic Objectives / Predetermined Objectives	Key Performance Indicator	2020/21	2021/22	2022/23
		Target	Target	Target
To create and enabling environment for	Development of forums to grow the economy	4	4	4
	Resuscitation of Development Agency and quarterly progress reports	4	4	4



Table 19: Strategic Objectives / Predetermined Objectives	Key Performance Indicator	2020/ 21	2021/ 22	2022/ 23
		Target	Target	Target
social development and economic growth	Promotion of entrepreneurial skills and business start up in partnership with Government Department and Mining Houses (Share and agree on funding model)	1	1	1
	Signing of SLA with various mining houses and Government Department on projects related to Arts and culture (Continuous engagement with various projects)	100%	100%	100%
	Implementation of Expanded Public Works Programme with all implemented projects (EPWP) and expanding it to hospitality and Tourism	100%	100%	100%
	Buying of crop production and agricultural produce for various cooperatives	100%	100%	100%
	Promotion and support to SMME's development in various villages	100%	100%	100%
	Development and annual review and update of MOU's with the intent to promote local Tourism	100%	100%	100%
	Development and review of LED Strategy	100%	100%	100%
	Development and review of Tourism Strategy	100%	100%	100%
	Development and review of Agricultural Master Plan	100%	100%	100%

9.5.6 KPA 4: Spatial Rationale - Planning and Development

Table 20: Strategic Objectives / Predetermined Objectives	Key Performance Indicator	2020/ 21	2021/ 22	2022/ 23
		Target	Target	Target
To establish economically, socially and environmentally integrated sustainable land use and human settlement in MKLM.	% of Mogwase Unit 7 Township established, to provide sustainable human settlements.	15%	30%	100%
	% of Mogwase Unit 6 Township established, to provide sustainable human settlements.	15%	30%	100%
	Number of Geo-tech studies conducted (Proactive planning.)	3	3	3
	% of building inspections attended to within 72 working hours of request, to regulate building construction.	% within 72 working hours of request	% within 72 working hours of request	% within 72 working hours of request
	% of Building plans approved within 4 weeks of request, to regulate building construction.	% within 4 weeks of request	% within 4 weeks of request	% within 4 weeks of request
	% of Non-compliance notices issued within 48 hours upon sighting,	% within 48 hours upon sighting	% within 48 hours upon sighting	% within 48 hours upon sighting

9.5.7 KPA 6: Financial Viability - Budget and Treasury Office (BTO)

Table 21: Strategic Objectives / Predetermined Objectives	Key Performance Indicator	2020/ 21	2021/ 22	2022/ 23
		Target	Target	Target
Sound Financial Management: Adherence to all laws and regulations as prescribed to Local Government	Annual review of SCM policies in line with prescripts	100%	100%	100%
	Development and Review of all legislative required budget policies	100%	100%	100%

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Table 21: Strategic Objectives / Predetermined Objectives	Key Performance Indicator	2020/ 21	2021/ 22	2022/ 23
		Target	Target	Target
	Timeous submission of all Financial Reports	100%	100%	100%

a) Implementation Strategy

The IDP as the strategic development Planning tool will guide the development of the Service Delivery and Budget Implementation Plan (SDBIP). The performance of the Municipality will only be reported quarterly by all departments within their departments and senior managers who signed performance contract and continuously to report in mid year Performance assessment as well as the Annual Report to ensure compliance as legislated.

9.6 Development of long term Plan

The development won't affect the annual review of the IDP but to ensure alignment of plan and programmes not to interfere with long term planning. This will only propose amendmends per regulation 21 or adjustment to the strategy only when necessary, by issues affecting the community. The information nabove will guide all implementation plans like budget completion and development of departmental SDBIP. Risk Management need to play an integral role in all planning processes of the municipality.

Guiding principles to implement Municipal Vision in line with the priorities above taken from the Community Consultations and aligned to departmental plans, programmes and projects

During our strategic planning process Council crafted a set of strategic objectives which are aligned to the national strategic focus areas as well as the community needs analysis. The table below shows the Key Performance Area, Strategic Objectives, challenges and interventions to ensure efficient and efficient delivery of basic services. This is intended to guide Directorates within the municipality to develop departmental business plans with specific deliverables and targets, development of the Service Delivery and Budget implementation Plan (SDBIP) to give effect to the strategic objectives of Council.

Table 22: KPA's	Priorities	Challenges	Interventions
Strategic Objectives: Development and maintenance of infrastructure to provide basic services			
Basic service delivery and infrastructure development	Department Infrastructure and Technical Services	Migration patterns result in a rapid increase in population growth and provision of basic services in 20 fastest growing villages and other nearer developments earmarked for mining development	To explore the utilisation of alternative sanitation systems in all our villages
	Water and Sanitation	None of the WWTW's has Green Drop Status	To educate our communities on the disadvantages of proper provision of services without engagement of town planning / spatial issues
		Implementation of Water Services Authority and engagement of all mining houses and guesthouses within MKLM	To educate the community and mobilize them for the effective use of water utilisation and saving thereof
		Engaging Magalies Water as bulk providers of our communities	To conduct a comprehensive survey on sanitation backlogs to inform development of mater plan
		Drying of boreholes in various villages	To ensure provision of adequate basic sanitation to all households by 2025



Table 22: KPA's	Priorities	Challenges	Interventions
		Provision of free basic services to all municipal employees Relatively high crime rate and request for high mast lights in villages	To engage all relevant sector departments with the assistance of providing the service To develop and implement an effective maintenance plan for all sanitation and water infrastructure Upgrading and maintenance of all WWTW's to cater for growth within Mogwase Engage the Department of Water & sanitation for assistance in understanding and providing the services or reticulation
	Department Infrastructure and Technical Services Roads and storm water development	Uncontrolled informal settlement without proper town planning assistance hinders development of road construction Lack of construction of provincial roads within various villages Lack of understanding by communities to differentiate provincial and internal road infrastructure development Development and upgrading of Primary road leading to Mogwase Park, Mogwase Stadium, Municipal Offices and Units 1 and 2 (next to the flats) and the Mogwase Airport. Development and upgrading of Mogwase Provincial President street as a Tourist route between R510 and leading to N4 Sun City Development of roads by SANRAL (i.e. R510) upgrading makes the provision of basic services and infrastructure virtually impossible (road daily used by all 11 mines within the cross boundaries of MKLM and TBZ Municipalities Relatively poor condition of internal roads infrastructure especially in rural areas hinders economic growth Irregular maintenance of roads infrastructure causes dilapidation Ineffective public transport due to poor roads hinders operation and growth in various villages	To improve the conditions of all roads, streets and storm water drainage Construction of all pavement management System within Municipal area where needed especially Mogwase and Madikwe Development of potholes maintenance and implementation of an effective pothole repair programme Implementation and monitoring of MIG, RBIG and EPWP projects to be completed within required timeframes and SDBIP (contract management) To develop maintenance plan of all municipal streets and storm water assets to extend the lifespan of assets Development of integrated road master plan to cater for MKLM



Table 22: KPA's	Priorities	Challenges	Interventions
		Absence of proper storm water infrastructure in Mogwase and Madikwe and new construction done in various villages Financial constraint to address roads infrastructure backlogs	
Strategic objective: To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment			
	Department Community Services Municipal assets Environmental Conservation And Sports and recreation	Vandalism of infrastructure and public amenities (toilets in most of our community halls in various villages) The impact of climate change not addressed in our IDP which has a direct impact on agricultural produce and the community sustainability Lack and development of sports parks and recreational facilities Slow developmental growth in the local economy and high rate of unemployment Increasing demand for commercial and residential development might compromise environmental integrity Non-compliance of nearer mines which affects various residential areas	Proper and improved management of our environment Commission research on alternative energy sources for reduction of pollution Develop and implement a comprehensive Climate Change Adaptation Strategy (workshop) Engagement with Traditional Leaders to hand over community halls to them for bookings, maintenance and control as villages are scattered to book in the municipality (usage is free and the halls need to be maintained) Pro-active strategy to mitigate the environmental disasters Development and implementation of an incentivised green rebates policy Engagements on review and development of new mining to comply with MPRDA and Mining charter To form partnership with property owners to assist with the upgrading and maintenance of open spaces, roads infrastructure and street cleanliness surrounding their yards (clean city promotion) Develop youth programmes in all our villages
	Disaster Management	Not municipal mandate and responsibility (reactionary) and lack of staff Climate change will have an impact on the likelihood of natural disasters	To enhance effective disaster management and fire services in conjunction with the District Municipality Annual review and effective implementation of the disaster



Table 22: KPA's	Priorities	Challenges	Interventions
		Regular occurrences of fires in informal settlements and veld fires during winter seasons Limited accessibility for emergency vehicles in informal settlements and villages Slow reaction time to fires in remote rural areas High cost of resources required to combat disasters Lack of fire stations and EMS in MKLM and in remote areas / villages of MKLM	management plan Improve the capacity the unit to deliver on their functions effectively To facilitate community safety initiatives and awareness Programmes Establishment of adequately resourced satellite fire stations in remote areas
Strategic objective: To establish economically, socially and environmentally integrated sustainable land use and human settlement in MKLM.			
Basic Service Delivery and Infrastructure Development	<u>Department Planning and Development</u> Human Settlement / Housing Development	Mushrooming or growth of informal settlement in various villages hinders provision of sanitation facilities Mushrooming of informal housing settlements (in rural areas) and the upgrading thereof place excessive pressure on the provision of service and existing services and infrastructure capacity (Illegal connections) Limited resources and financial constraint to address municipal backlog (no services paid in rural areas)	Traditional Leaders to engage municipalities on residential planning (for planning of basic services) Engaging all mining stakeholders as growth in our villages is caused by mining development happening in their villages and has lot of work force and labour sending areas. Illegal connections to be addressed by formalising services done and received in villages
Strategic Objectives: To promote accountability, efficiency and professionalism within the organisation.			
Municipal Transformation and Organisational Development	<u>Department Corporate Support Services</u> <u>Institutional Capacity</u>	Vacancy rate has improved significantly, and has high number of internship / temporary staff Lack of attraction to scarce skills, as well as availability of funding for human resources development. High costs of staff structure limits the filling and development of new posts Limited co-operation between the municipality and private sector Lack of policy and by laws development To address employment equity challenges To deal with all labour relations matters and of organised labour	To ensure we continuously improve the capacity building programmes of staff and councillors to achieve the strategic objectives of Council To review of the Organisational development / structure of the institution Work skills development to be utilised to enable the unit to identify areas for training and development to enhance service delivery Implement an effective and efficient staff succession planning and staff retention policy Conducting of an organisational-wide functionality and productivity audit



Table 22: KPA's	Priorities	Challenges	Interventions
		Lack of job analysis, job description, job profiling, job levels Skills audit, job evaluations and code of good practice Develop systems of delegation, and implementation of Council Resolution Disclaimer caused by poor records management systems Lack of compliance to performance agreements	Institute an enterprise-wide performance management system. To develop and implement an integrated workflow tool to improve joint planning between municipal departments and avoid silo operations To develop policy and conduct workshops Centralisation of record management and ensuring implementation
	Responsive and accountable system of Local Government	Councillors to have more frequent report back and consultation sessions with communities Lack of effective customer centre to response to complaints and suggestions raised by communities Allocation of resources in the budget and treasury to cater for Councillors needs and resources needed at ward level Lack complaints / customer centre in all satellite offices	To establish service level agreements with communities and Tribal Authorities / Leaders to align with performance management to ensure high quality service delivery Implementation of a satisfactory client service system at all municipal areas Implementation of a hotline to report suspicion of alleged misconduct, fraud or corruption Effective implementation of oversight role of Council through MPAC and the resolutions
Strategic Objectives : To ensure ethical and transparent governance that is responsive to community needs and encourage Public Participation			
Good Governance and Public Participation	Department Office of MM: Integrated Development Plan (IDP) Public Participation,	Lack of understanding of IDP programmes and phases by community Lack of business plans by all departments to market the municipality from economies and infrastructural developmental projects Lack and limited collaboration between municipality and other government sector departments in public participation processes (core functions like health. Education etc.) Accountability to communities on matters of the municipality and report consolidation by all	Development of Public Participation Strategy
	Intergovernmental Relations (IGR)	Lack of coordination of improved Intergovernmental Relations (IGR) with other spheres of government	To improve municipal communication internally and externally Development of dedicated unit to address the backlog



Table 22: KPA's	Priorities	Challenges	Interventions
	Communications	Ineffective communication strategy between the municipality and Stakeholders Current IDP public participation process do not yield the desired outcomes – turned into community meetings	Development of Communication and Marketing Strategy Drafting and implementation of a comprehensive Communication Strategy which identify multiple tailor-made communication solutions for different stakeholders Development of cluster forums by all departments / Establish sector forum engagements to facilitate meaningful participation
	Office of the Speaker Ward Committees and Community development workers	Lack of effective participation by ward committees and Community development workers Lack of systems to check optimal functioning of ward committees to improve public participation Lack of assistance by CLO on public participation programmes Lack of improved communication between ward committees and the constituencies they represent Lack of Councillor community meetings lead to communities to be vulnerable to wait for IDP annual meetings Capacity building and training programmes for ward committees required	To enhance the effectiveness of ward committees by providing them with the required resources to function optimally Capacity building training of ward committees in all the municipal programmes and plans (IDP, Community Based Planning (CBP) and performance management processes etc.) Coordination and hosting of monthly meetings as planned by office of the Speaker Coordination of Ward Committee Summits in partnership with relevant government sector departments
Strategic Objective: To promote, celebrate and implement a culture of sharing and caring for all our communities in government national calender			
	Office of the Mayor	Lack of planned programmes and projects per national calender for: Human Rights Day, Freedom Day, Youth Day, Mandela Day, Heritage Day, Women's Day, Reconciliation Day, Mayoral Golf Day, Gender Desk and Moral Regeneration	To ensure all the plans find expression in the SDBIP and budget allocation
	Youth Development	Youth unemployment is on the increase Increasing involvement of youngsters in criminal activity and alcohol and substance abuse Relatively high rate of teenage pregnancies and dependency on grants	Youth development programmes championed by MKLM Development of Youth Desk Formation of Youth Council Skills Audit required amongst our villages



Table 22: KPA's	Priorities	Challenges	Interventions
		Limited opportunities for youth entrepreneurs (unbundling of projects by the municipality and mining houses) High rate of early school leavers due to poverty or lack of resources	
	Care for the elderly	Inadequate capacity of retirement homes for the elderly	Establishment of government subsidised retirement homes for the aged with the assistance of Department of Social Development
	HIV/Aids Awareness and or communicable diseases	Lack of education and awareness in rural areas and communities fearing to be stigmatised People in rural areas have limited access to quality primary health care facilities The HIV and TB prevalence have increased during the past few years and lack of medication in rural health centres	To facilitate the implementation of an effective HIV/Aids awareness campaign in partnership with the relevant sector departments Preventative programmes for TB, HIV/AIDS and other prevalent diseases
	Opportunities for women and people living with disability	Lack of amenities to cater for disabled communities even our municipal building Women and children are exposed to gender-based violence Employment equity issues also a challenge in the municipal environment	Development of Employment Equity Plan Conduct an audit of public facilities that are not disabled friendly To improve access to public amenities – for people living with disabilities (eg: Municipal building) To promote employment equity by focusing on disabled in the employment equity plan and recruitment processes
Strategic Objective: To create an enabling environment for social development and economic growth.			
Local Economic Development	Economic Development	Lack of creating decent employment opportunities and job creation High level of inequality in our villages and lack of youth development in creative industries, arts and culture High rate of unemployment especially amongst the youth The slow growth in the local economy (bad roads) has resulted in increased unemployment and decreased job creation, also provide a decline in revenue (non-payment of services) Scattered and limited land availability for development, agriculture in the hand of Tribal Authorities	Review of the MKLM Local Economic Development Strategy Revitalisation of project and SMME capacity building / development Introduction of tax holidays to attract meaningful investors. Unlocking of strategic land for residential and business development Review land-use management practises and collaboration amongst key stakeholders to align and develop plans Research and assess all municipal properties for investment and/or development purposes



Table KPA's	22:	Priorities	Challenges	Interventions
			Lack of incentives to attract investment and LED Strategy Lack of promoting local tourism and SMME's development Lack of other mining coordination to benefit various communities Lack of support for SMME development by the municipality Lack of business plans to market the municipality	Reduce poverty and unemployment through optimal implementation of EPWP and CWP job creation initiatives Training & skills development for SMME's and to foster a culture of entrepreneurship To develop and facilitate the creation of new job opportunities per annum by doing inclusive and informed study or engagement To address and increase employment opportunities for women, youth and people living with disability annually (promote special projects in the Mayor's office) To empower local emerging contractors through catalytic infrastructure projects in all spheres of government (engaging mines for benefit and unbundling of projects to nearer mines) Increasing of the number of SMME's participating in the incubator programme of the municipality Development and alignment of database with those of our stakeholders
		Rural Development	Scattered and remote areas of rural communities and settlements causes financial constraints Lack of planned basic services and infrastructure development remains a challenge and non-feasible (villages) Lack and limited economic opportunities and resources for rural communities Duplication of programmes in various villages parachuted by sector departments Limited access to government services for rural communities (health centres/ closure of schools etc.) High cost and in-effective public transport systems for rural communities due to poor bad roads	To develop an Integrated Rural Development Strategy Promote inclusive living spaces Implementation of 13 nodal developments To facilitate the implementation of a marketing and investment plan which also focuses on agri- produce/ agri- tourism Implementation of development programmes through the Comprehensive Rural Development Programme (CRDP) Develop a secure and significant socio-economic and infrastructure development investment through the CRDP initiatives
Strategic Objective: To establish economically, socially and environmentally integrated sustainable land use and human settlement in MKLM.				
Spatial Rationale and		Integrated Human Settlements	Lack bulk infrastructure for Increasing demand for adequate quality housing opportunities	To provide housing opportunities and secure land tenure upgrading



Table 22: KPA's	Priorities	Challenges	Interventions
Human Settlement		Lack and limited land availability of suitable land for implementation of human settlement projects and integrated human settlement Housing delivery dependency by the department of human settlement and funds from national for mining developments Long list of people waiting for procuring land for housing development Migration trends result in people moving to nearer Tribal land and demanding services on informal unplanned pieces of land Uncontrolled and unplanned illegal occupation without assistance of town planning unit and lack of rezoning Land tenure upgrading Lack of clear and researched housing needs and backlogs within the IDP Informal settlement in various villages due to mining developments Vague no clear plans on types of housing need per ward and villages No clear plans and land availability within the municipal IDP (business, residential and agricultural development)	Conduct an audit of all state-owned land which can be utilised for human settlement, business and agricultural purposes Implementation of coordinated 13 nodal points per approved Spatial Development Framework Reviewed and updated the Human Settlement Plan To formalise informal settlements where possible by engaging mining houses Pro-actively plan our housing needs with consultation with national and provincial human settlements
Strategic Objectives: To provide an effective and efficient financial systems and procedures.			
Municipal Financial Viability and Management	Sound Financial Management	Limited financial resources to fund basic services, address backlogs, maintain existing infrastructure, Lack of Financial Plan Lack and plans on debt collection Limited funding and withdrawal of grants impact on slow growth in the economy None payment of property rates Provision of free basic services even to affordable households Although the municipality would like to reduce debt owed by consumers, no interest shown for payment of services Further challenges include the continuous increase in staff costs and the integration	Development of a long term financial plan for MKLM Working towards Clean Audit as committed from the strategic planning Implementing a Revenue Enhancement Strategy to identify additional sources of revenue for financing major capital projects and maintenance of assets Reviewing and effectively implementing the debt collection Policy To improve financial efficiencies by introducing and monitoring cost saving measures (circular 82) Effective development and implementation of municipal-wide risk management strategies



Table KPA's	22:	Priorities	Challenges	Interventions
			of municipal systems. (water boards and litigations and labour costs)	Put systems and procedures in place to maintain the Clean Audit of the municipality Review of SCM policy to support a local procurement initiative Effective implementation of the indigent register to curb fruitless and wasteful expenditure to people or households who can afford

Global Development Policy Direction



The United Nations as Countries adopted a set of goals by the year September 2015, where they aimed to eradicate poverty, protect the planet and ensure prosperity for all as part of a new sustainable development agenda. Each goal has specific targets to be achieved over the next 15 years. In which MKLM align the set goals with the national plans of developing a long term plan for vision 2030. The Agenda was for *transforming our world: the 2030 Agenda for Sustainable Development*. It is the Agenda is an action plan for people, planet, and prosperity, to focus on strengthening peace and partnerships.



The 17 above Sustainable Development Goals (SDGs) are build on the Millennium Development Goals (MDGs). The MDGs set the momentum for the SDGs to continue the people-centred development agenda. The Millennium Development Goals expired in 2015 and poverty level drastically was reduced. And a move from MDG to SDG required a developmental planning to focus on goals as set below.

9.7 Millennium Development Goals - MDGs New Approach

Table 23: Goals	Activities
1.	Eradicate extreme poverty and hunger
2.	Achieve universal primary education
3.	Promote gender equality and empower women
4.	Reduce child mortality
5.	Improve maternal health
6.	Combating HIV/AIDS, malaria, and other diseases
7.	Ensure environmental sustainability
8.	Develop a global partnership for development

9.8 Sustainable Development Goals – SDGs

These Sustainable Development Goals are a three-dimensional tool, incorporating and integrating the social, economic and political spheres of society. This agenda also calls for participation and implementation from all sectors of society.

Table 24: Goals	Activities
1.	End poverty in all its forms everywhere
2.	End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
3.	Ensure healthy lives and promote well-being for all ages
4.	Ensure inclusive and equitable quality educational and promote life- long learning opportunities for all
5.	Achieve gender equality and empower all women and girls
6.	Ensure availability and sustainable management of water and sanitation for all
7.	Ensure access to affordable, reliable, sustainable, and modern energy for all
8.	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9.	Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation
10.	Reduce inequality within and among countries
11.	Make cities and human settlements inclusive, safe, resilient and sustainable
12.	Ensure sustainable consumption and production patterns
13.	Take urgent action to combat climate change and its impacts
14.	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development
15.	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat deforestation, halt and reverse land degradation, and halt biodiversity loss
16.	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels
17.	Strengthen the means of implementation and revitalise the global partnership for sustainable development

9.9 National Development Plan

The National Development Plan was developed in the year 2011, and chaired by present President Cyril Ramaphosa who was then the Deputy President. The National Development plan (NDP) is the government policy document to guide all developments in various especially at local level. From the strategic planning session, the SONA and the Budget speech, we as Moses Kotane Local Municipality need to ensure that we align our plans with the overall targets and implementation of the National Development Plan.



Table 25: IDP Alignment - National Development Plan (Vision 2030)	Strategic Objective	IDP Response per KPA
Expand Infrastructure	Development and maintenance of infrastructure to provide basic services	Basic Service Delivery - ITS - To improve bulk infrastructure and maintaining of existing projects. - Eradicate water backlog projects by collaborating with all stakeholders. - To improve and maintain road services especially in rural areas where roads are bad condition. - To address roads and infrastructure projects and make awareness of the difference of municipal roads and provincial roads
	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment	Basic Service Delivery – Community Services - Public transport engages all relevant stakeholders on how to improve public transport system. Provision of VIP toilets where its needed the most - Accelerate waste removal especially in rural areas where roads are bad collection
Transition to a low-carbon economy: - Speed up and expand renewable energy, waste recycling, ensure buildings meet energy efficient standards - Set a target of 5 m solar water heaters by 2029	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment	Community Services - To focus on issues of climate change and Environmental Management - Environmental sustainability: lot of illegal mining and mining developments in rural areas.
Fix the relationships between political parties and government officials Improve relations between National, Provincial and Local Government	To promote accountability, efficiency and professionalism within the organization	Corporate Support Services Good Governance where all stakeholders will partake and share plans and programmes for developmental purposes.
Fight Corruption	To be an ethical and transparent local government that is responsive to the needs of the community and encourage public participation	Office of the Municipal Manager Good Governance to ensure services are delivered to communities as planned and adopted by Council
Create 11 million jobs by 2030: Expand the public works programme	To create an enabling environment for social development and economic growth	Local Economic Development - Focus on Poverty eradication - To assist in rural and economic development - Collaboration to help in job creation
Transform urban and rural spaces: Stop building houses on poorly located land and shift more resources to upgrading informal settlements, provided that they are in areas close to jobs	To establish economically, socially and environmentally integrated sustainable land use and human settlement in MKLM.	Planning and Development - To ensure intergrated Human Settlement - Focus on land development and to address housing backlog - To ensure the provision of housing opportunities - To upgrade informal settlements as it was recommended by Presidential packages as our informal settlement are caused by mining developments.



Table 25: IDP Alignment - National Development Plan (Vision 2030)	Strategic Objective	IDP Response per KPA
		To do land audit to know all stakeholders owning land, and to promote sustainable human settlements (public and private) Public transport

The National Development Plan (NDP) main objective is for the reduction of poverty and to address issues of inequality to all 107 villages and 2 urban areas in MKLM communities. Our plans need to reflect on how we will grow and broaden opportunities in economic growth and reduction of unemployment and job creation. The NDP emphasises that South Africa belongs to its people, and the people belong to each other.

9.9.1 The Plan outlines the set of priorities:

- ✚ Basic Services to grow people in a ward - Building a capable and developmental or capable state.
- ✚ Unethical behaviour to be rooted out - To fight corruption and enhance accountability
- ✚ Growing the economy:
 - To bring in faster economic growth, higher investment and greater labour absorption.
 - To create jobs and better livelihood
 - To transform Urban and rural spaces
- ✚ To promote active citizenry to strengthen development, democracy and accountability.
- ✚ To transform and unite all South Africans around a common programme to achieve prosperity and equity.
- ✚ To improve education and training
- ✚ To provide quality health care

9.9.2 The Plan continue to identify main challenges highlighted below:

- Infrastructure is poorly located, under-maintained and insufficient to foster higher growth.
- Corruption is widespread and South Africa remains a divided society
- The economy is overly and unsustainable resource intensive.
- Spatial patterns exclude the poor from the fruits of development.
- Public services are uneven and often of poor quality.
- A widespread disease burden is compounded by a failing public health system.
- Too few people work and the standard of education for almost black learners is of poor quality

SO 1: To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in our communities villages through economic, environmental and social infrastructure investment.

SO 2: Promoting sustainable infrastructure services and transport system which fosters social and economic opportunities.

SO 3: To provide an effective and efficient financial and strategic support services

Table 26: Key Performance Area	National Development Plan (NDP) Outcome	Municipal Strategic Objective
Basic Service Delivery	Infrastructure and Technical Services Chapter 13: Building a capable and developmental state	Development and maintenance of infrastructure to provide basic services
	Planning and Development Chapter 8: Transforming human settlements	To establish economically, socially and environmentally integrated sustainable land use and human settlement in MKLM.



Table 26: Key Performance Area	National Development Plan (NDP) Outcome	Municipal Strategic Objective
	Community Services Chapter 12: Building safer communities	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment
Good Governance and Public Participation	Office of the Municipal Manager Chapter 13: Building a capable and developmental state	To ensure ethical and transparent governance that is responsive to community needs and encourage Public Participation
	Office of the Municipal Manager Chapter 14: Fighting corruption	To promote accountability, efficiency and professionalism within the organization
	Office of the Mayor Chapter 9: Improving education, training and innovation	To promote, celebrate and implement a culture of sharing and caring for all our communities in government national calendar
	Office of the Mayor Chapter 10: Health care for all	To promote, celebrate and implement a culture of sharing and caring for all our communities in government national calendar
Office of the Mayor	Human Rights Day, Freedom Day, Youth Day, Mandela Day, Heritage Day, Women's Day, Reconciliation Day, Gender Desk, Moral Regeneration and Golf Day per MKLM annual plans	To promote, celebrate and implement a culture of sharing and caring for all our communities in government national calendar
Local Economic Development	Chapter 4: Economic infrastructure	To create an enabling environment for social development and economic growth
	Chapter 5: Environmental sustainability and resilience	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment
	Chapter 3: Economy and employment	To create an enabling environment for social development and economic growth
	Chapter 6: Inclusive rural economy	To create an enabling environment for social development and economic growth Promote a safe and healthy environment
Municipal Transformation and Institutional Development	Chapter 11: Social protection	To promote accountability, efficiency and professionalism within the organization
Spatial Planning	Chapter 11: Social protection	To establish economically, socially and environmentally integrated sustainable land use and human settlement in MKLM.

Table 27: National Strategic Outcomes	
Goal 1	Improved quality of basic education.
Goal 2	A long, healthy life for all South Africans.
Goal 3	All people in SA are and feel safe.
Goal 4	Decent employment through inclusive economic growth. A skilled and capable workforce to support an inclusive growth path.
Goal 5	An efficient, competitive and responsive economic infrastructure network.
Goal 6	Vibrant, equitable and sustainable rural communities with food security for all.
Goal 7	Sustainable human settlements and improved quality of household life.
Goal 8	A responsive, accountable, effective and efficient local government system.
Goal 9	Environmental assets and natural resources that is well protected and continually enhanced.
Goal 10	Create a better SA and contribute to a better and safer Africa and World.
Goal 11	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.



9.9.3 The National Spatial Development Perspective (NSDP) argues the following:

- ✚ Location is critical to enable the poor to exploit opportunities for growth;
- ✚ Poor people concentrated around economic centres have greater opportunity to gain from economic growth;
- ✚ Areas with demonstrated economic potential provide greater protection due to greater diversity of income sources;
- ✚ Areas with demonstrated economic potential are well positioned to contribute in overcoming poverty; and
- ✚ The poor are making rational choices about relocating to areas of opportunity and therefore investment poured into economically barren areas would eventually prove to be not viable investment.
- ✚ Again, to take this proven theory on the space economy the NSDP puts forward a set of five normative principles in order to contribute to the broader growth and development policy objectives of government:

Principle 1

Rapid *economic growth* that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is a key issue.

Principle 2

Government has a constitutional obligation to *provide basic services* to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.

Principle 3

Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private sector investment, stimulate sustainable economic activities and create long-term *employment opportunities*.

Principle 4

Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment to exploit the potential of those localities. In localities with low economic potential, government should, beyond the provision of essential services, concentrate primarily on *human capital development*.

This can be done by providing social transfers such as *grants, education and training poverty relief* programmes and reducing migration costs by providing labour market intelligence so as to give people better information, opportunities and capabilities. This would enable people to gravitate, if they so desired to localities that are more likely to provide sustainable employment and economic opportunities. In addition, sound rural development planning, aggressive land and agrarian reform as well as expansion of agricultural extension services are crucial

Principle 5

In order to overcome the *spatial distortions of apartheid, future settlement and economic development opportunities* should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres. Infrastructure investment should primarily support localities that will service major growth nodes.

The **NDP** further gives a directive that investment and development plans should support country 's growth and development objectives by:



- Focusing growth and employment in areas where it is effective and sustainable; supporting restructuring to ensure competitiveness; fostering development on the basis of development potential; and ensuring that basic needs are addressed

9.10 Back to Basics (B2B) Implementation Plan

9.10.1 Pillar 1 – Putting People First

Effectively Utilizing Public Participation and Community Structures for Better Planning, Implementation and Monitoring of Service Delivery and Development programs:

1. Deepening Democracy
2. Community Consultation meetings
3. Portfolio, Executive Committee and Council sittings
4. Management Meetings
5. Wards Committee Meetings with Ward Committees and Community Development Workers
6. Implementation of Mayoral Programmes
7. Whippy Meetings

9.10.2 Pillar 2 - Delivering Basic Services

Improved Provisioning of Quantity and Quality of *Municipal Basic Services* to the People in the areas of Access to water, Sanitation, Electricity, Waste Management, Roads and Disaster Management to meet the Millennium Development Targets.

1. Renewing our Communities and safer communities
2. To be a responsive, accessible, reliable and sustainable potable water services.
3. To develop Ward Plans to cater for ward Based Planning
4. Basic Service Delivery – Approved Water Services Development Plan
5. Water Provision / Maintenance of sewer pipes/ storm water/Additional water pipes
6. Maintenance and development of Tarred or Paved Roads/ Gravel Roads graded/ Street Naming / Potholes patched/ Road Markings/ Street Name Boards and etc.
7. Electricity Provision in line with NERSA standards, Street lights/High mast lights maintenance
8. Compliance to Integrated Waste Management Plan
9. Waste Removal and Collection
10. Illegal Dumping to be abolished by identifying legal dumps
11. Landfill Compliance, registration in a required standard
12. Cleaning and education campaigns on illegal dumping's and waste separation
13. Implementation of IDP Projects
14. Crime Prevention and Development of Functional Community Police Forum (CPF)
15. Road Safety education programmes esp. in schools
16. Indigent Registry Verification
17. Development of Parks and Recreational Facilities
18. Land Development – bulk infrastructure
19. Approval of plans- turn around time for plans approval
20. Turn around time for inspection of house inspection for both RDP's and approved plans
21. Encroachment - Building Control – construction
22. Cemetery Development in urban areas because rural areas land is from Traditional Leadership

9.10.3 Pillar 3 - Good Governance

Improved and Enhanced Political Oversight on Municipal Administration through Collaboration and Cooperation between the various Structures and Committees of Council (Portfolio Committees and MPAC's)

1. Capacity Building Programmes – Training



2. Development of Newsletters by Communications
3. Performance Management Reports
4. Development of Petition Committee
5. Municipal Public Account Committee Meetings
6. Utilization of FET Colleges by Mining Houses
7. Review and or amendment of the IDP
8. Review of Communication Strategy
9. Development of Employment Equity Plan
10. Review of Integrated Spatial Development Plan
11. Development of HIV/Aids Policy

9.10.4 Pillar 4 - Sound Financial Management

Enhancement and debt Collection Initiatives through Public Mobilisation Campaigns.
Improved Expenditure on Capital Budget, Especially Infrastructure Grants.

1. Revenue Enhancement
2. Debt Coverage and collection
3. Billing Accuracy
4. Spending on Grant Funding
5. Development of Assets Register
6. Development of Youth Desk and policy

9.10.5 Pillar 5 - Building Capacity

Improved Municipal Audit Outcomes

1. Development of Risk Assessment Audit Plan
2. Service Delivery Audit Reports
3. Qualified Audit Outcome Opinion
4. Identification of Human and Youth potential
5. Education - Equipment of libraries
6. Sports – Recreational Facilities
7. Sports Development Programmes
8. Promotion and implementation of Arts and Culture



PROJECTS

PHASE



10. Project Phase

The prescripts in terms of Section 26(i) the Local Government: Municipal Systems Act (Act 32 of 2000), municipalities must ensure that an IDP reflects and allows the community to participate in setting the appropriate Key Performance Indicators (KPI) and Performance Targets. The challenge is that there are limited resources; warm bodies and financial constraints to cater and even address all needs raised by the community. The reports on needs analysis is developed and only prioritise are considered when allocating projects. The table below lists the identified community needs in order of priority. These projects are a process and a link to strategic goals set.

Table 1: Municipal Priorities for two financial years: 2019/2020/ 2020/2021 / 2021/2022

No.	Municipal Priorities – 2020/2021	Municipal Priorities – 2021/2022
1.	Water and Sanitation	Water and Sanitation
2.	Roads and Storm water	Roads and Storm water
3.	Institutional Development	Sports and Recreation
4.	Sports and Recreation	Institutional Development
5.	Economic Development	Economic Development
6.	Solid Waste and Environment	Solid Waste and Environment
7.	Community Participation and Communication	Community Participation and Communication
8.	Land and Housing (Land for residential purposes)	Land and Housing (Land for residential purposes)
9.	Disaster Management	Disaster Management
Departmental Priorities 2020/2021		2021/2022
1.	Housing (RDP houses)	Housing (RDP houses)
2.	Health and Social Development	Health and Social Development
3.	Education	Education
4.	Safety and Security	Safety and Security
5.	Transport and Traffic	Transport and Traffic
Parastatals 2020/2021		2021/2022
1.	Electricity (ESKOM)	Electricity (ESKOM)
2.	Rail Roads (Spoornet)	Rail Roads (Spoornet)

Improved service delivery

The above template provides and shows commitments and shortages of funds and of where our budget will focus on and Water and Sanitation as still critical especially in 107 Rural areas and 2 urban towns. Roads and Storm Water challenges and Road markings, potholes, speed humps, signages and pavement management systems. To do households connections and infills and illuminations. MKLM Roads and storm water maintenance; demarcation of areas for street vendors to avoid every SMME putting stalls along President Street. And to ensure that provide street names and its geographical area.

To ensure we develop and clean parks in all open spaces for reduction of crime and abuse of drugs in such areas. To always ensure that we fight illegal dumping sites in our villages and worse in Mogwase and collection of refuse and waste cremoval. That our communities reside in a safe and clean area by promoting weekly cleaning. To provide houses to our communities through Provincial Office. To provide conducive environment for our communities for Economic development and job creation. Develop Sport, Art and recreations. Support be given to the vulnerable including elderly women, disabled youth and the rights of children as it was recently the topic in Parliament. On the Social responsibility to also focus on coordination of Early Childhood development centres, HIV/Aids and Health facilities, Women Empowerment and assistance on indigent household registartions and social crime prevention.



10.1 Moses Kotane Local Municipality Project List

MSCOA Line Item No.	Project No	Project Description	Ward	Status	Total Capital Budget				Funder
					20/ 21	21/ 22	22/23	23/24	
Water Projects : Infrastructure and Technical Services									
Financial Year 2020/2021									
39056445020WS E26ZZ29	MKW – 65	Ledig Bulk Water Supply	14/28/30	Ongoing	3,628,500				WSIG
39056446020FB C59ZZ18	MKW – 75	Pella Water Supply	18	Adjusted	5,755,297				MIG
39056446020W SEo8ZZ2o	MKW – 76	Tlokweng Water Supply : Phase I	20	New	664,334				WSIG
39056446020W SE39ZZ2o	MKW – 87	Lerome Bulk Water Augmentation	15	Adjusted	13,451,304n				WSIG
39056446020FB C59ZZ18	MKW – 93	Pella Bulk Water Augmentation	18 / 19	Adjusted	18,658,923				WSIG
	MKW- 124	Sandfontein Construction of Boreholes, Pipelines and Storage tank	10	New					BPDM
39056446020W SEo9ZZ2o	MKW -128	Tlokweng Water Supply : Phase II	20	New	3,807,036				WSIG
Rolled Over Projects									
39056445020CC D42ZZ17	MKW -130	Seolong Rural Bulk Water Supply	23	Adjusted	10,000,000				PIG
Financial Year 2020/2021 – 2021/2022									
39056446020FB D76ZZ2o	MKW -114	Design Sandfontein Water Supply	10	Adjusted	1,006,789	14,000,000			MIG
39056446020FB D77ZZ2o	MKW –115	Design Maologane Water Supply	27	Adjusted	1,000,000	9,000,000			MIG
39056446020FB E38ZZ2o	MKW - 116	Ledig Water Supply Various Sections	14/28/30	Adjusted	6,582,08o	18,197,227			MIG
39056445020WS E28ZZ29	MKW – 117	Upgrading (Refurbishment) of Madikwe Water Treatment Plant (Phase I), Phase II	19	New	6,000,000	12,000,000			WSIG
					15,000,000				PIG
39056446020W SE32ZZ2o	MKW – 118	Letlhakane/Kortloof Water Supply (Design)	18	New	1,120,000	6,880,000			WSIG
39056446020W SE33ZZ2o	MKW – 119	Pitsedisulejang Water Supply	2	Adjusted	7,515,416	755,074			WSIG

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MSCOA Line Item No.	Project No	Project Description	Ward	Status	Total Capital Budget				Funder
					20/ 21	21/ 22	22/23	23/24	
39056446020W SE34ZZ20	MKW – 120	Losmetjerie to Goedehoop Water Supply (Design)	1	New	1,260,000	7,740,000			WSIG
39056446020W SE35ZZ20	MKW – 121	Letsheng Section Water Supply	32	New	8,000,000				WSIG
39056446020W SE36ZZ20	MKW – 122	Makoshong Water Supply	24/26	Adjusted	4,809,250				WSIG
39056446020W SE37ZZ20	MKW – 123	Tweelaagte Water Supply	26	New	4,000,000				WSIG
Financial Year 2021/2022 – 2022/2023									
3905644020FBC 50ZZ17	MKW – 74	Lerome (Thabeng Section) Water Supply (Upgrading)	15	Ongoing	1,000,000	7,877,925			
39056446020W SE40ZZ20	MKW – 79	Manamakgotheng Reservoir and Bulk Water Supply	22/31	New		13,208,308	6,791,691		WSIG
39056446020W SE39ZZ29	MKW – 94	Mahobieskraal Bulk Water Supply and Reticulation	30	New		13,208,308	3,791,692		WSIG
39056446020W SE37ZZ20	MKW – 123	Tweelaagte Water Supply: Phase II	26	New		9,424,310	6,791,692		WSIG
39056445020WS E27ZZ29	MKW – 126	Lerome Water Supply	17	New		8,000,000			WSIG
Financial Year 2022/2023									
39056446020FB E31ZZ20	MKW – 125	Maeraneng Water Supply	22	New			16,125,000		WSIG
39056446020FB E30ZZ20	MKW – 127	Segakwaneng Water Supply	31	New			15,000,000		WSIG
	MKW – 128	Upgrading of Mogwase Sewer Plant	33	New			10,000,000		
	MKW – 129	Tweelaagte Water Supply – Phase 3 (New Stands)	26	New			8,000,000		MIG
	MKW – 130	Sandfontein Water Supply – Phase 2 (Boikhutso Extension)	10	New			10,000,000		MIG
	MKW – 131	Manamakgotheng Water Reticulation (Leagajang Extension)	31	New			10,000,000		MIG
	MKW – 132	Molatedi Water Treatment Plant (Upgrading)	1	New			18,000,000		MIG



MSCOA Line Item No.	Project No	Project Description	Ward	Status	Total Capital Budget				Funder
					20/ 21	21/ 22	22/23	23/24	
	MKW – 133	Mogwase Replacement of Asbestos Pipes	13/15/33	New			21,030,849		MIG
	MKW – 135	Mabeskraal to Uitkyk (Various Villages)		New			21,778,925		WSIG
Sanitation Provision									
MSCOA Line Item No.	Project No	Project Description	Ward	Status	2020/2021	2021/2022	2022/2023	2023/2024	Funder
Financial Year 2020/2021									
38156449420FBE 02ZZ02	MKS – 71	Makgophe Rural Sanitation (283)	27	Adjusted	6,265,163				MIG
38156449420FB D58ZZ02	MKS – 72	Disake Rural Sanitation (230)	5	Adjusted	4,672,587				MIG
38156449420FB D60ZZ02	MKS – 73	Ramokokastad Rural Sanitation (353)	12	Adjusted	10,123,570				MIG
38156449420FB D59ZZ02	MKS – 75	Bojating Rural Sanitation (206)	11	Adjusted	1,522,590				MIG
38156449420FBE 05ZZ02	MKS – 76	Mabeskraal Rural Sanitation (210)	23	Adjusted	4,436,256				MIG
38156449420FB D62ZZ02	MKS – 77	Losmetjerie Rural Sanitation (137)	1	Adjusted	2,954,927				MIG
38156449420FB D63ZZ02	MKS – 78	Mabele a Podi Rural Sanitation (287)	13	Adjusted	5,764,404				MIG
38156449420FBE 05ZZ24	MKS – 79	Mabeskraal Rural Sanitation (209)	24	Adjusted	4,436,256				MIG
38156449420FB D65ZZ02	MKS – 80	Sandfontein Rural Sanitation (287)	10	Adjusted	5,764,404				MIG
38156449420FBE 01ZZ02	MKS – 82	Lerome (Thabeng Section) (180)	15	New	3,362,493				MIG
Financial Year 2021/2022									
38156449420FB C64ZZ02	MKS – 51	David Katnagel Rural Sanitation	2	New		1,976,307			MIG
38156449420FB C68ZZ17	MKS – 52	Leruleng Rural Sanitation	17	New		1,976,307			MIG
38156449420FB C78ZZ26	MKS – 54	Phalane Rural Sanitation	26	New		1,976,307			MIG

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MSCOA Line Item No.	Project No	Project Description	Ward	Status	Total Capital Budget				Funder
					20/ 21	21/ 22	22/23	23/24	
38156449420FB C70ZZ22	MKS – 55	Manamakgotheng Rural Sanitation	22/31	New		1,976,307			MIG
38156449420FB D61ZZ24	MKS – 74	Makoshong Rural Sanitation	24/26	New		1,976,307			MIG
38156449420FBE 10ZZ02	MKS – 83	Segakwana Rural Sanitation	31	New		1,976,307			MIG
Roads & Storm Water									
Financial Year 2020/2021 – 2021/2022									
37156472420FBE 11ZZ32	MKRS – 62	Greater Moruleng Storm water Master Plan	9/32	Adjusted	6,100,000				MIG
37156472420FBD 29ZZ32	MKRS – 82	Paving of Mabodisa internal road	32	Adjusted	7,466,665				MIG
37156472420FBD 27ZZ11	MKRS – 83	Paving of Mmorogong internal road	11	Adjusted	6,450,674				MIG
37156472420FBD 26ZZ02	MKRS – 84	Paving of Montsana internal road	2	Adjusted	464,822				MIG
37156472420FBD 28ZZ17	MKRS – 85	Paving of Leruleng internal road	17	Adjusted	6,059,206				MIG
37156472420FBE 07ZZ32	MKRS – 87	Paving of Madikwe (China section) internal roads	19	New	15,000,000				MIG
37156472420FBD 69ZZ32	MKRS – 88	Paving of Ramoga internal roads	9	New	12,425,000				MIG
37156472420FBE 12ZZ32	MKRS – 89	Design of Vrede Storm water (Phase 1)	21	Adjusted	2,000,000	10,000,000			MIG
37156472420FBD 67ZZ32	MKRS – 94	Paving of Tlokweng internal road	20	Adjusted	16,896,159				MIG
	MKRS - 95	Legkraal Internal road			1,315,656				MIG
Financial Year 2021/2022 – 2022/2023									
37156472420FBE 13ZZ32	MKRS – 90	Paving of Lerome (Thabeng Section) internal road	15	New		16,666,667	2,990,714		B
	MKRS – 91	Paving of Phalane internal road	26	New		16,666,667	2,990,714		MIG
37156472420FBE 15ZZ32	MKRS – 92	Paving of Mononono internal road	8	New		16,666,667	2,990,714		MIG

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MSCOA Line Item No.	Project No	Project Description	Ward	Status	Total Capital Budget			23/24	Funder
					20/ 21	21/ 22	22/23		
	MKRS – 93	Paving of Pella internal road (Phase 3) Moses Kotane Cemetery	18	New			26,000,000		MIG
Electricity: High Mast Lights									
Financial Year 2020/2021									
MSCOA Line Item No.	Project No	Project Description	Ward	Status	2020/2021	2021/2022	2022/2023	2023/2024	Funder
37206433020FB C97ZZ32	MKELC-58	Energising of high mast lights Moruleng (3)	9	Adjusted	183,735				MIG
37206433020FB D20ZZ01	MKELC-74	Energising of high mast lights Goedeheop (1)	1	Adjusted	61,245				MIG
37206433020FB D21ZZ02	MKELC-75	Energising of high mast lights Sesobe (1)	2	Adjusted	61,245				MIG
37206433020FB D24ZZ03	MKELC-78	Energising of high mast lights Motlhabe (2)	6	Adjusted	122,490				MIG
37206433020FB C98ZZ209	MKELC-79	Energising of high mast lights Moruleng (5)	32	Adjusted	306,225				MIG
37206433020FB D15ZZ17	MKELC-80	Energising of high mast lights Leruleng, Phola Park, Mositwane (9)	17	Adjusted	551,205				MIG
37206433020FB D16ZZ11	MKELC-82	Energising of high mast lights Phadi (4)	11	Adjusted	244,980				MIG
37206433020FB D16ZZ11	MKELC-83	Energising of high mast lights Greater Ledig (7)	14/28/30	Adjusted	428,715				MIG
37206433020FB D18ZZ01	MKELC-84	Energising of high mast lights Losmetjerie (4)	1	Adjusted	244,980				MIG
37206433020FB D19ZZ12	MKELC-85	Energising of high mast lights Ramokokastad (5)	12	Adjusted	993,225				MIG
37206433020FB D13ZZ02	MKELC-86	Energising of high mast lights Khayakhulu (7)	2	Adjusted	428,715				MIG
37206433020FBE 18ZZ15	MKELC-89	Installation of high mast lights Mopyane (5)	34	New	1,727,796				MIG
37206433020FBE 19ZZ15	MKELC-90	Installation of high mast lights Ramotlhajwe (4)	2	Adjusted	1,629,155				MIG
37206433020FBE 20ZZ15	MKELC-91	Energising of high mast lights David Katganel (4)	2	Adjusted	1,836,744				MIG

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MSCOA Line Item No.	Project No	Project Description	Ward	Status	Total Capital Budget				Funder
					20/ 21	21/ 22	22/23	23/24	
37206433020FBE 21ZZ15	MKELC-92	Installation of high mast lights Pitsedisulejang (5)	2	New	1,962,763				MIG
37206433020FBE 22ZZ15	MKELC-93	Installation of high mast lights Letlhakeng (5)	2	New	1,727,796				MIG
37206433020FBE 23ZZ15	MKELC-94	Installation of high mast lights Ramokgolelwa(3)	2	Adjusted	1,360,653				MIG
	MKELC-112	Installation of high mast lights Ramokokastad (2)	12	Adjusted	720,000				
Financial Year 2021/2022									
37206433020FBE 24ZZ15	MKELC-95	Installation of high mast lights Bapong	25	New		1,674,316			MIG
37206433020FBE 25ZZ15	MKELC-96	Installation of high mast lights Pella	19	New		1,674,316			MIG
37206433020FB C89ZZ13	MKELC-97	Installation of high mast lights Mabele a Podi	13	New		837, 158			MIG
37206433020FBE 03ZZ15	MKELC-98	Installation of high mast lights Masekolane	3	New		837, 158			MIG
37206433020FBE 17ZZ15	MKELC-99	Installation of high mast lights Greater Ledig	14/28/30	New		6,278,685			MIG
37206433020FBE 04ZZ15	MKELC-100	Installation of high mast lights Molatedi	1	New		1,255,737			MIG
Financial Year 2022/2023									
	MKELC-106	Installation of high mast lights Dwarsberg /Dinokaneng	1	New			2,280,000		MIG
	MKELC-107	Installation of high mast lights Uitkyk	4	New			2,280,000		MIG
	MKELC-108	Installation of high mast lights Molorwe	6	New			2,280,000		MIG
	MKELC-109	Installation of high mast lights Mapaputle	6	New			2,280,000		MIG
	MKELC-110	Installation of high mast lights Ntswanalemetsing	8	New			2,280,000		MIG
	MKELC-111	Installation of high mast lights Lerome (Mositwana East)	17	New			2,280,000		MIG

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MSCOA Line Item No.	Project No	Project Description	Ward	Status	Total Capital Budget				Funder
					20/ 21	21/ 22	22/23	23/24	
Institutional Development									
Financial Year 2020/2021 – 2021/2022									
34256473520FBE06ZZ12	MKID- 85	Phola Park Community Hall	17	New		8,000,000			MIG
	MKID - 86	Mogwase Fresh Produce Market	33	New	7,223,512				MIG
Sports / Parks / Recreation: Community Services									
Financial Year 2020/2021 – 2021/2022									
35306456020CC03ZZHO	MKSAC – 19	Purchasing of bush cutters & lawn mowers Mogwase		Ongoing					OPEX
35306473520FBE41ZZ12	MKSAC – 30	Upgrading of Mogwase Sports Park	33	Adjusted	9,955,409				MIG
		Upgrading of Mogwase Sports Park Phase II	33	New		8,976,660			MIG
		Upgrading of Madikwe Sports Park	19	New		9,000,000			MIG
Solid Waste and Environment : Community Services									
Financial Year 2020/2021 – 2022/2023									
35356450020FB D87ZZ19	MKSWE - 01	Rehabilitation of Madikwe Landfill Site	19	New	3,000,000	3,076,847	20,000,000		MIG
Good Governance, Community Consultation & Communication									
Financial Year 2020/2021 – 2021/2022									
	MKCP - 01	2018/2019 IDP/PMS/Budget review Public Participation		Ongoing	4,000,000	3,193,884			OPEX
	MKCP -08	Letsema		Ongoing	500,000	444,366			OPEX
	MKCP -09	Business Awareness		Ongoing	2,000,000	2,000,000			OPEX
	MKCP- 10	Physically Challenged / Disabled		Ongoing	500,000	500,000			OPEX
	MKCP – 11	Youth Programmes		Ongoing	1,000,000	1,000,000			OPEX

10.2 Bojanala District Development Focal Areas (DDM)

The Bojanala Platinum District Municipality is a Category C municipality situated in the North West Province. It is bordered by the Waterberg District Municipality to the north, Dr. Kenneth Kaunda District Municipality to the south, City of Tshwane Metro to the east, West Rand District Municipality to the south-east, and Ngaka Modiri Molema District Municipality to the west. The District is one of four district municipalities in the province and comprises five local municipalities: Kgetleng rivier, Madibeng, Moses Kotane, Moretele and Rustenburg. Below are the focus areas for DDM and the identified projects per financial years.

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Five Key Areas

- Focus area 1: Few economic infrastructure projects that require unblocking
- Focus area 2: Key catalytic projects
- Focus area 3: Spatial restructuring and environmental sustainability
- Focus area 4: Key project that are aimed at stimulating and diversifying the economy
- Focus area 5: Immediate Local Government stabilization and institutional strengthening actions

Bojanala District Development Model (DDM) Projects (From the Initial 10 Projects List Requested)

Project Name	Project Objective	LEAD	Total Budget Required	Budget Committed 2021/2022	Budget Committed 2022/2023	Budget Committed 2023/2024	Duration of the Project	Local Municipality	Focus Area
Development of Molatedi Dam as a Bulk Water Scheme	Provision of Water Supply	BPDM	1.5 Billion	0	0	0	3 years	Moses Kotane and Kgetleng Rivier Local Municipalities	1
Replacement of Aged Water Infrastructure	Reduce interruption of services and increased water quality	BPDM	200 Million	0	0	0	Over 3 years	All 4 Local Municipalities	–
Waste to energy	Provision of electricity	BPDM	13 Billion	0	0	0	Over 3 Years	All 4 Local Municipalities	2
Bojanala SEZ	Mogwase SEZ is aimed at transforming the Bojanala region into a sustainable hub for PGM minerals, capital equipment, renewable energy components	NWDC BPDM	3 million	31 million	38 million	40 million	50 YEARS	Moses Kotane Local Municipality	2 3

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Project Name	Project Objective	LEAD	Total Budget Required	Budget Committed 2021/2022	Budget Committed 2022/2023	Budget Committed 2023/2024	Duration of the Project	Local Municipality	Focus Area
District Fresh produce markets	To establish fresh produce markets	BPDM	10 000 000	0	0	0	Over 3 Years	All 4 Local Municipalities	3
District Agri Park and Industrial Hubs	Innovative system of agro-processing, logistics, marketing and training	BPDM	2 billion	25 billion	0	0	Over 3 years	Moses Kotane Local Municipality is a pilot: For All 4 Local Municipalities	3

Additional Bojanala District Development Model (DDM) Projects (From the 8 Project List Requested)

Project Name	LEAD	Total Budget Required	Budget Committed 2021/2022	Budget Committed 2022/2023	Budget Committed 2023/2024	Duration of the Project	Local Municipality	Focus Area
Upgrading of Waste Water Treatment Works District wide	BPDM	2 Billion	0	0	0	2 years	All 5 Local Municipalities	1
Renovations of Schools		1 Billion	0	0	0		All 5 Local Municipalities	1
Treatment of Polluted Water from Mining		2 Billion	0	0	0	5 years	Madibeng; Moses Kotane and Rustenburg Local Municipalities	1

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10.3 Sector Departments Projects

Department of Health

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
Moses Kotane Hospital Sewer Treatment Plant	Maintenance and Repairs	R2 684 651				
Moses Kotane Hospital Maintenance Phase 2	Maintenance and Repairs	R -	R -	R1 982 000	R4 400 000	R4 400 000
Madikwe Clinic-HT	New or Replaced Infrastructure	R1 579 522	R79 522	R3 000 000	R3 000 000	R -
Ramokokastad Clinic New ABM	New or Replaced Infrastructure	R -	R -	R	R -	R 5 824 000
Ramokokastad Clinic Parkhome	Rehabilitation, Renovations & Refurbishment	R -	R -	R1 000 000	R -	R -
Moruleng Clinic Parkhome	Rehabilitation, Renovations & Refurbishment	R -	R -	R1 000 000	R -	R -
Sesobe Clinic Rehabilitation	Rehabilitation, Renovations & Refurbishment	R6 200 000	R1 391 288	R1 150 000	R -	R -

Department of Arts, Culture

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
Uitkyk Modular Library	New or Replaced Infrastructure	R1 800 000	R -	R1 800 000	R -	R -
Mabeskraal Library	Upgrading and Additions	R10 275 000	R -	R1 000 000	R5 500 000	R3 775 000



Department of Community Services and Transport Management (CSTM)

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
pilanesburg renovation	Upgrading and Additions	R 10 000 000	R13 135 515	R10 000 000	R -	R -
mogwase DLTC	Upgrading and Additions	R4 000 000	R -	R4 000 000	R3 000 000	R 1 000 000
pilanesburg renovations of the terminal building	Upgrading and Additions	R10 000 000	R -	R10 654 000	R21 680 000	R18 654 000

Department of Education

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
Motlhaba Primary	Upgrading and Additions	R3 600 000	R -	R3 000 000	R -	R -
Motshabaesi Inter	Upgrading and Additions	R2 600 000	R -	R2 000 000	R -	R -
Mokalake Primary	Upgrading and Additions	R260 000	R65 785	R3 000 000	R -	R -
Herman Thebe	Upgrading and Additions	R18 253 000	R6 503 910	R5 000 000	R -	R -

Department of Cooperative Governance & Traditional Affairs

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
Batlokwa Ba Ga Bogatsu	Maintenance and Repairs	R520 000	R -	R123 000	R -	R -
Madikwe Bulk Water Sup Augment	Infrastructure Transfers - Current	R85 000 000	R3 026 548	R5 000 000	R -	R -
Seolong Bulk Water Supply	Infrastructure Transfers - Current	R15 000 000	R3 034 148	R5 000 000	R -	R -



**Department of Public Works and Roads(DPWR):
(Public Works)**

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
Day to Day Maintenance of all Government Facilities in Moses Kotane	Maintenance and Repairs	R1 780 000	R15 006	R600 000	R 600 000	R600 000
Maintenance of Maubana Roads Camp	Maintenance and Repairs	R1 000 000	R -	R -	R -	R 1 000 000
Mantsho Road Camp: Renovation	Maintenance and Repairs	R1 500 000	R -	R1 000 000	R -	R -

Department of Public Works and Roads(DPWR): (ROADS)

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
Re-gravelling of road D5111 to Magong in Moses Kotane	Maintenance and Repairs	R10 000 000	R9 234 588	R486 000	R -	R -

Department of Social Development

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (21/22)	Main appropriation (22/23)	Main appropriation (23/24)
Moses Kotane Service Point (Ramonwana)	Maintenance and Repairs	R650 000	R -	R -	R300 000	R350 000
Moses Kotane Sub Office	Maintenance and Repairs	R1 500 000	R568 894	R500 000	R500 000	R500 000
Sefikile ECD Maintenance	Maintenance and Repairs	R700 000	R189 610	R100 000	R300 000	R300 000
Sefikile Atamelang ECD Maintenance	Maintenance and Repairs	R800 000	R50 000	R200 000	R300 000	R300 000
Sefikile ECD	New or Replaced Infrastructure	R1 000 000	R10 219 327	R1 000 000	R -	R -
Moses Kotane Service Point	Upgrading and Additions	R5 896 000	R1 465 203	R3 485 000	R1 292 000	R1 119 000

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10.4 Mining Houses Projects

10.4.1 Siyanda – Bakgatla Platinum Mine Projects

BBKTA Projects

Project	Description	Beneficiaries	Village	Projected Cost
EDUCATION				
E-learning and paperless secondary schools Buy learners tablets installed with Department of Education prescribed learning materials, training of educators on paperless learning and installation of smart boards.		Between 7000 and 8000 learners in grade 10, 11 and 12	All BBK villages Between R56 000 000 and R64 000 000	
Fibre connectivity	Installation of fibre in schools, clinics and other public areas to digitalise and create smart schools, clinics and other smart public areas	Minimum of 10 schools, 5 clinics, etc	MKLM and BBK villages	R40 000 000 and R50 000 000
Construction/refurbishment of classroom	Many schools have dilapidated classrooms, over populated classrooms and weak infrastructures	Minimum of 2 schools	MKLM and BBK villages	No assessment done
Ablution facilities construction/refurbishment	Schools ablution facilities need urgent interventions, learners use unhealthy and unsafe facilities.	Minimum of 6 schools	MKLM and BBK villages	No assessment done
Annual grading of sports grounds	Annually schools participate in sports codes and in most cases because of rainy season sports grounds grow grass and cannot be used for athletics. Once a year grounds can be graded preferably January	Minum 10 schools learners	MKLM and BBK villages	No assessment done
INFRASTRUCTURE				
Construction/maintenance of Mapaputle, Magong roads	Many workers including SBPM, PPM, Amandelbult and other community members cannot use these road networks during rainy days. Buses have been instructed not to go there during rainy days because of getting stuck in mud	Workers, community members and other service related travelers	Mapaputle, Magong, Ramoshibitswane and Vlakplaas	No assessment done
Drinking water in our villages	There are a few villages that are in great need of drinking water and some solution are very easy to implement, some may need borehole digging.	BBKTA community	No assessment done	No assessment done



BBKTA Schools Infrastructure Upgrade Requests

School	Village	Description
Manamakgotha Secondary School	Modderkuil	There are 1234 learners. The school request a hall for assembly and examinations as well as 4 classrooms.
Ofentse Primary School	Moruleng	The school has 690 learners. The school request renovation of the hall, classrooms, science lab, toilets, new administration block and upgrade of the water system.
Magong Primary School	Magong	The school has 700 learners and is very dilapidated. The school request renovation of the hall, classrooms, science lab, toilets, new administration block and upgrade of the water system.
Melotong Primary School	Mopyane	The school has 238 learners. The school request administration block, Grade R block, fencing, borehole and fencing.
Tshaile Secondary School	Mononono	The school has 342 learners. The school request mobile classrooms, library, kitchen, multipurpose hall,fence and admin block.
Sefikile Primary School	Sefikile	Upgrade of the school building and ablution facilities

MKLM Projects

Project Name	Description	Beneficiaries	Villages	Projected Cost
Bulk Infrastructure for BBKTA	Construction of water infrastructure - drilling of boreholes and resevoir	BBKTA villages	Dwarsberg, Rampapaspoort, Mapaputle, Mogoditshane, Marapallo, Molore, Ramotshibitswana, Motlhabe, Ntswanalemetsing, Dithabaneng and Magong	
Paving of Mine Route from Mapaputle to Swartklip	The road plays around 25% of road network connecting the workforce, economic activity and various operational needs of the community. There are 10 busses ferrying 800 people daily from Mapaputle, Marapallo, Mantsho, Molorewe, Ramotshibitswana, Magong, Dithabaneng and Ntswanalemetsing to Swartklip. The road is in bad condition especially when it rains thus employees are not able to come to work. The total distance is 40km	MKLM Villages	Dwarsberg, Rampapaspoort, Mapaputle, Mogoditshane, Marapallo, Molore, Ramotshibitswana, Motlhabe, Ntswanalemetsing, Dithabaneng and Magong	R70 300 000 over 5 years (collaboration with PPM and other mines)
Brick making Project in Dwarsberg	Construction and civils works have grown largely in the communities and the bulk of the suppliers are not from our communities. Bricks to be manufactured are: paving bricks, building bricks (small), building bricks (maxi), lencils, colbert, aggregate and aswalt.	Dwarsberg	Dwarsberg	R20 m over 5 years



10.4.2 Samancor Chrome Mine Limited - Varkensvlei (Mantserre Village)

Project Name	Manufacturing and Branding Business				
Project Category	Local Economic Development				
Introduction to Project	The community of Mantserre currently has a project manufacturing clothing items including school uniforms. The project wants to expand their offering by including the manufacturing of reflective vests. The vests are used in mining, construction, EMS Workers, cyclists and municipalities. The community leaders are confident that they will be able to get a commitment from the surrounding mines to purchase these vests from their project.				
	The project will also offer branding services such as screen printing, embroidery, pad printing and heat transfer. The business will be based at the Mantserre Community Craft Centre. Samancor Chrome Varkensvlei will fund the equipment, skills training and assist with setting up the business. Other products will include knit wear such as throws, blankets, school jerseys, socks, beanies and scarfs.				
	This project is aimed at empowering the youth and women of Mantserre community.				
Project Objectives	• Empower the community to become self – sustainable • Create wealth • Create jobs				
	Year 3			Budget	
Deliverables	• Develop a feasibility study and business plan • Purchase of industrial sewing machines, over – lockers and knitting machines • Machine set – up and skills training • Purchase material and other sewing consumables			R300 000	
	Year 4			Budget	
Deliverables	• Training for screen printing and embroidery • Order branding equipment, software, printers and computers • Purchase branding consumables			R650 000	
	Year 5			Budget	
Deliverables	Coaching and Mentoring			R50 000	
Provisional Project Start Date	Year 2016				
Provisional Project Start Date	Year 2020				
Target Group/ Beneficiaries	Baphalane ba Mantrerre				
Number of jobs created	15 jobs				
Partners/ Associates in the Project	Seda, Department of Social Development and Local Municipality				
Total Financial Contribution	Year 1	Year 2	Year 3	Year 4	Year 5
R1 000 000	Ro	Ro	R300 000	R650 000	R50 000

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10.4.3 Pretoria Portland Cement (PPC) - DWAALBOOM

The proposal is as follows, PPC will to fund the development of the infra-structure, equipment and financial support of the brick making plant, training of all staff will also be provided. PPC will further supply all raw material required with the initial start-up of this enterprise. Once this plant is in operation the availability all brick related products would be much more accessible and affordable to the local communities (currently be sourced from surrounding towns and with substantial transport cost). This will also be aligned with both Municipality's IDP's, projects like the construction of RDP house, VIP toilets, recreational & culture centres as well as hospital and schools.

TASK			ESTIMATED COST				
Embark on a brick yard – Moses Kotane Local Municipality			2 000 000.00				
	Activity / Plan		2019	2020	2021	2022	2023
Human Resources Development	ABET Training	Community / employees	80 000	60 000	40 000	20 000	
	On-site Training Interventions	Employees	3.6 m	3.8 m	4 m	4.2 m	4.5 m
	Leanerships	18.1	100 000	100 000	100 000		
		18.2	1.1 m	1.1 m	1.1 m	800 000	800 000
	Bridging Programme	Employees	80 000	80 000	80 000		
	Mentorship Training	Employees	100 000	100 000	110 000	120 000	130 000
	Bursaries Scheme	1 external bursars per 4 year cycle		90 000	90 000	90 000	90 000
	Employee Study Assistance	Tuition and personal books	15 965	6 000	6 000	6 000	
	Graduate Development programme	Salaries	504 000	252 000	252 000		
	Internship	Salaries, Accommodation and traveling		10 000	10 000	10 000	10 000
Socio Economic Development	Management training	Employees	10 000	10 000	10 000	-	-
	Local Economic development programme (LED)	Municipal integrated development plans (IDP)	2 m	1 m	1 m	1 m	
Downscaling and retrenchments	CSI and Legacy projects	Roads ; Health ; Water	161 511				
	Portable skills Training	Employees	50 000	80 000	80 000	80 000	80 000
Total			7 801 476	6 688 000	6 878 000	6326 000	5 610 000
5 – year Total			33 303 476				

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10.4.4 Bakubung Platinum Mine

No	SLP Projects	2019	2020	2021	2022	2023	Total Budget
1.	Human Resource Development Project	R5,000,000	R5,000,000	R5,000,000	R5,000,000	R5,000,000	R25,000,000.00
2.	Host Community Daily Water Delivery	R5,100,000	R0	R0	R0	R0	R5,100,000.00
3.	Bulk Infrastructure Water Project	R3,300,000	R2,000,000	R0	R0	R0	R5,300,000.00
4.	Public Transport Support Project	R0	R1,500,000	R0	R0	R0	R1,500,000.00
5.	Zwartkoppies Agricultural Farm Project	R800,000	R800,000	R2,196,704,78	R800,000	R800,000	R4,000,000.00
6.	Enterprise Development Project	R600,000	R600,000	R600,000	R600,000	R600,000	R3,000,000.00
7.	Community Schools Infrastructure Project	R300,000	R2,000,000	R2,000,000	R2,000,000	R2,000,000	R8,300,000.00
8.	Environmental Projects	R120,000	R495,000	R495,000	R495,000	R495,000	R2,100,000.00
9.	Mphuphuthu / Community Multi-Purpose Sport Court project	R700,000	R0	R0	R0	R0	R700,000.00
10.	Gabonewe Housing Estate Development	R35,000,000	R36,250,000	R40,722,364,72	R36,250,000	R36,250,000	R180,000,000.00
Grand Total		R50,920,000	R48,645,000	R45,145,000	R45,145,000	R45,145,000	R235,000,000.00

Projects on a Planning Stage – 2021/2022

Project Name	Description	Project Status	Expenditure
Community Schools Infrastructure	Project entails Ablution Facilities both Makgofa and Mphuphuthu Primary schools in Ledig	Planning – Finalization of BOQ's	R4 000 000
Public Transport Support	Project entails assisting the local Taxi Association (Lesuma) with the construction of the office block in Ledig	Planning – Finalization of BOQ's	R1 500 000
Gabonewe Housing Estate – Phase 2 (168 Units)	Construction of 801 housing units for both Mining Employees and Community members	Tender Awarded	R84 000 000
Environmental Projects	Rain Harvesting and Food Security (Gardening) for schools as well as supporting local (Ledig) Recyclers	Order issued for procurement of all required material	R990 000

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10.4.5 Matutu Milling SLP Projects

Project	Community	Budget	Expenditure	Status
Wifi Tower project	Mabeskraal	R150 000	R35 000	Changed Scope
Sekel Bos Project	Mabeskraal	R85 000	R105 350	Ongoing (Changed Ownership)
Assistance with construction of adult learning center	Mabeskraal	R10 000	R8 500	Completed
Assistance with construction of Brick making project	Mabeskraal	R10 000	R11 500	Completed
Up skilling staff	Mabeskraal	R20 0000	R33 914	Completed
Paving of Graveyard in Ratau	Ratau	R80 0000	R0	Ongoing
Librabrian Bush Camp	Mabeskraal	R15 000	R8 500	Ongoing
Clearing of sports ground	Mabeskraal	R10 000	R9 500	Completed
U/19 Sport Tornement	Mabeskraal	R4 500	R0	Ongoing
Rakoko Sanity ware drive	Mabeskraal	R1 200	R1 200	Completed

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