



**MOSES KOTANE LOCAL MUNICIPALITY
FINAL INTEGRATED DEVELOPMENT PLAN
FOR FINANCIAL YEAR 2025/2026**



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30 MAY 2025

ITEM NO: 121/05/2025

MOSES KOTANE MUNICIPAL CHAMBER

FOREWORD BY THE MAYOR: CLLR NKETU NKOTSOE



It is with great pride and a deep sense of responsibility that I present the Integrated Development Plan (IDP) for the 2025/2026 financial year. As we reflect on our journey since 2021, we acknowledge the progress made in improving service delivery, infrastructure development, and financial sustainability, despite the many challenges faced along the way.

Guided by our slogan, "Re Direla Setshaba", the Moses Kotane Local Municipality has made significant strides in enhancing the quality of life for our residents. Key accomplishments include the ongoing upgrading of internal roads, which has improved accessibility within our villages, and our sanitation program, which has provided VIP toilets to numerous households across the municipality.

These developments reflect our unwavering commitment to service delivery and the well-being of our communities.

To enhance financial sustainability, the municipality has implemented a debt incentive scheme aimed at addressing outstanding debts exceeding 90 days. This initiative is a crucial component of our broader revenue management strategy, designed to improve revenue collection and ensure the continued provision of essential services.

While we celebrate these achievements, we remain cognizant of the challenges that persist, including revenue collection gaps and the issue of illegal dumping. These require ongoing attention, innovative solutions, and collective action from all stakeholders.

Looking ahead to 2025/2026, our priorities remain clear. We are committed to completing outstanding infrastructure projects, strengthening revenue collection efforts, and fostering greater collaboration with all stakeholders. I urge our communities to continue working with us by protecting municipal assets, meeting their payment obligations, and actively participating in the development processes. To our business partners and traditional leaders, your support and collaboration remain invaluable in achieving our shared vision.

Together, we are building a municipality where every household has access to quality services, every community thrives, and every resident has the opportunity to reach their full potential. The progress we have made thus far demonstrates the power of collective effort, and I am confident that, through continued partnership, we will achieve even greater milestones in the years ahead.

Let us move forward with unity, determination, and a shared commitment to building a prosperous Moses Kotane Local Municipality for all.

Re a Leboga / We Thank You/ Baie Dankie



The five-year Integrated Development Plan (IDP) was approved per item 129/05/2021 in May 2021. On the strength of section 34(a) the Municipal Council is obliged to annually review its IDP to ensure their development plans remain relevant, aligned with community needs, and effectively inform resource allocation and service delivery, as required by the Municipal Systems Act.

Moses Kotane Local Municipality as a sphere of government operates in synchrony with National directives for fostering a sense of shared purpose and improving service delivery. In this regard this review of the IDP sought to ensure alignment with the Medium-Term Development Plan (MTDP). The MTDP was thoroughly consulted among Government of National Unity (GNU) participants and was approved by cabinet on 27 February 2025

The GNU has resolved to commit the next five years to actions that will advance three strategic priorities:

1. To drive inclusive growth and job creation;
2. To reduce poverty and tackle the high cost of living; and
3. To build a capable, ethical and developmental state.

The MTDP would anchor departmental programmes of action from the start of the new financial year on 1 April 2025 and had been aligned to the GNU'S apex priorities for the seventh administration. At local level, MKLM seeks to ensure that the IDP remains the binding tool that integrates planning both Horizontally and vertical across spheres of government to enhance delivery of much needed service to communities in a sustainable manner.

In the previous year we have decided to approach the review of the IDP differently. We initiate a process of long-term planning which involves planning for thirty years. This was started through a partnership with Anglo American and the CSIR through a Municipal Capability Partnership Programme.

We are keen to dissect the strategies and resolutions contained in the long-term Strategic plan to an implementable action plans that would serve as a compass to follow in future proofing the sustainability of the MKLM.

I thank you.

SECTION A: SITUATIONAL ANALYSIS

1. Introduction

The Moses Kotane Local Municipality envisions itself as "[a] caring municipality underpinned by minerals, agriculture and eco-tourism economy for the advancement of sustainable services to our communities." The main focus is to ensure that socio-economic analysis of MKLM and to outline key economic development outcomes contributed by stakeholders to narrate the current conditions of the municipal region. This will assist the municipality to make plans even beyond mining processes. The 2025/2026 review, is a record-breaking year in which focus is about ensuring we "' Future Proof MKLM development'".

This review is in line with section 34 as prescribed below. Inclusive to this IDP is to show case alignment of the 17 Sustainable Development Goals and prioritise which goals are really relevant for the institution in our Strategic Intent section. Local Space still challenged to and have significant gaps in translating these Global Goals into Actionable Plans and initiatives at the space of community level. The same lack and gaps identified on SDG's poses a major hindrance to sustainable development as local context challenges and opportunities are not adequately addressed. The approach at local space need to be different to ensure that as and when we review and /or develop this years IDP at local space, we need to dive in addressing missed opportunities and unmet needs collected from our communities annually.

To highlight to Council that there is an urgent need to localize, prioritise from the 17 SDGs and to start empowering communities to play an active role in achieving these objectives. These will be aligned to our 30-year long term plan and Traditional Leaders Consultations in ensuring that cadetral are developed in rural areas for the municipality to collect revenue and educating our communities to pay for services provided by the Municipality as we are the only institution by law to bill households in rural areas.

Council to note that the main purpose of the review is not to replace and/or recompile, rewrite the approved 2024/2025 MKLM IDP, due to its nature as it was developed in Partnership where resolutions were taken, strategic objectives set for the term of office, departments set their aspirations and requires action plan and funding of various projects and programmes for implementation, monitoring and alignment to the Finalised 30 Year Long Term Plan developed in Partnership and Collaboration with Anglo Amandelbult Mine (AAM), Council for Scientific and Industrial Research (CSIR), Corporate Governance and Traditional Affairs COGTA and Moses Kotane Local Municipality (MKLM. Below as mentioned:

Section 34: The annual review and amendment of integrated development plan- A Municipal Council-

(a) Must review in accordance with its Integrated Development Plan-

- ✓ Annually in accordance with an assessment of its performance measurement in terms section 41, and
- ✓ To the extent that changing circumstances so demand, and

(b) May amend its IDP in accordance with a prescribed process

The review it's a five-year term of 2025 -2026, which is supported by the Medium-term Revenue and Expenditure Framework (MTREF) for the 2024/2025 to 2025/26 financial years. Below legislation is in alignment with the Local Government Municipal Systems Act, 2000 (LGMSA) and the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA).

Legislative context for the development of the IDP The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) states that:

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

- ✓ Links, integrates and coordinates plans and considers proposals for the development of the municipality.
- ✓ Aligns the resources and capacity of the municipality with the implementation of the plan.
- ✓ Forms the policy framework and general basis on which annual budgets must be based.

2. Background

The review must take into cognizance roads that links North West Province mining, Sun City International with its Cross-border Limpopo Province, Thabazimbi Local Municipality with Mogwase – Moses Kotane Local Municipality from Thabazimbi, Rustenburg and Brits towns to the economic capital of Pretoria and Johannesburg. That Infrastructure roads requires development for investor attraction especially the President Street going through the 2025/2026 IDP review, will be known as the Fifth Revision of the approved five-year Moses Kotane IDP cycle for financial year 2021-2026 altered per item submission for Council to resolve on. According to the MSA the IDP adopted by the Council of a municipality is the principle strategic planning instrument which guides and informs all planning and development and all decisions with regard to planning, management and development in the municipality. It binds the Municipality in the execution of its executive authority. A Municipality must give effect to its IDP and conduct its affairs in a manner which is consistent with the said adopted IDP resolved by Council.

The second financial year 2022/2023, no strategic plan session was held due to financial constraint and the cycle underwent the revision of IDP in the 2023/2024 financial year, with the collaboration as mentioned in the introduction above. The concept and practice of Integrated Development Planning (IDP) was introduced in South Africa in the 1990s and was subsequently formalised in both policy (White Paper on Local Government, 1998) and legislation (Municipal Systems Act, 2000). The White Paper on Local Government introduced the IDP as one of the critical tools that municipalities could employ to drive the realisation of a 'Developmental Local Government'. **(IDP Guidelines 2020)**

Thus, since 2001, as required by the Municipal Systems Act, Act 32 of 2000 (MSA), all municipalities have been developing and implementing IDPs with the aim of providing household infrastructure and services; creating liveable and integrated cities, towns and rural areas; building vibrant and inclusive local economies; and facilitating community empowerment. **(IDP Guidelines 2020)**

The first and second generation of IDPs (2001–2006 and 2006–2011) focused on laying a foundation for the systematic eradication of service delivery backlogs. The annual assessment of IDPs conducted during this period noted that national and provincial departments were not actively involved in the process of developing IDPs and as a result IDPs were unable to “link, integrate and coordinate plans” as envisaged by Section 25 of the MSA. **(IDP Guidelines 2020)**

The ultimate objective when the review was done within each cycle, of course, must always be to improve and better the lives of our communities through implementation of the planned programmes and projects. The planned five-year strategy – as well as ensuring that the level of responsiveness by departments, addresses the community needs raised during Public Participation meetings, and also improved needs over time by all implementors towards provision of basic services. The review of the Draft IDP 2025/2026 and was informed by the adoption of the Integrated Report on the IDP/ PMS Budget Process Plan approved by Council on 29 August 2024 as mentioned in the table below:

Table 1: Five Year Term of Political Office						
Financial Year	IDP/PMS Budget Process Plan and Resolution		Draft IDP and Council Resolution		Final IDP and Council Resolution	
2021/2022 Annual Plan	Item No: 21/08/2020	31 August 2020	Item No: 93/03/2021	30 March 2021	Item No: 129/05/2021	26 May 2021
2022/2023 Annual Plan	Item No: 15/08/2021	31 August 2021	Item No: 96/03/2022	04 April 2022	Item No: 119/05/2022	31 May 2022
2023/2024 Annual Plan	Item No: 42/08/2022	30 September 2022	Item No: 131/03/2023	31 March 2023	Item No: 155/05/2023	31 May 2023
2024/2025 Annual Plan	Item: 20/08/2023	31 August 2023	Item No: 117/03/2024	29 March 2024	Item No: 136/05/2024	31 May 2024

Table 1: Five Year Term of Political Office						
Financial Year	IDP/PMS Budget Process Plan and Resolution		Draft IDP and Council Resolution		Final IDP and Council Resolution	
2025/2026 Annual Plan	Item: 21/08/2024	29 August 2024	Item No: 104/03/2025	31 March 2025	Item No: 121/05/2025	30 May 2025

The National and Provincial policy imperatives have been taken into consideration in the finalisation of 2023/24 IDP with its Strategic Resolutions and Departmental Aspirations implementation as core business of MKLM. The journey taken by MKLM during the Strategic Plan session is to ensure and focus our efforts to complement National and Provincial Government to accomplish developmental goals, with emphasis on matters that are the competency of Local Government, section J – Strategic Development, the adopted IDP 2023/2024.

3. Status of this Document

This document is one of its kind – its review is continuously informed by the collaborative previous strategic plans held for Moses Kotane Local Municipality. Its objective was Building Stronger Communities and the Theme: for the Strategic Plan held in Sun City was to **“Summit the Mountain”**. Further endorsement was done through the strategic planning session that was held in Sun City in March 2023, with the Theme: **Collaborative Leadership: “Co-creating the Future”**. The communities may take time for them to **TRUST** us, but still we need to be **ACCOUNTABLE** to them and be **A RESPONSIBLE** Institution in providing basic services as required by law.

3.1 Five Year IDP Cycle, Purpose and Assessments - (IDP Guidelines 2020)

Table 2: IDP Cycle		
Five Year Financial Plans	Purpose of its Developments	Comments after Assessments
First Generation of IDPs - 2001/2006	Laying a foundation for the systematic eradication of service delivery backlogs.	In both financial years it was found that, the annual assessment of IDPs conducted during this period noted that national and provincial departments were not actively involved in the process of developing IDPs. And as a result, IDPs were unable to “link, integrate and coordinate plans” as envisaged by Section 25 of the MSA.
Second Generation of IDPs 2006/2011	Laying a foundation for the systematic eradication of service delivery backlogs.	
Third Generation of IDPs 2011/2016	To drive the realisation of a 'Developmental Local Government'.	Poor alignment and integration of all programmes, parachuting of projects by Provincial and National departments in Municipal space. Lack of 10-30-year long-term planning.
Fourth Generation of IDPs 2016/2021	Focused mainly on responding to new and emerging policy imperatives.	
Fifth Generation IDPs 2021/2026	To ensure that alignment cut across all spheres, encouraging partnership, collaboration to address wicked problems in a real time	These IDP review will therefore ensure that alignment cut across all spheres and other stakeholders' participation during this cycle, and /or sustainable bankable projects are realised

The development of IDP's was resolved by Cabinet, as a strategic tool for Local Government, to become a: 'plan of all government in a municipal space'. This is to promote active participation of all stakeholders in the development of IDPs, by owning to all community needs identified inclusive of its annual implementation and monitoring by all councillors to play their oversight role at ward level. This approach would have enabled municipalities to aggressively respond to socio-economic challenges and address historical spatial disparities of development in various rural areas.

The structure of the Moses Kotane Local Municipality IDP is based on the Strategic Planning session that was held from 21 to 23 March 2023. It also considered the assessment criteria and guidelines for

the 2022/2023 financial year, provided by the Department of Co-operative Governance and Traditional Affairs.

Further this document informed by the development of 30 Year Long Term Strategy, and review done by various directorates, not to rewrite but guided by legislation above. During the review of this cycle we were informed by two round of collaborative strategic planning session held in Sun City on the 02-03 May 2024, where we collaborate with the Strtaegic intention to:

“Future Proof Sustainability of Moses Kotane Local Municipality”

The future proof will require the municipality to develop actionable plans and develop systems which are unlikely to become obsolete or fail in the future. The issues raised and faced by the municipality, the development opportunities, the municipal plans, cadastre, to address opportunities and constraints, the institutional development programmes, the economic opportunities, spatial plans and five-year service delivery programmes.

The leadership of the Moses Kotane Municipality took far-reaching strategic decisions to transform local government within its jurisdiction and build on its core strengths as a caring, responsible and dynamic administration. This will lead to the adoption of a long-term strategy with aspirational goals and clear deliverables which will serve as a charter for the future trajectory of the Moses Kotane Municipality.

The resolutions taken during a strategic planning workshop per the first paragraph are highlighted below, as held at Sun City in March 2023 were tabled at Council as part of the Integrated Development Plan 2023/24 and to date. The workshop was attended by the political leadership and administrative management with support from the Municipal Capability Partnership Programme (MCP), team as highlighted in the first paragraph of the introduction.

The 2024/2025 year's IDP was adopted in line with the development of Long- Term Strategy, which was ongoing and concluded on the 08 November 2024.

4. Medium-Term Development Plan (MTDP)

MTDP Basic Fact sheet for the five-year period to 2029 will incorporate the 3% GDP growth target announced by president Cyril Ramaphosa in his state of the nation address (SONA). The MTDP had been thoroughly canvassed among government of national unity (GNU) participants and was scheduled to be approved by cabinet on 26 February 2025. The MTDP would anchor departmental programmes of action from the start of the new financial year on 1 April 2025 and had been aligned to the GNU'S apex priorities for the seventh administration.

The MTDP was thoroughly canvassed among Government of National Unity (GNU) partners and was approved by cabinet on 26 February 2025. The GNU has resolved to commit the next five years to actions that will advance three strategic priorities:

1. To drive inclusive growth and job creation;
2. To reduce poverty and tackle the high cost of living; and
3. To build a capable, ethical and developmental state.

4.1. Key Objectives of an MTDP under each Key Focus Area include:

1. **To drive Inclusive Growth and Job Creation:** Prioritizing strategies to create employment opportunities across different sectors, promoting entrepreneurship, and reducing unemployment rates.
2. **To Reduce Poverty and Tackle the High Cost of Living:** and, implementing programs and policies to lift people out of poverty by addressing factors like income inequality, access to basic needs like healthcare and education, and social safety nets.

3. To Build a Capable, Ethical and Developmental State:

- Human Capital Development: Enhancing education and skills training programs to equip the workforce with necessary capabilities for the job market.
- Good Governance and Institutional Capacity Building: Strengthening public institutions, promoting transparency and accountability, and enhancing administrative efficiency to effectively implement development plans.
- Infrastructure Development: Investing in essential infrastructure projects like transportation, energy, water, and sanitation to facilitate economic activity and improve quality of life.
- Social Service Delivery Improvement: Ensuring equitable access to quality healthcare, housing, social protection programs, and other essential public services.
- Environmental Sustainability: Integrating environmental considerations into development plans to mitigate climate change and promote sustainable practices., and
- Regional development: development and targeted interventions.

5. Thirty (30) Year MKLM Long Term Development Strategy

Strategic intent of below table three (3) is to align municipal priorities and strategic objectives to the 30-year Long Term Development Strategy and the Sustainable Development Goals. The section on strategic intent is to unpack long term priorities and the supporting focus areas of each of department into workable implementation action plans. The review came into place while taking consideration of departmental changing development trends and some of the commitments done from the two previous strategic sessions have been made, which are departmental resolutions and aspirations from all departments.

The intention is also not to rewrite the Strategy but inclusion of first five-year term within this IDP and the attachment as an annexure for referral for investor attraction. The strategy indicates: MKLM as situated in Bojanala Platinum District Municipality in the North West, Moses Kotane Local Municipality (MKLM) is amongst the historical high-value mining regions that are experiencing significant shrinkages. Amidst rapid population growth, ruralisation and urbanisation of poverty, declining mining productivity as the anchor of the local economy — a deliberate strategy to prepare for a stable and prosperous future for the region was commissioned by the municipality. The strategy intends to facilitate a programme that would bring new heights of collaboration and capability in the region for adequate human development interventions.

Challenges noted for the region of MKLM surround constrained resources and subsequent limited basic service delivery. Availability and access to water is expressed as a fundamental concern for both domestic and industrial consumption. The municipal region is constituted by traditional community areas accounting for 53% of the total land area. These traditional community areas accommodate 107 villages categorised as cadastre-less, influencing a footprint of more than 30 times of the total land area consisting of formal townships in Madikwe and Mogwase. The spatial make-up of the region is comprised of mega-villages which require basic service delivery capability far surpassing traditional administrations alone. Natural and agricultural land, including surface and ground water systems experience severe pressure from informal settlement expansions which do not involve the local authorities and guidelines to ensure safety and sustainability.

The Long-Term Development Strategy (LTDS) spearheads focused interventions which require medium-to-long term facilitation with key identified implementing partners. It is a framework for the current and subsequent councils to continue with targeted constraints management to bring the region to stability, viability and prosperity for its people. Applying an outlook of 30 years, the strategy embraces the continental, national and regional developmental imperatives to charter long-term prosperity. These imperatives are condensed into 10 developmental outcomes that intend to champion organisational agility, resource efficiency, and industrial specialisation that would prepare the region for the post-mining period and alleviate the decline. The individual outcomes are furnished with sharp outcome targets that would quantify institutional and regional progress.

6. Strategic Agenda Setting and Alignment of Programmes

MKLM ensured alignment of all strategic agenda setting in table 3 below, which will be further unpacked in the section dealing with Strategic Intent of this document. In achieving more service delivery capability, the LTDS enters into a Memorandum of Agreement (MoA) with the Traditional Leadership as representatives of the communities. Robust Strategic Engagement still require to be finalised to ensure buy-in and implementation. The MoA facilitates agreements to bolster efficient and inclusive land management, to bring about:

1. Better and planned service delivery
2. Billing in traditional community areas, and
3. Charter improved social security administration through the effective implementation of indigent policy.

The MoA is entered into between the Moses Kotane Local Municipality and the 22 Traditional and Community Authorities within its area of jurisdiction. In achieving a robust, stable and working local economy, the LTDS expedites significant shifts in the region to promote:

1. Innovation,
2. Diversification, and
3. Collaboration through the Economic Development Charter.

The Charter facilitates commitments by the government, mining and business sectors operating in the region to bring about:

1. Concerted human development interventions
2. Intentional labour absorption and upskilling
3. Incentivisation of infant industries and
4. To protect government and business revenue in the region.
5. The Charter works to institute economic diversity and long-term stability through putting local resources to work.

7. Strategic Planning Session 2025/2026

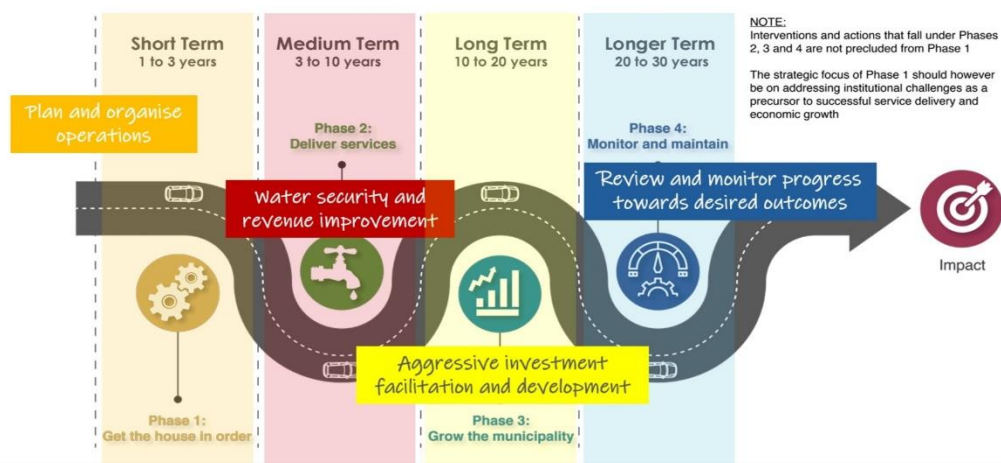
The strategic intent and expected outputs of the mentioned lekgotla focus areas was to align with the medium - term development plan and to dissecting the long-term plan into actions plans. The intention is to **“future proof”** the sustainability of Moses Kotane Local Municipality These was informed by the development of Long-Term Strategy mentioned above in departments plan on three critical pointers on how we must behave, what we must do and lastly whom we must engage. Action plan will be presented in the strategic intent section. First phase of the process to develop a municipal strategy with a 30 -year time horizon was completed in March 2024 and the second phase was completed in November 2024. The 30 - year Long - Term Development Strategy is fairly new and does not need revision but a reflection on the phase 1 action plan and a much specific and clearer revised action plan. These action plans need to show how MKLM contributes towards realizations of the Medium - Term Development Plan (MTDP).

The graph below with 30-year road map asserts that:

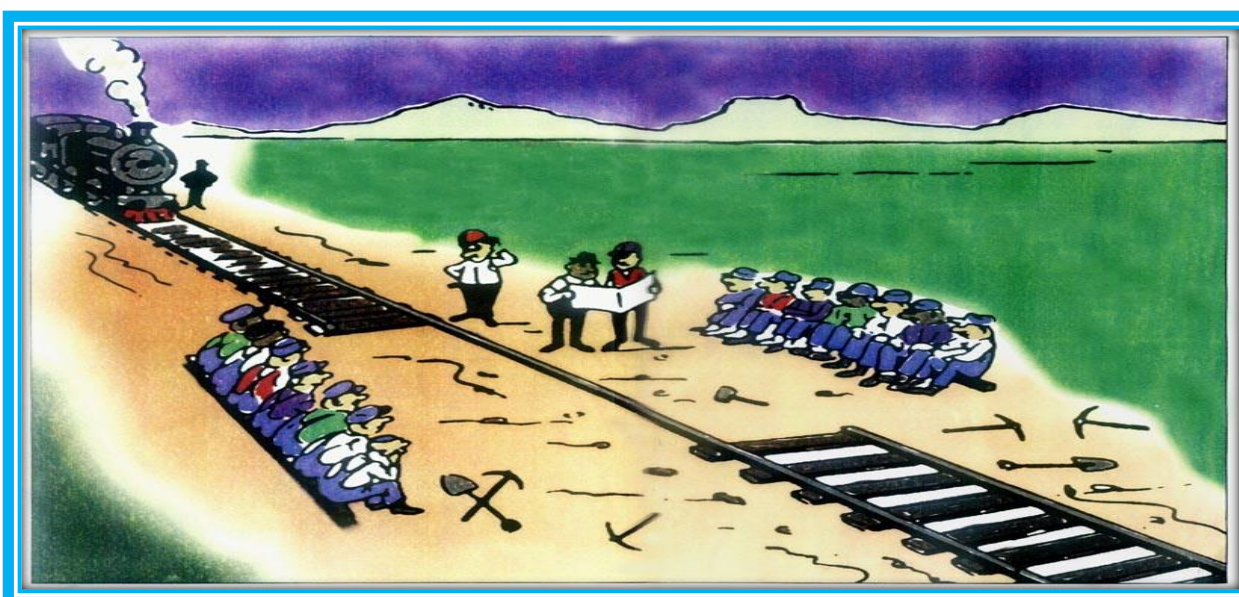
- Year 1 - 3 (Orange colour) is phase termed getting the house in order, is a period of building capacity,
- Putting systems and actions plans in Place to realise the ideals of the long term.
- Water security and revenue improvements are anchor deliverables which every development depends on, action plan on these, requires a robust, meticulous and unconventional discussions.

Although the water security and revenue improvement are target for phase 2 the discussion and planning around these topics need to commence immediately as building blocks. All other phases on the road's maps will depend on both water security and revenue improvements.

30-year planning



Below are the Lekgotla Thematic Areas and Alignment to Medium Term Development Strategy (MTDS) and Sustainable Development Goals (SDG).



MTDP strategic priorities	MKLM Thematic areas	Localized Sustainable Development Goals (SDG)
To drive inclusive growth and job creation;	Making Bojanala SEZ and Bakubung Smart City a reality as a catalyst towards inclusive growth and job creation.	SDG8: Decent work and Economic Growth SDG 9: Industry, innovation and infrastructure
To reduce poverty and tackle the high cost of living.	Implementing and facilitating programs and policies to lift people out of poverty by addressing needs like healthcare and education, and social safety nets.	SDG1: No Poverty. SDG 2: Zero Hunger SDG 10: Reduce inequalities

MTDP strategic priorities	MKLM Thematic areas	Localized Sustainable Development Goals (SDG)
To build a capable, ethical and developmental state.	<p>Water security and ideal bulk waste water to unlock developments.</p> <ul style="list-style-type: none"> ❑ Spatial remodeling and revenue enhancement. ❑ Improving and sustaining metered and unmetered services 	<p>SDG 6: Clean water & Sanitation.</p> <p>SDG 11: Sustainable cities and communities</p> <p>SDG 16: Peace and justice and Strong Institutions. SDG 5: Gender equality</p> <p>SDG 17: Partnerships for the goals</p>

8. Presidency G20

South Africa will be the first African Country to host G20 Forum, from the Presidency 01 December 2024, to November 2025. The 2025 G20 Summit is scheduled to take place in Johannesburg on 22 – 23 November 2025, with the theme Solidarity, Equality, Sustainability. The three aims to address global challenges such as climate change, economic inequality, and technological disparities. The focus is on fostering a people-centered, development-oriented, and inclusive future. Further South Africa has highlighted key priorities for its G20 Presidency as follows:

- 8.1 **Inclusive Economic Growth and Industrialization:** Promoting job creation and reducing inequality through sustainable industrial development.
- 8.2 **Food Security:** Addressing global food insecurity by enhancing agricultural productivity and resilience.
- 8.3 **Artificial Intelligence and Innovation:** Leveraging AI and digital public infrastructure to drive sustainable development and bridge the technological gap.
- 8.4 **Climate Finance and Debt Relief:** Mobilizing resources for countries affected by climate-related disasters and advocating for debt sustainability in low-income nations.
- 8.5 **Strengthening Disaster Resilience:** Enhancing global capacity to respond to natural disasters through improved infrastructure and early warning systems.

9. Municipal Demarcation Board – Preparations for Local government Elections 2026

Following the Municipal Demarcation Board function of determining and re-determining on municipal boundaries as provided for in terms of Section 21 of the Local Government: Municipal Demarcation Act, Act No. 27 of 1998. The MDB issued the Circular 1 of 2021 on the 31st May 2021 which intended to open the municipal boundaries re-determination process for local government as preparations of the next local government elections. This process was followed by a couple of Circulars with the last one being Circular 2 of 2024 which was issued following the outcomes of consideration of objections recorded and final decision of the board in respect to the Municipal boundary redetermination process. The circular provides information on the confirmed cases in respect to the Municipal Boundary Redetermination which also asserts the final decision of the Board, as well as informing stakeholders of the conclusion of the municipal boundary redetermination process and consultation took place from the 25 -27 September 2024.

It is important to highlight the milestone as per the previous Council resolutions prior the discussion of Circular 3 of 2023. On the 3rd April 2025, Minister of Cooperative Governance and Traditional Affairs (COGTA), Mr. Velenkosini Hlabisa officially lead the launch of the Municipal Demarcation Board's (MDB) public consultation process for the 2025 Ward Delimitation. The event marked the beginning of engagements with communities nation-wide regarding the adjustment of municipal ward boundaries in preparation for the 2026 Local Government Elections (LGE). The Ward Delimitation Process plays a crucial role in enhancing democracy by ensuring that municipal ward boundaries accurately reflect demographic changes, promote fair representation, and foster effective local governance.

Public participation is essential to empower communities to influence how they are represented in local government, ensuring that public policies and initiatives reflect the diverse needs, values, and perspectives of the communities they serve. The MDB, an independent organization tasked with

defining municipal boundaries, will oversee these consultations with support from COGTA and other relevant stakeholders. These engagements provided an opportunity for communities to express their views and ensure transparency and inclusivity in the demarcation process. Moses Kotane Local Municipality held its consultation from the 04 – 10 April 2025.

10. Localising Sustainable Development Goals (SDG)

The main purpose of the above subject is to ensure inclusive and collaborative planning where as Moses Kotane Local Municipality, we don't leave anyone behind. Key to implementation of SDG's is lack of data which is lying at municipal space and need to be documented by all directorates form housing, indigebt registers, boreholes and etc. It is against this background that the municipality need to plan in such a way that red tapes affecting those in rural areas are dealt with by policy development. The session where MKLM officials attended was on the 05 February in Rustenburg, followed by the three-day workshop dealing with Municipal International Relations (MIR) on best lessons learnt from the metro municipalities who have started with the programme of localising SDG's in their planning.

The session was followed by the eleventh session of the Africa Regional Forum on Sustainable Development Driving job creation and economic growth through sustainable, inclusive, science and evidence-based solutions for the 2030 Agenda and Agenda 2063. The session was attended physically and we attended virtually from the 9 – 11 April, 2025 at Kampala, Uganda, venue Speke Resort Convention Centre, Munyonyo Event Tittle: with the Theme:" Building the Bridge and Future Beyond 2030 - Urban-Rural Interplay in Accelerating SDG Implementation through Voluntary National Reviews (VNR), Voluntary Subnational Reviews (VSR), and Voluntary Local Reviews (VLR).

Table 3: Alignment of Developmental Municipal Priorities – First Public Participation

No.	Development Priorities 2025/2026	Strategic Objectives	30 Year Priorities	Sustainable Development Goals
1.	Good Governance and Institutional Development	To promote Accountability, Efficiency and Professionalism within the Organization	Enhance institutional capacity and governance.	Goal 16: Peace and Justice and Strong Institutions
2.	Water and Sanitation	To develop and maintain infrastructure to provide basic services	Improve access to engineering services.	Goal 6: Clean Water and Sanitation
3.	Roads and Storm water		Foster incremental upgrading interventions.	Goal 9: Industry2, Innovation and Infrastructure
4.	Municipal Budget Debt Collection Revenue Enhancement	Sound Financial Management: adherence to all laws and regulations as prescribed to local government	Improve implementation of indigent register. Strengthen financial management.	
5.	Good Governance and Stakeholder Engagement	To ensure ethical and transparent governance that is responsive to community needs and encourage Public Participation	Improve implementation of indigent register. Increase community engagement.	Goal 17: Partnerships for the goals
6.	Development Planning Land: Human Settlement Residential area Business and Agriculture	To establish economically, socially and environmentally integrated sustainable land use and human settlement	Establish integrated Geographic Information System (GIS) system.	Goal 11: Sustainable Cities and Communities
7.	Economic Development Climate Change	To create an enabling environment for social	Pilot a robust and productive local economy.	Goal 1: No Poverty

Table 3: Alignment of Developmental Municipal Priorities – First Public Participation

No.	Development Priorities 2025/2026	Strategic Objectives	30 Year Priorities	Sustainable Development Goals
		development and economic growth		Goal 8: Decent Work and Economic Growth
8.	Solid Waste and Environment and disaster Waste Collection Disaster Management Climate Change	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment.	Advance environmental sustainability actions. Enhance safety and security.	Goal 13: Climate Change
9.	Sports and Recreation	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment		Goal 3: Good Health and Well Being

11. Strategic Primary Resolutions taken were

A long-term strategy (30 years) will be formulated for the municipal area in partnership with the mining sector, eco-tourism industries, the agricultural sector, traditional authorities and local communities. This strategy will be adopted in the 2024/25 Integrated Development Plan (IDP). And now included in the 2025/2026 as an Action Plan for itemised five-year planning.

The aspirational goals defined by delegates at the workshop will be included in the draft IDP and tabled in Council by the end of March 2023 and were adopted by Council by end of May 2024 for implementation

The revised 2023/24 IDP will be a concise, strategic document with clear goals, deliverables and time frames and the drafting process will be supported by the MCPP team. This repackaged IDP will be adopted by Council by the end of May 2023. The same review as indicated in the introduction prescribed in section 34 of LGMSA.

a) Municipal financial Viability

1. The Portfolio Committee on Finance will continue to focus on the review of the financial recovery plan and the delivery of a clean audit.
2. To ensure a fully funded budget by 2025/26, the number of distributed rates and services invoices will be expanded, and the number of non-paying customers will be reduced.

12. The following resolutions will be finalised by December 2023:

b) Corporate Support Services - Institutional Development

3. A funded organisational structure – aligned to the functions of the municipality will be drafted by the Accounting Officer and tabled in Council for adoption.
4. A report on the implementation of the new Municipal Staff Regulations will be presented to Council.

c) Development Planning – Spatial Rationale

5. The municipality will make a submission to the Municipal Demarcation Board to keep the current borders.
6. A detailed land ownership and land use audit will be conducted to improve planning valuation and create an accurate billing register.

13. Ongoing Implementation - of resolutions from June 2024.

d) Corporate Support Services – Good Governance and Institutional Development

7. A report on staff re-allocations and appointments, in line with the funded organogram, will be presented to Council.
8. A memorandum of understanding will be agreed on with traditional authorities to form the basis of an improved relationship and partnership between the municipality and traditional structures.
9. An informal cadastre will be created in the 107 traditional authority villages, and a process to record PTOs on TA land will be launched.
10. All policies, including the Delegation of Authority policy will be tabled in Council.

e) Budget and Treasury Office – Financial Viability

11. An accurate indigent register linked to land parcels and the identity documents of owners / rental parties will be in place to ensure accurate and credible billing.
12. Bills of services will be delivered to landowners and punitive measures taken in cases of non-payment.
13. A report will be tabled on the establishment of a Special Purpose Vehicle (SPV) for investment and revenue creation. This report will set out the legislative requirements, benefits and risks attached to such an SPV.

f) Development Planning – Spatial Rationale

14. Villages and Traditional Authority's (TAs) will be engaged with the intent to establish a land use scheme that manages informal land parcels.
15. Villages and TAs will be encouraged to support payment for improved services and such villages will be prioritised for top-up services.

g) Community Services – Basic Service Delivery

16. A cost-income analysis will be done that takes into consideration staff and operational costs and the return on investment when enforcing municipal by-laws.
17. The Safe & Clean City Campaign will be strengthened through an integrated and coordinated approach with strategic partners.
18. Zonal offices will be renovated in various wards to facilitate easy payment of services.

h) Infrastructure and Technical Services – Basic Service Delivery

19. A costing model for various levels of engineering services pertaining to water, sanitation and refuse collection will be developed.
20. There will be a report on the improvement of expenditure on infrastructure grants.
21. There will be a report on the maintenance of priority roads.
22. There will be a report on the actual improvements in terms of water losses.
23. A new Water Services Development Plan will be developed.
24. An analysis on the operational cost of engineering services will be concluded and a report on the effectiveness and value for money received from the Magalies Water Board completed, including recommendations for a future service level agreement.

i) Local Economic Development

25. Reports on five flagship projects within the municipality will be concluded:

- Solar power partnership and Regional Chamber of Commerce
- Waste-to-energy projects and Agriculture and Agri-processing project
- Tourism node development

SECTION B:

MUNICIPAL INSTITUTIONAL DEVELOPMENT

1. Introduction

Moses Kotane Local Municipality (MKLM) is an organ of state within the local sphere of government exercising legislative and executive authority within its area of jurisdiction as determined in terms of the Local Government: Municipal Demarcation Act, 1998. The financial year under review, had challenges and areas affected by re-demarcation, of which chapter 4 of Local Government Municipal Demarcation Act. No 27 of 1998, Section 26 requires the municipality to consult all its stakeholders affected by re-demarcation in order to ensure full presentation of all stakeholders in the affected wards and also in wishing to further claim boundaries.

MKLM consists of political structures, administrative component and 107 rural villages and 2 urban areas (communities). Decisions taken during Council sitting are of collective system by all councilors and not an executive type of a system. Council decision is to ensure proper decision making and allocation of funds to all planned programmes. They must adhere to the Protocol of Corporate Governance in the Public Sector (1997) and a host of relevant directive legislation.

Various decision-making structures exists within MKLM Council:

- Municipal Council;
- The Mayor and Executive Committee (EXCO);
- Portfolio Committees;
- Section 80 Committees;
- Section 79 Committees;
- Officials with delegated powers (Resolved by Council)

Noting that we are in the process of restructuring MKLM service delivery model, with the development of Long-Term Strategy with collaboration of Anglo Platinum and CSIR inclusive of consultations of Traditional Leaders to ensure sustainable development with the intention of completed a comprehensive review of its current service delivery mechanisms and allocation of stands for residential purposes. The development in a way and a view of implementing an alternative service delivery model will support the implementation of the Long-Term Strategy (LTS), the annual municipal IDP and endorsement of Strategic Plan Resolutions and Departmental Strategic Objectives will also be realized.

The adoption of the Long-Term Strategy, the service delivery model after proposal by management – will be the one to guide long term development, and / or where local government can be closer to the people in trusting and consulting with the municipality in all intended development. The aim is to deal with disjointed planning and to make municipal services more accessible to all MKLM communities. The municipality has satellite office in Madikwe town and having its challenges of integrating it to ensure it becomes functional for the west communities – transformation will be the only way to providing better services rendered at local space. Madikwe satellite need to provide core municipal functions going forward in our plans as a region as offered by sister municipality.

- Customer Care and services
- Regional planning, strategy implementation and monitoring
- Housing plans and implementation; and Sports, recreation, arts & culture;
- Basic Service provision (water, roads, electricity etc.)
- Environmental management; and many other programmes as planned.

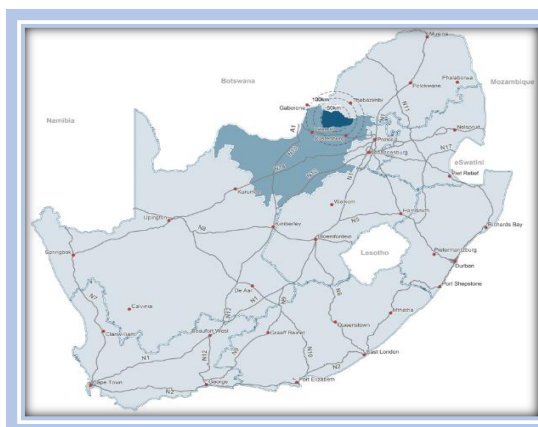
Note that the office will be getting support from councillors, Ward Committees, Traditional Leaders and Community Development workers and lastly support from corporate support services structures. To operationalize this satellite office – the structure and offices are available, this will be to bring services closer to the communities at large. No longer unnecessary travelling to the MKLM Civic center in Mogwase but proper plans needs to be put in place. The long-term objectives to be set in the strategy will provide comprehensive municipal services and inculcate a customer centric culture based on the Batho Pele principles.

2. Spatial Location and who we are

The Moses Kotane Local Municipality, located in the Bojanala Platinum District of South Africa's North West Province, is a predominantly rural area with a mix of urban and peri-urban settlements. Key towns include Mogwase, Madikwe, Moruleng, and Ledig. The municipality is characterized by diverse landscapes, including the Pilanesberg Mountain Range and the Bushveld biome, and is rich in mineral resources, particularly Platinum.

Economically, it relies on Mining, Tourism (due to proximity to Pilanesberg National Park and Sun City Resort), and Agriculture. However, challenges include high poverty and unemployment rates, limited infrastructure in rural areas, and environmental issues such as Land Degradation and Water Scarcity. Development priorities include improving:

- Basic services, and Promoting Sustainable Mining,
- Diversifying the Economy, and
- Enhancing Infrastructure to support Tourism and Agriculture.



Map 1: National Context



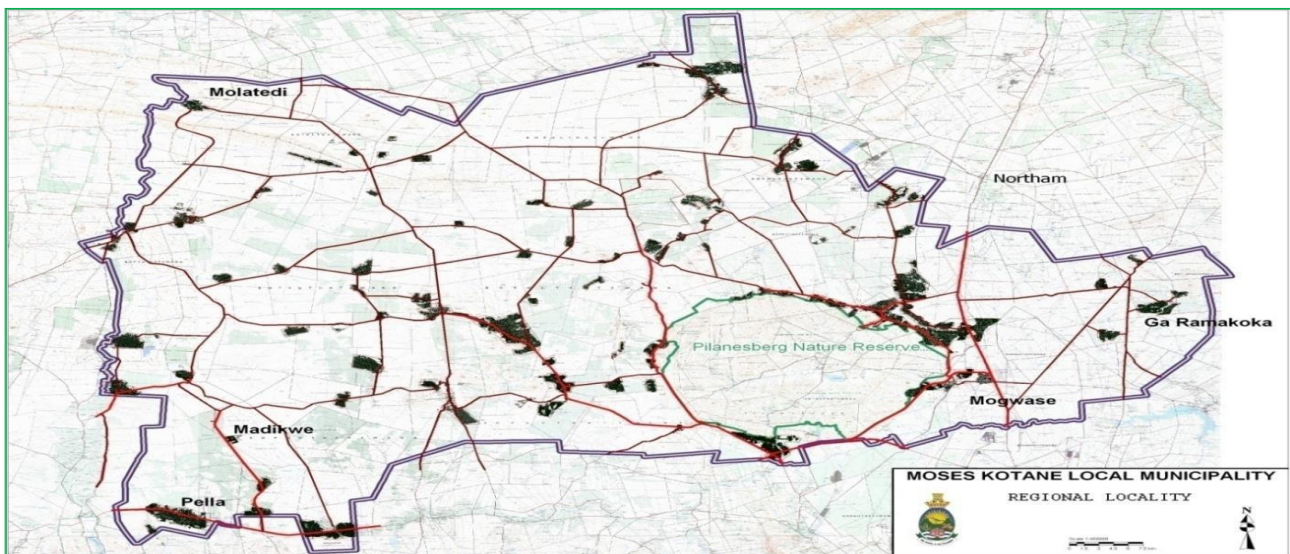
Map 2: Provincial Context



Map 3: Regional Context

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 the North West Province of the Republic of South Africa.

The Municipality is strategically located and covers an area of approximately 5220km² square meters, and on the R510 national road leading to all the mines, Amandelbult, Northam Platinum, Siyanda Mine, Rhino Andalusite, and Limberg Mine to PPC and ends in Thabazimbi. The Municipality also rest in the gateway to Sun City. the Pilanesberg, the Madikwe Game Reserve and the Bakubung Game Reserve. The N4 Corridor, which is the east-west bound road connecting Rustenburg and Pretoria, runs to the south, the R510 North – South bound road connects Moses Kotane local municipality to the North



Map 4: Regional locality

3. Processes to review 2025/2026 IDP

The fifth generation IDP review for financial years (2021-2026) constitutes the single, inclusive and strategic plan of the MKLM, aligned with the five-year term of present political office bearers. This years IDP is aligned to the Long-Term Development Strategy – 30-year Plan, the 17 Sustainable development Goals in which the institution aligned to key goals to our objectives.

Section 34: The annual review and amendment of integrated development plan- A Municipal Council-

(a) Must review in accordance with its Integrated Development Plan-

- (i) Annually in accordance with an assessment of its performance measurement in terms section 41, and*
- (ii) To the extent that changing circumstances so demand, and*

(b) May amend its IDP in accordance with a prescribed process

In addition to this review, this document reflects the priority needs of 35 wards of the municipality raised by communities collected annually, as well as challenges faced, resources currently available, to address said needs and opportune to achieve the planned programmes as mentioned above. This review continuously reminds us that there are numerous challenges faced by the municipality, and not forgetting that globally and today there are no obvious solutions due to climate change, which will require us to align with the sustainable programmes.

In 2018, the municipality developed an informal cadastre for the 107 villages to account for households and land uses in these villages. Given a significant increase in household population in the municipality, an updated informal cadastre was created in 2024 to bolster internal systems and improve service delivery capability, and subsequent revenue generation. A brief spatial make-up of the region and subsequent implications are indicated below. Further information will be detailed under Section H- key performance indicator dealing with Spatial Rationale.

The needs collected are prioritized despite limited budgets that also need to attempt to remedy backlogs while at the same time ensuring that current needs are met – and also considering and planning that future needs are taken into consideration. Due to financial constraint and lack of debt collection and strategies to be set in place, we need to ensure that we prioritize from the long wish list to cater for basic provision of services. However, probably the biggest challenge facing MKLM is that of good governance, institutional arrangement and integration of processes.

This review after collaboration by partners with MKLM, however, has made significant strides towards planning and on how various challenges can be addressed as resolved from the strategic plan resolutions. The development and implementation of various policies, sector plans have gone a long way in this regard, as is evident in the budgeting process as outlined even in the revised 2020 IDP Guidelines. This IDP in particular – the review, has to put systems in place that integrate and coordinate developmental processes and plans by identifying cross-cutting priority initiatives across all departments and other spheres of government and the mining houses.

The IDP also has to put investor plans and attraction for development of broader Moses Kotane Local Municipality within its Long-Term Strategic Plan. The community sometimes becomes frustrated by delay in basic provision in their wards, through their structures, ward committees, community development workers and others - also contribute towards addressing the development issues through planning and implementation of various projects in their wards.

4. The Process Plan

The MSA requires each Municipality to adopt a “process set out in writing” to guide the planning, drafting, adoption and review of their IDP’s. The plan must be detailed and prescriptive, more rigid and structured, focused to achieve planned goals as in the short with immediate steps. On 21 November 2021 Council re-approved a five-year MKLM IDP for the years **2022 -2027** financial years. Since then the document went through four revision cycles. The first review was done without MKLM Strategic Planning session and was adopted by outgoing Council and readopted by present Council.

The situational Analysis, section A above highlighted the five-year cycle of the IDP of the current council, and request to alter financial years from **2021-2026**. These processes were initiated by the approval of the Integrated Report on the IDP Process Plan and the Budget Time-schedule for 2025/2026. The adoption gave permission to IDP Unit and management to review the fifth IDP where necessary per legislative processes mentioned above subheading 5 – IDP Processes.

5. Overview of Public Participation Process

The section is informed by the development of the Process Plan adopted by **Council Resolution No. 21/08/2024**. MKLM informed all its stakeholders and communities, of the draft key dates that will provide opportunities for inputs and influence on the IDP and Budget Review for the financial year 2025/2026. around August 2024. Following the tabling of the plan, IDP unit embarked on consultation across the 107 and 2 geographic space to ensure 1st Round of Consultation to source inputs and comments from the previous long wish list collected from previous years.

The inputs will allow us to prioritise and align to the budget as prescribed in chapter 16 to consult our communities and ensuring communities have ownership for the developments in their wards. The Drafting and consolidation of the plan continues and 2nd consultation across the 107 villages governed by Magosi and and 2 urban areas will once again commence by placing adverts per prescripts LGMSA, MFMA for community inputs and comments in the Final Reviewed IDP.

The Process of consultations to communities is to enforce participatory process that communities' ownership of various developments in their ward by partaking in the municipal affairs. **The plan integrates processes which includes the following key IDP processes:**

- Adverts and Public Participation Process
- Collection and Prioritizing of Community Needs
- Compilation of Departmental Business Plans (which never happens)
- Budget Process - Financial and Budgeting Planning Process
- Adoption of the Draft IDP annually by March
- Adoption of the Final IDP annually by May
- Development and Compilation of Service Delivery & Budget Implementation Plan (SDBIP)
- Performance Management and Monitoring Process

5.1 Legislative Context

The Municipal Systems Act (LGMSA) Chapter 4 prescribes that municipalities must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. The municipality must encourage, and create conditions for the local community to participate in the affairs of the municipality including in the preparation, implementation and review of its integrated development plan, budget and performance management system.

The annual drafting, implementation and review of the IDP is mandatory for all municipalities in terms of the relevant legislation. It is, therefore, important to briefly outline this legal framework. The draft Integrated Development Plan, adopted by the Council of the Municipality, is the key strategic planning tool for the Municipality. It is described in the Municipal Systems Act (MSA) as:

Section 29 – Process to be followed-

- (1)** The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan must: -
- (a) Be in accordance with a predetermined programme specifying timeframes for different steps;
 - (b) Through appropriate mechanisms process and procedures establish in terms of chapter 4, allows for:-
 - (i) The local community to be consulted on its development needs and priorities;**
 - (ii) The local community to participate in the drafting of the integrated development plan, and
 - (iii) Organs of state, including traditional authorities and other role players to be identified and consulted on the drafting of the IDP.
 - (c) Provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation, and
 - (d) Be consistent with any other matters that may be prescribed by regulation.

Section 21(2) of the Municipal Finance Management Act (Act 56 of 2003) (MFMA) states that, when preparing the Annual Budget, the Mayor of a municipality must:

- Take into account the municipality 's Integrated Development Plan.
- Take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years.

- Take into account the National Budget, the relevant provincial budget, the national government 's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Steering Committee.
- Consult with the relevant authorities.

Chapter 4 and Section 21 (1) of MFMA (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:

- i. The preparation, tabling and approval of the annual budget,
 - ii. The annual review of policies
- (aa) The integrated development plan in terms of section 34 of the Municipal systems Act and
- (bb) The budget related policies
- iii. The tabling and adoption of any amendments to the integrated development plan and the budget related policies and
 - iv. Any consultative processes forming part of the processes referred to in subparagraphs (i) (ii) and (iii)

Further the **Municipal Systems Act, 2000 (Act 32 of 2000)** prescribes that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

- a) links, integrates and coordinates plans and considers proposals for the development of the municipality;
- b) aligns the resources and capacity of the municipality with the implementation of the plan; and
- c) forms the policy framework and general basis on which annual budgets must be based.

35(1)

- a) " ...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 Constitution supersedes all legislative frameworks, and the following legislation has been developed to guide municipalities as to its mandate, function and mechanisms to implement its constitutional mandate:

- The Local Government Municipal Structures Act (LGMSA) requires municipalities to develop Integrated Development Plans that will guide all planning and content of potential development within the council 's area of jurisdiction and must be reviewed annually. In addition, the Act also stipulates the IDP process and the components of the IDP.

The Constitution of the Republic of South Africa outlines the type of local government needed.

Sections 152 and 153 of the Constitution describe the following objectives of local government:

- To ensure the sustainable provision of services;
- To provide democratic and accountable government for all communities;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities, and
- To encourage involvement of communities and community organisations in matters of local government.

The Local Government: Municipal Planning and Performance Management Regulations (2001) sets out the minimum requirements for an Integrated Development Plan. **Regulation 2(1)** states that the Municipal IDP must at least identify:

- The institutional framework, which must include an organogram, required for the implementation of the Integrated Development Plan;
- Any investment initiatives in the municipality;
- Any development initiatives in the municipality, including infrastructure, physical, social and institutional development;
- All known projects, plans and programmes to be implemented within the municipality by any organ of the state, and
- The key performance indicators set by the municipality.

Due to financial constraint all wish list needs collected cannot be addressed and we need to prioritize per budget allocated - this means the budget does not address each individual community needs - as project to be implemented, but rather focuses on the larger scale individual Projects / programmes, as well as funding allocated to collective budget items e.g. Infrastructure programmes like your water and sanitation, roads and storm water provision, street lights and other Spatial planning, LED, Sports and Environmental programmes.

Section 28 - (3) of the Municipal System Act provides that Adoption of a Process –

*"Each municipal council within a prescribed period after the start of its elected term, **must** adopt a process set out in writing to guide the planning, drafting, adoption and review of its Integrated Development Plan."*

The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process

- (1)** *A municipality must give notice to the local community of particulars of the process it intends to follow*

5.2 Regulations to be noted by Departmentst

Regulation 2 (1) states that the municipality 's IDP must at least identify:

- The institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan and addressing the internal transformation;
- Any investment initiatives in the municipality; any development initiatives in the municipality, including infrastructure, physical, social and institutional development; all known projects, plans and programmes to be implemented within the municipality by any organ of the state; and the key performance indicators set by the municipality.

Regulation 2 (2) states that an IDP may:

- Have attached to it maps, statistics and other appropriate documents; references to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality.

Regulation 2 (3) sets out matters/issues that:

- **Local Government: Municipal Planning and Performance Management Regulations (2001)** prescribes the issues that must be reflected in the Financial Plan that must form part of the integrated development plan (IDP).

Regulation 2 (4) states:

That a spatial development framework reflected in the municipality's integrated development plan must:

- give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995); set out objectives that reflect the desired spatial form of the municipality
- Contain strategies and policies regarding the manner in which to achieve the above, which strategies and policies must:
 - Indicate desired pattern of land use within the municipality;
 - Address the spatial reconstruction of the municipality; and
 - Provide strategic guidance in respect of the location and nature of development within the municipality.

Further departments to note:

- ✓ Set out basic guidelines for a land use management system;
- ✓ Set out a capital investment framework for the development program within a municipality;
- ✓ Contain a strategic assessment of the environmental impact of the spatial development framework;
- ✓ Identify programs and projects for the development of land within the municipality;
- ✓ Be aligned to the spatial development frameworks reflected in the integrated development plans of the neighbouring municipalities;
- ✓ *Must* indicate where public and private land development and infrastructure investment should take place; may delineate the urban edge; and must identify areas where strategic intervention is required and
- ✓ *Must* indicate areas where priority spending is required.

5.3 First (1st) Round of Public Participation Schedule for FY 2025/2026

Local Government Municipal Systems Act 32 of 2000, chapter 4, specifically requires from Municipalities to include participation from the community in the drafting and development process of the IDP. Moses Kotane Local Municipality has 35 wards, scattered, vast, meaning 9 villages in a ward and distance to be travelled differs and ranges from 40 to 60 kilometers apart. This exercise required scattered wards to be clustered to be in the same venue, time the day. This is clustered due to compliance and time constraint to cater for all wards. During consultation 35 wards are clustered per below two templates: The clusters are for two sessions planned as identified.

- Review of needs and re-registration of ward needs;
- Ward Imbizo's needs consolidated if held
- Monthly ward councillors meeting needs used if held and
- Participation sessions and comments on the IDP as advertised in the National Newspaper

Participatory democracy remains one of the key pillars of the Constitution and an important guide in building a national democratic society. It promotes participative, facilitative and accountable governance. It calls for regular the participation of the people, not only in electing public representatives, but also in making inputs on matters affecting their lives. To realise improved and consistent interaction between the people and their public representatives, at all levels, we need to ensure communities are consulted broadly and provided with information required for them to know and especially reviving the Imbizo and processes of municipal tariffs.

The 1st Round of Public Participation is where needs are collected, prioritized and shared with all stakeholders internally and externally. The needs collected are then consolidated per ward and departments, to guide Departmental Business Plans and Status quo in their departmental reviews. Strategies are formulated and /or projects based on, amongst other inputs, community needs and proposed costing of projects per grants allocated by National Treasury for budgeting processes - Medium Term Revenue and Expenditure Framework (MTREF).

The process done if not concluded by communities, allows Ward Committees, Community Development workers through their Ward Councillors to rework on their priorities and submissions. It is important to note that new infrastructure projects identified, requires planning preparations - various studies, research, designs, geotechnical reports before implementation can happen at ward level. The above processes are implemented as adopted by Council and shared with all our internal and external stakeholders to curb disjointed planning and duplication of projects in various wards and villages of MKLM. Parachuting of projects was a major challenge at local space by departments who never participated in the IDP Representative Forum. The Process Plan is implemented in line with the Council approved time lines.

In line with the Systems Act the municipality prepared a process plan, and this plan included the following:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- An organisational arrangement for the IDP process;
- Binding plans and planning requirements, i.e., policy and legislation; and mechanisms and procedures for vertical and horizontal alignment;
- The process plan was adopted by council.

Table 1: First Round of Public Participation Development of Culture of Community Participation Local Government Municipal Systems Act, Chapter 4 Sec 16				
Cluster	Ward	Venue	Date	Time
1	10, 15, 16, 17	Lerome South Sports Ground	Tuesday, 08 October 2024	10:00
2	9, 22, 31, 32	Mabodisa Community Hall	Wednesday, 09 October 2024	10:00
3	1, 2, 3	Montsana Community Hall	Thursday, 10 October 2024	10:00
4	5, 6, 7, 8, 29, 34	Matlametlo Community Hall	Tuesday, 15 October 2024	10:00
5	4, 18, 19, 20, 21	Brakkuil Community Hall	Wednesday, 16 October 2024	10:00
6	11, 12	Mmorogong Sports Ground	Thursday, 17 October 2024	10:00
7	23, 24, 25, 26, 27	Wittraantjie Community Hall	Tuesday, 22 October 2024	10:00
8	14, 28, 30	PMG Sports Ground	Wednesday, 23 October 2024	10:00
9	13, 35	Mabele a Podi Sports Ground	Thursday, 24 October 2024	10:00
10	13, 33, 35	Mogwase Sports Park	Thursday, 24 October 2024	17:00

5.4 Second 2nd Round of Public Participation Schedule for FY 2025/2026

During this session of consultations, communities are presented with budgeted projects to be implemented during the next financial year. Below schedule of consultations is compressed to cater for compliance due to late approval of the budget which affected our Annual Process Plan Schedule. From 10 scheduled to only 6 clusters unlike the 1st schedule.

Table 2: 2nd Round of Public Participation Development of Culture of Community Participation Local Government Municipal Systems Act, Chapter 4 Sec 16				
Cluster	Ward	Venue	Date	Time
1.	14, 28, 30, 23, 24,	Mabalstad Community Hall	Tuesday, 08 April 2025	10:00
2	9, 22, 31, 32, 11, 12	Huma Sports Ground	Wednesday, 09 April 2025	10:00
3	1, 2, 3, 4, 18, 19, 20, 21	Moubana Community Hall	Thursday, 10 April 2025	10:00
4	10, 15, 16, 17	Mokgalwana Community Hall	Friday, 11 April 2025	10:00
5	5, 6, 7, 8, 29, 34	Agrico Block 6	Tuesday, 15 April 2025	10:00
6	13, 33, 35	Mogwase Sports Park	Wednesday, 16 April 2025	10:00

Below are Top 18 Annual Frequently Raised Issues and /or Comments and Summary of core concerns and problems raised at the public participation meetings:

More detailed needs are reflected in Section G – Key Performance Area no. 4- Good Governance and Public Participation.

5.5 Top 18 Annual Frequently Raised Community Needs

1. Functionality of all Municipal Reservoirs and illegal connections
2. Water leaks and turnaround time for burst water pipes
3. Upgrade and maintenance of sewerage system
4. Demarcation Review of some wards (i.e. Mogwase units, Tlokwen Pella and etc.) – ongoing processes as we plan for 2026 Elections
5. People with Disabilities be recognized in employment and businesses
6. Tarring of roads, construction of speed humps and roads signages (all villages)
7. Functionality of High Mast lights and Streetlights
8. Electrification of informal settlements and infills in new development
9. Illegal dumping and Bush clearing and grass cutting next to main roads
10. Request for cleaning of empty stands and demolishing unused structures
11. Noise control by liquor stores in various villages especially during exam time
12. Construction of schools, extra classes and WIFI connectivity
13. Construction and 24-hour operation of Health Centre's and security provision
14. Completion of RDP houses
15. Mogwase Pavement Management System, four way stop development next to the flats and Upgrading of President Street as a Tourist Route
16. Control of illegal mining, land provision to migrants as they assume are the ones causing crimes in various villages
17. Construction, Maintenance and upgrading of Sport fields, Parks / Playgrounds
18. Visibility of South African Police Services (SAPS) due to high crime rate and support to Community Police Forum and uniform provision for identity purposes

5.6 NW Provincial Government Assessment Report for 2023-2024

MEC comments on the IDP assessment process is prescribed in Municipal Systems Act, 32 of 2000. It is anticipated that this IDP assessment report will serve as a basis for tracking progress on Integrated Development Planning, and all other intervention and actions required by the province like development of the District Development Model (DDM), District One Plans by May 2024. It is worthy of noting that, the Department of Public Service and Administration (DPSA), has given COGTA a National Sector Indicator during the 2023/2024 Financial year to Monitor Implementation of the District One Plans by the four District Municipalities.

“By implication, Municipal Councils have a corresponding responsibility of playing a candid and uncompromising Oversight over their respective Municipal Administration towards this cause as it will also be a subject of audit by the AGSA to both North West Provincial COGTA and the Bojanala Platinum District municipality respectively”.

6. Context and tone of the 2024/2025 IDP Assessments

The IDP assessment process has a mixed history. Over the years, this process has been characterised by negativity and judgement between municipalities and sector departments. This has unfortunately in some cases led to “bad blood” between municipalities and the provincial government. In some cases, municipalities have complained about the so-called “big brother” nature of the assessments. Most municipalities alleged that the assessment of adopted IDPs does not afford them an opportunity to make the necessary amendments because the assessment comments are made on IDPs that are already adopted by their Councils. The submission the assessment report by the MEC to Municipal Councils as legislated, shall afford municipalities to adjust to assessment finding during their review process each year, until the end of the current IDP Cycle in 2027. **(Per Guidelines 2020 is 2026)**

7. Conclusion

MKLM approach to this review is about development of long - term planning, implementation and monitoring of departmental strategic plan resolutions, departmental aspirations from the strategic planning session. The plans were resolved and included as we summit the mountain and is therefore discussed at the outset. Local government legislation talks of integration as the golden thread that links strategy, people, process, projects identified and programmes for development as mentioned below:

- ✓ Within the broader municipality;
- ✓ With the needs identified by the community; and
- ✓ Shared with all stakeholders – and aligned with provincial and national objectives.

8. Municipal Vision, Mission and Values

The Municipal Systems Act (MSA) also prescribes that an extensive consultation process must be undertaken as part of the IDP process to obtain the inputs from communities regarding their needs. Apart from indicating the needs of communities, the IDP should also specify a vision for the area, i.e. the desired future state of the community and its surrounds, and a plan to achieve it. The IDP strategic framework comprises the MKLM's vision and mission statements and the related strategic objectives that are supported by cross-cutting priority interventions, specific strategic interventions as well as relevant sectoral policies and plans. Moses Kotane Local Municipality as an institution needs to respond to the strategic framework in order to address its development challenges and opportunities through an agreed upon process plan and programme.

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 of life for our communities.

Values

Integrity | Honesty | Transparency | Accountability | Excellence | Human Dignity

9. The Approach and Alignment

This year alignment is inclusive of the MKLM Long Term Development Strategy (LTDS) 30 Year Plan. The 17 Sustainable goals are also prioritised and aligned to Municipal Development Priorities. The strategic planning session, an outcome-based approach was used in line with the national government's priorities and the associated 14 outcomes. The strategic objective of the outcome-based approach is to improve service delivery across all spheres of government and to introduce a systematic planning, monitoring and evaluation process.

The Government outcome 9 commits the Minister of Cooperative Governance and Traditional Affairs to develop a local government system which is efficient, effective, responsive and accountable. In line with Outcome 9, and also discussed during the strategic planning process, Moses Kotane Local Municipality engages and responds directly to issues facing 107 villages and two urban areas and rendering local government services efficiently and effectively.

However, the municipality will also contribute directly and indirectly to the attainment of other outcomes, particularly those dealing with development planning, economic development, infrastructure development, rural development and environmental management. Therefore, alignment with the relevant sector frameworks and programmes across the spheres of government is critical and will broadly be discussed under the strategic intent of the Municipality.

10. Traditional Authorities – TA's

Opening of North West House of Traditional and Khoi San Leaders was opened on the 18 March 2022. At present the Municipality consists of 35 wards, and 107 villages where all are rural and dependent on the Municipal Infrastructure Grant to provide basic services. MKLM is rural in nature even though there is no classification in any legislation registered to be 100% rural. Traditional authority areas of jurisdiction require robust development and engagements to ensure that residential, businesses are billed for the provision of better service delivery.

11. Gender Based Violence and Femicide

President Cyril Ramaphosa has signed into law legislation aimed at strengthening efforts to end gender-based violence, with a victim-centred focus on combating this dehumanizing pandemic. The President has assented to the Criminal and Related Matters Amendment Act 12 of 2021, the Criminal Law (Sexual Offences and Related Matters). Amendment Act Amendment Act 13 of 2021 and the Domestic Violence Amendment Act 14 of 2021. Dated: 28 Jan 2022.

12. Special Social Programmes

Local Aids council was established to deal with issues such as HIV/AIDS, teenage pregnancies, TB and any other communicable diseases. The establishment of a women's forum to deal with all women related issues, gender-based violence and femicide GBVF is also envisaged. The recently established Youth Desk will deal with all youth related matters, ensure that youth are taken away from the street and promote sporting codes for the reduction of drug and substance abuse.

12.1 Other initiatives that are envisaged are:

- To encourage career guidance exhibition and any other skill or activities to be provided per needs challenges always raised by communities;
- To establish a disability forum to investigate all issues pertaining to people living with disabilities;
- To establish a Sports Council, to resuscitate and participate in the Mayoral Cup, Mayoral Golf challenge and municipal sports games; and
- to invite and encourage youth from various communities to partake through their wards in implementing sports Programmes

13. The Home to Sun City and may Tourist Destinations

Sun City is located within the Moses Kotane Local Municipality in the North West Province of South Africa. This municipality is part of the Bojanala Platinum District and encompasses a diverse range of communities, including the well-known resort area of Sun City, itself is a prominent resort complex situated near the Pilanesberg National Park. It features luxury hotels, a casino, Garry Player golf courses, and various entertainment options, making it a popular destination for both local and international tourists. The resort is approximately 1,258 meters above sea level and has a population of around 1,560 residents. The Moses Kotane Local Municipality is predominantly rural, comprising 107 villages and two formal townships: Mogwase and Madikwe. The municipality's economy is driven by tourism, mining, and agriculture, benefiting from its location within the major tourism and mining belt of the province, which includes both Pilanesberg and Sun City. Your Madikwe Game Reserve, Ivory Tree, Kwa Maritane, Black Rhino and many Local Surrounding Bed and Break Fast.

14. Shared and Detailed Analysis

The current situation forms the basis for the identification of key development issues, development opportunities and a review of the strategic framework. Appropriate mechanisms, processes and procedures have been used for consultation and participation of local communities, organs of state, tribal authorities and broader 107 villages and two towns, and other role players in the IDP drafting process in terms of Chapter 4 of the Systems Act.

The development strategy will clearly indicate the long-, medium- and short-term development vision. These will be expressed in the form of a long-term vision, medium-term development strategies and short-term interventions/projects.

An indication of the organisational arrangements for the IDP processes was expressed during the strategic planning session and will be aligned by the end of May 2023 as indicated in the process plan, and assessment report.

13.1 This will include the following:

- Binding plans and planning requirements, i.e., policies, legislation, mechanisms and procedures for vertical and horizontal alignment.
- Alignment of the budget and the IDP expressed in the form of a medium-term (3 years) capital programme corresponding with the medium-term expenditure framework; one-year capital programme indicating the projects to be implemented in this financial year, as highlighted in the project phase and its outer years projections.

13.2 The following IDP-Sector Plans guide IDP process review and will be incorporated by end May 2023:

- Financial plan,
- Organisational performance management framework and individual performance management policy,
- Housing sector plan,
- Spatial development framework indicating a link between the IDP policy framework and the site-specific land use management system (LUMS) and disaster management plan.
- The IDP has incorporated the MSCOA segments so as to comply with the MSCOA requirements.

Although the local municipalities are endowed with the extractive capital, they have not succeeded in the alignment of the municipality-driven Integrated Development Plan (IDP) and alignment of the mine-driven Social and Labour Plan (SLP) to develop host communities (*Department of Mineral Resources [DMR], 2015*).

The grading of municipalities, being rural, impedes the collection of revenue, the payment of property rates and the provision of public service. This instigates community protests where communities become accustomed to a culture of non-payment for services.

It is against this backdrop of socio-economic inequality in the mineral and mining sector that the long-term development strategy will further help to examine development growth, and the intersection of workplace training and racial inequality at the level of organisational decision-makers.

It is at times like these that planners, leaders and stakeholders must change the landscape, even though change and culture are very difficult to swallow

SECTION C: EXECUTIVE SUMMARY

1. Demographic Profile

The table below, shows population data for each LM in North West. The data is sourced from Stats SA for the years 1996, 2001, 2011 and 2021. From the results, Moses Kotane Local Municipality has shown a population growth rate of 0.93% over the last ten years. This is one of the lowest growth rates in the Bojanala Platinum District Municipality, as well as in the North West Province. The Rustenburg and Kgetleng river LMs have the highest population growth rates in the District Municipality at 50.60% and 41.05%, respectively. As of the 2011 Census, Moses Kotane Local Municipality in the North West Province of South Africa had 75,193 households. This data is the most recent official household estimate available from Statistics South Africa. The municipality covers an area of 5,719.08 km², rural in nature and had a population of 242,551 people at that time. The majority of residents (98.34%) identified as Black African, with Setswana being the most spoken language (81.64%). Below template is the only available recent data for only population excluding recent household's data collected through Statistics South Africa.

Table 1: Bojanala Platinum District Municipalities Population Data from 1996 – 2021

Local Municipality	Population 1996	Population 2001	Population 2011	Population 2021	% of total population 2021	Population growth / decline from 2011 to 2021	% growth / decline from 2011 to 2021
Moses Kotane	229580.49	237097.22	242551.99	244817.56	0.41%	2265.57	0.93%
Rustenburg	311562.03	387091.97	549555.03	827606.74	1.37%	278051.71	50.60%
Kgetleng Rivier	32755.93	36515.38	51038.03	71989.36	0.12%	20951.33	41.05%
Moretele	176796.03	182685.72	188285.40	189870.01	0.31%	1584.62	0.84%

Source: Statistics South Africa. 2021. Mid-year population estimates at local municipal scale.

1.1 Population: Age and Gender for 2011 and 2021

The table below reflects the population gender and age distribution for 2011, 2016 and 2021 in MKLM, based on Stats SA data. The Figure shows a graphical comparison in the form of an overlaid growth pyramid of the MKLM population age and gender breakdown for the years 2011 and 2021.

Table 2: Population Gender and Age Distribution for 2011, 2016 and 2021

Age Group	2011		2016		2021		2011 Total	2016 Total	2021 Total
	Female	Male	Female	Male	Female	Male			
Total	123465	122916	125218	123225	125031	119787	246381	248443	244818
0-4	13812	14020	12625	12601	11863	11536	27832	25226	23399
5-9	11975	12278	13353	13553	11947	11947	24254	26906	23894
10-14	10609	11015	10899	11150	11747	11859	21624	22049	23606
15-19	10714	11319	9226	9877	9242	9844	22033	19103	19086
20-24	10554	11159	8894	9073	7302	7094	21713	17967	14397
25-29	9147	11112	8954	11143	6971	9052	20259	20098	16023
30-34	8130	9464	8535	10117	7880	9398	17594	18652	17278
35-39	8019	8133	7897	8302	8362	8345	16152	16199	16707
40-44	7302	6568	8099	7063	8457	7106	13870	15162	15563
45-49	6753	5968	7380	5658	8574	5998	12722	13038	14572
50-54	6018	5677	6640	5851	7257	5842	11695	12490	13099

Table 2: Population Gender and Age Distribution for 2011, 2016 and 2021

Age Group	2011		2016		2021		2011 Total	2016 Total	2021 Total
	Female	Male	Female	Male	Female	Male			
Total	123465	122916	125218	123225	125031	119787	246381	248443	244818
55-59	5149	4688	5651	5410	6200	5662	9837	11061	11862
60-64	4207	3624	5010	4471	5610	5278	7831	9481	10887
65-69	3586	3131	3899	3626	4745	4733	6717	7525	9478
70-74	2737	2192	3244	2593	3583	3102	4929	5837	6685
75+	4752	2568	4914	2735	5290	2993	7320	7649	8283

Source: Statistics South Africa. 2021. Mid-year population estimates at local municipal scale.

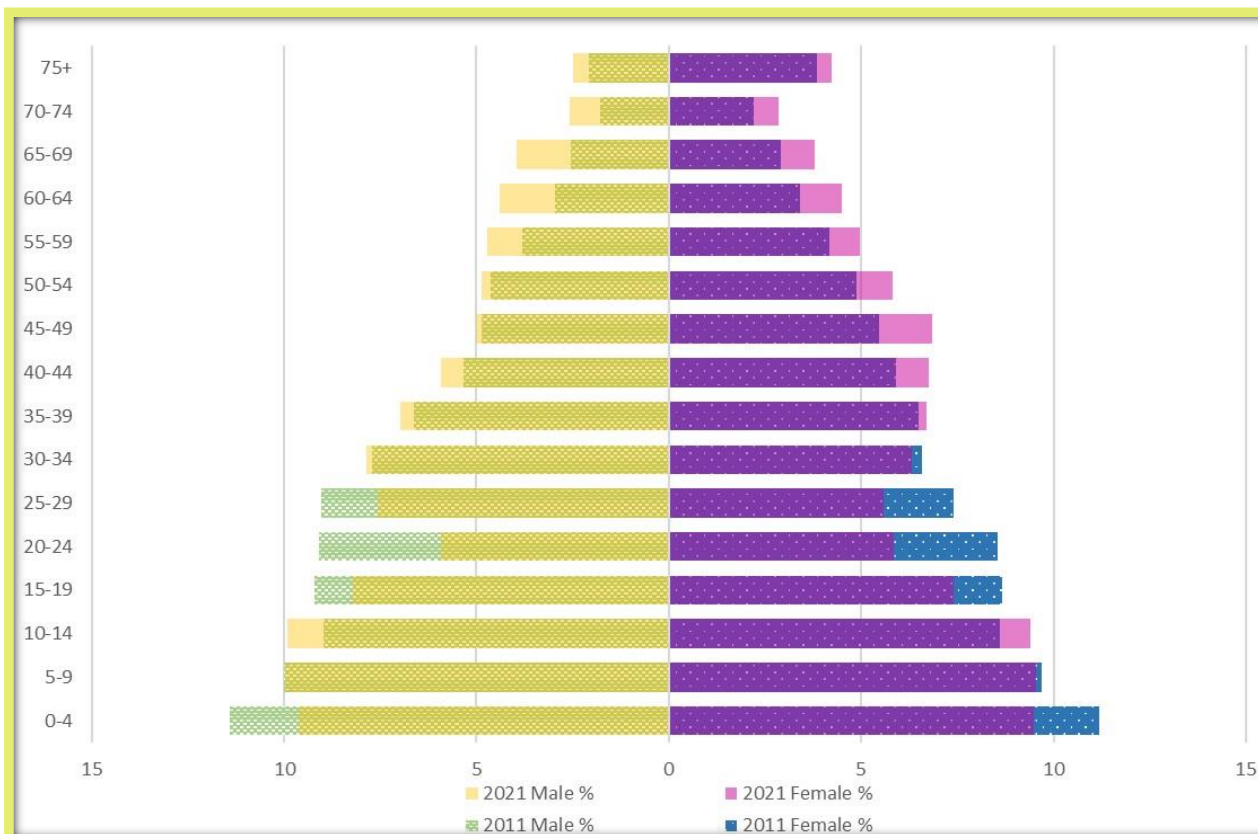


Figure 1: Population pyramids for comparing the 2011 and 2021 age and gender distribution

Source: Statistics South Africa. 2021. Mid-year population estimates at local municipal scale.

a) The following deductions can be made based on this graphic:

- There are more females in Moses Kotane; however, the birth rate has declined from 2011 to 2021.
- The proportion of both males and females in the categories between 15 and 29 years of age has decreased since 2011. This starts to increase from 35 years upwards.
- The soft narrowing of the cohorts as the population gets older is an indication of a slow death rate. This means that more people are living for longer, which has implications on the number of people that are dependent on the economically active segment of the population.

1.2 Population Growth trend per settlement footprint: settlement Population Data

2021 Population at settlement level

LEGEND

- Local Municipality
- National Routes
- Main routes
- Secondary routes

POP21

- 0 - 500
- 501 - 2000
- 2001 - 15000
- 15001 - 30000
- 30001 - 60000

Base information supplied by STATSSA
Assigned to framework

Date: 18 May 2022

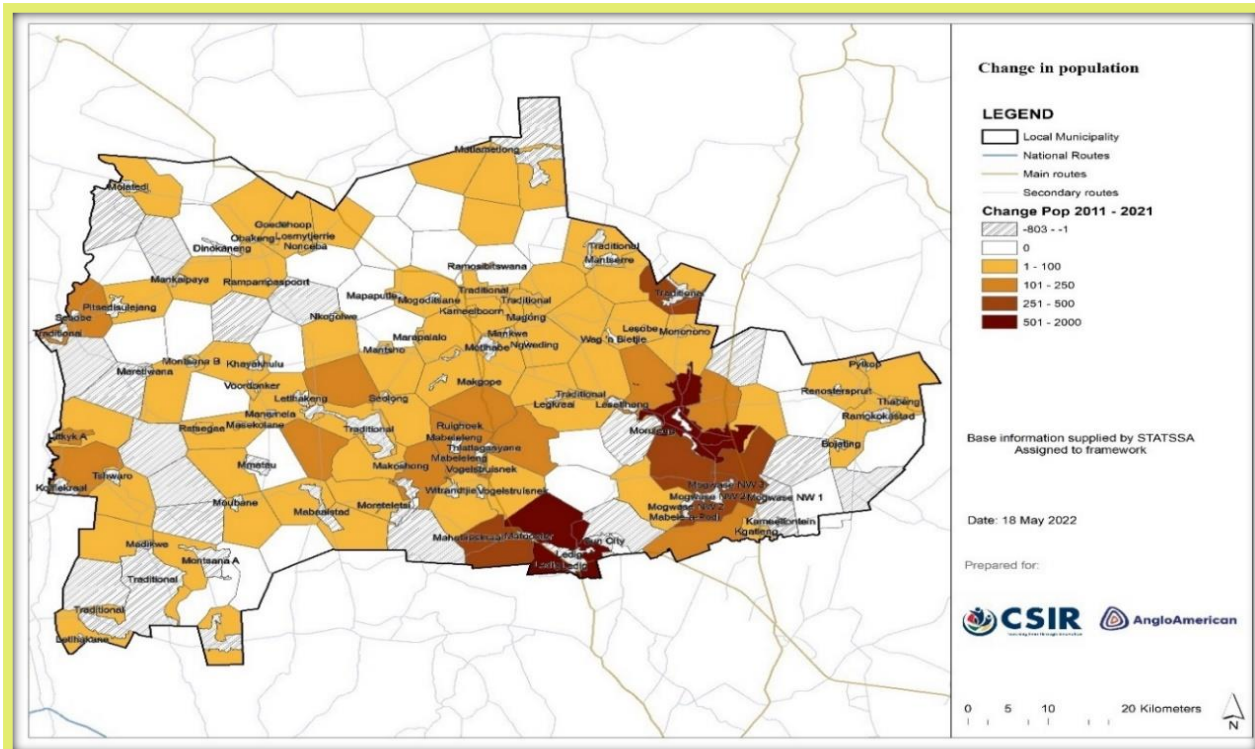
Prepared for:

CSIR **AngloAmerican**

0 4.75 9.5 19 Kilometers

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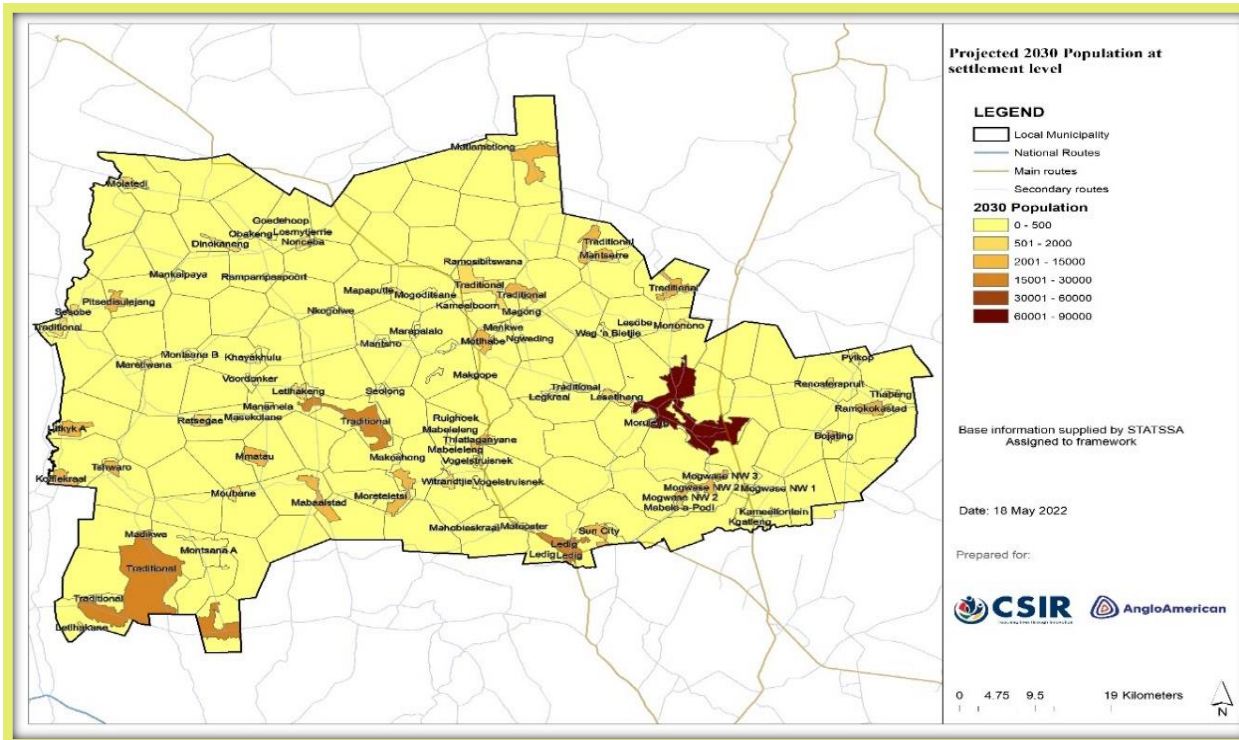
Source: Statistics South Africa. 2021. Mid-year population estimates assigned to settlement footprint



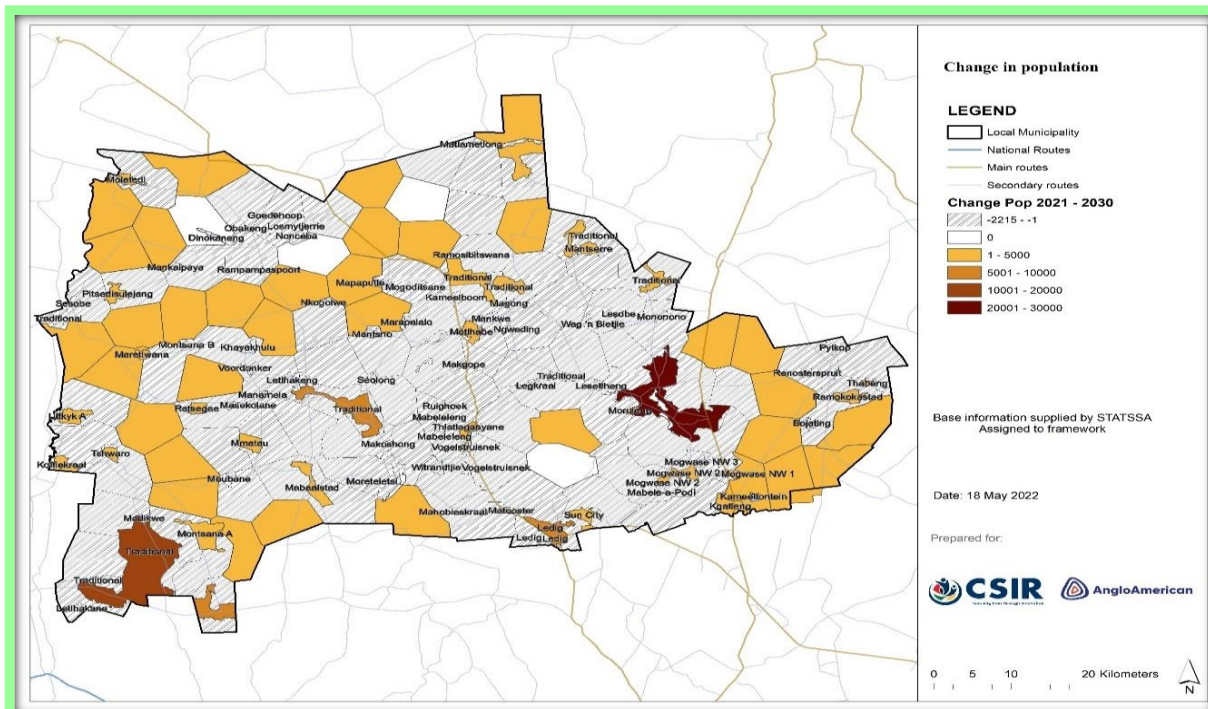
Map 6: Population change per settlement between 2011 and 2021

Source: Stats SA 2021 Mid-year estimates and 2011 census data assigned to settlement footprint

The map below shows the projected population growth per settlement in 2030, while the figure shows the projected population changes between 2021 and 2030. Projected population values for each settlement were calculated, partly through the use of a gravitation model taking push-pull factors into account. The results in the Figure shows that the majority of the settlements in MKLM are not expected to have any significant increase in population between 2021 and 2030. However, a settlement such as Ledig is expected to significantly increase in population by the year 2030.



Map 7: Projected Population for 2030
Statistics South Africa data assigned to settlement footprint.



Map 8: Projected population change between 2021 and 2030
Statistics South Africa data assigned to settlement footprint.

2. Settlement Types

Based on the information provided in the following Table on the settlement types, as outlined in the National Spatial Development Framework (2022) adopted in 2022, MKLM has two service towns, three small service towns and nine local service nodes. Ledig is identified as a service town in MKLM. This is important to note that the Ledig settlement is expected to grow, as mentioned in the projected population growth above. This means that it would serve a considerable number of people, hence its importance in the provision of social facilities.

Table 3: Settlement types for MKLM based on the National Spatial Development Framework (NSDF)		
Moses Kotane Local Municipality (MKLM)		
Service Town	Ledig	
	Moruleng	
Small Service Town	Mabeskraal	Mogwase/Moruleng ST
	Seshibitswe	
Local Service Node	Dwarsberg	Lesetlheng
	Madikwe	Molatedi
	Nonceba	Obakeng
	Pella	Seolong
	Skuinsdrif	

2.1 Roles of the settlements and the type and size of social facilities required

The spatial logic of linking settlements of different sizes to the types and extent of social services required, is well-recognized and established internationally. This logic has been used for linking certain levels of facilities to an order of space or place. More information on this can be found at <https://socialfacilityprovisiontoolkit.co.za/>

The figure to follow is a 'service wheel', which provides an illustration of the 'ideal' relationship between the size and role that different types of places can, or should, play with respect to the strategic location of different categories of social services that would typically be associated with (and expected to be delivered by) such level of place and serve both for its residents and those living within its service region. The Figure shows the priority nodes for service delivery, as outlined in the recently adopted NSDF, 2020.

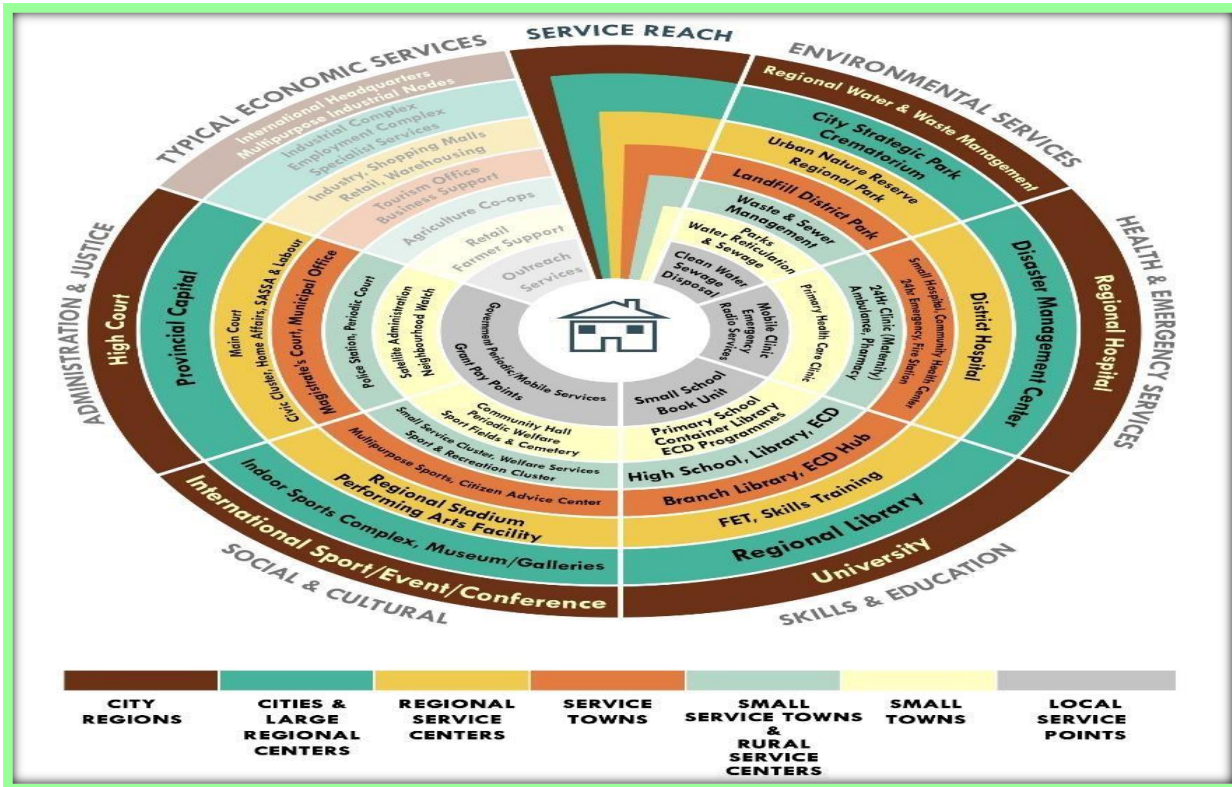
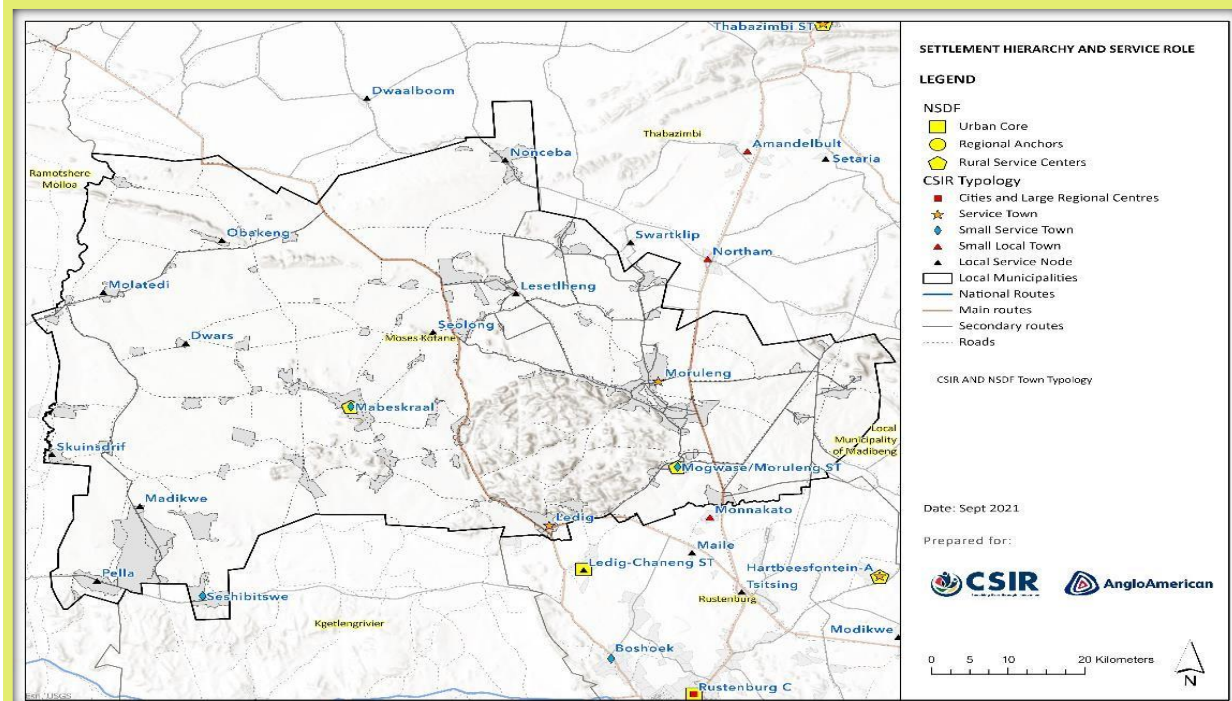


Figure 2: Service wheel for social facility provision in MKLM
Source: National Spatial Development Framework



Map 9: Priority nodes for service delivery
Source: National Spatial Development Framework

3. Socio- Economic Analysis

This section provides a high-level summary of the demographic, human settlement, economic and socio - economic environments that could inform stakeholders to implement and monitor plans and policies that enables a healthy, growing and inclusive economy and society. The same study will also require an action plan to ensure implementation, address growth and not be reactive in planning.

The municipality needs to realize that dealing with institutional arrangements for local economic development (LED), needs to start from the national mandate right down to the local level. Some strategies and plans need to be changed to address unemployment, inequality and poverty alleviation. This need to be enabled in the municipality on the principles of structure follows strategy, and budget follows function. It needs to cut across all departments. Currently LED is conducted in isolation by a particular municipal unit.

This unit need to be integrated as it involves a number of key role players, who are responsible for a variety of activities that are important to the potential success of any LED strategy, when developed and ready for implementation. This ranges from entering the town where Community Services established a weekly “*Clean and Safe City*” focusing on cleanliness, cleaning and greening, rates and taxes, the availability of services, land, business and investment support and the encouragement of communities to reside in a clean environment where they do it for themselves. The program rotates in all 107 villages and two towns, but every village should be encouraged to partake on their own.

3.1 Economic Production and Employment Per Sector 2020

The data provided in the following Tables show the level of economic production and employment at a municipal scale, across several sectors, for the year 2020. Currently, formal economic activity in the municipality is still best represented through an indication of economic production levels, calculated through GVA (Gross Value Added) per sector and sub-sector.

Table 4: Gross Value Added (GVA) per Sector

Industry (SIC Classification)	Sector	GVA at basic prices, 2020 (R millions current prices)	Percentage value of overall economic production
Mining and quarrying	Primary sector	21454.151	55.17%
General government	Tertiary sector	3026.922	7.78%
Community, social and personal services	Tertiary sector	2620.616	6.74%
Business services	Tertiary sector	2280.016	5.86%
Wholesale and retail trade	Tertiary sector	1856.438	4.77%
Transport and storage	Tertiary sector	1637.939	4.21%
Electricity, gas and water	Secondary sector	1012.351	2.60%
Catering and accommodation services	Tertiary sector	895.249	2.30%
Metals, metal products, machinery, and equipment	Secondary sector	893.883	2.30%
Construction	Secondary sector	866.341	2.23%
Finance and insurance	Tertiary sector	468.913	1.21%
Food, beverages, and tobacco	Secondary sector	345.834	0.89%
Agriculture, forestry, and fishing	Primary sector	306.615	0.79%
Wood and paper; publishing and printing	Secondary sector	292.45	0.75%
Communication	Tertiary sector	220.755	0.57%

Table 4: Gross Value Added (GVA) per Sector

Industry (SIC Classification)	Sector	GVA at basic prices, 2020 (R millions current prices)	Percentage value of overall economic production
Petroleum products, chemicals, rubber, and plastic	Secondary sector	211.089	0.54%
Transport equipment	Secondary sector	183.438	0.47%
Other non-metal mineral products	Secondary sector	109.214	0.28%
Furniture; other manufacturing	Secondary sector	98.884	0.25%
Textiles, clothing, and leather goods	Secondary sector	61.484	0.16%
Electrical machinery and apparatus	Secondary sector	33.759	0.09%
Radio, TV, instruments, watches and clocks	Secondary sector	12.118	0.03%
TOTAL		38888.459	100.00%

Table 5: Employment Per Sector in MKLM

Industry	Sector	Employment 2020 (total Number)	Percentage overall employment
Mining and quarrying	Primary sector	22605	38.66%
Community, social and personal services	Tertiary sector	7102	12.15%
General government	Tertiary sector	6252	10.69%
Wholesale and retail trade	Tertiary sector	6094	10.42%
Business services	Tertiary sector	4477	7.66%
Catering and accommodation services	Tertiary sector	3745	6.40%
Construction	Secondary sector	1692	2.89%
Transport and storage	Tertiary sector	1604	2.74%
Agriculture, forestry, and fishing	Primary sector	1303	2.23%
Metals, metal products, machinery, and equipment	Secondary sector	717	1.23%
Wood and paper; publishing and printing	Secondary sector	447	0.76%
Food, beverages, and tobacco	Secondary sector	413	0.71%
Petroleum products, chemicals, rubber, and plastic	Secondary sector	329	0.56%
Other non-metal mineral products	Secondary sector	321	0.55%
Finance and insurance	Tertiary sector	298	0.51%
Textiles, clothing, and leather goods	Secondary sector	279	0.48%
Transport equipment	Secondary sector	227	0.39%
Furniture; other manufacturing	Secondary sector	216	0.37%
Electricity, gas, and water	Secondary sector	142	0.24%
Communication	Tertiary sector	123	0.21%
Electrical machinery and apparatus	Secondary sector	65	0.11%
Radio, TV, instruments, watches, and clocks	Secondary sector	22	0.04%
TOTAL		58473	100.00%

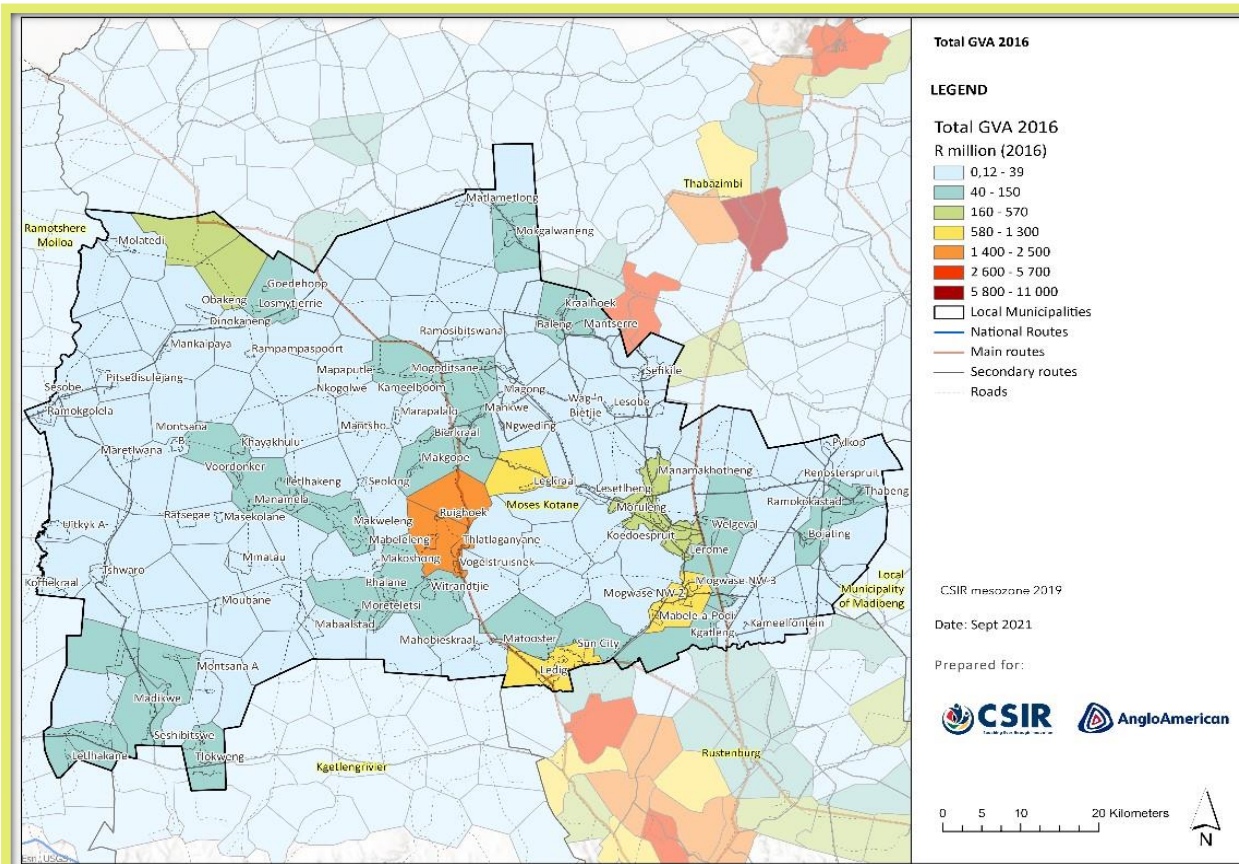
3.2 Regional Economic Production

To spatially represent regional economic production, the Gross Value Add (GVA) data for different economic sectors (as produced by Quantec on a municipal level) were assigned in the following Figure to mesozones. The result is an indicator of economic production per sector (excluding construction) expressed in Rands per sub-region (using CSIR developed mesozones). This cannot be

seen as representing GVA values anymore, but it is a good indicator of how much has been produced by a specific sector within a particular mesozone.

It should be noted that socio-economic data, that is spatially and temporally aligned is essential to support a range of planning activities, including the formulation of spatial development frameworks (SDFs) at various scales and the spatial prioritization of infrastructure development.

To address this need, the CSIR developed meso-zones, which are a functional demarcation on an intermediate level (meso-level), to which socio-economic data sets can be aligned for spatial analysis. (Also see http://stepsa.org/socio_econ.html)



Map 10: Indicator of formal economic activity across MKLM (Based on Total GVA, 2016 at mesozone unit).

Source: Quantec Data at CSIR Mesozones

3.3 Growth in residential structures: 2015-2020

The growth in residential building structures in Moses Kotane LM, between the years 2015 and 2020, is shown in the following figure.

The darker colours give an indication of settlements that have had the highest residential change and the lighter yellow represents the lowest changes to infrastructure.

This type of data is a good indicator of how settlements are changing. It should be noted that it is not necessarily indicative of population change *per se*. The process used to collect and compile this information around building structures are described in http://stepsa.org/mcppp_growth_trends.html

5. Conclusion of Growing Villages

The statistics provided in this section make it evident that areas such as Ledig, Mogwase and Mantserre are growing. This has implications for the services that need to be provided in these settlements. Furthermore, it is important to note that MKLM does not have a single strong node, hence people from this LM shop in Rustenburg. This results in cross-boundary dependency on other local municipalities.

The data shows that the largest portion of the population is women of working age. The unemployment rate is sitting at 24% which indicates the need to create an environment in which the economy can grow to meet the need for work opportunities. The various sectors which make up the economy have the potential to create work opportunities and contribute to the overall economic growth of the MKLM. To support the development in these sectors and the various industrial and economic nodes, investment should be prioritised in Mogwase and Madikwe and other fastest growing villages. Attached to each Priority is alignment of the Prioritised Development Goals

SECTION D: KPA 1 – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Table 1: Departmental Strategic Alignment			
Municipal Priority No. 1	Strategic Objective	Long Term Development Strategy Priority (30 Year Plan)	Sustainable Development Goal
Good Governance and Institutional Development	To promote Accountability, Efficiency and Professionalism within the Organization Strategic Goal: HR Compliant to Skilled and Retained Workforce	Enhance institutional capacity and governance.	Goal 16: Peace and Justice and Strong Institutions

1. Introduction

Corporate Support Services (CSS) comprises of six units with a mandate of promoting accountability, efficiency and professionalism within the Municipality. This is achieved through support to all the municipal departments, Council and its committees.

2. Corporate Support Objectives

- Council Support services
- Communications
- Human Resources Management
- Human Resource Development
- Labour Relations
- Information and Communication Technology

The governance model consists of Council, made up of: The Speaker of Council, Single Whip and Section 79 Portfolio and Standing Committees, led by the Manager in the Speakers Office, whom also provide support to the Manager in the Municipal Public Accounts Committee. Then we have the Executive wing consists of the Mayor and Members of the Executive Committee (EXCO) led by the Manager in the Mayors Office. The above is implemented and consistently applied in the affairs of the municipality.

Governance and institutional arrangements: The chapter must articulate the broad governance and institutional framework of the municipality, focussing on the long-term strategy, their aspirations and resolutions taken from the two previous strategic planning sessions. Further, the department must outline some of the key administrative transformation areas that have made it possible to implement the the above inclusive and aligned to the Municipal Staff Regulations.

The legal process as prescribe in the structures act, ensures that functions are executed by leaders per needs identified and consulted from and /or by the community. The process of oversight by various portfolio heads in the departments to ensure implementation of projects, monitoring and evaluation and further transparency and accountability. To also take note tat the municipality is down graded to Grade 3 and reasons for all directorates to ensure strategy to be developed and implemented on how we are upgradad back to Grade 4.

3. Political Governance Structure

Table 2: Ward Councillors			
Name & Surname	Ward	Villages / Location	Parties
Wars Councillors			
Cllr Tebogo Sephoti	1	Goedehoop; Molatedi; Obakeng; Welgeval /Losmetjerie; De Brak; Welverdiend/Nonceba; Dwarsberg /Dinokaneng; Rampampaspoort Mankaipaya	African National Congress (ANC)
Cllr Sipho Kalipa	2	Sesobe; Ramotlhajwe; Montsana; Khayakhulu; David Katnagel /Maretlwane; Pitsedisulejang; Letlhaken; Ramokgolelwa	
Cllr Stephina Mashishi Portfolio Head – Finance & BTO	3	Mmatau; Masekolwane; Siga; Moubane; Manamela; Voordonker	
Cllr Samuel Masokwane	4	Uitkyk 1; Uitkyk 2; Koffiekraal	
Cllr Noah Ditsele	5	Kraalhoek; Disake Matlametlo	
Cllr Justice Mabaso	6	Dekameelkuil/Marapallo; Motlhabe; Nkogolwe; Mantsho/Maskietlandskuil; Mogoditshane; Mapaputle; Molorwe/Jansko; Ramoshibitswana; Kameelboom	
Cllr Itumeleng Serole	7	Sefikile; Khwetsheza/Quecheza	
Cllr Nelson Sefora	8	Legkraal; Magalane; Magong; Ntswanalemetsing; Mononono; Ramasedi; Ngweding	
Cllr Herman Magoleng	9	Moruleng; Raserapane; Greenside; Lesunyana, Matlotleng, Vuka, Matangwana Ramog; Lesetlheng	
Cllr Itumeleng Sekoboane	10	Sandfontein Sections: Boikhutso; Sepeding; Bakgatlheng); Leagajang Sections	
Cllr Efesia Matshereng MPAC Chairperson	11	Bojating; Phadi/Pylkop, Mmorogong	
Cllr Bontle Bosielo	12	Ramokokastad Sections: Stateng; Selosesh; Niniva; Villa Park; Lotwane & Thabeng Sections	
Cllr Fortune Luvuno	13	Mogwase Stands, Mabele a Podi	
Cllr Mpho Raboroko	14	Bakgatlheng Section 1; Sunfield Section; Pharama 2 Section	
Cllr Tshidi Kgotlhang	15	Lerome South; Lerome Thabeng, Rantsubane Section; TT Section	
Cllr Mogomotsi Mogale	16	Dikweipi 1 and 2 (R510) Road; Welgeval Block 1 – 4; Agrico Block 6); Welgeval Block 5 (Raphurere)	
Cllr Kopano Khunou	17	Lerome Mositwana; Mositwana East; Leruleng; Phola Park	
Cllr Orapeleng Setlhodi	18	Pella; Kortloof / Letlhakane	
Cllr Sello Hlojane	19	Pella; Madikwe	
Cllr Motsisi Mogapi Portfolio Head –	20	Tlokweng	

Table 2: Ward Councillors

Corporate Support Services			
Cllr Tshepo Khumalo	21	Seshibitswe; Vrede; Tlokweng	African National Congress (ANC)
Cllr Kabelo Letsatsi	22	Manamakgotheng Sections: Mositwana; Madibaneng; Selocha; Tlapane; Mabatlane; Maeraneng & Tswereng sections. Legogolwe Lesetlheng Sections Lekubung; Lekutung & Tswaaneng Sections	
Cllr Thobego Mogaki	23	Seolong; Ratau; Ntsweng; Makweleng; Mabeskraal	
Cllr Seanokeng Sekao	24	Makoshong; Mabeskraal	
Cllr Peter Kanaomang	25	Mabaalstad; Holfontein /Rietfontein; Bapong; Leretlweng	
Cllr Nkeko Letlape	26	Makoshong 2; Makoshong 2 Extension; Tweelagte; Lengeneng; Phalane	
Cllr Shimane Sibanda	27	Witraantjie; Mmorogong Makgophe; Maologane; Tlhatlhaganyane; Mabelleng	
Cllr Peter Radikeledi	28	Selosesha; Reagile /Casablanca; Lekwadi; Kagiso 1; Kagiso 2; Letlhabile (Upper & Lower); Hospital View	
Cllr Patricia Machete	29	Mokgalwana / Mokgalwaneng	Independent
Cllr Shadrack Sebalo	30	Ledig Sections: Zulu; Khutsong; Zones 2,3, 4, & 6; Pharama /Sofa Sonke; Khalanyoni/Codesa; Sun View; Matooster; Mahobieskraal	African National Congress (ANC)
Cllr Mookamedi Thale	31	Segakwana; Phuting; Huma; Manamakgotheng Sections: Poela; Rampipi; Taung; Matetswane; Mositwana; Vergenoeg; Matlotleng; Morokwaneng; Ramautsu; Serobege Sections	
Cllr Obakeng Pilane	32	Moruleng Sections: Ramonkgwe & Malebye sections; Mabodisa; Ramolope; Marapallo; Raserapane (From Mall to the Stadium) Moruleng Section: Makresteng & Molapong	
Cllr Thato Mosako	33	Mogwase Units: Units 1; Unit 2; Unit 3; Unit 4; Unit 5 North & Unit 5 South	
Cllr Precious Muleya	34	Mantserre, Mopyane	
Cllr Lucky Pitso	35	Mogwase Unit 8, Mogwase Portion Unit 1	

Table 3: Proportional Councillors

Cllr Name & Surname	Political Party
Proportional Representatives (PR)	
The Mayor: Cllr Nketu Nkotsoe	African National Congress (ANC)
The Speaker: Cllr Maria Matshaba	
The Single Whip: Cllr Lucky Moate	
Portfolio Head: Cllr Manganye Solomon Mosweu	
Portfolio Head: Cllr Tshetlhane Dithothi Rebeccah	
Portfolio Head: Cllr Caroline Motshabi	
Portfolio Head: Cllr Ramokopelwa Hazel	
Cllr Gugulethu Mtshali	
Cllr Deleki Nomawisile	
Cllr Mashimo Ratselana Ezekiel	
Cllr Lukhele Rose Mmapula	
Cllr Madisa Tshepang Godfrey	
Cllr Mpangevha Margaret	

Table 3: Proportional Councillors

Cllr Name & Surname	Political Party
Proportional Representatives (PR)	
Cllr Matshoba Naomi Manosi	Economic Freedom Fighters (EFF)
Cllr Tshailane Sophie Mmapitse	
Cllr Mathe Andries Monosi	
Cllr Mollo Nthabiseng	
Cllr Moroka Lebogang Moses	
Cllr Jack Olefile Matlobela	
Cllr Molefe Morgan Thuthugang	
Cllr Mokotedi Tumisang	
Cllr Sikoane Joel Sethibedi	
Cllr Mogorosi Herman Lebogang	
Cllr Marakalala Senkgane Brunny	
Cllr Modisakeng Enoch	African Christian Democratic Party (ACDP)
Cllr Motsoenyane Mmakgolane Ziphora (EXCO Member)	Democratic Alliance (DA)
Cllr Rampe Rebaona Ronald	
Cllr Chaka Chris	Tsogang Civic Movement
Cllr Chibelu Beauty	
Cllr Mosebo Otshepeng	Forum 4 Service Delivery
Cllr Motsoasele Mildred	Bana Ba Thari
Cllr Moeng Toto Johannes	Independent for Communities (IFC)
Cllr Maretele Joy Boitumelo	UCDP
Cllr Machete Patricia	AIC

3.1 Municipal Recofigurations

- **ANC** – Cllr L. Moate replaced Cllr C. Motshabi as a Single Whip (ANC) and Cllr C. Motshabi replaced Cllr T. Thoboke as a Portfolio Head
- **ANC** – Cllr G Mtshali replaced by Cllr Maria Matshaba
- **EFF** – Cllrs Mpangevha M., Matshoba N., Tshailane S., Molefe M., Sikoane J. & Mogorosi H. replaced Cllrs Ramokoka M., Aphiri G., Letlape A., Molebalwa M., Mataboge D.
- **Forum for Service Delivery** – Cllr Mosebo O. replaced Cllr Makinita A.
- **Tsogang Civic Movement** – Cllr Chaka C. replaced Cllr Tau P.)

Table 4: Corporate Support Services Achievements to date

UNIT	ACHIEVEMENTS		CHALLENGES	
Council support	The position of the Head of unit is currently vacant – recruitment processes in progress, but not yet finalised Ordinary Council meetings are taking place as required		Understaffing due to budgetary constraints	
Communications	The Head of Communication was appointed Communication strategy reviewed		Reviewed Communication strategy not approved. Understaffing due to budgetary constraints	
Human Resources Management	Three senior management positions filled (CSS HOD, CFO and the Municipal Manager) Skills Development Manager, HoU Communications, HoU Labour Relations, Manager Labour Relations positions filled WSP submitted to LGSETA		Office Space Vacancy rate stands at 50% as of the end of the second quarter. VACANT/FUNDED X 100	
FILLED	601	VACANT	601	FUNDED 1202
	<ul style="list-style-type: none"> ▪ HOU Organisational Development (OD) filled through internal transfer processes. ▪ Manager Skills Development position filled ▪ Skills audit conducted and report from the MEC's office received. 		Understaffing due to budgetary constraints	

Table 4: Corporate Support Services Achievements to date

UNIT	ACHIEVEMENTS	CHALLENGES
Organisational Development	<ul style="list-style-type: none"> Several skills development interventions made across department, eg Labour Relations, OHS, VIP, MFMP Organisational Structure reviewed in line with the New Staff Regulations and approved by Council Cascading of PMS to HoU's and Managers is in progress Employment Equity Plan developed Employment Equity Report submitted to Department of Labour Municipal Bursary Scheme reinstated 	
Labour Relations	<ul style="list-style-type: none"> Three out of four positions filled. Labour Relation training conducted for Managers, HoUs, Supervisors and Senior Managers. The training was conducted by SALGA. 	Non – compliance with Collective Agreements, related policies and legislation Newly elected LLF members yet to be trained
Information and Communication Technology	<ul style="list-style-type: none"> Municipal Internet line upgraded from 100mbps to 200mbps ME and an Internet redundancy/backup line approved to 200mbps through Micro Wave MTN contract with the Municipality is still in place to rent out space in the municipal tower at Madikwe Municipal offices to optimise signal / coverage for the surrounding communities. This is a revenue enhancement contract. ICT Internal Audit has been conducted to identify ICT risk areas for future improvement. Old ICT Hardware replacement is in progress. 	<p>Aging hardware infrastructure - replacement is progressing slowly due to financial position of the municipality.</p> <p>Fibre breakage and theft</p> <p>A 200mbps Internet redundancy line not yet installed</p>

Table 5: Corporate Post Audit Action Plan (PAAP)

Issues Raised	Status	Challenges
Cascading PMS to Staff other than Senior Managers	Recurring finding on Performance Agreement signed by HoUs and Managers and assessment will be done in the fourth quarter	Lack of capacity
Senior Managers salaries not in line with regulations on the upper limits	Legal opinion sought to correct the finding	

Table 6: Planned Projects/Action Plan 2024/25

Activity	How/approach	Responsible Person/unit/Section	Timeframe
Servicing of fire extinguishers	Appointment of service provider	OHS SECTION	2024/25 FY (3 rd quarter)
Confirmation of Job descriptions to facilitate the Job Evaluation process	OD and all departments and service provider for Job Evaluation	OD with all departments	2024/25 FY (3 rd quarter)
Development of the new WSP in line with the skills audit results	All responsible officials and the training committee	OD with all departments	April 2025
Conduct Employee Satisfaction Survey	Appointment of service provider	OD with all departments	2024/25 (4 th quarter)
Approve reviewed Communication Strategy	All responsible officials	Communication unit	2024/25 (3 rd quarter)
Review all policies for council approval	All responsible officials	All units	2024/25 FY (4 th quarter)
Roll out laptops to new qualifying employees (on-going)	Service Provide appointed	ICT	Ongoing
Revamp the ICT hardware infrastructure	Service Providers appointed	ICT	Ongoing

4. Skills Development

Skills Development in the Municipality is facilitated by the Skills Development section that is placed in Organizational Development Unit of Corporate Support Services. The mandate of this unit is to capacitate the municipal work force in terms of applicable labour relations.

SECTION E: KPA 2 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

The municipality is regarded as Water Service Authority (WSA) and Water Service Provider (WSP). The municipality is also using the services of Magalies Water Board as water service 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 to all our communities and households. The area of operation for the Department is split into two regions. Mankwe (Eastern Side of the Municipal Area) and Madikwe (Western side of the municipality) and consists of the following business unit. Water and Sanitation, Roads and Storm Water, Electro/ Mechanical (Electricity) and Project Management Unit (PMU).

Table 1: Departmental Strategic Alignment			
Municipal Priority No. 2	Strategic Objective	Long Term Development Strategy Priority (30 Year Plan)	Sustainable Development Goal
Water and Sanitation	To develop and maintain infrastructure to provide basic services	Improve access to engineering services.	Goal 6: Clean Water and Sanitation
		Foster incremental upgrading interventions.	Goal 9: Industry, Innovation and Infrastructure

1. Introduction

Infrastructure & Technical Services Department of the Moses Kotane Local Municipality is responsible for the provision of water, sanitation, roads, storm water and community lighting (streetlights and high mast lights.) Basic service delivery includes the provision of potable water, sewerage management, electricity and the 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 Sustainable Development Goals adopted by the United Nations. The major goal is that all households should have access to all basic services.

The section must focus on real Situational analysis of the institution to provide a high-level picture of MKLM in the context of South Africa and to provide Infrastructure =development and some key socio-economic information aligned for upcoming developments, implementation of the long-term strategy, aspirations and departmental resolutions. The department need to assesses the level of services and highlights the backlogs and challenges faced by communities on service delivery. MKLM, need to note the latest census figures in relation to our plans and daily challenges faced by the directorates especially in rural areas.

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**.
- ✓ **Maintenance of Provincial Roads:** within the jurisdiction of MKLM is also a basic service which is a competency of the **Provincial Department of Public Works, Roads and Transport**

2. Summarised Priorities and Unit Objectives

Table 17: ITS Priorities and Unit Objectives

Priority	Basic Services and Infrastructure Development
Water	To provide new, and improve and maintain existing water supply infrastructure, so as to minimize interruptions of services, water loss and ensure compliance with Drinking Water and Wastewater Quality standards (blue drop system)
Sanitation	To provide access to sanitation through the maintenance of existing infrastructure, the provision of new appropriate infrastructure to all communities and to ensure compliance with Wastewater 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. Water and Sanitation Status Quo

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 from 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 Water Board 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.

Magalies Water Board has in recent months struggled in supplying the Municipality with bulk water supply, this has been reported to be as a result of the Vaalkop Water Treatment Plant receiving raw water which is below standard leading to the plant not being able to produce sufficient water, this has also been worsen by the plant also requiring to be upgraded as it has aged. This has subsequent lead to community outcry in the Mogwase, Greater Saulspoort and Mabeskraal just to name a few. In addressing this challenge, the Municipality is currently embarking on a programme of identifying, testing and drilling of boreholes in the Greater Saulspoort, Ramokokastad, Mmorogong in alleviating our dependence of bulk supply from Magalies Water Board. Areas such as Welgeval, Sandfotein and Lerome Mositwane has been earmarked and the process is underway.

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 assist 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).

The Municipality is undertaking a process of replacing and upgrading of asbestos pipes in the Mogwase area. It is expected that the process should also address water quality challenges that has been experienced in Mogwase and also assist upgrading bulk pipe lines forming part of the distribution network within the township. This is also will cater upgrading of the Mogwase Waste Water Treatment Plan to make provision for additional bulk services required for the upcoming Special Economic Zone (SEZ) earmarked in the Bodirelo Industrial Park.

An undertaking has been given by Development Bank of South Africa (DBSA) in updating our water master plan which is expected to be completed by the end of 2021-2022 financial year. This should also include the new development for Unit 8 ext and Unit 7 which are currently at advance stage for finalization of their basic services (Water, Sanitation, Roads and Electricity). The Municipality is in

discussion with the The Department of Human Settlement and Traditional Affairs to counter fund for augmentation of bulk services in Mogwase to address shortfalls on bulk services in Mogwase.

This cannot happen in isolation but to start talks with Department of Water and -sanitation and engage on issues of maintenance and refurbishment of existing infrastructure. The Department (ITS) 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 becomes 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 equipment be looked into.

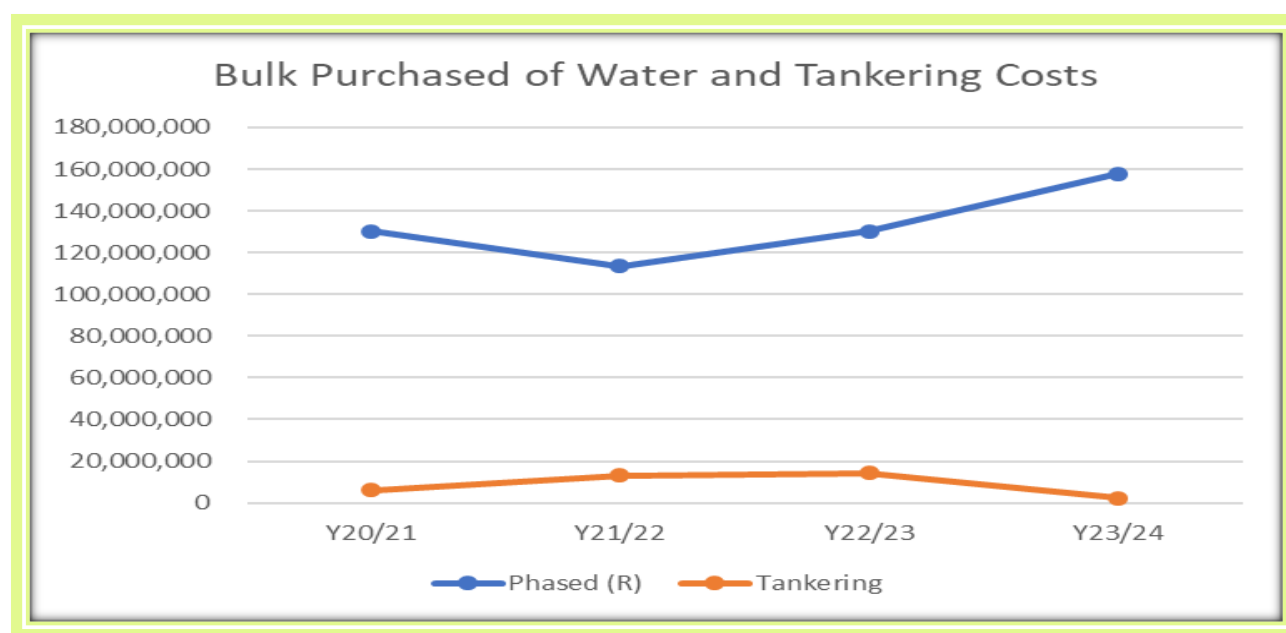
The Municipality has started with engagements with Mining Houses to assist with capital funding and maintenance of water infrastructure which is yielding results as areas such as Disake, Matlametlong are already receiving assistance on maintenance of our water assets.

Table 18: Departmental Strategic Alignment

Municipal Priority No. 3	Strategic Objective	Long Term Development Strategy Priority (30 Year Plan)	Sustainable Development Goal
Roads and Storm water	To develop and maintain infrastructure to provide basic services	Improve access to engineering services. Foster incremental upgrading interventions.	Goal 6: Clean Water and Sanitation Goal 9: Industry, Innovation and Infrastructure

Brief Status Quo on Water Provision and Usage per financial year

Fin Year	Phased (R)	Tankering
Y20/21	130,330,203	6,162,009
Y21/22	113,426,383	13,181,002
Y22/23	130,330,203	14,270,516
Y23/24	157,715,356	2,393,538
	note 33	note36



SECTION F: KPA 3 –**MUNICIPAL FINANCIAL VIABILITY**

Table 1: Departmental Strategic Alignment			
Municipal Priority No. 4	Strategic Objective	Long Term Development Strategy Priority (30 Year Plan)	Sustainable Development Goal
Municipal Budget Debt Collection Revenue Enhancement	Ensure that revenue and expenditure of the municipality is in accordance with legislative prescripts governing finance in the municipality, by maximizing revenue collections, optimising expenditure and monitoring cashflow.	Improve implementation of indigent register. Strengthen Financial Management.	Goal 17: Partnerships for the goals

Table 2: Status on Five Year Audit Opinion				
Financial Year	2020/2021	2021/2022	2022/2023	2023/2024
Audit Outcome	Qualified	Unqualified	Qualified	Qualified

The municipality had regressed from the year 2021/2022 unqualified audit opinion to qualified audit opinion due to fuel and oil expenditure paragraph. Furthermore, it should be noted that 2023/2024 qualified expenditure paragraph is due to a comparative year 2023 and it was not qualified for the year 2024. It must be noted that the municipality has put remedial measures into place as an Audit Action Plan has been developed to ensure that AGSA findings are copiously resolved. There are 56 findings of which all are in-progress to be resolved. The audit steering committee convenes twice a month chaired by the CFO to track progress and ensure resolution of all findings. A lot of findings will be resolved through the drafting of Interim Financial Statement as errors will be corrected thereof.

1. Financial Plan

The financial plan was developed to address the shortcomings of the unfunded budget of MKLM. The plan is reviewed on periodical bases. To date, most of the components in the financials have been addressed, in particular relating to the expenditure section. More work and efforts need to be done in the revenue section, as the municipality is still experiencing a low collection rate.

a) Level of Reliance on Grants

The municipality is mostly reliant on grants with the highest allocation coming from the Equitable Share from the National Fiscus. The municipality is currently making inroads with the traditional authorities on how best to assist the municipality by generating more from services that are rendered at rural villages. The introduction of incentives schemes will alleviate the burden of reliance on grants and a vigorous process of credit control on non-paying clients will be implemented.

b) Consolidated Overview of the Budget

Total operating revenue budget is projected to increase by R56.8 million, translating to a budget R1.136 billion for the 2025/2026 budget year. This equates 5% when compared to the 2024/25 Adjustments Budget.

Operating revenue further estimates an increase of R31.2 million and R45.4 million for the 2026/27 and 2027/28 financial years respectively. This translates to an average growth of 3.2% for the two outer years.

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

- **Operating grants**, which comprises of equitable share allocation, EPWP, FMG, Library and MIG portion for PMU office projected an increase of R15 million or 2% from the current financial year.
- **Property rates** is projected to grow by R29.3 million or 17%, with further estimated increase of an average of 4.4% for the two outer years.
- **Service charges** are expected to increase by R2 million for the 2025-26 budget year.

Total operating expenditure for the 2025/26 financial year has projected R1.457 billion which is an increase of R36.7 million or 3% when compared to the 2024/25 Adjustment budget. Operating expenditure is further projected to increase at an average of 4% for the outer years.

- The increase on operating expenditure is mainly due to the following line items:
- Employee related costs are expected to increase by 5.35% in accordance with SALGA guidelines and the filling of vacant positions from various departments.
- Increment for Remuneration of Councillors is projected at 4.4% to provide for increase in upper limits.
- An average tariff increases of 13.5% for bulk water purchases have also contributed to the increased operating expenditure budget.
- Debt Impairment and depreciation are expected to increase by R6.3 million and R23.9 million respectively.
- Contracted services estimated an increased of R9.4 million.
- The Municipality has projected a deficit of R320 million as indicated in the consolidated overview of the budget above. Of the total projected deficit, non-cash items account for R461.4 million.
- The operating deficit on the statement of financial performance mainly occurred from the municipality's inability to fund the depreciation and low revenue collection from consumers which resulted to an increased debt impairment or provision for bad debts.

2. Strategic Objective

- Ensure that revenue & expenditure of the municipality are in accordance with legislative prescripts governing finance with the municipality by maximising revenue collections, optimising expenditure and monitoring cashflow.
- Effective Supply Chain Management
- Effective implantation of PAAP, in ensuring an improved audit opinion.
- Ensuring long term financial sustainability
- Maintaining an accurate and complete fixed asset register that is compliant with GRAP

3. Success/ Progress

- Development and the implementation of a Financial Plan
- Development and implementation of Post Audit Action Plan
- Submissions of interim Annual Financial Statements

Table 3: SWOT Analysis	
Strength <ul style="list-style-type: none"> Adherence to all legislative prescripts of MFMA Sound document management system Deadline driven 	Weakness <ul style="list-style-type: none"> Low revenue collection Grant Dependent
Opportunities <ul style="list-style-type: none"> Job creations 	Threats <ul style="list-style-type: none"> Fraud and Corruption Protests from business forums

4. Departmental Aspirations

- Running a financially sound institution
- Table a fully funded cash backed annual budget
- Get a Clean Audit Opinion from AG(SA)
- Producing credible AFS internally
- Produce a credible indigent register
- Afford Job opportunities to local SMMEs

Table 4: Breakdown of Aspirations				
NO.	WHAT	HOW	WHO	WHEN
1.	Revenue enhancement	Fully implementation of debt and credit control policy Introduction of incentive schemes for good paying clients Introduction of new revenue streams from Villages (flat rate)	BTO BTO BTO	Monthly Basis Commencing of the 2024/25 Commencing of the 2024/25 FY
2.	Financial Plan	Implementation of realistic credible financial plan	All Departments	Quarterly Basis
3.	Operation Clean Audit	Development and Implementation of Post Audit Action Plan Bi weekly meeting on the monitoring and implementation of PAAP	BTO BTO	Quarterly Bi weekly
4.	Skills transfer	Job training with BTO officials Assessments reports of the job training conducted with BTO officials	BTO and SP SP	Weekly Monthly

5. Challenges

- The staff capacity in the revenue section of the implementation of credit and debt control policy
- Water interruptions and the color of the water
- Resistance of payment of services from consumers
- Lack of maintenance plans for the replacement of old infrastructure

6. Employee Related

- Increment of employee- related cost by 5.35% (SALGA Guideline) and the filling of vacancies remuneration of Councillors. Increment of remuneration of councillors by 4.4% (SALGA Guideline)

7. Debt Impairment

- Debt impairment increased by R6.3 million. The increase is based on the previous year's payment rate by debtors and the increase in the outstanding debtors' book.

8. Bulk Purchase: Electricity

- Electricity expense amounts to R46 million, this includes the electricity for boreholes, streetlights, free basic services for indigents and internal usage.

9. Water Bulk Purchase

- Water Bulk Purchase has decreased by R3.1million. This is to align with prior year consumption. Magalies water tariff increase was also incorporated in the projection. Water bulk purchases are now classified under inventory, in terms of MSCOA.

10. Contracted Services

- Contracted services increased by R9.4 million. This is due to the increased of water maintenance, and water chemicals. Quality control. Repair and maintenance of infrastructure assets are now, in terms of MSCOA, classified under contracted services and general expenditure.

11. Depreciation

- Depreciation has increased by R23.9 million. This item relates to the depreciation of assets of the municipality and might be adjusted at year end after the finalisation of the asset register. In terms of Circular 115 depreciation charges must be funded from operational funds such as service charges for electricity, if the assets are utilised for electricity purposes, service charges, water for water management purposes, waste and wastewater management in the same manner, and property rates for services such as roads that are primarily funded from property rates.
- When depreciation is funded, it will assist the municipalities to accumulate sufficient surpluses that must be transferred to cash-backed reserves. Depreciation is the method to provide for the replacement of the assets. The above statement as per Circular 115 is not yet implemented due to the financial status of the municipality

12. Finance charges

- Finance charges are estimated at R2.5 million. The drastic decline in the outer years can be attributed to the end the long-term liabilities that the municipality had. The loans will be fully paid off in 2027/28 financial year. Finance charges are determined by the repayment of external funding obtained for capital projects.

13. Expenditure

- Included in the other expenditure is all operational costs excluding salaries and remuneration of councillors but the inclusion of ward committee's stipend, accommodation and conference costs.

14. Property Rates

- The revenue anticipated from property rates is expected to increase from R144.6 million to R174 million or 17%. This is as a result of tariff increases and change in zoning of properties.

15. Water Services

- The revenue on water service is projected to increase from R197.2 million to R198.1 million.
- The water service is currently operating on a deficit as the tariffs are not cost reflective. This is due to the vast rural nature of the municipality where many of the consumers utilise standpipes and boreholes to access water.
- Water as a trading service is supposed to be operating on a surplus or at least at breakeven margin. This service is currently subsidised by equitable share fund
- The above can be attributed 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 impact on the deficit in the accounts. The water crisis currently faced by the municipality will have to be addressed urgently as it has a negative influence on the cash

flow of the municipality. Consumers are reluctant to pay for the services that they only receive intermittently. The matter has also been taken up with the Magalies Water Board.

- The goal is to have the water services operating on a surplus without being ring-fenced with the Equitable Share through the implementation of these measures. The free basic service of 6 Kl of water is only provided to indigents.

16. Interest on Outstanding Debtors

- The interest on outstanding debtors has decreased from R89.1 million to R96 million. It must be noted that the interest on outstanding debtors inflates the debtor's book.
- It further indicates low payment rate from consumers. It is therefore crucial to encourage consumers to pay for the services rendered as it will lead to improved service delivery as well as enhanced revenue collection.

17. Detailed Implementation Plan – Final Budget 2024/2025

17.1 Purpose

The purpose of this document is to provide a response/remedy to the municipality's unfunded budget position. This plan considers the 2024/2025 Budget year and the 2 Outer Years of the Medium-Term Revenue and Expenditure Framework (MTREF).

17.2 Legislative Framework

Municipal Finance Management Act No.56 of 2003.

Chapter 4 of the Municipal Finance Management Act No.56 of 2003 ("MFMA") deals with the drafting and adopting of municipal budgets by municipalities. Section 18(1) of the MFMA states that an "annual budget may only be funded from –

- a) Realistically anticipated revenues to be collected;
 - b) cash-backed accumulated funds from previous years' surpluses not committed for other purposes; and
 - c) Borrowed funds, but only for the capital budget referred to in section 17(2)."
- Section 18(2) adds that "revenue projections in the budget must be realistic, taking into Account;
- d) Projected revenue for the current year based on collection levels to date; and
 - e) Actual revenue collected in previous financial years."

The Municipal Budget and Reporting Regulations ("MBRR") sets out standards for sound and sustainable management of the budgeting and reporting practices in municipalities. It states in paragraph 10(1)(b) that "the funding of an annual budget must be consistent with the trends, current and past, of actual funding collected or received." It further states in paragraph 10(4) that "the cash flow budget required in terms of Schedule A must reflect all funds realistically forecast to be collected, including arrears."

17.3 Background, Facts, Exposition and Proposal

The municipality's budget for the 2024/2025 MTREF is currently unfunded. There are various factors that have resulted in the current cash flow position of the municipality as outlined in this plan and the remedial action that the municipality will be implementing to address these issues in order to achieve a funded budget position.

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.

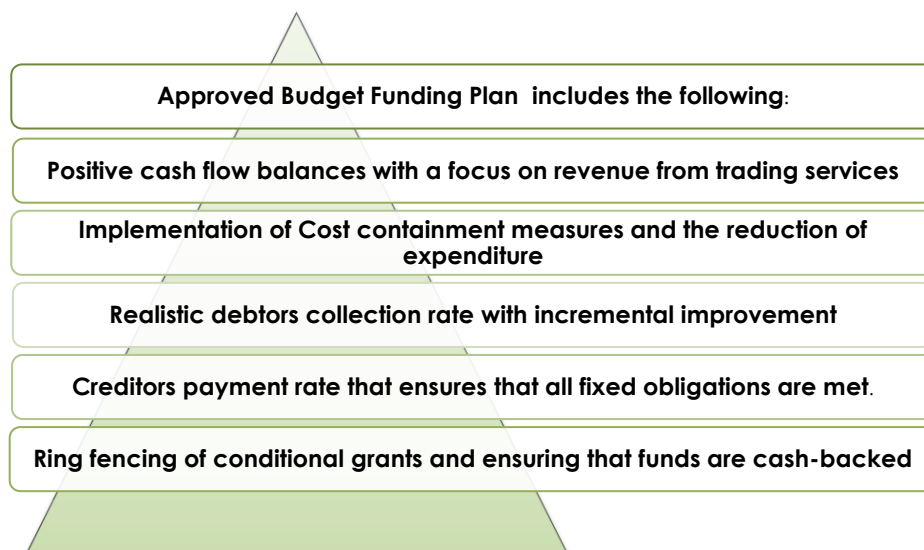
- The municipality has a total population of 242 553 (as per the 2011 Census),

- 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
- The official Unemployment rate was at 33.5% (2011),
- The total households within the municipality's jurisdiction amounts to 75 193 as at 2011,

The current number of households registered as indigent vs the total municipal households equates to **31% (which directly impacts on our revenue and the debtor's book)**.

17.4 Funding Plan Pillars

In order to give effect and structure to the Budget Funding Plan referenced above, the budget funding plan must be based on pillars.



The following Budget funding plan pillars are been looked at in detail:

- Positive cash flows with a focus on revenue from trading services;
- Implementation of cost containment measures and a reduction of expenditure;
- Realistic debtors' collection rates with incremental improvements year on year;
- Creditors payment rates that ensure that all fixed obligations, including obligations for bulk purchases, are met; and
- Ring fencing of conditional grants and ensuring that conditional grant funding is cash Backed.

Below are plans that the municipality commits to implement to ensure that it has a funded budget over the MTREF:

18. Positive Cash Flow Balances

18.1 Cash/Cost Coverage Ratio

The cash/cost coverage ratio indicates the municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investments without collecting any additional revenue during that month {MFMA Circular No. 71}.

The municipality's cash coverage calculated as at 30 June 2024 resulted in the following outcome; Cash coverage = **< 1month**

The cash coverage ratio is not in line with the norms of the circular which require that the municipality maintains a cash coverage of between 1 to 3 months.

18.2 Current Ratio

The current ratio is used to assess the municipality's ability to pay back its short-term liabilities (Debt & Payables) with its short-term Assets (Cash, Inventory, and Receivable) {MFMA Circular No. 71}. The municipality's working capital position for the past 4 years can be summarized as follows:

Table 5: NW375 Moses Kotane – Key Financial Indicators					
Performance Indicator (R'000)	Norm	2020/2021 Audited Outcome	2021/2022 Audited Outcome	2022/2023 Audited Outcome	2023/2024 Audited Outcome
Cash/ Cost coverage	1 – 3 Months	0.13Months	0.04 Months	0.49 Months	0.4 Month
Debt to revenue ratio	45%	2%	2%	2%	1%
Current ratio	1.5 – 2:1	0.85:1	0.85:1	0.18:1	1:1
Collection rate	95%	10%	20%	35%	42%

SECTION F: KPA 4 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Table 1: Departmental Strategic Alignment			
Municipal Priority No. 5	Strategic Objective	Long Term Development Strategy Priority (30 Year Plan)	Sustainable Development Goal
Good Governance and Stakeholder Engagement	To ensure ethical and transparent governance that is responsive to community needs and encourage Public Participation	Improve implementation of indigent register. Increase Community Engagement.	Goal 17: Partnerships for the goals

1. Introduction

The section ensures oversight work is done by politicians for administrators to implement on needs and projects planned for the community. Consultations happen in various space locations of Kotane which is situated in Bojanala Platinum District Municipality in the North West, Moses Kotane Local Municipality (MKLM) is amongst the historical high-value mining regions that are experiencing significant shrinkages. Amidst rapid population growth, ruralisation and urbanisation of poverty, declining mining productivity as the anchor of the local economy — a deliberate strategy to prepare for a stable and prosperous future for the region was commissioned by the municipality.

The report received from the Annual Report, AGSA and progress on SDBIP, provide a deep analysis to enable areas of improvements, especially aligned to needs collected annually from the communities. The section will allow us as administrators an insight of a much-needed base and/or foundation for improvement. The section in its own right is a way of accounting to our 107 villages, governed by Traditional Leaders and 2 urban areas of Moses Kotane Local Municipality. Annually this is about showing communities the tough financial constraint we travel with them but due to compliance and the love to develop communities, we continue to consult as legislated, while knowing the municipality is financially constraint to address all needs identified.

The Mayor is the custodian of the IDP and need to ensure we are held accountable for the communities and comply to the five year term of their office. The section further encourages us to walk this journey with our communities and continuously update them on challenges and progress made annually, as we recount the steps from where we started and reflect on the journey travelled. The IDP Unit's work is the desire and intent to promote and achieve good governance through consultations with the support from the politicians. Good governance guarantees efficient use of already limited scarce resources in the promotion of development, enhances participation. Further, continues to foster transparency, responsibility and accountability; it has the potential to extend the communities participation and emancipate people from poverty, and will definitely increase broad participation by all communities within and outside municipal borders.

2. Second (2nd) Round Comments raised on the Draft IDP

The Draft IDP was adopted by Council on the 31 March 2025, where Council resolved to consult communities per legislative prescripts per below schedule.

Cluster	Ward	Date	Venue	Time
1	14, 23, 24, 25, 26, 27, 28, 30,	08 April 2025	Mabaalstad Community Hall	10:00
2	9, 11, 12, 22, 31, 32	09 April 2025	Huma Sports Ground	10:00
3	10, 15, 16, 17	11 April 2025	Madutle Community Hall	10:00
4	1, 2, 3, 4, 18, 19, 20, 21	14 April 2025	Moubana Community Hall	10:00
5	5, 6, 7, 8, 29, 34	15 April 2025	Motlhabe Community Hall	10:00
6	13, 33, 35	16 April 2025	Mogwase Sports Park	10:00

2.1 Comments raised by communities during the Draft IDP:

The comments raised below are general and cut across all 5 clusters as mentioned above in the introduction, must be incorporated and accepted recommendations into the final IDP for adoption by 31 May 2025. The needs raised will be shared during IDP Representative Forum with all stakeholders. There were negative and positive comments from various communities and wards per clusters.

Developmental Priority	Comments and / or Concerns	Recommendations
Good Governance and Public Participation	Strengthen the capacity, efficiency, and responsiveness of local government employees to effectively implement and monitor the IDP.	Capacity Building, Development – Training and Upskilling Conduct skills audit across departments. Develop annual employee training plan linked to IDP goals.
	Inadequate technical and project management skills in key departments (infrastructure, water, social development).	Prioritize project management, (per regulations) budgeting, digital systems, and community engagement.
	Low digital literacy among frontline and field staff.	Collaborate with local training institutions and LGSETA.
	Lack of consistent in-service training and leadership development.	Monitoring and Performance Integrate skills development KPIs into performance agreements.
	Lack of internship and Learnership programmes for youth	Use mentoring and peer learning for continuous improvement.
Water & Sanitation	Cutting of red tapes, where accessibility of tender documents is a challenge for those residing within the broader 107 rural areas of Moses Kotane Local Municipality	Technology Integration
	Immediate borehole repair needs identified in rural communities	Fast-track maintenance program in Year 1
	Inadequate technical and project management skills in key departments (infrastructure, water, social development).	Add specific interventions for informal or underserved areas.
	Concern raised about water access in informal settlements. Challenges of metered and metered water provision for revenue enhancement	
	Gaps in financial planning, budgeting, and service delivery reporting.	
Road Infrastructure	Lack of water access in informal settlements	Expand water infrastructure coverage to informal areas
	Poor Provincial roads affecting access by buses in various villages (Mmatau as an example)	Prioritize critical roads near schools/clinics in Phase 1
	Request to use local labour for road construction for job creations	Include local employment provisions in contracts
	Poor road conditions affecting school attendance in rural areas.	Include local hiring clauses in all infrastructure contracts.

Developmental Priority	Comments and / or Concerns	Recommendations
Municipal Budget Debt Collection Revenue Enhancement	Gaps in financial planning, budgeting, and service delivery reporting. Communities not interested in paying for basic services due to dirty unclean water and unavailability of water supply to households Economic development, waste collection, billing systems, rezoning, metered water	Awareness and public participation GIS Functionality to track municipal infrastructure assets
Good Governance and Stakeholder Engagement	Need for better community feedback and transparency	Establish ongoing communication channels (e.g. local radio, SMS updates, forums)
	Lack of coordination among departments	Set up inter-departmental IDP task team for joint planning and implementation
Development Planning Land: Human Settlement Residential area Business and Agriculture	Various villages have shown interest in villages to be billied. Lac of basic services in rural areas frustartes them and called for the municipality to install meter reading in their yards	Train staff in digital tools (GIS, MIS, mobile monitoring systems). Phase out manual processes where feasible.
Social Safety Nets (sector departments)	Elderly need better housing and care support	Pilot housing assistance for elderly and disabled households Introduce a pilot housing support program for vulnerable seniors.
	Concerns about the accessibility of grant services and corruption.	Strengthen accountability and explore digital registration systems.
Economic Development Climate Change	Youth groups want more focus on digital skills and modern trades.	Expand training programs to include ICT and e-commerce opportunities.
	Farmers asked for support in accessing agricultural inputs. Sustainable Agriculture programmes for youth	Consider adding a smallholder support package or subsidized input program.
Solid Waste and Environment and disaster Waste Collection Disaster Management Climate Change	Recent rains left many roads damage Schools in accessible Waste not collected	That a standardized amount will be engaged on for all communities to pay for such a service. That we have an audit query where even households where this is done are more that the legal data the municipality has,
Sports and Recreation	<i>Lack of areas where Communities can organize themselves for regular sports events or leagues to foster community spirit and keep youth engaged."</i> To curb drug usage and /or substance abuse. Lack and accessibility of facilities like community halls and municipal building to all, including people with disabilities, by providing ramps, proper signage, and inclusive equipment. To come up with strategy of not leaving anyone behind where we create specific spaces or times for women and children to encourage broader participation in various sporting codes Inclusion of variety of activities, where we add low-cost fitness stations or outdoor gyms to encourage adults and seniors to stay active To encourage dialogue and teamwork	Various Stakeholders like your mining houses to also be engaged Social Cohesion In building Community Bonds, Sports activities serve as a unifying platform where people from different backgrounds come together, strengthening community relationships." To ensure we create inclusive spaces for all age groups encourages intergenerational interaction and mutual respect." Cultural Integration To host traditional games and festivals at recreational sites where communities can

Developmental Priority	Comments and / or Concerns	Recommendations
	<p>Team sports naturally cultivate communication, trust, and collaboration - key elements of social cohesion.</p> <p>To try and provide training programs for our children from early child Centre's, school going ages, youths can include leadership and conflict resolution skills, which benefit the wider community.</p> <p>Engaging local residents in the planning and management of recreational spaces that ensures that facilities reflect the community's needs and values</p> <p>Request for the municipality to maintain and develop recreational areas, to be a safe space where everyone—regardless of social or economic status—can participate freely</p> <p>Available parks to have benches, shaded areas which can promote engagements by youth at all times, Community halls to be near sports centres or multi purpose centres like Mogwase in rural areas.</p> <p>Traditional and/or local games can help preserve culture while promoting physical activity Provision of proper fencing and first aid facilities to ensure safety for communities during the time of use.</p> <p>Promotion of Innovation and Partnerships Mining houses, local schools or NGOs to bring funding and programming support to rural sports initiatives</p>	<p>celebrate local heritage and promote unity through shared experiences."</p> <p>This will also help with inclusion of diverse cultural expressions in sports events , where we can fosters a sense of belonging among minority or migrant populations." - just to note that as we plan migrants being in our space need to be integrated in various communities</p>

2.2 Corrective Measures for Implementing Community Needs in the IDP

Challenges that annually needs raised by the community are overlooked and robust engagement required to ensure that the needs are addressed as raised by the community to be able to track progress of the wish list

Challenges	Recommendations
Strengthen Community Participation Mechanisms	Establish or reactivate Ward Committees and Community Development Forums.
	Use multiple consultation channels (e.g., town hall meetings, door-to-door visits, mobile surveys, WhatsApp groups, community radio).
	Provide accessible formats and languages during consultations to ensure inclusion.
Prioritize Community-Identified Projects in Budgeting	Align the annual municipal budget directly with community needs expressed during consultations.
	Use a participatory budgeting approach to let communities' influence spending decisions.
Institutionalize Feedback Mechanisms	Create clear pathways for community members to ask questions or report delays (e.g., hotlines, suggestion boxes, SMS lines).
	Respond publicly to implementation challenges and corrective actions taken.
	Share the outcomes of consultations with communities ("You said, we did" reports).
	Publish feedback summaries and how community input was integrated into the IDP.
	Schedule follow-up sessions to discuss the final plan and next steps.

Challenges	Recommendations
Integrate Needs into Project Planning and Design	<p>Ensure all sector departments (e.g., water, roads, housing) incorporate community input in project plans.</p> <p>Assign a dedicated Community Needs Coordinator in each department to oversee integration</p>
Strengthen Interdepartmental Coordination	<p>Create a Multi-Sector IDP Implementation Task Team to ensure holistic delivery across departments</p> <p>Align timelines, resources, and responsibilities for community-prioritized projects.</p>
Establish Local Project Committees	<p>Form Community Project Oversight Committees to monitor and guide project implementation.</p> <p>Empower them to give feedback during planning, construction, and handover phases.</p>
Ensure Transparency in Implementation	<p>Display project information (budgets, progress, contractors, timelines) on public platforms like community boards, radio, and municipal websites.</p> <p>Conduct community progress meetings quarterly.</p>
Build Technical Capacity of Municipal Teams	<p>Train officials and project teams on community-driven development models and responsive service delivery</p> <p>Include local development priorities as KPIs in employee performance contracts.</p>
Improve Resource Mobilization	<p>Leverage partnerships with NGOs, donors, and the private sector to co-fund community-prioritized projects.</p> <p>Identify quick-win projects that show visible impact with limited resources.</p>
Monitor and Evaluate Implementation	<p>Track progress using a Community Needs Implementation Scorecard.</p> <p>Conduct joint evaluations with community reps and publish findings annually.</p>
Monitor and Audit Participation Quality	<p>Develop a Public Participation Scorecard to measure attendance, inclusion, and diversity.</p> <p>Use third-party observers (e.g., civil society groups) to validate consultation processes.</p> <p>Include community satisfaction indicators in IDP performance reviews.</p>
Improve Stakeholder Mapping and Outreach	<p>Identify marginalized or underrepresented groups (e.g., youth, women, informal settlements).</p> <p>Ensure deliberate outreach to those groups using trusted community leaders or NGOs.</p> <p>Create a community stakeholder database for future engagement.</p>
Build Capacity of Municipal Staff and Councillors	<p>Identify marginalized or underrepresented groups (e.g., youth, women, informal settlements).</p> <p>Ensure deliberate outreach to those groups using trusted community leaders or NGOs.</p> <p>Create a community stakeholder database for future engagement.</p> <p>Train officials on public participation principles, facilitation skills, and conflict sensitivity.</p> <p>Encourage ward Councillors to take an active leadership role in engagement efforts.</p> <p>Establish clear responsibilities and performance indicators for community outreach.</p>
Ensure Flexibility and Responsiveness	<p>Build flexibility into the IDP to reallocate resources if urgent community needs arise.</p>
Enhance Transparency and Communication	<p>Regularly update communities on project implementation timelines and progress.</p> <p>Be transparent about budget constraints and how decisions are made.</p> <p>Maintain public noticeboards, digital dashboards, and newsletters.</p>
Align IDP with Real-Time Data and Local Priorities	<p>Use local needs assessments and socio-economic data to supplement community input.</p> <p>Ensure flexibility in budgeting to accommodate urgent community needs.</p>
	<p>Adapt project plans as new priorities emerge during the IDP implementation cycle.</p>
Formalize Grievance and Feedback Systems	<p>Set up a grievance redress mechanism where communities can raise concerns about project delivery or lack of inclusion.</p>

Challenges	Recommendations
	Ensure timely responses and corrective action by municipal departments.

2.3 Risks of Not Addressing Community Needs During IDP Consultations

2.3.1 Loss of Public Trust

- Community members may feel excluded or ignored, leading to disengagement and resentment.
- Undermines the credibility of local government and its leadership.
- May result in lower public participation in future consultations and development efforts.

2.3.2 Misalignment of Development Priorities

- Development projects may not reflect actual community needs, resulting in wasted resources.
- Increases the likelihood of failed or underutilized infrastructure and services.
- Essential issues (e.g., water, roads, safety nets) may remain unresolved, perpetuating poverty and inequality.

2.3.3 Increased Social Unrest and Protests

- Neglected communities may resort to protests, strikes, or civil disobedience to express their dissatisfaction.
- Can lead to disruptions in service delivery and economic activities.
- Poses a risk to public safety and municipal property.

2.3.4 Reduced Access to External Funding and Support

- Donors and partners often require evidence of genuine community engagement and buy-in.
- Poor consultation practices can limit opportunities for development grants and public-private partnerships.

2.3.5 Weak Implementation and Project Failure

- Lack of community ownership reduces local support for projects.
- Infrastructure may be vandalized, misused, or neglected without proper community involvement.
- Programs may not achieve intended outcomes due to lack of contextual relevance.

2.3.6 Legal and Regulatory Non-Compliance

- Failing to conduct adequate consultation may breach national planning and governance regulations.
- Can expose the municipality to legal challenges or oversight penalties from provincial/national authorities.

2.3.8 Internal Staff and Political Pressure

- Municipal staff and councillors may face backlash for ignoring constituent priorities.
- Can lead to instability, low staff morale, and political divisions.

The needs are raised from the top 18 frequently raised questions and other wish list consolidated by the IDP Unit.

3. Water and Sanitation Challenges

- In general, we are a region of poor and small underground water availability, usages – has to be considered when contemplating alternative sustainable development projects.
- Existing towns and villages lack adequate water supplies. It is generally cut off during the day affecting all business and residents.

- c) The complete failure of sewages works to deal with generated sewage, water systems were raised as a major concern.
- d) The provision of potable water to communities was raised as an issue - The quality of water for human consumption
- e) Lack of sustainable reliable water provision in the region where there is insufficient reliable, long-term availability of underground water
- f) Water in various villages is trucked in, not knowing its health status/and or been pumped directly from a borehole that takes from the various places not sure of its safety as MKLM is an Authority, and totally such behavior is unacceptable by communities.
- g) There are pumps that need repair, others generators stolen, but nobody available with the necessary experience to repair them. There is a business in Mogwase complex which deteriorates daily in water provision and roads infrastructure – no provision sustainable services from North West Development Agency
- h) The relative scarcity of water within the municipality was a key issue identified during the first round of consultations and to date still remained an issue throughout the process of finalizing the IDP.
- i) The protection of important **JOJO TANKS** water poured in all various villages where the systems remained a concern throughout the process, but came out particularly strongly in the second round of public participation.
- j) Illegal dams and water extraction were raised as a concern during the first round of the public participation process.
- k) A combination of a growing population, unplanned households in rural areas, upcoming industrial development in Mogwase as the Special Economic Zone (SEZ), subdivision of land into smaller portions and therefore higher rural population density makes it difficult for provide sustainable services.
- l) And, most importantly, incompetence and neglect by the relevant authorities - has resulted in a manifest and serious decline in infrastructure and bought stands not maintained where communities complain of snake attack and crime hidden areas next their yards
- m) Sewerage Treatment, the plant is grossly outdated and under spec for the human waste generated and for workers
- n) There is also a bad sewerage for the informal settlement, unit 8 and indeed for parts “developed” areas and in Traditional areas

4. Roads and Storm water

- a) The President Street in Mogwase and other Various roads in our 107 villages are in terrible condition, and its repair should be regarded as a major priority
- b) The signages at all entrances especially Mogwase is ugly and reflect poorly on the town which enhance municipal revenue and a tourist destination, especially Sun City and our Pilanesberg areas.
- c) The dirt and gravel roads in the area have been neglected for many years. They require regular maintenance, not only a bit of scraping when residents yell loud enough.
- d) Signage regulations must be enforced, street naming and geographic studies required to ensure all our places can be identified through google maps

- e) Minor roads are often totally un-maintained for years on end, some having become all but impassable to ordinary traffic; in both instances, the number of fatal or serious accidents – caused mainly by the unsafe condition of the roads – is increasing sharply;
- f) In our rural areas, construction of speed humps in front of Mankwe College, Mahobieskraal roads and other various places mentioned during consultation processes
- g) Roads in, and around Mogwase Complex are in a shocking, and dangerous state. There are rarely any repairs carried out and the roads continue to deteriorate to a worse level.
- h) There should be pavement management systems where possible around Mogwase, as well, ultimately saving the municipality existing non-maintained roads and also to cut grass or verges on the mainly used roads not to obstruct traffic. Particularly as their lawnmowers etc. are more than often broken.

5. Electricity

- a) The electricity supply to certain areas of the is unreliable and power outages often occur. Illegal connections where communities are proud to say they do it as much as ESKOM doesn't supply them with transformers and connections as their need
- b) Electricity is very unstable, but we were to be made aware that Eskom is upgrading and connecting in other areas
- c) Eskom's power reticulation grid is, by its own admission, hopelessly over-extended; and is characterised by frequent outages, especially in the rainy season; Electrification / Energising of all high mast lights, community halls and pump stations

6. Public Participation Strategy

Public Participation Strategy is the only tool to deal with communities who often lack knowledge and capacity to grapple with the strategic nature of the IDP and therefore lack the critical empowering functions.

The main objective of having the Public Participation meetings was to get a broader and clearer understanding on joint planning with all our stakeholders. From the first round of Public Participation issues identified, needs raised during both processes are critical in ensuring that we plan better to provide sustainable developments

Both sessions the stakeholders and interested and affected parties were invited to submit their comments through their Councillors, Ward Committees, Community Development Workers or comments done through their monthly meetings,

For both sessions invitations/Adverts are done via e-mail, WhatsApp of various Groups Stakeholders and interested and affected parties were informed that the draft IDP was available on the Municipal website address www.moseskotane.gov.za, and always officials of both IDP and Budget and contacts are availed for further clarity

6.1 Ward Committees

Ward Committees are elected committees in all 35 wards. Each ward has 10 members, that are trained, but requires further capacity to ensure that monthly reports are timeously sent, and meetings are held to ensure community needs are addressed.

7. IDP /PMS Alignment

The MSA envisages that the IDP will equip the organisation, its leaders, managers and workers, as well as all other local stakeholders, in decision-making, monitoring and reviewing the achievements of the municipality in integrated development planning.

Thus, the implementation of the IDP and the measurement of performance of the IDP strategies and projects should align with the performance management system of the organisation. Concurrent is the process of integrating organisational performance with employee performance, ensuring that the IDP and organisational priorities cascade into the performance agreements and contracts with individual employees.

The link between these processes and systems lies in the organisational priorities which were determined in the preparation of the Performance Management System (PMS) and the contracts, and the way in which they are designed and implemented. The IDP was compiled based on the inputs received from public participation processes, IDP Representative Forum - municipal stakeholders, national and provincial policy directives, the current status of service delivery, various strategic plans completed, councillor briefing sessions and strategic planning sessions.

The municipal budget was prepared based on available resources, municipal strategic objectives, and the requirements applicable to the municipality in the IDP. These strategies, actions and financial resources are linked with each other to ensure alignment of the municipal budget with the IDP. These strategies will be used to annually formulate the Service Delivery Budget Implementation Plan (SDBIP), the Organisational Scorecard and performance indicators which will be used to monitor the implementation of the municipal strategies (IDP) and budget as adopted as a legal municipal strategic document.

The performance of the municipality will then be assessed and reported on quarterly as well as annually in the municipality's Annual Report. This will be followed by the adoption of the Annual Report and public participation.

8. Internal Audit

The Municipality has established an Internal Audit Unit, which is functional and operational with the Audit Committee. This allows for smooth running and advice given well in advance by the Audit committee to departments to realise an unqualified report, even while items need to be addressed.

9. Comments / Inputs received from the IDP Representative Forum 27 May 2025

9.1 Social Development

Services to older Persons and Persons with Disabilities	
Older persons with accessed community-based care and services – 4 NPO's = Older Persons funded for 2024/2025	1. Number of older persons accessing community-based care services (Non-Cumulative)
Older persons accessed residential care facilities	2. Number of older persons accessing residential care facilities
Older persons accessed statutory services	3. Number of older persons accessing statutory services (cumulative year-end)
Older persons participated in active ageing programmes	4. Number of older persons participating in active ageing programmes (Non-cumulative)
Services to older Persons and Persons with Disabilities	
Persons with disabilities accessed day care services. 2 – funded NPO's for 2024/2025	1. Number of persons with disabilities accessing day care services. (Non-cumulative)

Persons with disabilities accessed services in protective workshops	2. Number of persons with disabilities accessing services in protective workshops.
Persons with disabilities accessed residential facilities	3. Number of persons with disabilities accessing residential care facilities
Persons accessed social rehabilitation services	4. Number of persons accessing social rehabilitation services (Non-cumulative)

Human Immunodeficiency Virus (HIV) and Acquired Immunodeficiency Syndrome (AIDS)

Beneficiaries reached through social, and behaviour change programmes – 4 NPO's= HIV funded for 2024/2025 (NOT CLEAR UNDER WHICH CATEGORY)	1. Number of beneficiaries reached through Social and Behaviour change programmes (cumulative year-end)
Beneficiaries received psychosocial support services	2. Number of beneficiaries receiving Psychosocial support Services (Non-cumulative)
Children reached through community-based care centres	3. Number of children reached through community - based care centres (Non-cumulative)
Social service Practitioners trained on social, and behaviour change programmes	4. Number of Social Service Practitioners trained on social, and behaviour change programmes

Social Relief of Distress

Households accessed food through DSD food security programmes	1. Number of households accessing food through DSD food security programmes (cumulative year-to date)
People benefitted from sanitary dignity programmes	2. Number of people benefiting from sanitary dignity programmes (Non-Cumulative)

Family Care and Support Services

Family members participated in family preservation services	1. Number of family members participating in family preservation services (cumulative year-end)
Family members participated in parenting programmes	2. Number of family members participating in parenting programmes (cumulative year-end)
Family members reunited with their families	3. Number of family members reunited with their families (cumulative year-end)

Child and Care Protection

Children placed in foster care	1. Number of children placed in foster care (cumulative year-end)
Children placed in adoption	2. Number of children placed in adoption (cumulative year-end)
Children with valid foster care orders	3. Number of children with valid foster care orders (Non-cumulative)
Children in foster care reunited with their families	4. Number of children in foster care reunified with their families (Cumulative year-end)

Partial Care and Early Child Hood Development

Registered partial care facilities	1. Number of registered partial care facilities (Cumulative year to date)
Children accessed registered partial care facilities	2. Number of children accessing registered partial care facilities

Community Based Care Services

Children reached through community-based Prevention and Early intervention programmes 3 – NPO's funded for 2024/2025	1. Number of children reached through community-based Prevention and Early Intervention Programme (Cumulative year to date)
Children accessing services in funded Drop-in centres	2. Number of children accessing services in funded Drop in centres
Case of children abuse report	3. Number of reported cases of child abuse (Cumulative year-end)

Crime Prevention and Support Services

Persons reached through social crime prevention programmes	1. Numbers of persons reached through social crime prevention programmes (cumulative year-end)
Persons in conflict with the law who completed diversion programmes	2. Number of persons in conflict with the law who completed diversion programme (cumulative year-end)
Children in conflict with the law who accessed secure care centres	3. Number of children in conflict with the law who accessed secure care centres

Children in conflict with the law assessed	4. Number of children in conflict with the law assessed (cumulative year-end)
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Victims Empowerment Services

Persons reached through community engagement programmes 2 – NPO's funded for 2024/2025	1. Number of persons reached through community engagement programmes (cumulative year-end)
Victims of Gender Based Violence Femicide who accessed sheltering services	2. Number of Victims of Gender Based Violence who accessed sheltering services (cumulative year-end)
Victims of crime accessing support service	3. Number of victims of crime accessing support services (cumulative year to date)

Substance Abuse Prevention and Rehabilitation

People reached through substance abuse prevention programmes	1. Number of people reached through substance abuse prevention programmes (cumulative year to date)
Service users who accessed Substance Use Disorder (SUD) treatment services	2. Number of service users who accessed Substance Use Disorders (SUD) treatment services

Community Mobilisation

People reached through integrated Community mobilisation programmes	1. Number of people reached through community mobilisation programmes (cumulative year to date)
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Institutional Capacity Building and Support for NPO's

NPOs capacitated	1. Number of NPOs capacitated (cumulative year-end)
NPOs funded	2. Number of funded NPOs
EPWP work opportunities created	3. Number of EPWP work opportunities created

Poverty Alleviation and Sustainable Development

People accessing food through DSD feeding programmes	1. Number of people accessing food through DSD feeding programmes (Non-cumulative)
People benefitting from poverty reduction initiatives	2. Number of people benefitting from poverty reduction initiatives (Cumulative year to date)
Cooperatives linked to economic opportunities	3. Number of cooperatives linked to economic opportunities (Cumulative year to date)

Community Based Research and Planning

1. Number of households profiled
2. Number of community-based plans developed

Youth Development

1. Number of Youth participating in skill development programme
2. Number of Youth participating in Youth mobilisation programmes
3. Number of Youth developmental structures supported

Women Development

1. Number of women participating in empowerment programmes
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Population Policy Promotion

Research Projects completed	1. Number of Research projects completed
Demographic profiles completed	2. Number of demographic profiles completed
Population capacity development sessions conducted	3. Number of population capacity development sessions conducted
Population advocacy sessions conducted	4. Number of Population advocacy sessions conducted
Population policy assessment reports produced	5. Number of population policy reports produced

a) Funded NPO's for 2024/25 – Bojanala Platinum District Municipality

No	Moses Kotane service points †	Name of the NPO	Programme	NPO contact details	
				Contact Person	Cell phone Numbers
1.	Kameelboom	Masibambaneni Care Group	PASL-Poverty alleviation and sustainable livelihood	N. Tshabalala	0733646280
2	Mabeskraal	Batsha ba kopane	Substance abuse	C.Matshela	072 415 8612

No	Moses Kotane service points †	Name of the NPO	Programme	NPO contact details	
				Contact Person	Cell phone Numbers
3	Mogwase SAPS	Botshabelo Crisis Centre	VES	M. Mosako	0832048245
4	Moruleng	Arise and shine	HIV/AIDS	A. Modisakeng	072 264 3391
5	Manamakgoteng	Lesedi Modu Care	HIV/AIDS	B. Gouwe	0835727360
6	Lethakeng	Ikageng basha HBC	HIV/AIDS & PASL (food security-cooked meals)	B. Motaung	0673620519
7	Mogwase	Tsogao itirele service club	Older Person	Ratlokwe Molokele	0670928551
8	Welgeval	Madutle Active Ladies	Older Person	Boitshepo Phiri	0767514600
9	Moruleng	Ithuso Disability Centre	Disability	Dikeledi Moeketsi	0607710045
10	Tlokweng	Lesedi HBC	HIV/AIDS	Mmathapelo Kgasoe	0726970661
11	Madikwe SAPS	Madikwe Support Forum	VES	Lefa Papa	0824724706
12	Mabeskraal	Ragogang Service club	Older Person	Lerato Molwe	0840147937
13	Mabalstaad	Nkukise Disability Centre	Disability	Modise Cathrine	0724569153
14	Brakkuil	UitKyk Carers (Brakkuil Boresetse Development Project-newly changed name)	PASL (food security-cooked meals)	Lesego Phege	0764145977

b) Challenges

- Waiting to sign off Service Level Agreements (SLA's) for 2025/2026 financial year
- Non-compliant old age homes in our villages/wars
- Limited Non-Profit Organisations (NPO) funding (budget)
- Department of Social Development (DSD) office space for officials
- Departmental needs and budget
- Offices to accommodate staff
- Legal complying treatment centre (Old George Stegman)
- Increased number of NPO funding
- Legal complying old age home
- Lack of institutions such as substance abuse treatment rehabilitation centres/old age home

9.2 Department of Forestry Fisheries and Environment - (DFFE)

The role forestry management plays, is to capacitate municipalities and to solicit support from law enforcement agencies while establishing a good working relationship. The prescript, National Forest Act 84 of 1998, prescribes sustainable management and development of forest Protection of indigenous forests. The departments call for promotion of community forestry and issues license in terms of Section 7 for natural forest, Section 15 declared protected trees and Section 23 for state forests. There are 51 trees declared protected, under section 12 and the list is published annually.

The National Veld and Forest fire Act 101 of 1998, as amended, (NVFFA) administered by Department of Forestry fisheries and the Environment (DFFE). The purpose of the act is to prevent and combat veld, forest and mountain fires throughout the Republic of South Africa. Fires are specified to distinguish the scope of the Act, as excluding fires in build-up areas (FBSA, No 99 of 1987. This provides for variety of institutions, methods and practices for achieving the purpose SAWS issues weather forecast (FDI) daily to warn the public of pending danger due to heat, wind or rain.

The amended legislation mandates every land owner and state lands to join a Fire Protection Association in their jurisdiction. Section 7 of this legislation states that the minister may give a loan, grant or any other assistance to FPA's. Since 2023 the department has been offering financial support to Forest Protection Area (FPA's). The fire trucks and Working on Fire (WOF) will be transferred to the local municipalities. Key provisions of the act regulate the establishment, registration, duties and functioning of FPAs. These associations must deal with all aspects of veldfire prevention and firefighting.

Fire Protection Association Regulations in terms of section 20 of the NVFFA, FPAs must deal with all aspects of veldfire prevention and firefighting. The appointment and duties of a Fire Protection Officer (FPO) are also regulated. Section 3, Section 4, section 5, Section 8, Section 7, Section 6 Deals with formation of fire protection Officers, registration of Farmers Producers Associations (FPA), Duties of FPA, Fire protection Officer, Financial and other assistance and de-registration of FPA. 20 registered FPAs per municipal boundaries, 4 recognized District Umbrella FPA and DFFE supports to FPAs

- Period 2 term 1 (April 23- Sep 23) paid to only six FPAs.
- Period 2 term 2 (October 23 – March 24) paid to all FPAs.
- Period 3 term 1 (April 24- Sep 24) paid to all FPAs.
- Period 3 term 2 (October 24 – March 24) outstanding going forward.

A total of 69 trucks will be donated to support FPAs countrywide, 30 fire trucks and 39 strike units. **North west will get 5 fire trucks and 4 strike units.**

Greening Initiatives - Urban greening and tree planting programs, Promotion of urban forests and green spaces, Collaborations with community organizations and NGOs and Environmental awareness and educational 1 million tree planting

Integrated Approach - Coordination with relevant government departments and agencies. Stakeholder engagement and community participation. Monitoring and evaluation of forestry management initiatives and Alignment with the municipality's integrated development plan (IDP).

10.1 Moses Kotane FPA

The FPA was established on the 22nd June 2005 and registered with the Department under section 4 (1) of the National Veld and Forest Fire Act (NVFFA) 101 of 1998. The owner in respect of State land must join any Fire Protection Association registered in the area which the land lies (sec4(8)). Of current Moses Kotane FPA is non-Compliant with Regional Office.

10.2 Conclusion

The National veld and Forest Fire Act (NVFFA) 101 of 1998 and National Forestry Act (NFA) of 1998 form the legislative backbone of sustainable forest and fire management in South Africa. While the greening and livelihoods initiatives provide practical community driven solutions to combat environmental degradation. Through informed planning and coordinated efforts like the IDP Representative Forum, we can ensure that environmental sustainability is not just a policy goal, a lived reality for the people in Moses Kotane. Together let us commit to preserving our natural heritage for future generations.

Table 1: Departmental Strategic Alignment			
Municipal Priority No. 5	Strategic Objective	Long Term Development Strategy Priority (30 Year Plan)	Sustainable Development Goal
Development Planning Land: Human Settlement Residential area Business and Agriculture	To establish economically, socially and environmentally integrated sustainable land use and human settlement	Establish integrated Geographic Information System (GIS) system.	Goal 11: Sustainable Cities and Communities

1. Introduction

The spatial planning landscape in South Africa changed in 2013 with the promulgation of the Spatial Planning and Land Use Management Act, 2013 (No 16 of 2013), referred to as SPLUMA. In terms of this Act, Local Government became the authority of the first instance to deal with Municipal Planning as provided for in terms of Schedule 4: Part B of the Constitution of the Republic. The Department Planning and Development is responsible for the following seven functional areas namely:

a) Forward Planning, Developing and Reviewing of SDFs

Which encapsulate the long-term vision of the municipality,

b) Land Use Management and Control

Develop and update Land Use Management Scheme – LUMS and Land Use Scheme -LUS – register which governs the use of land within the jurisdiction of the municipality

c) Processing and Consideration of land use & development applications

Processing and consideration of all land use, and land development applications

d) Regulation of outdoor advertisement

Regulate the placement of outdoor advertisement within the jurisdiction of the municipality to ensure the aesthetic outdoor space of the municipality is properly managed

e) Building Control

Regulates the erection of any building structure within the boundaries of the municipality in line with National Building Regulations & Building Standards Act, 103 of 1977

f) Human Settlement & Properties

Facilitate the sustainable human settlement development and associated processes. To also administer the alienation and disposal of temporary and permanent municipal land through the disposal and acquisition of immovable municipal property policy

g) Geographic Information System

To provide effective and efficient geographic information capabilities tool.

The Department Planning and Development engages with various stakeholders who are interested in housing development, commercial development and industrial development.

2. Municipal Spatial Development Framework (MSDF)

The Spatial Development Framework (SDF) is a public policy statement that seeks to influence the overall spatial distribution of current and future land use within a municipality or other described region, to give effect to the vision, goals and objectives of the Municipal Integrated Development Plan (IDP) or related business plans of government. The MSDF covers the jurisdictional area of the municipality. In the case of the Moses Kotane Municipality, the MSDF seeks to answer the following questions: "How is the Municipality going to develop over the next ten to thirty years? What kind of development will take place, where will it take place, and who will be responsible for what aspect of the development

3. Objectives of Moses Kotane SDF

As mentioned above, the main objective of the MSDF is to provide a spatial representation of the municipal vision and to be a tool to integrate all aspects of spatial planning. The MSDF for MKLM targets two broad user categories. The first is the government sector, across spheres from national to local government, including State Owned Enterprises (SOEs). While the MSDF is informed by the spatial direction stated in national, provincial, and district level policy, it also sets out the municipality's spatial agenda for government departments across spheres of government to consider and follow. Most importantly, the MSDF outlines the municipality's spatial agenda to its own service departments, ensuring that their sector plans, programmes, and projects are grounded in a sound, common spatial logic and align with the proposals of the Province, District and surrounding Local Municipalities.

The second user category is the private and community sector, comprising of business enterprises, non-government organisations, institutions, and private citizens. While the private sector operates with relative freedom spatially – making spatial decisions within the framework of land ownership, zoning, and associated regulations and processes – the MSDF gives an indication of where and how the municipality intends to channel both public and private investments, influence, and other resources at its disposal.

This includes where infrastructure and public/private facility investment will be prioritised, where private sector partnerships will be sought in development, and how the municipality will view applications for land use change, specifically in terms of services provision. Legislative Framework of the Moses Kotane SDF

4. Legal Prescript

The Municipal Systems Act, 32 of 2000 (MSA) first introduced the concept of a MSDF as a component of the mandatory IDP that every municipality must adopt to govern its allocation of resources spatially. Chapter 5 of the Act deals with integrated development planning and provides the legislative framework for the compilation and adoption of IDPs by municipalities. Within the chapter, section 26(e) specifically requires an SDF as a mandatory component of the municipal IDP.

4.1 Spatial Planning and Land Use Management Act, 16 of 2013

With the enactment of the Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA), a new planning regime was introduced in South Africa. It replaced disparate apartheid era laws with a coherent legislative system as the foundation for all spatial planning and land use management activities in South Africa.

4.2 SPLUMA Seeks to Achieve the following Six Objectives

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

4.3 MSA and SPLUMA, MKLM MSDF Alignment

a) In addition to the MSA and SPLUMA, the MKLM MSDF is also informed by other legislative and policy frameworks and strategies including the:

- ✓ National Environmental Management Act, 106 of 1998

- ✓ The National Development Plan (2030)
- ✓ Integrated Urban Development Framework
- ✓ National Spatial Development Framework (NSDF) (2023)
- ✓ Comprehensive Rural Development Programme
- ✓ North West Provincial Development Plan (2030)
- ✓ North West Provincial Growth & Development Strategy
- ✓ North West Environmental Implementation and Management Plan (2020)
- ✓ North West Spatial Development Framework (NWSDF)
- ✓ Provide for the sustainable and efficient use of land.
- ✓ Provide for cooperative government and intergovernmental relations amongst the national, provincial, and local spheres of government; and
- ✓ 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.

SPLUMA seeks to achieve the following six objectives: The role played by these legislative policy frameworks is expressed in the figure below:



Figure 3: Legislative policy framework roles

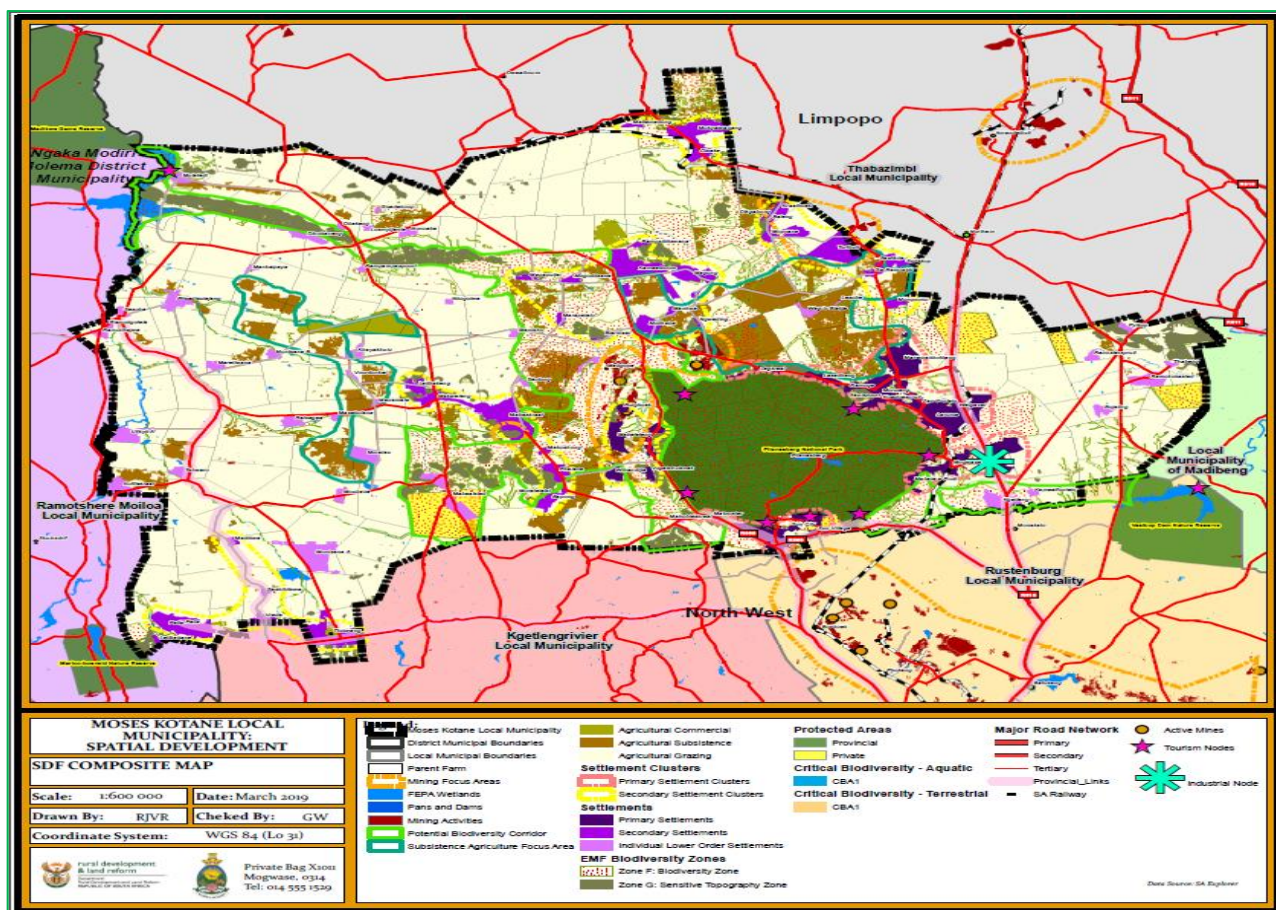
TABLE 2: LEGISLATIVE POLICY FRAMEWORK ROLES		
National	Provincial	Municipal
At the National Level, the National Development Plan (NDP) Vision 2030 sets the country's strategic objectives. To give expression to the NDP, the Department of Agriculture, Land Reform and Rural Development has promulgated the National Spatial Development Framework vision 2050, which provides a long-term guiding light to realise the desired Post-Apartheid National Spatial Development Pattern.	The 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 expression and align municipal planning in the province.	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 MSDF, therefore, is responsible for guiding the spatial planning of the municipality and provide a common spatial agenda for diverse sector plans.

TABLE 3: ACTION PLAN AND CHALLENGES	
Challenges	Action Plan / Aspirations
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 in the form of a Geographic Information System (GIS) which will support efficient municipal operations is expected to be in operation by 2026
Inadequate staff	The existing approved organisational structure is due for review in line with new staff regulations. Ensure that the existing staff receive continuous training
Mushrooming of Illegal land uses in formal townships	To conduct land ownership and land use audits and enforce compliance
Uncontrolled and uncoordinated land use development in areas under traditional authorities	To establish mutual relationships with traditional authorities and their structures, especially at administrative level
No alienation and disposal of temporary and permanent municipal land policy	To develop the alienation and disposal of temporary and permanent municipal land policy
Undeveloped municipal land and other abandoned land	To alienate and dispose the municipal land; To locate the owners and enforce the by-laws; To consider infill development (subdivide and rezone)
Unregulated outdoor advertisement	To regulate the outdoor advertisement activities
Lack of funding for SDF Review	To Review the SDF inline with the Long-Term Strategy and other policies Identified as one of the four municipalities for Human Settlement Accreditation.
Budget cuts as announced at SOPA,2024/2025, will negatively affect the housing delivery to address the 25 000-housing backlog in the case of Moses Kotane Local Municipality	

TABLE 4: SHORT-, MEDIUM- AND LONG-TERM ACTIONS AND CHALLENGES		
Short Term	Medium Term	Long Term
Opening the Township Registrar & proclamation of Mogwase Unit 8A	Review Municipal Spatial Development Framework	Lekutung project (green development in Moruleng)
Appointment of a body to resume the responsibilities of the Municipal's Appeal Authority	Re-layout of Mogwase Unit 3 cadastral	Kubu Development (Bakubung City)
Appointment of a panel of professional service providers from the built environment field of study Mabeskraal Shopping Complex Compilation of Village Development Plans Expansion of Sun City Shopping Complex Development of Kgabo Safari Resort (Sleepover)	Land Audit	
	Integrated GIS	
	Special Economic Zone	
	Tourism hub	
	Mankwe Shopping Complex	
	Elandsfontein Solar Power Plant	
	Waagfontein Development	
	Rhenosterfontein Solar Farm Plant	
	Development of Mogwase Unit 7 and 8B	

5. Composite Spatial Development Framework and Spatial Strategies of MKLM

As Informed by the opportunities and constraints outlined in Section 3 of MKLM Municipal SDF, the conceptual spatial framework is translated into more detailed SDF proposals on the following map. The key components of the composite SDF include the following: Settlement structure and hierarchy (Development Nodes); Development Corridors and Restructuring Zone; Protected Areas; Critical Biodiversity Areas & potential Biodiversity Corridors; Mining Focus Areas; Tourism Focus Areas; Agricultural and Subsistence Agricultural Focus Areas; Industrial Focus Areas; and zones of overlapping function and potential divergent spatial objectives.



Map 1: Composite Spatial Development Framework for Moses Kotane LM

These composite spatial development frameworks and spatial strategies are fully addressed below:

6. 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.

7. Development Corridors & Restructuring Zone

Protect: Development outside of the identified settlement cluster areas should be limited to areas adjacent to the identified corridors.

Change: Upgrading of the identified corridors should be encouraged, specifically targeting the identified corridors that are gravel.

New: The establishment of public transport on the identified corridor routes should be supported to allow increase mobility within the rural areas of the municipality

8. 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.

9. 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, a 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.

10. 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 to 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 towards 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.

11. Tourism Focus Areas

Protect:

The e 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.

12. Agricultural and Subsistence Agricultural Focus Areas

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 jeopardised 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 the BPDM EMF guidelines.

New: High-potential agriculture: Intensified crop farming should be encouraged and, where relevant, irrigation potential should be optimised.

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.

13. 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.

14. Corridor Development

The Municipal Spatial Development Framework identifies development corridors 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 is being utilised to support economic growth.

The identification of development corridors is influenced by the Development Centre at each end of the corridor. Within the Municipality, the following routes were 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 declared priority housing development areas along the vicinity of 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.

15. Catalytic Projects Initiative

Priority Human Settlement and Housing Development Area's (PHSHDA's)

The Priority Human Settlement and Housing Development Area's Programme is a national spatial transformation approach to build new, integrated, functional, and inclusive settlements. It draws on cooperative and collaborative public sector investments intending to leverage private investment against defined objectives within a designated geographical area,

The programme aims to use the delivery of housing for a broad range of housing typologies within integrated mix- use developments in the declared PHSHDAs to address the following circumstances of priority: -

- ✓ Areas of urgent housing need where there is an established high demand and low supply of housing opportunities.
- ✓ Areas requiring upgrading and/or redevelopment for purposes of delivering housing choices, including subsidized housing.
- ✓ Areas requiring improved access to infrastructure, amenities, and services; and
- ✓ Areas that support the integration of different housing typologies, land uses and economic development.

Ultimately, the impact must be spatial transformation of undesirable settlement patterns emanating from past practices and creation of new sustainable human settlements. This is to be achieved through the transformation of sustainable entrenched spatial patterns which have historically

exacerbated social inequality and economic inefficiency; to revitalize, renew and redevelop these areas; and to achieve a balance between spatial equity, economic competitiveness, and environmental sustainability.

16. Moses Kotane Local Municipality has two (2) designated PSHDAs namely:

a) (Ledig – Sun City – Ledig PSHDA and Mokgalwaneng/Spitskop PSHDA) within its area of jurisdiction.

The designation is in terms of Section 3 of the National Housing Act (No. 107 of 1997) read in conjunction with Section 7(3) of the Housing Development Agency Act, 2008 (No 23 of 2008), the Spatial Planning and Land Use Management Act (SPLUMA) (No. 16 of 2013), and the Infrastructure Development Act (No.23 of 2014).

The entire PSHDAs area as demarcated, was officially proclaimed as the Pilanesberg Restructuring Zone Corridor in Government Gazette No. 43726 dated 18 September 2020 – hence, it qualifies for subsidies from the Social Housing Programme in line with the requirements of the Social Housing Act, 2008.

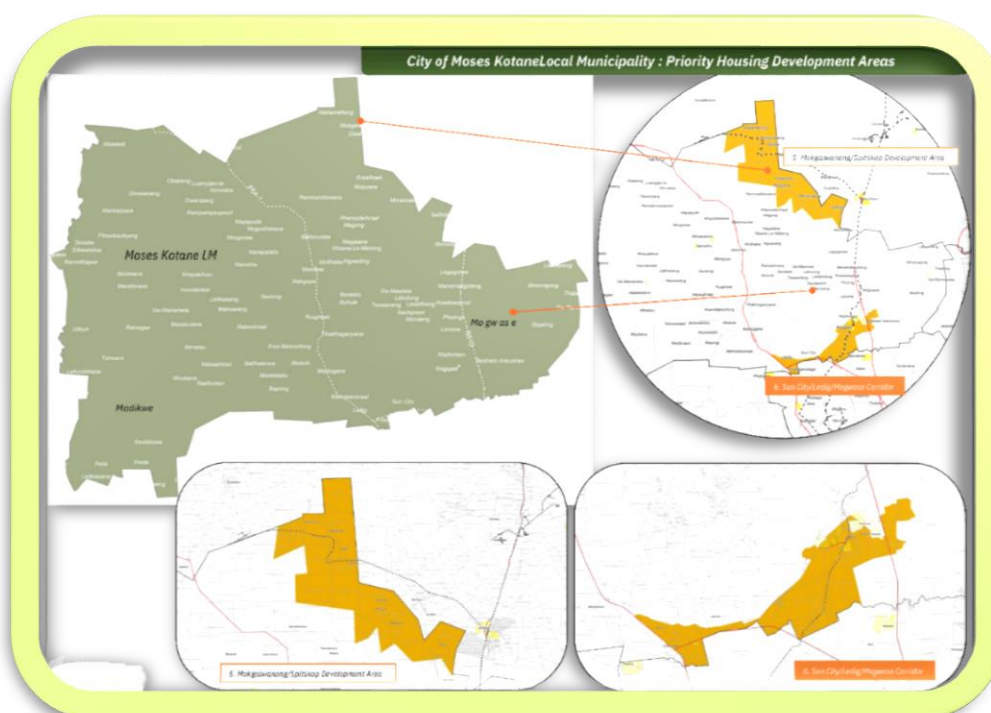
17. Below is the spatial distribution of the Moses Kotane Local Municipality's PSHDAs.

b) Ledig – Sun City – Ledig PSHDA - Cadastral Structure

The main Farms and Farm Portions forming part of the PSHDAs area are Olivenboom 62 JQ and Klipfontein 60 JQ to the far east in the vicinity of Mogwase; Rhenosterspruit 908 JQ, Buffelsfontein 85 JQ, Waagfontein 89 JQ and Rhenosterfontein 86 JQ in the central parts; and Frischgewaagd 96 JQ and LediG 909 JQ to the west. On the Farm Waagfontein 89 JQ several subdivisions bordering onto route R53 exist.

Most formal townships in the PSHDAs area exist in Mogwase to the east, while one small township (Gabonewe Estate) exists on the Farm Frischgewaagd 96 JQ to west in the vicinity of Ledig.

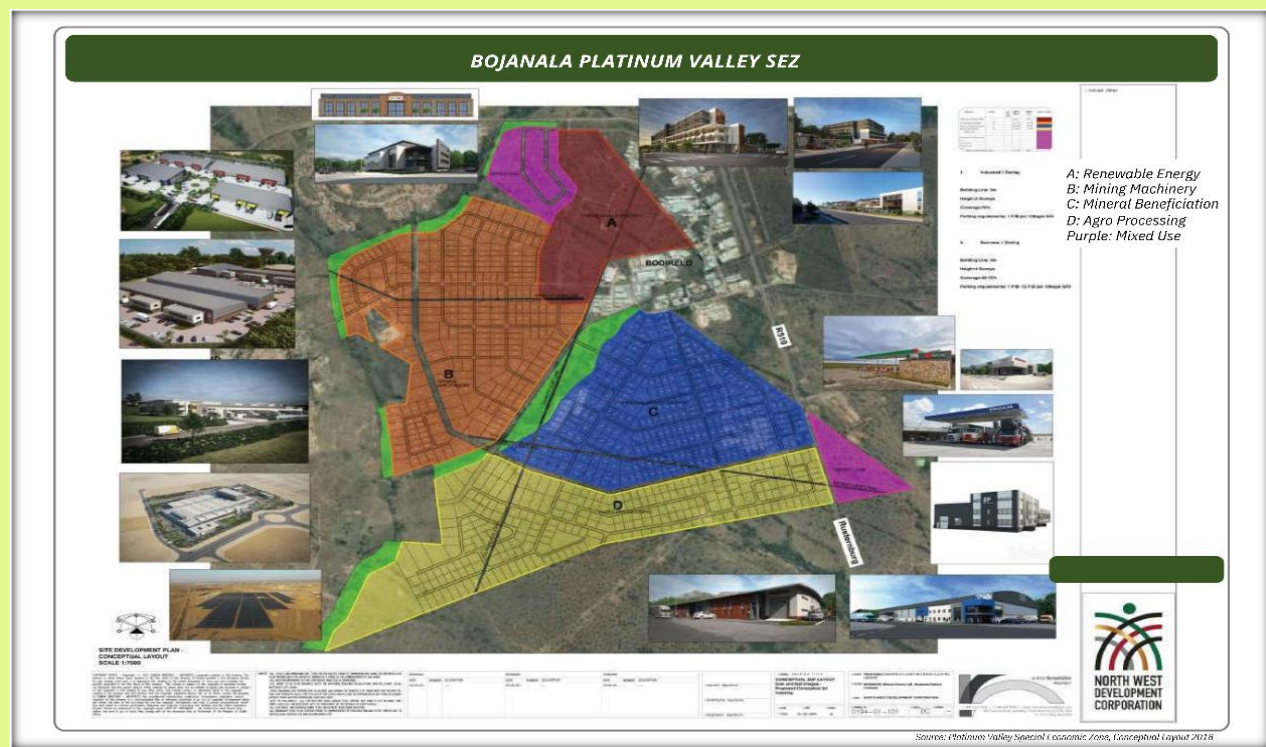
Map 2: Ledig – Sun City – Mogwase PSHDA



a) Existing Land Use and Development Initiatives within the Ledig – Sun City – Mogwase PHSDA

- ✓ The Bodirelo industrial area has been identified as the future Bojanala Special Economic Zone (SEZ)
- ✓ The Bojanala SEZ proposes an extension to the existing Bodirelo Industrial Township, by expanding towards the west and south.
- ✓ The development of the SEZ could be a huge catalyst towards the future development of Mogwase, leading to increased demand for Residential Areas.

Map 3: Proposed Bojanala SEZ Development



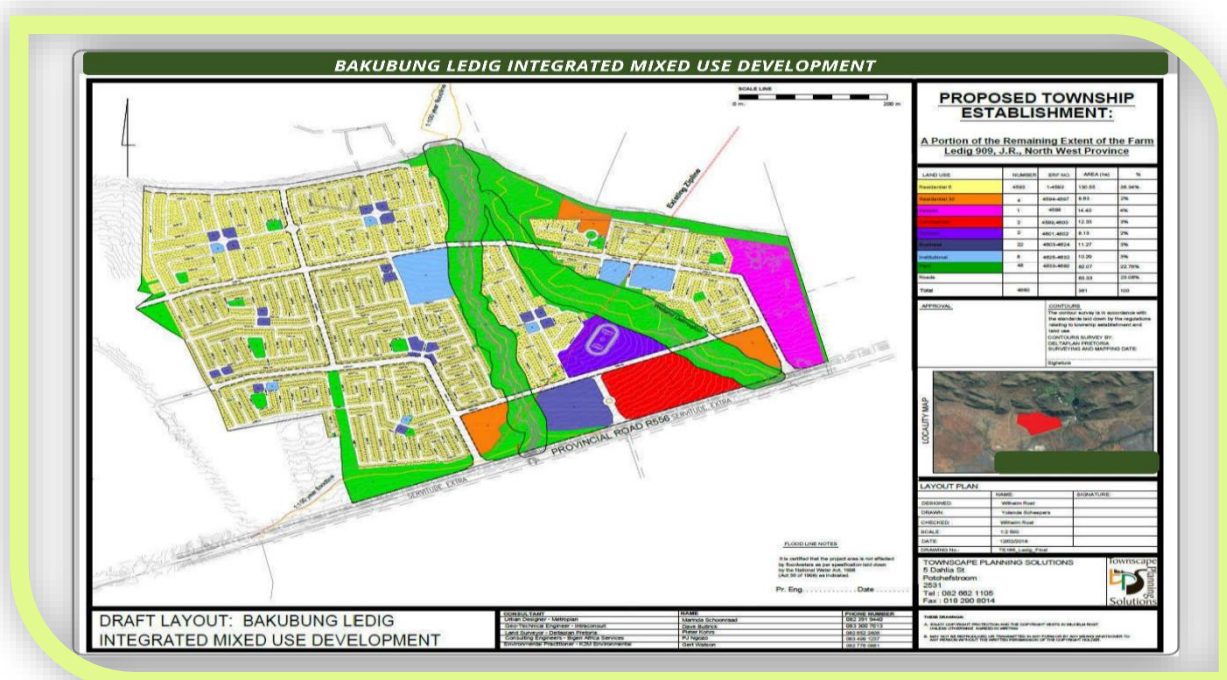
- ✓ The Mogwase CBD and Moses Kotane Civic Precinct are in Mogwase Unit 3 with a large area adjacent to the west thereof earmarked for future expansion of business and/or institutional uses.
- ✓ In the south-western part of Mogwase residential development occurs in Mogwase Unit 1 to the east of route P53 and Unit 2 to the west thereof, as well as Mabele-a-Podi which is located to the south of Unit 2.
- ✓ Further to the north are Mogwase Unit 4 and Unit 5 which are both fully developed, while Unit 5A to the north of route P53 was completed over the past decade and a small portion of unit 9 has also been completed.
- ✓ Further to the south and next to the railway line is Unit 8A which is also fully developed.
- ✓ Furthermore, there are two (2) new Township Developments known as Mogwase Unit 7 located on the Eastern boundary of Mabele-A-Podi Settlement, and Mogwase Unit 8B which is an extension of the existing Mogwase Unit 8A.
- ✓ Furthermore, the Waagfontein Mixed Use Housing Development Project could potentially cater for approximately 12, 377 residential units. The development is to be located at proximity to the Pilanesburg Airport.

Map 4: Proposed Waagfontein Mixed Use Housing Development Project

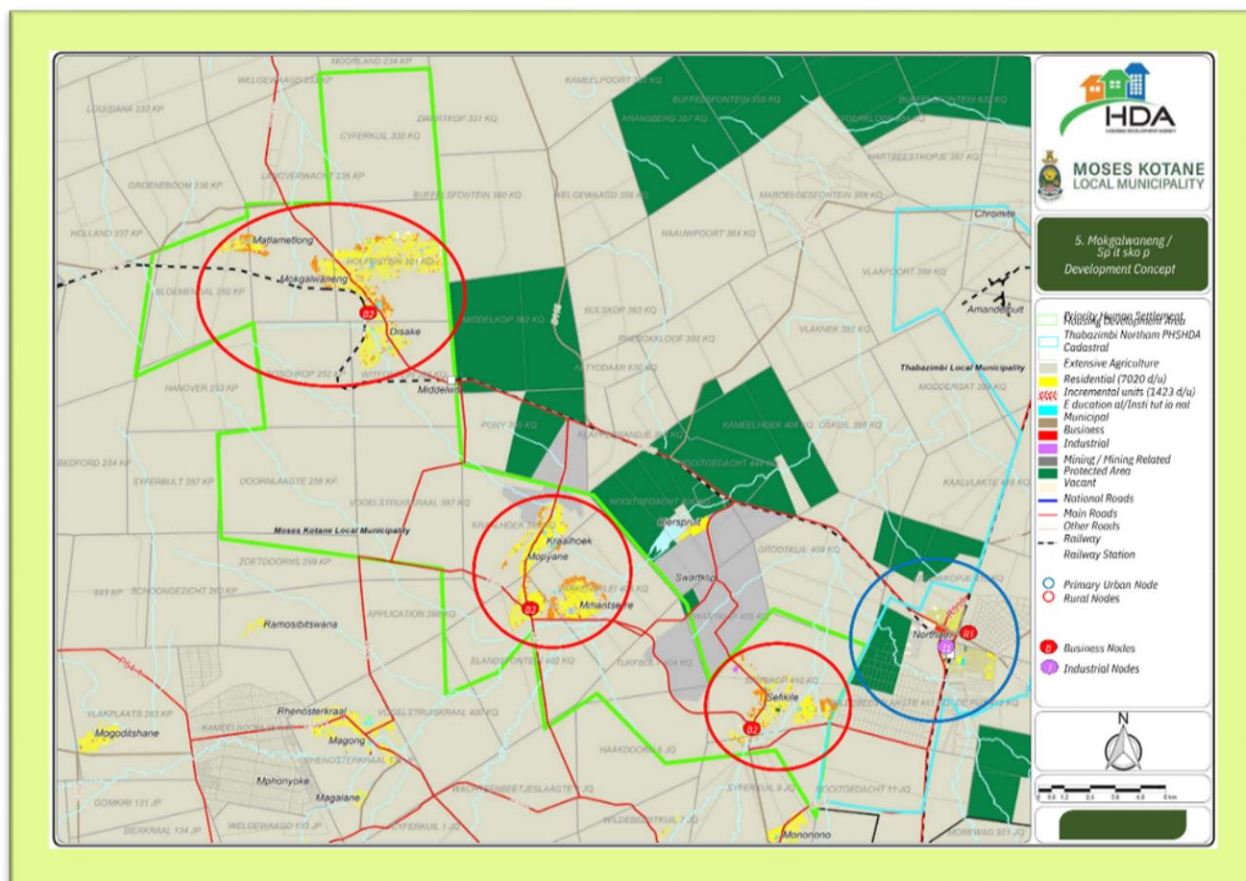


- ✓ There are proposals to expand the existing Sun City Business Centre (Sun Village) to the west.
- ✓ The Gabonewe Residential Estate to the south of route R556 comprises of 202 erven providing for medium density residential units to accommodate workers of the mine.
- ✓ Furthermore, there are proposals to develop a Bakubung Smart City comprising of about 4593 single residential erven and four multiple residential erven. (To be developed as a 99-year leasehold scheme)

Map 5: Proposed Bakubung Smart City Development.



Map 6: Mokgalwaneng – Spitskop PSHDA



Mokgalwaneng/Spitskop PSHDA - Cadastral Structure

The Mokgalwaneng – Spitskop PSHDA is in the North-West Province and the southern periphery of the Thabazimbi-Northern PSHDA located in the Limpopo Province are to be planned and developed as one cross-broader functional area anchored around the mining activities of the Union-Swartklip Mine and Amandebult Mine further to the North.

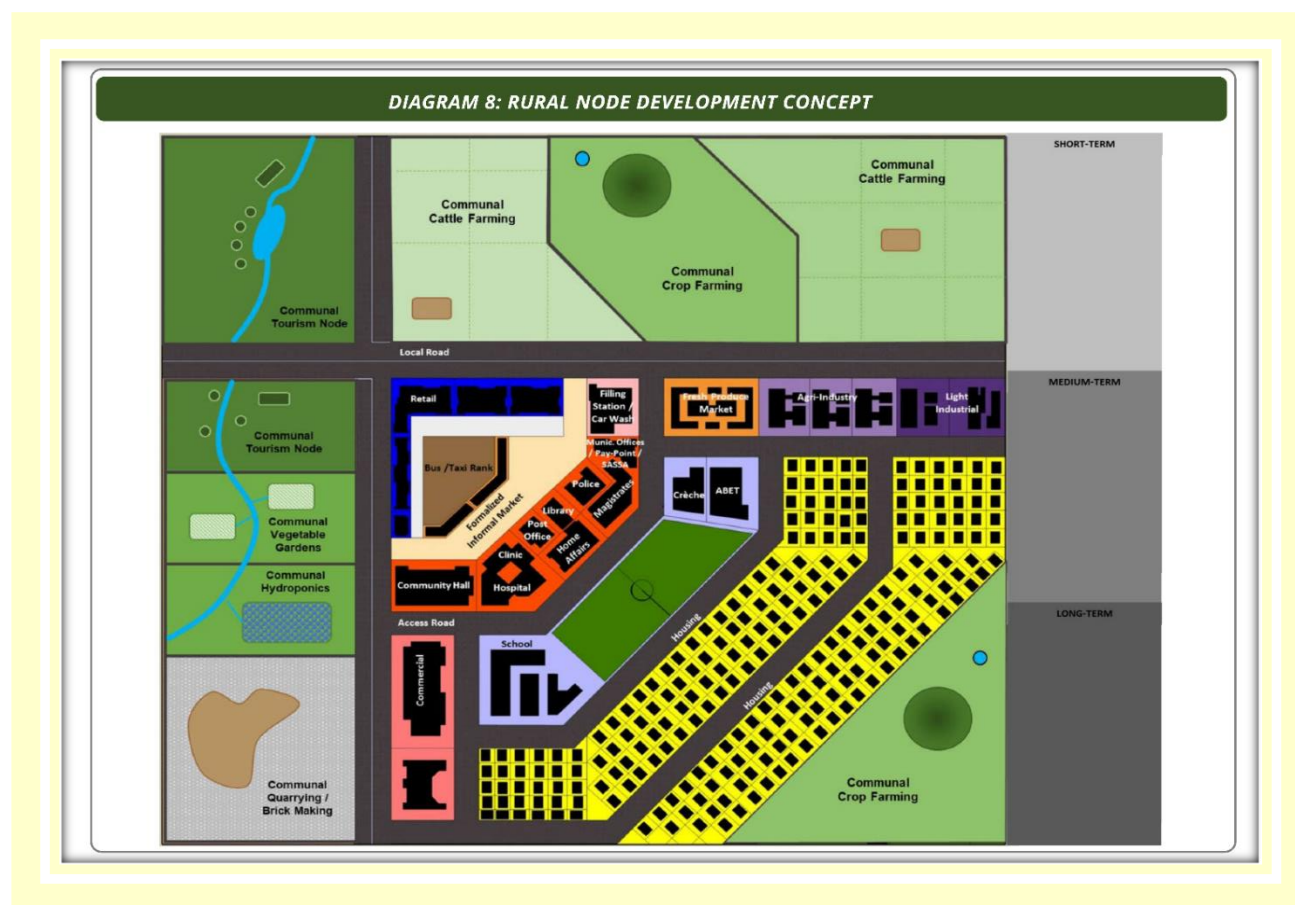
In the context of the broader functional area, Northam town is the Primary Urban Node and the rural villages to the south are to be consolidated as three Rural Nodes. The Northam Primary Node is well-located along route R510 Road earmarked to accommodate various activities, including high order business node, service industries, various housing typologies etc.

The three Rural Nodes are more isolated (not located along route R510) and fall under Traditional Leadership, which limits the housing typologies and tenure alternatives that can be established in these areas. Hence, the proposal to consolidate the three rural nodes in line with the Rural Node Development Concept as illustrated below, to eventually accommodate various activities which includes: -

Local Business activity and lower order service industries, including any form of agri-processing.
A range of community facilities.

Rural housing to be incrementally developed in line with land allocations made by traditional leaders.

Map 7: Proposed Rural Node Development Concept



a) Proposed Extension of Boundaries Priority Human Settlement and Housing Development Areas

The intension of PHSHDAs is much higher than what the municipality has provided and/or anticipated during the period of 2020's declarations. However, the municipality have realized the need for the extension of the PHSHDAs Development Boundaries to accommodate the future high impact development such as Mogwase Mega City Human Settlement which the proposal came after the plan has been completed.

Therefore, the Municipality seek to utilise the PHSHDA initiative/programme and any other relevant programmes to aggressively develop its area. Various properties and potential development corridors have been identified to be submitted for the designation of the PHSHDAs. The areas include but not limited to: -

- ✓ Remainder Portion of the Farm Olivenboom 62 JQ – There is approval land development agreement between the municipality and the north west housing corporation comprising of 10 000 units, this is seen as a game changer as it will stimulate the housing economy os Moses Kotane and job creation wthin the project.
- ✓ The Farm Morsgat 189 JP – The Municipality has been engaging the Department of Agriculture, Land Reform and Rural Development as the landowner, for the possibility of the property to be transferred to the Municipality, for purposes of establishing the expansion of the Madikwe Township, which is currently land locked.

18. Village Development Plans (VDP) also known as Village Precinct Plans

Moses Kotane Local Municipality is relatively rural in nature, comprises of 107 Villages and two formal towns. Even though there is no classification in any legislation registered to be 100% rural. Traditional authority areas require robust and coordinated development as well. Hence, the municipality has been identified to participate in the VDP as one of the twelve pilot areas for this project.

Following the 2023 Strategic Planning, the Municipality resolved on the two key important issues regarding the development in areas under the Traditional Authorities:

- ✓ Villages and Traditional Authority's (TAs) will be engaged with the intent to establish a land use scheme that manages informal land parcels.
- ✓ Villages and TAs will be encouraged to support payment for improved services and such villages will be prioritized for top-up services.

These resolutions are in line with the Integrated Urban Development Framework (IUDF) priority of Rural-Urban Interdependency: This priority recognizes the need for a more comprehensive integrated approach to urban development that responds to both the urban and the rural environments.

The VDP serves as a valuable strategic planning tool that provides a comprehensive analysis of a rural area earmarked for development. This analysis is based on the respective Municipal Integrated Development Plan (IDP) and Spatial Development Framework (SDF) and serves as a guide for targeted rural development interventions.

The VDP designates a specific geographic area within a municipality that is subject to unique administrative arrangements aimed at safeguarding and enhancing the natural landscape and associated activities within the rural precinct to ensure a better land use management in rural settlements.

19. Land Use Scheme

The Municipality adopted its SPLUMA aligned 'Wall-to-Wall Land Use Scheme'. The 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.

20. 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 MKLM since 2003.

The Municipality adopted its housing policy in 2003 serving as a legislative framework for housing delivery within its area of jurisdiction. The Housing Sector Plan was developed and adopted in 2015.

The apartheid government left the highly fragmented human settlements characterised 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 marginalising 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 that there are no title deeds in rural areas, 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 the upgrading of informal settlements where in our case it is caused by mining developments. 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 the 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 to transform 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.

Human Settlement Status Quo - Current New Low-Cost Housing Project - allocated to MKLM villages and construction is ongoing.

TABLE 5: HOUSES ALLOCATED TO MOSES KOTANE LM	
Short Term	Villages and household allocation
Ntswana Le Metsing (100)	Moubane (80)
Ledig (100)	Mabele – a – podi (100)
Bapong (100)	Maretlwane (100)
Pella (300)	Sesobe (200)
Tlokweng (300)	

These projects are still ongoing due to delays posed by the pandemic restrictions experienced between the year 2020 – 2021. Projects Kameelboom 100, Motlhabe 100, Mopyane 100, Mogoditshane 100, Ngweding 99 and Masekoloane 20 have been completed. MKLM has got two informal settlements which are in Unit 8 and in Sefikile Thulamutswana respectively. One of the key aspects that impacts on developmental activities within MKLM is land ownership, with large areas of land under custodianship of various traditional authorities.

MKLM is comprised of 107 rural villages which are under the administration of the traditional authorities and two urban/formal towns which is Mogwase and Madikwe. Issues like economic growth, investment, and poverty alleviation and the meeting of basic needs of 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 MKLM.

21. Blocked Projects

Currently there is 1 blocked project in Phadi which is within the cluster of Ramokokastad. There are approximately 45 outstanding houses which are yet to be constructed. Geotech studies undertaken by Provincial Human Settlement have indicated that the land in Phadi is dolomitic and a second study of stability needs to be undertaken as soon as fund are available before any project can commenced.

SECTION G: KPA 6 – LOCAL ECONOMIC DEVELOPMENT

Table 1: Strategic Alignment			
Municipal Priority No. 7	Strategic Objective	Long Term Development Strategy Priority (30 Year Plan)	Sustainable Development Goal
Economic Development	To create an enabling environment for social development and economic growth	Pilot a robust and productive local economy.	No. 1: No Poverty No. 8: Decent Work and Economic Growth No. 9: Industry, Innovation and Infrastructure (Triple I's)

1. Introduction

Local Economic Development (LED) refers to strategies and initiatives aimed at improving economic conditions in various wards of the municipality. MKLM must play a crucial role in fostering economic growth, creating jobs, and improving the quality of life for residents in all 107 villages and 2 urban areas. Aspects to be considered must be infrastructure development where we invest in infrastructure such as roads, electricity, water supply, and internet connectivity to attract businesses and improve productivity. Support to be given to Small Businesses and Entrepreneurship by providing financial assistance, grants, and low-interest loans and offering training programs and business incubators in collaborations with other investors and mining houses and reducing bureaucratic barriers for startups. MKLM must create favorable conditions for investors by offering incentives such as tax breaks, streamlined regulations, and access to industrial parks. To ensure that for provision of skills development and Employment Creation. The department need to partner with educational institutions to align skills training with market needs, to encourage apprenticeships and vocational training programs and supporting job placement initiatives. To also ensure Sustainable Development and Green Economy. Promoting eco-friendly industries and renewable energy projects. To encourage sustainable agriculture and responsible resource management and to implement policies that support climate resilience.

Further is Tourism and Cultural Development, to can leverage local heritage, arts, and natural attractions to boost tourism, which generates revenue and creates employment. Promotion of Public-Private Partnerships (PPPs) in Collaborating with private sector entities to fund and implement developmental projects, by ensuring efficient service delivery and economic growth. To ensure Digital Transformation and Smart Cities by promoting and encouraging e-commerce and digital entrepreneurship. To also implement smart city solutions for better governance and service delivery and expanding access to digital skills training. Continous engagement with communities to understand their economic needs and partake in decesions that really affect them atb local space as in decision making processes. Support be provided to marginalized groups, including women and youth, in economic activities and to ensuring equitable distribution of resources and opportunities.

2. Development Strategic Planning Resolutions and Status Quo on Objectives

The Local Economic Development Department on attending the Strategic Planning session from the 21st to the 23rd March 2023 and May 2 and 3 respectively in Sun City resolved that:

- a) The departmental organogram be populated accordingly with staff that is equal to he tasks presented to it in relation to service delivery matters, investment opportunities and the mission to create a sustainable economic growth platform, details of which to be named according the needs analysis presented.
- b) The department be afforded an opportunity to create a special purpose vehicle in line with the relevant legislation wherein guiding principles of such a section be studied thoroughly in consultation with the legal department for compliance, monitoring and evaluation. The purpose of the vehicle shall be revenue generation and investment drive.
- c) The following 5 (five) projects be adopted as flagships with the timelines of between 1 (one) and 3 (three) years as they appear to be long hanging fruits to benefit the municipality short term. Some of these projects are in private hands and would need to follow relevant legislation/s in order to avoid going against laws governing local government:

3. LED Strategic Plan Resolutions

- **Solar Power Partnership** – Rezoning notices has been put up already within the said area where the project is earmarked to take place.
- **Regional Chamber of Commerce** – Respective stakeholders earmarked herein have had their first engagement and are to begin with the invitations

- **Waste to Energy Projects** – Received a proposal from a local company within the community and we are yet to conduct due diligence.
- **Agriculture and Agro-Processing Project** – District development model has recommended that the project be relocated to Madibeng and MKLM has redesigned a new project named Farmers Market.
- **Tourism Node Development** – The National Department of Tourism has come into the fray and visited the site. It is also seeking to assist with investors for the project. Rezoning plans are to be finalized with planning department.

Over and above-mentioned pointers, the department also feels that the objective of climate change objective is not solving the current bleeding of jobs and other opportunities in the mining sector. It also not creating an after care and the future of economic development in the are and the following objectives were added to the sector:

- Creation of The Alternative Economies and Mass Portable Skills Development
- Introduction of The Digital Economy and Incentivising Innovation and Creativity
- Economic Infrastructure Creation and Growth Fund Creation

4. Status of LED Strategy

MKLM commissioned a review and formulation of its Local Economic Development (LED) Strategy for the municipality in 2020. The strategy is based on identified development needs, opportunities and comparative advantages of the area, providing the Municipality with guidelines to create and facilitate economic development, realize the underlying economic development potential, and encourage private sector investment and job creation. The strategy fosters the exploitation of strengths and opportunities in order to minimize the weaknesses and threats of the municipality.

The strategy therefore is used as a tool by the municipality to ensure dedicated and effective utilization of available resources and to promote local economic development in a proactive and dynamic manner. The purpose of this study is to evaluate the region (on an economic basis) and to identify gaps within the economic base. The identification of opportunities and strategies follow this, in order to assist the municipality in addressing the creation of employment opportunities, investment and business development and the resultant positive spin-off effects throughout the local economy. In view of the above, the LED strategy aims at providing the municipality with the following:

- Identifying LED opportunities and programmes
- Developing business concept testing and project Prioritization matrix
- Developing LED vision, goals and SMART objectives
- Identifying Projects for implementation

Table 2: Main Economic contributors/drivers in the District and Local (current performance)

The main employer for Moses Kotane LM is the mining sector.	Finance & insurance.	Community & social services	Manufacturing	Transport
General government sector	Wholesale and retail trade sector	Electricity, water, gas	Agric. & forestry	Construction

Employment and income levels in Labour Indicates 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 and Participation rate
- ❑ Occupation, Formal and Informal Employment

Employment and Unemployment Rate in MKLM has amongst the highest unemployment rate 51%. This is discouraging as it indicates that approximately one third of the labour force wants to work but cannot find employment opportunities.

Participation rate is 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 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.

The main type of occupation for the MKLM 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.

Formal and Informal Employment is a relatively higher proportion (86.4%) of persons employed work for the formal sector. Implication of the Labor Indicators is 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.

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

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

GGP Growth 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%.

GGP per sector, 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, tourism is a very important sector for the local municipality, and therefore this sector will be further analysed in section five of this report.

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%.

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%).

Income is 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 to meet their needs and the needs of their dependents.

Expenditure, MKLM 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 evenly by residents within the local municipality.

Non-durables goods are those goods that have a relative short life, however these goods are necessities. 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. SMME's and Cooperative Overview

The aim of this thrust is to support and create a conducive environment for entrepreneurship, SMME's and Cooperatives to flourish, create jobs and become sustainable. Through dedicated programmes and projects this thrust aims to ensure that barriers prohibiting the growth and development of enterprises, such barriers including, lack of – access to skills, access to capital, access to markets, access to technologies and business networks.

Programme 1: Promote innovation, skills transfer and business development, create platforms and resources to assist SMME's/cooperatives to access and enhance skills, technology for products development and improvements, business development services and funding. Projects identified are

- Incubation Hub and SEDA and other SOEs Satellite Office
- Technology transfer and innovation and Enterprise Development Fund

Programme 2: Promote market and capital access, encourage buy local, access to opportunities by SMME's/cooperatives and expose small enterprises to markets. Projects identified are

- Business Opportunities Catalogue and e-tender and Buy local campaign and Monthly Markets

Programme 3: Business Networking, one of the critical challenges to SMME's/cooperatives is lack of access to markets, skills and knowledge due to their not networking with their peers and big business to share experiences, profiles and collaborate on mutually-beneficial projects/business. It is pivotal that platforms be created for local business (big and small) to network, share experiences and business opportunities. Project identified

- Business Associations and Monthly business events

6. Mining Overview

The potential of Mining development within MKLM is encouraging due to abundance of mineral commodities with other attributes that are essential elements for and can form the base of a successful locality. The Municipality is recognized in some areas as a nodal point for rural development intervention due to its high unemployment, poverty levels and underdeveloped. This led to underutilized mining activities which fail to generate tangible signs of economic growth in the area.

It is against this background that Moses Kotane Local Municipality is establishing a Mining working Group that will facilitate development of special vehicle that will drive the economy of the Municipality, thereby contributing towards the integration of resources and community planning targeted towards economic, social and environmental sustainability of the area. The Mining Working Group undertakes to create an enabling environment for the empowerment of Historically Disadvantaged South Africans (HDSA's) by subscribing to the Mineral and Petroleum Resources Development Act and Mining Charter as well as other related legislations.

The main objective and the role of the Mining Working Group will be primarily to facilitate formulation, definition and review of local, regional, provincial and national Mining policies and development strategies that are consistent with the overall objectives for sustainable Mining growth of the Municipality; thereby ensuring the effective and efficient allocation of resources for local Development Plans. This shall be done in line with all legislations and policies relating the above-mentioned topic. The South African Minerals and Commodities Spread (Almost 50% of these are in the North West Province).

6.1 Mining Working Committee

Establishment of the Working Group for Moses Kotane Local Municipality to integrate mining as an economic driver and value add to led programs was resolved on by council on the 28 February 2024. This collective shall focus on the social labour plan and mining developments in the area in relation to the laws governing this sector and how they are implemented in the region as per the social labour plan. For the group to be representative it is proposed that it be composed of eth following:

- Integrated Development Plan and Local Economic Development Office
- Relevant Communities, Legal and Planning and Development Office
- Community Service, Infrastructure and Technical Services

The IDP and LED Strategic Planning Report have identified existing and potential mining projects, including consideration of beneficiation of mining products. It is therefore imperative that these mining operations and future projects be supported by the Municipality.

Programme 1: Local Participation and BB-BEE, whilst mining is a capital and skills intensive business that has inherent tough barriers of entry for SMME's/cooperatives, the Mining Charter is crystal clear that mines must empower local host and labour sending communities through:

- Procurement opportunities (set asides);
- Employment and skills development;
- Ownership (equity); and
- Social responsibility.

To this end, MKLM must ensure that all mines operating with its jurisdiction have in place and implement their Social Labour Plans. Projects identified

- Social Labour Plans implementation monitoring
- Enterprise and Supplier Development programme implementation monitoring
- Social Responsibility programme implementation monitoring

6.2 MKLM proposed SLP priorities

Given the above-mentioned Municipal Priorities, the internal Mining Working Group has met and agreed to propose on the following deliverables as part of the Social Labour Plan from Anglo American – Amandelbult SLP 3

- **Enterprise Development** – Financial Management, Marketing Management, Innovation and Creativity in line with the 4th industrial Revolution, Adherence and Compliance of Laws, Fiscal Discipline, Sandfontein Chicken Project with new investors from local.
- **Supplier Development** – Pricing Skills, Costing Skills, Tendering Procedure, Bidding, Turnkey and PPP approaches, Joint Venture Agreement, Legalities regarding Laws Governing Supply Chain
- **Infrastructure** – D501 Road (12km) from R510 to Mmorogong as an economic corridor for the community, Business Infrastructure. Mantserre Bulk Infrastructure and Fire Hydrants
- **Skills Development** – Mining Skills, Alternative Industries Skills, Innovation Skills, Career Pathing
- **Manufacturing and Repairs** – Auto Manufacturing and Components, Nuts, Bolts, Flanges, Pipes, Valves, Drill Bits, Implosives/Explosives, PPE, Lubricants
- **Business Development** – Incubation and Funding Models Start Ups, Order Form Financing, Bridging Finance, Franchise Fees
- **Rehabilitation of Ward 10 Open Hole next to R510** – closing of the open pit and rehabilitate the area with a sporting facility and a park
- **MAUANE ARTS FESTIVAL AND EXHIBITIONS** -this is a festival aimed at driving economic development in the region through tourism and creative industries

Table 3: Low Hanging Fruits and Quick Wins for Immediate Benefit for Communities	Proposed Way Forward
▪ Bakery Services, Protective Clothing	▪ Enterprise Development Fund

Table 3: Low Hanging Fruits and Quick Wins for Immediate Benefit for Communities	Proposed Way Forward
<ul style="list-style-type: none"> Waste Management, Garden Services Agriculture and Agro Processing Yellow Metal, Lubricants, House Maintenance Hospitality and Tourism Refurbishing and Repairs Spatial and Commercial Mix Development 	<ul style="list-style-type: none"> Mining Academy, Innovation Hub Alternative Industries Creation Manufacturing Regional Communication Platform Education and Training Annual Awards System

6.3 Proposed Interaction in the Region

- A meeting of all the regional mines under one roof
- Cross Border collaboration with neighbouring municipalities
- Adoption of a calendar of activities
- Creation of a regional collaboration and of regional terms of reference
- Creation of annual general meeting and of annual target
- Submission of Immediate Implementable Programs and Projects (in line with municipal internal Processes)
- Preferential Procurement Practice and Monitoring and Evaluation Activities

6.4 Additional Proposals to Social Labour Plan

- Creation of a skills development centre for various skills
- Creation of a Regional Mining, Tourism and Business Chamber
- Human Resource Development – apprentice, artisans and mining professionals (Especially Women and Youth) and Economic Infrastructure Creation
- Creation of alternative industries – (Textile, Tanning, Brick Making and related services)
- Creation of Agro Processing Plant and Procurement by mines
- Provision for Procurement Change – Yellow Metal, Lubricants etc
- Yellow Metal Repairs Centre within Municipality

6.5 Update on Mining Developments

The sector has found several mixed reactions on various fronts in the municipality. It has come to our attention that ward 27 is posing challenges which is tantamount to illegal mining wherein Department of Minerals and Energy has intervened unsuccessfully thus far. However, a small-scale mining. Below attached.

Table 4: Mining		
Programme	Sub-programme	Budget
MPRDA facilitation	SLP Administration / Facilitation	Operational
	Mining Forum	
	Skills Development Centre	
	Enterprise development	
	Supplier Development	

7. Tourism Overview

The Tourism Transformation Fund (TTF) is a dedicated capital investment funding established by the Department of Tourism in collaboration with the National Empowerment Fund (NEF) and focuses specifically on financial support for black investors and communities investing in capital projects in the tourism sector. The Fund aims to drive transformation in the tourism sector in a more direct and impactful manner that will not only assist black-owned tourism enterprises to expand and grow, but also catalyse the rise of a new generation of black owned youth, women and community owned tourism enterprises to take the tourism sector to new heights. The Fund is administered by the NEF on behalf of the Department of Tourism.

Table 5: Tourism Development

Programme	Sub-Programme	Budget
Accommodation	Grading (5 enterprises), Training of the product owners Destination Marketing, Rebranding (brochure, online marketing)	R1 000 000
Tour operators	Licensing (4 SMMEs), Training	R500 000
Attractions	Develop & create new nodes., Harnessing Existing nodes Metsiawa Development, Cultural villages	5% MIG
Market Access	Local (Tour guiding Training, Tourism awards, Tourism Sports and Product owners' support), National (Mall activations, Meetings Africa Tourism monitor programme and Media tour) International (Durban indaba and WTM)	R1 000 000
Infrastructure	Tourism node, Sign boards.	5% MIG

8. Creative Industry Overview

The scenic beauty and rich cultural history found with MKLM present opportunities for filming of short and long movies, stories, shows, documentaries and the events facilities at Sun City also make the MKLM location the ideal destination to host arts and culture events. Programme 1, needs to be put in place to support, nurture and capacitate, while presenting culture and arts (social cohesion) with monthly cultural events to ensure all our cultures within 107 villages are learned.

Programme 2, Story-telling and Filmography, South Africa's film and video industry has experienced remarkable growth in recent years with the number of films and tv stories produced locally continuing to increase quantitatively and qualitatively. These films and tv stories flighted on SABC Channels, e-tv and Mzansi magic channels are shot in various locations across South Africa, and thus creative opportunities for municipalities and localities with appetite and clear strategies to attract and host production of these stories and encourage locally-produced films, videos and tv stories. Project on Film Academy and Local hard and e-Books

Table 6: Creative industries		
Programme	Sub-Programme	Budget
1. Music	Commercial (Jazz, gospel, Choral, Clap and tap), Administration Coaching, Market access, Recording, Events & Festivals	R500 000
2. Drama	Set-works, Directing, Script writing, Script to Screen, Film Development, Production Houses, Sets and Scenery, Sound and Lighting, Wardrobe Makeup	R500 000
3. Crafts	Sculpturing, Pottery	R500 000
4. Visual Arts	Painting, Drawings, Multimedia	
5. Fashion	Training, Design	
6. Market Access	Events, Exhibitions	
7. Infrastructure	Training centre, Rehearsal & Performance Spaces	5% MIG

9. Sports and Recreation Overview

Table 7: Sports		
Programme	Sub-Programme	Budget
Sports Institutional Arrangement	Formalisation of, Local Sports Council, Federations, Junior sports, Tertiary sports, Clubs, Women and girls Sport, People with Disabilities	Operational budget
Sports Development	Knock-out games for Mayoral (Netball and Soccer) Support of local musical groups Thuntsha Lerole Tourmaments	R1 000 000
Infrastructure	Development of sporting infrastructure Cover grounds, Grading of sports fields	MIG
Rural Sports	Development and promotion of sporting codes: Boxing, Martial Arts, Indigenous Games, Football, Netball, Aerobics, Basketball Volleyball, Athletics Big Walk, Chess	R500 000

10. Agriculture and Rural Development Overview

Rural poverty is primarily caused by a limited access to resources, i.e. land for grazing, land for ploughing 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.

To address issues of rural poverty and landlessness, the municipality has: Developed Commonage policy and Structure, 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 to retain their right to existence. The Municipality is confronted with an increasing number 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 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. Progress to date:
 - A formal Commonage structure has been set up of that will drive and facilitate implementation of the policy.
 - A draft lease agreement has been developed and currently under review and to be finalised by the Municipal Legal Services.

Below are other interventions to address issues of rural poverty within the municipality

- developed Farmers Market feasibility concept
- developed a commonage policy and setting up of Commonage structure
- completed 96% Agri-Park infrastructure (FPSU)

Intervened on integrated Poverty alleviation programmes and Free range chickens and Water provision and Production input. The three above-mentioned interventions are still at procurement

stage and will be implemented before the end of the financial year. Tools and equipments – have provided chain saws to 2 farmers (Zandkomste crop farm and Motlhabe agro-processing farm).

11. MKLM Farmers' 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 has conducted a feasibility study and the EIA as well as other planning processes are completed.

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 farmer's market.
- Ensuring a competitive trading platform for farmers market trading.
- Enabling market access, sustainable availability and affordable farmers market 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.

12. AgriPark project (Farmer Production Support Unit)

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 hires, 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. Below is progress to date.

- Farmers were trained in five clusters about cooperative management (Makweleng, Madikwe, Mogwase, Kraalhoek and Motlhabe). These clusters have established primary cooperatives according to their localities and facilitate those coops 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 Development Workers (CDW), MKLM – LED Official, DRDLR, Farmers representative, SEDA and Batlhako Ba Matutu Tribal Councillors.
- Construction of structures (phase one - store room, admin block, fuel tank, fencing, electricity supply, water provisioning 50%) has been completed.
- MKLM farmers held their over 34th Auction sale. There has been a reduction in the turnover from sales due to pricing monopoly, lack of buyers, lack of livestock supply, preference of import markets (cheaper livestock) and drought.

13. Community-based projects and programmes

LED Department has supported the following projects in the current financial year, some of the projects' implementation is underway:

- Supply of production inputs: procurement of free-range chickens and feeds for 15 smallholder farmers (from various village)
- Agro-processing support: support of fodder production producer based in Tlokweng with EPWP labourers and are in a process of procuring fencing material for the farm.
- Infrastructure development:
 - To drill boreholes for 2 smallholder farmers (Zandkomste and Mogwase) and are in a process of sourcing a service provider to equip such facilities.
 - There is a plan to resuscitate Sedimogang poultry cooperative through mining intervention.
 - The department is setting up an agribusiness incubation for crop producers which will be a centre that will be supporting these producers. Initial training for backyard gardeners has been arranged.

Market access: Department will be participating with farmers' structure at NAMPO Show. In this year, this will be a benchmarking exercise for the Municipal Agricultural Show. The Municipality will also participate at Botswana Agricultural Show through assistance of Bojanala Platinum District Municipality. This will also be part of benchmarking exercise for the Municipal Show. Poultry farmers will be also taken to AVI Africa which is an international exhibition for poultry producers.

14. Planned Agriculture and Rural Development projects and programmes (2025/26)

Table 8: PROGRAMME	SUB-PROGRAMME	BUDGET
Livestock Small and large stock (cattle, goats, piggery, poultry, sheep)	Farmer mobilisation Livestock improvement (artificial insemination training) Production inputs (small stock) Feed production (support of enterprises) Training on animal production	R1 000 000
Crop: Sunflower, beans (soya) Horticulture Supply side (Molatedi Irrigation, Backyards, CPAs, Hydroponics)	Production inputs Agro-processing Training on crop production Mobilisation of Molatedi irrigation plant, backyard, CPA and hydroponics producers	R1 000 000
Infrastructure: MKLM FPSU SMME value chain Fresh Produce Market (FPM) Rainwater harvesting Fencing, Water provisioning	Farmer mobilisation, SMME facilities development (stalls) FPM infrastructure development Dam desilting 100km fencing Borehole drilling (4 projects) Repair of windmills	5% MIG 10 000 000 5 000 000 5% MIG 500 000
Agro-Processing initiatives Fire wood production Madikwe Sisal Livestock feed production Vegetable processing and packaging	Capacity building of suppliers Crop diversification Cooperative development	R500 000
Market access:	NAMPO, AVI AFRICA, Botswana Agricultural show MKLM Farmers' Show, Stellenbosch Show, Kwazulu Natal Show	R1 000 000
Land Reform and Agrarian transformation	Establishment of Commonage committee, Development of TORs, Verification of farms with Town Planning Formalisation of famers (lease agreement) Institution/capacity building of landowners (CPAs) Needs identification of farms (transferred to MKLM) Database of organisations (CBOs, NGOs, NPOs, co-operatives) Identification of community-based income generation projects Social assistance, rural finance and safety nets (CWP)	Operational budget

15. Manufacturing (industrial) overview

Table 9: SWOT Analysis	
Strengths	Weaknesses
<ul style="list-style-type: none"> <input type="checkbox"/> Functional LED Forum <input type="checkbox"/> LED strategies in place <input type="checkbox"/> LUMS & SDFs in all LMs <input type="checkbox"/> Municipality is relatively <input type="checkbox"/> Existence of well-serviced industrial park that could be an employment hub and wealth creator (SEZ) <input type="checkbox"/> Availability of land for agricultural activities (communal and state land) <input type="checkbox"/> Tourism Destination <input type="checkbox"/> Commonage Policy <input type="checkbox"/> The existence of commodities and mines within MKLM 	<ul style="list-style-type: none"> <input type="checkbox"/> Lack of LED linkages amongst 3 tiers of government <input type="checkbox"/> Lack of LED skills <input type="checkbox"/> Lack of relevant instruments to measure municipal economic targets <input type="checkbox"/> Absence of economic research units <input type="checkbox"/> Revenue Collection (tourism levy) <input type="checkbox"/> No branding of Tourism destination <input type="checkbox"/> Majority of MKLM farmers operate at subsistence level <input type="checkbox"/> Illegal occupation on Municipal land <input type="checkbox"/> Enforcement of Bylaws
Opportunities	Threats
<ul style="list-style-type: none"> <input type="checkbox"/> Investments <input type="checkbox"/> Resuscitation of MKLM Development Agency <input type="checkbox"/> MKLM's principal tourist icons <input type="checkbox"/> Existing funding institutions <input type="checkbox"/> Creative industry - appeal to most Youth and Women <input type="checkbox"/> Amazing Fauna and Flora (environment) <input type="checkbox"/> Existence of International Brands - Big 5 Territory 	<ul style="list-style-type: none"> <input type="checkbox"/> Inadequate National and Provincial alignment and integration <input type="checkbox"/> Inadequate spin offs for local communities from mining, tourism and agriculture <input type="checkbox"/> Creative industry exploitation <input type="checkbox"/> Animal poaching <input type="checkbox"/> No Branding of Tourism Destination <input type="checkbox"/> Uncoordinated marketing campaigns at international events <input type="checkbox"/> Poor road infrastructure <input type="checkbox"/> Illegal mining activities with

Programme 1: Industrialization - Projects

- Platinum Valley Special Economic Zone - the SEZ, to incorporate Bodirelo Industrial Park, has huge potential to not only create jobs and increase economic output in the local municipality, but will bring new and 4th IR technologies, manufacturing businesses, as well as support businesses.
- Investments Facilitation and Promotion

16. Issues Facing Local Economic Sector and Businesses

- 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.
- A slow economic growth rate
- Low levels of income
- Mining and Manufacturing sectors vulnerable to economic shocks

17. Strategic LED Programmes Responsive to Comparative and competitive Advantage of Locality

- Development of proper marketing strategies of the Municipality
- Development of Investment Attraction Plan
- Source Public & Private investments through development of incentives schemes
- Promotion of economic opportunities in MKLM
- Packaging and branding
- Invest in infrastructure development
- Facilitation and coordination of job creation through Municipal capital projects (to determine targets).

- Facilitation of EPWP through Housing, LED, Infrastructure and Community services
- Strengthening of existing skills development programmes
- Creation vibrant, equitable and sustainable rural communities through the Comprehensive Rural Development Programme

18. A specific programme targeting the informal economy

Moses Kotane Local Municipality has engaged with the department of Labour and Employment to tackle these challenges of unemployment. An official has been appointed to join our road trips and public participation to educate and assist communities in creating employment opportunities. This has happened several times already during the IDP sessions and the office is open throughout for walk-ins at the Local Service Point to always serve the community for the said purpose. We have also engaged with Anglo American to seek their intervention and to this end a socio-economic impact study has been completed with the document to be shared once a permission has been given to take it public (Muluma Report).

The following training opportunities has been provided for local business in collaboration with Orbit Centre for Rapid Incubation:

- Understanding the entrepreneurship and business language
- Knowledge and identifying steps in starting a business.
- Business Ethics and Social Responsibility
- Analysis and viable business opportunities and Description and analysing business plan.
- Performing Arts for Schools Networks Program

The Local Economic Development Portfolio Committee has endorsed the LED Roadshow that went to all the clusters and hear out how best the interventions can be. All the clusters were afforded an opportunity to be part of this activity so that we implement what our constituencies are espousing for. The following training opportunities has been provided for local business in collaboration with Orbit Centre for Rapid Incubation:

- Understanding the entrepreneurship and business language
- Knowledge and identifying steps in starting a business.
- Business Ethics and Social Responsibility and Analysis and viable business opportunities
- Description and analysing business plan and Performing Arts for Schools Networks Program

18.1 Incubator candidates currently enrolled and have moved up the ladder.

					100% of our funding to black owned and run businesses
					>R25m of funding disbursed in over 4 years
49 SMMEs funded since inception, 22 in current financial year					>81% of our funding to rural based SMMEs
>40% of our funding in current year to a female owned business					3

18.2 Funding and fundraising - proposed venture capital as an intervention for SMME development



18.3 Sustainable development projects for job creation

- Solar Creator partnership and joins the grid.
- Electricity Supply Authority to the municipality
- Solar energy creation to power up high mast and streetlights.
- Magnetic Energy Creation for farmers
- Waste to energy projects and Wind Energy for farmers and households.

18.4 Additional projects for revenue creation

- Decentralising services to Libraries, Museums and Traditional Auth
- Database Creation (Tuckshops) for Licensing Annually
- Database Creation (Taverns and Clubs) for licensing annually
- Business Plan Development Services and Website and Online services creation
- Shared Service Block Creation (webhosting, translation, HR etc)
- Online App Development for remote services access
- Office General Space Rental and Creation of Investment Incentive
- Regular visits to events and exhibitions Provincially and Nationally
- Creation of a solid incubator with a venture capital as a backbone

Table 10: Business Support		
Programme	Sub-Programme	Budget
Non-financial support	Business Compliance, Business Linkage Business Incubators	Operational budget
Financial support	Training (SETAs), Capacity building Business Awareness Campaigns (SARS, SEDA, SEFA, etc.)	R2 000 000
Informal Traders	Enforcement of Bylaws: Informal Traders, Business Licensing	Operational budget
Trading Infrastructure	Stalls, Zonal Business Hubs Baalerona Cooperative Sceptic Tank	5% MIG
SMME Database System	Data Collection, Capturing and Procurement of Online Database System and Maintenance of Online Database System	R300 000 R200 000

Table 11: Municipal Expanded Public Works Programme (Integrated Grant Municipal Project List For 2024/25)					
Reflect Consistent Reporting about work opportunities created across all sectors: EPWP and CWP					
Area	Project Name	Work Opportunities	Duration days	Budget	Source
Parks and Beautification	MKLM Cleaning of Public Spaces	16	241	R291 000	Department of Public Works
Waste Management	MKLM Waste Management	20	118	R411 980	
Sustainable Land-Based Livelihoods	MKLM Cleaning of Reservoir	15	64	R166 500	
Roads and Stormwater system development and Maintenance	MKLM Road Maintenance including Pothole Patching	20	64	R222 000	

Table 11: Municipal Expanded Public Works Programme (Integrated Grant Municipal Project List For 2024/25)
Reflect Consistent Reporting about work opportunities created across all sectors: EPWP and CWP

Area		Project Name	Work Opportunities	Duration days	Budget	Source
Community and Security	Safety	MKLM Patrollers Community	5	241	R240 340	

- The total project allocation for EPWP Integrated Grant (IG) is R1 629 000 with 21 FTEs (Full time equivalents) 2024/25;
- The EPWP minimum wage is R121,28;
- The municipality proposed a minimum wage of R150 per day for participants and R185.40 for supervisors, R196.84 for law enforcement officers;
- It is recommended that the municipality strengthens their reporting capacity especially on MIG;
- The work opportunities target for the Municipality (all sectors) is 867 with 267 FTEs for 2024/25 financial year;
- It is also recommended that the municipality is to augment the EPWP allocation by R500 000, in order to reach the expected 267 FTE target, set and
- These projects to be incorporated into IDP documents.

There have been challenges with implementation of EPWP Phase IV, some of which include amongst others:

- Poor reporting especially within the Infrastructure sector which led to poor performance of the programme;
- 4th industrial revolution which was seen to be eroding the labour-intensive approach;
- National minimum wage, which some of the public bodies are not in alignment with;
- The National EPWP reporting which indicates that the department was dropping the targets;
- Poor reporting of other grants beside MIG and own funded projects.
- The expansion of EPWP across spheres of government which indicates implementation of functions of public bodies.

19. Community Works Programme

CWP is an innovative offering to provide a Job safety net for unemployment people of working age whereby participants are work 8 days in a month. **Useful work activities:** Agriculture, Environment/Waste management and refuse removal, Infrastructure, Health & social service and Education.

Participating Wards

- Ward 01 (Welverdiend and Debrak) and Ward 03 (Moubane, Mmatau and Maskoloane)
- Ward 05 (Disake and Matlametlo) and Ward 18 (Pella and Kortkloof)
- Ward 19 (Pella and Madikwe) and Ward 20 (Tlokwen)
- Ward 21 (Tlokwen, Vrede and Seshibitswe) and Ward 29 (Mokgalwana)
- Ward 31 (Huma and Segakwana)

20 Mauane Agricultural Show

Moses Kotane Local Municipality (MKLM) through the LED Unit organized farmers' show that was held on the 05th December 2024 at Makweleng FPSU. As part of this event, both livestock, crop and agro-processing exhibitors participated therein. Sector Departments as well as other stakeholders formed part of this event.

The LED Department hosted an Agricultural Show 2024 where its conceptual stages started from stakeholder plenary meetings as well as site visits to the venue. Stakeholders who were involved in the plenary process were MKLM, BPDM (LED & Safety), DARD, DALRRD, House of Traditional Leaders and Farmers' structure.



The Municipality had to ensure cleanliness of the area; and this was addressed by utilisation of EPWP participants who worked with the Department of Community services to make the venue suitable for the event. The Department of Land Reform and Rural Development provided the Farmer Production Support Unit (FPSU) for the event. Facilities that were provided were store and admin block and kraals. Other buildings were not utilised as they were still under construction

21. LED STRATEGIC PLAN RESOLUTIONS

The Local Economic Development Department on attending the Strategic Planning session from the 21st to the 23rd March 2023 and May 2 and 3 respectively in Sun City resolved that:

- The departmental organogram be populated accordingly with staff that is equal to the tasks presented to it in relation to service delivery matters, investment opportunities and the mission to create a sustainable economic growth platform, details of which to be named according to the needs analysis presented.
- The department be afforded an opportunity to create a special purpose vehicle in line with the relevant legislation wherein guiding principles of such a section be studied thoroughly in consultation with the legal department for compliance, monitoring and evaluation. The purpose of the vehicle shall be revenue generation and investment drive. Progress to date:
 - A proposal for setting up of the Special Purpose Vehicle (SPV) has been developed
 - Terms of reference for conducting of feasibility study has been developed in conjunction with the preparation of bid documents for procurement processes
 - Presentation by Johannesburg Development Agency is to be organised for Portfolio Committee and Council

The following 5 (five) projects be adopted as flagships with the timelines of between 1 (one) and 3 (three) years as they appear to be long hanging fruits to benefit the municipality short term. Some of these projects are in private hands and would need to follow relevant legislation/s in order to avoid going against laws governing local government:

- **Solar Power Partnership** – Rezoning notices has been put up already within the said area where the project is earmarked to take place.
- **Regional Chamber of Commerce** – Respective stakeholders earmarked herein have had their first engagement and are to begin with the invitations

- **Waste to Energy Projects** – Received a proposal from a local company within the community and we are yet to conduct due diligence.
- **Agriculture and Agro-Processing Project** – District development model has recommended that the project be relocated to Madibeng and MKLM has redesigned a new project named Farmers Market.
- **Tourism Node Development** – The National Department of Tourism has come into the fray and visited the site. It is also seeking to assist with investors for the project. Rezoning plans are to be finalized with planning department.

Over and above-mentioned pointers, the department also feels that the objective of climate change objective is not solving the current bleeding of jobs and other opportunities in the mining sector. It also not creating an after care and the future of economic development in the are and the following objectives were added to the sector:

- Creation of The Alternative Economies
- Mass Portable Skills Development
- Introduction of The Digital Economy
- Incentivising Innovation and Creativity
- Economic Infrastructure Creation
- Growth Fund Creation

22. Plan to mobilise private sector resources and conduct research

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 mobilize resources.

Other Interventions (Current and Proposed)

- Mogwase Traders Stalls and Development of Municipal Commonage Policy
- Facilitation of Agri-Park project implementation
- Creative Industries Stakeholder engagements
- Tourism Stakeholder engagement and Implementation of EPWP projects
- Number of cooperatives capacitated, SMME Development and Job Creation
- Mining Development – currently 17 mines exist within the jurisdiction of MKLM, with 15 of those operational
- Establishment of the Enterprise Development Fund and Implementation and Enforcement of Trading bylaws
- Establishment of Incubation programmes and Branding and Destination Marketing
- Events management and Mining bylaws and monitoring of SLP's

The LED Department's Strategic Plan proposed the below listed projects:

- Tourism Node and Agripark (FPSU) and Hotel School
- Fresh Produce Market / farmers' Market and Film Academy
- Incubation Programmes in line with Tourism, Creative Industry, Mining, Agriculture and
- Business support and Establishment of a Development Agency

23. 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 must be addressed 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.

SECTION I: KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT:

Table1:			
Strategic Alignment			
Municipal Priority No. 8	Strategic Objective	Long Term Development Strategy Priority (30 Year Plan)	Sustainable Development Goal
Solid Waste and Environment Waste Collection Disaster Management Climate Change	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment.	Advance environmental sustainability actions. Enhance safety and security.	No. 13: Climate Change No. 9: Industry, Innovation and Infrastructure (Triple Ill's)

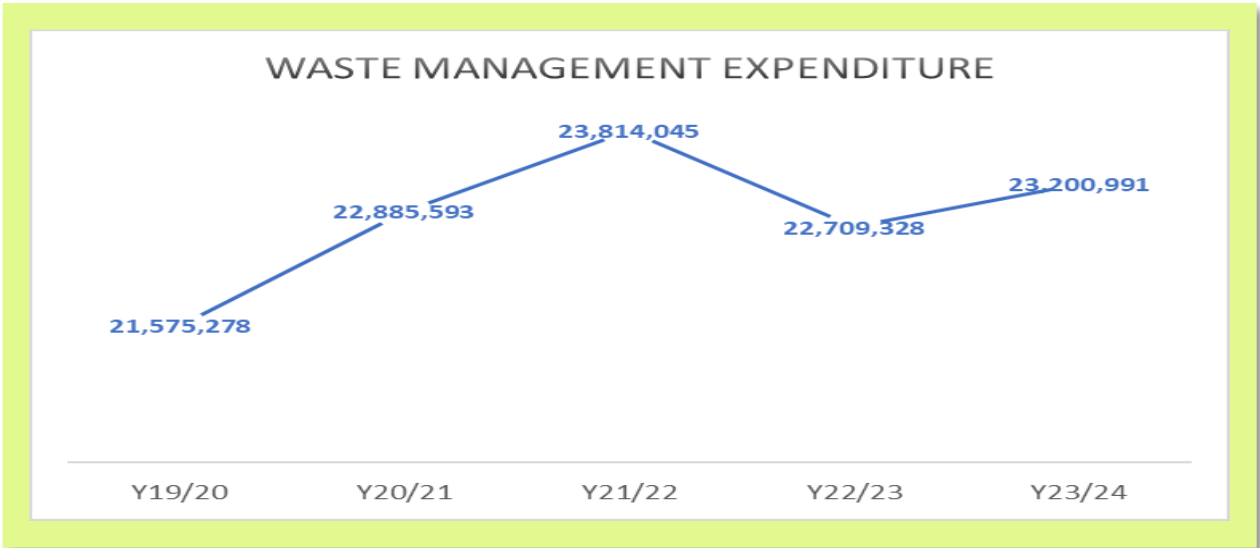
1. Introduction

The section is within Community services department and is comprised of various units: Disaster Management Plan: Section 53(2)(a) of the Disaster Management Act, 2002 (Act 57 of 2002) prescribes that "Disaster management plan for a municipality must form an integral part of the municipality's IDP and Section 26(g) of the Municipal Systems Act, 2000 reinforces this requirement by listing "applicable disaster management plans" as a core component of an IDP. This chapter responds to this requirement.

Further the chapter must focus on streamlining community safety into the IDP planning processes. The issue of Climate Action Plan or Strategy Development ahead of the much-anticipated promulgation of the Climate Act. As a Municipality we need to develop a Climate Action Plan, to be approved by Council to avoid being reactive during the bad days. The unit also has to focus on the Long-term plan, Aspirations and resolutions taken from the previous strategic planning sessions.

1.1 Brief Status

Below graph allows the unit to track the expenditure and revenue on waste management, that if the status quo remains per trends, what would be the financial position of MKLM be in the next 5 years due to non-payment by rural villages. An awareness and public participation required for communities by in as highlighted in the comments section above. The approach will be, how do we future Proof sustainability of these services and financial position of the Municipality. The development of action plan emphasized in the strategic intent section



2. Strategic Thrust

- to develop and maintain a smart, functional and accessible Municipal buildings and facilities
- To promote and support sports programme
- 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

3. Established various departments to with diverse service delivery issues:

- Coordination and integration of resources during disaster incidents
- Rendering of environment and waste management services
- Provision of public safety and traffic management
- Maintenance of Municipal Buildings and Facilities
- Development of Parks, Public Amenities, Recreational Facilities and support of Sports
- To manage conflicts within the communities
- To encourage community participation on matters affecting them at local level
- To promote a healthy and clean environment
- Reducing number of road carnage
- Enforcement of Municipal Bylaws/ Law enforcement
- Increase number of police visibility and joint operations with other stakeholders
- Provision of Library services

4. Departmental Aspirations

- Promote a healthy, stable, peaceful, liveable, secure and safe environment with Moses Kotane Local Municipality.
- Improve the environment and waste management services.
- Maintain and repair municipal buildings and facilities.
- Develop and maintaining public open spaces, amenities, sports and recreational facilities within the jurisdiction of the municipality.
- Safeguard municipal assets and properties.
- Enhances revenue generation in the municipality.
- Coordinates and integrating resources during disaster management.

Table 2: Unpacking Departmental Aspirations				
No.	What	How	Who	When
1.	Revenue Enhancement	<ul style="list-style-type: none"> - Enforcement of Municipal By- Law (Fines) - Leasing-Out of Municipal Buildings - Capacitation of Law Force (training and resources) - Enforcement of Weighbridge Tariffs. - Introduction of permit fee for all private waste collectors. - Establish of Vehicle Pound. - Licensing and testing of vehicles and drivers' licenses 	Community Services Corporate Support Services BTO Legal Services North West Province /sector departments Private Sector Stakeholders	Ongoing/ Financial year 2026/2027
2.	Promote a healthy, stable, peaceful, liveable, secure and safe environment	<ul style="list-style-type: none"> - Community Safety Forum - Conflict Resolution Committee - Air Quality Management Plan - Development of Integrated Waste Management Plan. - Integrated Climate Change Strategy – Response Strategy. - Provision of Household Waste Collection Services. - Provision of waste disposal services - Introduction of Waste-to-Energy Initiatives (pre-liminary processes) - Establishment of Waste Buyback /drop-off Centres across villages - Public Space Beautification/greening - Establishment of a Composting Facility 	Community Services. All sector departments. Municipal Departments Private Sector Stakeholders. Budget and Treasury Office	Ongoing/ Financial year 2026/2027
3.	Maintain and Repair Municipal Buildings and Facilities.	<ul style="list-style-type: none"> - Review of Municipality Facilities Assessment Report 2018. - Review of existing Maintenance Plan dated 2018/2019. - Zonal Offices (Key pay-point Centre). Renovation of Thusong Multi-Purpose Centre at Manamela and Mopyane Zonal offices. <ul style="list-style-type: none"> - Upgrading and Rehabilitation of existing Sports facilities - Upgrading of Cemeteries in Madikwe, Mogwase. - Establishment of Disaster Management Centre. - Renovations of Municipal buildings and facilities including Community halls 	Community Services. All sector departments. External Departments Private Sector Stakeholders.	Financial year 2026/2027

5. Challenges

- Rural Municipality with a very low tax base and poor service delivery infrastructure
- Highly dependent on national and provincial Grants with minimal own revenue source
- High rate of unemployment
- The Municipal area is vast and sometimes, it is expensive for the community to access some services
- Mushrooming of illegal mining in the area is a cause for concern. The Department of Mineral and Resources, SAPS and the Municipality are following on the cases
- Increasing levels of waste illegal dumping activities

Table 3: SWOT Analysis	
Strength	Weakness
Bylaws and policies are available	Outdated Municipal Bylaws in need of review Development, No Enforcement capacity
Approved organogram	Unfunded positions which may lead to an audit query
Maintenance Plan Municipal Buildings and Facilities is in place	Insufficient funding to address the deficiencies in the Municipal Buildings and Facilities Structural Assessment
Community Facilities	Inability to maintain community facilities due to financial constraints
Operational Licensed Landfill Sites	Infrastructural deficiencies due to limited resources
Opportunities	Threats
National and Provincial support through grants and projects	Minimal integrated approach and dependency on National and Provincial grants
Establishment of Community Policing Forum in three policing areas i.e. Mogwase, Madikwe and Sun City Police Stations	Lack of resources
Availability of Mines in the Municipality	Protest by host communities against the mines. Environmental degradation
Community participation and involvement on issues affecting them Public participation	Some members of the community are vandalising the Municipal properties, stealing the assets and even community crime, illegal dumping, reckless driving
Availability of Leadership in abundance within the Municipality (Tribal Authorities)	Parallel governance structures. It creates bottlenecks and delay service delivery

6. Environment and Waste Management Unit

6.1 Waste Management Services

In compliance with Section 24 of the Constitution of the Republic of South Africa (1996), ensuring a safe and healthy environment for all communities remains a core mandate of local government. The National Waste Management Strategy (2020) further guides municipalities in achieving this goal through structured waste management planning and the provision of sustainable waste services.

Moses Kotane Local Municipality (MKLM) is responsible for ensuring effective and efficient waste management services across its jurisdiction, which includes 107 villages and two townships. The municipality continuously assesses service delivery efficiency to meet the increasing demands of waste management due to urban and village expansion and population growth.

6.2 Integrated Waste Management Plan (IWMP)

The Municipality is reviewing the Integrated Waste Management Plan (IWMP) to align with the strategic goals set out in national and provincial policies. The plan is currently under revision in collaboration with the Bojanala Platinum District Municipality's Environmental Quality Services, with anticipated completion by the 2026/2027 financial year, subject to resource availability. This document will guide sustainable waste management initiatives, including waste minimization, recycling, and improved disposal practices.

Designation of Waste Management Officer (WMO). To strengthen compliance with the National Environmental Management: Waste Act (Act 59 of 2008), Section 10(3), MKLM designated a Municipal Waste Management Officer (WMO) on 8 March 2023. The WMO is responsible for:

- Integrated waste management planning and reporting.
- Overseeing municipal solid waste projects.
- Enhancing environmental compliance and enforcement within the Municipality.

6.3 Solid Waste Management Bylaws

The Municipality is in the process of reviewing and updating its Municipal Solid Waste Bylaws to address illegal dumping, littering, and enforcement challenges. The revised bylaws are expected to be completed and enacted by the 2026/2027 financial year. Key issues being addressed include:

- Uncontrolled illegal dumping of domestic, garden, and building waste.
- Lack of public awareness regarding waste disposal regulations.
- Strengthening enforcement mechanisms to ensure compliance.

6.4 Waste Collection Services

The Municipality has outsourced waste collection services to an external provider. The service provider is responsible for weekly waste collection covering:

- 80,654 households (Community Survey; 2016)
- Businesses, schools, and government institutions.
- Special collection of garden waste in Mogwase and Madikwe townships.
- Litter picking in high-traffic areas such as CBDs, main roads, taxi ranks, and community halls.

The waste collection system includes kerbside collection, centralized collection points, and a combination of both, depending on local conditions. However, several challenges hinder effective service delivery:

- Rapid population and economic growth, increasing waste volumes beyond the capacity of the current contract.
- Low public awareness and education on proper waste disposal and recycling.
- Inconsistent adherence to collection schedules and improper disposal practices.
- Lack of waste management infrastructure in some rural areas, leading to illegal dumping and open burning.
- Challenging geography (steep inclines, narrow roads) in some villages, limiting access to waste collection vehicles.
- Seasonal weather conditions, such as heavy rainfall, impacting collection efficiency.
- Minimal to no revenue collected on the services rendered

To mitigate these challenges, MKLM actively engages in the Expanded Public Works Programme (EPWP) and the COGTA Youth in Waste Program to support waste pickers, recyclers, and community-based environmental initiatives.

6.5 Municipal Waste Disposal Facilities

The Municipality operates two licensed landfill sites in Madikwe and Mogwase, managed by external service providers. Both sites are registered under the South African Waste Information System (SAWIS) for regulatory compliance.

Mogwase Landfill Site: Operating within its licensed parameters but requires infrastructure upgrades. The Municipality is conducting an Environmental Impact Assessment (EIA) for the construction of a new cell, composting facility, and leachate dam. The varied Waste Management License (WML) is expected in the 2025/2026 financial year.

Madikwe Landfill Site: Operates under an Operational License issued in 1991. The Municipality is currently working on site upgrades and anticipates the issuance of a varied WML in 2025/2026.

Closure and Rehabilitation of the Old Mogwase Landfill Site: Initiated in 2015 and successfully completed. This reflects MKLM's commitment to environmental sustainability and compliance.

The Municipality remains committed to enhancing waste disposal infrastructure to ensure efficient and environmentally sound waste management practices.

6.6 Material Recovery and Recycling Facilities

The Municipality acknowledges the rapid growth of formal and informal recycling activities and has taken steps to support sustainable waste recovery initiatives:

- Mogwase Buyback Centre: began to operate in July 2023 at the Mogwase Landfill Site and operated by a local recycling cooperative. However, infrastructure limitations and financial constraints hinder optimal performance.
- Sandfontein Buyback Centre: Plans are underway to develop a new Material Recovery Facility (MRF) in Sandfontein, in collaboration with the Department of Forestry, Fisheries, and the Environment (DFFE).
- Partnerships with Producer Responsibility Organizations (PROs): The Municipality is engaging with PROs to secure funding and infrastructure upgrades for existing recycling facilities.

The expansion and formalization of recycling initiatives align with MKLM's commitment to waste diversion, economic empowerment, and environmental sustainability. MKLM is dedicated to enhancing waste management services through improved planning, infrastructure investment, and enforcement of bylaws. The Municipality's IDP strategic priorities focus on:

- **Expanding waste collection services to underserved areas.**
- **Upgrading landfill sites to meet compliance standards.**
- **Strengthening recycling initiatives through buyback centres and partnerships.**
- **Enhancing public awareness and enforcement of waste management regulations.**

Through these initiatives, MKLM aims to establish a sustainable, efficient, and compliant waste management system that serves both urban and rural communities while promoting environmental sustainability.

6.7 Environmental Management

Environmental management is a discipline borne out of the management and regulation of human behavior under the auspices of the human- environmental interface, as such the actions undertaken are mandated by section 24 of the Constitution which advocates for a safe, clean and healthy environment for the communities.

7. Climate Change

The Municipality in collaboration with the National Department of Forestry, Fisheries and the Environment developed a Climate Change Response strategy in 2016 however the strategy is currently outdated and up for review subject to the availability of resources. The Environment and Waste Unit has intensified awareness campaigns around the importance and impacts emanating from this environmental event. No budget has been set aside to address the challenges of climate change yet.

8. Air Quality

The Municipality is a constituent of the Waterberg-Bojanala Priority Area (WBPA) which was declared on the 15th June 2012 as the third National Priority Area, stretching across the North West and Limpopo Province borders. The unit is therefore undertaking an extensive legislative reform of by-laws in light of the declaration, it is additionally in the process of developing Air Quality Management By-law which is currently at draft stage. Furthermore, the unit is engaging with the Bojanala Platinum District Municipality and the Department of Forestry, Fisheries and the Environment to develop an Air Quality Management Plan (AQMP) subject to the availability of resources. Unfortunately, the municipality has no air quality monitoring network and relies on privately owned networks for data collection.

8.1 Designation of an Air Quality Officer

The recent appointment of managerial officials within the Environment and Waste Management Unit has supported the Municipality in facilitating the designation of the Municipal Air Quality Officer in compliance with Section 14(3) of the National Environmental Management: Air Quality Act 39 of 2004.

9. Environmental Planning and Governance

MKLM strives to deliver on the mandate outlined by section 24 of the constitution by paying close attention to projects and developments that trigger the need for Environmental Impact Assessments. The institution thus reviews EIA documents prior to authorisation and attends to stakeholder engagement as the local authority, as well as keep an updated registry of all developments within the MKLM jurisdiction. To ensure compliance with legislative requirements, the unit conducts rigorous compliance and enforcement operation on businesses, institutions and communities.

9.1 Key Performance Objectives

- Promote progressive waste reduction, reuse, recycling, and recovery initiatives.
- Ensure effective waste management services for all communities.
- Encourage prevention and minimization of environmental pollution through awareness campaigns.
- Maintain and improve public health and safety.
- Support the rehabilitation of polluted water and land areas.
- Preserve cultural heritage and balance environmental impact with development.
- Provide environmental education and training to communities and staff members.

10. Public Safety

10.1 Disaster Management Services

The Disaster Management Service is regulated by Disaster Management Act 57 of 2002 and National Disaster Management Framework- 2005 and currently using the BPDM guidelines. The National Disaster Management Framework comprises of four (4) key performance areas (KPA) and three (3) supportive enablers required to achieve the objectives set out in the key performance area. The key performance areas and enablers are informed by specific objectives and as required by the Act, the key performance indicators (KPI's) to guide and monitor the progress achieved.

Moses Kotane Local Municipality Disaster Management Services is still supported by the Bojanala Platinum District Municipality Disaster Management Centre. The office is staffed with one official, Disaster Management Manager though there are proposed vacancies for the Disaster Management Officer and 4 disaster fieldworkers.

In an effort to improve disaster management across the Municipal areas, the Municipality developed the Disaster Management Plan and Emergency and Disaster Management Contingency Plan. This emergency and disaster management planning is aimed at ensuring the protection of life and property as well as the continuation of provision of essential services.

10.2 Risk Profile

The Moses Kotane Local Municipality risk and vulnerabilities will determine the priority for Disaster Management Programmes and Projects hence we have Disaster Risk Profile. The following physical hazards were found to pose the highest risks in the Moses Kotane Local Municipality: Reviewed IDP for the Financial Year 2025/2026:

- Fire Risk and Transport, Environmental Threats
- Aircraft crash, civil unrest, cyber-attack/technology
- Natural Phenomena and Mass Events, Services Disruption and Violence

The communities in informal settlements (Mogwase Unit 8, Sefikile Thulamotswana (Khwetshesa), and Ledig etc.) are the most vulnerable to many physical risks but proximity to certain installations or hazards also exposes other communities to risks. The emphasis on the reduction of the risks/ hazards more focus must be given to the preparedness and response planning, this mean that capacity and planning in terms of the mitigation and prevention should be strengthened.

10.3 Critical Disaster Management issues and should receive priority in the IDP:

- Integrate Risk Management Programmes in the IDP and Support the Fire Protection Association (FPA)
- To maintain risk specific safety infrastructure and plans (Aircraft, railway & road accidents, floods and heavy storms, house or structural fire incidents, pandemic.
- The establishment of fully functional Disaster Management Centre
- To establish disaster prevention programme that focus on the most vulnerable communities and support sustainable livelihoods
- Strengthen the multi-disciplinary, co-operation and co-operative partnership with stakeholders through the Disaster Management Forum
- Education and awareness programmes especially at school level and youth

11. Traffic, Licensing and Testing

The Road Traffic Act 93 1996 is a key piece of legislation that governs road safety, traffic rules, and the responsibilities of road users within a given jurisdiction. Typically, it outlines regulations related to the operation of vehicles, traffic offenses, licensing, and the duties of drivers, pedestrians, and other road users to ensure safe and efficient traffic flow. It includes provisions on speed limits, traffic signals, seat belt usage, alcohol and drug impairment, and the conduct of drivers involved in accidents. The act also empowers local authorities and law enforcement agencies to enforce traffic laws, impose fines, and regulate road use. Its primary goal is to reduce accidents, promote safe driving behavior, and protect both motorists and pedestrians.

11.1 Licencing and Testing

The Department of Community Safety and Transport Management has granted the Municipality the authority to establish Registering Authorities in Tweelagte and Moruleng village. The services that are rendered from these offices are:

- To register and License motor vehicles
- To renew license discs for the motor vehicles
- To test and issue learners' licenses
- To renew driving licenses
- To renew PrDP and Eye test for renewal of driving licenses

11.2 Traffic services

- Escort Ordinary per Vehicle plus R5 per KM = R315.90
- Heavy Vehicle Escort Per 2 Vehicles plus R5 Per Kilometre = R 2106.00
- Funeral and some sporting events per vehicle Plus R5 per KM = R315.90
- Conducting Roadblocks for Revenue Generation
- Traffic Fines payments is also done at the Mogwase Back Office.
- Road Safety Awareness Campaigns
- Joint Operations with other Stakeholders

11.3 Traffic report on fines from 1 Jul 2024 / 31 Jan 2025

- Total no of tickets issued = 339
- Total revenue collected from tickets issued paid inclusive of tickets paid at roadblock and Mogwase back office= R 151 070.00

Currently the Unit has 19 Traffic Officials of which 14 is permanently employed and we have 2 interns from the Yes Programme working at the Mogwase Back Office with their contracts ending end of May 2025 and 5 Traffic Official Interns from EPWP Programme with contracts ending end of June 2025.

11.4 Tweelagte Registering Authority (RA)

The Department of Safety and Transport (NW) grants The Municipality 20% from the revenue generated monthly from the following transactions:

- Registration & Licensing of Motor Vehicles
- De-Registration of Motor Vehicles
- Issue of Duplicate Licence Disc
- Change of Ownership
- Temporary Special permit
- Duplicate Registration certificate

RA report for revenue collected from 1 July 2024 – 31 January 2025

R1 666 278. 35

Tweelagte Driving, Licensing and Testing Centre (DLTC) services

- The Municipality pays the Department of Transport R79 for every Driving License Card issued. Testing and issue of Learners Licence, R126 for booking, R126 for issuing
- Duplicate of Learners Licence. Renewal of Driving Licence = R222. Renewal of Professional Driving Permit (Prdp)= R348. Issue of both temporary Licence and Professional Driving Permit (Prdp)

Traffic Supplies procured to date

- Traffic cones, Temporary Plastic speed humps
- Boots ordered and waiting delivery from supplier.

12. Workshop Attended

- ✓ Only four traffic officials attended fire arm training. There is a dire need to build the capacity of enforcing the municipal by-laws from both specialist perspectives in various municipal departments and generalist enforcement from Public Safety Unit.
- ✓ The municipality has bylaws but are not being enforced due to lack of capacity. This remains a critical need of the municipality more especially considering compliance, safety and revenue base aspects in the municipality.
- ✓ Promotion of road safety includes amongst others Road safety education which must be conducted by Road safety officers and general law enforcement to ensure compliance on the road in line with the National Road Traffic Act 93/96, National Land Transportation Act 5/2009, Criminal Procedure Act 51/77.

13. Municipal Building and Facilities

The Municipal buildings and facilities maintenance unit in terms of the structure is currently operating with a Manager, Plumber, and Assistant Electricians seconded from the infrastructure and technical services and two general assistants. The Unit has vacant posts as follows:

Due to the demands of maintenance works in all municipal buildings and facilities, the Unit has submitted a request for the filling of vacant posts.

The maintenance of municipal infrastructure is essential in allowing the municipality to fulfil its obligations of service delivery to the community they serve. Various infrastructure is required in the provision of these services and included amongst these are municipal buildings.

The ad-hoc process of maintenance of buildings makes it difficult for the municipality to budget for their maintenance requirements. In order to improve the municipality's efficiency in meeting their building maintenance responsibilities, MKLM decided to develop a building Maintenance Plan.

Seven municipal buildings are included in the Maintenance Plan and they are as follows:

- Mogwase Civic Centre, Old Mogwase, LED Building, and
- Mogwase Unit 4 Recreational Park, Craft Centre, Hall Mogwase Unit 1, and
- Pella Pump Station Staff Accommodation, and

- 10 Zonal offices in various wards to create and facilitate easy access to pay points for services

A visual assessment of the buildings was conducted at various dates and the results of the outcome are outlined in Section 3 "Assessment of Municipal Buildings" of this document.

The current total estimate of funds required for the maintenance of the seven buildings in order to alleviate the current state of disrepair is R 38,584,058.41. An additional R 1,386,419.63 is required in terms of average annual maintenance budget estimated using recommendations by NIMS.

MKLM's annual maintenance budget for community services is R 4,000,000.00 for 2024/2025 financial year far below the required amount. Projects therefore have to be prioritised within the available budget.

The Municipality intends to develop an Asset Management Policy under a different agreement which does not form part of this scope. As a result, this is a "first order" plan which may need to be reviewed as the municipality cultivates a more pronounced strategy on maintenance.

Vested upon the Municipality is the responsibility to ensure continuous maintenance of community halls and facilities within the Municipal jurisdiction. Below are renovations and maintenance required for Community Halls across the Municipal Wards. Upon the completion of various site assessments conducted across Municipal Buildings (including Community Halls), it was discovered that most the Municipal Buildings are non-complaint with the Occupational Health and Safety Act 85 of 1993 and National Buildings Regulations and Building Standards Act 103 OF 1997. Enlisted below are Community Facilities/Buildings in need of immediate repairs and renovations:

Table 4: Municipal offices and Zonal offices to facilitate easy access to the pay points for services more especially in the following areas:			
Villages	Villages	Villages	Villages
Ramakoka	Sandfontein	Greater Moruleng	Mabeskraal
Tweelagte	Pella	Tlokweneng,	Molatedi
Mopyane	Civic Centre	Koffiekraal	
Madikwe Municipal Offices			

13.1 Parks and Cemeteries

The Unit is responsible for the continuous maintenance of Municipal parks, open spaces, cemeteries and sports facilities.

13.2 Core Functions

The core functions of parks and recreational facilities typically involve the following responsibilities:

- ✓ Maintenance of Cemeteries in Mogwase and Madikwe: Ensuring that cemeteries are well-maintained, including landscaping, clean-up, proper drainage, and the upkeep of grave markers. This function ensures a respectful and serene environment for visitors.
- ✓ Maintenance of Municipal Sports and Recreational Facilities in Mogwase and Madikwe: Overseeing the upkeep of sports fields and recreational areas. This includes regular inspections, repairs, cleaning, and ensuring that the facilities are safe and accessible for public use, promoting physical activity and community engagement.
- ✓ Maintenance of Open Spaces: Ensuring that public parks, gardens, and other open spaces are clean, well-kept, and safe for recreational use. This includes activities like landscaping, mowing grass, maintaining walking paths.

14. Libraries and Information Services

14.1 Libraries: Background

Moses Kotane Municipality have currently seven operational libraries, i.e. Manamela, Mogwase, Mabeskraal, Tlokweng, Sefikile, Mmatau and Uityk community libraries. Unlike others, Mmatau and Uityk libraries are modular/ container libraries. There is also Mmanterre Community library that was build by Anglo American Mine, but it has not been operational because of the challenges between the community and there were engagements between the tribal authority, Municipality and the Department of Sports arts and Culture regarding the operation of the library.

The libraries are operating with a Grant from the Department of Arts, Culture, Sports and Recreation. The grant is mostly for Library programs, Minor maintenance and payment of 8 EPWP library cleaners. The 2024/25 Grant received was R1 M. and the Balance to date is R316 420,49.

Table 5:

Libraries and Staff Complement led by Acting Head Librarian:

Tlokweng	Mogwase	Manamela	Sefikile	Mmatau	Uityk	Mabeskraal
LIBRARIAN X1 (Prov. employed)	LIBRARIAN X1 (Municipal)	Librarian vacant	Librarian vacant	Librarian vacant	Librarian vacant	LIBRARIAN X1 Prov. Employed
LIBRARY Ass. X3 (Prov employed)	LIBRARY Ass x3 (Provin), 1 x Visually Impaired,	LIBRARY Ass. X 1 provincial employed	LIBRARY ASSITANT X 2 province	LIBRARY ASSITANT X 2 (EPWP)	LIBRARY ASSITANT X 2 (EPWP)	LIBRARY Ass. X 1 (Municipal employed)
CLEANERS X 2 Munic	CLEANERS X 2 Municipal	CLEANER X1 (Munic)	CLEANER X 2 EPWP)	CLEANER X (EPWP)	CLEANER X1 (EPWP)	CLEANER X 2 (Munic)
GROUND MAN X1 (Munic.)	NO Grounds mana	Grounds man 1 (EPW)	Grounds man 1 (EPW)	Grounds man 1 (EPW)	Grounds man 1 (EPW)	Grounds man 1 Municipal

14.2 Legislative requirements

Libraries are an exclusive Provincial legislative competence as set out on Schedule 5, Part A of Act 108 of 1996 of the Republic of South Africa with the exception of National Libraries. Provinces enter into partnerships with municipalities to improve the rendering the library services at municipal level.

14.3 Main Business

Provision and Management of Library and information services in Moses Kotane Local Municipality to ensure community access to these services for academic, business, leisure, cultural and personal development purposes.

14.4 Objectives

The library needs to focus on the following objectives to contribute to the success of the IDP. To determine the user needs of the community by public participation processes such as collecting and analysing data relating to the needs of individuals and groups (e.g. children, youth, adults, abet learners, disabled, etc.) To build and maintain a company information database and disseminate information.

- To promote library service and install a reading culture, improving literacy level and provide free and open access to information and survival information
- To present programs such as story hours, book talks, life skill training, literacy training etc, to promote reading & literature to contribute to the upliftment of the community.

15. Six Municipal Status Quo Libraries

15.1 Mogwase Library

This library was officially opened in the year 2014. The library renders professional library services from book and non-book circulations, reading and discussion rooms, professional reference service, promotional and community outreach programs. The library has three library assistants all employed by the provincial Culture, Arts & Traditional Affairs department, one librarian in the employ of the municipality, and one Acting head librarian employed by the provincial department and one visually impaired library assistant. This particular library has and provides ICT services to the community of Mogwase such as internet access, photo copying, scanners etc. The library is currently experiencing structural problems from roof leakages to wall cracks, etc.

15.2 Manamela Library

The library renders professional library services from book and non-book circulations, reading and discussion rooms, professional reference service, promotional and community outreach programs. This library has three library assistants with no librarian. This particular library has and provides ICT services and wifi to the community of Manamela through photo copying, scanners etc. This particular library has no telephone and therefore no connection to the outside world. Means were made for installation of telephone lines but the process seemingly was stopped.

The library is situated in the Manamela MPCC structure. The said structure or the portion of the library is dilapidated. There is shortage of water. Of utmost importance in regards to this library is very low or non-usage of the library by the community of Manamela because neighbouring villages can't access it because of transport problems.

15.3 Mableskraal Library

The library renders professional library services from book and non-book circulations, reading and discussion rooms, professional reference service, promotional and community outreach programs. The library has one library assistant. That is permanently employed by the municipality. The Library is headed by one librarian employed of the provincial department.

This particular library has and provides ICT services to the community of Mableskraal through free internet access and wifi, photo copying, scanners etc. This library does not have telephones as well, but do have a connecting line. The building has received minor renovations and the department has promised to upgrade the building.

15.4 Tlokwen Library

The library is operational since its official opening in July 2016. The library renders all professional library services to the community and surrounding areas of Tlokwen. Currently the library has internet connection and WIFI. It also renders services like all other libraries above that is book circulations, printing and making copies and also free access to computers with internet.

15.5 Uitkyk Library

The modular/container library was officially opened in April 2024, with 2 library assistants appointed by the Provincial Department on a 6 months renewable contracts. The posts have been advertised and no appointment has been done yet. There are 4 computers and a wifi for the public. There are also enough books that community is utilising. The only challenge is water leakage in the roof.

15.6 Mmatau Library

The modular/container library was officially opened in 2024, with 2 library assistants appointed by the Provincial Department on a 6 months renewable contracts. The posts have been advertised and no appointment has been done yet. There are 4 computers and a wifi for the public. There are also enough books that community is utilising.

15.7 Sefikile Library

The library was built and handed over to the Municipality by Anglo Platinum in 2016. The department of Culture & Arts & Traditional Affairs then appointed two library assistants. The library has 2 computers and a functional photocopier machine. But communities complain of noisy taverns or households disturbing learners during operational hours as it closes 2 16:00's.

15.8 Mantserre Library

Anglo Platinum Amandelbult mine has constructed a Library for the Community of which awaits the Department to develop their specifications and books required. To date the structure is un-utilized and also the Computer room is available and required network system.

Section J: Strategic Development

1. Introduction to Strategic Intent

The Strategic Intent of South Africa's 30-Year Municipal Plan is to establish a comprehensive, long-term framework that guides municipalities in delivering sustainable, inclusive, and resilient services and infrastructure. This plan aligns with national development objectives, notably the National Development Plan (NDP) 2030, and aims to address systemic challenges in local governance, service delivery, and spatial inequality. In line with the MKLM Long Term Development Strategy adopted by Council and Action Plan developed in a Strategic Plan held in Sun City on the 06 – 09 May 2025.

1.1 Core Objectives

- **Integrated Infrastructure Planning:** Developing a coordinated approach to infrastructure development that ensures equitable access to essential services across all communities.
- **Sustainable Human Settlements:** Promoting the creation of well-located, sustainable human settlements with access to basic services, in line with the Department of Human Settlements' strategic goals.
- **Enhanced Financial Governance:** Improving financial management and controls within municipalities to ensure efficient use of resources and accountability.
- **Capacity Building:** Strengthening the skills and capabilities of municipal officials to effectively plan, implement, and manage development initiatives.
- **Community Engagement:** Fostering active participation of communities in the planning and decision-making processes to ensure that development initiatives are responsive to local needs.
- **Alignment with National and Provincial Plans:** Ensuring that municipal plans are harmonized with broader national and provincial development strategies to achieve cohesive growth.

1.2 Strategic Frameworks and Guidelines

The plan is informed by several key frameworks and strategic documents. National Development Plan 2030, which provides the overarching vision for eliminating poverty and reducing inequality by 2030. Medium Term Development Plan 2024–2029, outlines the government's medium-term priorities, serving as a bridge between immediate actions and long-term goals. The seventh administration objectives in the MTDS highlighted in Section A of this document. National Strategic Framework for Comprehensive Municipal Infrastructure Management:

Table 1: Long Term Development Strategy 30 Year Vision

A municipal strategy with a 30-year plus time horizon which sets out the vision of the municipality in achieving its development objectives. This strategy is directly linked to the integrated development plan (IDP) and gives the longer-term intervention directives for succeeding IDPs in every electoral term as provisioned by Section 25 of the Municipal Systems Act, 2000.

The IDP encompasses all the functions undertaken by a Council within a 5-year period, guided by the long-term objectives and strategies which are championed by the LTDS. The strategy for growth and development of the municipality, should link, integrate and coordinate various sector plans taking into consideration the alignment of resources, capacity and the interpretation of higher-order policy desires including provincial, national and sub-continental frameworks.

The Strategic Planning Lekgotla held on the 21-23 March 2023, was a collaborative effort in partnership with MCPP. The theme was **‘Collaborative Leadership to Co-create the Future.’** All departments declared the implementation of their plans and the resolutions were signed off by the Mayor and the Accounting Officer, as included in setion B of the executive summary of this document. This collaboration with other stakeholders calls for robust engagements with all other stakeholders to realise 2030=2053 Long Term Development Strategy and to not forget that “ we work for the communities” whom we need to be Transparent to, to Trust us and be Accountable to.

The purpose of this process was to review and re-align the current developmental strategies to assist the institution in dealing with various service delivery challenges. It also ensures that the MKLM addresses the long wish list of community needs collected annually, due to financial constraint, not funded and requires collaboration of other stakeholders.

The theme and vision for MKLM is to: **“Future Proof MKLM”** to summit the Mountain as resolved from our strategic Planning sessions, to ensure that we provide sustainable collaborative programmes to our communities. Note the vision below:

Table 2: Vision Statement

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

Delegates who attended the Lekgotla agreed that the Vision Statement above still articulates the future destination of MKLM until the planned session in the next financial year. A vision is defined as a statement that outlines what the organization wants to be in future. And the mission statement below:

Table 3: Mission Statement

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

A mission can be defined as a written declaration of an organisation core purpose and focus that normally remains unchanged over time. The mission may serve as a guide in delivering on its mandate and towards the fulfilment of its vision. And below are our core values:

Table 4: Values

Integrity | Honesty | Transparency | Accountability | Excellence | Human Dignity

The values seek to develop a culture that informs, guides both the administration and political components, to achieve the municipality's vision as adopted by Council. During the same consecutive strategic planning sessions, in collaboration with Anglo and CSIR, the municipality adopted a set of values to guide the behaviour of all people towards the achievement of the mission and ultimately, the vision of the municipality. The same will also assist in order to maintain a high level of sustainable service, towards our 107 villages, two urban areas and our stakeholders broadly.

Table 5: Mission statement	
Value	Description
Integrity	Aims to prevent corruption and fosters a high standard of behaviour. Help to reinforce the credibility and legitimacy of those involved in policy decision -making, safeguards the public interest and restores confidence in the policy-making process.
Honesty	Openness in strengthening our democracy and promoting efficiency and effectiveness
Transparency	The expertise and responsiveness of the municipality to the needs of the community
Accountability	Report regularly to all stakeholders regarding Council's actual performance.
Service Orientated	Conduct Council's business in a fair, responsible, flexible, equitable and honest manner.
Excellence	In all aspects of conducting ourselves and our mandate, we will focus on service excellence.
Human dignity	Concentrate on Council's core activities in a consistent manner, in playing oversight role to implementation

2. Legislative Context

Section 25 as prescribed below, requires that each municipal council must within a prescribed period after the start of its elected term adopt a single, inclusive and strategic plan, commonly known as Integrated Development Plan (IDP). The IDP must guide and inform all planning, development, budgeting decisions of the municipality.

Local Government Municipal Systems Act 32 of 2000

Chapter 5 and Section 25(1) - Adoption of the Integrated Development Plan

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;

- (a) Links integrates and co-ordinates plans and takes into account proposals for the development of the Municipality;
- (b) Align the resources and capacity of the municipality with the implementation of the plan;
- (c) Forms the policy framework and general basis on which annual budgets be based
- (d) Complies with the provisions of this Chapter; and
- (e) Is compatible with the national and provincial development plans and requirements binding on the municipality in terms of legislation.

Section 26 (a) of the below said act also requires that the IDP must reflect the municipal council's vision for the long-term development of the municipality. This section outlines the municipal vision, mission, values, theme and development objectives and priorities.

Local Government Municipal Systems Act 32 of 2000

Chapter 5 and Section 26 – Core components of the Integrated Development Plan

Integrated Development Plan must reflect: -

- (a) The Municipal Council's vision for the long-term development of the Municipality with special emphasis of the Municipality's most critical development and internal transformation needs,
- (b) An assessment of the existing level of development in the Municipality which must include an identification of communities which do not have access to basic municipal services.
- (c) The Council's development priorities and objective for its elected terms, including its Local Economic Development aims and its internal transformation needs.
- (d) The Council's development strategies which must be aligned with any national, provincial sectorial plans and planning requirements binding on the Municipality's in terms of legislation.
- (e) A spatial development framework which must include the provision of basic guidelines for a land use management system for the Municipality.
- (f) Council's operational strategies,
- (g) Applicable disaster management plans,
- (h) A financial plan, which must include budget projection for at least the next three years; and
- (i) An institutional plan with organogram; and
- (j) The key performance indicators and performance targets determined in terms of Section 41.

Section 53 of the Constitution of South Africa prescribes that a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, to promote the social and economic development of the community and participate in national and provincial development programmes.

3. Development Priorities

The municipality annually adopt below community development priorities which are to be implemented for their term of office 2021-2026. Further we need to note that it is difficult to implement all priorities due to financial constraint and long wish list collected annually from our communities.

Table 6: Alignment of Development Priorities, Strategic Objectives, Long Term Strategy and SDG's				
No.	Development Priorities	Strategic Objectives	30 Year Priorities	Sustainable Development Goals
1.	Good Governance and Institutional Development	To promote Accountability, Efficiency and Professionalism within the Organization	Enhance institutional capacity and governance.	Goal 16: Peace and Justice and Strong Institutions
2.	Water and Sanitation	To develop and maintain infrastructure to provide basic services	Improve access to engineering services.	Goal 6: Clean Water and Sanitation
3.	Roads and Storm water, Electricity Supply and Management		Foster incremental upgrading interventions.	Goal 9: Industry, Innovation and Infrastructure
4.	Municipal Budget Debt Collection Revenue Enhancement	Sound Financial Management; adherence to all laws and regulations as prescribed to local government	Improve implementation of indigent register. Strengthen financial management.	

Table 6: Alignment of Development Priorities, Strategic Objectives, Long Term Strategy and SDG's

No.	Development Priorities	Strategic Objectives	30 Year Priorities	Sustainable Development Goals
5.	Good Governance and Stakeholder Engagement	To ensure ethical and transparent governance that is responsive to community needs and encourage Public Participation	Improve implementation of indigent register. Increase community engagement.	Goal 17: Partnerships for the goals
6.	Development Planning Land: Human Settlement Residential area Business and Agriculture	To establish economically, socially and environmentally integrated sustainable land use and human settlement	Establish integrated Geographic Information System (GIS) system.	Goal 11: Sustainable Cities and Communities
7.	Economic Development Climate Change	To create an enabling environment for social development and economic growth	Pilot a robust and productive local economy.	Goal 1: No Poverty Goal 8: Decent Work and Economic Growth
8.	Solid Waste and Environment and disaster Waste Collection Disaster Management Climate Change	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment.	Advance environmental sustainability actions. Enhance safety and security.	Goal 13: Climate Change
9.	Sports and Recreation	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment		Goal 3: Good Health and Well Being
10	Community Development Public Transport and Public Safety	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment.	Advance environmental sustainability actions. Enhance safety and security.	Goal 13: Climate Change

4. Approved Action Plan - Lekgotla Thematic Areas – Item No: 135/05/2025

The thematic areas were developed during Lekgotla held at sun City on the 06 – 08 may 2025. Below please note the thematic areas that focusses effort of the administration towards specific action that would creat build up towards long term goals. The Municipality has adopted a long-term strategy commonly known as Moses Kotane Long Term Development Strategy 2030 – 2053. The plan provides a comprehensive overview of the alignment and cascading of the goals and target set in for various departments and the National Development Plan. The same plan serves as a gateway development strategy document that take advantage of the location to future proof Moses Kotane Local Municipality. In developing this document, the IDP unit ensures that, all municipal key strategic plans such as IDP, SDF, Budget and other sector plans are informed by the plan, even though we still have departments not complying to aligning the programmes with the strategy.

An Actionable development plan is required to ensure the strategy does not become a white elephant in our archives. The purpose of the strategic Lekgotla was to thoroughly evaluate current strategies and resolutions, and to develop specific action plans. These action plans are crucial in demonstrating how the Moses Kotane Local Municipality (MKLM) will strategically position itself to achieve its long-term objectives and contribute effectively towards the realization of the Government of National Unity's Medium-Term Development Plan.

The strategic Lekgotla was premised around the following key thematic areas, aligned with the MTDP strategic priorities and sustainable development goals:

MTDP Strategic Priorities	MKLM Thematic Areas
To build a capable, ethical and developmental state.	<ul style="list-style-type: none"> • Water Security and ideal bulk waste water to unlock developments. • Spatial remodelling to boost sustainable revenue. • Improving and sustaining metered and unmetered services. • Municipal Capacity and Culture shift to breed performance driven Municipality including Youth and gender issues mainstreaming.
To drive inclusive growth and job creation;	<ul style="list-style-type: none"> • Making Bojanala SEZ and Bakubung Smart City a reality as a catalyst towards inclusive growth and job creation.
To reduce poverty and tackle the high cost of living.	<ul style="list-style-type: none"> • Implementing and facilitating programs and policies to lift people out of poverty by addressing needs like healthcare and education, and social safety nets.

In catering a glimpse of background on the Medium-Term Development (MTDP), it's a plan which was thoroughly canvassed among Government of National Unity (GNU) partners and was approved by cabinet on 26 February 2025. The GNU has resolved to commit the next five years to actions that will advance three strategic priorities:

1. To drive inclusive growth and job creation;
2. To reduce poverty and tackle the high cost of living; and
3. To build a capable, ethical and developmental state.

The intention for the lekgotla was to deliver the following key outputs:

- A meticulous program of actions that reflects specific outputs per thematic area and clearly defines the roles of different internal and external stakeholders in future-proofing the MKLM.
- A comprehensive culture shift and capacity development action plan, which will articulate:
- A detailed roadmap for how MKLM intends to build a more skilled, engaged, and performance-oriented workforce that operates within a positive and ethical organizational culture.
- A multi-disciplinary workstream on the formalization of the informal cadastre and its specific action plan.
- Terms of reference for the proposed MKLM Youth Desk / Youth Council.

The 30-year road map in the Long-term strategy for MKLM emphasises that: Year 1 - 3 is phase termed getting the house in order, is a period of building capacity, putting systems and actions plans in Place to realise the ideals of the long term. Although the water security and revenue improvement are target for phase 2 the discussion and planning around these topics needed to commence immediately as part of the building blocks. Water security and revenue improvements are anchor deliverables which every development depends on, action plan on these, requires a robust, meticulous and unconventional discussions. All other phases on the road maps will depend on both water security and revenue improvements.

Based on the work done between the 6- 8 May 2025 at the Strategic lekgotla session, the proposed actions plans are proposed below.

4.1 THEMATIC AREA 1: WATER SECURITY AND THE IDEAL BULK WASTE WATER TO UNLOCK DEVELOPMENTS.

Strategy	Category	Responsible Department	Action	By When
		Lead: Magalies Water	1. Meeting with Department of Water and Sanitation to acquire understanding on	Jun-25

Strategy	Category	Responsible Department	Action	By When
Ensuring Water Security and bulk Waste Water Services to unlock developments.	Service Delivery	Support: Moses Kotane Local Municipality	Water Sources within the jurisdiction. Consolidated Water Use Issues regarding the private Tourism Users and Agricultural Users.	
		Lead: Magalies Water	2. Conclusion of Project Financing Off-Take Agreement between Magalies Water and Moses Kotane Local Municipality.	Sep-25
		Support: Moses Kotane Local Municipality		
		Lead: Magalies Water	3. Construction of Pilanesberg Phase 2 Pipeline. A large pipeline heading towards Moruleng and Sandfontein, the pipeline targets to supply the 15 ML reservoir in Moruleng (Opposite the Mall).	Aug-26
		Support: Moses Kotane Local Municipality		
		Lead: Magalies Water	4. Construction of 10 ML Bodirelo Reservoir. The water board will be constructing a reservoir in Bodirelo which is 10ML that will address the supply of the proposed projects of SEZ and R510 Mega City as well as address the flow issues of Unit 4 and 5	Jun-25
		Support: Moses Kotane Local Municipality		
		Lead: Magalies Water	5. Upgrade of the Vaalkop Water Treatment Plant. From 270ML to 360ML. An additional 90ML will augment supply to all MKLM areas.	Jun-28
		Support: Moses Kotane Local Municipality		
		Lead: Moses Kotane Local Municipality	6. Sourcing of Land from NW Tourism board within Pilanesberg National Park. The Municipality to liaise with NW Parks & tourism board to acquire land situated at a higher plane from the existing 10ML reservoir for Magalies Water to construct a 25ML reservoir to supply Mogwase Unit 1 and 2.	Dec-25
		Support: Magalies Water		
		Lead: Moses Kotane Local Municipality	8. Resolving the Encroachment of Magalies Water Servitude (Unit 2 flats, Orbit College and	Jun-25

Strategy	Category	Responsible Department	Action	By When
		Support: Magalies Water	Traditional Areas). For Unit 2 Flats the Municipality must engage with the Golden Era as there is a high risk of loss of life due to the high pressure of the pipeline underneath the housing structures. The Municipality with all other relevant stakeholders including servitude owners will need to address all encroachments and also utilize IGR structures to ensure a reduction of future encroachments.	
		Lead: Moses Kotane Local Municipality	9. Exploring the option of surcharges on water for the mines. In line with the model adopted by the Municipality and Sun City, there should be a review of the payment model regarding the numerous mines within the jurisdiction.	Dec-25
		Support: Magalies Water		
		Lead: Moses Kotane Local Municipality	10. Granting of permission to Magalies to use the 10ml reservoir belonging to MKLM to ensure adequate supply of Water in Mogwase. The Granting of permission will alleviate the burden of water supply in Mogwase specifically Unit 1 and 2.	Jun-25
		Support: Magalies Water		
		Lead: Magalies Water	11. Magalies Water to engage Water Research Commission for conditional assessment on whether Vaalkop dam carried original design capacity. Following which a process of cleaning the system will be determined to ensure optimal utilization of the current Dam.	Jun-25
		Lead: Moses Kotane Local Municipality	12. Engagement with MISA and Dept Minerals to assess SLP commitments which were not implemented and to rechannel the unspent funds to other unfunded projects.	Jun-25
		Support: MISA & DMRE		
		Lead: Moses Kotane Local Municipality	13. Consolidated Water plan for Western portion of MKLM (Madikwe etc.) The Municipality in collaboration with the Water Board to create a process to consolidate water for the residents not supplied by Magalies Water, either through boreholes, Molatedi Dam, other smaller Dams and other water catchment areas.	6-12 Months
		Support: Magalies Water		

Strategy	Category	Responsible Department	Action	By When
Upgrading and Development of Waste Water Treatment Plants	Service Delivery	LEAD: ITS Support: Planning & development and OMM	14. Working session between ITS and Plan & Dev on Developments in MKLM to discuss on Packaged plants and a subsequent meeting with Mines, Provincial Departments for collaboration agreements.	End of May 2025
Upgrading of Rural Roads	Service Delivery	Lead: Moses Kotane Local Municipality. Support: Mining Houses within MKLM	15. Collaborating with the mining houses within MKLM to assist with material and equipment to improve the condition of rural roads. (ensure that radius does not become part of the discussions) The Municipality will request the byproducts of mining to improve the quality as a short to medium term solution which will also prepare the surfaces for when resources are available to fully upgrade the surfaces.	Jun-25

4.2 THEMATIC AREA 2: SPATIAL REMODELING TO BOOST SUSTAINABLE REVENUE.

Strategy	Category	Responsible Department	Action	Time-Frame
Land use Planning and Zoning Reforms.	Spatial Development	Lead: Planning and Development Department Support: Budget & Treasury and LED department	1. Land Audit - (List of Mines and determination of adequate zoning)	2025-2026 FY
			2. Update Valuation Roll	
			3. Review of the SDF	
			4. Village Development Plans	
Data Driven Management and Monitoring - GIS	Spatial Development	Lead: Planning and Development Department Support: CSS	5. Establishment of a GIS System in MKLM for Infrastructure Verification	2025-2026 FY
Policy and Regulatory Framework	Institutional Development	Lead: Planning and Development Department	6. Review by-laws that addresses environmental and land use issues	2025-2026 FY
		Support: Corporate Support Services		
Building sustainable partnership		Lead: OMM (IDP)	7. Develop stakeholder engagement strategy/Plan	Not later than July 2025

Strategy	Category	Responsible Department	Action	Time-Frame
		Lead: OMM (IDP)	8. Update and conclude MoU between the Municipality and Traditional authorities	
		Support: All HOD	9. Regular meeting with Traditional authorities	
		Support: All HOD	10. Engagement through socio economic Clusters (MOU)	
Skills (Institutional) and Human Capital (Scarce skill to run the economy with the MKLM region)	Human Resource Management and Institutional Development	Lead: Planning and Development Department	11. To appoint land use inspector to deal with contraventions and tariffs (illegal and unlawful land use) as legislated in SPLUMA	2025-2026 FY
		Support: Corporate Support Services	12. Submit and item to council for the appointment of Land use inspector. Filling of vacant positions	
Priority Human Settlement and Housing Development Areas - 1. Mokgalwaneng/Spitskop PSHDA 2. Ledig PSHDA 3. Mogwase unit 7 and unit 8b 4. Mogwase Mega city Human Settlement	Human Settlement and Housing Development	Lead: Planning and Development Department	13. Mokgalwaneng/Spitskop and Ledig PSHDA An item to be sent to council for approval to allocate stands/ sites for people who earns from R3501 to R22 000 so that people can have access to first home finance	2025-2026 FY
		Support: Infrastructure and Technical Services	14. Mogwase Unit 7 and unit 8b. Councillors and Traditional Authorities to prepare a beneficiary list Mogwase Unit 7 and unit 8b - To Develop Water Waste Treatment Plans	

4.3 THEMATIC AREA 3: IMPROVING AND SUSTAINING METERED AND UNMETERED SERVICES.

STRATEGY	CATEGORY	RESPONSIBLE DEPARTMENT	ACTION	TIME-FRAME
Equitable waste collection services and expansion of Infrastructure to Support Reliable and	Service delivery	Lead: Community Services	1. Map and officiate the list of villages with sections	Q1 2025/26 FY
		Support: Budget and Treasury Office. Local Economic Development. Infrastructure and Technical Services and	2. To liaise with STATS SA and Post Office to provide aid with quantification of households, farms and operating mines	Q1 2025/26 FY
			3. Monitor rural service delivery coverage monthly Continuous	Continuous

STRATEGY	CATEGORY	RESPONSIBLE DEPARTMENT	ACTION	TIME-FRAME
Inclusive Service Delivery		Planning and Development	4. Conclude Preliminary processes on the upgrade of Madikwe Landfill site (this project) include the installation of the weighbridge	Q4 2025/26 FY
			5. Repairs and calibration the weighbridge at Mogwase landfill site.	Q4 2025/26 FY
Establish inclusive and cost-reflective revenue model	Institutional arrangements	Lead: Budget and treasury office	6. Conduct the cost of service delivery (Cost Benefit Analysis)	Q1 and 2 2025/26 FY
		Support: Budget and Treasury office, Community Services, Infrastructure and Technical Services	7. Assessment and identification of appropriate infrastructure or office facilities for the collection of service payments.	Q1 and 2 2025/26 FY
Formalize and regulate commercial waste generators		Lead: Budget and Treasury Office/ LED	8. Conduct registration of all taverns, supermarkets, spaza shops	Q1 and 2 2025/26 FY
		Support: Community Services	9. Assign waste categories and billing profiles	Q1 and 2 2025/26 FY
			10. 3 Pilot prepaid meter and revenue collection in selected villages	Q2 2025/26 FY
Ensure Accurate Billing for Existing Metered Yard Connections		Lead: Infrastructure and Technical Services	11. Conduct a Physical Audit of All Yard connections. Test Meter Functionality and Replace Faulty Meters and Linking of Verified Meters to Municipal Billing System	Q2 2025/26 FY
		Support: Budget and Treasury office		
Promote Equitable Cost Recovery While Supporting Indigent Households		Lead: Budget and Treasury office	12. Implement a Debtor Categorisation and Risk Profiling System	Q1 2025/26 FY
		Support: Infrastructure and Technical Services	13. Update and Enforce the Indigent Policy implementation.	Q1 2025/26 FY
			14. Roll Out a Community Education Campaign on Billing and Water Usage	Q2 2025/26 FY
Improve Revenue Collection		Lead: Budget and Treasury office	15. Implement credit Control and implement Service	Q2 2025/26 FY

STRATEGY	CATEGORY	RESPONSIBLE DEPARTMENT	ACTION	TIME-FRAME
through Targeted Enforcement Measures			Restrictions for Chronic Defaulters (e.g., Flow Limiters)	
		Support: Infrastructure and Technical Services	16. Offer Payment Incentives and Debt Relief for Compliant Households. Including distribution of existing wheelie bins to consumers whose account are up to date. Re-submission of item articulating the request to Council	Q3 2025/26 FY
			17. Integrate Municipal By-Laws and Credit Control Policy in Enforcement Actions to ensure all enforcement is legally compliant and defensible	Q3 2025/26 FY
			18. Establishment of a Revenue Enhancement Task Team	Q1 2025/26 FY

4.4 THEMATIC AREA 4: MUNICIPAL CAPACITY AND CULTURE SHIFT TO BREED PERFORMANCE DRIVEN MUNICIPALITY INCLUDING YOUTH AND GENDER ISSUES MAINSTREAMING.

STRATEGY	CATEGORY	RESPONSIBLE DEPARTMENT	ACTION	BY WHEN
To promote Accountability, efficiency and professionalism within the organization	Institutional arrangements	Lead: Corporate Support Services (CSS)	1. Review and enforcement of existing policies and retrain/capacitate employees on them.	Jul-25
			2. Finalisation of organisational structure and budgeting	Jul-25
			3. Council Item submitted for the review of Systems of delegation	Jul-25
			4. Council Item for the Re-Establishment of Disciplinary board	May-25

STRATEGY	CATEGORY	RESPONSIBLE DEPARTMENT	ACTION	BY WHEN
To strengthen political oversight and optimize executive functions		Lead: office of the Mayor	5. Recommended Portfolio committees to be structured as follows: 5.1 Housing and Human Settlements, 5.2 Special Projects, 5.3 Budget & Treasury Office, 5.4 Infrastructure & Technical Services, 5.5 Corporate Support Services, 5.6 Community Services and Public Safety, 5.7 Planning and Development, 5.8 Parks and Transport	Jun-25
To promote youth capacity and awareness on gender base violence, crime prevention, poverty, disability		Lead: office of the Mayor	6. Development and adoption of terms of reference for Youth Desk	Jun-25
Foster community involvement through public participation and instill an attitude of ownership for development	Policies and Business processes	Lead: CSS Support: Council	7. Review and enforcement of existing policies and retrain/capacitate employees on them.	Jul-25
			8. Formalisation and documentation of business processes and sharing them, including with community.	Jul-25
			9. Review of Communications Strategy	
Improving education training and innovation to promote development within the municipality	Education and experience and skills development	Lead: CSS	10. Adoption of skills audit report: followed by the development of implementation action plan	Jun-25
		Support: CSS	11. Provide for position of the psychometrics in the structure.	Jun-26
		Support: CSS	12. Provide for positions and Establishment of monitoring and evaluation functions.	Jun-26
			13. Development of standardised corporate calendar which includes	Jul-25

STRATEGY	CATEGORY	RESPONSIBLE DEPARTMENT	ACTION	BY WHEN
			management meetings and performance assessments of senior managers	
			14. Structured and well packaged Induction programme for of new employees.	Jun-25

4.5 THEMATIC AREA 5: MAKING BOJANALA SEZ INCLUDING BAKUBUNG SMART CITY A REALITY AS A CATALYST TOWARDS INCLUSIVE GROWTH AND JOB CREATION

STRATEGY	CATEGORY	RESPONSIBLE DEPARTMENT	ACTION	TIME-FRAME
Ensuring collaboration to unlock development of the Bakubung Smart City	Socio-Economic clusters Development	Lead: OMM	1. Unlocking and distribution of the Integrated Human Settlement NWDOHS Approved 927 BNG's various areas including Smart City.	May-25
		Support: Planning & Development	2. Considerations of the proposal and endorsing of the Schools and College of Specialization which must focus on STEM, Mining, Tourism and agribusiness scarce, future skills, 4IR, and AI.	Jun-25
		LEAD: Planning & Development.	3. Review the SDF to clearly articulate the Proposed Socio-Economic Cluster- Remodeling.	2025-2026 FY
		Lead: Bojanala Platinum District. Support: OMM	4. Packaging and hosting of the Inclusive Socio-Economic Summit, through Bojanala DMM forum to include decision makers from key Catalytic Projects within the DDM.	Oct-25
		LEAD: OMM support: Kubu Properties	5. Facilitation of NWPG/National Government & Entities Grants and Incentives Agencies Written representations to DEDECT, DTIC for critical infrastructure grants, and other incentives, funding grants and none funding support. The other government instruments support includes the NHFC, NHDA, PIC, ISA.	Jun-25
To support development of Bodirelo Industrial as future Bojanala Special Economic Zone.		Lead: Planning & Development Support: OMM	6. MKLM to engage Department of Economic Development, Environment Conservation and Tourism together with North West Development Corporation on how best to collaborate in making the SEZ a reality. (Commission noted that Lack of in-depth Knowledge and information limited inputs into action plans related to SEZ hence the proposed action plan)	Jun-25

STRATEGY	CATEGORY	RESPONSIBLE DEPARTMENT	ACTION	TIME-FRAME
Source funding for Capital Infrastructure.	Infrastructure Development and Maintenance	Lead: ITS	7. MKLM to prepare business plans for funding (Infrastructure SA, DBSA through a special purpose vehicle) 1. MM to appoint Technical Committee. 2. Development of TOR for above committee. 3. Reactivation of Working Streams 4. Request a meeting with the MEC of the Department of Economic Development, Environment, Conservation and Tourism (DEDECT) By the 16th of May 2025 subsequently Convene a meeting with MEC DEDECT by end of May 2025(SEZ).	Jun-25
		Support: Planning & Development		
		Support: Office of MM		

THEMATIC AREA 6: IMPLEMENTING AND FACILITATING PROGRAMS AND POLICIES TO LIFT PEOPLE OUT OF POVERTY BY ADDRESSING NEEDS LIKE HEALTHCARE AND EDUCATION, AND SOCIAL SAFETY NETS

Strategy	Category	Responsible Department	Action	BY When
To encourage large corporate companies and state - owned entities to collaborate with relevant education and training institutions to provide skills to communities	Mass portable skills development	Lead: LED	1. Conduct community skills audit to establish requirement for portable skills requirements	End September 2025
		Support: All departments	2. Review LED strategy	End 2025/26
			3. Development of LED SPV - collaboration with industries to capacitate and create awareness	End October 2025
To strengthen recycling infrastructure and logistics	Waste to energy projects	Lead: Community Service	4. Source funding for the feasibility study	End June 2026
			5. Review LED master plan to accommodate waste to energy concept	End June 2026
		Support: LED	6. Establishment of policies and review bylaws to encapsulate waste-to-energy	End June 2026
			7. Building suitable partnerships with private sector for recycling programmes. e.g. MOUs with Producer Responsibility Organizations	End June 2026
	Institutional	Lead: LED	8. Establishment of the compliance task team and development of a	End February 2025

Strategy	Category	Responsible Department	Action	BY When
			schedule of regulatory compliance, Regular inspections and Law enforcement	
		Support: Comm. Services, Planning & Dev	9. Finalisation of the Spaza shop bylaw	Sep-26
			10. Conduct awareness campaigns on the spaza shop by laws and Conduct training for spaza shop owners	Quarterly
			11. To source funding to upgrade supplier database to web-based system.	6/1/2027
	Agriculture and agro - processing	Lead: LED	12. Reviewing of agriculture masterplan	End June 2026
		Support: Comm. Services	13. Establishment of co - operatives and development of a database	Ongoing
			14. Capacitation of farmers to be commercial	ongoing

The plan together with the SDF serve as the key strategic documents that guide and inform the future development of the municipality. The strategy intends to facilitate a programme that would bring new heights of collaboration and capability in the region for adequate human development interventions. Vision 2030 is a strategy and plan to respond strategically and decisively to growth and development dynamics. The Vision 2030 aims to achieve the developmental outcomes championed in terms of this strategy which are:



The Strategy is a framework for the current and subsequent councils to continue with targeted constraints management to bring the region to stability, viability and prosperity for its people. Applying an outlook of 30 years, the strategy embraces the continental, national and regional developmental imperatives to charter long-term prosperity. These imperatives are condensed into 10 developmental

outcomes that intend to champion organisational agility, resource efficiency, and industrial specialisation that would prepare the region for the post-mining period and alleviate the decline. The individual outcomes are furnished with sharp outcome targets that would quantify institutional and regional progress. The developmental outcomes championed in terms of the 10 strategies mentioned above.

In achieving more service delivery capability, the LTDS enters into a Memorandum of Agreement (MoA) with the Traditional Leadership as representatives of the communities. The MoA facilitates agreements to bolster efficient and inclusive land management, to bring about the three critical issues:

- 1) Better and planned service delivery
- 2) Billing in traditional community areas, and
- 3) Charter improved social security administration through the effective implementation of indigent policy.

The MoA entered into need to be robustly engaged with all Traditional Leaders for a buy in and not to hinder implementation for sustainable development programmes. The MoA need to be entered into between the Moses Kotane Local Municipality and the 22 traditional and all the 107 villages and / or community authorities within its area of jurisdiction.

In achieving a robust, stable and working local economy, the LTDS expedites significant shifts in the region to promote:

- 1) Innovation,
- 2) Diversification, and
- 3) Collaboration through the Economic Development Charter.

The Charter facilitates commitments by the government, mining and business sectors operating in the region to bring about

- 1) Concerted human development interventions
- 2) Intentional labour absorption and upskilling
- 3) Incentivisation of infant industries and
- 4) To protect government and business revenue in the region.

The Charter works to institute economic diversity and long-term stability through putting local resources to work.

5. Socio-economic development and quality of life

According to the MKLM IDP 2024/2025, the socio-economic character of the municipality is unpacked looking at indicators including (1) skills and education (2) transport and income expenditure and (3) social indicators. One of the key objectives of the IDP is to ensure alignment between the three spheres of government: National and Provincial priorities, policies and strategies (as listed below):

- Sustainable Development Goals
- African Union Agenda (Vision 2063)
- National Development Plan (Vision 2030)
- National Spatial Development Plan
- National Development Framework
- National LED Framework
- National Key Performance Areas
- National Outcomes Medium Term Strategic Framework (MTSF) 2019-2024
- Integrated Urban Development Framework (IUDF)
- Green Economy Accord National Climate Change
- Adaptation Strategy
- National Infrastructure Plan 2050
- Human Settlement Master Spatial Plan

- State of Nation Address State and Provincial Address
- Provincial Growth and Development Strategy
- Provincial Spatial Development Framework
- District Growth and Development Plan
- District Development Model
- Back to Basics

Section 31 (c) of the MFMA, requires the municipality to align its IDP with the IDPs of municipalities within the area of jurisdiction of the district municipality where such a municipality is located. Furthermore, this section ensures that the integrated development plan of a municipality is aligned to National and Provincial plans of organs of the state.

A clear linkage between these objectives, the IDP, the budget, all budgetary documentation, departmental municipal development strategy as well as performance tools are maintained throughout. There is still a gap for other departments to align their plans with the departmental strategic objectives.

Strategic intent refers to the purpose that an organisation strives to achieve. The strategic intent covers the vision, mission, value system, strategic goals, objectives, outcomes and strategies. The organisation's strategic intent is pivotal and focuses on the organisation's plans and objectives in terms of its day-to-day business.

It is of critical importance to realise that even if the values and strategies are well-designed, the success would depend upon their implementation by individual departments within the organisation. The strategic intent compels an organisation to re-conceptualise its current business practices and articulates how the future could look like in their plans. In essence the vision and mission statements look into the future more rigorously.

IDP is a strategic plan for an area that gives an overall framework for development. A municipal IDP provides a five-year strategic programme of actions aimed at setting short-, medium- and long-term strategic and budget priorities. The IDP therefore aligns the resources, organisational structure and the capacity of its overall developmental aims, and both informs and guides the municipal budget.

- An IDP is, therefore, the key instrument which each municipality uses to provide vision, leadership and direction for all those involved in the development of a municipal area
- The IDP enables municipalities to use scarce resources most effectively and efficiently to accelerate service delivery.

Council resolved to keep the Mission Statement must be kept unchanged until the next financial year.

Section 152 of the Constitution prescribes that the municipality must strive to achieve, within its financial and administrative capacity, the objectives set out for itself. The MKLM Mission Statement fully conforms to Section 152 of the Constitution.

Table 7: Municipal SWOT Analysis

The municipality must ensure that its plans are aligned to a business analysis, where we examine and assess the impacts of internal strengths and weaknesses and external opportunities and threats, especially those raised by communities. SWOT enables us to check on progress, and challenges we still face as a municipality. The acronym refers to Strengths, Weaknesses, Opportunities and Threats.

Strengths:

Weaknesses:

Table 7: Municipal SWOT Analysis

The municipality must ensure that its plans are aligned to a business analysis, where we examine and assess the impacts of internal strengths and weaknesses and external opportunities and threats, especially those raised by communities. SWOT enables us to check on progress, and challenges we still face as a municipality. The acronym refers to Strengths, Weaknesses, Opportunities and Threats.

Strengths are those factors that make an organisation more competitive. Strengths are attributes that the organisation have or resources that can be leveraged to its benefit. Strengths are, in effect, resources, capabilities and core competencies that the organisation holds that can be used effectively to achieve its strategic objectives noting it to be SMART.	Can be taken as limitations, poor planning, liabilities or shortcomings within the organisation that will keep it from achieving its planned objectives.
<p>Opportunities:</p> <p>Opportunities include any favourable current prospective situation in the organisation's environment, such as a trend, markets, changes or overlooked needs that supports the demand for a product or service and permits the organisation to enhance its competitive position.</p> <p>In our case the SEZ, fresh produce market, new mining developments and shafts, new residential areas and many other developments can be identified and funded.</p>	<p>Threats:</p> <p>Refers to any unfavourable situation, trend or impending change in an organisation's environment that is currently, or potentially, damaging or threatening to its ability to compete. It may be a barrier, constraint, or anything that might inflict problems, damages, harm or injury to the organisation.</p> <p>Now we are faced by an unfunded budget for this Financial Year, the Auditor General's Report, political instability, and long overdue management positions which need to be implemented soon. Disruptions of planned projects might result in the loss of funds or roll overs. Threats also include distressed employees with low morale to function in the provision of service delivery, a lack of resources and a lack of office space.</p>

6. Strategic Management Report: 30 Year Action Plan

The Report to go to Portfolio. Executive Committee and adopted by Council aligned to the IDP as an annexure and to be included in the IDP after adoption by Council May 2025.

7. Alignment Strategic Processes

This municipal IDP also aligned itself with policy imperatives of the global and regional structures to which South Africa is member state. These structures are the United Nations (UN) and the African Union (AU) respectively. The UN, after the Millenium Development Goals whose target date was 2015, identified 17 goals to be refered to as Sustainable Development Goals (SDGs) which member states must focus on with target date of 2030. The African Union on the other hand has developed an economic program known as New Partnership for Africa's Development that identied a number of commitments the regional structure will embark on to bring about sustainable growth, peace, prosperity, participation in the global economy by the African continent.

Municipalities in South Africa use integrated development planning (IDP) as a method to plan future development in their areas and determine the best solutions to achieve sustainable long-term development to ensure that:

- The IDP's are aligned to Provincial Annual Performance Plans
- The IDP's are aligned with all Social Labour Plans for mining houses operating in the jurisdiction

8. Alignment of KPAs, Strategic Goals, Goal Statement and Goal Outcome

TABLE 8: ALIGNMENT OF KPAS, STRATEGIC GOALS, GOAL STATEMENT AND GOAL OUTCOME			
KPA Description	Strategic Goal	Goal Statement	Goal Outcome
KPA 1: Municipal Transformation and Organisational Development	Aligned Organisational Structure with Municipal Regulations and Skilled Workforce	<ul style="list-style-type: none"> Create a Implementation of municipal regulations, optimising human capital through the development of employee capacity building and skills transfer and the improvement of knowledge management through continuous training and mentorship programmes 	Capacitated service delivery workforce
KPA 2: Basic Services Delivery and Infrastructure Development Municipal Priority 1.Water and Sanitation 2.Roads and Storm Water 3.Sports and Recreation 4.Solid Waste and Environment	Reliable and Sustainable Basic Service Delivery	<ul style="list-style-type: none"> The primary focus of this goal is the eradication of service backlogs, balanced with community need priorities and funded by means of own resources and available conditional grants. 	Provision of basic services to all households in the municipality
	Provision of Quality and Sustainable Community Services	<ul style="list-style-type: none"> To create a safe and healthy environment within the community, inclusive of social amenities 	Healthy environment
KPA 3: Municipal Financial Viability and Management	Sound Financial Management and Effective Administration	<ul style="list-style-type: none"> A municipality which is able to pay creditors on time, The ability to collect from its customers, with effective internal controls which are implemented and comply with applicable legislations. 	Clean audit outcomes and sustainable service delivery
KPA 4: Good Governance and Public Participation and Communications	Ethical and Accountable Institution (Intergovernmental Relations,)	<ul style="list-style-type: none"> Create a culture of exercising ethical and effective leadership. To work towards achieving transparency, good performance, effective oversight and legitimacy and accountability. 	Functional governance and assurance structure
KPA 5: Spatial Development Analysis and Rationale	Well-planned and Integrated Developments	<ul style="list-style-type: none"> To achieve a balance between spatial transformation and resource availability To ensure implementation of SPLUMA in rural areas per prescribed legislation 	A spatially, socially and economically thriving environment for all to reside in
KPA 6: Local Economic Development	A Conducive Environment for Sustainable Economic Growth	<ul style="list-style-type: none"> To ensure a conducive environment for sustainable economic growth. 	Economically thriving communities

9. Municipal Priorities /Key Performance Areas, National Development Targets and Plans

Table 9: Municipal Development Priorities /Key Performance Areas, National Development Targets and Plans			
Municipal Priorities	Key Performance Areas	National Development Plan Targets	National Development Plan
1. Water and Sanitation	Basic Service Delivery and infrastructure development	<ul style="list-style-type: none"> Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognizing the trade-offs in the use of water. 	Chapter 4: Economic infrastructure
Electricity Provision		<ul style="list-style-type: none"> Reduce water demand in urban areas to 15% below the business-as-usual scenario by 2030 	
(High mast Lights and Street Lights)		<ul style="list-style-type: none"> Competitively priced and widely available broadband 	
		<ul style="list-style-type: none"> Public employment programmes should reach 1 million by 2015 and 2 million people by 2030 	
2. Roads and Storm Water		<ul style="list-style-type: none"> Maintenance and upgrading of infrastructure Provision of bulk infrastructure Quality services in all local municipal areas. Significant backlogs exist in terms of basic service delivery, specifically regarding water and sanitation. 	Chapter 5: Environmental sustainability and resilience
7.Solid Waste and Environment		<ul style="list-style-type: none"> To develop and maintain infrastructure to provide basic services 	
	Municipal Financial Viability and Management	<ul style="list-style-type: none"> To ensure absolute reductions in the total volume of waste disposed to landfill each year. To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment. Absolute reductions in the total volume of waste disposed to landfill each year 	
3.Sports and Recreation		<ul style="list-style-type: none"> At least 20 000MW of renewable energy should be contracted by 2030 	
4. Municipal Budget allocated to Projects (Internally Debt Collection revenue enhancement)	Municipal Transformation and Institutional Development	<ul style="list-style-type: none"> To develop and improve community infrastructure facilities, public safety, disaster emergencies and a healthy environment 	Chapter 9: Improving education, training and innovation
		<ul style="list-style-type: none"> Sound financial management: adherence to all laws and regulations as prescribed to local government 	Chapter 12: Building safer communities
5. Municipal Transformation and		<ul style="list-style-type: none"> To promote accountability, efficiency and professionalism within the organisation All children should enjoy services and benefits aimed at facilitating growth 	Chapter 14: Fighting corruption

Table 9: Municipal Development Priorities /Key Performance Areas, National Development Targets and Plans			
Municipal Priorities	Key Performance Areas	National Development Plan Targets	National Development Plan
Institutional Development		<ul style="list-style-type: none"> A corruption free society, a high adherence to ethics throughout society and a government that is accountable to its people. 	
		<ul style="list-style-type: none"> Our vision is a society where opportunity is not determined by race or birth - right; where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa. 	Chapter 15: Nation building and social cohesion
6. Economic Development	Economy and employment	<ul style="list-style-type: none"> Public employment programmes should reach 1 million by 2015 and 2 million people by 2030 	Chapter 3: Economy and employment
8.Community Participation and Communication	Good Governance and Public Participation	<ul style="list-style-type: none"> To ensure ethical and transparent governance that is responsive to community needs and encourage public participation. Staff at all levels have the authority, experience, competence and support they need to do their jobs. Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system. 	Chapter 13: Building a capable and developmental state
9. Land and Human Settlement (Residential, Business and Agriculture)	Spatial Rationale	<ul style="list-style-type: none"> To establish socially, economically, and environmentally integrated sustainable land use and human settlement Upgrade all informal settlements on suitable, well-located land by 2030 More people living closer to their places of work More jobs in or close to dense, urban townships Strong and efficient spatial planning system, well integrated across the spheres of government 	Chapter 8: Transforming human settlements
		<ul style="list-style-type: none"> Make early childhood development a top priority among the measures to improve the quality of education and long-term prospects of future generations 	Chapter 9: Improving education, training and innovation
Disaster Management		<ul style="list-style-type: none"> All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care and safety. Ensure progressively, and through multiple avenues, that no one lives below a defined minimum social floor. To develop and maintain infrastructure to provide basic services 	Chapter 10: Health care for all
			Chapter 11: Social protection
			Chapter 12: Building safer communities

10. Global Development Policy Direction



The United Nations adopted a set of goals by September 2015, through which it 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. The MKLM aligns 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.*
- Is the Agenda - an action plan for people, planet, and prosperity, to focus on **strengthening peace and partnerships**.

The proposed Sustainable Development Goals (SDGs) offer major improvements on the Millennium Development Goals (MDGs). Not only do they address some of the systemic barriers to sustainable development, but they also offer better coverage of, and balance between, the three dimensions of sustainable development".

- social,
- economic
- environmental –and the
- institutional/governance aspects.

The overall balance is illustrated by four of the goals discussing global environmental issues (climate, water, ecosystems, oceans).



Figure 4: Sustainable development goals

The 17 Sustainable Development Goals (SDGs) are built 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 levels were drastically reduced. A move from MDG to SDG required developmental planning to focus on the goals.

11. Millennium Development Goals - MDGs New Approach

The MDGs dealt only with developing countries and only, to a limited degree, captured all three dimensions of sustainability. In contrast, the SDGs deal with all countries and all dimensions, although the relevance of each goal will vary from country to country. The SDGs' process has been a huge step forward to create universal goals that articulate the need and opportunity for the global community to come together to create a sustainable future in an interconnected world.

The Sustainable Development Goals (SDGs) initiative is aimed at attaining the following goals. Each goal has specific target/s:

The 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 10: Millennium Development Goals

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.

12. National Outcome Delivery Agreements

- The Medium-Term Strategic Framework (MTSF) base document is meant to guide planning and resource allocation across all three spheres of government. National and provincial departments have to develop their five-year strategic plans and budget requirements considering the medium-term imperatives.

- Municipalities are expected to adopt their Integrated Development Plans in line with the national medium-term priorities. Each of the priorities contained in the MTSF should be attended to.
- Critically, is the strategic focus of the framework as a whole. This relates in particular to the understanding that economic growth and development, including the creation of decent work on a large scale, investment in quality education and skills development are at the centre of the government's approach.
- The MTSF is structured around 14 priority outcomes. Government has agreed on **14 outcomes** as a key focus. Each outcome has a limited number of measurable outputs with targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome.
- Each of the 14 outcomes has a delivery agreement which in most cases involves all spheres of government and a range of partners outside government.
- Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities.
- Each outcome has been broken into various outputs that stipulate activities to be undertaken towards the achievement of a particular outcome.

Table 11: Fourteen (14) National Outcome Delivery Agreements

Outcome	Activity	Goals	Roles
1	Improved quality of basic education	Improving citizens skills levels and education	<ul style="list-style-type: none"> ▪ Not our responsibility but will from time to time support schools and other learning institutions with learning and other resources. ▪ Calls for collaboration with the private sector, colleges to support science centres, and schools' programmes, technology and agricultural development.
2	A long and healthy life for all South Africans	Improve quality of citizens' health	<ul style="list-style-type: none"> ▪ Not our competency but ensures we engage relevant stakeholders on challenges faced by communities
3	Communities to feel safe; there should be decent employment through inclusive growth	Creation of secure and friendly city through fighting crime	<ul style="list-style-type: none"> ▪ Although the municipality is not directly responsible for crime prevention and safety, community safety campaigns and initiatives are continuously supported
4	Decent Employment through Inclusive Economic Growth	Job creation through economic development	<ul style="list-style-type: none"> ▪ Focus only on Expanded Public Works Programme ▪ Making conducive environment still a challenge
5	An efficient, competitive and responsive economic infrastructure network	<p>Municipality not resourced and committed to attain the vision and mission of the organisation s</p> <p>Reliance on MIG grants, not billing waste Water provision, Nor property rates</p>	<ul style="list-style-type: none"> ▪ Training and capability development will inform Council to improve the skills and capacity of the workforce and political structure

Table 11: Fourteen (14) National Outcome Delivery Agreements

Outcome	Activity	Goals	Roles
6	There should be vibrant, equitable, sustainable rural communities with food security for all	Efficient and integrated infrastructure and services	<ul style="list-style-type: none"> ▪ Council has identified the absence of economic infrastructure as one of the main weaknesses ▪ To engage the District, and mines to develop an economic infrastructure plan in a collaborative project
7	Vibrant, equitable and sustainable rural communities with food security for all	Viable economic growth and development	<ul style="list-style-type: none"> ▪ As a predominantly rural area, studies and research are required on how to prioritise agriculture as one of the catalysts of the fight against poverty and hunger
8	Sustainable Human Settlements and Improved Quality of Household Life	To promote non-racial, integrated society through sustainable human settlements and quality housing	<ul style="list-style-type: none"> ▪ To continue to play a supporting role in the creation of sustainable human settlements through service provision
9	A responsive, accountable, effective and efficient Local Government System.	Democratic, responsible, transparent, objective and equitable governance	<ul style="list-style-type: none"> ▪ A new new approach to planning and implementation through support and partnership of MCPD to end in 2025
10	Environmental assets and natural resources that are valued, protected and continually enhanced.	To promote environmental; conservation and promotion	<ul style="list-style-type: none"> ▪ Encourage partnership with our private sector, the Department of Agriculture and Environmental Affairs (Provincial and National) which were established to address issues of nature conservation and preservation throughout the municipal area
11	Create a better South Africa and contribute to a better and safer Africa and World	Promoting Social Cohesion	<ul style="list-style-type: none"> ▪ Inclusivity and diversity ▪ The municipality will pursue beneficial partnerships with municipalities in other parts of the country, Africa and beyond
12	An efficient, effective development-oriented public service and empowered, fair and inclusive citizenship	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance	<ul style="list-style-type: none"> ▪ To contribute to the attainment of the developmental state through active community involvement
13	An inclusive and responsive social protection system		<ul style="list-style-type: none"> ▪ Indigent policy and register available to support those who are identified as indigent. ▪ Further studies are required to ensure those in the register are eligible ▪ To explore avenues to assist ECD with structures for crèches, educator capabilities and financial management
14	Nation building and social cohesion	Social Cohesion	<ul style="list-style-type: none"> ▪ Broader engagements with traditional Leaders on their ceremonies to enhance nation building and social cohesion through the preservation of culture in all 107 villages

SECTION K: PROJECT PHASE

1. Municipal Projects

Table 1: PROJECT NUMBER	PROJECT DESCRIPTION	WARD	STATUS	TOTAL CAPITAL BUDGET				
				2024/2025 ADJUSTMENT	2025/2026	2026/2027	2027/2028	FUNDER
INFRASTRUCTURE & TECHNICAL SERVICES								
WATER PROJECTS								
Financial Year: 2024/2025 – 2027/2028								
MKW – 74	Construction of Lerome (Thabeng Section) Water Supply	15	Construction Adjusted	2,106,003.00				MIG
MKW – 94	Construction of Mahobieskraal Bulk Water Supply and Reticulation	30	Roll Over	266,926,.00				WSIG
MKW – 116	Construction of Ledig Water Supply Various Sections	14/28/30	Construction Adjusted	9,804,021.00				MIG
MKW - 123	Construction of Tweelagte Water Supply (Phase III)	26	Procurement Adjusted	11,000,000.00	7,000,000.00			WSIG
MKW – 124	Design of Tweelagte Water Supply Phase 4, New Stands	26	Adjusted	0.00	15,000,000.00			MIG
MKW – 125	Construction of Maeraneng Water Supply	22	Construction Adjusted	14,810,285.00				MIG
MKW – 127	Construction of Segakwaneng Water Supply	31	Construction Adjusted	19,630,334.00				MIG
MKW – 130	Construction of Sandfontein Water Supply Phase 2, Boikhutso Ext.	10	Adjusted	3,000,000.00	20,000,000.00	18,000,000.00		MIG
MKW – 131	Construction of Manamakgotheng Water Reticulation	31	Construction Adjusted	28,297,301.00				MIG
MKW – 132	Upgrading Water Treatment plant in Molatedi – (Molatedi Groundwater source developed)	1	Adjusted	798,719.00	4,468,000.00	10,000,000.00		MIG
MKW – 133	Replacement of Mogwase Asbestos Pipe 2	13/33/35	Adjusted	23,438,403.00	20,000,000.00	9,000,000.00		MIG
MKW – 135	Construction of Mabeskraal to Uitkyk Bulk Water Pipeline Phase I	23	Construction Adjusted	1,308,957.00				WSIG
MKW - 135	Mabeskraal to Uitkyk Bulk Water Pipeline Phase 2	23	Construction	10,891,823.00	5,000,000.00			WSIG
MKW – 141	Greater Saulspoort Bulk water augmentation		Planning	0.00	2,000,000.00		21,350,000.00	WSIG
MKW - 142	Madikwe bulk water augmentation scheme	19/20/21	Planning	0.00	1,000,000.00			WSIG

Table 1: PROJECT NUMBER	PROJECT DESCRIPTION	WARD	STATUS	TOTAL CAPITAL BUDGET				
				2024/2025 ADJUSTMENT	2025/2026	2026/2027	2027/2028	FUNDER
MKW - 146	Mabaalstad Water Supply	25	Planning		2,800,000.00	10,000,000.00	18,000,000.00	MIG
MKW - 147	Moubane Water Supply	3	Planning		2,800,000.00	12,000,000.00	19,000,000.00	MIG
MKW - 148	Construction of David Katnagel water supply	2	Procurement	8,500,000.00	6,000,000.00			WSIG
MKW – 149	Construction of reservoir Bojating	11	Planning			7,000,000.00		WSIG
MKW - 150	Construction of a balancing tank (Ward 8 – Ngweding)	8	Planning			8,000,000.00	6,000,000.00	WSIG
MKW - 151	Water Conservation and Demand Management in Mogwase	13/33/35	Planning	0.00	2,000,000.00	2,243,000.00		WSIG
MKW – 152	Tlokweng water supply phase 1	20/21		31,177,000.00				WSIG

Table 2: PROJECT NUMBER	PROJECT DESCRIPTION	WARD	STATUS	TOTAL CAPITAL BUDGET				
				2024/2025 ADJUSTMENT	2025/2026	2026/2027	2027/2028	FUNDER
INFRASTRUCTURE & TECHNICAL SERVICES - SANITATION PROJECTS								
Financial Year: 2024/2025 – 2027/2028								
MKS – 90	Rural Sanitation Programme – Supply & Installation of VIDP in Segakwaneng	31	Adjusted	1,953,374.00				WSIG
MKS – 92	Rural Sanitation Programme – Supply & Installation of VIDP in Leruleng	17	Adjusted	1,902,861.00				WSIG
MKS – 93	Rural Sanitation Programme – Supply & Installation of VIDP in Makoshong	24	Adjusted	1,968,788.00				WSIG
MKS – 94	Rural Sanitation Programme – Supply & Installation of VIDP in Phalane	26	Construction Adjusted	3,291,584.00				WSIG
MKS – 95	Rural Sanitation Programme – Supply & Installation of VIDP in Manamakgotheng	22/31	Adjusted	3,291,584.00				WSIG
MKS – 96	Refurbishment of Mogwase Waste Water Treatment Plant Phase 1 (Works)	33/35	Procurement Adjusted	31,176,620.00	17,000,000.00	20,000,000.00		WSIG

Table 2: PROJECT NUMBER	PROJECT DESCRIPTION	WARD	STATUS	TOTAL CAPITAL BUDGET				
				2024/2025 ADJUSTMENT	2025/2026	2026/2027	2027/2028	FUNDER
MKS - 97	Upgrading of Madikwe Sewer Network	19	Planning	6,500,000.00	10,000,000.00	15,000,000.00	20,000,000.00	WSIG
MKS – 98	Upgrading of Mogwase Waste Water Treatment Plant	33/35	Planning				9,000,000.00	WSIG

Table 3: PROJECT NUMBER	PROJECT DESCRIPTION	WARD	STATUS	TOTAL CAPITAL BUDGET				
				2024/2025 ADJUSTMENT	2025/2026	2026/2027	2027/2028	FUNDER
INFRASTRUCTURE & TECHNICAL SERVICES - ROADS & STORMWATER								
Financial Year: 2024/2025 – 2027/2028								
MKRS – 93	Construction of Oudekkers Road	18	Construction Adjusted	3,646,394.00				MIG
MKRS – 95	Rehabilitation of Matau Internal Roads	3	Construction Adjusted	30,467,978.00				MIG
MKRS – 96	Design Tlokweng Internal Roads	20/21	Planning	1,750,000.00	15,000,000.00	16,000,000.00		MIG
MKRS – 97	Design Rehabilitation of Welverdiend Internal Roads	1	Planning Adjusted	1,500,000.00	15,000,000.00	16,000,000.00		MIG
MKRS – 99	Rehabilitation of Mabele a Podi Internal roads and storm water	13	Construction	11,190,861.23				MIG
MKRS- 100	Design Rehabilitation of Mogwase internal roads	13/33/35	Design	2,000,000.00	15,000,000.00	11,000,000.00	29,000,000.00	MIG
MKRS- 101	Rehabilitation of Kraalhoek internal roads	04	Procurement Adjusted	4,000,000.00	17,000,000.00			MIG
MKRS- 102	Design of Upgrading of stormwater Management – Goedehoop, Nonceba and Losmytjerie	01	Design Adjusted	3,000,000.00				MIG
MKRS- 103	Upgrading of Stormwater Management – Goedehoop, Nonceba, and Losmytjerie	01	Design		18,000,000.00	7,000,000.00	30,000,000.00	MIG
MKR - 104	Mabeskraal internal roads and stormwater	23/24	Planning		2,000,000.00	11,000,000.00	15,000,000.00	MIG
MKRS- 105	Internal Roads in Green side (Ward 9)	9	Planning		1,500,000.00	9,000,000.00	16,000,000.00	MIG
MKRS- 106	Internal Roads in Welgeval Block C (Ward 16)	16	Planning		1,500,000.00	12,000,000.00	13,000,000.00	MIG

Table 4: PROJECT NUMBER	PROJECT DESCRIPTION	WARD	STATUS	TOTAL CAPITAL BUDGET				
				2024/2025 ADJUSTMENT	2025/2026	2026/2027	2027/2028	FUNDER
INFRASTRUCTURE & TECHNICAL SERVICES								
ELECTRICITY – HIGH MAST LIGHTS								
Financial Year: 2024/2025 – 2027/2028								
MKELC–112	Energizing of High Mast lights and Community Halls in various villages from previous Financials Years.	8,10,17,29	Appraisal	6,063,711.00	7,000,000.00	7,000,000.00	9,446,000.00	MIG

Table 5: PROJECT NUMBER	PROJECT DESCRIPTION	WARD	STATUS	TOTAL CAPITAL BUDGET				
				2024/2025	2025/2026	2026/2027	2027/2028	FUNDER
CORPORATE SUPPORT SERVICES INSTITUTIONAL MANAGEMENT								
Financial Year: 2024/2025 – 2027/2028								
MKID – 87	Design of Disaster Management Centre		Planning	0.00	2,000,000.00			MIG
MKID - 88	Construction of Disaster Management Centre		Planning			8,200,000.00	25,000,000.00	MIG

Table 6: PROJECT NUMBER	PROJECT DESCRIPTION	WARD	STATUS	TOTAL CAPITAL BUDGET				
				2024/2025 ADJUSTMENT	2025/2026	2026/2027	2027/2028	FUNDER
COMMUNITY SERVICES								
SPORTS / PARKS & RECREATION								
Financial Year: 2024/2025 – 2027/2028								
MKSAC – 33	Refurbishment of Tlokweng Cemetries	20/21	Design	2,000,000.00	14,000,000.00	15,000,000.00		MIG
MKSAC - 34	Phella Sports Facility	18/19	Planning				1,000,000.00	MIG
MKSAC - 35	Mabeskraal Sports Facility	23/24	Planning				1,000,000.00	MIG
SOLID WASTE & ENVIRONMENT								
MKSWE – 01	Upgrading of Madikwe Landfill Site (Design)	19	Design	0.00	2,000,000.00	20,000,000.00	23,000,000.00	MIG

2. SEZ Proposed Projects

TABLE 7: BULK ROADS AND RAIL INFRASTRUCTURE PROJECTS COST ESTIMATES

ID	Description	Length (m)	Estimated Project Duration (Months)	Cost Estimates	Funding Sources
1	P53 – 1 From R558 to Kubu Road	11,2	36	R 138,880,000.00	IDC/DTI
2	President Ave from Kubu Road to R510	7,93	24	R 98,332,000.00	IDC/DTI
3	SEZ Class 3 (new 4 x 3,7 + 5m median)	467	6	R 10,040,500.00	IDC/DTI
4	SEZ Class 3 (new 2 x 3,7 + 5 median) + 2,2m	13,4	24	R 171,721,000.00	IDC/DTI
5	SEZ Class 3 (12m Wide + kerbing and 2 x 4m sidewalks)	23,9	36	R 443,823,000.00	IDC/DTI
6	President Ave intersection widening	2.73	8	R 1,747,200.00	IDC/DTI

TABLE 8: BULK CIVIL ENGINEERING PROJECTS COST ESTIMATES

ID	Description	Estimated Project Duration (Months)	Cost Estimates	Funding Sources
A	Bulk Water Supply			
1	200mm Diameter uPVC Bulk Water Supply Line from Vaalkop Water Treatment Plant to Bodirelo (Line A; +/- 28km)	48 (4 Years)	R 18,200,000.00	MIG/DBSA/SEZ/ Dept Water Affairs/ Magalies Water
2	160mm Diameter uPVC Rising Main Link Line from Eastern Reservoir to Western Reservoir (Line B; +/- 631,615m)	6	R 825,000.00	
3	4,5 MI Western Elevated Water Storage Tank	9	R 15,500,000.00	
4	Western Pump Station	6	R 7,850,000.00	
5	3 MI Eastern Elevated Water Storage Tank	9	R 10,400,000.00	
6	Western Pump Station	6	R 4,500,000.00	
B	Bulk Sewer			
1	30MI Sewer Treatment Plant	5 – 10 Years in Phases of 2 – 3 Years per phase	R 95,000,000.00	MIG/DBSA/ SEZ/Dept Water Affairs/ Magalies Water
Total Bulk Civil Engineering Costs			R 152,275,000.00	

TABLE 9: BULK ELECTRICAL SERVICES PROJECTS COST ESTIMATES

ID	Description	Est. Project Duration (Months)	Cost Estimates	Funding Sources	Comments
1	SEZ North Substation	30	R 86,400,000.00	DBSA/ DMRE/SEZ	EIA, WULA, Servitude
2	SEZ North Substation	10	R 14,900,000.00		Additional 1 x transformer
3	SEZ South Substation	30	R 94,200,000.00		EIA, WULA, Servitude
4	SEZ South Substation	30	R 29,800,000.00		Additional 2 x transformer
5	132kv Overhead Line (Ngwedi MTS to SEZ South S/S)	30	R 117,200,000.00		EIA, WULA, Servitude
6	132kv Overhead Line (Ngwedi SEZ South S/S TO North S/S)	24	R 5,900,000.00		
7	132kv Overhead Line (Ngwedi SEZ South S/S TO Manyane S/S)	36	R 15,700,000.00		
8	Agri-processing Sw/S 1	10	R 25,500,000.00		Servitude
9	Agri-processing Sw/S 2	10	R 25,300,000.00		
10	Mineral Beneficiation Sw/S 1	10	R 18,800,000.00		
11	Mineral Beneficiation Sw/S 2	10	R 18,800,000.00		
12	Mining Machinery Sw/S 1	10	R 17,900,000.00		
13	Mining Machinery Sw/S 2	10	R 19,600,000.00		
14	Mixed Use Sw/S	10	R 19,600,000.00		
15	Renewable Energy Sw/S	10	R 20,400,000.00		
16	Agri Processing Sw/S1 to Sw/S 2 Link	8	R 11,000,000.00		
17	Mineral Beneficiation Sw/S 1 to Sw/S 2	8	R 4,000,000.00		
18	Mining Machinery Sw/S 1 to Sw/S 2	8	R 6,200,000.00		
19	Mixed Use Sw/S – Renewable Energy Sw/S Link	8	R 3,100,000.00		
Total Bulk Electrical Engineering Costs			R 554,300,000.00		

TABLE 10: SUMMARY OF COST ESTIMATES OF PROPOSED BULK INFRASTRUCTURE REQUIRED FOR BOJANALA SEZ

ID	Description	Cost Estimates
1	Bulk Civil Engineering Infrastructure	R 152,275,000.00
2	Bulk Electrical Engineering Infrastructure	R 554,300,000.00
3	Bulk Roads and Rail Infrastructure	R 1,460,223,700.00
Total Cost Estimates		R 2,166,798,700.00

3. 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: Kgetlengrivier, Madibeng,

Moses Kotane, Moretele and Rustenburg. Below are the focus areas for DDM and the identified projects per financial years.

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

TABLE 11: 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 supply	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
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 agri-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

TABLE 12: 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	BPDM	1 Billion	0	0	0		All 5 Local Municipalities	1

TABLE 12: 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
Treatment of Polluted Water from Mining	BPDM	2 Billion	0	0	0	5 years	Madibeng; Moses Kotane and Rustenburg Local Municipalities	1

4. Sector Departments Projects

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

Table: Project / Programme Name	Progress/ Stage of project	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (2025/2026)	Main appropriation (2026/2027)	Main appropriation (2027/2028)
Maintenance and Repairs						
Day to Day Maintenance of all Government Facilities in Moses Kotane	Stage 5: Works	1 780 000	261 000	500 000	500 000	300 000
Maintenance of Matooster service point	Stage 1: Initiation/ Pre-feasibility	1 500 000	-	600 000	500 000	300 000
Upgradings and Additions						
Upgrading of workshop roof at Mogwase sub-district office	Stage 1: Initiation/ Pre-feasibility	500 000	-	500 000	-	-

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

Table: Project / Programme Name	Progress/ Stage of project	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (2025/2026)	Main appropriation (2026/2027)	Main appropriation (2027/2028)
Pothole patching, reseal and stormwater management of Road P51/1 from Majakaneng to Sun City (9,5 km)	Stage 5: Works	46 000 000	6 752 000	-	-	26 000 000
Special Maintenance of Road D40 for 3km from Naauwpoort to Uitkyk	Stage 4: Design Documentation	22 000 000	-	-	22 000 000	-
Regravelling of road D1643 from Moedi to Ratsegae 25km	Stage 7: Close out	18 205 000	14 231 000	1 199 000	-	-
Regravelling and culverts installation of road D155 from Kameelboom to Kareenpan approximately 23.34 km	Stage 5: Works	44 534 000	18 240 000	23 054 000	-	-
Regravelling and storm water improvement of road P51/2 from Makweleng to road D56	Stage 7: Close out	39 620 000	37 795 000	1 000 000	-	-

Table: Project / Programme Name	Progress/ Stage of project	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (2025/2026)	Main appropriation (2026/2027)	Main appropriation (2027/2028)
through Masekolane and Siga Approximately 23 km						
Special Maintenance of road P53/1 between road R510 and Mogwase approximately 19km	Stage 5: Works	89 000 000	-	42 500 000	36 550 000	4 450 000
Rehabilitation, Renovations & Refurbishment						
Upgrading from gravel to surface standard of road D514, Z561, D503 and D501 form access to Ramakokastad to Mmoronong via Pylkop access approximately 16.5km	Stage 5: Works	209 982 000	58 705 000	65 000 000	-	-
Upgradings and Additions						
Upgrading from gravel to surface standard of Road D506, Z559 and D332 from Dwarsberg to Pachsdraai end of tar of approximately 49km	Stage 2: Concept/ Feasibility	343 980 000	2 324 000	30 000 000	20 200 000	10 000 000
Upgrading from gravel to surface standard of road P51/2 & D56 between Sesobe and Brakkuil	Stage 2: Concept/ Feasibility	109 200 000	1 432 000	3 000 000	-	15 000 000
Upgrading of road D534 from Matau to Khayakhulu 21km	Stage 4: Design Documentation	136 500 000	2 507 000	3 000 000	-	-
Upgrading from gravel to surface standard of road D514, Z561, D503 and D501 form access to Ramakokastad to Mmoronong via Pylkop access approximately 16.5km	Stage 5: Works	247 570 000	28 223 000	-	10 620 000	-
Upgrading from gravel to surface standard of road D501 to Mmorogong approximately 8km and road D105 from the intersection of D51, approximately 12km including the bridge	Stage 1: Initiation/ Pre-feasibility	246 400 000	-	1 000 000	-	-
Upgrading of Dwarsberg Derdepoort road (Dwarsberg to Limpopo boedr) 19.2km- D53(P124/1 to Molatedi to Madikwe-18.8km Phase III	Stage 6: Handover	49 703 000	34 503 000	693 000	-	-

4.2 Department of Human Settlement (Housing)

Table: Project / Programme Name	Progress/ Stage of project	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (2025/2026)	Main appropriation (2026/2027)	Main appropriation (2027/2028)
Informal Settlement Upgrading						
Moses Kotane Bulk Services (Mogwase/Mabele a Podi) - Phase 1	Stage 5: Works	80 000 000	29 217 000	-	15 000 000	6 000 000
Moses Kotane Villages/Unit Phase 2 - Phase 1	Stage 5: Works	12 886 381 000	13 869 000	5 000 000	-	-
2016/17 Moses Kotane Villages - Ntswana Le Metsing Village 100	Stage 5: Works	3 335 000	6 083 000	4 131 000	2 174 000	2 174 000
2016/17 Moses Kotane Villages - Ledig Village 100	Stage 5: Works	3 335 000	5 258 000	6 305 000	4 348 000	1 087 000
2016/17 Moses Kotane Villages - Bapong Village 100	Stage 5: Works	3 335 000	6 197 000	6 305 000	2 174 000	2 174 000
2016/17 Moses Kotane Villages - Maretlwane Village 100	Stage 5: Works	4 002 000	8 834 000	2 174 000	4 348 000	1 087 000
2016/17 Moses Kotane Villages - Pella Village 300	Stage 5: Works	4 002 000	16 534 000	3 362 000	1 681 000	-
2016/17 Moses Kotane Villages - Tlokweng Village 300	Stage 5: Works	4 002 000	7 929 000	4 707 000	1 681 000	1 681 000
2016/17 Moses Kotane Villages - Moubane	Stage 1: Initiation/ Pre-feasibility	3 335 000	7 063 000	1 681 000	1 681 000	1 681 000
2016/17 Moses Kotane Villages – Military Veterans	Stage 1: Initiation/ Pre-feasibility	1 667 000	16 209 000	372 000	-	-
2016/17 Moses Kotane Villages - Pace Setters Pella	Stage 5: Works	6 087 000	7 444 000	6 305 000	2 174 000	4 348 000
Moses Kotane Mabele a Pudi Keagilekago	Stage 5: Works	10 000 000	2 690 000	3 362 000	3 362 000	3 362 000
Moses Kotane Bakubung Smart City - Phase 1	Stage 5: Works	60 000 000	12 452 000	4 000 000	25 000 000	11 000 000
Moses Kotane Mogwase Mega Project - Phase 1	Stage 5: Works	25 000 000	-	3 000 000	13 000 000	8 000 000
2023/24 Moses Kotane Mabela a Pudi Urban Units	Stage 5: Works	9 000 000	-	-	4 418 000	4 418 000
2023/24 Moses Kotane Mogwase Unit 8B	Stage 5: Works	9 000 000	-	-	4 418 000	4 418 000

Table: Project / Programme Name	Progress/ Stage of project	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (2025/2026)	Main appropriation (2026/2027)	Main appropriation (2027/2028)
Moses Kotane - Pilanesberg Mega Project Phase 1	Stage 5: Works	50 000 000	-	-	25 000 000	25 000 000

4.3 Department of Health

Table: Project / Programme Name	Progress/ Stage of project	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (2025/2026)	Main appropriation (2026/2027)	Main appropriation (2027/2028)
Maintenance and Repairs						
Moses Kotane Hospital Maintenance Phase 2	Stage 5: Works	-	-	5 000 000	1 000 000	-
Rehabilitation, Renovations and Refurbishment						
Sesobe Clinic Rehabilitation	Stage 4: Design Documentation	40 000 000	3 285 000	50 000	5 000 000	20 000 000
Supply, Installation and commissioning of Solar Hybrid System across the province	Stage 5: Works	-	-	1 500 000	15 000 000	-
Procurement of 18 Park homes for across the province - Phase 2	Stage 4: Design Documentation	-	-	35 000 000	-	-
Procurement of Standby generators across the province	Stage 5: Works	-	-	5 000 000	-	-
Rehabilitation of guardhouses and medical waste across the province	Stage 3: Design Development	-	-	2 000 000	7 000 000	-
Non - Infrastructure						
Ramokokastad Clinic (Parkhome) - HT	Stage 5: Works	503 000	491 000	800 000	-	-

4.4 Department of Education

Table: Project / Programme Name	Progress/ Stage of project	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (2025/2026)	Main appropriation (2026/2027)	Main appropriation (2027/2028)
Maintenance and Repairs						
Kgalatlowe Secondary School	Stage 1: Initiation/ Pre-feasibility	R50 000 000	-	R500 000	R500 000	-
ECD Maintenance Subsidy (Various schools in BPDM)	Stage 5: Works	10 000 000	5 114 000	9 527 000	14 736 000	15 592 000
Structural Damage (Various schools in BPDM)	Stage 5: Works	150 000 000	-	24 167 000	53 920 000	61 464 000

Table: Project / Programme Name	Progress/ Stage of project	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (2025/2026)	Main appropriation (2026/2027)	Main appropriation (2027/2028)
New or Replaced Infrastructure						
Batlhalerwa Primary School	Stage 4: Design Documentation	74 844 000	56 374 000	22 633 000	-	-
Lerome Primary School	Stage 1: Initiation/ Pre-feasibility	10 000 000	-	1 000 000	9 000 000	-
Rehabilitations, Renovations and Refurbishment						
Magong Primary School	Stage 1: Initiation/ Pre-feasibility	12 000 000	3 276 000	500 000	21 382 000	-
Refurbishment Programme (Various schools in BPDM)	Stage 1: Initiation/ Pre-feasibility	120 000 000	-	-	-	21 995 000
Replacement of Asbestos Roofs (Various Primary schools in BPDM)	Stage 1: Initiation/ Pre-feasibility	120 000 000	218 367 000	20 000 000	18 744 000	62 611 000
Upgrading and Additions						
Classrooms Additions (Various schools in BPDM)	Stage 5: Works	115 000 000	47 703 000	25 000 000	27 000 000	12 000 000
Programme Grade R (Various primary schools in BPDM)	Stage 1: Initiation/ Pre-feasibility	45 000 000	216 378 000	55 000 000	25 000 000	-
Programme Mobile Classrooms (Various schools in BPDM)	Stage 5: Works	150 000 000	519 965 000	199 052 000	6 000 000	-
Fencing Programme (Various schools in BPDM)	Packaged Programme	18 725 000	294 889 000	140 000 000	18 000 000	-

4.5 Department of Sports, Arts, Culture and Recreation

Table: Project / Programme Name	Progress/ Stage of project	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (2025/2026)	Main appropriation (2026/2027)	Main appropriation (2027/2028)
Upgradings and Additions						
Mabeskraal Library	Stage 4: Design Documentation	20 000 000	1 369 000	4 980 000	6 000 000	2 000 000
Moses Kotane Statue	Stage 1: Initiation/ Pre-feasibility	1 000 000	-	-	2 092 000	2 186 000

4.6 Department of Community Safety and Transport Management (CSTM)

Table: Project / Programme Name	Progress/ Stage of project	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (2025/2026)	Main appropriation (2026/2027)	Main appropriation (2027/2028)
Maintenance and Repairs						
New PIA AIRPORT - Terminal Building	Stage 2: Concept/ Feasibility	35 675 000	-	5 000 000	15 000 000	15 675 000

4.7 Department of Cooperative Governance and Traditional Affairs

Table: Project / Programme Name	Progress/ Stage of project	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (2025/2026)	Main appropriation (2026/2027)	Main appropriation (2027/2028)
Maintenance and Repairs						
Pitsidisulejang Traditional Council Offices	Stage 4: Design Documentation	3 000 000	-	750 000	950 000	914 000

4.8 Department of Social Development

Project / Programme Name	Progress/ Stage of project	Total Project Cost	Total Expenditure to date from previous years	Main appropriation (2025/2026)	Main appropriation (2026/2027)	Main appropriation (2027/2028)
Moses Kotane Service Point	Stage 1: Initiation/ Pre-feasibility	5 896 000	1 848 000	-	R1 000 000	R1 000 000

5. Mining Houses Project

5.1 Bakubung Platinum Mine

TABLE 13: 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

TABLE 13: BAKUBUNG PLATINUM MINE

No	SLP Projects	2019	2020	2021	2022	2023	Total Budget
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

Catch – up Plan on SLP 3**Implementation Plan has been submitted to DMRE:**

Project Name	Description	Budget	Due Date	Status
Schools Infrastructure Project	Improvement of basic infrastructure for identified schools	R 4,517,214.93	December 2025	Ongoing - Project Managers appointed to start with tender processes
Public Transport Support Project	Building of Offices for Lesuma TA	R 1,500,000.00	December 2025	Ongoing - Project Managers appointed to start with tender processes
Human Resource Development	Training, internships, Bursaries etc.	R 3,853,863.13	December 2024	Project closed and commitments spent accordingly
Enterprise Supplier Development	Training and Monetary Support for Local SMME's	R 3,000,000.00	December 2025	The BPM/NEF programme has been relaunched

SLP 4 Commitments (2024 – 2028)

No.	Category	Project Name	Proposed Budget Over (5) years – (2024 – 2028)					Total
			Year 1	Year 2	Year 3	Year 4	Year 5	
1	Human Resource Development	Human Resource Development	2,180,000	3,930,000	4,730,000	5,480,000	6,280,000	22,600,000
2	Mine Community Development	Roads Infrastructure Development	3,600,000	8,500,000	8,500,000	9,000,000	9,000,000	38,600,000
3	Preferential Procurement and ESD	Supplier and Enterprise Development	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
TOTAL BUDGET OVER FIVE (5) YEARS			5,780,000	13,430,000	14,230,000	15,480,000	16,280,000	65,200,000

SLP 4 Proposed Scope of Work – MCD

Roads and Storm water Infrasrtuccture Project in Leedig

Project Description	Construction of estimated 5KMs Paved Internal Roads in Ledig including stormwater management infrastructure in Phases over the 5-year SLP period. Year 1 will comprise of the feasibility studies and designs for the identified roads.	
Period (years)	Cost Estimates	Scope of Work
Year 1	3,600,000	Implementation Readiness Stage: Identification of Roads, Feasibility Studies, Surveying, Geotech studies and designing.
Year 2	8,500,000	Construction Stage: Construction of Phase 1 of the Internal Roads Project
Year 3	8,500,000	Construction Stage: Construction of Phase 2 of the Internal Roads Project
Year 4	9,000,000	Construction Stage: Construction of Phase 3 of the Internal Roads Project
Year 5	9,000,000	Construction Stage: Construction of Phase 4 of the Internal Roads Project
Total	38,600,000	

5.2 Siyanda Bakgatlha Platinum Mine

TABLE 1: SIYANDA BAKGATLHA – SLP 3 – OUTSTANDING BUDGET COMMITMENTS		
Project Description	Village	Project Cost
Construction and upgrade of bulk water infrastructure	Dwarsberg, Mapaputle, Motlhabe, Magong	R10, 120,000
Fibre rollout/installation	All BBKTA Villages	R8,333,333
Bridge construction at Dikweipi village	Dikweipi	R4, 000,000
Upgrade of Manamakgotha Secondary School	Modderkuil	R9,000,000
Upgrade of Magong primary school	Magong	R5,523,804
Upgrade of Melotong primary school	Mopyane	R5,523,804
Education and Skills		
E – Learning support for secondary school	Minimum 10 schools and 5 clinics in MKLM	R11,218,567
School leadership development	Lerome, Sandfontein, Modderkuil, Welgeval, & Ramokokastad	R3,448,100
Income Generating Projects (Enterprise Development)		
Income generating projects	BBKTA Villages	R5,000,000
Health & Social Welfare		
Procurement of Ambulances	MKLM Villages	R1,800,000
Procurement of medical equipment for the clinics	MKLM Villages	R1,500,000
TOTAL SLP 3 COSTS		R88, 905,688

5.3 Northam Platinum Mine (Zondereinde)

Community Projects in Progress

Table 15: Project Name	Description	Duration	Budget
Mogwase Clinic Maternity Equipment	Provision of Maternity ward equipment at Mogwase Health Care Centre	Sept 22-Mar 23	R4 500 000
Moses Kotane Hospital Maternity and Pediatrics Unit infrastructure	Construction of a new Gynecology, Obstetrics, and Pediatrics Unit	Sept 22 - Dec 25	R20 000 000
Grade R infrastructure	Construction of 3 Grade R facilities in 2 Schools in MKLM beneficiary communities	Sept 22 - Dec 25	R12 000 000
Community wellness/Education	Health testing- Ear, Eye and dental in Primary Schools in all beneficiary communities (including dispensing of spectacles where required)	Sept 22 - Dec 25	R13 500 000

Corporate Social Responsibility

Table 16: Institution Supported	Description	Project Value
MKLM- Donations	Provision of PPE and resources for the clearance of illegal dumps in support of Mandela month clean up and awareness campaigns	R 9923.50
Baphalane Primary School – Donations (Baphalane MKLM)	Primary school requests weekly donations for pupils' breakfast, most learners are under privileged	In progress Nutritionist to be outsourced
DoE	Provision of Career guidance for 44 High schools (3900 Learners in MKLM, IN COLLABORATION WITH Sun City, BSPL, MKLM, DoE, Anglo American and PPM. This is an annual event that started by all parties and it was a huge success in 2021.	R15 500.00
Genplay Foundation – Lerome – Donations	7 th woman conference with the intention of bringing back the spirit of togetherness in women, continuously aligning themselves with the same positive theme: Exceptional Women Exchanging Tissues for Issues,	R52 000.00

5.4 Pilanesburg Platinum Mine (PPM)

SLP: LED and Infrastructure Project Update

Table 17:		Targeted Beneficiaries	Project Budget
Proposed Project			
Infrastructure: Community Bulk Water Project: 2ⁿ Generation SLP			
Community bulk water Project	1. The residents of Moses Kotane Local Municipality 2. The municipality is home to approximately 350 000 people and growing at high pace		R 50 million
Infrastructure: Schools: 2nd Generation SLP			
Refurbishment of schools	3. Motlhabe Primary School – refurbishment		Total 8 million spent
Infrastructure: Portable Skills Training Centre: 3rd Generation SLP			
Portable skills training centre – Dinaledi Training Centre located in Mabele-A-Pudi	4. Learners from Moses Kotane Local Municipality 5. Learners intrested in technical and vocational training 6. Approximately 400 learners expected to go through training each year.		3 million
Infrastructure: Borehole Water Project & Refurbishment Of Existing Water Infrastructure – 3rd Generation SLP			
Borehole water project & refurbishment of existing water infrastructure- Ba-Kgatla	7. The communities with BBKTA 8. Motlhabe Clinic-Done 9. Lerome – Underway 10. Mapaputle – Underway 11. Ramoshibitswana- Underway 12. More communities to be identified		R 5 million
Energy: Renewable Energy Solar Pv Project: 3 Generation SLP			
Renewable energy solar PV project	13. Motlhabe Clinic-Done 14. Legkraal Clinic- Done 15. Sebele Primary School- Done 16. Lesetlheng Clinic 17. Manamakgotheng Clinic		Approximately R4 million for the project
Infrastructure: Centre For Gbv: 3rd Generation SLP			
Thuthuzela centre for GBV- Located in M oses Kotane Hospital	18. Bojanala District Municipality		R7 million
Income Generating Projects: 3rd Generation SLP			
Animal feed Production Plant-	19. The targeted beneficiaries are both the subsistence and commercial farmers 20. This can also include other mines that owns farms as part of their rehabilitation retailers		R4 million
Infrastructure: Primary Health Care: 3rd Generation SLP			
Primary Healthcare projects	21. Lesetlheng Clinic 22. Others to be identified		Total R 7 million estimated projects cost
Other Community Projects – CSI			
Legkraal Traditional Council	23. Legkraal Local Community		R300 000

5.5 Amandelbult Socio Economic Development (SED) Projects Update

SLP 3 Projects

No.	Project Description	Project Type	Budget	Project Status
1	Internet connectivity for low- income villages in host Communities (MKLM and Thabazimbi Local Municipalities)	Infrastructure	9,475,000.00	In Progress
2	Construction of reliable water supply infrastructure, and supply of water to communities (MKLM & Thabazimbi LM)	Infrastructure	48,504,000.00	In Progress
3	Anglo Zimele (Enterprise Dev. Supplier Dev, Youth Dev) (MKLM & Thabazimbi LM)	Soft	75,000,000.00	In Progress
4	AASA Whole School Development Program -School Infrastructure and capacity building program (MKLM & Thabazimbi LM)	Soft	27,079,000.00	In Progress
5	Community-wide Food Security Programme - support of small scale and emerging farmers (MKLM & Thabazimbi LM)	Soft	10,126,000.00	In Progress
6	Municipal Capacity & Partnership Programme (MKLM & Thabazimbi LM)	Soft	6, 430,000.00	In Progress
7	Construction of road in Baphalane Ba Ramokoka (5km)	Infrastructure	45,000,000.00	In Progress
8	Construction of road in Bakgatla Ba Kgafela (10km)	Infrastructure	108,000,000.00	In Progress
9	Paving of Internal Roads in Mantserre (3km)	Infrastructure	15,489,713.00	In Progress
10	Refurbishment of Mantserre SLP 2 Legacy projects (Arts and Culture, Traditional council offices, Community hall & multipurpose centre)	Infrastructure	4,264,902.40	In Progress

Note that Projects 6 & 10 are Non – SLP projects

ANNEXURE A:

1. Long Term Development Strategy 2030-2053
2. Budget Related Policies