



**MOSES KOTANE LOCAL MUNICIPALITY  
DRAFT INTERGRATED DEVELOPMENT PLAN  
FOR FINANCIAL YEAR 2025/2026**



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## 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 |

| 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 |             |
| 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 |
| 2025/2026 Annual Plan                       | Item: 21/08/2024                           | 29 August 2024    | Item No: 104/03/2025             | 31 March 2025 | Item No: 00/05/2025              | 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 - <b>2001/2006</b> | 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.<br><br>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 <b>2006/2011</b>  | Laying a foundation for the systematic eradication of service delivery backlogs.  |  |
| Third Generation of IDPs <b>2011/2016</b>   | 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 <b>2016/2021</b>  | Focused mainly on responding to new and emerging policy imperatives.  |  |
| Fifth Generation IDPs <b>2021/2026</b>      | 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 intention to **“Future Proof MKLM”** communities by providing sustainable basic services and dignified way of living aligned to MTDP 2 above.

The Executive Summary indicates the issues raised and faced by the municipality, the development opportunities, the municipal plans 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 (MCPPE), 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 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 by-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.

| Table 3: Alignment of Developmental Municipal Priorities – First Public Participation |   |   |  |   |
|---|---|---|--|---|
| No.   | Development Priorities<br>2025/2026                               | Strategic Objectives  | 30 Year Priorities   | Sustainable<br>Development<br>Goals                       |
| 1.  | <b>Good Governance and Institutional Development</b>              | To promote Accountability, Efficiency and Professionalism within the Organization                                     | Enhance institutional capacity and governance.                                       | <b>Goal 16:</b> Peace and Justice and Strong Institutions |
| 2.  | <b>Water and Sanitation</b>                                       | To develop and maintain infrastructure to provide basic services  | Improve access to engineering services.  | <b>Goal 6:</b> Clean Water and Sanitation                 |
| 3.  | <b>Roads and Storm water</b>                                      |   | Foster incremental upgrading interventions.  | <b>Goal 9:</b> Industry2, Innovation and Infrastructure   |
| 4.  | <b>Municipal Budget</b><br>Debt Collection<br>Revenue Enhancement | Sound Financial Management: adherence to all laws and regulations as prescribed to local government                   | Improve implementation of indigent register.<br><br>Strengthen financial management. |   |
| 5.  | <b>Good Governance and Stakeholder Engagement</b>                 | To ensure ethical and transparent governance that is responsive to community needs and encourage Public Participation | Improve implementation of indigent register.<br><br>Increase community engagement.   | <b>Goal 17:</b> Partnerships for the goals                |

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

| No. | Development Priorities 2025/2026   | Strategic Objectives   | 30 Year Priorities  | Sustainable Development Goals   |
|-----|--|--|---|---|
| 6.  | <b>Development Planning</b><br>Land: Human Settlement<br>Residential area<br>Business and Agriculture        | To establish economically, socially and environmentally integrated sustainable land use and human settlement             | Establish integrated Geographic Information System (GIS) system.                  | <b>Goal 11:</b> Sustainable Cities and Communities                              |
| 7.  | <b>Economic Development</b><br>Climate Change  | To create an enabling environment for social development and economic growth   | Pilot a robust and productive local economy.                                      | <b>Goal 1:</b> No Poverty<br><br><b>Goal 8:</b> Decent Work and Economic Growth |
| 8.  | <b>Solid Waste and Environment and disaster</b><br>Waste Collection<br>Disaster Management<br>Climate Change | To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment. | Advance environmental sustainability actions.<br><br>Enhance safety and security. | <b>Goal 13:</b> Climate Change  |
| 9.  | <b>Sports and Recreation</b>   | To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment  |   | <b>Goal 3:</b> Good Health and Well Being                                       |

#### 7. 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.

#### 8. 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.

**9. The following resolutions will be finalised by 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
  - Regional Chamber of Commerce
  - Waste-to-energy projects
  - 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;
- Basic Service provision (water, roads, electricity etc.)
- Sports, recreation, arts & culture;
- Environmental management; and many other programmes as planned.

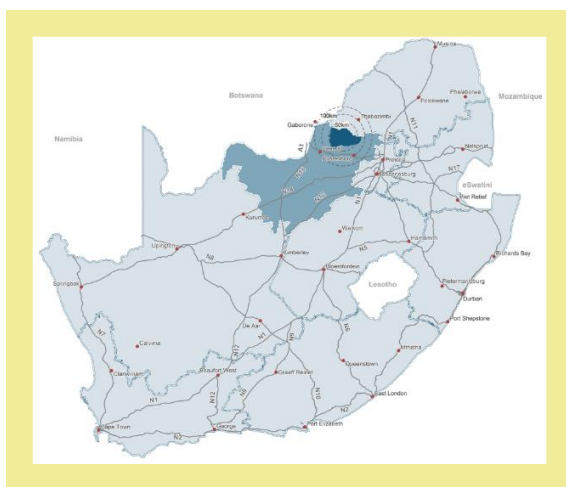
Note that the office will be getting support from councillors, Ward Committees, Traditional Leaders and Community Development workers and lastly support from corporate support services structures. To operationalize this satellite office – the structure and offices are available, this will be to bring 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

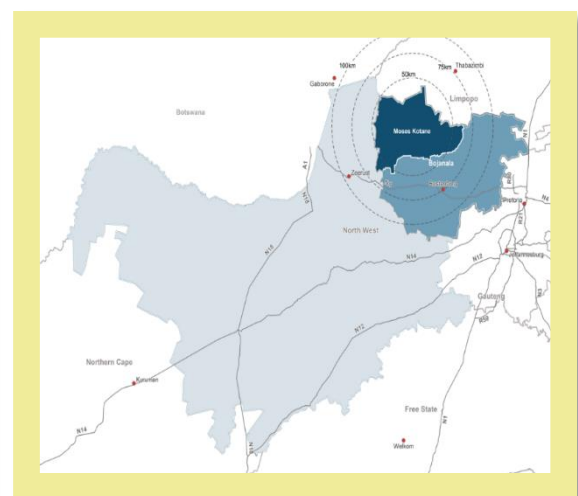
The Moses Kotane Local Municipality, located in the Bojanala Platinum District of South Africa's North West Province, is a predominantly rural area with a mix of urban and peri-urban settlements. Key towns include Mogwase, Madikwe, Moruleng, and Ledig. The municipality is characterized by diverse landscapes, 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,
- Promoting Sustainable Mining,
- Diversifying the Economy, and
- Enhancing Infrastructure to support Tourism and Agriculture.



**Map 1: National Context**



**Map 2: Provincial Context**

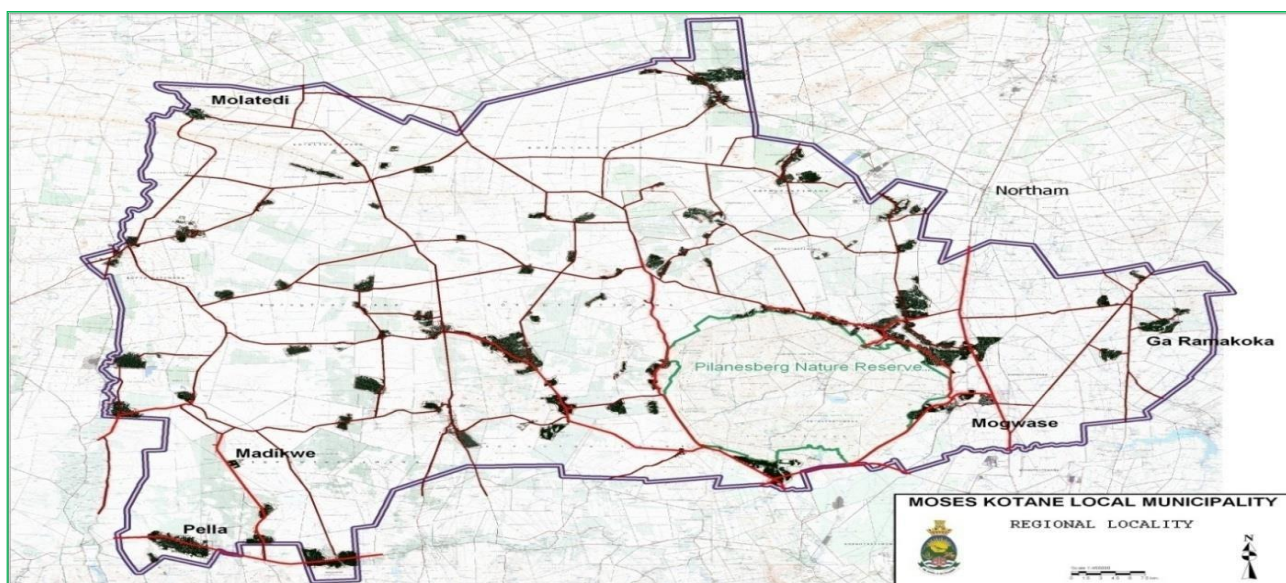




**Map 3: Regional Context**

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 5220km<sup>2</sup> 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 25/26 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.

#### **3.1 The Process Plan – check legislation below governing this**

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.

#### **4. 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 1<sup>st</sup> 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 2<sup>nd</sup> consultation across the 107 villages governed by Magosi 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

#### **4.1 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*

## 4.2 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.

### 4.3 First (1<sup>st</sup>) 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 1<sup>st</sup> 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.

| <b>Table 1: First Round of Public Participation</b><br><b>Development of Culture of Community Participation Local Government Municipal Systems Act,</b><br><b>Chapter 4 Sec 16</b> |                |                            |                            |       |
|--|----------------|----------------------------|----------------------------|-------|
| 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 |



| <b>Table 1: First Round of Public Participation<br/>Development of Culture of Community Participation Local Government Municipal Systems Act,<br/>Chapter 4 Sec 16</b> |                    |                             |                            |       |
|--|--------------------|-----------------------------|----------------------------|-------|
| 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 | Witraantjie 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 |

#### 4.4 Proposed 2<sup>nd</sup> 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 1<sup>st</sup> schedule.

| <b>Table 2: Proposed 2<sup>nd</sup> Round of Public Participation<br/>Development of Culture of Community Participation Local Government Municipal Systems Act, Chapter<br/>4 Sec 16</b> |                            |                           |                          |       |
|--|----------------------------|---------------------------|--------------------------|-------|
| 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.

#### 4.5 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, Tlokweng 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

#### **4.6 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”.**

#### **5. 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 of the assessment report by the MEC to Municipal Councils as legislated, shall afford municipalities to adjust to assessment findings during their review process each year, until the end of the current IDP Cycle in 2027. **(Per Guidelines 2020 is 2026)**

#### **6. 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.

#### **7. 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

### **8. 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.

### **9. Traditional Authorities - TA**

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.

### **10. 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.

## **11. Special Social Programmes**

Programmes that will also require municipal focal areas are the need to establish a local Aids council 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 establishment of a youth council to deal with all youth-related matters will ensure that youth are taken away from the street and promote sporting codes for the reduction of drug and substance abuse.

### **11.1 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

## **12. 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.

### **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.

### **12.1 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.

| 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.

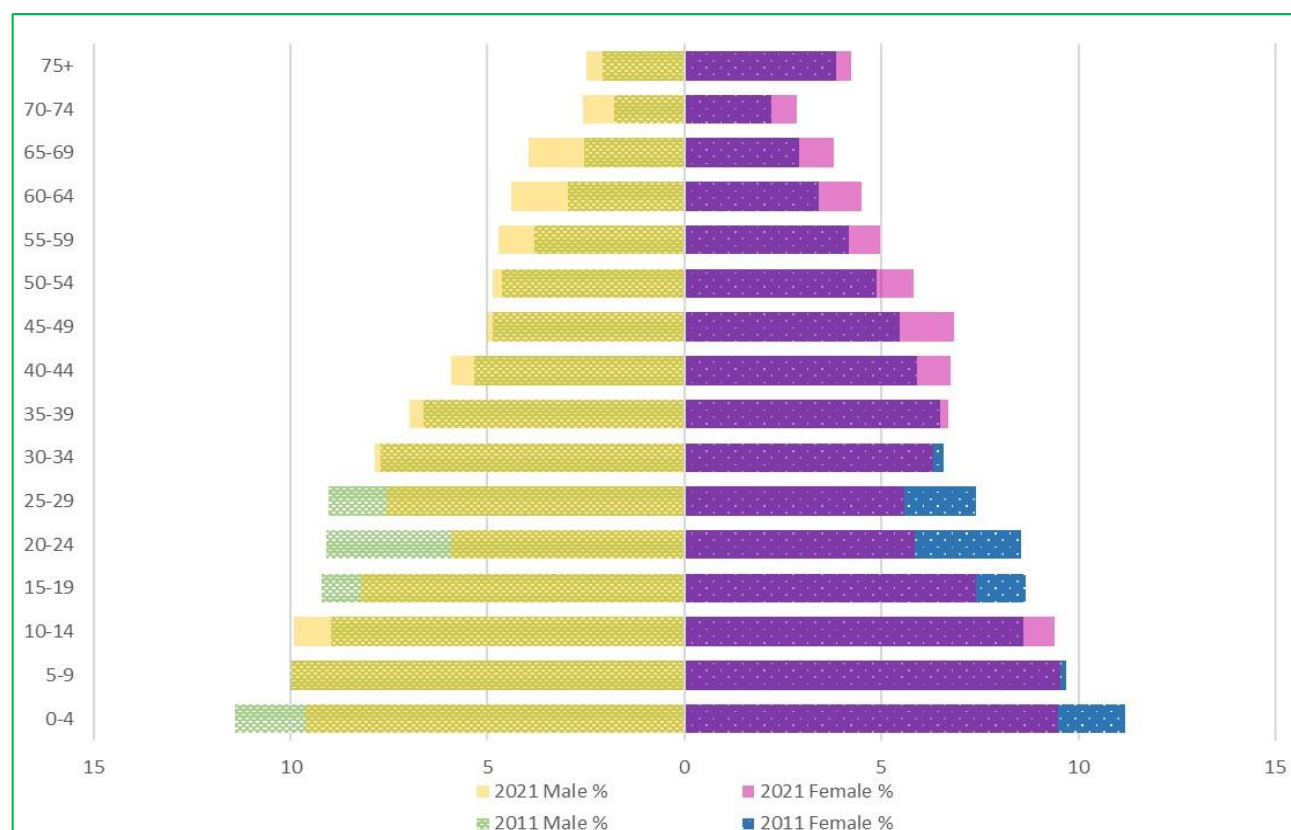
#### 1.1 Population: Age and Gender for 2011 and 2021

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          |               |               |               |
| <b>Total</b> | <b>123465</b> | <b>122916</b> | <b>125218</b> | <b>123225</b> | <b>125031</b> | <b>119787</b> | <b>246381</b> | <b>248443</b> | <b>244818</b> |
| 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         |
| 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.



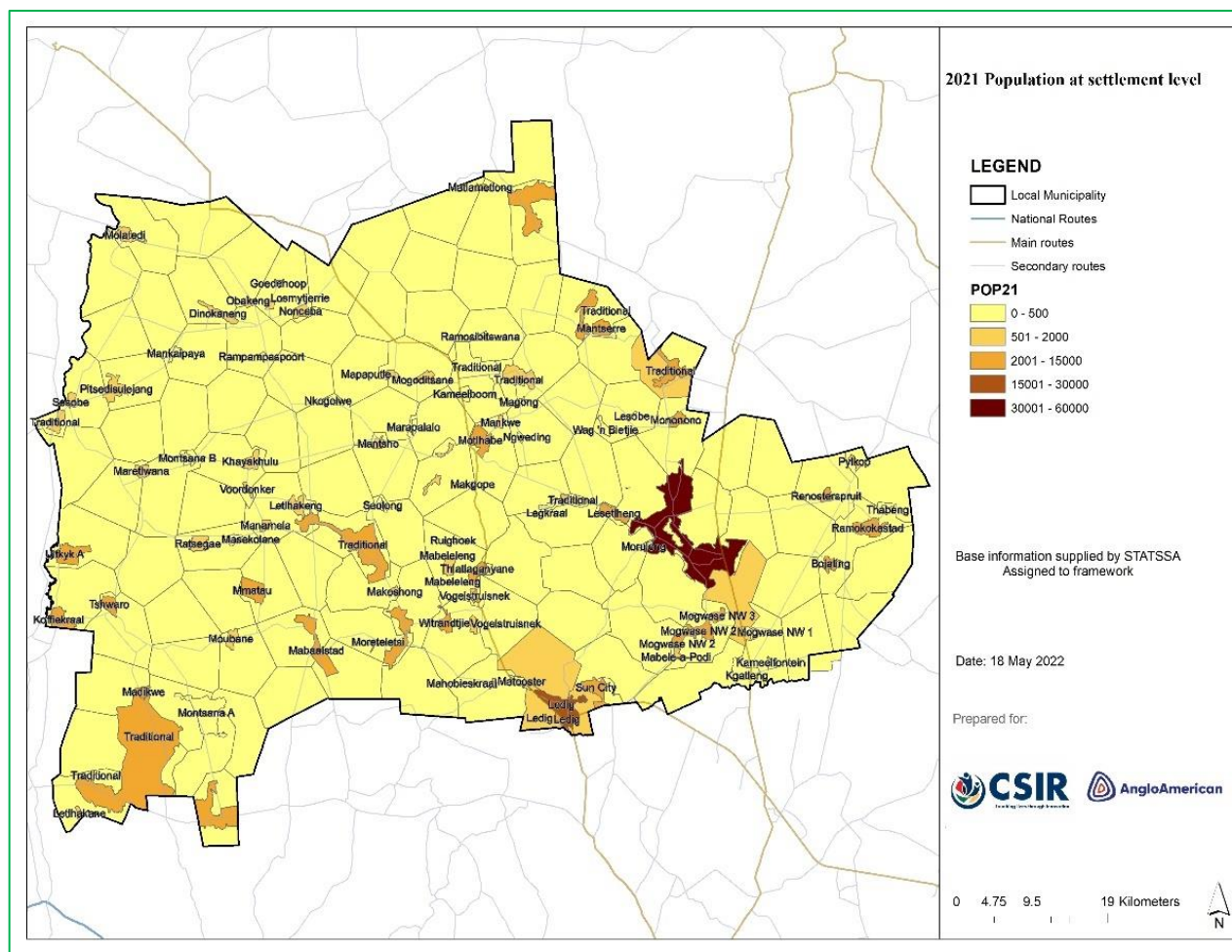
**a) The following deductions can be made based on this graphic:**

- 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.

In 2021, the percentage of younger dependents accounted for 28.9% and the older population accounted for 10% of the total population. This means that an estimated 39% of the population in MKLM is dependent on the economically active segment of the population.

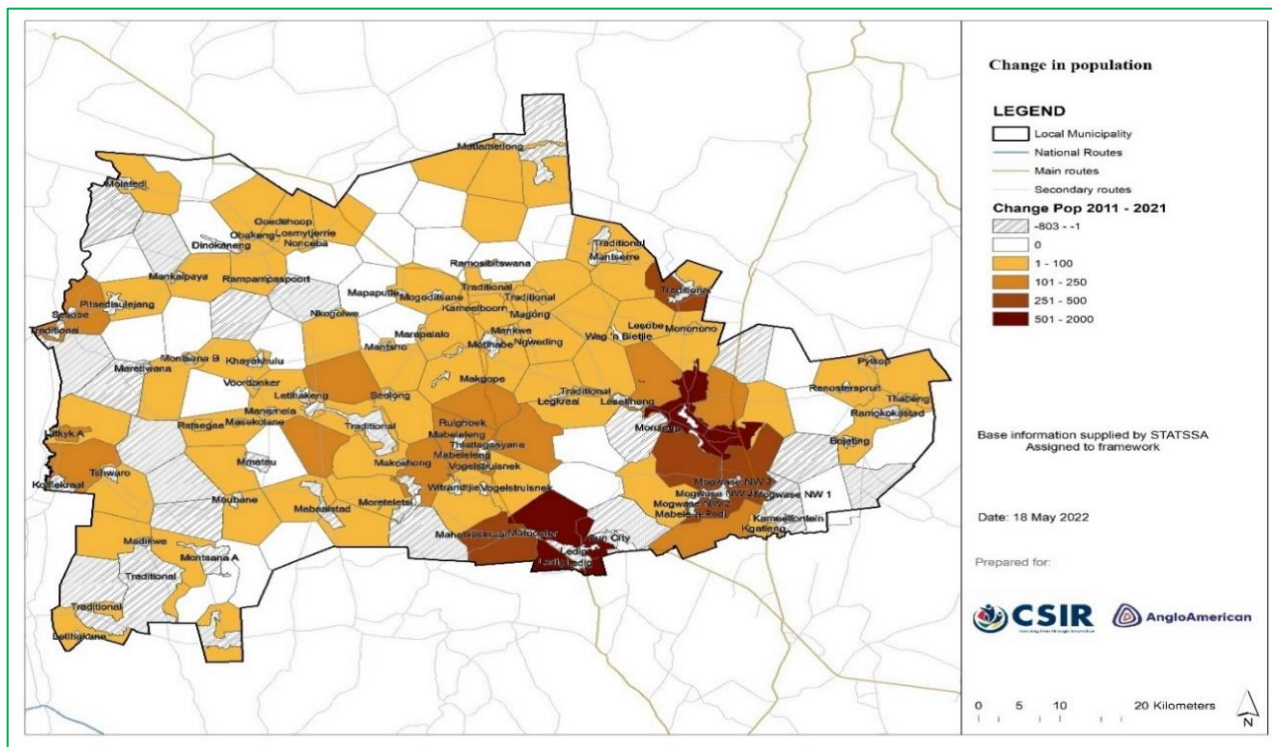
## 1.2 Population Growth trend per settlement footprint: settlement Population Data

The first map shows the settlement footprint with associated 2021 population for MKLM, whilst the map thereafter shows changes in population size between 2011 and 2021 in the different settlements. The results in the Figure show that the majority of the settlements in MKLM had an increase in population between 2011 and 2021, with Ledig estimated to have had the highest population growth during the 10 years.



### Map 5: 2021 Population at settlement level

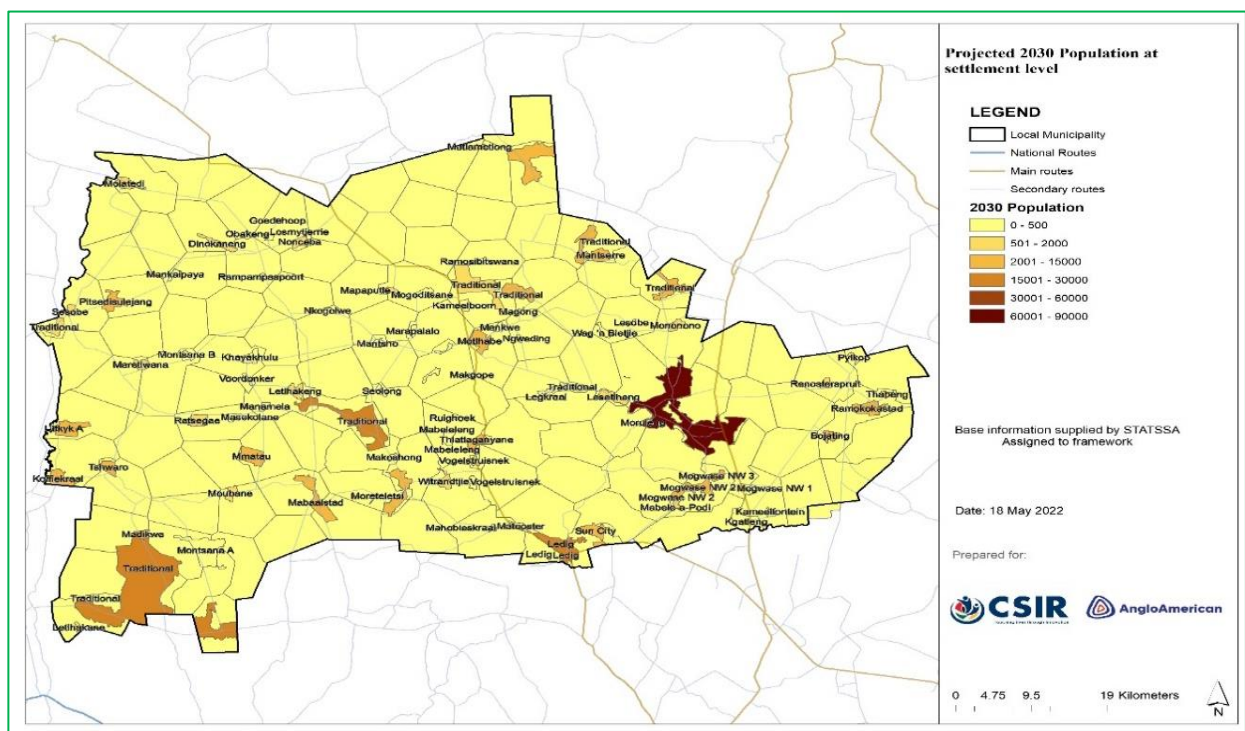
Source: Statistics South Africa. 2021. Mid-year population estimates assigned to settlement footprint



**Map 6: Population change per settlement between 2011 and 2021**

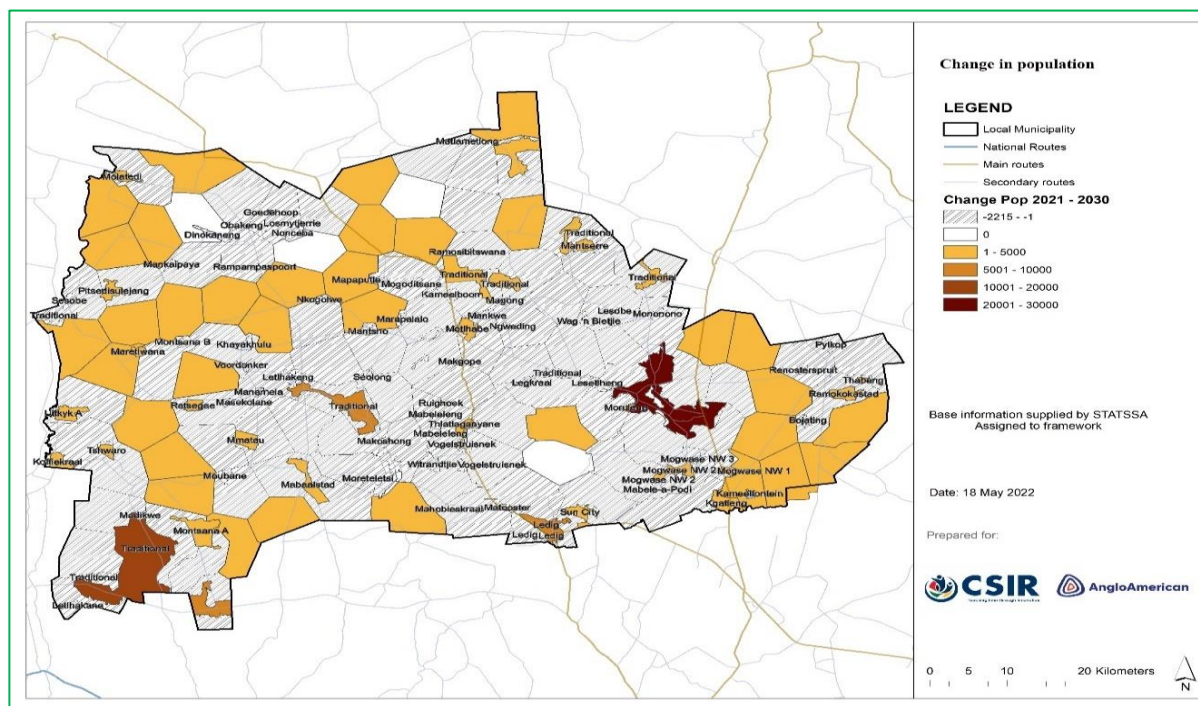
Source: Stats SA 2021 Mid-year estimates and 2011 census data assigned to settlement footprint

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.

| <b>Table 3: Settlement types for MKLM based on the National Spatial Development Framework (NSDF)</b> |             |                     |
|--|-------------|---------------------|
| <b>Moses Kotane Local Municipality (MKLM)</b>  |             |                     |
| <b>Service Town</b>  | Ledig       |                     |
|  | Moruleng    |                     |
| <b>Small Service Town</b>  | Mabeskraal  | Mogwase/Moruleng ST |
|  | Seshibitswe |                     |
| <b>Local Service Node</b>  | 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.

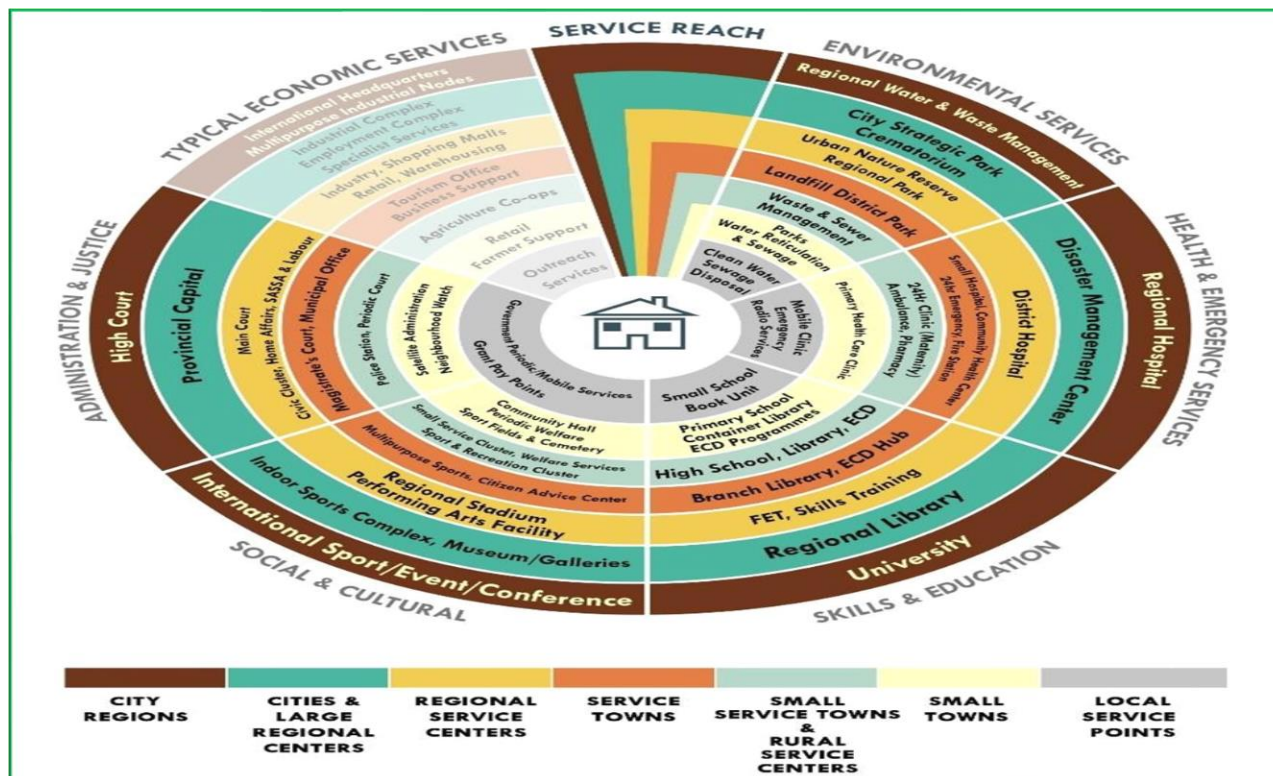
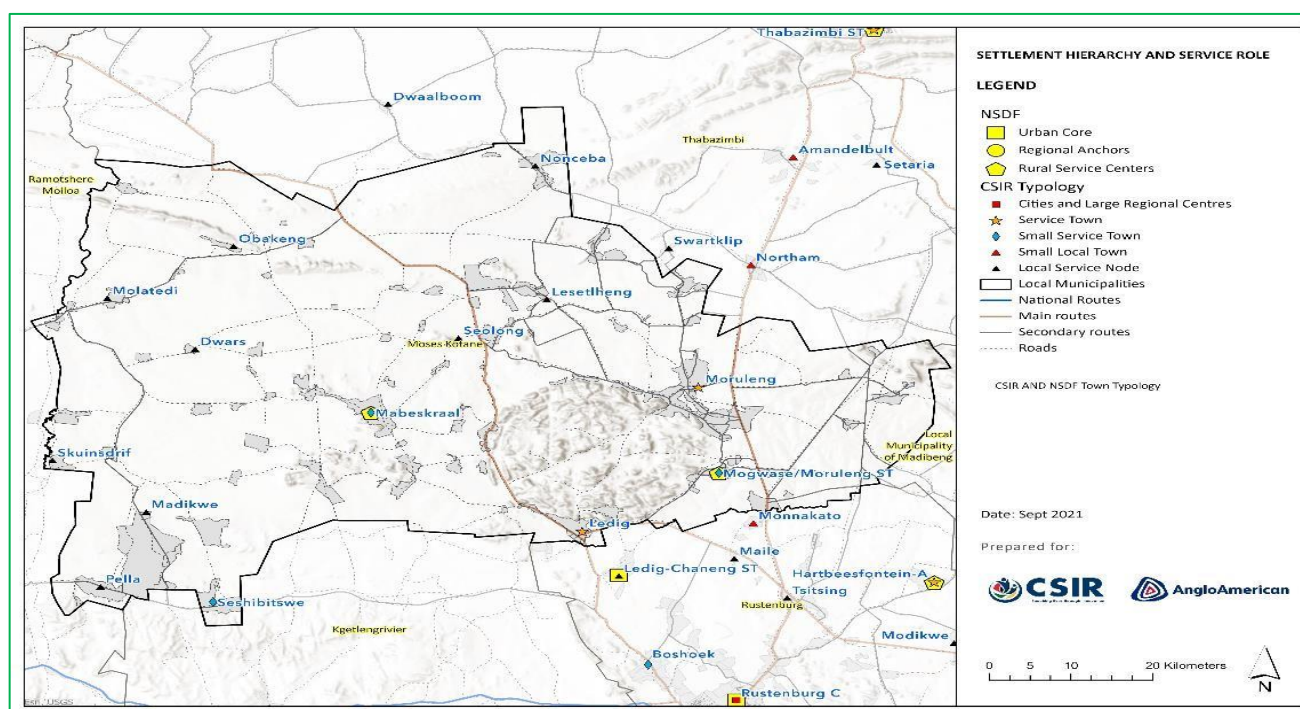


Figure 2: Service wheel for social facility provision in MKLM  
Source: National Spatial Development Framework



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%   |
| <b>TOTAL</b>                                       |                  | <b>38888.459</b>                                      | <b>100.00%</b>                                  |

**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%                         |
| <b>TOTAL</b>                                       |                  | <b>58473</b>                   | <b>100.00%</b>                |

### 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



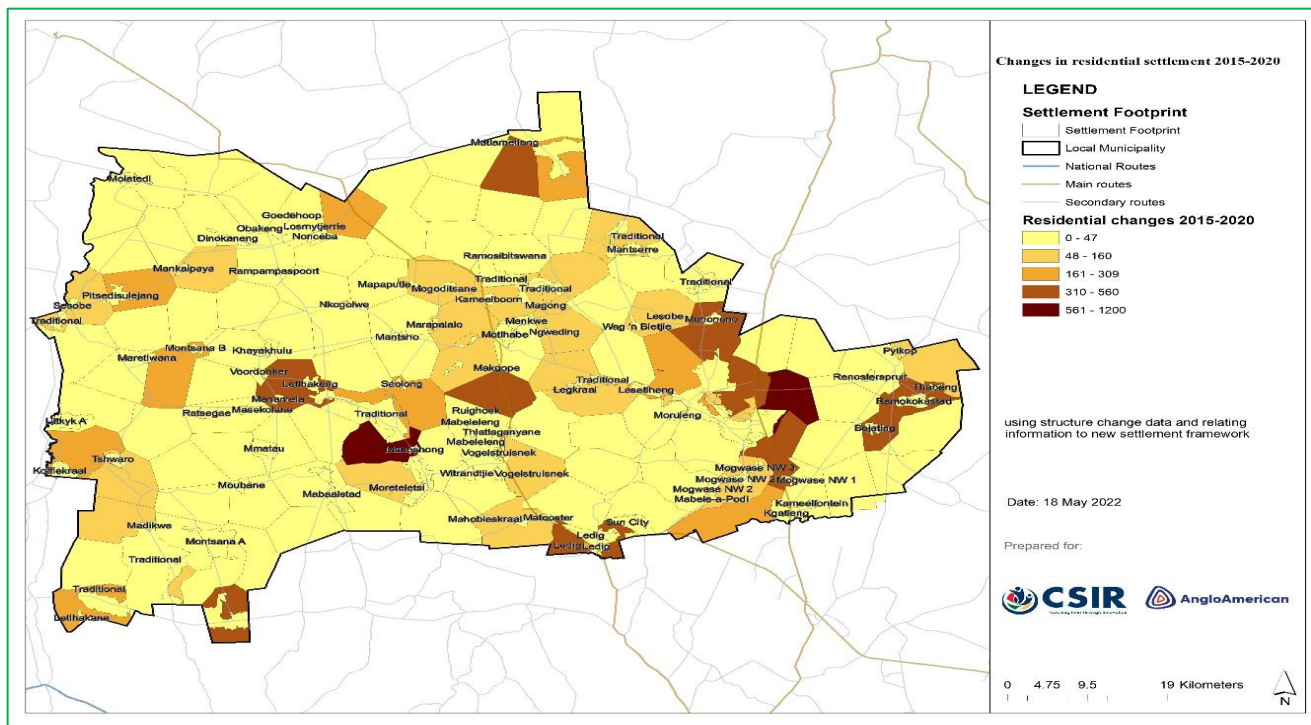
seen as representing GVA values anymore, but it is a good indicator of how much has been produced by a specific sector within a particular mesozone.

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](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

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

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](http://stepsa.org/mcppp_growth_trends.html)



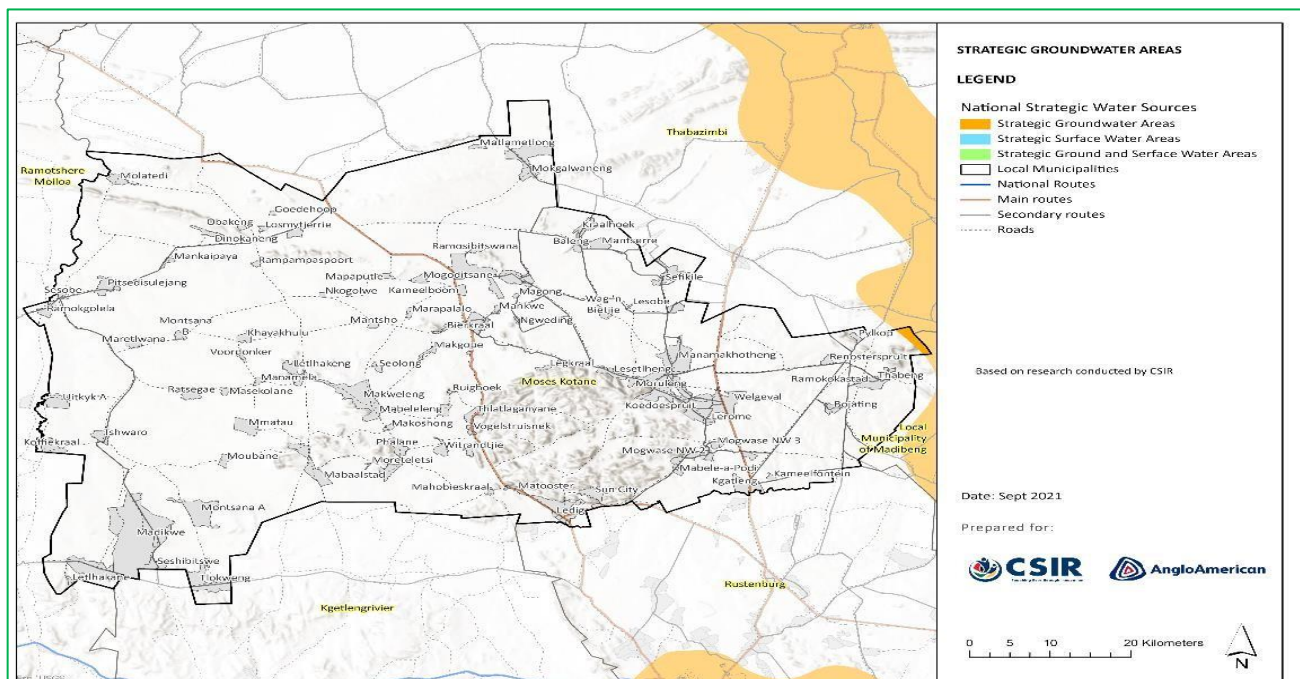
**Map 11: Change in residential structures between 2015 and 2020**  
Source: CSIR. 2021. Residential building change calculated from GTI Building based data.

#### 4. Strategic water sources in the Moses Kotane Region

Strategic Water Source Areas (SWSAs) are defined as areas of land that either:

- Supply a disproportionate (i.e., relatively large) quantity of mean annual surface;
- Water runoff in relation to their size and so are considered nationally important;
- Have high groundwater recharge and where the groundwater forms a nationally important resource; or areas that meet both criteria (a) and (b).

Water source areas in Moses Kotane LM are depicted in the following map:



**Map 12: Strategic water source areas in Moses Kotane LM**  
Source: <https://www.csir.co.za/strategic-water-source-areas-south-africa>

## 5. Conclusion

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

**(TO REFLECT ALSO ON THE 30 YEAR LONG TERM PLAN) and (SECTOR [LANS/POLICIES/BY LAWS INCLUSION)  
ORGANISATIONAL STRUCTURE AND POLICIES AND BY LAWS, COMMUNICATIONS, LABOUR, OHS)**

### 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<br><br>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 upgrated back to Grade 4.

### 3. Political Governance Structure

| <b>Table 2: Ward Councillors</b>                                    |             |  |                                 |
|---|-------------|--|---------------------------------|
| <b>Name &amp; Surname</b>   | <b>Ward</b> | <b>Villages / Location</b>   | <b>Parties</b>                  |
|   |             | <b>Wars Councillors</b>  |                                 |
| 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<br><b>Portfolio Head – Finance &amp; BTO</b> | 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); Leagqang Sections   |                                 |
| Cllr Efesia Matshereng<br><b>MPAC Chairperson</b>                   | 11          | Bojating; Phadi/Pylkop, Mmorogong  |                                 |
| Cllr Bontle Bosielo   | 12          | Ramokokastad Sections: Stateng; Selossha; 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   |                                 |

| Table 2: Ward Councillors   |    |   |                                 |
|---|----|---|---------------------------------|
| Cllr Sello Hlojane  | 19 | Pella;<br>Madikwe   | African National Congress (ANC) |
| Cllr Motsisi Mogapi<br><b>Portfolio Head – Corporate Support Services</b> | 20 | Tlokweng  |                                 |
| Cllr Tshepo Khumalo   | 21 | Seshibitswe; Vrede;<br>Tlokweng   |                                 |
| 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<br>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)                         |                                 |
| <b>The Mayor:</b> Cllr Nketu Nkotsoe                      | African National Congress (ANC) |
| <b>The Speaker:</b> Cllr Maria Matshaba                   |                                 |
| <b>The Single Whip:</b> Cllr Lucky Moate                  |                                 |
| <b>Portfolio Head:</b> Cllr Manganye Solomon Mosweu       |                                 |
| <b>Portfolio Head:</b> Cllr Tshetlthane Dithothi Rebeccah |                                 |
| <b>Portfolio Head:</b> Cllr Caroline Motshabi             |                                 |
| <b>Portfolio Head:</b> Cllr Ramakopelwa Hazel             |                                 |
| Cllr Gugulethu Mtshali                                    |                                 |
| Cllr Deleki Nomawisile                                    |                                 |

**Table 3: Proportional Councillors**

| Cllr Name & Surname                      | Political Party                   |
|--|-----------------------------------|
| <b>Proportional Representatives (PR)</b> |                                   |
| Cllr Mashimo Ratselana Ezekiel           | Economic Freedom Fighters (EFF)   |
| Cllr Lukhele Rose Mmapula                |                                   |
| Cllr Madisa Tshepang Godfrey             |                                   |
| Cllr Mpangevha Margaret                  |                                   |
| Cllr Matshoba Naomi Manosi               |                                   |
| Cllr Tshailane Sophie Mmapitse           |                                   |
| Cllr Mathe Andries Monosi                |                                   |
| Cllr Mollo Nthabiseng                    |                                   |
| Cllr Moroka Lebogang Moses               |                                   |
| Cllr Mabalane Kedibone Charlotte         |                                   |
| Cllr Molefe Morgan Thuthugang            |                                   |
| Cllr Mokotedi Tumisang                   |                                   |
| Cllr Sikoane Joel Sethibedi              |                                   |
| Cllr Mogorosi Herman Lebogang            |                                   |
| Cllr Marakalala Senkgane Brunny          |                                   |
| Cllr Modisakeng Enoch                    | EFF                               |
| Cllr Motsoenyane Mmakgolane Ziphora      | 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<br>Ordinary Council meetings are taking place as required  | Understaffing due to budgetary constraints   |
| Communications             | The Head of Communication was appointed<br>Communication strategy reviewed   | Reviewed Communication strategy not approved.<br>Understaffing due to budgetary constraints                |
| Human Resources Management | Three senior management positions filled (CSSS HOD, CFO and the Municipal Manager)<br>Skills Development Manager, HoU Communications, HoU Labour Relations, Manager Labour Relations positions filled<br>WSP submitted to LGSETA | Office Space<br>Vacancy rate stands at 50% as of the end of the second quarter.<br><br>VACANT/FUNDED X 100 |
| <b>FILLED</b>              | 601  |  |
| <b>VACANT</b>              | 601  |  |
| <b>FUNDED</b>              | 1202   |  |



**Table 4: Corporate Support Services Achievements to date**

| UNIT  | ACHIEVEMENTS   | CHALLENGES   |
|---|--|--|
| <b>Organisational Development</b>               | <ul style="list-style-type: none"> <li>HOU Organisational Development (OD) filled through internal transfer processes.</li> <li>Manager Skills Development position filled</li> <li>Skills audit conducted and report from the MEC's office received.</li> <li>Several skills development interventions made across department, eg Labour Relations, OHS, VIP, MFMP</li> <li>Organisational Structure reviewed in line with the New Staff Regulations and approved by Council</li> <li>Cascading of PMS to HoU's and Managers is in progress</li> <li>Employment Equity Plan developed</li> <li>Employment Equity Report submitted to Department of Labour</li> <li>Municipal Bursary Scheme reinstated</li> </ul> | Understaffing due to budgetary constraints   |
| <b>Labour Relations</b>                         | <ul style="list-style-type: none"> <li>Three out of four positions filled.</li> <li>Labour Relation training conducted for Managers, HoUs, Supervisors and Senior Managers. The training was conducted by SALGA.</li> </ul>  | Non – compliance with Collective Agreements, related policies and legislation<br>Newly elected LLF members yet to be trained   |
| <b>Information and Communication Technology</b> | <ul style="list-style-type: none"> <li>Municipal Internet line upgraded from 100mbps to 200mbps ME and an Internet redundancy/backup line approved to 200mbps through Micro Wave</li> <li>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.</li> <li>ICT Internal Audit has been conducted to identify ICT risk areas for future improvement.</li> <li>Old ICT Hardware replacement is in progress.</li> </ul>   | Aging hardware infrastructure - replacement is progressing slowly due to financial position of the municipality.<br><br>Fibre breakage and theft<br><br>A 200mbps Internet redundancy line not yet installed |

**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 <sup>rd</sup> 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 <sup>rd</sup> 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 <sup>th</sup> quarter)    |
| Approve reviewed Communication Strategy                                   | All responsible officials                                      | Communication unit              | 2024/25 (3 <sup>rd</sup> quarter)    |

**Table 6: Planned Projects/Action Plan 2024/25**

| Activity  | How/approach                | Responsible Person/unit/Section | Timeframe                            |
|---|-----------------------------|---------------------------------|--------------------------------------|
| Review all policies for council approval                | All responsible officials   | All units                       | 2024/25 FY (4 <sup>th</sup> 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.

(TO REFLECT ALSO ON THE 30 YEAR LONG TERM) PROJECT

### 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.<br><br>Foster incremental upgrading interventions. | <b>Goal 6:</b> Clean Water and Sanitation<br><br><b>Goal 9:</b> 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  |
|------------------------------|--|
| <b>Water</b>                 | 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)   |
| <b>Sanitation</b>            | 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). |
| <b>Roads and Storm Water</b> | To provide and maintain roads & storm water Infrastructure   |
| <b>Electricity</b>           | 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.

| <b>Table 18: Departmental Strategic Alignment</b> |  |  |   |
|---|--|--|---|
| <b>Municipal Priority No. 3</b>                   | <b>Strategic Objective</b>                                       | <b>Long Term Development Strategy Priority (30 Year Plan)</b>                              | <b>Sustainable Development Goal</b>   |
| Roads and Storm water                             | To develop and maintain infrastructure to provide basic services | Improve access to engineering services.<br><br>Foster incremental upgrading interventions. | <b>Goal 6:</b> Clean Water and Sanitation<br><br><b>Goal 9:</b> Industry, Innovation and Infrastructure |

(TO REFLECT ALSO ON THE 30 YEAR LONG TERM) and (FINANCIAL PLAN) NOT UPDATED AND FINANCIAL PLAN

(TO REFLECT ALSO ON THE 30 YEAR LONG TERM) and (FINANCIAL PLAN) NOT UPDATED AND FINANCIAL PLAN

## SECTION F: KPA 3 – MUNICIPAL FINANCIAL VIABILITY

| <b>Table 1: Departmental Strategic Alignment</b>           |  |  |                                     |
|--|--|--|-------------------------------------|
| <b>Municipal Priority No. 4</b>                            | <b>Strategic Objective</b>   | <b>Long Term Development Strategy Priority (30 Year Plan)</b>                        | <b>Sustainable Development Goal</b> |
| Municipal Budget<br>Debt Collection<br>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.<br><br>Strengthen Financial Management. | Goal 17: Partnerships for the goals |

| <b>Table 2: Status on Five Year Audit Opinion</b> |                  |                  |                  |                  |
|---|------------------|------------------|------------------|------------------|
| <b>Financial Year</b>                             | <b>2020/2021</b> | <b>2021/2022</b> | <b>2022/2023</b> | <b>2023/2024</b> |
| <b>Audit Outcome</b>                              | 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   |  |
|--|--|
| <b>Strength</b> <ul style="list-style-type: none"> <li>▪ Adherence to all legislative prescripts of MFMA</li> <li>▪ Sound document management system</li> <li>▪ Deadline driven</li> </ul> | <b>Weakness</b> <ul style="list-style-type: none"> <li>▪ Low revenue collection</li> <li>▪ Grant Dependent</li> </ul>            |
| <b>Opportunities</b> <ul style="list-style-type: none"> <li>▪ Job creations</li> </ul>   | <b>Threats</b> <ul style="list-style-type: none"> <li>▪ Fraud and Corruption</li> <li>▪ Protests from business forums</li> </ul> |

## 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    | BTO | Monthly Basis             |
|                                   |                     | Introduction of incentive schemes for good paying clients | BTO | Commencing of the 2024/25 |



| Table 4: Breakdown of Aspirations |                       |  |                  |                              |
|-----------------------------------|-----------------------|--|------------------|------------------------------|
| NO.                               | WHAT                  | HOW  | WHO              | WHEN                         |
|                                   |                       | Introduction of new revenue streams from Villages (flat rate)  | BTO              | 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<br>Bi weekly meeting on the monitoring and implementation of PAAP | BTO<br>BTO       | Quarterly<br>Bi weekly       |
| 4.                                | Skills transfer       | Job training with BTO officials<br>Assessments reports of the job training conducted with BTO officials                    | BTO and SP<br>SP | Weekly<br>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.

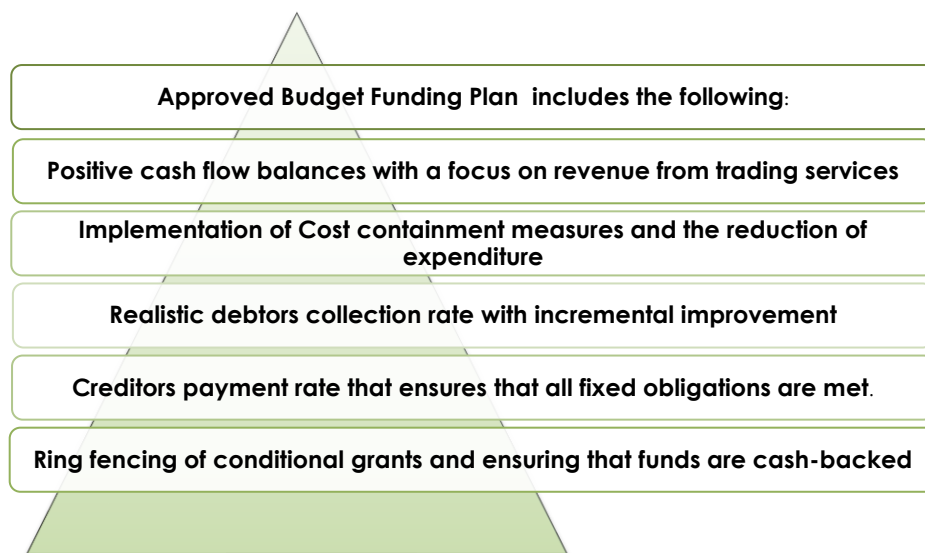
Moses Kotane is classified as Category B4 Local Municipality which is mainly rural with communal tenure. Its headquarters are based in Mogwase Townships with satellite offices in Madikwe Township.

- 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:

- (a) Positive cash flows with a focus on revenue from trading services;
- (b) Implementation of cost containment measures and a reduction of expenditure;
- (c) Realistic debtors' collection rates with incremental improvements year on year;
- (d) Creditors payment rates that ensure that all fixed obligations, including obligations for bulk purchases, are met; and
- (e) 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:

| <b>Table 5: NW375 Moses Kotane – Key Financial Indicators</b> |              |                                  |                                  |                                  |                                  |
|---|--------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| <b>Performance Indicator (R'000)</b>                          | <b>Norm</b>  | <b>2020/2021 Audited Outcome</b> | <b>2021/2022 Audited Outcome</b> | <b>2022/2023 Audited Outcome</b> | <b>2023/2024 Audited Outcome</b> |
| Cash/ Cost coverage   | 1 – 3 Months | 0.13Months                       | 0.04 Months                      | 0.49 Months                      | 0.4 Month                        |

| <b>Table 5: NW375 Moses Kotane – Key Financial Indicators</b> |             |                                  |                                  |                                  |                                  |
|---|-------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| <b>Performance Indicator (R'000)</b>                          | <b>Norm</b> | <b>2020/2021 Audited Outcome</b> | <b>2021/2022 Audited Outcome</b> | <b>2022/2023 Audited Outcome</b> | <b>2023/2024 Audited Outcome</b> |
| 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**

| <b>Table 1: Departmental Strategic Alignment</b> |   |  |                                     |
|--|---|--|-------------------------------------|
| <b>Municipal Priority No. 5</b>                  | <b>Strategic Objective</b>  | <b>Long Term Development Strategy Priority (30 Year Plan)</b>                      | <b>Sustainable Development Goal</b> |
| 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.<br><br>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. Further Needs Raised by Communities**

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

## 2.1 Water and Sanitation Challenges

- a) In general, we are a region of poor and small underground water availability, usages – has to be considered when contemplating alternative sustainable development projects.
- b) 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

## 2.2 Roads and Storm water

- a) 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.
- d) They require regular maintenance, not only a bit of scraping when residents yell loud enough.
- e) Signage regulations must be enforced, street naming and geographic studies required to ensure all our places can be identified through google maps
- f) 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;
- g) In our rural areas, construction of speed humps in front of Mankwe College, Mahobieskraal roads and other various places mentioned during consultation processes
- h) Roads in, and around Mogwase Complex are in a shocking, and dangerous state.
- i) There are rarely any repairs carried out and the roads continue to deteriorate to a worse level.
- j) 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.

## **2.3 Electricity**

- a) The electricity supply to certain areas of the is unreliable and power outages often occur.
- b) 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
- c) Electricity is very unstable, but we were to be made aware that Eskom is upgrading and connecting in other areas
- d) Eskom's power reticulation grid is, by its own admission, hopelessly over-extended; and is characterised by frequent outages, especially in the rainy season;
- e) Electrification / Energising of all high mast lights, community halls and pump stations

## **2.4 Development Planning**

- a) A comprehensive town development plan in accordance with the SDFs and taking into consideration the possible future developments of MKLM in the area
- b) Request for land audit to differentiate pockets of land development direction
- c) Town development – when planned not to put the squatter shacks next to the main road through the town especially when tourism is a major economic factor in the overall economy of the area.

- d) Currently land speculation and multitudes of applications OR developments happening in Traditional areas (some of which are blatantly in contradiction with our SDF) and without a sufficiently inclusive process, involving the local municipality and other stakeholders will negatively impact development in MKLM.
- e) Various businesses done in Traditional areas not benefitting the Municipality on revenue purposes- calling for SPLUMA implementation to allow for rezoning and Traditional Leaders engagements.
- f) Planned development should be based on a coherent design concept reflecting the following:
  - Needs of the communities as identified during IDP's
  - Formal or temporary construction housing needs and
  - The socio-economic impacts of these, integrated communities, safety, security, sustainability, to have the potential for growth and boost Municipal revenue
- g) SPLUMA to be addressed as currently rezoning not yet done even in our rural Traditional Land, we are able to see the establishment and development of mining operations near communities who doesn't pay services and mining operations without municipal revenue growth
- h) None rezoning of mining operations and businesses of a town too close to open cast mining areas will limit the ability to mine
- i) Services offered within by MKLM are basic service but engagement with sector department cut across all (e.g. health services, accommodation services, bulk services, schooling, policing, civic services, education) may be insufficient due to the increased demand if a number of large industrial projects are executed at once.
- j) Some of the main developmental planning issues in the area include lack/no land controls and on environmental enforcement es, in compliance to NEMA Act EIA Regulations
  - Fixing a notice on site of activity and alternative sites
  - Personal notification of land owners, occupiers' organs of state
  - Advert in Government Gazette or Local Newspapers where its wide impact
  - Alternatives forms of notice ro overcome barriers to participation
- k) MKLM decision-making is based on ticking boxes, compliance rather than commitment and substantive issues ignored.
- l) Land use opportunities are certainly one of the biggest areas of conflict, CPA grantedland where minerals are identifies
- m) Double allocation of land by Traditional Leaders to Private companies and household's construction of houses
- n) Informal Settlements
  - ✓ No formal sewer provision for those residing in such pieces of land
  - ✓ Health hazard to the individuals within the settlement.
  - ✓ Illegal connections very rife
  - ✓ Added to that - human waste having a negative effect on the underground water.
  - ✓ Extra RDP houses being constructed but not sure if they will qualify

## 2.5 Local economic Development – Mining Resources

- a) A comprehensive Mining Development Plan. (MDP) required and engagement with DMRE required.
- b) Mining operations where demarcation causes owners of the land to Labour Sending Areas
- c) Currently a large number of prospecting rights have been issued to an equally large number of companies or individuals but not beneficial to Municipal revenue or not known if they operate illegally in our various villages
- d) Exclusion of certain villages/areas that are directly impacted by the mine- sometimes mining companies deny a particular village, community to partake in their programmes
- e) Need to engage further and improve on the definition of community under the MPRDA and Regulations to link the impact
- f) Broader problem of companies restricting engagements to members of Forums/Structures/ formally recognised by the mines and not addressing IDP Needs Analysis
- g) Lack of reclamation and processing in various projects per MPRDA and development of Social Labour Plans and mine closure reports and mine lifespan.
- h) Social Labour Plan and IDP non-alignment and projects within the IDP, may committees be causing non-alignment of IDP and Budget per
- i) That any mine developments must take into consideration traffic flow in the operations areas; blasting time and water resources to nearer villages and any other CSI required by communities
- j) Environmental gaps on decommissioning/ closure of various areas to curb illegal mining
- k) There is pressure to mine, plus the lack of water, lack of a local user of the chrome / platinum belt found / and lack of rail and other infrastructure capacity could result in rash decisions by prospecting rights holders to establish infeasible mines that have started around our villages in Tlhatlhaganyane and Municipality never engaged as Water Authority.
- l) The effect could be environmental damage and result in a negative perception of mining and industrial development in various Traditional Leaders villages, left poor after all these illegal activities
- m) High level of triple challenges: Unemployment, Inequality and Poverty, Skills will be required for the future development of the electricity, mining and manufacturing and Tourism sectors.
- n) In order to achieve sustainable development in the area the following factors should be considered, water, Sewerage, fuel – wood is being collected on all farms around illegally but the people are desperate.
- o) Some of the critical socio/economic elements that need to be looked into in order to achieve sustainable development in the area include:
  - ✓ Job creation – persons are living in an area with relatively few job opportunities. Possibly caused by the number of RDP houses being build that has led some not residing in them and turned into white elephants.

- ✓ Planned mining operations and any development that could provide sufficient jobs to be able to knock on effect of this poverty, crime and an unstable community; and
  - ✓ Clear opportunities not identified: Tourism, Conservation, hunting, adventure sports, agriculture, fishing, game industry and many more as we have lot of resorts in our municipality.
  - ✓ Tourism. Passing Traffic. All businesses in the town itself compete for service needs.
  - ✓ Clean water. The issues are as abovementioned. Lack of supply, extremely bad quality etc.
  - ✓ Air quality is affected by illegal mining without EIA and Public Participation per MPRDA
  - ✓ The municipal dumping site as mentioned by Unit 8 and Ledig cluster does not benefit communities and opportunities.
- p) A levy should be considered for the surrounding resorts and just to engage on where they dump their rubbish as well.
- q) The Ledig cluster requested the sector to / must promote Sustainable job creation, tourism industry, concentrating on small business development, with a particular emphasis on **recycling of waste** in order to contribute to sustainable development.
- r) There are so many residents in all our 107 villages are extremely frustrated and disappointed with broken promises, no action, no improvements etc. that it may take time for them to TRUST us.
- s) There is a huge amount of large-scale transport that uses Ledig road especially the trucks, as a short cut which is a serious noise factor and small cars disturbances.
- t) There are also some business in various villages and towns i.e.: pubs that create a noise problem especially during school exam times and dumping waste where they ignore waste signages
- u) By laws and public participation to be done to ensure we enforce guidelines.
- v) Other opportunities and comments mentioned by other clusters in previous comments) include the support of emerging farmers who have been allocated marginal land as part of the land restitution process (CPA's).

## **2.6 Education: - Sector Department Responsibility**

- a) Early Childhood Centers to be prioritized in providing skill and capacity to educators in financial management
- b) Rural (primary) and High schools have declined in quality to the point where they do little other to mentally attract learners to perform
- c) Most primary school leavers are functionally illiterate both linguistically and numerically.
- d) Lack of digital connectivity at various schools especially in rural areas
- e) This impacts on the ability of school leavers to integrate into more urban areas, or attend tertiary education facilities

- f) In some villages the state-run high school is almost completely dysfunctional, with high staff and learner absenteeism, weak to non-existent management and teaching by inadequate, unmotivated, under skilled staff to over-crowded and undisciplined classes.
- g) Mostly privately-operated schools are able to fulfil the constitutional rights of the youth
- h) The need for skills training in the MKLM has been emphasised by several participants.
- i) Many of the local people are not considered for the employment opportunities in the area of mining as they are unskilled and request to collaborate with Mankwe College to offer courses and trainings required (Cadet Age restriction by the mine always a serious challenge)
- j) Government Feeding Programmes and Scholar Transports was highly raised for children from impoverished families as they cannot concentrate in class when hungry.

## **2.7 Poor telecommunication**

- a) Impacts business conducted in the MKLM negatively.
- b) Telkom as a service provider for MKLM has to indicate its challenges and if its unable to sustain its existing, fault-prone based telephony network; and if it plans to replace it with another system;

## **2.8 Waste Disposal**

- a) Few proper solid waste disposal sites exist in the MKLM, rural waste taken to Madikwe and Mogwase as the only two land fill sites.
- b) Service providers appointed on 2011 Statistics data of households and this create Audit Query due to lack of data.
- c) This makes disposing of waste legally very expensive, as it is necessary to transport it over a distance and collection done freely in all 107 villages.
- d) A strong desire for recycling to become the preferred destination for waste in the MKLM was expressed. Mogwase and Ledig communities as mentioned above
- e) Rural areas have indicated to be given a chance of subcontracting in various villages to collect wastes in households and place it in their main roads

## **2.9 Intergovernmental Relations**

- a) As mentioned above also emphases was based on project allocation to various villages and duplication of projects to same villages while other villages never benefitted at all
- b) Request for us a government to takes non-political decisions when allocating projects arose in the second round of Public participation as other Councillors reported 0 Zero implementation in the 2023/2024 Financial Year
- c) Decisions should be made, based on the first Round of needs identification, the long-awaited wish list which indicate the best for the people and the area concerned.
- d) The issue of government taking responsibility and implementing the AG's Audit opinion to be done, that came out during Councillors Briefing Session

## **2.10 Policing and Crime**

- a) Establishment of Local Community Policing Forum



- b) That our local police force is stretched beyond the limit, particularly during the night shift.
- c) The day shift seems to be of a level enough to handle things but in the evening is a challenge without even high mast provision
- d) In the three police stations, no enough vehicles on side, and few policemen at night, with one vehicle available, and over weekends particularly this is not enough.
- e) It is alleged that the police station telephone line is also out of order most of the time because the bill has not been paid or damaged
- f) The above does not make it easier for either party involved in an incident, whatever the nature
- g) Crime – is in the increase. Weekends and in the evening that's where most of crimes of rape, GBVF, house breakages and domestic violence are taking place, generally petty crime of an opportune.
- h) Foreign nationals, illegally/legal in RSA, are numerous in most of our villages and the informal settlement, owning spaza's.
- i) We might be looking seriously on outbreak of Zenophobia in most of the villages, we need to address issues of safety, we must engage and record, to have data of all migrants residing in our space as they are provided with our basic services.

### **3. Comments**

Land Claims – protracted processes and absence of funding and support for new landowners have generated considerable uncertainty and stagnation; zoning of Conservation Areas – the absence of clear demarcation of conservation areas has opened the door for inappropriate residential tourism developments; and the global economic recession has put this process on hold but it will return in the near future. The hospitality sector does not come together to discuss the future. There is no appropriate forum for this to happen.

Other issues: Socio-economic issues are in many respects much greater than the physical planning issues. Young people have little chance of competing in the market place with city children for tertiary education and employment opportunities and as a result are condemned to a life of hopelessness and despair.

Very few school leavers enter either a tertiary education institution or formal employment. Unless a clear, practical and dynamic strategy is developed to address this situation, then will not establish a viable society.

MKLM is becoming a rich man's playground. Absentee landowners contribute nothing to the viability of the area. They do not create jobs and give little or no support to local institutions. This is a serious obstacle to the development of the area particularly in a country where access to land is such a key political issue.

Existing infrastructure in the Municipality is not sufficient to support the proposed developments, SEZ and these requirements are being taken into account in the project planning.

Raw water supply in this water scarce area would cause competition between industrial development, mining, agriculture and human use. The cost of the additional water infrastructure that is required for new developments may result in an increase in the cost of water supply in the area which may impact on the prices present users are paying.

However, if all the proposed developments in the area proceed, additional resources will be needed on a local municipality level to facilitate the planned developments.

**Collaboration** - to address the Master Plan for communities to realise implementation of the SEZ - At present there is not sufficient communication within the mining sector and departments in order to consider that there is consensus relating to intended development for potential cooperation in terms of sustainability and efficiency issues e.g. skills development, common infrastructure, housing, etc.

Processes need to be followed when planning in order to get from where we are to where we want to be, we can start with:

- Improve Infrastructure – roads, electricity, town planning, sewerage and waste management, security, efficient service delivery and government departments; (intending to develop ( Long Term Plan) our decisions should be based on long term goals and objectives, not short term, expedient ones.
- The intended plan will be better defined and provide strict development constraints with participation of all stakeholders to have the means to enforce adherence to development regulations

#### 4. Key Constraint

- ✓ Lack of communication between stakeholders – silo operations
- ✓ Road and rail infrastructure linking various economic villages'
- ✓ The quantity of water available and provided to households, not taking control as Water Services Authority
- ✓ To ensure that all the mining development and existing ones are also provided with water;
- ✓ The present capacity and skills of the local community to participate in establishing, Managing and operating the industrial and mining development opportunities of the MKLM with a regulated committee for accountability
- ✓ Improved communication between government authorities and local stakeholders;
- ✓ Support in the implementation of environmental awareness training, skills training, basic entrepreneurial skills development, water waste management
- ✓ Waste management, appropriate infrastructure.
- ✓ Collect & manage rainwater and stormwater;
- ✓ Limit air pollution from increasing heavy duty traffic through Ledig and increase
- ✓ Illegal mining activity in our villages
- ✓ Strong political support towards renewable energy, especially solar.
- ✓ Significant investment into awareness raising and training in schools and community for critical environmental elements towards sustainable development. Skills Training.

**Table 2: Summary of Needs Identified**

| Municipal Key Challenges  | Non- municipal coordinated issues   |
|---|---|
| <ul style="list-style-type: none"> <li>▪ Lack of water source and own revenue</li> <li>▪ Inappropriate billing systems and weak revenue collection processes</li> <li>▪ Low economic growth and unequal economic distribution</li> <li>▪ Household services challenges</li> <li>▪ Sectoral dependency</li> <li>▪ Land invasion (tribal land)</li> <li>▪ High dependency on conditional grants; poor industrial development</li> <li>▪ Vandalism of municipal property (water valves and boreholes)</li> <li>▪ Land ownership (traditional leaders and state-owned)</li> <li>▪ Unemployment. Inequality and poverty distress amongst our communities</li> <li>▪ Bad road infrastructure</li> <li>▪ Water and sanitation</li> <li>▪ Lack of an integrated transport system</li> </ul> | <ul style="list-style-type: none"> <li>▪ Public transport</li> <li>▪ Health and welfare</li> <li>▪ Electricity (Eskom)</li> <li>▪ Education (ECD/ primary &amp; high schools and higher education</li> <li>▪ Post telecommunication</li> <li>▪ Human settlements (housing)</li> <li>▪ Land use management</li> <li>▪ Public safety, security and emergency services</li> <li>▪ Household connections and provision and installations of transformers to curb illegal connections</li> </ul> |

**Table 2: Summary of Needs Identified**

| Municipal Key Challenges   | Non- municipal coordinated issues |
|--|-----------------------------------|
| <ul style="list-style-type: none"> <li>▪ Develop socially integrated, safe and healthy communities.</li> <li>▪ Develop, maintain and expand basic infrastructure for economic development and growth.</li> <li>▪ Ensure an effective communication system (Media, newsletter, marketing, IT, talking to clients, participation, internet).</li> <li>▪ Lack of appropriate technical &amp; managerial skills, which in turn is related to weak human resources management (Municipal adverts, internship, learnership)</li> <li>▪ IDP consultations turned into Imbizos</li> <li>▪ Lack of sector department participation</li> </ul> |                                   |

## 5. 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](http://www.moseskotane.gov.za), and always officials of both IDP and Budget and contacts are availed for further clarity

## 6. 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. Risk Management

The municipality established a risk management unit. It ensured that strategic risk management documents were developed to ensure a systematic process of risk management within the municipality. This process allows for the prioritisation and monitoring of the identified risks. Ensuring mitigation of such risks still have to be done.

| Table 3: Sector Departments Needs and Priorities for 2025/2026 FY |   |   |
|---|---|---|
| Sector Departments  | Weaknesses Identified   | Comments received from Communities  |
| Human Settlement (RDP houses)                                     | Informal settlements and illegal developments outpacing the capacity to plan for and monitor development. | <ul style="list-style-type: none"> <li>Threatening development by communities who claim land ownership.</li> <li>Loss of revenue by the municipality for development to happen and start billing households.</li> <li>Threat to environmental sustainability &amp; human health</li> </ul>                        |
|   | Misinterpretation of the "Land Expropriation Without Compensation" Policy                                 | <ul style="list-style-type: none"> <li>Uncontrolled land grabs in various villages and massive growth without the provision of service delivery</li> <li>Request for schools to be constructed in areas where communities placed themselves without stakeholder engagements on services to be provided</li> </ul> |
| Health and Social Development                                     | Closure of Health Centres by departments without community consultations                                  | <ul style="list-style-type: none"> <li>Operating hours and security and privacy in various health centres</li> <li>Lack of nurses and medicines</li> <li>Lack of at least a doctor in various villages far from health centres</li> </ul>   |

| Table 3: Sector Departments Needs and Priorities for 2025/2026 FY |  |  |
|---|--|--|
| Sector Departments  | Weaknesses Identified  | Comments received from Communities   |
| Education   | Recognition of Early Child Centres esp in rural areas and informal settlements<br><br>The Portfolio with Social Development instead of the Department of Education | <ul style="list-style-type: none"> <li>Early Child Centre Development Programmes, training capability development for educators, financial courses, digital programmes and fibre connectivity</li> <li>Request for schools to be constructed in areas where communities placed themselves without stakeholder engagements on services to be provided</li> <li>Inclusive Curriculler from age 2-6 scholl entry level</li> </ul> |
| Safety and Security   |  | <ul style="list-style-type: none"> <li>Community Police Forums and gender-based issues to be taken into consideration by the municipality</li> </ul>   |
| Transport and Traffic   |  | <ul style="list-style-type: none"> <li>Shortage of transport facilities due to bad roads hinders local taxi drivers to participate or travel in various villages.</li> <li>The local transport used locally, always got stuck in various villages during rainy seasons.</li> <li>Lack of signages</li> </ul>   |
| Electricity (Eskom)   |  | <ul style="list-style-type: none"> <li>Another form of electricity provision to be offered to the communities after consultation.</li> </ul>   |
| Spoornet  |  | <ul style="list-style-type: none"> <li>Provision of bridges to link residential areas to shopping centres</li> </ul>   |

(TO REFLECT ALSO ON THE 30 YEAR LONG TERM) INCLUSION OF CADASTRE

## SECTION G: KPA 5 – SPATIAL RATIONALE

| Table 1: Departmental Strategic Alignment   |  |  |  |
|---|--|--|--|
| Municipal Priority No. 5  | Strategic Objective  | Long Term Development Strategy Priority (30 Year Plan)           | Sustainable Development Goal                       |
| <b>Development Planning</b><br>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. | <b>Goal 11:</b> 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 associate processes. To also administers 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**

| <b>TABLE 2: LEGISLATIVE POLICY FRAMEWORK ROLES</b>   |   |   |
|--|---|---|
| <b>National</b>  | <b>Provincial</b>   | <b>Municipal</b>  |
| <p>At the National Level, the National Development Plan (NDP) Vision 2030 sets the country's strategic objectives.</p> <p>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.</p> | <p>The Provincial Government are responsible for compiling the Growth and Development Strategies (GDS) that are aligned with the NDP.</p> <p>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.</p> | <p>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.</p> <p>The MSDF, therefore, is responsible for guiding the spatial planning of the municipality and provide a common spatial agenda for diverse sector plans.</p> |

| <b>TABLE 3: ACTION PLAN AND CHALLENGES</b>   |  |
|--|--|
| <b>Challenges</b>  | <b>Action Plan / Aspirations</b>   |
| There is a lack of reliable spatial data for planning and reporting.<br>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.<br>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;<br>To locate the owners and enforce the by-laws;<br>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  |

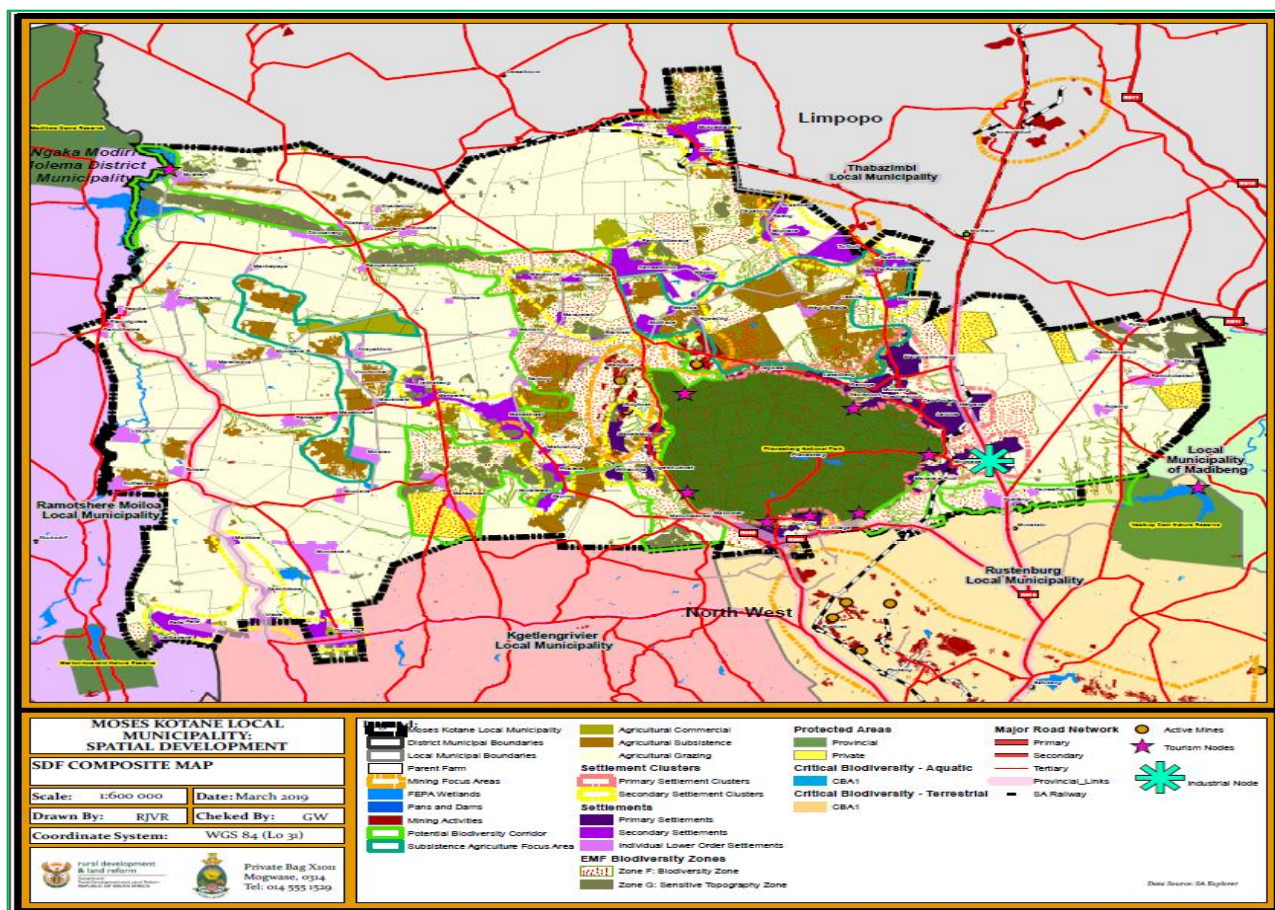
| TABLE 3: ACTION PLAN AND CHALLENGES  |  |
|--|--|
| Challenges   | Action Plan / Aspirations  |
|  | Identified as one of the four municipalities for Human Settlement Accreditation. |
| Budget cuts as announced at SOPA,2024/2025, will negatively affect the housing delivery to address the 25 000-housing 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 | Land Audit                                     |  |
| Mabeskraal Shopping Complex  | Integrated GIS                                 |  |
| Compilation of Village Development Plans   | Special Economic Zone                          |  |
| Expansion of Sun City Shopping Complex   | Tourism hub                                    |  |
| Development of Kgabo Safari Resort (Sleepover)   | 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 Ramokgoela 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.

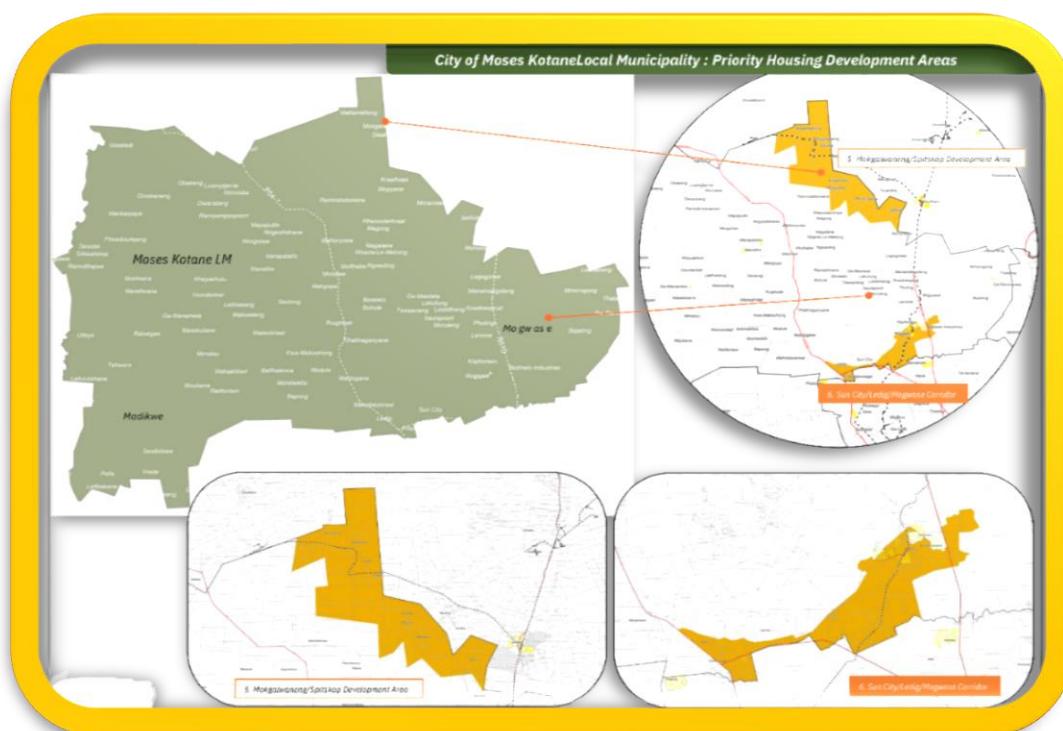
**17. Below is the spatial distribution of the Moses Kotane Local Municipality's PSHDAs.**

**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**



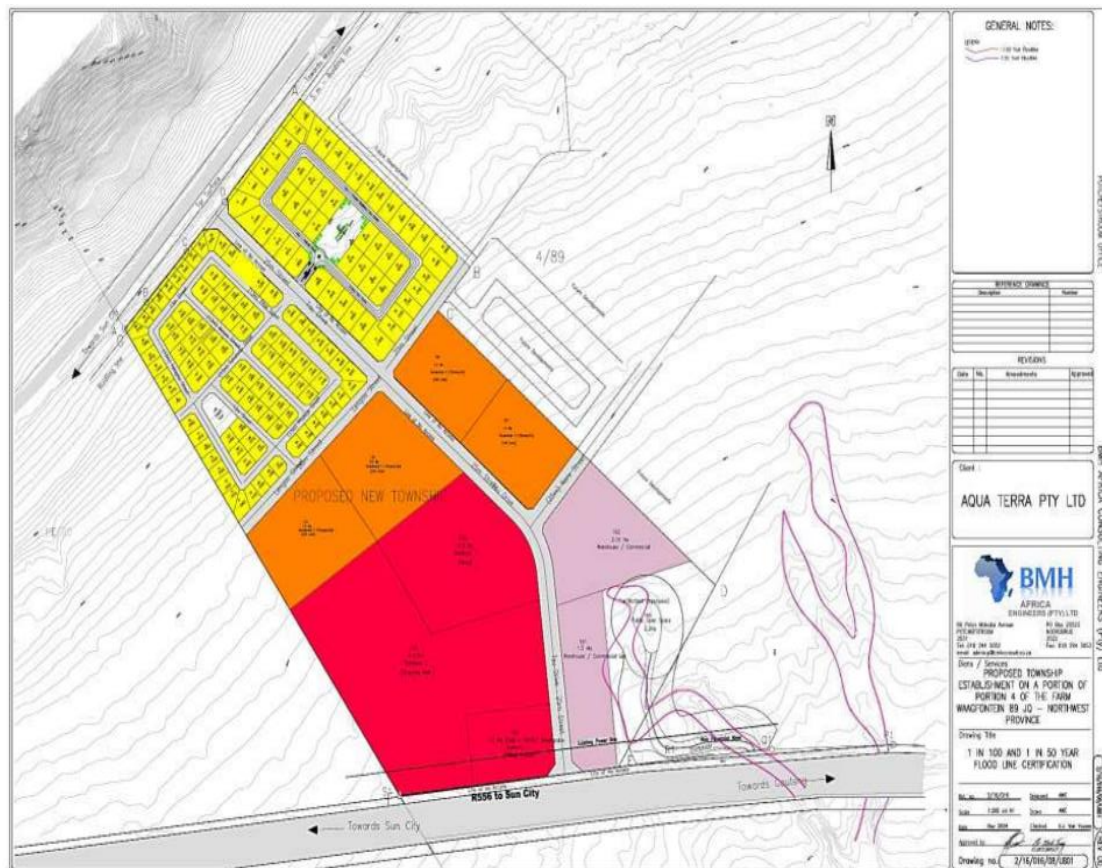
- ✓ The Bodirelo industrial area has been identified as the future Bojanala Special Economic Zone (SEZ)
- ✓ The Bojanala SEZ proposes an extension to the existing Bodirelo Industrial Township, by expanding towards the west and south.
- ✓ The development of the SEZ could be a huge catalyst towards the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

[illegible]

- MKLM Draft IDP for FY 2025/2026



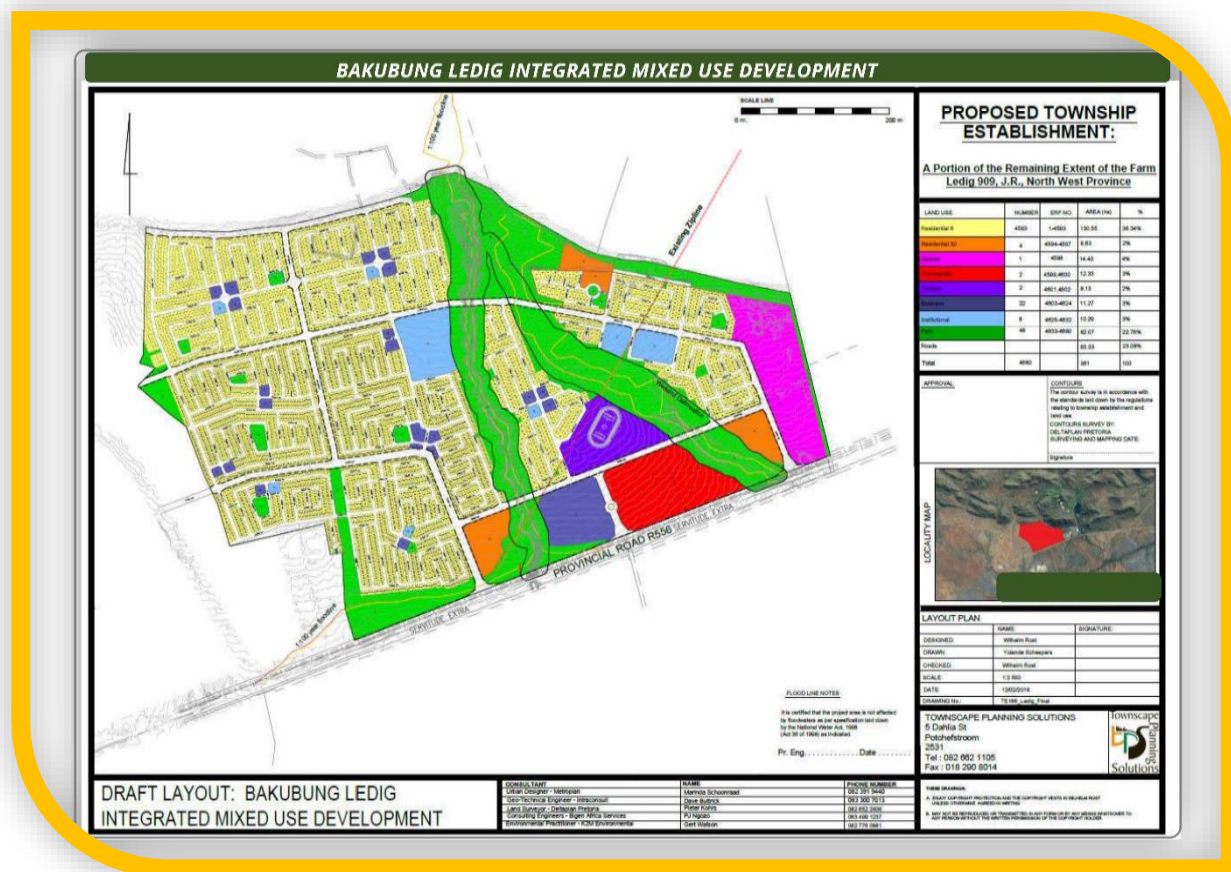
#### Map 4: Proposed Waagfontein Mixed Use Housing Development Project



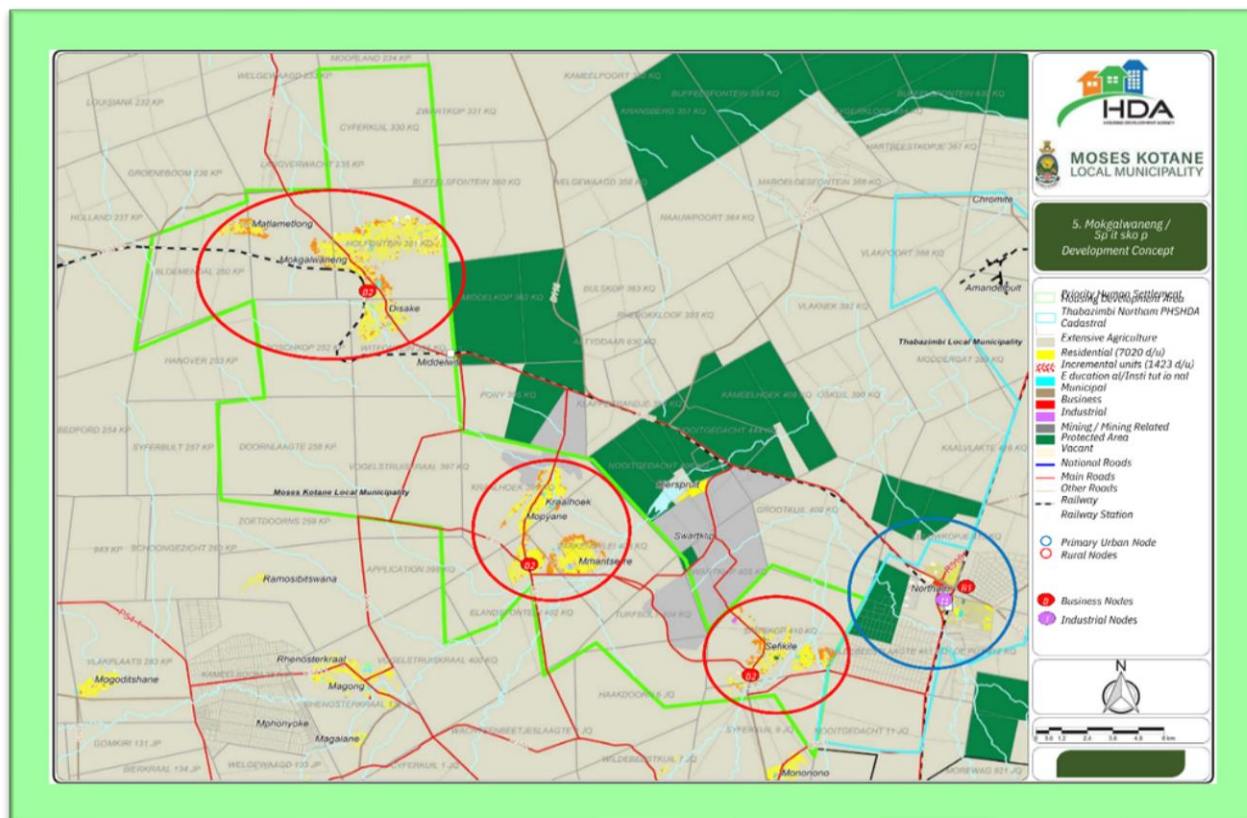
- ✓ There are proposals to expand the existing Sun City Business Centre (Sun Village) to the west.
- ✓ The Gabonewe Residential Estate to the south of route R556 comprises of 202 erven providing for medium density residential units to accommodate workers of the mine.
- ✓ Furthermore, there are proposals 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 PHSMDA



## 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.

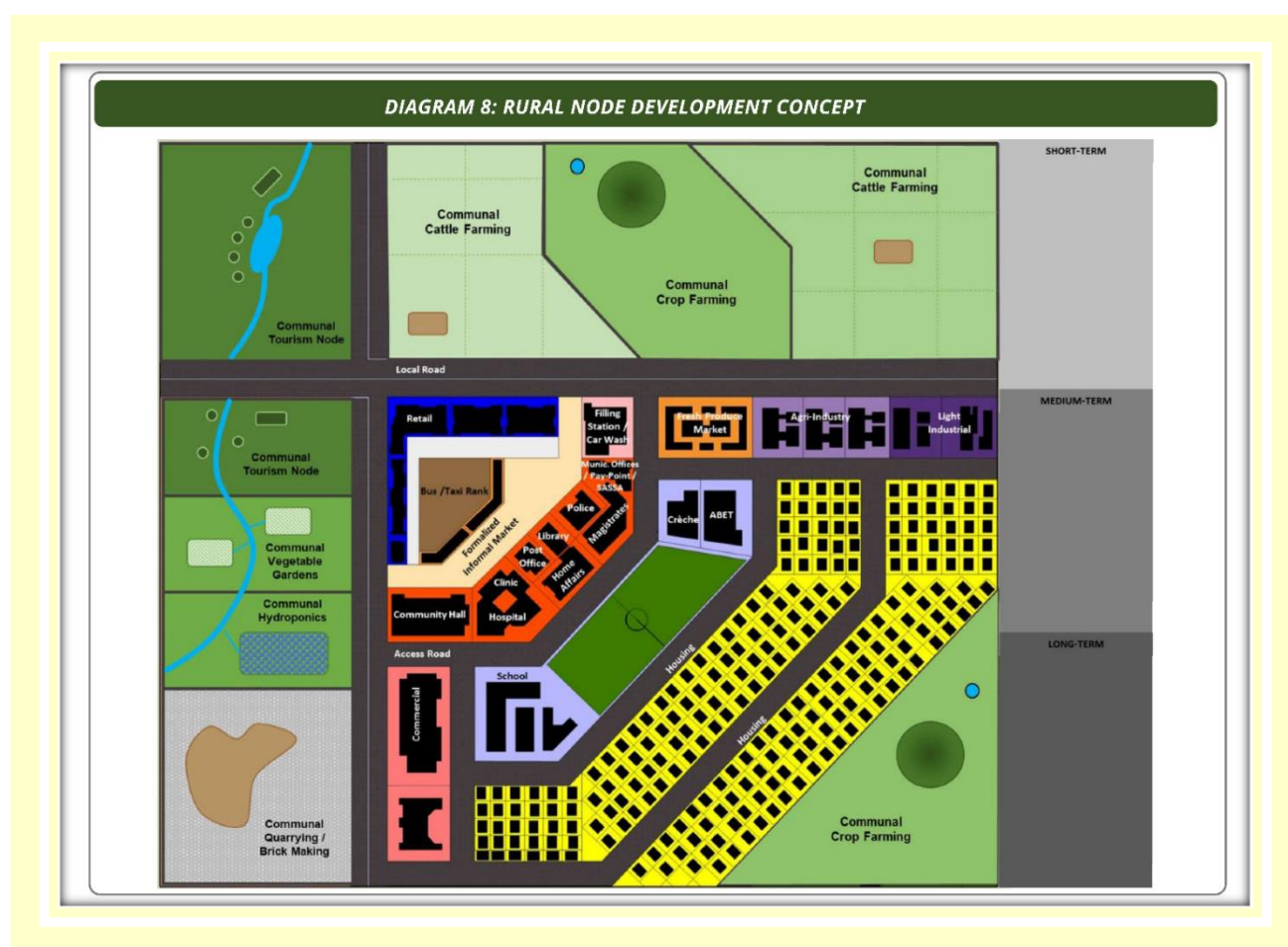
In the context of the broader functional area, Northam town is the Primary Urban Node and the rural villages to the south are to be consolidated as three Rural Nodes. The Northam Primary Node is well-located along route R510 Road earmarked to accommodate various activities, including high order business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

## 22. 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 funds are available before any project can commence.

(TO REFLECT ALSO ON THE 30 YEAR LONG TERM)

## 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<br>No. 8: Decent Work and Economic Growth<br>No. 9: Industry, Innovation and Infrastructure (Triple I's) |

### 1. Introduction

Development Strategic Planning Resolutions and Status Quo on Objectives

The Local Economic Development Department on attending the Strategic Planning session from the 21<sup>st</sup> to the 23<sup>rd</sup> 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.
- 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:

### 2. 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
- ✓ Mass Portable Skills Development
- ✓ Introduction of The Digital Economy
- ✓ Incentivising Innovation and Creativity
- ✓ Economic Infrastructure Creation
- ✓ Growth Fund Creation

### **3. Background**

Moses Kotane Local Municipality is a Category B Municipality and one of the five local Municipalities constituting Bojanala Platinum District Municipality. The Municipality covers an area of approximately 5220 km<sup>2</sup> and comprise of 109 rural villages.

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

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

### **4. Status of LED Strategy**

Moses Kotane Local Municipality 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 |

## 5. EMPLOYMENT AND INCOME LEVELS

### 5.1 Labour Indicators

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

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

#### 5.2 Employment and Unemployment Rate

Moses Kotane LM 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.

#### 5.3 Participation rate

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

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

## 5.5 Occupation

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

## 5.6 Formal and Informal Employment

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.

### 5.7 Economic indicators

This 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

### 5.8 GGP Growth

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

### 5.9 GGP per sector

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

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

## 5.10 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%.

## 5.11 Employment per sector

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

## 5.12 Income

A relatively higher proportion (30.6%) of the residents within the Moses Kotane LM received no income. 22.2% of the residents within the local municipality earned between R 8 590 and R 17 177 per annum or between R 716 and R 1 431 per month. The level of income identified for the Moses Kotane LM is generally low and indicates that most households within the local municipality do not earn a sufficient level of income to meet their needs and the needs of their dependents.

### 5.13 Expenditure

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

## 6. 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

- ☐ 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

- ☐ 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.

### Projects

- ☐ Business Associations and Monthly business events

## 7. Mining Overview

The potential of Mining development in Moses Kotane Local Municipality 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.

## 7.1 Objective

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).

## 7.2 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.

## 7.3 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:

- (i) procurement opportunities (set asides);
- (ii) employment and skills development;
- (iii) ownership (equity); and
- (iv) 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

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

## 8. 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 4<sup>th</sup> 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

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

#### 9. 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

##### 9.1 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

##### 9.2 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.

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

### 9.3 4. 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.

| <b>Table 5: Tourism Development</b> |   |               |
|-------------------------------------|---|---------------|
| <b>Programme</b>                    | <b>Sub-Programme</b>  | <b>budget</b> |
| Accommodation                       | Grading (5 enterprises), Training of the product owners<br>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<br>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)<br>International (Durban indaba and WTM) | R1 000 000    |
| Infrastructure                      | Tourism node, Sign boards.  | 5% MIG        |

## 10. 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. A programme needs to be put in place to support, nurture and capacitate, while presenting

### 10.1 Programme 1: Culture and Arts

#### Projects

- Monthly cultural events

**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.

#### Projects

- Film Academy and Local hard and e-Books

| <b>Table 6: Creative industries</b> |  |               |
|-------------------------------------|--|---------------|
| <b>Programme</b>                    | <b>Sub-Programme</b>   | <b>Budget</b> |
| 1. Music                            | Commercial (Jazz, gospel, Choral, Clap and tap), Administration<br>Coaching, Market access, Recording, Events & Festivals                                | R500 000      |
| 2. Drama                            | Set-works, Directing, Script writing, Script to Screen, Film<br>Development, Production Houses, Sets and Scenery, Sound and<br>Lighting, Wardrobe Makeup | R500 000      |
| 3. Crafts                           | Sculpturing, Pottery   | R500 000      |
| 4. Visual Arts                      | Painting, Drawings, Multimedia   |               |

| <b>Table 6: Creative industries</b> |   |               |
|-------------------------------------|---|---------------|
| <b>Programme</b>                    | <b>Sub-Programme</b>                            | <b>Budget</b> |
| 5. Fashion                          | Training, Design                                |               |
| 6. Market Access                    | Events, Exhibitions                             |               |
| 7. Infrastructure                   | Training centre, Rehearsal & Performance Spaces | 5% MIG        |

## 11. Sports and Recreation Overview

| <b>Table 7: Sports</b>           |   |                    |
|----------------------------------|---|--------------------|
| <b>Programme</b>                 | <b>Sub-Programme</b>  | <b>Budget</b>      |
| Sports Institutional Arrangement | Formalisation of, Local Sports Council, Federations, Junior sports, Tertiary sports, Clubs, Women and girls Sport, People with Disabilities                           | Operational budget |
| 2. Sports Development            | Knock-out games for Mayoral (Netball and Soccer)<br>Support of local musical groups<br>Thuntsha Lerole Tourmaments  | R1 000 000         |
| 3. Infrastructure                | Development of sporting infrastructure<br>Cover grounds, Grading of sports fields   | MIG                |
| 4. Rural Sports                  | Development and promotion of sporting codes: Boxing, Martial Arts, Indigenous Games, Football, Netball, Aerobics, Basketball<br>Volleyball, Athletics Big Walk, Chess | R500 000           |

## 12. 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.

12.1 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.

12.2 Other interventions to address issues of rural poverty the municipality has

- ❑ 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
  - i. Free range chickens
  - ii. Water provision
  - iii. Production input

The three above-mentioned interventions are still at procurement stage and will be implemented before the end of the financial year.

- iv. Tools and equipments – have provided chain saws to 2 farmers (Zandkomste crop farm and Motlhabe agro-processing farm).







### 13. 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.

### 14. 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.



### 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.



### 15. 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.

#### 16. PLANNED AGRICULTURE AND RURAL DEVELOPMENT PROJECTS AND PROGRAMMES (2025/26)

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

## 16. PLANNED AGRICULTURE AND RURAL DEVELOPMENT PROJECTS AND PROGRAMMES (2025/26)

| Table 8: PROGRAMME | SUB-PROGRAMME | BUDGET |
|--------------------|---------------|--------|
|                    |               |        |

## 17. MANUFACTURING (INDUSTRIAL) OVERVIEW

### 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

| Table 9: SWOT Analysis  |  |
|---|--|
| Strengths   | Weaknesses   |
| <input type="checkbox"/> Functional LED Forum<br><input type="checkbox"/> LED strategies in place<br><input type="checkbox"/> LUMS & SDFs in all LMs<br><input type="checkbox"/> Municipality is relatively<br><input type="checkbox"/> Existence of well-serviced industrial park that could be an employment hub and wealth creator (SEZ)<br><input type="checkbox"/> Availability of land for agricultural activities (communal and state land)<br><input type="checkbox"/> Tourism Destination<br><input type="checkbox"/> Commonage Policy<br><input type="checkbox"/> The existence of commodities and mines within `MKLM | <input type="checkbox"/> Lack of LED linkages amongst 3 tiers of government<br><input type="checkbox"/> Lack of LED skills<br><input type="checkbox"/> Lack of relevant instruments to measure municipal economic targets<br><input type="checkbox"/> Absence of economic research units<br><input type="checkbox"/> Revenue Collection (tourism levy)<br><input type="checkbox"/> No branding of Tourism destination<br><input type="checkbox"/> Majority of MKLM farmers operate at subsistence level<br><input type="checkbox"/> Illegal occupation on Municipal land<br><input type="checkbox"/> Enforcement of Bylaws |
| Opportunities   | Threats  |
| <input type="checkbox"/> Investments<br><input type="checkbox"/> Resuscitation of MKLM Development Agency<br><input type="checkbox"/> MKLM's principal tourist icons<br><input type="checkbox"/> Existing funding institutions<br><input type="checkbox"/> Creative industry - appeal to most Youth and Women<br><input type="checkbox"/> Amazing Fauna and Flora (environment)<br><input type="checkbox"/> Existence of International Brands - Big 5 Territory   | <input type="checkbox"/> Inadequate National and Provincial alignment and integration<br><input type="checkbox"/> Inadequate spin offs for local communities from mining, tourism and agriculture<br><input type="checkbox"/> Creative industry exploitation<br><input type="checkbox"/> Animal poaching<br><input type="checkbox"/> No Branding of Tourism Destination<br><input type="checkbox"/> Uncoordinated marketing campaigns at international events<br><input type="checkbox"/> Poor road infrastructure<br><input type="checkbox"/> Illegal mining activities with  |

## 18. 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

## **19. 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

## **20. A SPECIFIC PROGRAMME TARGETING THE INFORMAL ECONOMY**

### **a) Unemployment**

Moses Kotane Local Municipality has engaged with the department of Labour and Employment to tackle this challenge. 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).

### **b) Trainings Provided**

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
- ☐ Description and analysing business plan.
- ☐ Performing Arts for Schools Networks Program

### **c) The Roadshow**

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.

### **d) New Opportunities for Local Companies**

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




- Description and analysing business plan.
- Performing Arts for Schools Networks Program

Incubator candidates currently enrolled and have moved up the ladder.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
|  |    |  |          |  | <b>100%</b><br>of our funding to <b>black owned</b> and run businesses                |
| <b>The Team</b><br>Botaki Engineering & Mining Services (Pty) Ltd                 | <b>Ms. Koketso Mosiapo</b><br>Gaothaelwe Consulting & Engineering Service (Pty) Ltd | <b>Mr. Raynor Sechotho</b><br>Octagon Power (Pty) Ltd                             | <b>Mr. Solly Dibetso</b><br>Tsobedi (Pty) Ltd   | <b>Mr. Ian Kuseri</b><br>RIIFS (Pty) Ltd  |   |
|  |    |  |         |  | <b>&gt;R25m</b><br>of funding disbursed in over 4 years                               |
| <b>Mr. Errol Sithole</b><br>HTP Engineering Co                                    | <b>Mr. Simon Motsilili</b><br>MA and MB Trading (Pty) Ltd                           | <b>Mr. Kutiwano Mphaile</b><br>Opakilwe Bogolo Trading & Projects (Pty) Ltd       | <b>Mr. Lucky Kgagamatso</b><br>Lucky Fire Services (Pty) Ltd And RATEM Projects (Pty) Ltd | <b>Mr. Kabelo Serumola</b><br>Ketshwere Civils (Pty) Ltd                            | <b>49</b><br><b>SMMEs funded</b> since inception, <b>22</b> in current financial year |
|   |   |   |   |   | <b>&gt;81%</b><br>of our funding to <b>rural based SMMEs</b>                          |
|   |   |   |   |   | <b>&gt;40%</b><br>of our funding in current year to a <b>female owned business</b>    |

3

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




**PURCHASE ORDER AND INVOICE FUNDING.**

- Funding of upto R250k per application
- We coordinate non-financial support

**For Corporates & State Entities**

We help corporates and state entities in Botswana Platinum District Municipality achieve successful delivery of purchase orders issued to their EME suppliers, so they can maximise their value chain performance and enhance their supplier development program, without the high risk of delays and poor quality of service rendered.



**Incubation Engineering Workshop**

- Workshop services
- Shared offices
- Marketing support
- Funding support
- Back-office support
- Entrepreneurship training

**For Mining Companies**

We help mining companies in the western limb platinum belt of South Africa achieve successful supplier development program, so they can maximise their mining charter scoring with measurable social impact, without the high risk of unsustainable suppliers beyond the program.

### 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.

### 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

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

| <b>Table 11: Municipal Expanded Public Works Programme (Integrated Grant Municipal Project List For 2024/25)</b> |  |                           |                      |               |                            |
|--|--|---------------------------|----------------------|---------------|----------------------------|
| <b>Reflect Consistent Reporting about work opportunities created across all sectors: EPWP and CWP</b>            |  |                           |                      |               |                            |
| <b>Area</b>  | <b>Project Name</b>                              | <b>Work Opportunities</b> | <b>Duration days</b> | <b>Budget</b> | <b>Source</b>              |
| 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      |                            |
| Community Safety and Security  | MKLM Community Patrollers                        | 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.

## 21. Community Works Programme

CWP is an innovative offering to provide a Job safety net for unemployment people of working age whereby participants are wwork 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 (Tlokweng)
- ☐ Ward 21 (Tlokweng, Vrede and Seshibitswe) and Ward 29 (Mokgalwana)
- ☐ Ward 31 (Huma and Segakwana)



### 21.1 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, BPD (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 21<sup>st</sup> to the 23<sup>rd</sup> 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)**

1. Mogwase Traders Stalls
2. Development of Municipal Commonage Policy
3. Facilitation of Agri-Park project implementation
4. Creative Industries Stakeholder engagements
5. Tourism Stakeholder engagement
6. Implementation of EPWP projects



7. Number of cooperatives capacitated
8. SMME Development
9. Job Creation
10. Mining Development – currently 17 mines exist within the jurisdiction of MKLM, with 15 of those operational
11. Establishment of the Enterprise Development Fund
12. Implementation and Enforcement of Trading bylaws
13. Establishment of Incubation programmes
14. Branding and Destination Marketing
15. Events management
16. 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

a.

**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.

**(TO REFLECT ALSO ON THE 30 YEAR LONG TERM)**

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

| <b>Table1: Strategic Alignment</b>   |  |   |   |
|--|--|---|---|
| <b>Municipal Priority No. 8</b>  | <b>Strategic Objective</b>   | <b>Long Term Development Strategy Priority (30 Year Plan)</b>                     | <b>Sustainable Development Goal</b>   |
| Solid Waste and Environment<br>Waste Collection<br>Disaster Management<br>Climate Change | To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment. | Advance environmental sustainability actions.<br><br>Enhance safety and security. | No. 13: Climate Change<br><br>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.

## **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.

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

| <b>Table 3: SWOT Analysis</b>  |   |
|--|---|
| <b>Strength</b>  | <b>Weakness</b>   |
| Bylaws and policies are available  | Outdated Municipal Bylaws in need of review<br>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   |
| <b>Opportunities</b>   | <b>Threats</b>  |
| 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.<br>Environmental degradation   |
| Community participation and involvement on issues affecting them<br>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:

| <b>Table 4: Municipal offices and Zonal offices to facilitate easy access to the pay points for services more especially in the following areas:</b> |                 |                  |                 |
|--|-----------------|------------------|-----------------|
| <b>Villages</b>  | <b>Villages</b> | <b>Villages</b>  | <b>Villages</b> |
| Ramakoka   | Sandfontein     | Greater Moruleng | Mabeskraal      |
| Tweelagte  | Pella           | Tlokweng,        | 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 is 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 recived was R1 M. and the Balance to date is R316 420,49.

**Table 5:**

#### **Libraries and Staff Complement led by Acting Head Librarian:**

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

### 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.

- a) To promote library service and install a reading culture, improving literacy level and provide free and open access to information and survival information
- b) 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 Mabieskraal 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 Mabieskraal 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 Tlokweng 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 Tlokweng. 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

**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.

| <b>Table 5: Mission statement</b> |  |
|-----------------------------------|--|
| <b>Value</b>                      | <b>Description</b>   |
| 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.  | <b>Good Governance and Institutional Development</b>   | To promote Accountability, Efficiency and Professionalism within the Organization  | Enhance institutional capacity and governance.                                       | <b>Goal 16:</b> Peace and Justice and Strong Institutions                       |
| 2.  | <b>Water and Sanitation</b>  | To develop and maintain infrastructure to provide basic services   | Improve access to engineering services.  | <b>Goal 6:</b> Clean Water and Sanitation                                       |
| 3.  | <b>Roads and Storm water, Electricity Supply and Management</b>  |  | Foster incremental upgrading interventions.  | <b>Goal 9:</b> Industry, Innovation and Infrastructure                          |
| 4.  | <b>Municipal Budget</b><br>Debt Collection<br>Revenue Enhancement  | Sound Financial Management: adherence to all laws and regulations as prescribed to local government                      | Improve implementation of indigent register.<br><br>Strengthen financial management. |   |
| 5.  | <b>Good Governance and Stakeholder Engagement</b>  | To ensure ethical and transparent governance that is responsive to community needs and encourage Public Participation    | Improve implementation of indigent register.<br><br>Increase community engagement.   | <b>Goal 17:</b> Partnerships for the goals                                      |
| 6.  | <b>Development Planning</b><br>Land: Human Settlement<br>Residential area<br>Business and Agriculture        | To establish economically, socially and environmentally integrated sustainable land use and human settlement             | Establish integrated Geographic Information System (GIS) system.                     | <b>Goal 11:</b> Sustainable Cities and Communities                              |
| 7.  | <b>Economic Development</b><br>Climate Change  | To create an enabling environment for social development and economic growth   | Pilot a robust and productive local economy.   | <b>Goal 1:</b> No Poverty<br><br><b>Goal 8:</b> Decent Work and Economic Growth |
| 8.  | <b>Solid Waste and Environment and disaster</b><br>Waste Collection<br>Disaster Management<br>Climate Change | To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment. | Advance environmental sustainability actions.<br><br>Enhance safety and security.    | <b>Goal 13:</b> Climate Change  |
| 9.  | <b>Sports and Recreation</b>   | To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment  |  | <b>Goal 3:</b> Good Health and Well Being                                       |
| 10  | Community Development<br>Public Transport and<br>Public Safety   | To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment. | Advance environmental sustainability actions.<br><br>Enhance safety and security.    | <b>Goal 13:</b> Climate Change  |

#### 4. IDP Alignment with Moses Kotane Vision 2030 (Document will serve as Annexure)

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 this strategy does not become a white elephant in our archives.

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:**

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.

**Weaknesses:**

Can be taken as limitations, poor planning, liabilities or shortcomings within the organisation that will keep it from achieving its planned objectives.

**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.**

| <b>Opportunities:</b>   | <b>Threats:</b>  |
|---|--|
| Opportunities include any favourable current prospective situation in the organisation's environment, such as a trends, markets, changes or overlooked needs that supports the demand for a product or service and permits the organisation to enhance its competitive position. 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. | 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. 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. |

## **5 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.

The strategic direction entails aligning the vision of the municipality with the intention to ensure that it serves and addresses the needs of the community with effective, efficient and economical service delivery, while politicians play an oversight role towards our programmes. This process annually involves and requires conducting an in-depth analysis to identify the changes that have occurred and their impact on the strategic focus of the current IDP. Strategic priority areas identified by National and Provincial governments will, therefore, guide the strategic priority areas aligned to Municipal Priorities, the SOPA, NDP, MDG, SDGs, and issues identified by the municipality to build a developmental government that is able:

- To strengthen accountability and to strive for accountable and clean government. To ensure efficient, effective and responsive government,
- To accelerate service delivery and support the vulnerable, destitute, and
- To foster partnerships, social cohesion and community mobilisation.

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

This implies that local government must comply with the National Development Plan – Vision 2030 (NDP) that defines the framework for detailed planning and action across all spheres of government. It also relates to the SOPA that guides and aligns municipal IDP's to be integrated in Municipal Plans, Municipal Strategic Lekgotlas, the Millennium Development Goals, and the Sustainable Development Goals. The table below indicates alignment of the policy imperatives:

## 6 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   |
| <b>KPA 1:</b><br>Municipal Transformation and Organisational Development  | Aligned Organisational Structure with Municipal Regulations and Skilled Workforce | <ul style="list-style-type: none"> <li>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</li> </ul> | Capacitated service delivery workforce   |
| <b>KPA 2:</b><br>Basic Services Delivery and Infrastructure Development<br><br><b>Municipal Priority</b><br>1. Water and Sanitation<br>2. Roads and Storm Water<br>3. Sports and Recreation<br>4. Solid Waste and Environment | Reliable and Sustainable Basic Service Delivery                                   | <ul style="list-style-type: none"> <li>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.</li> </ul>  | Provision of basic services to all households in the municipality                |
|   | Provision of Quality and Sustainable Community Services                           | <ul style="list-style-type: none"> <li>To create a safe and healthy environment within the community, inclusive of social amenities</li> </ul>   | Healthy environment  |
| <b>KPA 3:</b><br>Municipal Financial Viability and Management   | Sound Financial Management and Effective Administration                           | <ul style="list-style-type: none"> <li>A municipality which is able to pay creditors on time,</li> <li>The ability to collect from its customers, with effective internal controls which are implemented and comply with applicable legislations.</li> </ul>   | Clean audit outcomes and sustainable service delivery                            |
| <b>KPA 4:</b><br>Good Governance and Public Participation and Communications  | Ethical and Accountable Institution<br><br>(Intergovernmental Relations,)         | <ul style="list-style-type: none"> <li>Create a culture of exercising ethical and effective leadership.</li> <li>To work towards achieving transparency, good performance, effective oversight and legitimacy and accountability.</li> </ul>   | Functional governance and assurance structure                                    |
| <b>KPA 5:</b><br>Spatial Development Analysis and Rationale   | Well-planned and Integrated Developments  | <ul style="list-style-type: none"> <li>To achieve a balance between spatial transformation and resource availability</li> <li>To ensure implementation of SPLUMA in rural areas per prescribed legislation</li> </ul>  | A spatially, socially and economically thriving environment for all to reside in |
| <b>KPA 6:</b><br>Local Economic Development   | A Conducive Environment for Sustainable Economic Growth                           | <ul style="list-style-type: none"> <li>To ensure a conducive environment for sustainable economic growth.</li> </ul>   | Economically thriving communities  |

## 7 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 | 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                |   | Reduce water demand in urban areas to 15% below the business-as-usual scenario by 2030.   |   |
| (High mast Lights and Street Lights) |   | Competitively priced and widely available broadband   |   |
|                                      |   | Public employment programmes should reach 1 million by 2015 and 2 million people by 2030  |   |
|                                      |   | <ul style="list-style-type: none"> <li>▪ Maintenance and upgrading of infrastructure</li> <li>▪ Provision of bulk infrastructure</li> <li>▪ Quality services in all local municipal areas. Significant backlogs exist in terms of basic service delivery, specifically regarding water and sanitation.</li> </ul> |   |
| 2. Roads and Storm Water             |   | To develop and maintain infrastructure to provide basic services  |   |
| 3.Sports and Recreation              | Basic Service Delivery                                | To develop and improve community infrastructure facilities, public safety, disaster emergencies and a healthy environment   | Chapter 9: Improving education, training and innovation |
| 7.Solid Waste and Environment        | Basic Service Delivery and infrastructure development | Absolute reductions in the total volume of waste disposed to landfill each year.  | Chapter 5: Environmental sustainability and resilience  |
|                                      |   | <ul style="list-style-type: none"> <li>▪ To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment.</li> <li>▪ Absolute reductions in the total volume of waste disposed to landfill each year</li> </ul>   |   |
|                                      |   | At least 20 000MW of renewable energy should be contracted by 2030  |   |

**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                              |
|--|--|--|--|
| 4. Municipal Budget allocated to Projects (Internally Debt Collection revenue enhancement) | Municipal Financial Viability and Management           | Sound financial management: adherence to all laws and regulations as prescribed to local government  | Chapter 12: Building safer communities                 |
| 5. Municipal Transformation and Institutional Development                                  | Municipal Transformation and Institutional Development | <ul style="list-style-type: none"> <li>To promote accountability, efficiency and professionalism within the organisation</li> <li>All children should enjoy services and benefits aimed at facilitating growth</li> </ul>  | Chapter 14: Fighting corruption                        |
|  |  | A corruption-free society; a high adherence to ethics throughout society and a government that is accountable to its people.   |  |
|  |  | Our vision is a society where opportunity is not determined by race or birthright; 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                                 | 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"> <li>To ensure ethical and transparent governance that is responsive to community needs and encourage public participation.</li> <li>Staff at all levels have the authority, experience, competence and support they need to do their jobs.</li> <li>Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system.</li> </ul> | 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"> <li>To establish socially, economically, and environmentally integrated sustainable land use and human settlement</li> <li>Upgrade all informal settlements on suitable, well-located land by 2030</li> <li>More people living closer to their places of work</li> <li>More jobs in or close to dense, urban townships</li> </ul>   | Chapter 8: Transforming human settlements              |

| 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                               |
|  |                       | <ul style="list-style-type: none"> <li>Strong and efficient spatial planning system, well integrated across the spheres of government</li> </ul>  |   |
|  |                       | 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 |
|  |                       | <ul style="list-style-type: none"> <li>All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care and safety.</li> <li>Ensure progressively, and through multiple avenues, that no one lives below a defined minimum social floor.</li> </ul> | Chapter 10: Health care for all                         |
|  |                       |   | Chapter 11: Social protection                           |
|  |                       | To develop and maintain infrastructure to provide basic services  | Chapter 12: Building safer communities                  |
| Disaster Management  |                       | Disaster Management   | Chapter 12: Building safer communities                  |



## 8 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.

### 9 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.  |

### 10 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"> <li>▪ Not responsible for basic education but will from time to time support schools and other learning institutions with learning and other resources.</li> <li>▪ Calls for collaboration with the private sector, colleges to support science centres, and schools' programmes, technology and agricultural development.</li> <li>▪ Support will also be given to schools on mining and conservation</li> </ul> |
| 2       | A long and healthy life for all South Africans   | Improve quality of citizens' health   | Not our competency but ensures we engage relevant stakeholders on challenges faced by communities  |
| 3       | All South Africans should be and feel safe; there should be decent employment through inclusive growth | Creation of secure and friendly city through fighting crime                                     | 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"> <li>▪ Focus only on Expanded Public Works Programme</li> <li>▪ <b>Making conducive environment still a challenge</b></li> </ul>   |
| 5       | An efficient, competitive and responsive economic infrastructure network                               | Municipality not resourced and committed to attain the vision and mission of the organisation s | 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  |
|---------|--|---|--|
|         |  | <b>Reliance on MIG grants and rural in nature</b>   |  |
| 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"> <li>▪ Council has identified the absence of economic infrastructure as one of the main weaknesses</li> <li>▪ To engage the District, and mines to develop an economic infrastructure plan in a collaborative project</li> </ul>   |
| 7       | Vibrant, equitable and sustainable rural communities with food security for all                                  | Viable economic growth and development  | 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 the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing | 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 municipal governance  | A 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  | 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"> <li>▪ Inclusivity and diversity</li> <li>▪ The municipality will pursue beneficial partnerships with municipalities in other parts of the country, Africa and beyond</li> </ul>   |
| 12      | An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship | Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance  | <ul style="list-style-type: none"> <li>▪ To contribute to the attainment of the developmental state through active community involvement</li> </ul>  |
| 13      | An inclusive and responsive social protection system   | Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance  | <ul style="list-style-type: none"> <li>▪ The Municipality currently has an indigent policy and register through which support is provided to those who are identified as indigent.</li> <li>▪ Further studies are required to ensure those in the register are eligible</li> <li>▪ To explore avenues to assist ECD with structures for crèches, educator capabilities and financial management</li> </ul> |
| 14      | Nation building and social cohesion  | Social Cohesion   | <ul style="list-style-type: none"> <li>▪ Broader engagements with traditional Leaders on their ceremonies to</li> </ul>  |

| Table 11: Fourteen (14) National Outcome Delivery Agreements |          |       |   |
|--|----------|-------|---|
| Outcome  | Activity | Goals | Roles   |
|  |          |       | enhance nation building and social cohesion through the preservation of culture in all 107 villages |

## 11 Revised MTSF 2019 – 2024

The priorities for 2019–2024 address the three challenges of inequality, unemployment – job creation - and poverty alleviation through the three NDP pillars identified as:

1. Achieving a more capable state
2. Driving a strong and inclusive economy; and
3. Building and strengthening the capabilities of South Africans;

The seven priorities of this strategic framework are embedded into the three pillars. The priorities, which will be achieved through more focused implementation, coordination and integration by the various levels of government including state-owned enterprises, the private sector and civil society, are as follows:

1. Priority 1: A capable, ethical and developmental state
2. Priority 2: Economic transformation and job creation
3. Priority 3: Education, skills, and health
4. Priority 4: Consolidating the social wage through reliable and quality
5. basic services
6. Priority 5: Spatial integration, human settlements, and local government
7. Priority 6: Social cohesion and safe communities
8. Priority 7: A better Africa and world

### 11.1 Priority 1: A capable, ethical, and developmental state

#### PROGRAMME: A CAPABLE AND HONEST GOVERNMENT

##### Outcome 1: Improved leadership, governance, and accountability

A developmental state has strong strategic leaders that direct development planning, ensures enabling policy, legislation, and budget to trigger developmental change that reduces inequalities and improves the quality of life.

##### Outcome 2: Functional, efficient, and integrated government

To accelerate implementation and improve service delivery, government is committed to eliminate a fragmented approach to development and strengthen coordination across the public sector. Government previously expressed intentions to establish a single public service.

The Public Administration and Management Act (PAMA of 2014) provides for a more inclusive definition of Public Administration to include all three spheres of government. It also enables transfers of staff between the three spheres of government. The challenge is the readiness of government in terms of structures, skills, finance and infrastructure to make this policy intention a reality. Transversal administrative systems are also outdated.

##### Outcome 3: Professional, meritocratic and ethical public administration



A developmental and meritocratic state has to develop professional capabilities, which include human capability - knowledge and skills; financial management, governance and accountability, infrastructure / facilities and equipment; operational (business processes and practices); and ICT to provide citizens access to quality services.

#### **Outcome 4: Social Compact and engagement with key stakeholders**

The developmental state has to be embedded in society, build constructive relations, collaborate with all sectors of society, and empower citizens to be active agents of change in communities. Improved communication, consultation and engagement by government with key stakeholders, particularly citizens, will give the state legitimacy and build public trust.

#### **Outcome 5: Mainstreaming of gender, empowerment of youth and people with disabilities**

The mainstreaming of gender, and the empowerment of youth and people with disability cuts across all seven priorities and the four outcomes.

### **11.2 Priority 2: Economic Transformation and Job Creation**

#### **PROGRAMME: ECONOMY AND JOBS**

##### **Sub-programme: Investing for accelerated inclusive growth**

The NDP sought to achieve an average growth of 5.4% until 2030 which would have doubled economic growth between 2011 and 2030. The MTSF 2019-2024 targets 2-3% growth by 2024. Inclusive growth also ensures that the highly skewed distribution of productive assets, which is a source of inequality and social fragility, is more equitable. Black economic empowerment should also be reviewed to ensure that it becomes truly broad-based.

##### **Sub-programme: More decent jobs created and sustained**

The NDP Vision 2030 sets a target to reduce unemployment to 6% by 2030, resulting in a working labour force of 24 million. Over the last nine years an additional 2.5 million jobs were created. This resulted in an employed population of 16.3 million and an official unemployment rate of 27.6% (Q1 2019).

Creating jobs, especially for the youth, is critical to quell rising unemployment and break down the barriers for those excluded from the labour market. Government plans to facilitate the creation of at least 2 million jobs by 2024. A number of joint public and private sector initiatives are planned to create these jobs.

##### **Sub-programme: Innovation**

South Africa remains one of the most expensive countries in Africa in relation to broadband costs. The country has relatively low levels of ICT uptake and broadband access. This is largely because of high data costs, low levels of access and poor efficiency.

This has affected our relative competitiveness and future growth potential. According to the Global Competitiveness Reports, South Africa was ranked 66th for ICT readiness and adoption in 2014 but has dropped to 89th position by 2019.

### **Sub-programme: Industrialisation, localisation and exports**

Industrialisation enables economic growth and development. This is due to the multiplier effects of these industries and their ability to create jobs, develop skills and support the development of new technologies. South Africa's manufacturing sector has been under significant strain. Its share of GDP has declined from 21% in 1994 to 14% by 2018.

The decline in manufacturing is due to rising operational costs, insufficient skills, low business confidence, uncertain global conditions, and policy uncertainty. There will be a focus on industrialisation through manufacturing, textile industry, automotive, equipment and the necessary technology to enable economic growth and development. Special Economic Zones (SEZs) as well as the following Industrial Strategy Master Plans will be finalised and implemented over the MTSF period:

- Clothing, textile, and Leather and footwear;
- Poultry sector; and Furniture sector;
- Sugar diversification; and Steel and metal fabrication;
- Gas, chemical and plastics sector; and Tourism sector;
- Mining and beneficiation; and Agriculture and the Agri-processing value chain

### **Sub-programme: Competitive and accessible markets**

The South African economy has high levels of concentration in many sectors, which create barriers to economic expansion, inclusion and participation. In 2018, the Competition Commission stated that the average share of dominant firms in priority sectors is around 62%.

Most of the country's markets have high barriers to entry and have traditionally been protected by natural trade barriers. This is a problem for smaller firms in particular, which struggle to find new demand in a stagnant economy and face barriers imposed by incumbents. The skills constraint exacerbates matters, particularly hurting manufacturers, small companies and emerging entrepreneurs.

### **Sub-programme: Improved quality and quantum of investments**

The NDP sets an infrastructure investment target of 30% of GDP by 2030, with public-sector investment reaching 10% of GDP. However, public-sector investment in both new and existing economic infrastructure falls short of what is needed to meet the country's economic and social requirements.

In 2018, the National Treasury conducted a study on key inhibitors to growth that demonstrated a lack of investment, poor management and operational inefficiencies in key network infrastructure sectors which limit South Africa's growth potential.

According to the Global Competitiveness Index (2019), South Africa ranks very poorly across key infrastructure sectors. *Out of 141 countries, South Africa is ranked 107th for electricity access, 87th for reliability of water supply, 65th for efficiency of train services and 50th for efficiency of port services. This limits competitiveness by increasing the cost of doing business and hindering the expansion or creation of businesses.*

### **11.3 Priority 3: Education, Skills, and Health**

#### **PROGRAMME: EDUCATION AND TRAINING**

##### **Early childhood development**

The expanded rollout of ECD services, requires funding increases, a streamlined system of funding and effective oversight of providers. Innovation is needed to develop underlying operational systems and data capturing systems, which can provide appropriate information for monitoring, planning and improvement to identify quality problems in Grade RR, R and other parts of the system. More focused attention will also be given to improving the quality and content of the services for pregnant women and children in their first 1 000 days.

##### **School education – having capable and committed teachers in place.**

The basic education sector has made significant progress in accountability and management systems over the last decade. Following from the Curriculum and Assessment Policy Statements and the Annual National Assessments, participation in international standardised assessments has been productive and will remain a priority.

##### **Post-school education training and skills development**

High-level research and lecturing staff and adequate teaching, research and accommodation is essential. The decentralised management and autonomy of universities are important, and this should be nurtured while guiding towards national objectives. It is important to support the academic development of Historically Black Universities and their administrations. There is a need to ensure adequate and timely utilisation of the data it generates to monitor and guide the sector.

#### **PROGRAMME: HEALTH**

The health sector should continue to strengthen priority health programmes. While maternal, child and infant mortality levels have decreased, the current maternal mortality ratio of 134 per 100 000 is inconsistent with the country's 2019 target of less than 100 per 100 000 and the SDG target of less than 70 per 100 000.

The health sector will also finalise and implement the Human Resources Strategic Plan for 2019/20-2024/25, to enhance existing capacity to deliver quality health care, through the provision of adequate numbers of appropriately skilled and competent health workers, with the right attitudes, to users.

During 2019-2024, the health sector will pay much closer attention to the prevalence of non-communicable diseases and measures to address their risk factors supported by the whole of government, including unhealthy diets.

### **11.4 Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services**

#### **PROGRAMME: COMPREHENSIVE SOCIAL PROTECTION**

The sector should urgently resolve fragmentation, inefficiencies and misalignments in the system. Though some progress has been attained in terms of levelling and uniformity of the legislative framework, disparities still exist in terms of:

- infrastructure,
- financing, and
- deployment of skilled human resource across provinces, and across rural and urban geographical spaces.

Lack of policy optimisation has led to dichotomies between communities, with growing disparities between provinces and urban and rural areas. Furthermore, the rising levels of violence against women and children requires a concomitant response from government, civil society organisations and the broader society. Training and absorption of social workers will be prioritised to address these social ills. A core package of standardised welfare services must be provided as part of the response.

#### **PROGRAMME: COMPREHENSIVE SOCIAL PROTECTION**

Early childhood development funding needs to be increased for all ages, but in particular for their first 1 000 days. There is also a need to resolve the foster care grant and align it with the child support grant and to further resource foster care programmes with adequate number of social workers.

This will ensure that foster care cases are swiftly resolved, children placed in stable family environments and have access to appropriate social grants. With regard to the National Integrated Social Protection Information System, there is a need to explore switching from specialised services to one-stop or multi-purpose generic services; and linking up programmes delivered by other departments involved in developmental social welfare service delivery more effectively.

On-going communication and information exchange on the financing of joint social programmes are needed for the division of responsibilities, eligibility, and the application of monitoring procedures. The integration will also allow for the tracking of vulnerable individuals and monitoring whether these are in receipt of all capability building programmes of government.

### **11.5 Priority 5: Spatial Integration, Human Settlements and Local Government**

#### **RURAL ECONOMY**

According to the NDP, by 2030, South Africa's rural communities must have better opportunities to participate fully in the economic, social, and political life of the country. People should be able to access high-quality basic services that enable them to be well-nourished, healthy, and increasingly skilled.

Rural economies will be supported by agriculture and, where possible, by mining, tourism, green economy, agri-processing and fisheries. Unfortunately, rural areas are still characterised by great poverty and inequality, with many households trapped in a vicious cycle of poverty.

#### **HUMAN SETTLEMENTS**

The human settlements trajectory proposes visible results from effectively coordinated spatial planning systems that transform human settlements into equitable and efficient spaces with citizens living in close proximity to work with access to social facilities and the necessary infrastructure.

To this end, the NDP suggests that housing policies should realise constitutional housing rights, ensure that the delivery of housing is used to restructure towns and cities, and strengthen the livelihood prospects of households.

## **BASIC SERVICES**

The Constitution provides for the right to access basic services to all households and individuals. South Africa also ratified the SDGs that includes various provisions around access to various basic services such as clean drinking water, sanitation, electricity, and related services.

The role of local government is critical in this regard and the ability to deliver services to communities will be enhanced through sustaining programmes such as Back to Basics.

The increased role of District municipalities in the coordination of implementation of national, provincial and local government priorities through the "District Development Model is critical:

- One District / One Plan / One Budget / One Approach

Attention will be paid to inhibitors and constraints to service delivery such as:

- Intra-governmental debt
- Non-payment for services by communities
- Low infrastructure maintenance
- Corruption and maladministration
- Resultant violent protest and asset destruction

## **PUBLIC TRANSPORT**

South Africa's public transport investments and systems demonstrate government's dedicated efforts to connect the former townships and peripheral developments with city/urban areas and places of work.

This has improved connectivity but has not necessarily reduced cost and travel time for people. The legacy of apartheid spatial planning means that commuters are still travelling long distances between where they live and work, imposing huge cost in time and money, particularly for the poor working class.

Improving integrated public transport operational hours to 20 hours will increase access to cities, increase trading hours, increase diversity of economic activities and, therefore, opportunities like trading markets, increased job opportunities in the public transport, industry and services sectors through increased shift work to up to three shifts.

Integrated public transport will redefine cities and townships as vibrant places of efficiency, technology, access to opportunities, creativity, performing arts, culture, tourism and wealth creation operating for 20 hours a day, increasing to up to three shifts of workers across many sectors.

### **11.6 Priority 6: Social Cohesion and Safer Communities**

#### **PROGRAMME: SOCIAL COHESION**

##### **Sub-programme 1: Fostering Constitutional Values.**

The concept of non-racialism and non-sexism is broadly supported by all groups of society and is entrenched in the Constitution. To address racism and sexism requires the country to overcome the legacy of inequality left by colonialism and apartheid.



The promotion of the country's national symbols is part of fostering the constitutional values and forging one national identity.

It is about breaking attitudinal, physical and communication barriers that hinder equalizing of opportunity and creating a new language that addresses harmful stereotypes and descriptors associated with disability and sexual orientation. Government will also finalise the proposed legislation aimed at preventing and combating hate crimes and prosecution of persons who commit these offences.

### **Sub-programme 2: Equal opportunities, inclusion and redress**

Equal opportunity must entail the improvement of ownership, control, and management of the means of production by black people as a proportion of the population. Creating equal opportunities and building capabilities should begin with ensuring that everyone has access to quality basic services.

Key actions in this regard are contained in the related chapters of the MTSF dealing with these outcomes (health, education, economic growth, agriculture, human settlements and local government). The promotion and implementation of indigenous language programmes will be fast-tracked, including finalising language legislation in provinces for inclusion in the school curriculum.

### **Sub-programme 3: Promoting Social Cohesion through Increased Interaction Across Space and Class**

The implementation of the recommendations of the NDP and the National Sports Plan will be optimised, taking cognisance of available resources. School sports facilities should be adequately resourced, constructed, maintained and accessible to the majority of the population as they create opportunities for interactions.

Cultural activities and art also play a major role in facilitating the sharing of common spaces. Promotion and preservation inform the cultural sustainability of communities' social fabric. In addition, art can foster values and facilitate dialogue and healing, thus restoring pride and diversity of a society.

### **Sub-programme 4: Promoting active citizenry and leadership**

Participation of ordinary people in the civil affairs of the country is an important marker of a maturing constitutional democracy. Citizens and all people living in South Africa need to assist in shaping the development of the country and hold government accountable.

The mantra that the new dawn would usher in a government for the people by the people simply meant that societal transformation cannot be a project wholly owned by government. Instead, South Africans must contribute and work towards realising the vision of a cohesive society.

### **Sub-Programme 5: Fostering Social Compacts**

The crafting of the social compacts will contribute to the promotion of a culture of dialogue, accords and commitments across society as part of the national effort to build a social compact for unity in diversity; harmonious relations across race and growth and development.

This will enable South Africa to achieve harmony across race and class, compact with citizens, public trust, responsiveness and, ultimately, a developmental state.

## **PROGRAMME: SAFE COMMUNITIES**

South Africa's land and maritime borders, as well as the airspace, need to be effectively safeguarded and secured to curb transnational organised crime and corruption, particularly at ports of entry and land borderline.

The negative impact of cybercrime on the economy and general wellbeing of citizens cannot be underestimated. It has the potential to negatively impact on national security. Information and communication technologies have become indispensable to the functioning of the South African society.

The expected growth of international bandwidth will increase uptake and usage of the internet. It is envisaged that there will be an increase in criminal activities in cyberspace. Cyber security policies and legal frameworks do not adequately address existing challenges; neither does South Africa have the necessary institutional mechanism to address this matter in a coordinated manner.

The programme will continue to focus the fight against corruption as stated in the NDP by ensuring that there is good governance, which includes sound institutions and the effective operation of government in South Africa.

The country will have an anti-corruption system that makes public servants accountable, protect whistle-blowers and closely monitors procurement.

However, the responsibility and efforts to curb corruption in the private and public sectors will include the private sectors and individuals by increasing public awareness and improving access to information.

### **Sub-programme: Corruption**

The NDP enjoins the building of a resilient anti-corruption system, premised on a whole-of-society approach, to successfully detect and investigate cases of alleged corruption with a view to prosecution, conviction, and incarceration of perpetrators.

This will hopefully serve as deterrence and contribute to ensuring a corruption-free society.

### **Sub-Program me: Crime**

Crime in South Africa has occupied center stage on the public agenda. 25 Years into democracy, unacceptably high levels of crime, especially serious and violent crime, result in people in South Africa, especially vulnerable groups such as women, children, older persons and people with disabilities, living in fear and feeling unsafe.

It also impacts negatively on the country's economic development, undermines the wellbeing of people in the country, and hinders their ability to achieve their potential.

## **11.7 Priority 7: A better Africa and the World**

Over the next five years, we will continue our international leadership, working towards global peace, people-centered development, and prosperity for all. We will capitalise on our role in supporting multilateral frameworks to resolve global disputes and assist Africa in laying the foundations for a shared future.

A key focus will be on increasing investment in opportunities for trade, economic development, and our presence in global compacts. Policy uncertainty in this area is affecting the country's ability to be influential, and to implement policies, and agreements to deepen integration and cooperation particularly in the region and continent.

The lack of a clearly articulated communication of the country's foreign policy, national interest and its stance regarding economic diplomacy contributes to uncertainty, affecting investor confidence and accelerating the pace of inward direct investment.

## SECTION K: PROJECT PHASE

### 1. Municipal Projects

| Table 1:<br>PROJECT<br>NUMBER         | PROJECT DESCRIPTION   | WARD     | STATUS                | TOTAL CAPITAL BUDGET    |                                   |               |               |        |
|---------------------------------------|---|----------|-----------------------|-------------------------|-----------------------------------|---------------|---------------|--------|
|                                       |   |          |                       | 2024/2025<br>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 (Awaiting Approval) |               |               | 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 (Awaiting Approval) | 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 (Approved)          | 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   |

| Table 1:<br>PROJECT<br>NUMBER | PROJECT DESCRIPTION                                  | WARD     | STATUS      | TOTAL CAPITAL BUDGET    |              |               |               |        |
|-------------------------------|--|----------|-------------|-------------------------|--------------|---------------|---------------|--------|
|                               |  |          |             | 2024/2025<br>ADJUSTMENT | 2025/2026    | 2026/2027     | 2027/2028     | FUNDER |
| MKW - 142                     | Madikwe bulk water augmentation scheme               | 19       | Planning    | 0.00                    | 1,000,000.00 |               |               | WSIG   |
| 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   |

| Table 2:<br>PROJECT<br>NUMBER                              | PROJECT DESCRIPTION  | WARD  | STATUS                | TOTAL CAPITAL BUDGET    |               |               |           |        |
|--|--|-------|-----------------------|-------------------------|---------------|---------------|-----------|--------|
|  |  |       |                       | 2024/2025<br>ADJUSTMENT | 2025/2026     | 2026/2027     | 2027/2028 | FUNDER |
| INFRASTRUCTURE & TECHNICAL SERVICES<br>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            |               |               |           | WISG   |
| 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:<br>PROJECT<br>NUMBER | PROJECT DESCRIPTION                              | WARD  | STATUS   | TOTAL CAPITAL BUDGET    |               |               |               |        |
|-------------------------------|--|-------|----------|-------------------------|---------------|---------------|---------------|--------|
|                               |  |       |          | 2024/2025<br>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:<br>PROJECT<br>NUMBER         | PROJECT DESCRIPTION   | WARD     | STATUS                | TOTAL CAPITAL BUDGET    |                                      |               |               |        |
|---------------------------------------|---|----------|-----------------------|-------------------------|--------------------------------------|---------------|---------------|--------|
|                                       |   |          |                       | 2024/2025<br>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<br>(Awaiting Approval) | 16,000,000.00 |               | MIG    |
| MKRS – 97                             | Design Rehabilitation of Welverdiend Internal Roads                               | 1        | Planning Adjusted     | 1,500,000.00            | 15,000,000.00<br>(Awaiting Approval) | 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<br>(Awaiting Approval) | 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<br>(Approved)          |               |               | 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<br>(Awaiting Approval) | 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:<br>PROJECT<br>NUMBER   | PROJECT DESCRIPTION  | WARD       | STATUS    | TOTAL CAPITAL BUDGET    |              |              |              |        |
|---|--|------------|-----------|-------------------------|--------------|--------------|--------------|--------|
|   |  |            |           | 2024/2025<br>ADJUSTMENT | 2025/2026    | 2026/2027    | 2027/2028    | FUNDER |
| INFRASTRUCTURE & TECHNICAL SERVICES<br>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:<br>PROJECT<br>NUMBER                          | PROJECT DESCRIPTION                          | WARD | STATUS   | TOTAL CAPITAL BUDGET |              |                                     |               |        |
|--|--|------|----------|----------------------|--------------|-------------------------------------|---------------|--------|
|  |  |      |          | 2024/2025            | 2025/2026    | 2026/2027                           | 2027/2028     | FUNDER |
| CORPORATE SUPPORT SERVICES<br>INSTITUTIONAL MANAGEMENT |  |      |          |                      |              |                                     |               |        |
| Financial Year: 2024/2025 – 2027/2028                  |  |      |          |                      |              |                                     |               |        |
| MKID – 87  | Design of Mogwase Disaster Management Centre |      | Planning | 0.00                 | 2,000,000.00 |                                     |               | MIG    |
| MKID - 88  | Construction of Disaster Management Centre   |      | Planning |                      |              | 8,200,000.00<br>(Awaiting Approval) | 25,000,000.00 | MIG    |

| Table 6:<br>PROJECT<br>NUMBER                     | PROJECT DESCRIPTION                         | WARD  | STATUS   | TOTAL CAPITAL BUDGET    |                                      |               |               |        |
|---|---|-------|----------|-------------------------|--------------------------------------|---------------|---------------|--------|
|   |   |       |          | 2024/2025<br>ADJUSTMENT | 2025/2026                            | 2026/2027     | 2027/2028     | FUNDER |
| COMMUNITY SERVICES<br>SPORTS / PARKS & RECREATION |   |       |          |                         |                                      |               |               |        |
| Financial Year: 2024/2025 – 2027/2028             |   |       |          |                         |                                      |               |               |        |
| MKSAC – 33  | Refurbishment of Tlokweng Cemeteries        | 20/21 | Design   | 2,000,000.00            | 14,000,000.00<br>(Awaiting Approval) | 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<br>(Awaiting Approval)  | 20,000,000.00 | 23,000,000.00 | MIG    |

### 3. 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                                  |
|---|--|---|-------------------------|--|
| <b>A</b>                                  | <b>Bulk Water Supply</b>   |   |                         |  |
| 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            | MIG/DBSA/ SEZ/Dept Water Affairs/ Magalies Water |
| 3   | 4,5 MI Western Elevated Water Storage Tank   | 9   | R 15,500,000.00         | MIG/DBSA/ SEZ/Dept Water Affairs/ Magalies Water |
| 4   | Western Pump Station   | 6   | R 7,850,000.00          | MIG/DBSA/ SEZ/Dept Water Affairs/ Magalies Water |
| 5   | 3 MI Eastern Elevated Water Storage Tank   | 9   | R 10,400,000.00         | MIG/DBSA/ SEZ/Dept Water Affairs/ Magalies Water |
| 6   | Western Pump Station   | 6   | R 4,500,000.00          | MIG/DBSA/ SEZ/Dept Water Affairs/ Magalies Water |
| <b>B</b>                                  | <b>Bulk Sewer</b>  |   |                         |  |
| 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 |
| <b>Total Bulk Civil Engineering Costs</b> |  |   | <b>R 152,275,000.00</b> |  |

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

**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        |
| <b>Total Cost Estimates</b> |  | <b>R 2,166,798,700.00</b> |

#### **4. 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.

#### **5. 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<br>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          |

### 5.1 mining Houses Project> 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          |
| 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        |
| <b>Grand Total</b> |  | <b>R50,920,000</b> | <b>R48,645,000</b> | <b>R45,145,000</b> | <b>R45,145,000</b> | <b>R45,145,000</b> | <b>R235,000,000.00</b> |

## 5.2 Siyanda Bakgatlha Platinum Mine

| <b>TABLE 1: SIYANDA BAKGATLHA – SLP 3 – LED PROJECTS</b>   |   |                     |
|--|---|---------------------|
| <b>Project Description</b>                                 | <b>Village</b>  | <b>Project Cost</b> |
| Construction and upgrade of bulk water infrastructure      | Dwarsberg, Mapaputle, Motlhaba, 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 Ofentse primary school                          | Moruleng  | R5,523,804          |
| Upgrade of Magong primary school                           | Magong  | R5,523,804          |
| Upgrade of Melotong primary school                         | Mopyane   | R5,523,804          |
| Upgrade of Neo clinic                                      | Disake  | R4,857,138          |
| Upgrade of Mononono clinic                                 | Mononono  | R4,857,138          |
| <b>Education And Skills</b>                                |   |                     |
| 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          |
| <b>Income Generating Projects (Enterprise Development)</b> |   |                     |
| <b>Income generating projects</b>                          | BBKTA Villages  | R5,000,000          |
| <b>Health &amp; Social Welfare</b>                         |   |                     |
| Procurement of Ambulances                                  | MKLM Villages   | R1,800,000          |
| Procurement of medical equipment for the clinics           | MKLM Villages   | R1,500,000          |
| <b>TOTAL SLP 3 COSTS</b>                                   |   | <b>R88, 905,688</b> |

## 5.3 Northam Platinum Mine (Zondereinde)

### Community Projects in Progress

| <b>Table 15: Project Name</b>                                      | <b>Description</b>  | <b>Duration</b>  | <b>Budget</b> |
|--|---|------------------|---------------|
| 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

| <b>Table 16: Institution Supported</b>                | <b>Description</b>   | <b>Project Value</b>                         |
|---|--|--|
| 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<br>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 <sup>th</sup> 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:  |   |   |
|--|---|---|
| Proposed Project   | Targeted Beneficiaries  | Project Budget                            |
| <b>Infrastructure: Community Bulk Water Project: 2<sup>n</sup> Generation SLP</b>  |   |   |
| Community bulk water Project   | <ol style="list-style-type: none"> <li>The residents of Moses Kotane Local Municipality</li> <li>The municipality is home to approximately 350 000 people and growing at high pace</li> </ol>   | R 50 million                              |
| <b>Infrastructure: Schools: 2<sup>nd</sup> Generation SLP</b>  |   |   |
| Refurbishment of schools   | <ol style="list-style-type: none"> <li>Motlhabe Primary School – refurbishment</li> </ol>   | Total 8 million spent                     |
| <b>Infrastructure: Portable Skills Training Centre: 3<sup>rd</sup> Generation SLP</b>  |   |   |
| Portable skills training centre – Dinaledi Training Centre located in Mabele-A-Pudi  | <ol style="list-style-type: none"> <li>Learners from Moses Kotane Local Municipality</li> <li>Learners interested in technical and vocational training</li> <li>Approximately 400 learners expected to go through training each year.</li> </ol>  | 3 million                                 |
| <b>Infrastructure: Borehole Water Project &amp; Refurbishment Of Existing Water Infrastructure – 3<sup>rd</sup> Generation SLP</b> |   |   |
| Borehole water project & refurbishment of existing water infrastructure- Ba-Kgatla   | <ol style="list-style-type: none"> <li>The communities with BBKTA</li> <li>Motlhabe Clinic-Done</li> <li>Lerome – Underway</li> <li>Mapaputle – Underway</li> <li>Ramoshibitswana- Underway</li> <li>More communities to be identified</li> </ol> | R 5 million                               |
| <b>Energy: Renewable Energy Solar Pv Project: 3 Generation SLP</b>   |   |   |
| Renewable energy solar PV project  | <ol style="list-style-type: none"> <li>Motlhabe Clinic-Done</li> <li>Legkraal Clinic- Done</li> <li>Sebele Primary School- Done</li> <li>Lesetlheng Clinic</li> <li>Manamakgotheng Clinic</li> </ol>  | Approximately R4 million for the project  |
| <b>Infrastructure: Centre For Gbv: 3<sup>rd</sup> Generation SLP</b>   |   |   |
| Thuthuzela centre for GBV- Located in M oses Kotane Hospital   | <ol style="list-style-type: none"> <li>Bojanala District Municipality</li> </ol>  | R7 million                                |
| <b>Income Generating Projects: 3<sup>rd</sup> Generation SLP</b>   |   |   |
| Animal feed Production Plant-  | <ol style="list-style-type: none"> <li>The targeted beneficiaries are both the subsistence and commercial farmers</li> <li>This can also include other mines that owns farms as part of their rehabilitation retailers</li> </ol>                 | R4 million                                |
| <b>Infrastructure: Primary Health Care: 3<sup>rd</sup> Generation SLP</b>  |   |   |
| Primary Healthcare projects  | <ol style="list-style-type: none"> <li>Lesetlheng Clinic</li> <li>Others to be identified</li> </ol>  | Total R 7 million estimated projects cost |
| <b>Other Community Projects – CSI</b>  |   |   |
| Legkraal Traditional Council   | <ol style="list-style-type: none"> <li>Legkraal Local Community</li> </ol>  | R300 000                                  |

### ANNEXURE A:

- Long Term Development Strategy 2030-2053
- Budget Related Policies