



**MOSES KOTANE LOCAL MUNICIPALITY DRAFT  
REVIEWED INTERGRATED DEVELOPMENT PLAN  
FOR FINANCIAL YEAR 2024/2025**



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## 1. Introduction

This review is in its context as the Moses Kotane Local Municipality of South Africa and provides a high-level summary of Strategic Resolutions, Departmental Aspirations, and Strategic Intent to be implemented by internal departments in line with the development of the Long-Term Strategy to be adopted with the IDP by May 2024. MKLM still need to align with socio-economic information of the MKLM which will be contained in the long-term strategy development and the Local Economic Development Strategy. Below is a legislative prescript that guide this review.

### *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*

## 2. Background

Moses Kotane Local Municipality is now in the third review of its fifth year IDP cycle (2021 – 2026) commenced after Local Government Elections held in November 2021. This five-year IDP cycle coincides with that of the present political term in Council since November 2021. The year 2022/2023, no strategic plan session was held and the cycle underwent the revision of the second IDP in the 2023/2024 financial year, with the collaboration of Anglo and CSIR. This document has now been reviewed, resolution taken and informed the compilation of the Municipality's outstanding term of office till 2026-2027 financial year, inclusive of the three-year Medium-Term Expenditure Framework (MTEF). The process below provides for the financial year progress to date:

Financial Year	IDP/PMS Budget Process Plan and Resolution		Draft IDP and Council Resolution		Final IDP and Council Resolution	
2021/2022	Item No: 21/08/2020	30 March 2021	Item No: 94/03/2021	26 May 2021	Item No: 129/05/2021	Item No: 21/08/2020
2022/2023 Annual Plan	Item No: 15/08/2021	04 April 2023	Item No: 96/03/2022	31 May 2022	Item No: 119/05/2022	Item No: 15/08/2021
2023/2024 Annual Plan	Item No: 42/08/2022	31 March 2023	Item No: 131/03/2023	31 May 2023	Item No: 155/05/2023	Item No: 42/08/2022
2024/2025 Annual Plan	Item: 20/08/2023	31 March 2024	Item No: 117/02/2024			
2025/2026 Annual Plan						

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, and also improved needs over time by all implementors towards provision of basic services. We are now in the third review of the Draft IDP 2024/2025 and was informed by the adoption of the Integrated Report on the IDP/ PMS Budget Process Plan approved by Council on 28 August 2023 as mentioned in the table above.

Council to note that the main purpose of the review is not to replace and/or recompile the approved 2023 – 2024 MKLM IDP, due to its nature as it was developed in Partnership with resolutions, strategic objectives, departmental aspirations and requires implementation, monitoring and alignment to the ongoing engagement of the Long-Term Strategy Development. The Year 2024/2025 will focus on the review, its implementation, monitoring, investor engagements, collaboration and finalisation of the Long-Term Strategy, MEC's comments through the support and collaboration from our present partners and more to be sourced and engaged.

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. Alterations of 2022/2027 five Year IDP Adoption

The request is highlighted in the item to adopt the Draft IDP 2024/2025. That Council to alter Item 119/03/2022 as adopted by Council on the 31 May 2022. The financial years in question 2022/2027 were supposed to be Five Year IDP 2021/2026 as guided by the IDP Guidelines 2020.

### 4. Status of this Document

This document is the one of its kind – its review was informed by the collaborative strategic plan held for Moses Kotane Local Municipality. Its objective was Building Stronger Communities and the Theme in our 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.

The 2024/2025 IDP review, will be known as the Third Revision of the approved five-year Moses Kotane IDP 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 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)*

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

Five Year Financial Plans	Purpose of its Developments	Comments after Assessments
First Generation of IDPs - <i>2001/2006</i>	Laying a foundation for the systematic eradication of service delivery backlogs.	In both financial years it was found that, the annual assessment of IDPs conducted during this period noted that national and provincial departments were not actively involved in the process of developing IDPs.  And as a result, IDPs were unable to “link, integrate and coordinate plans” as envisaged by Section 25 of the MSA.
Second Generation of IDPs <i>2006/2011</i>	Laying a foundation for the systematic eradication of service delivery backlogs.	
Third Generation of IDPs <i>2011/2016</i>	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 <i>2016/2021</i>	Focused mainly on responding to new and emerging policy imperatives.	
Fifth Generation IDPs <i>2021/2026</i>	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.

This year's IDP need to be adopted in line with the development of Long- Term Strategy.



## 5. Towards a Strategic Plan and Charter for Moses Kotane Municipality

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.

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 held at Sun City in March 2023 will be tabled at Council as part of the Integrated Development Plan 2023/24. The workshop was attended by the political leadership and administrative management with support from the Municipal Capability Partnership Programme (MCPPE).

### ***The Primary Resolutions taken were:***

1. 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).***
2. 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.***
3. 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 MCPPE team. This repackaged IDP will be adopted by Council by the end of May 2023.
4. The Portfolio Committee on Finance will continue to focus on the review of the financial recovery plan and the delivery of a clean audit.
5. 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.

**The following resolutions will be finalised by December 2023:**

### **Corporate Support Services - Institutional Development**

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

### **Development Planning – Spatial Rationale**

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

**The following resolutions will be finalised by June 2024.**

### **Corporate Support Services – Good Governance and Institutional Development**

10. A report on staff re-allocations and appointments, in line with the funded organogram, will be presented to Council.
11. 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.
12. An informal cadastre will be created in the 107 traditional authority villages, and a process to record PTOs on TA land will be launched.
13. All policies, including the Delegation of Authority policy will be tabled in Council.

### **Budget and Treasury Office – Financial Viability**

14. 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.
15. Bills of services will be delivered to landowners and punitive measures taken in cases of non-payment.
16. 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.

### **Development Planning – Spatial Rationale**

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

### **Community Services – Basic Service Delivery**

19. 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.
20. The Safe & Clean City Campaign will be strengthened through an integrated and coordinated approach with strategic partners.
21. Zonal offices will be renovated in various wards to facilitate easy payment of services.

## **Infrastructure and Technical Services – Basic Service Delivery**

22. A costing model for various levels of engineering services pertaining to water, sanitation and refuse collection will be developed.
23. There will be a report on the improvement of expenditure on infrastructure grants.
24. There will be a report on the maintenance of priority roads.
25. There will be a report on the actual improvements in terms of water losses.
26. A new Water Services Development Plan will be developed.
27. 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.
28. 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

**A report will be presented on a partnership process which identifies local economic development initiatives in the context of a long-term strategy**

## **6. Intergovernmental Engagement**

During the 2023/24 financial year, the Provincial Department planned engagements with its Districts and Local Municipalities on the 25-27 October 2023, to present the provincial departmental plans and advice on departmental components to be included in the IDP as per the IDP July-to-June Roadmap municipal financial year as approved in the IDP process plan. The Municipalities were able to engage on the community needs that were raised during the IDP Public Participation processes. Provincial departments presented their plans that should make way in the draft and final budget of March 2024.

The objectives of this engagement was the following:

- ✓ To address issues of inter-dependency and to ensure alignment with provincial planning initiatives.
- ✓ To provide a platform for provincial departments to articulate their priorities for the 2024/25 financial year

However, the challenges on providing progress report by provincial on projects in our various IDP remains. That projects are included in our IDP's annually without any feedback and how they will be rolled out for implementation. The engagement with provincial departments is meant to ensure that there is an integrated approach toward developing communities, avoid silo operations, parachuting of projects but to ensure alignment with Municipal plans as required through legislation. The District coordinated provincial Departments with and Stats SA on inclusion of latest data on the 05 March 2024.

## **SECTION B**

## **7. Introduction and Background**

The Integrated Development Planning (IDP) is a process by which the local Municipality prepares its strategic development plan for the 2024/2025 annually. Integrated development planning is an instrument which lies at the centre of the new system of developmental local government in South

Africa and represents the driving force for making municipalities more strategic, inclusive, responsive and performance-driven in character.

The IDP seeks to integrate, align and balance the economic, ecological and social pillars of sustainability within the municipal area. This need to happen without compromising the institutional capacity required to implement and coordinate the efforts needed across sectors and relevant spheres of government.

The IDP is, therefore, the principal strategic planning instrument which guides and informs all planning, budgeting and development in the municipal area. It is also aligned to political term of office. The community needs collected, priorities and actions identified in this IDP will inform the structure of the MKLM, the service delivery standards, all financial planning and budgeting as well as performance monitoring and reporting by the Municipality.

The plan will range from national, provincial and local endeavours, inclusive of North West Development Strategy (NWDS); MKLM Long Term-Strategy (MKLT) and National Spatial Development Perspective.

During the third generation of IDPs numerous challenges were experienced as noted in the State of Local Government Report (2009), of critical importance, the report identified the following weaknesses in municipal IDPs:

- ✓ The poor alignment of municipal priorities, programmes and plans with that of national and provincial governments;
- ✓ Poor integration of municipal sector plans into IDPs;
- ✓ Weak alignment between IDPs, municipal budgets and Service Delivery and Budget Implementation Plans;
- ✓ The inability of many municipalities to plan for services for which they are not directly responsible (e.g. safety and security, health and education);
- ✓ The lack of meaningful public participation in the development of service delivery master (sector) plans; and
- ✓ The absence of long-range planning in most municipalities outside metros and secondary cities (*IDP Guidelines 2020*)

The fourth generation of IDPs (2016 -2021) focused mainly on responding to new and emerging policy imperatives. These challenges include:

- ✓ The poor integration of national and provincial sector plans in the IDPs;
- ✓ Poor alignment between planning, budgeting, implementation, monitoring and reporting processes;
- ✓ Lack of appreciation for the importance of IDPs as intergovernmental planning instruments;
- ✓ Current planning platforms do not provide an opportunity for municipalities to engage timeously with sector departmental plans to be able to adequately incorporate them into their IDPs.
- ✓ The NDP identifies the lack of an effective system for IDPs to gain the national and provincial support they require to be meaningful. (*IDP Guidelines 2020*)

The background provided in the above assessments done which called for the review of 2020 guidelines which aim to provide guidance on how to address the weaknesses highlighted in various financial years since the inception of this IDPs in 2001.

## 8. Municipal Institutional Development

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.

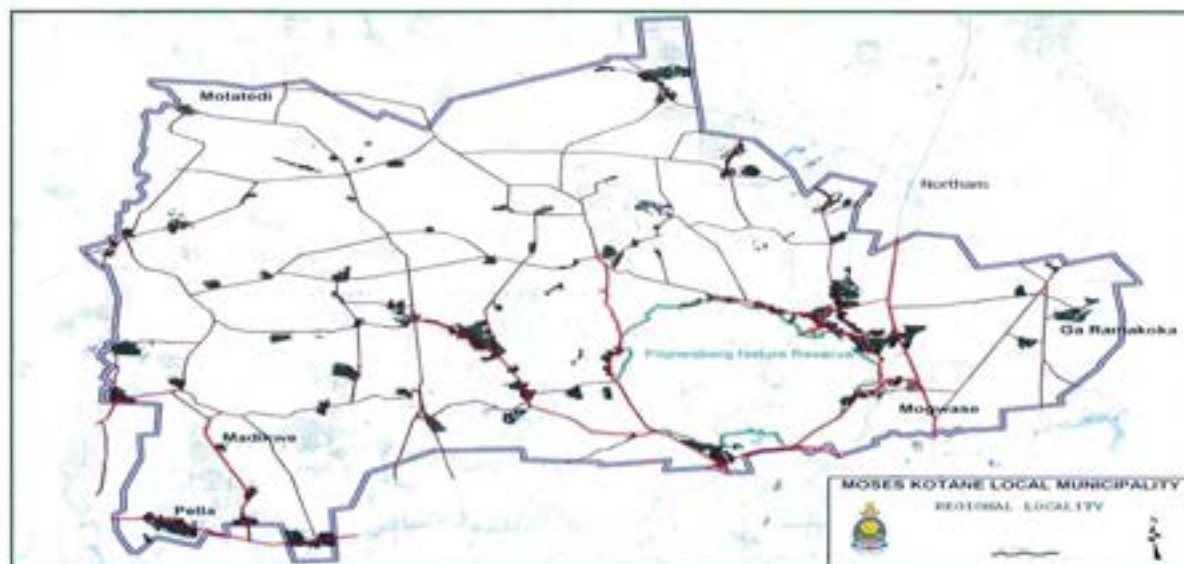
Note that the office will be getting support from councillors, Ward Committees, Traditional Leaders and Community Development workers and lastly support from corporate support services structures. To operationalize this satellite office – the structure and offices are available, this will be to bring services closer to the communities at large. No longer unnecessary travelling to the MKLM Civic center in Mogwase but proper plans need 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.

## 9. Spatial Location and who we are

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 of Moses Kotane local municipality. The R510 north-south bound road connects Moses Kotane Local Municipality to the north.



Map 1: Regional locality

## 10. Processes to review third IDP for 24/25

The fifth generation IDP, which is the third IDP review (2021-2026) constitutes the single, inclusive and strategic plan of the MKLM, aligned with the five-year term of present political office bearers. This year and outstanding financial years respond to the development challenges and opportunities faced by the locality by collecting their needs, process of prioritization and identifying the key performance areas, as sorted to achieve departmental strategic objectives. Below is legislation governing and informed this review:

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

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

- (iii) Annually in accordance with an assessment of its performance measurement in terms section 41, and*
- (iv) 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 and various Ukraine- Russia war which we are not sure of when to end. Various challenges include, for example, the provision of basic services to all our rural villages and its planning engagements with Traditional Leaders, sustainable housing delivery, management of urbanization and transforming our 2 cities Mogwase and Madikwe, transportation and economic development (just to mention private and public transport between Mogwase and Sun City daily), to name but a few.

The municipality as local governments and its 107 villages and 2 towns ( 35 wards) are confronted with changing legislation, restructuring and the ever-increasing demand of basic infrastructure needed in unplanned developments in rural areas without studies done whether the lands is habitable for residential purposes, and also to provide information to an array of government institutions for purposes of planning, monitoring and auditing and / or any assistance to be sourced from our stakeholders

The needs collected need to be 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, 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 and integration.

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 has 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 – (some dealt with plans from 23/24 strategic planning session). 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 the projects.

#### **10.1 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 two revision cycles. The first review was done without MKLM Strategic Planning session and was adopted by outgoing Council and readopted by present Council.

These processes were initiated by the approval of the Integrated Report on the IDP Process Plan and the Budget Time-schedule for 2024/2025. The adoption gave permission to IDP Unit and management to review the third IDP where necessary per legislative processes mentioned above subheading 5 – IDP Processes.

These revisions informed the Municipality's financial and institutional planning, and the drafting of the Medium-Term Revenue and Expenditure Framework (MTREF) of these financial years. The plan emanates from the IDP/PMS/Budget/ Internal Audit/ Risk Management and MPAC Process Plan with the inclusion of Project Management Unit (PMU) on the **31 August 2023, Council Resolution no: 20/08/2023**.

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

## 10.2 Participation in the Process

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.

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 the same happens across all 12 clusters developed.

- 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

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).

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 a 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.

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.

### 10.3 Process followed during Public Participation (PP)

Local Government Municipal Systems Act 32 of 2000, chapter 4, specifically requires from Municipalities to include participation from the community in the drafting process of the IDP.

#### ***Section 29 – Process to be followed-***

- (i) 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.

### 11. First (1<sup>st</sup>) Round of Public Participation

Below is the schedule for 1<sup>st</sup> Round of Community Consultations held between 19 September – 05 October 2023.

Cluster	Ward	Venue	Date	Time
1	14, 28, 30	Rantikwane Sports Ground	Tuesday, 19 September 2023	10:00
2	5, 6, 7, 8, 29, 34	Ntswanalemetsing Community Hall	Thursday, 21 September 2023	10:00
3	15, 16, 17	Phola Park Sports Ground	Monday, 25 September 2023	10:00
4	1, 2, 3	Siga Sports Ground	Tuesday, 26 September 2023	10:00
5	4, 18, 19, 20, 21	Uitkyk 2 Community Hall	Wednesday, 27 September 2023	10:00
6	11, 12	Phadi Sports Ground	Thursday, 28 September 2023	10:00
7	5, 6, 7, 8, 29, 34	(Re – Scheduled) Kraalhoek Community Hall	Monday, 02 October 2023	10:00
8	9, 10, 22, 31, 32	Lesetlheng Community Hall	Tuesday, 03 October 2023	10:00
9	23, 24, 25, 26, 27	Ratau Community Hall	Wednesday, 04 October 2023	10:00
10	13	Mabele a Podi Sports Groun	Thursday, 05 October 2023	10:00
11	33, 35	Council Chamber	Thursday, 05 October 2023	17:00

NB: Cluster 2 Meeting (Thursday, 21 September 2023) was Re – Scheduled to Monday, 02 October 2023 at Kraalhoek Community Hall, as per the request by Councillors and Community.

During the 1<sup>st</sup> Round Needs are prioritised per below templates and aligned to Departmental Strategic Objectives.

No.	2024/2025	Strategic Objectives
1.	Water and Sanitation	To develop and maintain infrastructure to provide basic services
2.	Roads and Storm water	To develop and maintain infrastructure to provide basic service
3.	Economic Development 3.1 Climate Change	To create an enabling environment for social development and economic growth
4.	Municipal Budget 6.1 Debt Collection and 6.2 Revenue Enhancement	Sound Financial Management: adherence to all laws and regulations as prescribed to local government
5.	Development Planning 9.1 Land availability for Human Settlement 9.2 Residential area 9.3 Business and Agriculture	To establish economically, socially and environmentally integrated sustainable land use and human settlement
6.	Community Participation and Communication	To ensure ethical and transparent governance that is responsive to community needs and encourage Public Participation
7.	Institutional Development 8.1 Information Communication And Technology	To promote Accountability, Efficiency and Professionalism within the Organization
8.	Solid Waste and Environment and disaster management 7.1 Waste Collection 7.2 Disaster Management 7.3 Climate Change	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment.
9.	Sports and Recreation	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment

## 12. Second (2<sup>nd</sup>) Round of Public Participation

MKLM will embark on the 2<sup>nd</sup> Round of Public Participation, as proposed below if approved by Council with or without amendments. The adverts always are clear as clustered per wards and must state venues, times and villages of where the meetings will be held. Annually we also ensure that additional copies are made available in the Unit and shared with all management and are also available for access by various stakeholders.

This financial year, we will ensure that even Political TROIKA office receive copies for distribution to ward councilors, ward committees, community development workers, and proportional councilors. The draft IDP will also be uploaded on the MKLM internet homepage at:

[http://www.moseskotane.gov.za/draft\\_idp\\_2024/2025](http://www.moseskotane.gov.za/draft_idp_2024/2025).

The IDP will then ensure that comments and presentations received and consolidated in terms of the budget and IDP proposals from the public are shared with all directorates before final approval by Council May 2024. Furthermore, the IDP Unit need to ensure that invites for comments are advertised (21 days) in the National Newspaper accessed by all communities respectively. The summarized copies of draft IDP where copies of the draft third Reviewed IDP for 2024/2025 can be perused.

**Cluster 1**

Local Government Municipal Systems Act, Chapter 4 Sec 16 Development of Culture of Community Participation					
Venue & Time	Responsible Dept	Ward	Participants or Villages	Councillors & Contacts	Time Frame
Raserapane 10H00	Mayor & Speaker Offices, IDP Unit	9	Moruleng Sections (Raserapane, Greenside, Lesunyana, Matlotleng, Vuka, Matangwana); Ramoga; Lesetlheng	Cllr Herman Magoleng 081 854 0891	Tuesday 09 April 2024
		22	Manamakgotheng (Mositwana, Madibaneng, Selocha, Tlapane, Mabatlane, Maeraneng, Tswering), Lesetlheng, Legogolwe	Cllr Kabelo Letsatsi 076 128 4977	
		31	Segakwaneng & Phuting, Huma, <b>Manamakgotheng</b> (Poela, Rampipi, Taung, Matetswane, Mositwana, Vergenoeg, Matlotleng, Morokwaneng, Ramautsu, Serobege).	Cllr Mookamedi Thale 064 946 1005	
		32	Moruleng Sections (Malebye, Mabodisa, Ramolope, Marapallo); Moruleng Sections (Raserapane, Sedibelo, Phiribatho); Moruleng Sections (Makresteng, Molapong)	Cllr Obakeng Pilane 084 430 1006	

**Cluster 2**

Local Government Municipal Systems Act, Chapter 4 Sec 16 Development of Culture of Community Participation					
Venue & Time	Responsible Dept	Ward	Participants or Villages	Councillors & Contacts	Time Frame
Legkraal 10H00	Mayor & Speaker Offices, IDP Unit	5	Disake, Kraalhoek, Matlametlo	Cllr Noah Ditsele 073 700 9956	Wednesday 10 April 2024
		6	Nkogole, Mantsho, Motlhabe, Molorwe, Mapaputle, Ramoshibitswana, Kameelboom, Mogoditsane, Marapallo (Dekameelkuil)	Cllr Justice Mabaso 066 543 1977	
		7	Sefikile.	Cllr Itumeleng Serole 073 422 5970	
		8	Ramasedi, Ngwedding, Magong, Mononono Ntswanalemetsing, Magalane, Legkraal,	Cllr Nelson Sefora 082 256 1042	
		29	Mokgalwana	Cllr Phillista Mabula 072 487 6732	
		34	Mmopyane, Mmantserre	Cllr Precious Muleya 067 382 2852	

**Cluster 3**

Local Government Municipal Systems Act, Chapter 4 Sec 16 Development of Culture of Community Participation					
Venue & Time	Responsible Dept	Ward	Participants or Villages	Councillors & Contacts	Time Frame
De-Brak @ 10:00	Mayor & Speaker Offices, IDP Unit	1	Goedehoop, Molatedi, Obakeng, Welverdiend Mankaipaya (Nonceba), Welgeval (Los Meitjerie), De - Brak, Dwarsberg (Dinokaneng), Rampampaspoort.	Cllr Tebogo Sephoti 072 767 6374 079 046 8234	Thursday 11 April 2024
		2	Sesobe, Ramotlhajwe, Montsana, Khayakhulu, David Katnagel, Pitsedisulejang, Letlhakeng, Ramokgolela	Cllr Sipho Kalipa 073 275 6490	
		3	Mmatau, Moubana, Maskoloane, Manamela, Siga, Voordonker	Cllr Stephina Mashishi 071 176 7327	

**Cluster 4**

Local Government Municipal Systems Act, Chapter 4 Sec 16 Development of Culture of Community Participation					
Venue & Time	Responsible Department	Ward	Participants or Villages	Councillors & Contacts	Time Frame
Kortkloof 10H00	Mayor & Speaker Offices, IDP Unit	4	Uitkyk 1 & 2, Brakkuil, Koffiekraal.	Cllr Samuel Masokwane 078 147 3239 / 071 701 7750	Tuesday 16 April 2024
		18	Pella, Kortloof/Letlhakane.	Cllr Mmamiki Radiokana 082 099 3476	
		19	Pella, Madikwe.	Cllr Sello Hlojane 072 395 4596	
		20	Tlokweng.	Cllr Motsisi Mogapi 082 616 6238	
		21	Tlokweng, Vrede, Seshibitswe.	Cllr Tshepo Khumalo 082 310 1545	

**Cluster 5**

Local Government Municipal Systems Act, Chapter 4 Sec 16 Development of Culture of Community Participation					
Venue & Time	Responsible Dept	Ward	Participants or Villages	Councillors & Contacts	Time Frame
Ramokokastad 10H00	Mayor, Speaker Offices, IDP Unit	11	Phadi/Pylkop, Mmorogong, Bojating.	Cllr Efesia Matshereng 082 558 3517	Wednesday 17 April 2024
		12	Ramokokastad (Selossha, Niniva, Stateng, Villa Park, Lotwane, Thabeng).	Cllr Bontle Bosielo 073 243 9798	

**Cluster 6**

Local Government Municipal Systems Act, Chapter 4 Sec 16 Development of Culture of Community Participation					
Venue & Time	Responsible Department	Ward	Participants or Villages	Councillors & Contacts	Time Frame
Mabeskraal 10H00	Mayor & Speaker Offices, IDP Unit	23	Seolong, Mabeskraal, Makweleng, Ratau, Ntsweng.	Cllr Thobego Mogaki 076 471 0477	Thursday 18 April 2024
		24	Makoshong, Mabeskraal	Cllr Seanokeng Sekao 084 396 5621	
		25	Mabaalstad/Kwa – Phiri, Leretlweng, Bapong.	Cllr Peter Kanaomang 066 195 1871	
		26	Makoshong 2, Makoshong 2 Extension, Tweelagte, Lengeneng, Phalane	Cllr Nkeko Letlape 072 718 2045	
		27	Mmorogong, Makgope, Maologane, Witrantjie, Mabelleng, Tlhatlhaganyane	Cllr Shimane Sibanda 064 750 1550	

**Cluster 7**

Local Government Municipal Systems Act, Chapter 4 Sec 16 Development of Culture of Community Participation					
Venue & Time	Responsible Dept	Ward	Participants or Villages	Councillors & Contacts	Time Frame
Sandfontein 10H00	Mayor & Speaker Offices, IDP Unit	10	Sandfontein (Boikhutso, Sepeding, Sekgatheng); Leagajang, Arthursview	Cllr Itumeleng Sekoboane 063 822 9379	Tuesday 23 April 2024
		15	Lerome South; Lerome Thabeng; Rantsubane Section; TT Section	Cllr Tshidi Kgohlhang 079 475 3001/ 073 074 4567	
		16	Dikweipi 1 and 2 (R510); Welgeval Block 1 – 4; Agrico Block 6; Welgeval Block 5 (Raphurele)	Cllr Mogomotsi Mogale 072 538 4381	
		17	Lerome Mositwana; Lerome East; Leruleng; Phola Park; Ramonkgwe	Cllr Kopano Khunou 072 061 2831	

**Cluster 8**

Local Government Municipal Systems Act, Chapter 4 Sec 16 Development of Culture of Community Participation					
Venue & Time	Responsible Department	Ward	Participants or Villages	Councillors & Contacts	Time Frame
Lekwadi 10H00	Mayor & Speaker Offices, IDP Unit	14	Bakgatheng, Section 1, Sunfield East, Pharama 2, Letlhabile (Upper & Lower), Gugulethu, Matshelapata, Modiketsana	Cllr Mpho Raboroko 067 780 8017 079742 1793	Wednesday 24 April 2024
		28	Selossha, Reagile/Casablanca, Lekwadi,; Kagiso 1, Kagiso 2, Hospital View	Cllr Peter Radikeledi 067 199 7391 078 682 5391	
		30	Zulu Section, Khutsong/Zones 2,3, 4, & 6, Pharama/Sofa sonke, Khalanyoni/Codesa, Sun View, Matooster, Mahobieskraal	Cllr Shadrack Sebalu 078 299 2257	

**Cluster 9**

Local Government Municipal Systems Act, Chapter 4 Sec 16 Development of Culture of Community Participation					
Venue & Time	Responsible Dept	Ward	Participants or Villages	Councillors & Contacts	Time Frame
Mabele A Podi 10H00	Mayor & Speaker Offices, IDP Unit	13	Mogwase Unit 2, Mabele a Podi	Cllr Fortune Luvuno 082 840 5797	Thursday 25 April 2024

**Cluster 10**

Local Government Municipal Systems Act, Chapter 4 Sec 16 Development of Culture of Community Participation					
Venue & Time	Responsible Dept	Ward	Participants or Villages	Councillors & Contacts	Time Frame
Council Chamber 17 H00	Mayor & Speaker Offices, IDP Unit	33	Mogwase Unit 1 (portion), 3, 4, 5 South & North; Phelabontle Estate	Cllr Thato Mosako 066 0164845/ 081 645 9351	Thursday 25 April 2024
		35	Mogwase Unit 1, 8	Cllr Lucky Pitso 079 929 1166	

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

**13. Top 18 Annual Frequently Raised Issues**

- 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, Tlokweg and etc.)
- 5) People with Disabilities be recognized in employment and businesses
- 6) Tarring of roads, construction of speed humps and roads signages (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) Illegal dumping and Bush clearing and grass cutting next to main roads
- 11) Request for cleaning of empty stands and demolishing unused structures
- 12) Noise control by liquor stores in various villages especially during exam time
- 13) Construction of schools, extra classes and WIFI connectivity
- 14) Construction and 24-hour operation of Health Centre's and security provision
- 15) Completion of RDP houses
- 16) Mogwase Pavement Management System, four way stop development next to the flats and Upgrading of President Street as a Tourist Route
- 17) Control of illegal mining, land provision to migrants as they assume are the ones causing crimes in various villages
- 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

**NOTE FESTIVES ARE AROUND THE CORNER** – Construction, Maintenance and upgrading of Sport fields, Parks / Playgrounds

**Comments and Summary of core concerns raised during Public Participation**

- Basic Service delivery in general still a major concern raised by all communities, in many meetings and even monthly ward committees reports.

- The communities complain about human settlement and felt that the housing delivery process is not transparent and fair
- The registration, beneficiaries of indigents not very clear and regarded as inefficient.
- Presentations are only done in English but various presenters per agenda are able to engage on various local languages for understanding of the processes
- Although the presentation are done, still do not sufficiently cater or address ward level needs raised as even villages are scattered in one wards.
- Transport continues to be more scared due to bad road infrastructure, costly due to vastness of wards to the meeting due to limited numbers planned and budgeted by the municipality and other communities cannot access the venues of meetings.
- The times during the week are too early as people are still at work, travelling with various transport and require the municipality to prepare catering.
- The communities are not given sufficient feedback with regards to their issues and problems, some wards not allocated projects sometimes disrupt those who are allocated and feel like their ward Councillors are not doing enough for their wards and not working for them
- Social facilities are ignored, not maintained, not well developed hence the perception is that it contributes to high crime levels, drug usages in various villages. (Mogwase park abandoned – even during festivities or prepared for usage by communities)
- The process to access land for residential and business sites is not clear, not sure which land is availed for residential, business and agriculture
- The community needs analysis report is annually overlooked, even though its communicated and shared with internal stakeholders
- No progress provided by internal departments on addressing their departmental needs analysis as issues raised by communities. have to be communicated and progress must also be made by departments on regular basis.

#### **14. Ward Needs Analysis**

The participation process is a needs analysis database consolidation per ward, priorities and managed by the Office of the Mayor and the Accounting Officer. This framework developed comprises of even sector plans and mining houses needs and projects are revisited as and when minerals are found in various wards per Social Labour Plan (SLP) and Corporate Social Investment plans implementation. This becomes the Municipal wish list and cannot be included in the adopted IDP due to its voluminous. The needs are kept over a number of years, aligned to term of political offices, annually and as much as we do not have budget to implement them at once, we keep them in our records.

The needs collected need to serve as a base for planning and allocation of budget to villages and wards that never benefitted in the previous financial years and / or previous Council political term of office. The need guides and informs Departmental Business Planning process for the benefit of all communities and ownership of projects by communities.

During each annual IDP review process, Ward Committees and Ward Councillors are given an opportunity to update the priority issues and needs for their specific ward areas. This process takes place at the beginning of the revision process. The updated Needs Analysis Report and wish list informs the business plan formulation process conducted by the various line function departments of the municipality.

The municipality still lacks Public Participation Strategy and revisiting of Ward Need Based Planning. Public Participation are held twice in a year - where needs are collected and confirmed with communities (September - October) annually and when budget is confirmed on projects to be implemented in the financial year (April - May) annually. During both periods, all Ward Councillors are provided with the list of needs to also reconfirm and what is budget before taken and shared with communities. This allows for Pre-Community meetings and better understanding of the municipal plans before politicians can engage.

## 15. Mayoral Imbizo

The MKLM community were given an opportunity to engage directly with the Mayor per the advert attached below. The issues raised will be handled by Office of the Mayor and the Accounting Officer.

**MOSES KOTANE**  
LOCAL MUNICIPALITY

# MAYORAL - IMBIZO -

WITH MAYOR CLLR NKETU NKOTSWE

**THURSDAY, 07 MARCH 2024 | 10:00**  
**TLOKWENG VILLAGE, WARD 20**

In affirming the Municipality's commitment to engage communities in integrated government services, municipal programs, and improve service delivery across, Mayor Cllr. Nketu Nkotswe, together with various sector departments will be interacting with communities. The municipality is committed to improving municipal programmes that provide better services to the public, provide an update on finished projects, grow local economy and primarily advance services to the people. The Mayoral Imbizo platform will enable the public to receive updates on reports on integrated government services from a variety of sector departments.

**RE DIRELA SETSHABA** **LEAVE NO ONE BEHIND**

Sector department representatives verifying their availability to submit their names to Manager in the office of the Mayor  
Mr. Tshagofano Motshabane at 078 458 1445.

Follow us: [f Moses Kotane Local Municipality - Bokone Bophirima](#) [@www.moseskotane.gov.za](#)

## 16. 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 COGTA and the for District municipalities respectively.*

### Context and tone of the 2022 IDP Assessments

The IDP assessment process has a mixed history. Over the years, this process has been characterised by negativity and judgement between municipalities and sector departments. This has unfortunately in some cases led to "bad blood" between municipalities and the provincial government. In some cases, municipalities have complained about the so-called "big brother"

nature of the assessments. Most municipalities alleged that the assessment of adopted IDPs does not afford them an opportunity to make the necessary amendments because the assessment comments are made on IDPs that are already adopted by their Councils. The submission the assessment report by the MEC to Municipal Councils as legislated, shall afford municipalities to adjust to assessment finding during their review process each year, until the end of the current IDP Cycle in 2027. *(Per Guidelines 2020 is 2026)*

## 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 resolves 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.

## 17. Municipal Vision, Mission and Values

The TIDP 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

## 18. Legislative Context

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.

The Municipal Systems Act (MSA) and the Municipal Finance Management Act, 2003 (Act 56 of 2003), prescribes that: The Mayor of the Municipality must:

- a) Co-ordinate the processes for preparing the annual budget and the review of the Municipality's Integrated Development Plan and the budget-related policies, to ensure that the tabled budget and any revisions of the Integrated Development Plan and budget are mutually consistent and credible;
  - b) Table in the Municipal Council, at least 10 months before the start of the Budget year, a time schedule outlining key deadlines for: -
    - i. The preparation, tabling and approval of the annual budget;
    - ii. The annual review 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. The consultative process forming part of the referred to in subparagraph (i), (ii) and (iii) above.

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 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 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.

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.

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:

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..."

**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.

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.

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.

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.

## **19. The Approach and Alignment**

At 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.

## **20. Traditional Authorities - TA**

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.

## **21. 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.

## **22. 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.

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

### **23. 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.

**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: THE EXECUTIVE SUMMARY

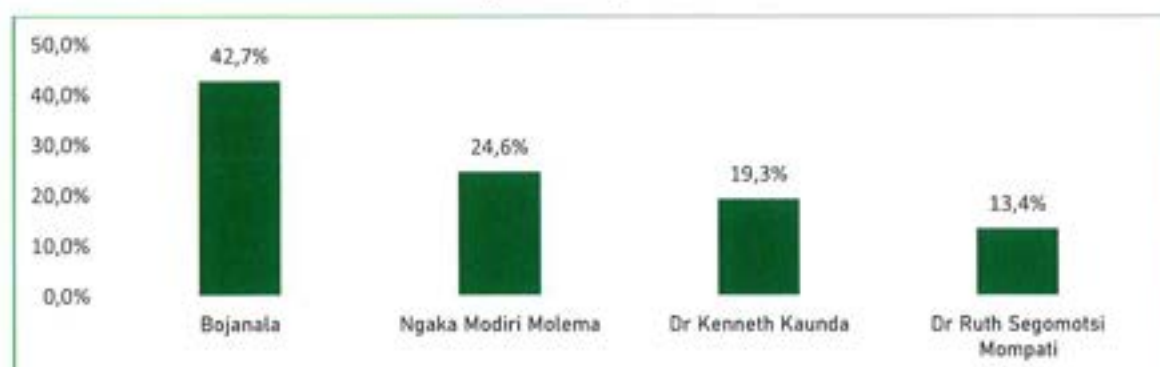
### 1. Demographic Profile

The Census generates diverse data on demographic and socio-economic information and plays an essential role in planning, policy formulation, evaluation and budget allocation. Stats SA conducts a de facto census, which means individuals are counted according to where they were on the census night: 2nd February 2022. Those living in special dwelling institutions as well as the homeless and transient were counted. Enumeration of the rest of the country started on 3<sup>rd</sup> February and was finalised between March and 31 May 2022

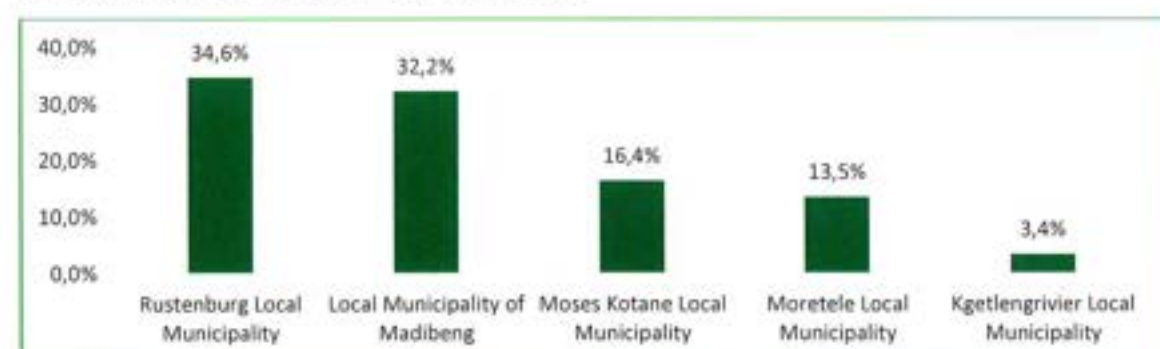
The road to Census 2022	
	1996 - Traditional face-to-face census visiting households with paper questionnaire
	2001 - Census enumerators visiting households with paper questionnaire
	2011 - Traditional face-to-face census visiting households with paper questionnaire, Questionnaire scanning
	2022 - 100% digital, multi-mode options of data collection: <ul style="list-style-type: none"> <li>✓ Face to face (CAPI)</li> <li>✓ Telephonic (CATI)</li> <li>✓ Web-based (CAWI)</li> </ul>
MOSES KOTANE POPULATION BY 02 FEBRUARY 2022	

The road to Census 2022	
	265 668
SOUTH AFRICAN POPULATION BY 02 FEBRUARY 2022	
	62,027,503
NORTH WEST POPULATION BY 02 FEBRUARY 2022	
	NW grew by 0,3M people between 2011 and 2022 3 804 548
BOJANALA PLATINUM DISTRICT MUNICIPALITY	
	

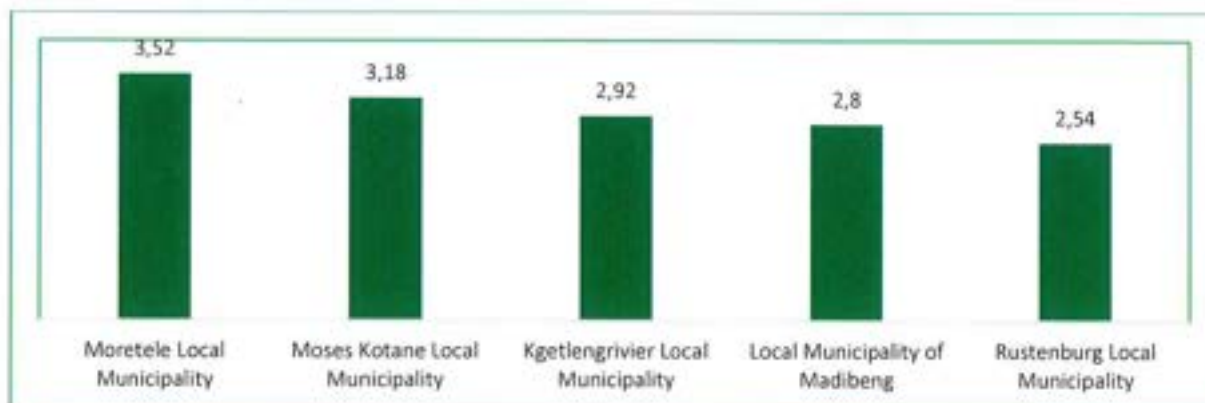
## 2. Distribution of the North West Population by District



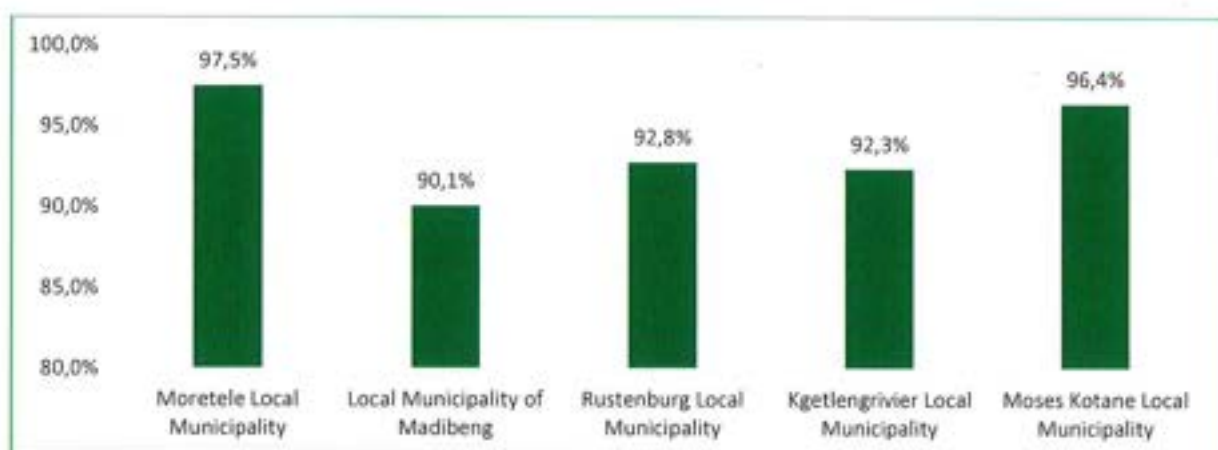
## 3. Distribution by Age per Local Municipality



#### 4. Average Household per District



#### 5. Access to Electricity for Lightning



#### 6. Age Gender Population Group

Age Group	Black African		Coloureds		Indian or Asian		White	
	Male	Female	Male	Female	Male	Female	Male	Female
0 – 4	13093	11758	41	27	11	4	20	17
5 – 9	11744	11510	42	40	7	6	16	19
10 – 14	12405	12133	40	46	8	8	20	13
15 – 19	11115	10732	36	31	5	3	16	11
20 – 24	10721	10253	34	31	10	4	20	9
25 – 29	11104	10203	44	15	3	1	14	21
30 – 34	11094	10514	32	27	15	2	34	16
34 – 39	10395	9171	43	24	24	3	32	15
40 – 44	8476	7440	61	16	21	4	59	21
45 – 49	6582	6708	26	43	12	11	38	34
50 – 54	5467	6488	30	30	5	10	27	39
55 – 59	5452	6571	15	16	3	3	22	27
60 – 64	4863	6026	11	15	3	1	25	6
65 – 69	3902	4486	8	6	1	1	8	4
70 – 74	2307	3190	6	5	0	0	8	3
75 – 79	1474	2290	0	1	0	0	7	9
80 – 84	807	1384	0	0	0	3	0	0
85 +	550	1301	0	0	0	0	6	0
<b>Total</b>	<b>131551</b>	<b>132158</b>	<b>469</b>	<b>374</b>	<b>128</b>	<b>63</b>	<b>374</b>	<b>265</b>

## 7. Language Gender Population Group

Language	Black African		Coloureds		Indian or Asian		White	
	Male	Female	Male	Female	Male	Female	Male	Female
Afrikaans	55	35	45	45	0	0	87	65
English	297	214	46	35	7	20	77	40
Isindebele	141	69	0	0	0	0	0	0
IsiXhosa	3864	3180	3	7	0	0	0	0
IsiZulu	3607	3459	6	8	0	0	0	3
Sepedi	1142	843	3	0	0	0	0	0
Sesotho	2040	2033	2	1	0	0	0	3
Setswana	111423	114711	179	158	1	4	28	31
Sign Language	47	37	0	0	0	0	0	0
Siswati	159	129	0	0	0	0	0	0
Tshivenda	309	186	0	0	0	0	0	0
Xitsonga	1494	811	1	1	0	0	0	0
Khoi, Nama and San Languages	5	2	0	0	0	0	0	0
Shona	2026	1509	3	1	0	0	0	0
Chichewa/Chewa/Nyanja/Chinyanja	145	59	0	0	0	0	0	0
Portuguese	234	91	0	0	0	0	0	0
Others	406	143	5	1	36	5	9	0

## 8. Marital Status by Population Group

Marital Status	Black African		Coloureds		Indian or Asian		White	
	Male	Female	Male	Female	Male	Female	Male	Female
Legally married (incl. Customary, Religious, traditional, etc.)	20609	20361	112	56	41	16	144	83
Living together like husband and wife/partners	5042	5186	12	27	2	1	24	33
Divorced	1189	1702	14	6	3	1	10	6
Separated, but legally married	430	556	2	0	0	0	3	0
Widowed	2270	7633	10	16	1	5	1	15
Never married	70577	65775	207	163	40	26	130	68

## 9. Region of Birth Population group

	Black African		Coloureds		Indian or Asian		White	
	Male	Female	Male	Female	Male	Female	Male	Female
Born in South Africa	125999	126903	447	362	79	57	324	214
SADC	4189	2957	5	0	0	0	6	6
Rest of Africa	158	20	2	0	19	0	0	3
United Kingdom and Europe	9	5	0	0	0	0	9	12
Asia	15	6	2	1	19	5	6	6
North America	2	0	0	0	0	0	0	0
Latin America and Caribbean	5	0	0	0	0	0	0	0
Oceania	3	1	0	0	0	0	0	0

## 10. School Attendance Gender Population Group

	Male				Female				Total
	Black African	Coloureds	Indian or Asian	White	Black African	Coloureds	Indian or Asian	White	
N0	12387	39	1	15	11232	33	0	3	23710
Yes, Pre - school	326	3	2	3	326	3	1	5	669
Yes, Primary School (Grade R to Grade 7)	18569	59	13	30	17160	65	13	26	35935
Yes, Secondary School (Grade 8 to Grade 12)	12243	40	5	16	11593	35	3	11	23946

	Male				Female				Total
	Black African	Coloureds	Indian or Asian	White	Black African	Coloureds	Indian or Asian	White	
Yes, Special school for learners with disabilities	353	0	0	0	126	0	0	0	479
Yes, Technical Vocational Education and Training (TVET), formerly known as Further Education and Training (FET) College, incl. Private Colleges	469	4	1	2	592	6	1	2	1077
Yes, other colleges (incl. Private & Public Nursing colleges, Agricultural colleges and Police colleges)	108	2	2	2	180	3	1	2	300
Yes, Higher educational institution (incl. University, University of Technology and Private higher education institutions)	184	2	1	3	361	2	1	2	556
Yes, Community Education & Training (incl. Adult Education & Training Learning Centre)	71	0	0	0	70	0	0	0	141
Yes, Home - based Education/ Home schooling	5	0	0	0	10	0	0	0	15
Yes, other	83	0	0	0	82	0	0	0	165

### 11. Types of Main Dwelling by Population Group

	Total			
	Black African	Coloureds	Indian or Asian	White
Formal Dwelling	65426	2358	1334	2263
Informal Dwelling	6593	17	1	1
Traditional dwelling/hut/structure made of traditional materials	908	1	2	0

### 12. Tenure Status by Population Group of Head of Households

	Total			
	Black African	Coloureds	Indian or Asian	White
Rented from private individual	4781	20	139	28
Rented from other (incl. municipality and social housing)	621	4	17	5
Owned but not yet paid off	1171	3	8	3
Owned and fully paid off	34163	75	24	11
Occupied rent - free	21068	28	6	9
Other	2955	5	7	3

### 13. Energy/Fuel for cooking by Head of Household

	Total
Electricity from mains	62014
Other sources of electricity (e.g. Generators, etc.)	228
Gas	13973
Paraffin	860
Wood	6236
Coal	17

	Total
Animal Dung	13
Solar	24
Other	102

#### 14. Source of Water by Population Group of Head of Household

	Total			
	Black African	Coloureds	Indian or Asian	White
Regional/Local Water Scheme (operated by municipality or other service provider)	48663	2325	1320	226
Borehole	12444	25	17	8
Spring	51	0	1	0
Rain - water tank	800	0	0	0
Dam/Pool/Stagnant water	70	0	0	0
Flowing water/river/stream	81	0	1	0
Water Vendor	6390	9	8	1
Water tanker	5585	16	8	4

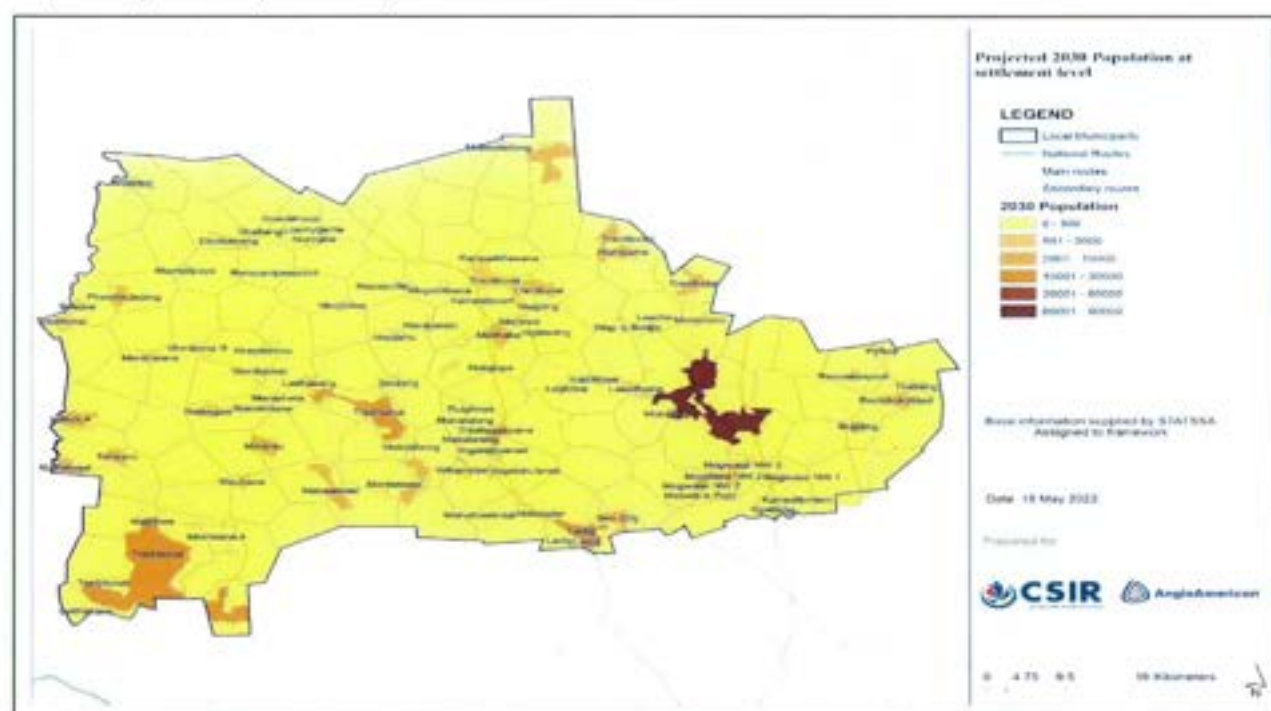
#### 15. Toilet Facilities by Population Group of Head of Household

	Total			
	Black African	Coloureds	Indian or Asian	White
Flush toilet connected a public Sewer system	16062	2276	1236	2258
Flush toilet connected to a septic tank or conservancy tank	4572	12	13	7
Chemical toilet	760	0	5	1
Pit latrine/toilet with ventilation pipe (VIP)	17805	33	36	4
Pit latrine/toilet without ventilation pipe	36033	61	74	4
Ecological toile (e.g. urine diversion, enviroloo, etc)	68	0	0	0
Bucket toilet (collected by municipality)	28	0	0	0
Bucket toilet (emptied by household)	568	0	0	0

#### 16. Refuse Collection by Population Group

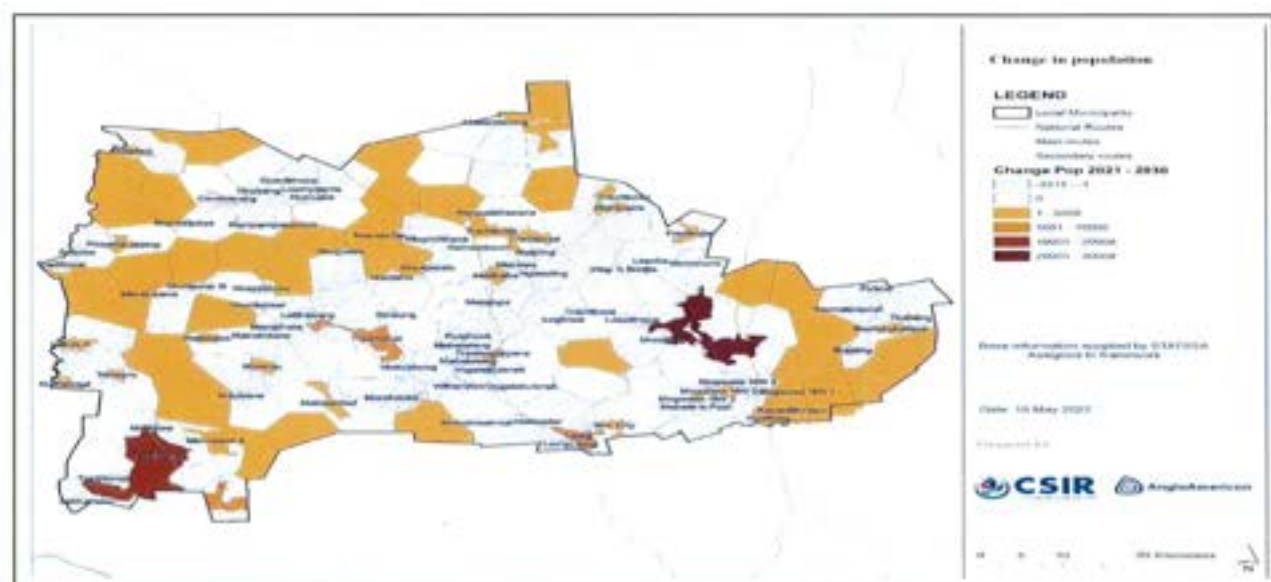
	Black African	Coloureds	Indian or Asian	White
Removed by local authority/private company/community members at least once a week	33809	2304	1269	2254
Removed by local authority/private company/community members less often	2079	5	1	1
Communal Refuse Dump	887	0	1	0
Communal Container/Central collection point	16783	26	35	8
Own Refuse Dump	19999	45	55	9
Dump/Leave rubbish anywhere (no rubbish disposal)	1525	4	1	0

**Map 1: Projected Population by 2030**



Statistics South Africa data assigned to settlement footprint.

**Map 2: Projected population change between 2021 and 2030**



Statistics South Africa data assigned to settlement footprint.

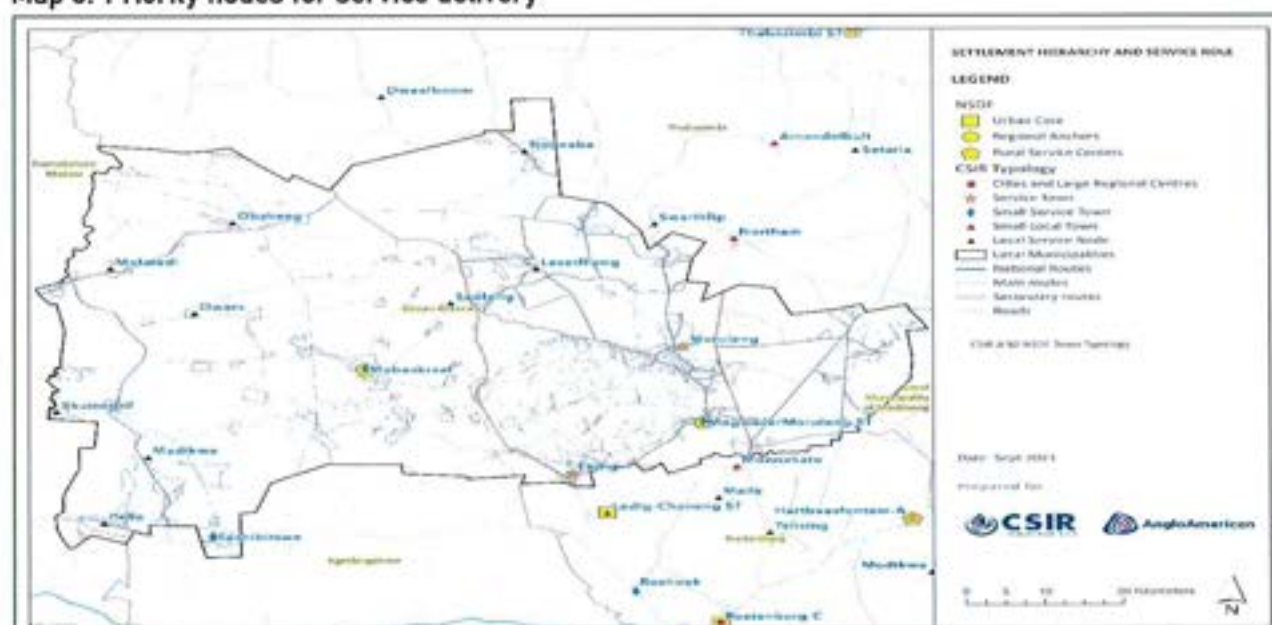
## 17. Settlement Types

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

**TABLE 1: SETTLEMENT TYPES FOR MOSES KOTANE LOCAL MUNICIPALITY BASED ON THE NSDF**

Moses Kotane Local Municipality		
Service Town	Ledig	
	Moruleng	
Small Service Town	Mabeskraal	Mogwase/Moruleng ST
	Seshibitswe	
Local Service Node	Dwarsberg	Lesetlheng
	Madikwe	Molatedi
	Nonceba	Obakeng
	Pella	Seolong
	Skuinsdrif	

**Map 3: Priority nodes for service delivery**



Source: National Spatial Development Framework

## 18. 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.

## 19. 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 2: 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%
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 3: 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%

**TABLE 3: EMPLOYMENT PER SECTOR IN MKLM**

Industry	Sector	Employment 2020 (total Number)	Percentage overall employment
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>

## 20. Regional Economic Production

To spatially represent regional economic production, the Gross Value Add (GVA) data for different economic sectors (as produced by Quantec on a municipal level) were assigned in the following Figure to mesozones. The result is an indicator of economic production per sector (excluding construction) expressed in Rands per sub-region (using CSIR developed mesozones). This cannot be seen as representing GVA values anymore, but it is a good indicator of how much has been produced by a specific sector within a particular mesozone.

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

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

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

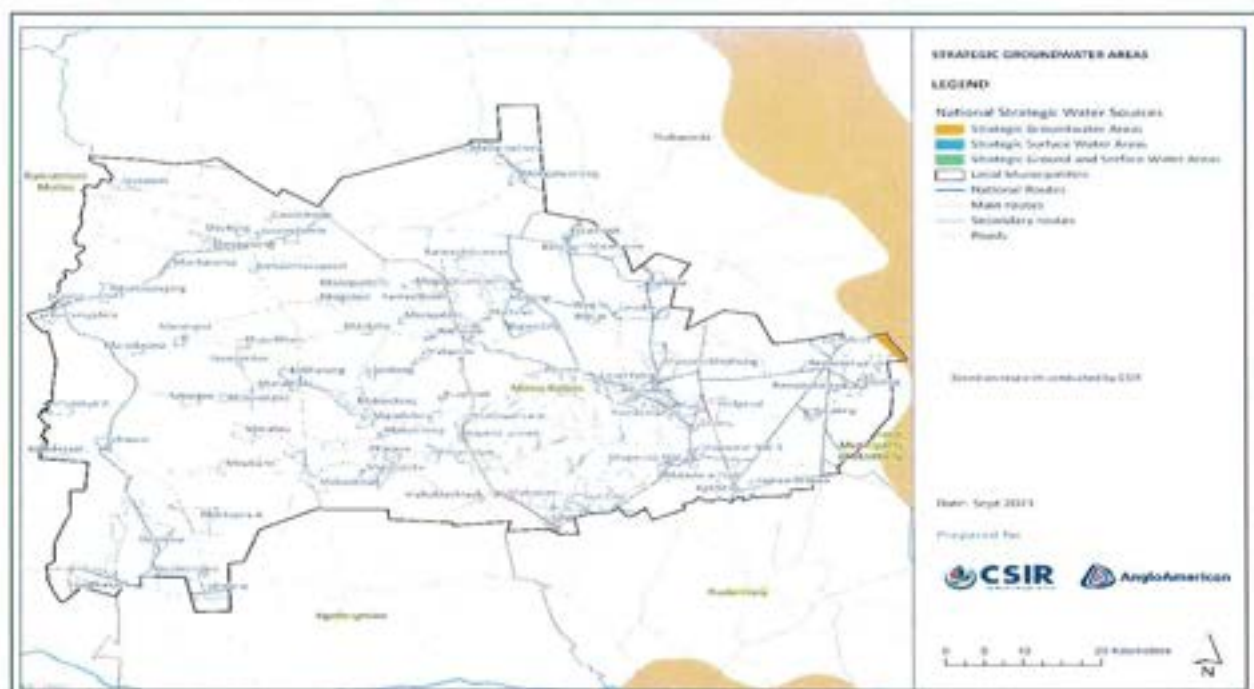
Strategic Water Source Areas (SWSAs) are defined as areas of land that either:

- 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;

- c) 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 2: Strategic water source areas in Moses Kotane LM**



Source: <https://www.csir.co.za/strategic-water-source-areas-south-africa>

## 22. 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.

**How will our Progress be measured per below aspirations and resolutions we set for the institution**

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 organization. Below we will strictly focus on departments and the processes to be followed. The Local Government Municipal Systems Act (LGMSA) prescribes that the IDP will equip the organization, its leaders, managers and

workers, as well as all other local stakeholders, in decision-making, monitoring and reviewing the achievements of the municipal integrated development plan.

Concurrent would be the process of integrating organizational performance with employee performance, ensuring that the IDP and organizational priorities cascade into the performance agreements and contracts with individual employees as required by regulations. The link between these processes and systems lies in the organizational priorities which have been determined during consultations and also in the preparation of the Performance Management System and the contracts and the way in which they are designed and implemented.

The IDP was compiled based on the inputs received from municipal stakeholders, national and provincial policy directives, the current status of service delivery, various strategic plans completed and resources available for us to provide sustainable services to our communities. The municipal budget is prepared based on the municipal strategic objectives and the requirements applicable to the municipality in the IDP. These strategies, actions and financial resources are linked with each other hereby ensuring alignment of the municipal budget with the IDP.

The strategies set will be used to annually to develop Service Delivery Budget Implementation Plan (SDBIP), Organisational Scorecard where applicable and performance indicators for the institution. The processes included here will also help the municipality to monitor the implementation of the municipal strategies – Integrated Development Plan (IDP) and budget. The performance of the municipality will then be assessed and reported on quarterly basis as well as annually in the municipal Annual Report and consultations with communities will then be conducted.

## SECTION C: KPA 1 – INFRASTRUCTURE AND TECHNICAL SERVICES

**Strategic Objectives:** To develop and maintain infrastructure to provide basic services.

### 1. Overview and Background

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.

**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

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 units:
  - Water and Sanitation
  - Roads and Stormwater
  - Electro/Mechanical
  - Project Management Unit (PMU)
  - Fleet Management

## 2. Departmental Priorities and Objectives

**TABLE 1: PRIORITIES AND OBJECTIVES**

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

## 3. Water and Sanitation status within MKLM

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.

#### 4. Infrastructure Study Conducted

A bulk water master plan has been conducted and completed in *2015/16* financial year which indicates the actual need for water infrastructure development as well as operation & maintenance and refurbishment of the existing infrastructure. The Master Plan is currently under review with the assistance of the Development Bank of South Africa (DBSA) *The Plan is attached as an annexure to the document.* Over and above the Master Plan.

#### 5. Water Supply Status Quo in various wards

**TABLE 2: WATER SUPPLY PROJECTS IN MKLM EAST: MANKWE**

MKLM Water Supply Scheme No 1:		Population	Status Quo - (4 Villages)
1	Moruleng	4 410	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required
2	Mokgalwaneng	7 493	
3	Disake (Modimong)	2 187	
4	Matlametlong	1 062	
Total		15 152	
MKLM Water Supply Scheme No 2:		Population	Status Quo - (3 Villages)
1	Kraaihoek	1 553	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required
2	Mantserre	4 350	
3	Mmopyane	1 836	
Total		7 739	
MKLM Water Supply Scheme No 3:		Population	Status Quo - (4 Villages)
1	Manamakgotheng	7 264	These areas are growing at a very high rate due to the need for additional stands. This has put more strain on
2	Modderkuil	3 577	

**TABLE 2: WATER SUPPLY PROJECTS IN MKLM EAST: MANKWE**

3	Phuting	1 795	the municipal water system and calls for the upgrading as well as extension of infrastructure. Projects are underway
4	Lerome	11 358	
<b>Total</b>		<b>23 994</b>	
<b>MKLM Water Supply Scheme No 4:</b>		<b>Population</b>	<b>Status Quo - (4 Villages)</b>
1	Leboaneng	1 337	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required
2	Thabeng	1 139	
3	Ramokokastad	5 594	
4	Mmorogong	2 699	
<b>Total</b>		<b>10 769</b>	
<b>MKLM Water Supply Scheme No 5:</b>		<b>Population</b>	<b>Status Quo - (2 Villages)</b>
1	Mogwase	10 743	Augmentation of the storage has been completed in the Mogwase Unit 1,2,3,8 and Mabale-a-Podi with the construction of the 10ML/d reservoir. An additional 10ML is required for the Bodirelo Supply Line servicing the following units (4,5, North and South and Phelabontle).  However, it must be noted that there is still a need to deal with the water quality issues due to aged infrastructure and other elements. The municipality is in a process of replacement of asbestos pipes in Mogwase to address water quality issues.
2	Mabele - A - Podi	4 523	
<b>Total</b>		<b>15 266</b>	
<b>MKLM Water Supply Scheme No 6:</b>		<b>Population</b>	<b>Status Quo - (5 Villages)</b>
1	Batlhalerwa	7 214	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required
2	Modimong	2 236	
3	Maologane	1 505	
4	Bapong	3 459	
5	Mabaalstad	3 540	
<b>Total</b>		<b>17 954</b>	
<b>MKLM Water Supply Scheme No 7:</b>		<b>Population</b>	<b>Status Quo - (4 Villages)</b>
1	Seolong	393	Projects were implemented to augment the source as well as ensuring sustainable supply.
2	Letihakeng	1 756	
3	Mabeskraal	9 282	Further augmentation and maintenance are required. The completed Tuschenkoms project will yield more supply to Mabeskraal; however, there is a need to upgrade the Mabeskraal pump station.  The Municipality is currently busy with a feasibility study for the upgrading of the bulk supply from Mabeskraal to Uitkyk.
4	Kwa - Makoshong	848	
<b>Total</b>		<b>12 279</b>	

**TABLE 3: WATER SUPPLY PROJECTS IN MKLM WEST: MADIKWE**

<b>MKLM Water Supply Scheme No 8:</b>		<b>Population</b>	<b>Status Quo - (5 Villages)</b>
1	Goedehoop	331	Projects were implemented to augment the source and ensure sustainable supply. Further augmentation and maintenance are required. Some of these villages were identified to benefit from the drought relief programme.
2	Los My Tjerrie	582	
3	Nonceba	795	
4	Rampampaspoort	326	
5	Mankaipaya	502	The Municipality is embarking on a process of upgrading of the Molatedi Water Treatment Plant to address bulk water supply issues.

**TABLE 3: WATER SUPPLY PROJECTS IN MKLM WEST: MADIKWE**

<b>Total</b>		<b>3 317</b>	
<b>MKLM Water Supply Scheme No 9:</b>		<b>Population</b>	<b>Status Quo - (3 Villages)</b>
1	Ga - Manamela	777	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required.
2	Ratsegae	934	
3	Mmatau	2 657	
4	Mobana	1 529	
5	Manamela	777	
<b>Total</b>		<b>6 674</b>	
<b>MKLM Water Supply Scheme No 10:</b>		<b>Population</b>	<b>Status Quo - (3 Villages)</b>
1	Vrede	2 575	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required.
2	Tlokweg	11 250	
3	Pella	9 223	Other projects have been planned for both Pella and Tlokweg. It must be noted that there is a serious need for the upgrading of both the Pella and Madikwe water treatment plants which were earmarked for the 2020-2021 financial year
<b>Total</b>		<b>23 048</b>	
<b>MKLM Water Supply Scheme No 11:</b>		<b>Population</b>	<b>Status Quo - (3 Villages)</b>
1	Uitkyk	3 299	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required.
2	Tshwaro	2 329	
3	Koffiekraal (Lefurutsane)	4 282	The area experiences a serious shortage of underground water supply, and the municipality has conducted a feasibility study on the construction of a bulk pipeline from Tuschenkoms Project which requires funding.
<b>Total</b>		<b>9 910</b>	
<b>MKLM Water Supply Scheme No 12:</b>		<b>Population</b>	<b>Status Quo - (7 Villages)</b>
1	Magong	1 935	Projects were implemented to augment the source as well as ensuring sustainable supply.
2	Magalane	334	
3	Ngweding	424	
4	Motlhabe	2 742	Further augmentation and maintenance are required. There is an improvement to water supply on some of these villages through the Tuschenkoms project.
5	Marapallo	492	
6	Mphonyoke	1 485	
7	Mogoditshane	603	
<b>Total</b>		<b>8 015</b>	
<b>MKLM Water Supply Scheme No 13:</b>		<b>Population</b>	<b>Status Quo - (4 Villages)</b>
1	Boriteng	276	There is a need to construct a bulk water from the PPM mine to augment supply for these areas. An MOU between the Municipality and the mine is still pending for this project to kick start.
2	Ga - Mosilela	632	
3	Lekutung	1 035	
4	Tswaaneng	1 837	
<b>Total</b>		<b>3 780</b>	
<b>MKLM Water Supply Scheme No 14:</b>		<b>Population</b>	<b>Status Quo - (4 Villages)</b>
1	Tlhatlhaganyane	2 539	The completion of the Tuschenkoms project has improved water supply to these areas. More maintenance is also required to ensure sustained supply.
2	Ruighoek	605	
3	Tlhorosane	115	
4	Mabeleng	152	
<b>Total</b>		<b>3 411</b>	

**TABLE 3: WATER SUPPLY PROJECTS IN MKLM WEST: MADIKWE**

MKLM Water Supply Scheme No 16:		Population	Scope of Work - (5 Villages)
1	Khayakhulu	951	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required
2	Voordonker	544	
3	Maretlwana	823	
4	Montsana	443	
Total		2 761	
MKLM Water Supply Scheme No 16:		Population	Scope of Work - (5 Villages)
1	Debrak	589	Projects were implemented to augment the source as well as ensuring sustainable supply. Further augmentation and maintenance are required.
2	Pitsedisulejang	1 957	
3	Ramotlhajwe	758	
4	Ramokgolela	554	
5	Sesobe	807	Some of these areas were recently hit by drought but this was addressed through the drought relief programme in the 2019-20 financial year.
Total		4 665	

## 6. Water resource profile

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

### 6.1 Water Sources

TABLE 4: WATER SOURCES			
Water Source	Dam Capacity	Dam Level	WTP
Molatedi Dam	200,8ML	42,6%	0,6ML
Madikwe Dam	2,2ML	59,6%	1,4ML
Pella Dam	16,0ML	61,1%	2,6ML

Molatedi Dam has been operating at app 40% since its completion, the Department of Water and Sanitation is embarking on an investigation of assessing on the draw-off to the dam. As a short – Medium term solution the municipality is currently in the process of doing ground water augmentation to surrounding villages namely: Molatedi, Mottollo, Obakeng, Welverdient, Goodehoop, Los MyTjerie, Rampapamspoor, Pitsedisuleyang, De-Brak, Sesobe, Ramokgolela, Ramotlhajwe.

Madikwe Water Treatment Plant has been refurbished through our capital projects and its currently operating optimally. There are still bulk water shortages in villages in the upper side of the Plant namely: Uitkyk, Brakuil, Koffiekraal. Ground Water exploration has been conducted to address the challenge but funding is an issue.

Pella Dam however has poor quality raw water which is seasonal. The intention is to augment the dam with Reikersdam which is an irrigation dam located in the Ramotshere Moiloa Local Municipal area.

### 6.2 Borehole Status

The Municipality has a total number of 271 boreholes across the 107 villages villages. To date only 179 Boreholes are operational with 92 on breakdown, Growth of villages exceeds the demand of water supply. The table below depicts the current status of the boreholes within the two regions:

<b>Table 4</b>			
<b>Region</b>	<b>No of Boreholes</b>	<b>Operational</b>	<b>None Operational</b>
Western (Madikwe)	168	100	68 (Vandalism and dried)
Eastern (Mankwe)	103	79	24 (Operational Challenges and dried up)
	271	179	92 33%)

## 7. Water Level at School and Health Facilities

The level of service at schools and health facilities are at high level of service in our two formalized townships (Madikwe and Mogwase). In rural areas, the level of service is yard connection with mostly having drilled their borehole to be able service their communities.

## 8. Water Service Planning

The municipality currently does not have a water service development (WSDP) and is in the process of finalizing the plan through assistance from Department of Water and Sanitation (DWS).

## 9. Sanitation - Study System Conducted

The municipality has not conducted a sanitation master plan due to budgetary constraints, assistance to be sourced through sector department. Below is the current status quo analysis of our sanitation services.

- The Municipality has two waste water treatment plant (WWTP), namely, Mogwase WWTP and Madikwe WWTP
- Mogwase WWTP has a Capacity of 4ML/day and currently operating at 90%, The Municipality is currently in the process of upgrading the plant to 12 ML/day. The will accommodate the upcoming Special Economic Zone (SEZ) Mogwase and the new housing development
- Madikwe WWTP (Ponds) is still in a good working condition and the capacity is sufficient.

<b>Table 6</b>			
<b>Waste Water Treatment Plant</b>	<b>Capacity</b>	<b>Current Operation</b>	<b>Comments</b>
Madikwe WWTP	1.8ML/day	0.9 ML/day	Still within operation
Mogwase WWTP	4ML/day	3.6ML/day	Requires Upgrade

## 10. Status Quo Analysis on Roads Infrastructure

The Municipality covers an area of approximately 5220km<sup>2</sup> and is mostly rural in nature, comprising of approximately 107 villages and two formal towns, namely Mogwase and Madikwe. The 2011 Census data indicate a total population of 242,557 people and 75,193 households Census Data. The road network consists of 2 292Kms out of which 2 182 Km is gravel and 110 Km is surfaced.

The Major notable roads are the N4 Corridor and the R510. The N4 is an east-west bound road, connecting Rustenburg and Pretoria, positioned to the south of MKLM, and the R510 is a north-south bound road in the east of the MKLM to the north and south with other regions. The Municipality is still continuing constructing surfaced roads with an intention to address the backlog, while at the same time battling with maintenance of roads that have reached its lifespan. A roads master plan has been developed and it requires just over a R 5 billion to address the backlog.

**TABLE 7: THE FOLLOWING VILLAGES HAVE BENEFITED IN THE PREVIOUS MTEF PERIOD**

	Lerome	Mmorogong-Ward 11	Lesetlheng
Ramoga	Leruleng	Mmorogong-Ward 27	Legkraal
Madikwe	Kameelboom	Tlokweng	Manamela
Mabodisa	Mmankaipaya	Montsana	Obakeng

The Road Master bPlan was completed in July 2015 through the assistance of DBSA (Poor – Red). Roads classified as Red refers to roads where the surface as well as the pavement layers failed, major rehabilitation works are required. Movement is restricted in terms of safe driving speed.

Fair (Orange) Roads classified as Orange refers to roads where the pavement is in fairly good condition and doesn't need to be rebuild, only the surface is starting to fail and a re-seal would be required in the near future for these roads. Movement is un-restricted.

#### **Good (Green)**

Roads classified as Green refers to roads where the structure and surface are in a good condition. No rehabilitation or resurfacing will be required within the next 5 years.

#### **Municipal Roads**

<b>Table 8</b>	<b>Red (KM)</b>	<b>%</b>	<b>Orange (KM)</b>	<b>%</b>	<b>Green (KM)</b>	<b>%</b>	<b>Total (KM)</b>
<b>Surfaced</b>	29.3	26.5	49.8	45.0	31.5	28.5	131.6
<b>Gravel</b>	420.7	19.3	1213.3	55.6	547.7	25.1	2160.7
<b>Total</b>	450.0	19.6	1263.1	55.1	579.2	25.3	2292.3

## **11. Electricity Status Quo**

The Municipality currently does not have a license for distribution of electricity and is depended on Eskom for supply and distribution of electricity within its jurisdiction. The municipality is responsible for the following in relation to public lighting:

- Capital investment for supply and installation of high masts lights and street light
- Operation and maintenance of high masts lights
- Facilitation of implementation process for new house holds electrification

The Municipality is currently serviced by the following Eskom regions for maintenance, provision for electrical connection on capital projects:

- ✓ Mafikeng Region
- ✓ Rustenburg Regions
- ✓ Thabazinbi Regions

Challenges faced by the Municipality in electrification of municipal assets is the slow rolling out of electrification process of boreholes, high masts lights and community halls. This has lead to the Municipality implementing infrastructure projects which ended up being white elephants due to the slow electrification process from Eskom.

#### **To date 38 high masts lights, have not yet been energised in the following villages:**

✓ Mononono	✓ Goodehoop
✓ Motlollo	✓ Kraalhook
✓ Nkogolwe	✓ Mabeskraal
✓ Welverdiend	✓ Legkraal
✓ Sesobe	

**The following are community halls which have been completed and still not yet energised:**

✓ Uitkyk Community Hall	✓ Brakuil Community Hall
✓ Matau Community Hall	✓ Korkkloof Community Hall
✓ Rampampaspoort Community Hall	✓ Koffiekraal Community Hall
✓ Ramotlhajwe Community Hall	✓ Mononono Community Hall
✓ Moubana Community Hall	✓ Gooedehoop Community Hall

The Municipality has established a working forum with Eskom in addressing the matter which is slowly yielding results. More effort from Eskom is required in addressing the matter more quickly.

## 12. Services and Backlogs

Below is are backlog figures inclusive of the total costing in eradicating the current backlog.

Service Rendered	Current Backlog	Backlog to be addressed over MTREF	Remaining Backlog	Estimated Costs to address remaining backlog ('000)
Water (HH)**	7 000 HH	1 500 HH	4 740 HH	R 280 800
Sanitation (HH)	59 759 HH	5 133 HH	54 626 HH	R 576 829
Roads & Stormwater (Kms)	2 174 Kms	33 Kms	2 148 Kms	R 8 592 000
Community Lighting (No)	458 No.	96 No.	362 No.	R 135 100

**\*\* This backlog refers to households that still require reticulation, however, there is still a huge backlog in terms of bulk water supply which is estimated at R 550 Million as per the bulk Water Master Plan.**

## 13. Departmental Municipal Development Strategy - Five (5) Year Corporate Score Card: Development and Service Delivery - ITS

Strategic Objective	Function	Key Performance Indicator	Unit of Measure	Targets				
				22/23	23/24	24/25	25/26	26/27
To develop and maintain infrastructure to provide basic services community needs and encourage Public Participation	Infrastructure and Technical Services	Construction of Manamakgotheng Reservoir and Bulk Water Supply	100% construction of Manamakgoteng Reservoir and bulk water supply completed by end June	1	1			
		Lerome Water Supply - Internal Reticulation (Thabeng Section)	Lerome Water Supply - Internal Reticulation (Thabeng Section) completed by June	1	1			
		Construction of Mahobieskraal Bulk Water Supply and Reticulation	Construction of Mahobieskraal Bulk Water Supply and Reticulation completed by June	1	1			
		Construction of Tweelaagte Water Supply (Phase II)	Construction of Tweelaagte Water Supply (Phase II) completed by June	1				
		Construction of Sandfontein Water Supply	Construction of Sandfontein Water Supply completed by June	1	1			
		Ledig Water Supply Various Sections	Ledig Water Supply Various Sections completed by June	1	1	1		
		Upgrading of Madikwe Water Treatment Plant (Phase II) (Vrede, Seshibitswe)	Upgrading of Madikwe Water Treatment Plant (Phase II)	1				

Strategic Objective	Function	Key Performance Indicator	Unit of Measure	Targets				
				22/23	23/24	24/25	25/26	26/27
To develop and maintain infrastructure to provide basic services community	Infrastructure and Technical Services		(Vrede, Seshibitswe ) completed by June					
		Maeraneng Water Supply	Maeraneng Water Supply completed by June	1	1			
		Segakwaneng Water Supply	Segakwaneng Water Supply completed by June	1	1			
		Upgrading of Mogwase Sewer Plant	Upgrading of Mogwase Sewer Plant completed by June	1	1	1		
		Tweelagte Water Supply - Phase 3 (New Stands)	Tweelagte Water Supply - Phase 3 (New Stands) completed by June	1	1	1		
		Sandfontein Water Supply - Phase 2 (Boikhutso Extension)	Sandfontein Water Supply - Phase 2 (Boikhutso Extension) completed by June	1	1			
		Manamakgotheng Water Reticulation(Leagajang Extension)	Manamakgotheng Water Reticulation(Leagajang Extension) completed by June	1	1	1		
		Molatedi Water Treatment Plant (Upgrading)	Molatedi Water Treatment Plant (Upgrading) completed by June	1	1	1		
		Mogwase Replacement of Asbestos Pipes	Mogwase Replacement of Asbestos Pipes completed by June	1	1	1		
		Mabeskraal to Uitkyk Bulk Water Pipeline (Various Villages)	Mabeskraal to Uitkyk Bulk Water Pipeline (Various Villages) completed in June	1	1	1		
		Lerome water supply	Lerome water supply completed by June	1				
		Greater Saulspoort Bulk water augmentation	Greater Saulspoort Bulk water augmentation completed in June		1	1		
		Madikwe bulk water augmentation scheme	Madikwe bulk water augmentation scheme completed in June			1		
		Sandfontein rural sanitation (254)	Sandfontein rural sanitation (254) completed by June	1				
To develop and maintain infrastructure to provide basic services community	Infrastructure and Technical Services	Mabeskraal rural sanitation (508)	Mabeskraal rural sanitation (508) Completed by June	1				
		Makgophe rural sanitation (278)	Makgophe rural sanitation (278) completed by June	1				
		Mabele a podi (278)	Mabele a podi (278) completed by June	1				
		Supply & installation of VIDP Toilets: Sandfontein (254)	Supply & installation of VIDP Toilets: Sandfontein (254) Completed by June	1				
		Rural Sanitation Programme: Makgope (278) &	Rural Sanitation Programme: Makgope (278) completed by June	1				
		Rural Sanitation Programme Segakwaneng	Rural Sanitation Programme Segakwaneng completed by June		1			
		Rural Sanitation Programme Davidkatnagel	Rural Sanitation Programme Davidkatnagel completed by June		1			
		Rural Sanitation Programme Leruleng	Rural Sanitation Programme Leruleng completed by June		1			

Strategic Objective	Function	Key Performance Indicator	Unit of Measure	Targets				
				22/23	23/24	24/25	25/26	26/27
		Rural Sanitation Programme Makoshong	Rural Sanitation Programme Makoshong completed by June		1			
		Rural Sanitation Programme Phalane	Rural Sanitation Programme Phalane completed by June			1		
		Rural Sanitation Programme Manamakgotheng	Rural Sanitation Programme Manamakgotheng completed by June			1		
		Upgrading of Mogwase sewer plant	Upgrading of Mogwase sewer plant completed by June	1	1	1		
		Paving of Pella internal road (Phase 3)	Paving of Pella internal road (Phase 3) completed in June	1				
		Oudekkers Road	Oudekkers Road completed by June	1				
		Rehabilitation of Matau Internal Roads	Rehabilitation of Matau Internal Roads completed by June		1			
		Tlokweng Internal Roads	Tlokweng Internal Roads completed in June			1		
To develop and maintain infrastructure to provide basic services community	Infrastructure and Technical Services	Rehabilitation of Welverdient Internal Roads	Rehabilitation of Welverdient Internal Roads completed in June			1		
		Vrede Storm Water Management Phase III	Vrede Storm Water Management Phase III completed in June	1				
		High Mast Light Programme Cluster A	High Mast Light Programme Cluster A completed in June	1				
		High Mast Light Programme Cluster B	High Mast Light Programme Cluster B completed	1				
		Energizing of HML and Community Halls from previous FY	Energizing of HML and Community Halls from previous FY	1	1	1	1	1
		Installation of high mast lights Dwarsberg /Dinokaneng (4)	Installation of high mast lights Dwarsberg /Dinokaneng (4) completed in June	1				
		Installation of high mast lights Uitkyk (4)	Installation of high mast lights Uitkyk (4) completed in June	1				
		Installation of high mast lights Molorwe (4)	Installation of high mast lights Molorwe (4) completed in June	1				
		Installation of high mast lights Mapaputle (4)	Installation of high mast lights Mapaputle (4) completed in June	1				
		Installation of high mast lights Ntswanalemetsing (4)	Installation of high mast lights Ntswanalemetsing (4) completed in June	1				
		Installation of high mast lights Lerome (Mositwana East) (4)	Installation of high mast lights Lerome (Mositwana East) (4) completed in June	1				
		Mogwase Fresh Produce Market (Design)	Mogwase Fresh Produce Market	1				

Strategic Objective	Function	Key Performance Indicator	Unit of Measure	Targets				
				22/23	23/24	24/25	25/26	26/27
To develop and maintain infrastructure to provide basic services community			(Design) completed in June					
		Disaster Management Centre	Disaster Management Centre completed in June			1		
		Upgrading of Madikwe Sports Park	Upgrading of Madikwe Sports Park completed in June	1				
	Infrastructure and Technical Services	Upgrading of Mogwase Sports Park (Phase III)	Upgrading of Mogwase Sports Park (Phase III) completed in June	1				
		Refurbishment of Tlokweneng Cemetery	Refurbishment of Tlokweneng Cemetery completed in June			1		
		Upgrading of the Madikwe Landfill Site	Upgrading of the Madikwe Landfill Site completed in June	1	1	1		

## SECTION D: KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT: DEPARTMENT OF COMMUNITY SERVICES AND PUBLIC SAFETY

1. **Strategic objective:** To develop and improve community infrastructure facilities,

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

**The Municipality has established various departments to deal with diverse service delivery issues, amongst them, the Municipality established the department of community services which:**

- ✓ Ensures provision of acceptable standards of social services
- ✓ 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
- ✓ Increase number of police visibility and joint operations with other stakeholders
- ✓ Provision of Library services

3. **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.

### 3.1 Breakdown of Aspirations

NO.	WHAT	HOW	WHO	WHEN
1.	REVENUE ENHANCEMENT	<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>- Enforcement of Household Tariffs.</li> <li>- Decentralisation of Traffic, Licensing and Testing Services.</li> <li>- Licensing and testing of vehicles and people</li> </ul>	Community Services  Corporate Support Services  BTO  Legal Services  North West Province /sector departments  Private Sector Stakeholders	At the beginning of the financial year 2024/2025
2.	PROMOTE A HEALTHY, STABLE, PEACEFUL, LIVEABLE, SECURE AND SAFE ENVIRONMENT WITH MOSES KOTANE LOCAL MUNICIPALITY.	<ul style="list-style-type: none"> <li>-Launch a Safe &amp; Clean City Campaign</li> <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</li> <li>- Establishment of Waste Drop-off Centres across villages</li> <li>- Public Space and City Beautification.</li> <li>- Establishment of a Composting Facility</li> </ul>	Community Services.  All sector departments.  Municipal Departments  Private Sector Stakeholders.  Budget and Treasury Office	In progress. At the beginning of the financial year 2024/2025
3.	MAINTAIN AND REPAIR MUNICIPAL BUILDINGS AND FACILITIES.	<ul style="list-style-type: none"> <li>- Review of Municipality Facilities Assessment Report 2018.</li> <li>- Review of existing Maintenance Plan 2018/2019.</li> <li>- Zonal Office (Key pay-point Centre). Renovation of Thusong Multi-Purpose Centre.</li> </ul>	Community Services.  All sector departments.  External Departments  Private Sector Stakeholders.	In progress. At the beginning of the financial year 2024/2025

### 3.2 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  
 There is an outcry of lack of water in the Clinics and 24hour service. In most areas the Municipality and Fire Department at Mogwase intervene but due to resources constraint, they are unable to satisfy this need  
 Increasing levels of waste illegal dumping activities

### 3.3 SWOT Analysis

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

### 3.4 Interventions to Improve Intergovernmental Relations through:

- The establishment of the municipal Safe and Clean City Campaign, which is comprised of governmental sector departments, traditional authorities, non-governmental organisations, faith-based organisations, business and communities. The main objective of this campaign is to:
- Mobilise members of the communities, integrate government resources, coordinate activities and programmes from various department
- Restore and maintain national pride and dignity of the municipality
- Create a platform for collective and physical enforcement
- Enable residents and business to take ownership for keeping the municipality clean, safe and healthy
- Instil a culture of servanthood of municipal employees
- Conduct information, education and awareness campaigns in schools and communities
- Establish safety, health and environmental clubs in schools
- Restructure and resuscitate the Community Policing Forum (CPF) and Community Safety Forum

### 3.5 Establishment of Conflict Resolution Committee (CRC)

- To promote peace and stability
- To ensure that the rule of the law prevails

- To promote unity and cohesion
- To maximize existing job and business opportunities
- To create a platform for dialogue and constructive engagement

The main aim of this committee is to manage conflict in communities so that the municipality creates a conducive climate for development and service delivery.

Establishment of Moses Kotane Sports Council and various sports federations. The municipality is organizing sports within its jurisdiction

Conduct an annual assessment of the status of the municipal buildings and facilities for budgeting purposes and prioritisation:

- For 2019/2020– 12 halls and other municipal facilities have been prioritised,
- A maintenance plan for municipal buildings and facilities was developed and has still not been addressed due to financial constraints,

### **3.6 Creation of Regional Offices**

The Municipality has three Offices at Mogwase, Madikwe and Tweelagte. The Moruleng office is also approved for construction.

### **3.7 Review and Development of By-laws and Policies**

The Municipality is improving the capacity for compliance and reinforcement. The strengthening of the internal environment for the appointment of additional traffic officers are at the centre of this agenda.

### **3.8 Establishment of Community Safety Forum**

This will serve as one of the important structures where the municipality and other government departments will be able to integrate their programmes and activities and at the same time account to the communities.

## **4. Environment and Waste Management Unit**

### **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 is a pivotal aspect of local government responsibilities. This is achieved through comprehensive waste management planning and the provision of sustainable waste services across communities, as outlined in the National Waste Management Strategy (2020).

### **Integrated Waste Management Plan**

The Municipal Integrated Waste Management Plan (IWMP) has been under development since 2017 by the Environment and Waste Management Unit. Collaborative modifications with the Bojanala

Platinum District Municipality's Environmental Quality Services are currently underway, with an expected completion by the 2024/2025 financial year, subject to available resources.

#### **Designation of Waste Management Officer**

The recent appointment of managerial officials in the Environment and Waste Management Unit has enabled the Municipality to designate a Municipal Waste Management Officer on 08 March 2023, complying with Section 10(3) of the National Environmental Management Waste Act 59 of 2008. The functions of the Municipal WMO include, among others, integrated waste management planning and reporting, and solid waste project management

#### **Solid Waste Management Bylaws**

The Unit is in the process of reviewing the Municipal Solid Waste Bylaws and it is anticipated that the Bylaws will complete and enacted by 2024/2025 financial year in order to address the prevalent waste management crisis related to littering and illegal dumping across most Municipal areas. Both local community members and business owners significantly contribute to illegal dumping, primarily comprising Domestic, Garden, and Building Waste. Lack of awareness on environmentally sound practices and inadequate enforcement Waste Management policies exacerbates the matter.

#### **Waste Collection Service**

The Municipality has outsourced waste collection services to a service provider. Their responsibilities encompass weekly waste collection for a large region covering 107 villages and 2 townships. This includes more than 80,654 households, businesses, schools, and government institutions.

Apart from their general waste collection duties, the Municipality, through the appointed service provider, also has a specific mandate to collect garden waste separately from domestic waste once a week in Mogwase and Madikwe townships. This targeted effort not only supports waste reduction but also contributes to maintaining the beauty of these areas.

The service levels provided by the service provider are diverse and essential for effective waste management. These include kerbside collection, which mirrors the concept of waste collection directly from the edge of the property. Moreover, they utilize central service point collection. Sometimes, a combination of these service levels is utilized, based on the specific needs or challenges of an area. Besides regular waste collection, the service provider is expected to conduct litter picking in problem areas. These areas primarily include Central Business Districts (CBDs), Main Roads, Bus and Taxi Stops, and areas adjacent to Community Halls.

The following challenges are a hurdle in the Municipality's efforts to efficiently deliver waste collection services to the broader community:

The rapid growth of formal settlements, population, and economic development in the municipality has resulted in a significant increase in waste generation, putting pressure on the existing

contract with the appointed waste collection service provider. The existing agreement may not have anticipated such growth, leading to constraints in the available resources, equipment, and personnel. Such budgetary challenges further complicate the task of efficiently managing and collecting the additional waste, necessitating comprehensive planning, collaboration with various stakeholders, and careful financial management to create sustainable and effective waste collection services within the financial constraints.

There is a general lack of Awareness and Education. Many rural communities lack awareness and education about the importance of proper waste management and disposal. This results in households disposing of waste in an improper manner, such as by littering or dumping. The lack of awareness and education also results in some households not being able to recycle properly, which can have negative impacts on the environment and waste management efforts.

Inconsistent adherence to waste collection schedules and improper disposal practices, such as abandoning refuse bags in the street or dumping waste in burrow pits, contribute to environmental degradation;

The Waste Management Unit has a limited Budget and Resources, this makes it difficult to provide efficient and effective refuse removal services. This means that Unit does not have the funds to purchase necessary equipment such as tipper trucks, front-end loaders, or even adequately maintain the little that it has at its disposal

**Lack of Waste Management Infrastructure:** Many rural areas lack the necessary waste management infrastructure, such as landfills, transfer stations, and/or buyback centres. This makes it difficult for community members to properly dispose of waste, which results in a build-up of waste in the community. The lack of waste management infrastructure also leads to improper disposal methods such as littering, dumping waste in open spaces, burrow pits, or burning waste, which has negative impacts on the environment and general public health

Some of our rural areas have challenging geographical features such as steep inclines, narrow roads, and remote locations that make it difficult for waste collection vehicles to access individual households for kerbside collection. This results in some households not receiving regular waste collection services, which then leads to an accumulation of waste and associated health and environmental risks.

Rural communities tend to be resistant to change, making it difficult to implement new waste collection policies or procedures. This results in continued improper waste disposal practices, which have negative impacts on the environment and public health. The resistance to change can also make it difficult to implement new waste management technologies or practices that could improve the quality and efficiency of waste collection services.

Rural areas are subject to seasonal variations, such as heavy rainfall, which makes it difficult to collect waste regularly and consistently. This results in a build-up of uncollected waste in communities and associated health and environmental risks. Depending on the extremity of seasonal variations can also make it difficult for waste collection vehicles to access individual households, which results in waste being left uncollected for long periods of time.

The Waste Management Unit, in collaboration with the MKLM Local Economic Development Department's annual Expanded Public Works Program (EPWP), strategically allocates resources to support waste pickers/recyclers in identified areas within the Municipal jurisdiction. These individuals are recruited and empowered through the program, contributing to their financial well-being and providing additional resources to support their recycling efforts. This initiative not only aids them personally but also fosters a commitment to environmental stewardship by reducing landfill-bound waste.

Additionally, the municipality actively engages in the COGTA Youth in Waste EPWP Program on an annual basis. This program specifically focuses on litter picking, providing employment opportunities for local youth. As a result, the municipality benefits from cleaner surroundings, and the environment is preserved through the diligent efforts of these young individuals in maintaining a litter-free community. This dual approach not only supports the local economy but also reinforces the municipality's dedication to sustainable waste management practices.

### **Municipal Disposal Facilities**

Ensuring access to Municipal Waste Management Infrastructure is fundamental in cultivating a clean, healthy, and secure environment for the benefit of community members. The Municipality currently oversees two licensed landfill sites in Madikwe and Mogwase, managed through external service providers. Both facilities are diligently registered and contribute to the South African Waste Information System (SAWIS), reinforcing our commitment to transparent waste management practices.

While the Mogwase Landfill site operates in accordance with its operational license, some historical infrastructural deficiencies persist from the construction phase, leading to occasional nonconformities. To address these issues comprehensively, the Unit is in the midst of preliminary design and environmental impact assessment processes for the construction of a new cell at the Mogwase Landfill Site. This expansion project will encompass essential infrastructure, including a composting facility and leachate dam. The Unit anticipates the issuance of the varied Waste Management License during the financial year of 2025/2026, ensuring the site's compliance with the highest standards of waste management.

The Madikwe Landfill Site, operating under an Operational License granted by the Transitional Council of Madikwe on 10/09/1991, is currently in the process of enhancement. Plans are underway to upgrade and fully equip the site upon the receipt of the varied Waste Management License (WML), expected during the financial year of 2024/2025. This proactive approach reflects the Municipality's commitment to ensuring that all our disposal facilities adhere to the latest environmental and operational standards.

Furthermore, the Unit is proud to announce the successful closure and rehabilitation of the Old Mogwase Landfill Site, a process initiated in 2015 and now completed. This signifies our dedication to sustainable waste management practices, mitigating potential environmental impacts and safeguarding the well-being of our community.

In pursuit of excellence, the Municipality continues to invest in the improvement, expansion, and compliance of our waste disposal facilities, striving to create a resilient waste management infrastructure that aligns with the principles of environmental sustainability and community well-being.

### **Material Recycling Facilities**

Over the past five years, both formal and informal recycling activities have experienced a noteworthy surge, compelling the Municipality to proactively address this growth by establishing and enhancing an environment conducive to sustainable waste management practices.

Material Recycling Facilities (MRFs) play a pivotal role in the Municipality's commitment to fostering responsible waste management. The Municipal Buyback Centre, situated at the Mogwase Landfill Site and operational since July 2023, currently serves as a hub for a local recycling cooperative. Despite its operational success, the existing facility faces infrastructural deficiencies and financial constraints, impeding its ability to achieve optimal waste recovery.

To overcome these challenges, the Municipality is actively engaging with Producer Responsibility Organizations (PRO) to secure necessary support for upgrading and expanding the Municipal Buyback Centre. Collaborative efforts between MKLM and PROs aim to address infrastructural gaps and provide the essential capital required to enhance waste recovery capabilities. This strategic partnership reflects the Municipality's commitment to fostering a sustainable and efficient recycling ecosystem.

In line with our dedication to continuous improvement, discussions are underway with the National Department of Forestry, Fisheries, and Environment (DFFE) to explore the feasibility of constructing a new Buyback Centre in Sandfontein. This initiative seeks to decentralize recycling services, ensuring broader community access and participation. The envisioned Sandfontein facility will serve as a model for advanced waste recovery practices, incorporating state-of-the-art infrastructure and efficient waste sorting technologies.

As we move forward, the Municipality remains steadfast in its commitment to promoting responsible waste management practices, creating a more resilient and environmentally conscious community. By forging partnerships with PROs and collaborating with national environmental agencies, we strive to build a comprehensive and integrated waste management system that aligns with the principles of sustainability and environmental stewardship.

### **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.

## 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.

## 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.

## 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.

## 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.

## 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.

## 5. Key Project Proposal

Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Key Performance Indicators	Progress
Basic Service Delivery and Infrastructure Development	Building Safer communities	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment	<p>Establishment of a Disaster Management Capacity and capabilities in 24/25 Financial year</p> <p>Crime Prevention Plan and approved by Council</p> <p>Upgrade of Madikwe Landfill Site</p> <p>Percentage of households which have access to solid waste removal</p> <p>Number of Municipal Landfill sites functional</p> <p>Number of external environmental audits conducted</p> <p>Mogwase Sports park upgraded</p> <p>Number of Municipal Buildings Renovated</p> <p>Establishment of Modular Libraries in Matau and Uitkyk</p>	<p>Contingency Disaster Management Plan and approved by Council</p> <p>Disaster Management Plan Level 1 has been developed and approved and level 2 plan will be developed in the succeeding year</p> <p>Design stage: consultant appointed. The design phase has been completed.</p> <p>107 villages and 2 townships within Moses Kotane Local Municipal jurisdiction have access to solid waste removal services, however, due to the constant rapid growth of our population and households, it is difficult to determine the percentage of households reached</p> <p>Two (2) Municipal Landfill Sites are currently functional, namely, Mogwase and Madikwe Landfill Sites. Madikwe Landfill site is under upgrading</p> <p>Two (2) External Environmental Audits have been conducted to date, for both Mogwase and Madikwe Landfill SITES.</p> <p>There is construction on site to renovate and upgrade the complex. Phase 1,2 and 3 are completed.</p> <p>Evaluation and assessment of Municipal Buildings was done and several buildings are being renovated. For 23/24 financial year, Tweelaagte traffic offices, Magong and Mopyane Zonal office are on the renovation schedule. SCM process in progress</p> <p>Business plan approved by the Department of Arts Sports, Culture and Recreation. Uitkyk Library is completed and equipped with resources except personnel. Matau library will be completed in April 2024.</p> <p>The Sefikile library has been renovated and operationalized as from 1 February 2024.</p>

Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Key Performance Indicators	Progress
			<p>villages in 2023/2024 Financial year</p> <p>Operationalization of Sefikile Library</p> <p>Number of Municipal properties provided with security services</p> <p>Repairs and Maintenance of Air Conditioners</p> <p>Construction of Security and Disaster Management Centre</p> <p>Introduction of Testing Centre at Tweelagte Traffic office</p> <p>Construction of a buyback Centre Sandfontein for waste recycling and approved Integrated Transport Plan</p> <p>Developed and reviewed Municipal Bylaws</p>	<p>Department has already appointed 2 library assistants</p> <p>Books and furniture have already been procured</p> <p>Structural assessment of the building was conducted and outstanding work rectified (Repair and maintenance was done)</p> <p>82 sites are provided with security</p> <p>The contract of a service provider who maintains and repairs conditioners has expired.</p> <p>The Disaster Management Centre will be accommodated in 2024/25 financial year budget. The fire satellite offices will be established at the following: Mabeskraal, Mokglwaneng, Manamela Multipurpose Community Centre (MMCC), Madikwe, Moruleng and Mokgalwaneng in 2024/25 financial year, the first 2 fire satellite offices will be established in Manamela and Madikwe</p> <p>DLTC approved and computerized learner's system has been installed. Testing Centre has been operating since January 2023 Two (2) officers attended examiner courses for licensing and motor-vehicle as part of preparations to operationalize the Driving License Testing Centre in Tweelagte</p> <p>Approval for the construction of a buy-back Centre has been approved by council. This project will be fully financed by the Department of Environment, Forestry and Fisheries and still in progress. Also the establishment of Transfer Stations have been included in the IDP</p> <p>The plan is available and will be presented through Community Services Portfolio Committee to council for approval in March 2021. The Plan is approved. The following integrated Public Transport projects have been IDENTIFIED: Bus rapid transport, Constriction of public transport Nodal point, construction of bus tops/shelters, installation of weighbridges,</p> <p>There is work-in-progress. Several Bylaws have already been developed, reviewed and tabled before council for adoption for public participation and/or approval for promulgation and gazette. The Business Management bylaws, Outdoor Advertising, Vehicle Pound bylaws and Control of Public Transport and Related Nuisances By-Laws have been gazetted</p> <p>The Safe &amp; Clean City Campaign was initiated in August 2019 through build-up campaigns, and officially launched in November 2019. There is a weekly, ongoing campaign which brings together various public and private sector departments to collectively accelerate service delivery to the people. In addition to these Municipal campaigns there is also a Provincial Thunsa Lerole Campaign and Service Delivery Blitz by other sector departments which augment Safe &amp; Clean City Campaign</p>

Key Performance Areas	NDP Strategic Objectives	Municipal Strategic Objectives	Key Performance Indicators	Progress
			Introduction of integrated service delivery mechanism (Safe and Clean City C Campaign)	Community safety Forum was established on the 18 September 2023 at the Bakubung Traditional Community Hall in Ledig... A CSF WORKSHOP for nominated members from various departments was held on 29 November 2023
			Establishment of MKLM Community Safety Forum	The municipality signed a Memorandum of Understanding with the Northwest University and Sefako Makgatho Health University on the 4 October 2023 for establishment of a Science Centre with a Botanical Garden and a University Campus in Mogwase.
			Signing of Memorandum of Understanding with StakeholdersIntroduce internal service delivery conflict mechanism (Conflict resolution committee)	The Municipal council has already allocated land for a Science Centre and awaiting the submission from SMU for application for land allocation for the university campus. These are the product of the annual career exhibition, which involves 45 secondary schools with 4400 learners.  The committee is operational and many conflicts are being addressed to ensure peace and stability, unity and cohesion, prevalence of the rule of law within the municipality. Business forums disrupting municipal projects and demanding employment /jobs from the local mines and service delivery protest by communities are prevalent and unprecedented.

## SECTION E: KPA 2: LOCAL ECONOMIC DEVELOPMENT

**Strategic Objective:** To create and enabling environment for social development and economic growth

### 1. Introduction

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

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

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

within the pillars of the National Framework for LED 2014-19 to meet the NGP policy objectives and priorities.

## **2. Key Focus Areas for LED**

The key focus areas for LED will be the pillars of National Framework for LED 2014-2019 captured as follows:

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

## **3. Legislative Imperatives**

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

The Constitution (Act 108 of 1996),

- ✓ New Economic Growth Plan Framework, 2010,
- ✓ The National Spatial Development Perspectives,
- ✓ Broad Based Black Economic Empowerment (BBBEE),
- ✓ Framework for Economic Development: Department of Provincial and Local Government,
- ✓ Local Government Municipal Systems Act (Act 32 of 2000)
- ✓ Comprehensive Rural Development Programme,
- ✓ Regional Industrial Development Strategy (RIDS), 2006
- ✓ National Industrial Policy Framework (NIPF), 2007 and
- ✓ Industrial Policy Action Plan, 2010 (IPAP),
- ✓ A Mineral Beneficiation Strategy for the Minerals Industry of SA, June 2006,
- ✓ Co-operative Development Strategy 2004 – 2014,
- ✓ National Tourism Strategy, 2010
- ✓ Energy Master Plan, 2007 – 2025,
- ✓ SONA & SOPA,
- ✓ The Integrated Strategy on the Promotion of Co-operatives & Collective, Entrepreneurship, 2008,
- ✓ The National Strategic Plan on HIV/AIDS 2007-2012

## **4. Socio Economic Status Quo**

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

Settlement	Population 2011	Population 2021	Population 2030	Change 2011-2030
Grand Total	242 552	244 818	294 361	49 544

## Socio-Economic Characteristics

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

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

### 4.1 Education

One of the key elements to understand the socio-economic characteristics of an area is to measure the level of education that residents have obtained. The level of education has a direct bearing on the various other socio-economic characteristics within an area. In general, low levels of education imply lower quality of life. The proportion of residents within the Moses Kotane LM (11.9%) who have completed matric is much lower than the percentage of residents that have completed matric within the Bojanala PDM (14.9%). Furthermore, only 0.9% of the residents within the Moses Kotane LM have obtained a higher level of education.

#### Level of skill

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

### 4.2 Mode of transport

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

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

### 4.3 Social Indicators

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

- ✓ Access to housing and to electricity
- ✓ Access to communication and to refuse removal services
- ✓ Access to sanitation services and to water

#### **4.4 Access to housing**

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

#### **4.5 Access to electricity**

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

#### **4.6 Access to communication**

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

#### **4.7 Access to refuse removal**

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

#### **4.8 Access to sanitation facilities**

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

#### **4.9 Access to water**

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

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

#### **4.10 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 and Participation rate
- ✓ Occupation, Formal and Informal Employment

#### **4.11 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.

#### **4.12 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.

#### **4.13 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

#### **4.14 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%.

##### **4.14.1 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. 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%.

## 6. 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%). Economic Analysis and Positioning (District One Plan and IUDF) There is an urgent need to develop projects and actions that will generate a competitive edge for the municipality so that domestic and foreign investment attraction and job creation takes place. Strategies that could be considered may be as follows:

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

Economy	Status quo and challenges
<b>Economy and economic development trends</b> (growing, stable, declining)	A slow economic growth rate and Lack of education High rate of unemployment and Low levels of income and skill Mining vulnerable to economic shocks
<b>Key Drivers Main economic sectors</b> <b>Main employers' Unique advantages</b> <b>Competitive edge</b>	The main employer for Moses Kotane LM is the mining sector. Wholesale and retail trade sector, General government sector and Finance & insurance, Community & social services Manufacturing, Transport, Construction, Agric. & forestry Electricity, water, gas, MKLM Tress Index – 59%, High Location Quotient (mining) – 4.97, Tourism has a high comparative advantage, however there is no data on the sector. The main attraction within the North-West Province is the Sun City complex, Madikwe & Pilanesberg Game Reserve
<b>Key economic Opportunities and Potentials</b>	Manufacturing hub, Agro-processing, Aquaculture Eco-tourism, Historic heritage development, Agri-incubation centre
<b>Key planned investments and projects including locally made products.</b> (Low hanging investment fruits)	Economic growth and development, City Centres, Central Business Districts (CBDs), Industrial Nodes/Parks (SEZs), Corridors, Logistic Hubs, Road, Rail, Harbour infrastructure, Air linkages, AgriPark, FPSU, MKLM Agro processing, Farmers' Market, Agribusiness Incubation Centre (backyard gardens), Tourism Node
<b>Barriers and Constraints to unlocking opportunities and potentials</b>	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.
<b>Key Enablers, People Skills Technology Incentives</b> Global, National and Regional Linkages Administrative Costs (Utilities etc.)	The main type of occupation: plant and machine operators and assemblers (21.6%), elementary occupations. service workers, shop and market sales workers. (17.6%) high level skill contributes only 22.3%
<b>Key challenges</b>	Weak planning and coordination within government and with the private sector. Private sector investments frequently fail to align with public sector plans.  Insufficient use of intergovernmental relations (IGR) structures. IGR structures are not being used optimally for their intended purposes. Weak long-term planning. The five-year horizon of IDPs is too limited to address elements such as infrastructure expansion, disaster risk measures and integrated transport and human settlements necessary to overcome spatial inequalities.

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

## 7. Land

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

## 8. Risks

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

## 9. Enabling environment

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

- ✓ High Potential Agriculture Areas for Cultivation
- ✓ High Potential Agriculture Areas for Cultivation in Moses Kotane LM

The Conservation of Agricultural Resources Act aims "to provide for the conservation of the natural agricultural resources of the Republic by the maintenance of the production potential of land, by combating and prevention of erosion and weakening or destruction of the water sources, and by the protection of the vegetation and the combating of weeds and invasive plants."

Of specific relevance to the "Objects" is the reiteration of the maintenance of the production potential of the land, which is a direct interpretation of the protection of the land for agricultural production potential, whilst the protection of vegetation also reflects not only the protection of cultivated land but also the ability to protect grazing land for agricultural purposes. The CARA Act is applicable across the area of South Africa, except for land situated in an urban area or an area declared as a mountain catchment area under the Mountain Catchment Areas Act, 63 of 1970.

In view of the above-mentioned the Department of Agriculture, Land Reform and Rural Development (DALRRD) has embarked on a process to identify and demarcate high value agricultural areas suitable for continued long-term agricultural production purposes given the combination of the natural agricultural resource's capability and suitability. These demarcated areas will be called the Protected Agricultural Areas (PAAs) and will be gazetted as a Regulation under CARA, with supporting procedures and processes as well as permitted, conditional and non-permitted land uses for each of the PAAs.

## 10. Rural Development

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.

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

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

To address issues of rural poverty and landlessness, the municipality has developed a commonage policy. MKLM Agro processing developed a feasibility concept for Farmers Market, established Agri-Park project. And Integrated Poverty Alleviation Intervention

## **11. MKLM Agro processing**

The main objective of the Agro-processing Multi-service Facility in Central Farm is to provide training and technical assistance for the creation and expansion of small and medium sized agro-processing enterprises. The Agro- processing Unit focuses on product research and development for the transformation of local produce into value added agricultural products as well as the transfer of technology for Agri- business development to improve income generation and food security.

South African farmers, agricultural entrepreneurs and households facing current economic realities are searching for new options of surviving, and in the case of farmers and entrepreneur's, growing and expanding their businesses. One of the many opportunities to grow markets, turnover and profits is by adding value to crops, whether produced on a small, medium or large scale. However, options need to be carefully selected based on sound information and knowledge of the opportunities presenting themselves on a regular basis seen considering the strengths and weaknesses of the individual.

### **Some facts regarding agro-processing in South Africa:**

According to information in 2018 the total export of agro-processed goods out of South Africa totaled 124.21 billion, and the total imports R160 billion. Because of the greater total of imported goods Vs exported goods, the agro-processing industry had a trade deficit of approximately R35.89 billion. Looking at the contribution in the South African agro-processing industry makes to the total imports and exports of the country, the numbers show the significant role the industry plays in the economy: 9.99% of the total exports, and 12.99% of the total imports. The agro-processing industry also contributes about 4.4% to the total employment figure in South Africa.

### **Industry Potential:**

Food security in South Africa continues to be a serious concern as food prices rise month after month. Environmental and unforeseen factors such as drought and the global impact of the COVID-

19 pandemic, adds even more stress to producers and consumers alike not only through a fear of food security, but also loss of jobs and income etc.

#### **Potential for creating employment:**

While large agro-processing businesses already contribute significantly to income and employment within the industry, the relative portion of small and medium enterprises to the total employment figure is higher compared to their portion of the income within the industry. As such, small and medium agro-processing businesses have a large potential for creating sustainable jobs.

#### **Potential for enhancing food security:**

According to the Africa Post Harvest Loss Index (2014) smallholder farmers sustain significant post-harvest losses which leads to a negative financial effect on the sustainability of such operations. Through the development of agro-processing technologies, be it by indigenous knowledge (drying, salting, crushing, pre-cooking etc) or technology-based methods (extraction, canning, bottling, concentration etc). There is a massive potential to reverse these unnecessary losses and take a positive and concise step towards contributing to food security.

#### **Potential for sustainable, environmentally friendly packaging as a means of enhancing food security.**

The term 'packaging' encompasses many disciplines and functions. At its most basic definition, packaging is used to enclose or protect products (food, clothing, consumer products) for distribution, storage, sale and use. However, packaging materials such as plastic and polystyrene come with significant risk to the environment. To bridge the gap between packaging and care of environment, the industry should invest more into the development of packaging materials based on paper, wood, and cotton.

#### **Industry Challenges**

- ✓ High post-harvest losses
- ✓ Inadequate funding for startup agricultural businesses
- ✓ Lack of appropriate agro-processing technologies suitable to the needs of star-up agro-processing entrepreneurs.
- ✓ None-compliance to the stringent norms, standards, and regulations of the industry.
- ✓ Intermittent access to raw materials and lack of knowledge

#### **Conclusion:**

The needs and values of every individual processing entrepreneur differs and can only be addressed properly through knowledge of the scope and the magnitude of work involved in taking any harvest, whether from a land-based source or marine, from its raw state to a finished, marketable and sellable end product, but the potential within this industry is great, if approached correctly and with the aid of knowledgeable entities and individuals.

### **12. Five (5) Year Corporate Score Card: Development and Service Delivery Programs & Project Layout**

Strategic Objective	Function	Key Performance Indicator	Unit of Measure	Targets				
				23/ 24	24/ 25	25/ 26	26/ 27	27/ 28
To create an enabling environment for social	Local Economic	Number of Agricultural & Rural Development Programmes Facilitated	5 Agricultural & Rural Development Programmes facilitated by June 2024	5	5			

Strategic Objective	Function	Key Performance Indicator	Unit of Measure	Targets				
				23/ 24	24/ 25	25/ 26	26/ 27	27/ 28
		Number of job opportunities created through EPWP, municipal initiatives and capital projects by June 2024	Number of job opportunities created through EPWP, municipal initiatives and capital projects by June 2024	200	200	200	200	200
		Number of Agricultural and Rural Development projects financially supported	LED projects financially supported by June 2024	5	5			

### 13. Tourism Overview

The Moses Kotane Tourism Master Plan seeks to address Tourism as a Local Economic Development directive that is mandated by the South Africa Constitution of 1996 and the Tourism Act of 1993. As it is stated that Local Government has a significant impact on natural and cultural resources in and around tourism destinations. The overall objectives of the Master Plan are to:

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

### 14. Funding for Tourism Projects

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

Another important strategy, which MKLM has implemented, relates to community-driven organisations; namely the Tourism Working Group and Moses Kotane Accommodation Association. These community-driven organisations conduct most of their activities on their own terms and finances. Therefore, ensuring an outcome to their interest.

### **Tourism Node**

This is one of the tourism products which the Department is currently engaged with. This is a centre that will drive the Marketing function for all tourist attractions in the municipality. To date a feasibility study has been conducted and EIA process is underway. Proposed developments within the node comprises of the following:

- ✓ Tourism Information and Central Reservation Centre
- ✓ Tourism Offices and Accommodation
- ✓ Function Centre and Retail centre, Restaurant, One-stop Shop and
- ✓ Cultural Centre and Local Marketplace and Souvenir Shop

To this end, the National Department of Tourism came on board and assessed the opportunity as part of its developmental quests for new products. Site inspection and NDT officials was done, and we are awaiting feedback wherein we will be informed of the possibilities of an investment in Moses Kotane Local Municipality.

### **Marketing Gaps and Challenges**

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

## **15. Product Development, Events, Culture, And Heritage Gaps and Challenges**

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

- ✓ Culture and Heritage information are undocumented.
- ✓ Lack of coordination between establishments
- ✓ Lack of proper infrastructure and access of infrastructure
- ✓ Limited access for locals to events facilities in the area
- ✓ The process of environmental impact assessment has barriers and lacks coordination by municipal.
- ✓ Well-established events are unknown to the community and therefore suppliers and community members miss opportunities to participate in the events economically and socially.
- ✓ An updated events calendar is required and requested by stakeholders.
- ✓ Black emerging tourism market has great opportunities for tourism.
- ✓ Host special events for niche markets.
- ✓ Establishments in the area should receive tours of Heritage sites and other attractions, therefore enabling them to advise their travellers on where to go.

- ✓ Uncoordinated and underutilised tourism routes
- ✓ Low geographical spread of tourist; low occupancy rate at establishments

### **Transformation Gaps Challenges**

Transformation in MKLM is another focus point where the following challenges and opportunities were identified:

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

### **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.

## **16. Tourism Development Turnaround and Intervention as per National Department of Tourism**

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.

## **17. 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.

### **17.1 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)

### **17.2 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 Office and Local Economic Development Office
- ✓ Relevant Communities, Legal Office and Planning and Development
- ✓ Community Service and Infrastructure and Technical Services

Background on Mineral and Petroleum Resources Development Act and Its Role In The Development Quest The purpose of the Mineral and Petroleum Resources Development Act, 2002, (Act No 28 of 2002) (MPRDA) is amongst others to transform the mining and production industries. In order to ensure effective transformation in this regard, the Act requires the submission of the Social and Labour Plan as a pre-requisite for the granting of mining or production rights with its objectives as follows:

- ✓ Promote economic growth and mineral and petroleum resources development in the Republic (Section 2 (e) of the MPRDA);
- ✓ Promote employment and advance the social and advance the social and economic welfare of all South Africans (Section 2(f) of the MPRDA; and
- ✓ Ensure that holders of mining or production rights contribute towards the socio-economic development of the areas in which they are operating as well as the areas from which the majority of the workforce is sourced (section 2 (i) of the MPRDA.

Regulation 46 (c) (iii) of the MPRDA requires that the contents of a social and labor plan must include a local economic development programme which must include:

- ✓ The social and economic background of the area in which the mine operates.
- ✓ The key economic activities of the area in which the mine operates.
- ✓ The impact that the mine would have in the local and labour sending area.
- ✓ The infrastructure and poverty eradication projects that the mine would support in line with the Integrated Development Plan of the area in which the mine operates and the major sending areas and the measures to address the housing and living conditions of the mine employees.

- ✓ Make financial provision for LED, HRD and Retrenchments.

In terms of Community Development, the amended 2010 Broad-Based Socio-Economic Empowerment Charter for the South African Mining Industry requires that the Mining companies must conduct an assessment to determine the developmental needs in collaboration with mining communities and identify projects within the needs analysis for their contribution to community development in line with Integrated Development Plans (IDPs), the cost of which should be proportionate to the size of investment. MPRDA Section 102/Regulation 44 – any changes to the SLP must be approved by the Minister.

## 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 – Amanderbult SLP 3:**

- **Enterprise Development** – Financial Management, Marketing Management, Innovation and Creativity in line with the 4<sup>th</sup> Industrial Revolution, Adherence and Compliance to Laws, Fiscal Discipline
- **Supplier Development** – Pricing Skills, Costing Skills, Tendering Procedure, Bidding, Turnkey and PPP approaches, Joint Venture Agreement, Legalities regarding Laws Governing Supply Chain
- **Infrastructure** – Development of Roads, Storm water, Reservoirs, Social Infrastructure, Business Infrastructure,
- **Skills Development** – Mining Skills, Alternative Industries Skills, Business Skills, Innovation Skills, Career Pathing
- **Manufacturing and Repairs** – Nuts, Bolts, Flanges, Pipes, Valves, Drill Bits, Implosives/Explosives, PPE, Lubricants
- **Enterprise Development Fund** – Start Ups, Order Form Financing, Bridging Finance, Franchise Fees
- **Preferential Procurement Practice** – 50 km radius and labour sending areas with necessary capacity

Low Hanging Fruits and Quick Wins for Immediate Benefit for Communities	Proposed Way Forward
Bakery Services, Protective Clothing Waste Management, Garden Services Agriculture and Agro Processing Yellow Metal, Lubricants, House Maintenance Hospitality and Tourism Refurbishing and Repairs Spatial and Commercial Mix Development	Enterprise Development Fund Mining Academy, Innovation Hub Alternative Industries Creation Manufacturing Regional Communication Platform Education and Training Annual Awards System

### 18. 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

#### 18.1 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

### 18.3 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.

**INVITATION TO EXPRESS INTEREST IN PARTICIPATING IN ARTISANAL AND SMALL-SCALE MINING FUNDING**

The Department of Mineral Resources and Energy invites applications in terms of Section 12(1) of the Mineral and Petroleum Resources Development Act, 2002 for the Small-Scale Mining Fund.

**Small-Scale Mining Fund**  
The Small-Scale Mining Fund is a repayable business loan designed to assist small-scale miners with Financial Provision for Rehabilitation and Capital Equipment.

Each application for funding is assessed in terms of the following criteria:

- All applicants must be in possession of a valid Mining Permit
- A full costing must be done in line with the Technical & Financial Competency Table found on the DMRE Website Portal for applications. Provide documentary proof on completion of the Technical Competency Table
- Applicants must demonstrate the capability to advance rehabilitation in the mining and minerals sector as per the SAPMOS requirements and provisions
- Applications in respect of Financial Provision for Rehabilitation in terms of R250k must submit a letter of request for financial provision signed by the Regional Manager
- The geographic location of the business is important with the focus on rural or economically depressed areas encouraged
- Projects that are sustainable and have the potential to create jobs and most enhance the social and economic profile of South Africa
- All applicants must submit a detailed business plan of the project and company profile
- All applications requiring funding must include the willers of interest (WIL) in respect of value of commitment

**FUNDING IS LIMITED** and it is a repayable loan with no interest. Terms and conditions of the funding will be in the contracts of successful candidates.

Applications forms can be obtained from the following link: <https://www.dmre.co.za/apply-for-small-scale-mining-funding> and all applications must be sent delivered to the regional offices listed below.

**Complete. All enquiries must be directed to DMRE regional offices at the following email addresses and contacts:**

Region	Address	Person Responsible	Email	Phone
Western	141 Cape Street, Pretoria 0001	Reuben Mkhondo	Reuben.Mkhondo@dmre.co.za	012 361 4750
Free State	205 Van De Waerden	Wesley Dlamini	Wesley.Dlamini@dmre.co.za	051 800 27 50
Northern Cape	41 Tloane Building, Johannesburg, for economic WIL	Reuben Mkhondo	Reuben.Mkhondo@dmre.co.za	012 361 4750
North West	414 Rietveld Str, Potchefstroom, for WIL, for WIL, for WIL	Reuben Mkhondo	Reuben.Mkhondo@dmre.co.za	018 467 4000
Eastern Cape	DMRE 4th Floor, 141 Cape Street, Pretoria	Reuben Mkhondo	Reuben.Mkhondo@dmre.co.za	012 361 4750
Western Cape	41 Rietveld Str, Potchefstroom, for WIL, for WIL, for WIL	Reuben Mkhondo	Reuben.Mkhondo@dmre.co.za	018 467 4000
Free State	205 Van De Waerden, for WIL, for WIL, for WIL	Reuben Mkhondo	Reuben.Mkhondo@dmre.co.za	012 361 4750
North West	414 Rietveld Str, Potchefstroom, for WIL, for WIL, for WIL	Reuben Mkhondo	Reuben.Mkhondo@dmre.co.za	018 467 4000
Free State	205 Van De Waerden, for WIL, for WIL, for WIL	Reuben Mkhondo	Reuben.Mkhondo@dmre.co.za	012 361 4750

**CLOSING DATE for submissions is 29 February 2024**

**CONTACT WITH US** <https://www.dmre.co.za> <https://www.dmre.co.za> <https://www.dmre.co.za>

**DMRE** **mineral resources & energy** **DMRE** **DMRE** **DMRE**

### 19. Arts and Culture Overview:

#### Development Quest for Moses Kotane Local Municipality

The Freedom Charter that says "Doors of learning and culture shall be open to all" Even if the document was prepared more than 50 years ago, it still carries resonance within us. The Provincial Government has pronounced a plan that encompasses Arts and Culture as one of the concretes which will assist economic growth, ACT which is Agriculture, Culture and Tourism. The 2011 National Consultative Summit provided a revised strategy and plan, including new large-scale interventions to-

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

- ✓ Expansion and coordination of supply and demand in the Sector.

The Local Economic Development took and opportunity and trained 100 learners in drama and performing program which was an EPWP initiative for the young people to get opportunities in the creative industries. To this end, they registered cooperatives and nonprofit making organisations in order to be self-sustainable. One of the groups made a debut at the National Arts Festival in Grahamstown where local actors were recruited to some of the National Programs. At this point in time local artists stand a chance to participate in various programs that will be presented by National and Provincial government and the unit has started a process of assisting some of these youth to participate.

Below are the opportunities:

**PNW TV**  
PLATINUM NORTH WEST TV

PLATINUM NORTH TV IS IN THE FINAL STAGES (STEP 2 PHASE 2) OF THE LICENSE APPLICATION WITH ICASA FOR THE FIRST COMMUNITY TELEVISION STATION OF THE PROVINCE. TO ENSURE THAT THE CHANNEL REFLECTS THE VOICES OF THE PEOPLE OF NORTH WEST WE INVITE CONTENT PRODUCERS IN:

**NGAKA MODIBI MOLEMA DISTRICT MUNICIPALITY**

TO SUBMIT THEIR CONTENT PROPOSALS OR EXISTING CONTENT FOR EVALUATION. CONTENT MUST INCLUDE BUT NOT LIMITED TO:

- DRAMAS AND FILMS
- REALITY AND VARIETY SHOWS
- DOCUMENTARIES

INTERESTED PRODUCERS MUST REQUEST SUBMISSIONS DIRECTLY SENDING EMAIL TO:

**programming@pnw.tv**

**PLATINUM NORTH WEST TV**  
OUR PEOPLE. OUR COMMUNITY. OUR STORIES.

**2024 ANNUAL PROJECT FUNDING**

**ANNUAL PROJECT FUNDING WORKSHOP WEBINAR**

You are invited to the 2024 NAC Annual Project Funding workshop webinar session, where we will be unpacking the Funding Guidelines for the current open call.

Wednesday  
**21 FEB 2024** 9:00 AM - 12:00 PM

PLATFORM: Zoom | WEBINAR ID: 952 0108 4251  
PASSCODE: 679933

The webinar will be live streamed on our Facebook page @nacsouthafrica

[www.nac.org.za](http://www.nac.org.za)

**National Arts Council NAC**  
An Agency of the Department of Sports, Arts and Culture



## 20. Business Development and Opportunities

### 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).

### 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

### 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.

### 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.

 The Team Boteti Engineering & Mining Services (Pty) Ltd	 Mr. Vukobrat Mavuyeka Devolution Consulting & Engineering Service (Pty) Ltd	 Mr. Raymond Sechetho Gobagor Power (Pty) Ltd	 Mr. Zolly Oshaba Tsebedi (Pty) Ltd	 Mr. Jan Kuyeni Rof'S (Pty) Ltd	<b>100%</b> of our funding to black owned and run businesses <b>&gt;R25m</b> of funding disbursed in over 4 years <b>49</b> SMMEs funded since inception, 22 in current financial year <b>&gt;81%</b> of our funding to rural based entities <b>&gt;40%</b> of our funding to current year to a female owned business
 Mr. Ernst Sefake HTP Engineering Co	 Mr. Simon Mubwale MA and MB Trading (Pty) Ltd	 Mr. Futhwano Siphahla Capeflow Begins Trading & Projects (Pty) Ltd	 Mr. Lucky Vagagame Lucky Fire Services (Pty) Ltd And RAYEM Projects (Pty) Ltd	 Mr. Khabelo Dlamini Kathlene Civils (Pty) Ltd	

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



**PURCHASE ORDER AND INVOICE FUNDING.**

Funding of up to R100k per application. No overdrafts, bank financial support.

**For Corporates & State Entities**

We help corporates and state entities in Sekele, Mafikeng, Tlokoeng Municipality achieve successful delivery of purchase orders issued to their L101 suppliers, as they can expense their value chain performance and enhance their supplier development program, without the high risk of delays and poor quality of service rendered.



**OBPI**

**Incubation Engineering Workshop**

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

**For Mining Companies**

We help mining companies in the western and platinum belt of South Africa achieve successful supplier development programs as they can maximize 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

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

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

Sports		
Programme	Sub-Programme	Budget
Sports Institutional Arrangement	Formalisation of, Local Sports Council, Federations, Junior sports, Tertiary sports, Clubs, Women and girls Sport, People with Disabilities	Operational budget
2. Sports Development	Knock-out games for Mayoral (Netball and Soccer) Support of local musical groups	R1 000 000
3. Infrastructure	Development of sporting infrastructure 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 Volleyball, Athletics Big Walk, Chess	R500 000

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

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

## SECTION F: KPA 3: MUNICIPAL FINANCIAL VIABILITY

**Strategic Objectives:** Ensure that revenue and expenditure of the municipality is in accordance with legislative prescripts governing finance in the municipality, by maximising revenue collections, optimising expenditure and monitoring cashflow.

### 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 has increased by R68 167 million or 6% for the 2023/2024 financial year when compared to the 2023/2024 Adjustments Budget.

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

**Equitable share** has increased by R38 102 million.

**Service charges** has decreased by R2 385 million, this is due to the inconsistent water supply.

Total operating expenditure for the 2023/2024 financial year has been increased with R97 954 million compared to the 2022/23 Adjustment budget.

The increase on operating expenditure is mainly due to the following line items:

- Increment of employee-related costs by 5.3% (SALGA Guideline) and the filling of vacancies.
- Increment of remuneration of councillors by 5.3% (SALGA Guideline)

Debt impairment increased by R51 764 million. The increase is based on the previous year's payment rate by debtors and the increase in the outstanding debtors' book.

Water bulk purchase increased by R30 000 million.

Contracted services increased by R8 222 million. This is due to an increase in water chemicals and quality control.

The Municipality has a projected budget deficit of R-134 560 million as indicated in the consolidated overview of the budget above. This is an operating deficit on the financial performance which occurred from the inability to fund the depreciation and low revenue collection which results in increases in ad debts written off.

## 2. Strategic Objective

- To ensure that all moneys in terms of rates, tariffs, surcharges, taxes, subsidies as well as the equitable share and MIG allocations and grants are collected.
- To ensure a fair, transparent, competitive and cost-effective procurement system as well as stock management system.
- To ensure transparent expenditure control based on generally recognized accounting practices.
- To ensure the compilation of the annual operating and capital budget according to MFMA

PA'S	STRENGTH	WEAKNESS	OPPORTUNITY	THREATS
FINANCIAL VIABILITY	<ul style="list-style-type: none"> <li>• Improved audit opinion.</li> <li>• Timorous submission of monthly, quarterly and annual reports.</li> <li>• Timorous billing.</li> <li>• Timorous updating of receipts</li> <li>• Appointment of CFO</li> <li>• Equitable shares allocation received</li> <li>• Ability to pay salaries monthly.</li> <li>• Verifiable assets.</li> <li>• Appointment of panel of various service providers</li> <li>• Centralised procurement processing.</li> </ul>	<ul style="list-style-type: none"> <li>• Formal payment schedule not in place.</li> <li>• Inconstancy of water supply</li> <li>• Absence of operational Risk Register</li> <li>• Non submission/Non adherence to procurement plans</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in collection rate/installation of smart meters, legalising illegal connections, meter audits, date cleansing)</li> <li>• Credit control Road shows.</li> <li>• Using the assets register to budget for repairs and maintenance as well as new acquisition</li> <li>• Audit supply meters</li> <li>• Implementation of SOP.</li> <li>• Improve staff moral.</li> </ul>	<ul style="list-style-type: none"> <li>• Absence of cash collection service (human life for employees)</li> <li>• Loss of income if untransferred per</li> <li>• Insufficient tools monitor usage o</li> <li>• Resistance of community to p services</li> <li>• Filling of critical positions.</li> <li>• Non -spending o and WSG grant</li> </ul>

## 3. 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

## Breakdown of Aspirations

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

### 4. 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

### Employee Related

Increment of employee- related cost by 5.3% (SALGA Guideline) and the filling of vacancies

### Remuneration of Councillors

Increment of remuneration of councillors by 5.3% (SALGA Guideline)

### Debt Impairment

Debt impairment increased by R51 764 million. The increase is based on the previous year's payment rate by debtors and the increase in the outstanding debtors' book.

### Bulk Purchase: Electricity

Amounts to R25 000, this includes the electricity for boreholes, streetlights, free basic services and internal usage.

### Water Bulk Purchase

Water Bulk Purchase increased by R30 000 million. The increase is to make provision for the increase in the bulk water purchase as well as for new developments in Mogwase.

Water bulk purchases are now classified under inventory, in terms of MSCOA.

### **Contracted Services**

Contracted services increase by R8 222 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.

### **Depreciation**

This decreased by R4 163 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

### **Finance charges**

Finance charges increased by R1 913 million. There are external loans that are fully redeemed, and therefore, the increase of only R1 913 million. Finance charges are determined by the repayment of external funding obtained for capital projects. The increase relates to the lease of vehicles that will improve service delivery as the fleet of the municipality is in a very bad condition

### **Other Expenditure**

Included in the other expenditure are all operational costs excluding salaries and the remuneration of councillors but include stipends of ward committees, sale of tender documents, and burial fees resulting in a decrease of R 9 120 million.

The following proposed changes regarding the operating budget are highlighted:

### **Property Rates**

The revenue on property rates increased from R124 143 million to R154 525 million. This is due to new developments in Mogwase as well as the tariff increment.

### **Water Services**

The revenue on water services has reduced from R225 928 million to R222 520 million. This is due to new developments in Mogwase, extension of Phela-bontle and the tariff increment.

The water service is currently operating on a deficit as tariffs are not yet cost-reflective. The water service is supposed to be operating on a surplus as it is a trading account.

The water service is currently ring-fenced with a portion of the Equitable Share.

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 applicable to indigents.

### **Interest on Outstanding Debtors**

The interest on outstanding debtors has been increased from R85 594 million to R88 199 million. The increase in the interest on outstanding debtors increases the outstanding debtor's book.

There is also a major increase in the outstanding debtors which can be ascribed to the impact of the pandemic which affected the entire economy, resulting in higher unemployment and consumers relying increasingly on free basic services.

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

## **SECTION G: KPA 4 – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT: DEPARTMENT: CORPORATE SUPPORT SERVICES**

**Strategic Goal:** HR Compliant to Skilled and Retained Workforce

**Strategic Objective:** To promote Accountability, Efficiency and Professionalism within the Organization

### **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 objectives**

- Council Support services
- Communications
- Human resources Management
- Human Resource Development
- Labour relations
- Information and Communication Technology

### 3. Achievements to date

UNIT	ACHIEVEMENTS	CHALLENGES
Council support	<ul style="list-style-type: none"> <li>The position of the Head of unit is currently vacant – recruitment processes in progress</li> <li>Ordinary Council meetings are taking place as required</li> </ul>	1 councillor vacancy in ward 18 exists
Communications	<ul style="list-style-type: none"> <li>The Head of communication was appointed on 1 March 2024</li> <li>Communication strategy reviewed</li> </ul>	Reviewed Communication strategy not approved. The marketing of Moses Kotane Local Municipality to be strengthened
Human Resources Management	<ul style="list-style-type: none"> <li>A vacancy for the head of HR exists following the transfer of the incumbent</li> <li>The recruitment processes in progress</li> <li>37 positions were filled since July 2023 to date</li> <li>1 senior manager position (CFO) was successfully filled.</li> <li>1 senior manager position (LED) is vacant and recruitment processes are in progress</li> <li>1 senior manager position (Community services) will be vacant 3 months' time. Recruitment processes are in progress.</li> </ul>	Office accommodation Outstanding ill health cases Outdated fire extinguishers
Organisational Development	<ul style="list-style-type: none"> <li>The position of the HOU OD was filled through a transfer</li> <li>The position of Skills development facilitator was filled following the deceased incumbent.</li> <li>The skills audit project was finalised in March 2024 and the municipality await the results to inform the new WSP</li> <li>2 officials were nominated to serve in the provincial skills development Forum led by the Premiers Office</li> <li>The training committee which is also the Employment Equity committee was trained on Employment Equity in February 2024</li> <li>The (Staff establishment) organisational structure was reviewed in line with the new staff regulations 2021 and was submitted in May 2023 and currently is undergoing review by departments. A memo has been prepared to invite inputs with the intention to resubmit the reviewed staff establishment in May 2024 for approval by Council.</li> <li>The implementation of the staff establishment is in progress and not finalised</li> <li>Departments were requested to submit the priority lists for the filling of vacancies to ensure that positions are funded.</li> </ul>	Capacitation of the unit
	<ul style="list-style-type: none"> <li>All positions in the Labour Relations unit were filled and is therefore capacitated to deal with labour matters. The Head of the unit reported on the 1<sup>st</sup> March 2023.</li> <li>Managers were trained on the handling of grievance procedures as well as disciplinary procedures for employees below senior managers. The training was conducted by Salga.</li> </ul>	<ul style="list-style-type: none"> <li>Non – compliance with grievance and disciplinary procedures</li> <li>Non-functionality of the LLF</li> </ul>

UNIT	ACHIEVEMENTS	CHALLENGES
Information and Communication Technology	<ul style="list-style-type: none"> <li>• 1 position for service desk- Network security was filled</li> <li>• Contract entered with MTN to rent out space in the municipal tower in Madikwe municipal offices to optimise the signal for the surrounding communities. This is a revenue enhancement initiative which is already in operation.</li> <li>• ICT internal audit has been conducted to identify areas of future improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Absenteeism</li> <li>• Aging hardware infrastructure</li> <li>• Load shedding resulting to over usage of backup generators (fuel)</li> <li>• No ICT Network services due damages to wiring and cables</li> </ul>

#### 4. Planned Projects/Actions Plan 2024/2025

PLANNED PROJECTS/ACTION PLAN 2024/25			
Activity	How/approach	Responsible Person/unit/Section	Timeframe
1) Servicing of fire extinguishers	Appointment of service provider	OHS SECTION	Next financial year 2024/25 (First quarter)
2) Reviewed of the staff establishment to allow for new inputs (2024/5)	all responsible officials	OD with all departments	May 2024
3) Confirmation of Job descriptions to facilitate the Job Evaluation process	OD and all departments and service provider for Job Evaluation	OD with all departments	May 2024
4) Development of the new WSP in line with the skills audit results	all responsible officials and the training committee	OD with all departments	April 2024
5) Conduct Employee Satisfaction Survey	Appointment of service provider	OD with all departments	Next financial year 2024/25 (second quarter)
6) Development of the Employment Equity Plan	all responsible officials	OD with training /EE Committee	June 2024
7) Review the communication strategy	all responsible officials	Communication unit	May 2024
8) Review all policies for council approval	all responsible officials	All units	Next financial year 2024/25
9) Roll out laptops to new qualifying employees	Appointment of service provider	ICT	Fourth quarter 2023/2024
10) Revamp the ICT hardware infrastructure	Appointment of service provider	ICT	Next financial year 2024/25 (First quarter)

#### 5. 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 in terms of applicable labour relations.

#### KPA 5 – SPATIAL RATIONALE: DEPARTMENT: DEVELOPMENT AND PLANNING

**Strategic Objective:** To establish economically, socially and environmentally integrated sustainable land use and human settlements

**Priority No 5:** Land and Housing (Land residential and business – might be agricultural and others)

##### 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:

## **1.1 Forward Planning, Developing and Reviewing of SDFs**

Which encapsulate the long-term vision of the municipality,

## **1.2 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

## **1.3 Processing and Consideration of land use & development applications**

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

## **1.4 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

## **1.5 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

## **1.6 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

## **1.7 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?"

### **2.1 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.

## **2.2 Legislative Framework of the Moses Kotane SDF**

### **2.2.1 Municipal Systems Act, 32 of 2000**

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.

### **2.2.2 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.

#### **a) 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.

b) 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.

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



**Figure 1: Legislative policy framework roles**

TABLE 1: LEGISLATIVE POLICY FRAMEWORK ROLES		
National	Provincial	Municipal
At the National Level, the National Development Plan (NDP) Vision 2030 sets the country's strategic objectives.	The Provincial Government are responsible for compiling the Growth and Development Strategies (GDS) that are aligned with the NDP.	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.
To give expression to the NDP, the Department of Agriculture, Land Reform and Rural Development has promulgated the National Spatial	Provincial Governments are also required in terms of SPLUMA, to prepare a Provincial Spatial Development	The MSDF, therefore, is responsible for guiding the spatial planning of the

TABLE 1: LEGISLATIVE POLICY FRAMEWORK ROLES

National	Provincial	Municipal
Development Framework vision 2050, which provides a long-term guiding light to realise the desired Post-Apartheid National Spatial Development Pattern.	Framework (PSDF) to give the spatial expression and align municipal planning in the province.	municipality and provide a common spatial agenda for diverse sector plans.

### 3. Action Plan and Challenges

TABLE 2: ACTION PLAN AND CHALLENGES

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

TABLE 3: SHORT-, MEDIUM- AND LONG-TERM ACTIONS AND CHALLENGES

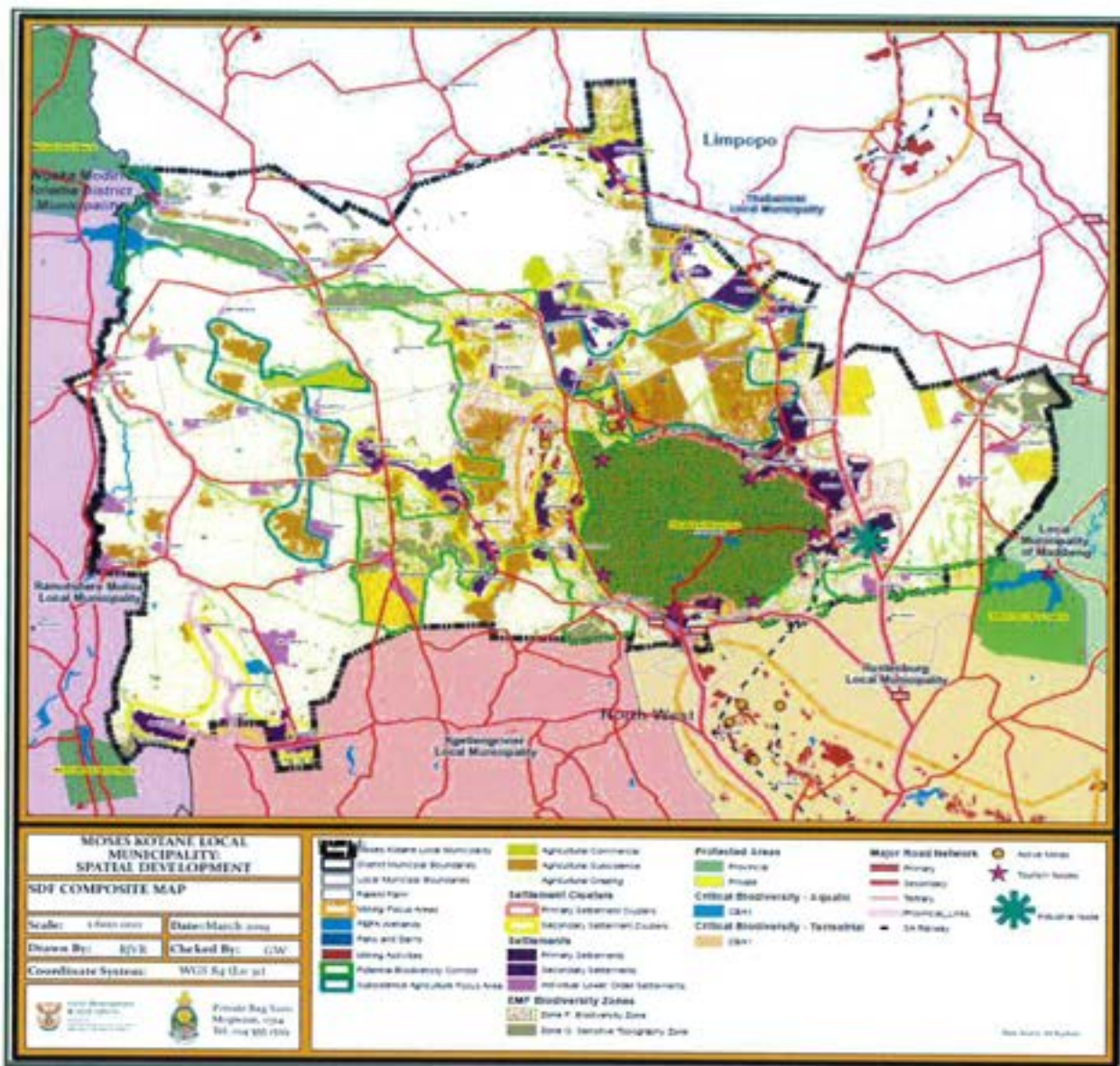
Short Term	Medium Term	Long Term
Unit 8 township establishment finalisation	Unit 6 Township establishment	Lekutung project (green development in Moruleng)
Appointment of a body to resume the responsibilities of the Municipal's Appeal Authority	Re-layout of Mogwase Unit 3 cadastral	Kubu Development (Bakubung City)
Extension of cemetery	Land Audit	Mosegedi Village (Airport)

TABLE 3: SHORT-, MEDIUM- AND LONG-TERM ACTIONS AND CHALLENGES

Short Term	Medium Term	Long Term
Appointment of a panel of professional service providers from the built environment field of study	Integrated GIS	
Unit 7 – Installation of infrastructure	Special Economic Zone	
Unit 8 Extension – installation of infrastructure	Tourism hub	
Gabonewe Estate – Development of Social Housing	Mankwe Shopping Complex	
Unit 5 North Infill Development (Erf 1830)	Bakubung/Ledig Mall	
Lesego Private Hospital	Expansion of Sun City Shopping Complex	
Mabeskraal Shopping Complex		
Installation of optic fibre in Mogwase		
Compilation of development plans for PHSDA's		

#### 4. 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 2: Composite Spatial Development Framework for Moses Kotane LM**

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

## 5. 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.

## 6. 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

## 7. 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.

## 8. 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.

## 9. 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.

## 10. 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.

## 11. 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.

## 12. 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.

## 13. Corridor Development

The Municipal Spatial Development Framework identifies development corridors to encourage development within the area of jurisdiction of the Municipality. The development corridor concept has been regarded as an important tool in spatial planning for a number of years and is being utilised to support economic growth.

The identification of development corridors is influenced by the Development Centre at each end of the corridor. Within the Municipality, the following routes were identified as development corridors:

- The R510 traversing Moses Kotane from north to south linking Mogwase with Rustenburg in the south and Thabazimbi in the north.
- A combination of the R556 and President Avenue towards Mogwase. This road forms the backbone for the Ledig, Sun City and Mogwase restructuring zone.
- The "ring road" around the Pilanesberg National Park.
- A combination of local roads from Mahobieskraal, through Mabeskraal towards Letlhakeng, from where it continues towards Obakeng and ultimately to Molatedi and onwards toward the Madikwe Game Reserve.
- The local roads linking Ramokgolela with Pella in the southwest of the Municipality.
- The declared priority housing development areas along the vicinity of Sefikile area and the Ledig-Mogwase area coincide well with the results of the well-located land assessment conducted as part of the SDF formulation. This also includes the declared Restructuring Zone within the Ledig Sun City – Mogwase Corridor.

## 14. 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: -

- a) Areas of urgent housing need where there is an established high demand and low supply of housing opportunities.

- b) Areas requiring upgrading and/or redevelopment for purposes of delivering housing choices, including subsidized housing.
- c) Areas requiring improved access to infrastructure, amenities, and services; and
- d) 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.

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

- ✓ (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.

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

**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 3 Ledig – Sun City – Mogwase PSHDA**



#### **15. Existing Land Use and Development Initiatives within the Ledig – Sun City – Mogwase PSHDA**

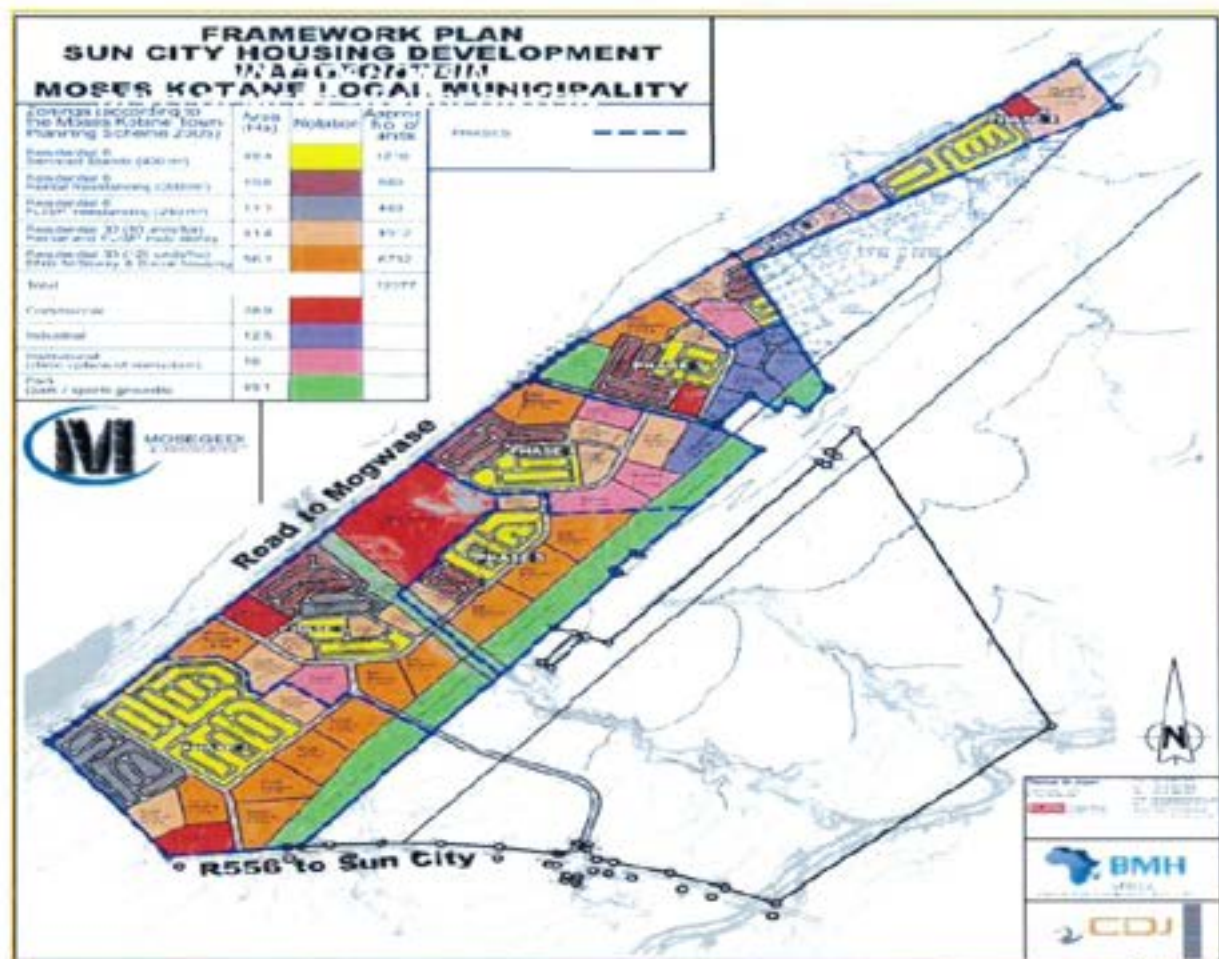
- ✓ The Bodirelo industrial area has been identified as the future Bojanala Special Economic Zone (SEZ)
- ✓ The Bojanala SEZ proposes an extension to the existing Bodirelo Industrial Township, by expanding towards the west and south.
- ✓ The development of the SEZ could be a huge catalyst towards the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

## 16. Map 4: Proposed Bojanala SEZ Development



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

## 17. Map 5: 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)

## 18. Map 6: Proposed Bakubung Smart City Development.

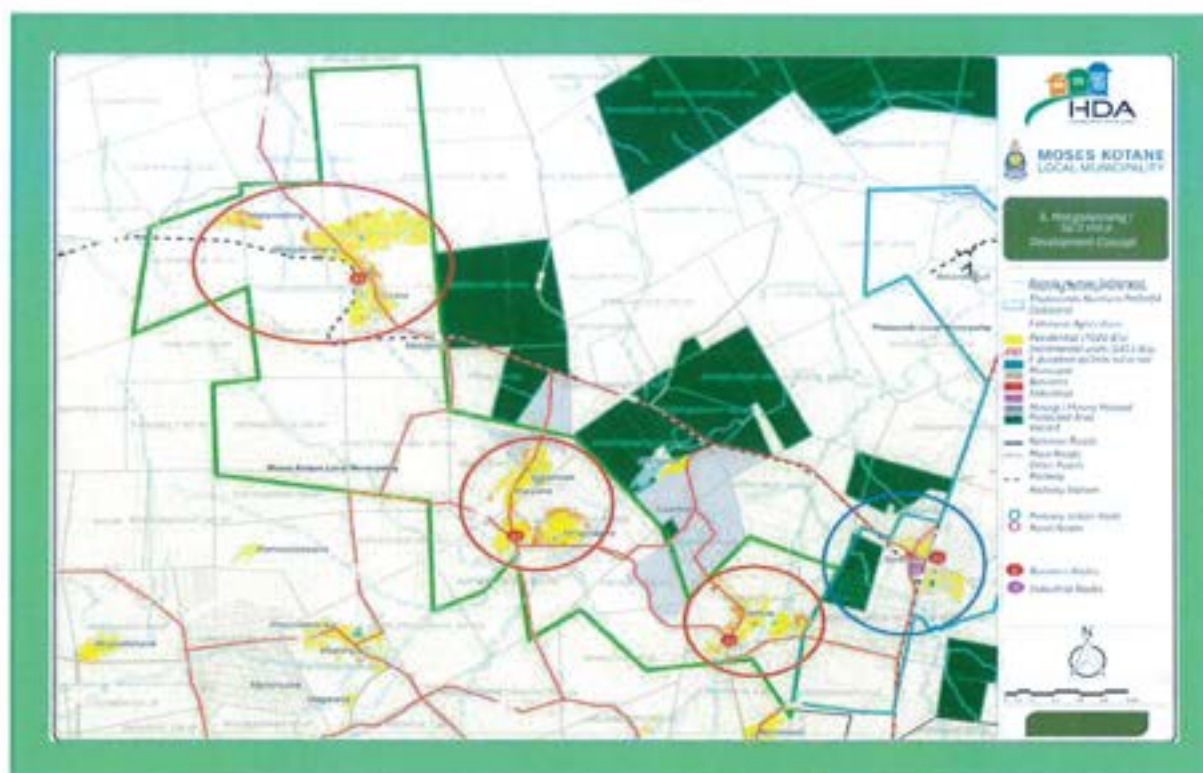


### i. Mokgalwaneng/Spitskop PSHDA

#### 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.

## 19. Map 7: Mokgalwaneng – Spitskop PSHDA

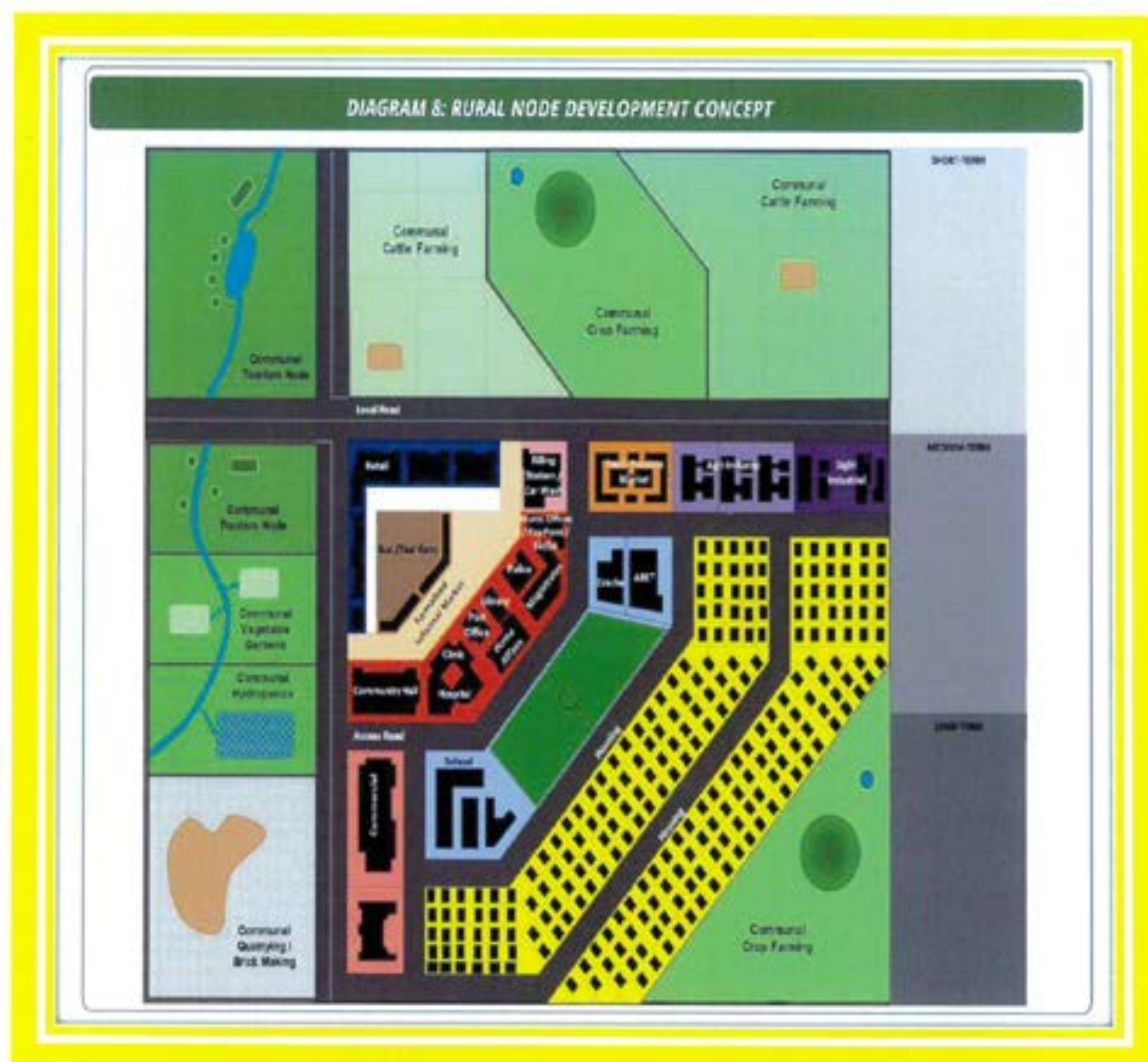


In the context of the broader functional area, Northam town is the Primary Urban Node and the rural villages to the south are to be consolidated as three Rural Nodes. The Northam Primary Node is well-located along route R510 Road earmarked to accommodate various activities, including high order business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

## 20. Map 8: Proposed Rural Node Development Concept



### 20.1 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 – The farm has already been earmarked for Mogwase Mega City Project, and therefore, it is of paramount significance to designate the property into a PSHDA.
- ✓ 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.

## **21. 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.

## **22. Land Use Scheme**

The Municipality recently 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.

## **23. 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.

### 23.1 Human Settlement Status Quo - Current New Low-Cost Housing Project

Below are houses allocated to MKLM villages and construction is ongoing.

TABLE 4: HOUSES ALLOCATED TO MOSES KOTANE LM	
Short Term	Villages and household allocation
Ntswana Le Metsing (100)	Ngwedding (100)
Ledig (100)	Mogodishane (100)
Bapong (100)	Maretlwane (100)
Masekoloane (100)	Sesobe (200)
Mopyane (100)	Motlhabe (100)
Kameelboom (100)	Tlokweng (300)
Pella (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 and Mopyane 100 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.

## 23.2 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.

## SECTION I: KPA 6 – GOOD GOVERNANCE AND PUBLIC PARTICIPATION

### 1. Council Oversight Structures

The Municipality has established the following committees to ensure efficient oversight over the Municipality's administration:

- Council Executive Committee
- Portfolio committees
- MPAC Audit Committee

These structures are in place, fully functional, fully resourced, and require continuous capacitation for better sustainable delivery of basic services. In terms of Section 81 of the Municipal Structures Act, all traditional authorities within the Moses Kotane Local Municipality need to be given the opportunity to participate, and to participate, in Municipal Council Meetings. To date no one is sitting, nor were allocated seats in Council sittings.

### Below are Ward Councillors and Proportional Councillors

TABLE 1: WARD AND PROPORTIONAL COUNCILLORS

Name & Surname	Ward	Villages	Political Party
<b>Ward Councillors</b>			
Cllr Tebogo Sephoti	1	Goedehoop; Molatedi; Obakeng; Welgeval /Losmetjerie; De Brak; Welverdiend/Nonceba; Dwarsberg /Dinokaneng; Rampampaspoort Mankaipaya	ANC
Cllr Sipho Kalipa	2	Sesobe; Ramotlhajwe; Montsana; Khayakhulu; David Katnagel /Maretlwane; Pitsedisulejang; Letlhaken; Ramokgolwa	ANC

TABLE 1: WARD AND PROPORTIONAL COUNCILLORS

Name & Surname	Ward	Villages	Political Party
<b>Ward Councillors</b>			
Cllr Stephina Mashishi	3	<b>Portfolio Head – Budget &amp; Trasury Office (BTO- Finance)</b> Mmatau; Masekolwane; Siga; Moubane; Manamela; Voordonker	ANC
Cllr Samuel Masokwane	4	Uitkyk 1; Uitkyk 2; Koffiekraal	ANC
Cllr Noah Ditsele	5	Kraalhoek; Disake Matlametlo	ANC
Cllr Justice Mabaso	6	Dekameelkuil/Marapallo; Motlhabe; Nkogolwe; Mantsho/Maskietlandskuil; Mogoditshane; Mapaputle; Molorwe/Jansko; Ramoshibitswana; Kameelboom	ANC
Cllr Itumeleng Serole	7	Sefikile; Khwetsheza/Quecheza	ANC
Cllr Nelson Sefora	8	Legkraal; Magalane; Magong; Ntswanalemetsing; Mononono; Ramasedi; Ngweding	ANC
Cllr Herman Magoleng	9	Moruleng; Raserapane; Greenside; Lesunyana, Matlotleng, Vuka, Matangwana Ramog; Lesetlheng	ANC
Cllr Itumeleng Sekoboane	10	Sandfontein Sections; Boikhutso; Sepeding; Bakgatlheng); Leagajang Sections	ANC
Cllr Efesia Matshereng	11	<b>MPAC Chairperson</b> Bojating; Phadi/Pylkop, Mmorogong	ANC
Cllr Bontle Bosielo	12	Ramokokastad Sections: Stateng; Selosesha; Niniva; Villa Park; Lotwane & Thabeng Sections	ANC
Cllr Fortune Luvuno	13	Mogwase Stands, Mabele a Podi	ANC
Cllr Mpho Raboroko	14	Bakgatlheng Section 1; Sunfield Section; Pharama 2 Section	ANC
Cllr Tshidi Kgotlhang	15	Lerome South; Lerome Thabeng, Rantsubane Section; TT Section	ANC
Cllr Mogomotsi Mogale	16	Dikweipi 1 and 2 (R510) Road; Welgeval Block 1 – 4; Agrico Block 6); Welgeval Block 5 (Raphurere)	ANC
Cllr Kopano Khunou	17	Lerome Mositwana; Mositwana East; Leruleng; Phola Park	ANC
Cllr Mmamiki Radiokana	18	Pella; Kortloof / Letlhakane	ANC
Cllr Sello Hlojane	19	Pella; Madikwe	ANC
Cllr Motsisi Mogapi	20	<b>Portfolio Head – Corporate Support Services</b> Tlokweng	ANC
Cllr Tshepo Khumalo	21	Seshibitswe; Vrede; Tlokweng	ANC
Cllr Kabelo Letsatsi	22	Manamakgotheng Sections: Mositwana; Madibaneng; Selocha; Tlapane; Mabatlane; Maeraneng & Tswereng sections. Legogolwe Lesetlheng Sections Lekubung; Lekutung & Tswaaneng Sections	ANC
Cllr Thobego Mogaki	23	Seolong; Ratau; Ntsweng; Makweleng; Mabeskraal	ANC
Cllr Seanokeng Sekao	24	Makoshong; Mabeskraal	ANC
Cllr Peter Kanaomang	25	Mabaalstad; Holfontein /Rietfontein;	ANC

TABLE 1: WARD AND PROPORTIONAL COUNCILLORS

Name & Surname	Ward	Villages	Political Party
<b>Ward Councillors</b>			
		Bapong; Leretlweng	
Cllr Nkeko Letlape	26	Makoshong 2; Makoshong 2 Extension; Tweelagte; Lengeneng; Phalane	ANC
Cllr Shimane Sibanda	27	Witraantjie; Mmorogong Makgophe; Maologane; Tlathlaganyane; Mabelleng	ANC
Cllr Peter Radikeledi	28	Selossha; Reagile /Casablanca; Lekwadi; Kagiso 1; Kagiso 2; Letlhabile (Upper & Lower); Hospital View	ANC
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	ANC
Cllr Mookamedi Thale	31	Segakwana; Phuting; Huma; Manamakgotheng Sections: Poela; Rampipi; Taung; Matetswana; Mositwana; Vergenoeg; Matlotleng; Morokwaneng; Ramautsu; Serobege Sections	ANC
Cllr Obakeng Pilane	32	Moruleng Sections: Ramonkgwe & Malebye sections; Mabodisa; Ramolope; Marapallo; Raserapane (From Mall to the Stadium) Moruleng Section: Makresteng & Molapong	ANC
Cllr Thato Mosako	33	Mogwase Units: Units 1; Unit 2; Unit 3; Unit 4; Unit 5 North & Unit 5 South	ANC
Cllr Precious Muleya	34	Mantserre, Mopyane	ANC
Cllr Lucky Pitso	35	Mogwase Unit 8, Mogwase Portion Unit 1	ANC

TABLE 2: PROPORTIONAL COUNCILLORS

Cllr Name & Surname	Political Party
<b>Proportional Representatives (PR)</b>	
Cllr Nketu Nkotsoe	The Mayor: ANC
Cllr Gugulethu Mtshali	The Speaker: ANC
Cllr Lucky Moate	The Single Whip: ANC
Cllr Manganye Solomon Mosweu	Portfolio Head Community Services: ANC
Cllr Tshethane Dithothi Rebeccah	Portfolio Head Planning & Development: ANC
Cllr Caroline Motshabi	Portfolio Head Local Economic Development: ANC
Cllr Ramokopelwa Hazel	Portfolio Head Infrastructure & Technical Services: ANC
Cllr Matshaba Maria Ziphora	ANC
Cllr Deleki Nomawisile	ANC
Cllr Mashimo Ratselana Ezekiel	ANC
Cllr Lukhele Rose Mmapula	ANC
<b>Proportional Representatives (PR)</b>	
Cllr Madisa Tshepang Godfrey: EFF	
Cllr Mpangevha Margaret: EFF	
Cllr Matshoba Naomi Manosi: EFF	
Cllr Tshailane Sophie Mmapitse: EFF	
Cllr Mathe Andries Monosi: EFF	
Cllr Mollo Nthabiseng: EFF	

**TABLE 2: PROPORTIONAL COUNCILLORS**

Cllr Name & Surname	Political Party
<b>Proportional Representatives (PR)</b>	
Cllr Moroka Lebogang Moses: EFF	
Cllr Mabalane Kedibone Charlotte: EFF	
Cllr Molefe Morgan Thuthugang: EFF	
Cllr Mokotedi Tumisang: EFF	
Cllr Mogorosi Herman Lebogang: EFF	
Cllr Marakalala Senkgane Brunny: EFF	
Cllr Modisakeng Enoch: EFF	
Cllr Motsoenyane Mmakgolane Ziphora: DA	
Cllr Rampe Rebaona Ronald: DA	
Cllr Motsoasele Mildred: Bana Ba Thari	
Cllr Mosebo Otshepeng: Forum 4 Service Delivery	
Cllr Chaka Chris: Tsogang Civic Movement	
Cllr Chibelu Beauty: Tsogang Civic Movement	
Cllr Moeng Toto Johannes: Independent for Communities (IFC)	
Cllr Maretele Joy Boitumelo: UCDP	
Cllr Machete Patricia: AIC	

**c) Traditional Leaders, villages and their Councillors**

<b>TABLE 3</b>					
No	Traditional Leaders	Traditional Council	Villages	Wards	Ward Councillors
1	Kgosi BFM Matlapeng	Batlakwa Bo Kgosi	Molatedi	1	Cllr Tebogo Sephoti (072 767 6374) (079 046 8234)
2	Kgosi OTS Maotwe	Barokologadi Ba Ga Maotwe	Pitsedisulejang	2	Cllr Sipho Kalipa (073 275 6490)
3	Kgosi KB Sedumedi	Batlakwa Ba Sedumedi	Letlhakeng	2	Cllr Sipho Kalipa (073 275 6490)
4	Kgosi N Maimane	Bakwena Ba Manamela	Manamela	3	Cllr Stephina Mashishi (071 176 7327)
5	Kgosi J Mogagabe	Bakwena Ba Mareaphogole	Uitkyk	4	Cllr Samuel Masokwane (078 147 3239) (071 701 7750)
6	Kgosi TS Mooketsi	Bahurutshe Ba Koffiekraal	Koffiekraal	4	Cllr Samuel Masokwane (078 147 3239) (071 701 7750)
7	Kgosi J Ramokoka	Baphalane	Ramokokastad	11	Cllr Efesia Matshereng (082 558 3517)
				12	Cllr Bontle Bosielo (073 243 9798)
8	Kgosi S Monnakgotla	Bakubung Ba Ratheo	Ledig	14	Cllr M Raboroko (076 471 0477)
				28	Cllr P Radikeledi (067 199 7391)
				30	Cllr A Sebalo (078 299 2257)
9	Kgosi GR Gasebone	Bakwena Ba Morare	Pella	18	Cllr Mmamiki Radiokana (082 099 3476)
				19	Cllr Sello Hlojane (072 395 4596)
10	Kgosi L Motsatsi	Batlakwa Ba Bogatsu	Tlokweneng	20	Cllr Motsisi Mogapi (082 616 6238)
11	Kgosi NJ Sefanyetso	Bataung	Seolong	23	Cllr Thobego Mogaki (076 471 0477)
					Cllr M Thobego

TABLE 3					
No	Traditional Leaders	Traditional Council	Villages	Wards	Ward Councillors
12	Kgosi M Mabe	Bathako Ba Matutu	Mabeskraal	23	(076 471 0477)
				24	Cllr N Sekao (084 396 5621)
13	Kgosi LM Mogale	Bapo II	Bapong	25	Cllr Peter Kanaomang (066 195 1871)
14	Kgosi EM Mabalane	Baphiring	Mabaalstad	25	Cllr Peter Kanaomang (066 195 1871)
15	Kgosi ZG Shongoane	Batlhalerwa	Tweelagte	26	Cllr N Letlape (072 718 2045)
16	Kgosi B Leema	Batlhako Ba Leema	Tlhatlhaganyane	27	Cllr Shimane Sibanda (064 750 1550)
17	Kgosi R Lenchwe	Bakgatla Ba Kgafela	Goedehoop, Molatedi, Obakeng, Welverdiend (Nonceba), Welgeval (Los Meitjerie), De - Brak, Dwarsberg (Dinokaneng), Mankaipaya, Rampampaspoort.	1	Cllr Tebogo Sephoti (072 767 6374) (079 046 8234)
			Disake, Kraalhoek, Matlametlo	5	Cllr Noah Ditsela (073 700 9956)
			Nkogole, Mantsho, Motlhabe, Molorwe, Mapaputle, Ramoshibitswana, Kameelboom, Mogoditsane, Marapallo (Dekameelkuil).	6	Cllr Justice Mabaso (066 543 1977)
			Sefikile.	7	Cllr Itumeleng Serole (073 422 5970)
			Ramasedi, Ngweding, Magong, Ntswanalemetsing, Magalane, Legkraal, Mononono	8	Cllr Nelson Sefora (082 256 1042)
			Moruleng Sections (Raserapane, Greenside, Lesunyana, Matlotleng, Vuka, Matangwana); Ramoga; Lesetlheng	9	Cllr Herman Magoleng (081 854 0891)
			Sandfontein (Boikhutso, Sepeding, Sekgatlheng); Leagajang, Arthursview	10	Cllr Itumeleng Sekoboane (063 822 9379)
			Mabele a Podi	13	Cllr Fortune Luvuno (082 840 5797)
			Lerome South; Lerome Thabeng; Rantsubane Section; TT Section	15	Cllr Tshidi Kgatlhang (079 475 3001) (073 074 4567)
			Lerome South; Lerome Thabeng; Rantsubane Section; TT Section	16	Cllr Mogotsi Mogale (072 538 4381)
			Lerome Mositwana; Lerome East; Leruleng; Phola Park; Ramonkgwe	17	Cllr Kopano Khunou (072 061 2831)
			Manamakgotheng (Mositwana, Madibaneng, Selocha, Tlapane, Mabatlane, Maeraneng, Tswereng), Lesetlheng, Legogolwe	22	Cllr Kabelo Letsatsi (076 128 4977)
			Mokgalwana	29	Cllr Phillista Mabula (072 487 6732)

TABLE 3					
No	Traditional Leaders	Traditional Council	Villages	Wards	Ward Councillors
			Segakwaneng & Huma, Phuting,Manamakgotheng (Poela, Rampipi, Taung, Matetswane,Mositwana, Vergenoeg, Matlotleng, Morokwaneng, Ramautsu, Serobege).	31	Cllr Mookamedi Thale (064 946 1005
			Moruleng Sections (Malebye, Mabodisa, Ramolope, Marapallo); Moruleng Sections (Raserapane, Sedibelo, Phiribatho); Moruleng Sections (Makresteng, Molapong)	32	Cllr Obakeng Pilane (084 430 1006)
	Kgosi R Lenchwe	Bakgatlha Ba Kgafela	Mmopyane,	34	Cllr Precious Muleya (067 382 2852)
	Kgosi Ramokoka	BaPhalane	Mmantserre		
Deceased Traditional Leaders					
1.	Kgosi MS Zibi	Amahlubi	Khayakhulu	2	Cllr Sipho Kalipa (073 275 6490)
2.	Kgosi TA Mooketsi	Bahurutshe Ba Mokgaotsi	Brakkuil	4	Cllr Samuel Masokwane (078 147 3239) (071 701 7750)
3.	Kgosi BJ Sefanyetso	Bataung Ba Moubana	Moubana	3	Cllr Stephina Mashishi (071 176 7327)
4	Kgosi Maseloane	Bakwena Ba Matutu	Mmatau	3	Cllr Stephina Mashishi (071 176 7327)

## 2. Communication

A Communication Strategy in place. The unit operates with only three officials for all events and the marketing of the institution. This document outlines the municipality's strategies and processes of communication with all municipal stakeholders.

## 3. Public Participation

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 will revive the Imbizo Program.

#### 4. Public Participation Priorities and Strategic Objectives

TABLE 5: PUBLIC PARTICIPATION PRIORITIES AND STRATEGIC OBJECTIVES		
No.	Municipal Priorities 2023/2024	Strategic Objectives
1.	Water and Sanitation	To develop and maintain infrastructure to provide basic services.
2.	Roads and Storm water	To develop and maintain infrastructure to provide basic services.
3.	Economic Development ▪ Climate Change	To create an enabling environment for social development and economic growth.
4.	Municipal Budget ▪ Debt Collection and ▪ Revenue Enhancement	Sound financial management: adherence to all laws and regulations as prescribed to local government.
5.	Development Planning ▪ Land availability for Human Settlement ▪ Residential area ▪ Business and Agriculture	To establish economically, socially, and environmentally integrated sustainable land use and human settlement.
6.	Community Participation and Communication	To ensure ethical and transparent governance that is responsive to community needs and encourage public participation.
7.	Institutional Development ▪ Information Communication and Technology	To promote accountability, efficiency and professionalism within the organization.
8.	Solid Waste and Environment and Disaster Management ▪ Waste Collection ▪ Disaster Management ▪ Climate Change	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment.
9.	Sports and Recreation	To develop and improve community infrastructure facilities, public safety, disaster emergencies and healthy environment.

#### 5. Performance Management Systems

The municipality ensures that an application is made to the LGSETA for discretionary grant funding. This funding, when approved, will be used to capacitate both the employed and unemployed learners throughout the municipality to ensure that local residents are capacitated, and reduction of poverty and inequality is realised. The municipality never used the mandatory grant from the LGSETA to offer study assistance to employees who wish to study at accredited institutions of higher learning. In recent years employees were either studying using their own funds and others owe money to various institutions.

Training is governed by the Skills Development Act, which is very prescriptive in the manner in which training must take place and the targets that must be adhered to, as well as the employment equity targets which should be reached.

## **6. Critical Challenge raised on road infrastructure**

The main challenge is the huge percentage of backlog for municipal roads. The Municipality depends fully on the Municipal Infrastructure Grant (MIG) for the implementation of roads projects and the grant is never sufficient to make an impact on backlogs as it is also utilized on other infrastructure projects other than roads. Due to lack of funds, currently there is no Master Plan that is in place, causing poor planning for municipal roads and storm water drainage. Most of the access roads and internal streets are not paved or tarred as the municipality lacks enough funds to implement the project.

Most of the Municipality's gravel roads are in a bad condition and currently there are insufficient resources. Some of municipal resources are evenly shared amongst the two (2) roads maintenance clusters. There is a shortage of skilled personnel in the municipal roads maintenance unit. The provincial Roads and Transport Department which is also responsible for the operation, maintenance and management of provincial networks of roads has huge capacity constraints thereby causing the municipality with its limited resources to take over the operation and maintenance of some provincial roads.

## **7. Interventions**

A funding model for the MIG must be reviewed in order to ensure that allocations are distributed in a manner that will create an impact to municipal backlogs over a certain period. Roads Master Plans must be developed in order to ensure proper planning for Roads and Storm water drainage, also focusing on access roads and reduction of internal road. This will also boost our Tourism and Economic Development. However, such decisions when taken- require communities to agree.

There must be an increase in the number of resources and recruitment of skilled personnel for municipal roads maintenance. The Department of Public Works and Roads must also allocate sufficient funds to create an impact on the backlog for the provincial roads. The re-gravelling and maintenance of some internal streets were completed but due to lack of maintenance in rural areas – the municipality encounter dilapidation

# **SECTION J: STRATEGIC DEVELOPMENT**

## **1. Strategic Intent**

The planning system currently occupies the centre stage at the respective spheres of government, and they have an overarching role. 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.

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.

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, which not funded and requires collaboration of other stakeholders.

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.

**"A caring municipality underpinned by minerals, agriculture 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.

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

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 82: MISSION STATEMENT**

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

**TABLE 82: MISSION STATEMENT**

Value	Description
Human dignity	Concentrate on Council's core activities in a consistent manner, in playing oversight role to implementation

## 2. 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.

**Opportunities:** Opportunities include any favourable current prospective situation in the organisation's environment, such as a trend, markets, changes or overlooked needs that supports the demand for a product or service and permits the organisation to enhance its competitive position. 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.

**Threats:** 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.

## 3. Alignment Strategic Processes

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 processes:

#### 4. Alignment of KPAs, Strategic Goals, Goal Statement and Goal Outcome

TABLE 83: ALIGNMENT OF KPAs, STRATEGIC GOALS, GOAL STATEMENT AND GOAL OUTCOME			
KPA Description	Strategic Goal	Goal Statement	Goal Outcome
<b>KPA 1:</b> Basic Services Delivery and Infrastructure Development	Reliable and Sustainable Basic Service Delivery	The primary focus of this goal is the eradication of service backlogs, balanced with community need priorities and funded by means of own resources and available conditional grants.	Provision of basic services to all households in the municipality
<b>Municipal Priority</b> 1. Water and Sanitation 2. Roads and Storm Water 3. Sports and Recreation 4. Solid Waste and Environment	Provision of Quality and Sustainable Community Services	To create a safe and healthy environment within the community, inclusive of social amenities	Healthy environment
<b>KPA 2:</b> Local Economic Development	A Conducive Environment for Sustainable Economic Growth	To ensure a conducive environment for sustainable economic growth.	Economically thriving communities
<b>KPA 3:</b> 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> 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 5:</b> Good Governance and Public Participation and Communications	Ethical and Accountable Institution  (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 6:</b> Municipal Transformation and Organisational Development	Aligned Organisational Structure with Municipal Regulations and Skilled Workforce	Implementation of municipal regulations, optimising human capital through the development of employee capacity building and skills transfer and the improvement of knowledge management through continuous training and mentorship programmes	Capacitated service delivery workforce

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

TABLE 4: MUNICIPAL 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  Electricity Provision (High mast Lights and Street Lights)	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
		Reduce water demand in urban areas to 15% below the business-as-usual scenario by 2030.	
		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 4: MUNICIPAL 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	<p>Sound financial management: adherence to all laws and regulations as prescribed to local government</p> <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 12: Building safer communities
5. Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	<p>A corruption-free society; a high adherence to ethics throughout society and a government that is accountable to its people.</p> <p>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.</p>	Chapter 14: Fighting corruption  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> <li>Strong and efficient spatial planning system, well integrated across the spheres of government</li> </ul>	Chapter 8: Transforming human settlements

**TABLE 4: MUNICIPAL PRIORITIES /KEY PERFORMANCE AREAS, NATIONAL DEVELOPMENT TARGETS AND PLANS**

Municipal Priorities	Key Performance Areas	National Development Plan Targets	National Development Plan
		<p>Make early childhood development a top priority among the measures to improve the quality of education and long-term prospects of future generations</p> <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>	<p>Chapter 9: Improving education, training and innovation</p> <p>Chapter 10: Health care for all</p> <p>Chapter 11: Social protection</p>
		To develop and maintain infrastructure to provide basic services	Chapter 12: Building safer communities
Disaster Management		Disaster Management	Chapter 12: Building safer communities

## 6. 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 2: 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.

## **7. 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.

<b>TABLE: MILLENNIUM DEVELOPMENT GOALS</b>	
<b>Goals</b>	<b>Activities</b>
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.

**TABLE: MILLENNIUM DEVELOPMENT GOALS**

Goals	Activities
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.

## 8. 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.

The 14 National Outcome Delivery Agreements are discussed in the table below:

**TABLE 5: 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> </ul>

**TABLE 5: 14 NATIONAL OUTCOME DELIVERY AGREEMENTS**

Outcome	Activity	Goals	Roles
			<ul style="list-style-type: none"> <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 <b>Reliance on MIG grants and rural in nature</b>	Training and capability development will inform Council to improve the skills and capacity of the workforce and political structure
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

**TABLE 5: 14 NATIONAL OUTCOME DELIVERY AGREEMENTS**

Outcome	Activity	Goals	Roles
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 MCPP 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	To contribute to the attainment of the developmental state through active community involvement
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	Broader engagements with traditional authorities on their ceremonies to enhance nation building and social cohesion through the preservation of culture in all 107 villages

## **9. 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 basic services
5. Priority 5: Spatial integration, human settlements, and local government
6. Priority 6: Social cohesion and safe communities
7. Priority 7: A better Africa and world

### **9.1 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.

**9.2 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.*

### **9.3 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.

## **9.4 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.

## **9.5 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**

There is one mode of public transport in the municipal area viz road transport. The dominant public transport mode is the minibus taxi while another form of public transport, which is Bojanala bus services. The other transport mode is donkey carts and bicycle mostly used in rural areas by various villages and communities. The challenge is MKLM doesn't have its own public transport and the vastness of villages make communities to wake early hours to make it for their different employ. In most villages the only available transport is between 5H00 in the morning and 18H00 leaving most commuters stranded outside these stipulated times. The movements of these modes of public transport is towards all the nodal points mentioned in our spatial planning. Between Mogwase and Sun City still a hassle to get transport and reach your destination in time.

## **9.6 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.

### **9.7 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

PROJECT NUMBER	PROJECT DESCRIPTION	WARD	STATUS	WATER			TOTAL CAPITAL BUDGET		
				2023/2024	2024/2025	2026/2027	2025/2026	2026/2027	FUNDER
INFRASTRUCTURE & TECHNICAL SERVICES WATER PROJECTS									
Financial Year: 2023/2024 – 2026/2027									
MKW – 74	Construction of Lerome (Thabeng Section) Water Supply	15	Adjusted	16 045 053.63					MIG
MKW – 79	Construction of Manamakgotheng Reservoir and Bulk Water Supply Phase II	22/31	Completed	15,378,956.00					WSIG
MKW – 94	Construction of Mahobieskraal Bulk Water Supply and Reticulation	30	Adjusted	13,001,572.84					WSIG
MKW – 116	Ledig Water Supply Various Sections	14/28/30	Adjusted	34,212,580.32		9,459,101.84 (Approved)			MIG
MKW – 123	Construction of Tweelagte Water Supply (Phase III)	26	New	0		8,000,000.00 (Awaiting Approval)		8,000,000.00	WSIG
MKW – 124	Design of Tweelagte Water Supply Phase 4, New Stands	26	Adjusted	0		Design R2,200,000.00 (Awaiting Approval)		Construction 15,000,000.00 (Awaiting Approval)	MIG
MKW – 125	Construction of Maeraneng Water Supply	22	Ongoing	8,200,000.00		11,659,471.00 (Approved)			MIG
MKW – 127	Construction of Segakwaneng Water Supply	31	Adjusted	18,200,000.00		26,163,955.46 (Approved)			MIG
MKW – 130	Design & Construction of Sandfontein Water Supply Phase 2, Boikhutso Ext.	10	Adjusted	Design 1,500,000.00		Construction 7,200,000.00 (Awaiting Approval)		20,000,000.00	MIG
MKW – 131	Construction of Manamakgotheng Water Reticulation	31	Ongoing	17,000,000.00		20,382,343.42 (Approved)			MIG
MKW – 132	Upgrading Water Treatment plant in Molatedi – Molatedi Ground Water source developed.	1	Adjusted	3,736,891.71		8,000,000.00 (Awaiting Approval)		16,000,000.00	MIG
MKW – 133	Design & Construction for Replacement of Mogwase Asbestos Pipe	13/33/35	New	Design 2,200,000.00		Construction 15,000,000.00 (Approved)		20,000,000.00	MIG

PROJECT NUMBER	PROJECT DESCRIPTION	WARD	STATUS	TOTAL CAPITAL BUDGET				FUNDER
				2023/2024	2024/2025	2025/2026	2026/2027	
MKW - 135	Construction of Mabeskraal to Uitkyk Bulk Water Pipeline Phase I	23	Adjusted	35,606,504.87	8,000,000.00 (Approved)			WSIG
MKW - 135	Mabeskraal to Uitkyk Bulk Water Pipeline Phase II	23	New		8,391,922.29 (Awaiting Approval)	7,000,000.00		WSIG
MKW - 141	Design of Greater Saulspoort Bulk water augmentation		Adjusted	1,000,000.00	5,000,000.00 (Awaiting Approval)	10,000,000.00		WSIG
MKW - 142	Madikwe bulk water augmentation scheme	19	New		Design 2,000,000.00 (Awaiting Approval)	20,000,000.00		WSIG
MKW - 146	Mabaalstad Water Supply	25	New			2,800,000.00	25,000,000.00	MIG
MKW - 147	Moubane Water Supply	3	New			2,800,000.00	25,000,000	MIG
MKW - 148	Design of David Katnagel water supply	2	New	1,000,000.00	Construction 6,000,000.00 (Approved)	10,000,000		WSIG
MKW - 149	Construction of reservoir Bojating	11	New				22,000,000.00	WSIG
MKW - 150	Construction of a balancing tank (Ward 8 - Ngweding)		New				10,000,000.00	WSIG
MKW - 151	Water conservation and Demand Management in Mogwase	13/33/35	New		5,000,000.00 (Awaiting Approval)			WSIG
ROLL OVER								
MKW - 117	Upgrading of Madikwe Water Treatment Plant Phase II (Vrede & Seshibitswe)	21	Roll Over	1,834,540.00				WSIG

## SANITATION

PROJECT NUMBER	PROJECT DESCRIPTION	WARD	STATUS	TOTAL CAPITAL BUDGET			FUNDER
				2023/2024	2024/2025	2025/2026	
INFRASTRUCTURE & TECHNICAL SERVICES SANITATION PROJECTS							
Financial Year: 2023/2024 – 2026/2027							
MKS – 90	Rural Sanitation Programme – Supply & Installation of VIDP in Segakwaneng	31	Adjusted	1,666,666.67	1,666,666.67 (Awaiting Approval)		WSIG
MKS – 92	Rural Sanitation Programme – Supply & Installation of VIDP in Leruleng	17	Adjusted	1,666,666.67	1,666,666.67 (Awaiting Approval)		WSIG
MKS – 93	Rural Sanitation Programme – Supply & Installation of VIDP in Makoshong	26	Adjusted	1,666,666.67	1,666,666.67 (Awaiting Approval)		WSIG
MKS – 94	Rural Sanitation Programme – Supply & Installation of VIDP in Phalane	26	New		3,000,000.00 (Awaiting Approval)		WSIG
MKS – 95	Rural Sanitation Programme – Supply & Installation of VIDP in Manamakgotheng	22/31	New		3,000,000.00 (Awaiting Approval)		WSIG
MKS – 96	Refurbishment of Mogwase Waste Water Treatment Plant	33/35	Adjusted	4,391,922.29	25,608,077.70 (Awaiting Approval)	16,000,000.00	WSIG
MKS – 97	Upgrading of Madikwe Sewer Network	19	New		1,000,000.00	14,000,000.00 (Awaiting Approval)	WSIG
MKS – 98	Upgrading of Mogwase Waste Water Treatment Plant	33/35	New			35,000,000.00	WSIG

## ROADS & STORMWATER

PROJECT NUMBER	PROJECT DESCRIPTION	WARD	STATUS	TOTAL CAPITAL BUDGET			FUNDER
				2023/2024	2024/2025	2025/2026	
INFRASTRUCTURE & TECHNICAL SERVICES ROADS & STORMWATER							
Financial Year: 2023/2024 – 2026/2027							
MKRS – 89	Vrede Storm water (Phase III)	21	Completed	3,941,980.65			MIG
MKRS – 93	Oudekkers Road	18	Ongoing	20,565,753.66			MIG
MKRS – 95	Rehabilitation of Matau Internal Roads	3	Adjusted	14,972,267.00	17 784 286.80 (Approved)		MIG
MKRS – 96	Design Tlokweng Internal Roads	20/21	New		Design 1,750,000.00 (Awaiting Approval)	10,000,000.00	MIG
MKRS – 97	Design Rehabilitation of Welverdiend Internal Roads	1	New		Design 1,750,000.00 (Awaiting Approval)	10,000,000.00	MIG
MKRS – 99	Rehabilitation of Mabele a Podi Internal roads and storm water	13	Ongoing	14,737,805.22	11,190,861.23 (Approved)		MIG
MKRS – 100	Design Rehabilitation of Mogwase internal roads	13/33/35	Adjusted	0	Design 2,000,000.00 (Awaiting Approval)	10,000,000.00	MIG
MKRS – 101	Rehabilitation of Kraalhoek internal roads	04	Design	1,500,000.00	7,800,000.00 (Awaiting Approval)	10,000,000.00	MIG
MKRS – 102	Goedehoop and Losmytjerie Nonceba internal roads and storm water (designs)	01	New		Design 2,000,000.00 (Awaiting Approval)		MIG
MKRS – 103	Upgrading of Stormwater Management – Goedehoop, Nonceba, and Losmytjerie	01	Adjusted	0	Construction 7,000,000.00 (Awaiting Approval)	10,000,000.00	MIG
MKRS – 104	Mabeskraal internal roads and stormwater	23/24	New			5,000,000.00	MIG

# ELECTRICITY – HIGH MAST LIGHTS

PROJECT NUMBER	PROJECT DESCRIPTION	WARD	STATUS	2023/2024	2024/2025	2025/2026	2026/2027	FUNDER
INFRASTRUCTURE & TECHNICAL SERVICES ELECTRICITY – HIGH MAST LIGHTS								
Financial Year: 2023/2024 – 2026/2027								
MKELC – 106	Installation of high mast lights Cluster A – Dinokaneng (5)	1	Adjusted	189,946.86				MIG
MKELC – 107	Installation of high mast lights Cluster A Uityk (3)	4	Adjusted					MIG
MKELC – 109	Installation of high mast lights Cluster A – Mapaputle (3)	6	Adjusted	501,100.00				MIG
MKELC – 112	Energizing of High Mast Lights and Community Halls (Mositwane, Sandfontein, Mokgalwaneng & Monono) from previous Financial Years	8,10,17,29	Adjusted	4,962,934.90	5,000,000.00 (Awaiting Approval)	6,000,000.00	7,000,000.00	MIG
MKELC – 120	Replacement of HPS with LED Bulbs Programme		New	4,000,000.00				DMRE
ROLL OVER								
MKELC – 95	Installation of high mast lights Bapong – (4), (Cluster B)	25	Roll Over	534,188.39				MIG
MKELC – 96	Installation of high mast lights Pella – (4) (Cluster B)	19	Roll Over	498,005.15				MIG
MKELC – 98	Installation of high mast lights Masekolane – (2) (Cluster B)	3	Roll Over	160,546.30				MIG
MKELC – 99	Installation of high mast lights Greater Ledig – (17) (Cluster A)	14/28/30	Roll Over	226,822.49				MIG
MKELC – 100	Installation of high mast lights Molatedi (2) – (Cluster B)	1	Roll Over	574,647.86				MIG
MKLEC – 101	Supply & installation of high mast lights through public lighting cluster B Lerome (Mositwana), Molarwe & Ntswanalemetseing	17, 8, 6	Approved Roll Over	179,418.00				MIG

## INSTITUTIONAL DEVELOPMENT

PROJECT NUMBER	PROJECT DESCRIPTION	WARD	STATUS	2023/2024	2024/2025	2025/2026	2026/2027	FUNDER
INSTITUTIONAL DEVELOPMENT								
Financial Year: 2023/2024 – 2026/2027								
MKID – 87	Disaster Management Centre		New		Planning 2,400,000.00 (Awaiting Approval)	12,000,000.00	5,845,000.00	MIG
MKID – 88	PMU Administration Fees		Adjusted	6,127,733.00	6,978,990.00 (Approved)	6,732,297.71	7,000,000.00	MIG

## SPORTS / PARKS & RECREATION

PROJECT NUMBER	PROJECT DESCRIPTION	WARD	STATUS	2023/2024	2024/2025	2025/2026	2026/2027	FUNDER
COMMUNITY SERVICES SPORTS / PARKS & RECREATION								
Financial Year: 2023/2024 – 2026/2027								
MKSAC – 33	Refurbishment of Tlokweg Cemetery	20/21	New		7,000,000.00 (Awaiting Approval)	2,014,702.29		MIG
SOLID WASTE & ENVIRONMENT								
MKSWE – 01	Upgrading of Madikwe Landfill Site (Design)	19	Adjusted	0	1,963,990.25 (Awaiting Approval)	5,000,000.00	20,000,000.00	MIG

## 2. Stakeholders Projects

This serves to alert all internal departments to track on all projects identified within this IDP. That the department must ensure that they always enquire about progress of the projects aligned in their departments during their meetings as IDP is not always invited in such meetings. The only opportune the IDP get is through their IDP forums which happens quarterly, and most departments does not even attend to provide progress.

### Traditional Councils Projects

#### 2.1 Baphalane Traditional Council

Scope of Work	0,76 km of Paved Roads 240 m of V – Drain 1 X Pipe Crossing (Culvert) with wing walls 1,52 km Kerbing 3 X Drifts 1 X Speed Hump	Start Date Completion Date Budget	01 December 2022 31 May 2023 R8 291 878,93
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## 2.2 SEZ Proposed Projects

**TABLE 6: 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 7: 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 Ml 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 Ml 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	30Ml 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 8: BULK ELECTRICAL SERVICES PROJECTS COST ESTIMATES

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

TABLE 9: 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>

### **2.3 Bojanala District Development Focal Areas (DDM)**

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

#### **Five Key Areas**

Focus area 1: Few economic infrastructure projects that require unblocking

Focus area 2: Key catalytic projects

Focus area 3: Spatial restructuring and environmental sustainability

Focus area 4: Key project that are aimed at stimulating and diversifying the economy

Focus area 5: Immediate Local Government stabilization and institutional strengthening actions

**TABLE 10: BOJANALA DISTRICT DEVELOPMENT MODEL (DDM) PROJECTS (FROM THE INITIAL 10 PROJECTS LIST REQUESTED)**

Project Name	Project Objective	Lead	Total Budget Required	Budget Committed 2021/2022	Budget Committed 2022/2023	Budget Committed 2023/2024	Duration of the Project	Local Municipality	Focus Area
Development of Molatedi Dam as a Bulk Water Scheme	Provision of Water Supply	BPDM	1.5 Billion	0	0	0	3 years	Moses Kotane and Kgetleng Rivier Local Municipalities	1
Replacement of Aged Water Infrastructure	Reduce interruption of services and increased water supply	BPDM	200 million	0	0	0	Over 3 years	All 4 Local Municipalities	-
Waste to Energy	Provision of electricity	BPDM	13 billion	0	0	0	Over 3 years	All 4 Local Municipalities	2
Bojanala SEZ	Mogwase SEZ is aimed at transforming the Bojanala region into a sustainable hub for PGM minerals, capital equipment, renewable energy components	NWDC / BPDM	3 million	31 million	38 million	40 million	50 years	Moses Kotane Local Municipality	2 3
District Fresh Produce Markets	To establish fresh produce markets	BPDM	10 000 000	0	0	0	Over 3 years	All 4 Local Municipalities	3
District Agri Park and Industrial Hubs	Innovative system of agri-processing, logistics, marketing and training	BPDM	2 billion	25 billion	0	0	Over 3 years	Moses Kotane Local Municipality is a pilot: for all 4 Local Municipalities	3

**TABLE 11: 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
Treatment of Polluted Water from Mining	BPDM	2 Billion	0	0	0	5 years	Madibeng, Moses Kotane and Rustenburg Local Municipalities	1

## 2.4 Sector Departments Projects

### Department of Human Settlement (RDP Houses)

Village	Number of Serviced Sites	Planned Units	Budget	Progress
Ngweding	0	20	R2 667 940	Project Under Construction
Mogoditshane	0	40	R5 335 880	Project Under Construction
Ntswanalemetsing	0	40	R5 335 880	Project Under Construction
Ledig	0	40	R5 335 880	Project Under Construction
Bapong	0	40	R5 335 880	Project Under Construction
Moubane	0	12	R1 600 764	Project Under Construction
Military Veterans	0	6	R1 667 442	Project Under Construction (Newly awarded)
Mothabe	0	12	R1 600 764	Project Under Construction
Maretwane	0	12	R1 600 764	Project Under Construction
Pella	0	30	R4 001 910	Project Under Construction
Tlokweneng	0	20	R2 667 940	Project Under Construction
Mopyane	0	2	R266 794	Project Under Construction
Mothabe	0	20	R2 667 940	Project Under Construction
Kameelboom	0	1	R133 397	Project Under Construction
Masekolane	0	14	R1 867 558	Project Under Construction

Mabele a Podi Phase 1	0	9	R1 200 573	Project Under Construction(Newly awarded)
Mabele a Podi TS Construction	335	0	R18 624 325	Project Under Construction for installation of services
Mabele a Podi Thavhani	364	0	R20 236 580	Project Under Constructionfor installation of services
Mabele a Podi Itsegodira	320	0	R17 790 400	Project Under Construction for installation of services
Mabele a Podi Vince Homes	384	0	R21 348 480	Project Under Construction for installation of services
Phadi	0	0	R3 000 000	Project Under Construction for dolomite investigation

#### Department of Health

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date	Years from previous	Main appropriation (22/23)	Main appropriation (23/24)	Main appropriation (24/25)
Moses Kotane Hospital Sewer Treatment Plant	Maintenance and Repairs	R16 197 011	R -		R1 169 000	R -	R -
Moses Kotane Hospital Maintenance Phase 2	Maintenance and Repairs	R -	R -		R1 982 000	R4 400 000	R1 400 000
Madikwe Clinic-HT	New or Replaced Infrastructure	R1 579 522	R79 522		R2 000 000	R -	R -
Ramokokastad Clinic Parkhome	Rehabilitation, Renovations & Refurbishment	R1 905 770	R1 096 067		R1 000 000	R -	R -
Moruleng Clinic Parkhome	Rehabilitation, Renovations & Refurbishment	R3 480 762	R1 457 219		R1 000 000	R -	R -
Sesobe Clinic Rehabilitation	Rehabilitation, Renovations & Refurbishment	R6 200 000	R1 785 436		R5 000 000	R2 000 000	R -
Moruleng Clinic (New)		R20 000 000	R -		R -	R -	R -

### Department of Community Services and Transport Management (CSTM)

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous	Main appropriation (22/23)	Main appropriation (23/24)	Main appropriation (24/25)
Pilanesburg renovation	Upgrading and Additions	R 10 000 000	R17 995 210	R10 000 000	R10 000 000	R10 000 000
Mogwase DLTC	Upgrading and Additions	R4 000 000	-	R8 688 000	R9 070 000	R9 070 000
Pilanesburg renovations of the terminal building	Upgrading and Additions	R10 000 000	R9 163 578	R11 680 000	R8 654 000	R8 654 000

### Department of Arts, Culture

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous	Main appropriation (22/23)	Main appropriation (23/24)	Main appropriation (24/25)
Uitkyk Modular Library	New or Replaced Infrastructure	R2 025 000	-	R1 000 000	-	-
Mabeskraal Library	Upgrading and Additions	R10 275 000	-	R4 500 000	R4 275 000	-
Mmatau Modular Library	New or Replaced Infrastructure	R2 400 000	-	R2 400 000	-	-

### Department of Education

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous	Main appropriation (22/23)	Main appropriation (23/24)	Main appropriation (24/25)
Gaotime Secondary	New or Replaced Infrastructure	R35 000 000	-	R14 400 000	R25 000 000	R26 000 000
Makoshong Primary	Upgrading and Additions	R5 505 000	R534 885	-	R3 000 000	R3 120 000
Malefo Secondary	Upgrading and Additions	R2 296 000	-	-	R3 000 000	R3 120 000

Tswaidi Secondary	Upgrading and Additions	R2 100 000	R	-	R	-	R2 000 000	R2 800 000
Bogatsu Middle	Upgrading and Additions	R4 802 000	R	-	R	-	R2 500 000	R2 600 000
Bathalerwa Primary	New or Replaced Infrastructure	R60 000 000	R	-	R	R16 000 000	R17 510 000	R18 211 000

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

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous	Main appropriati on (22/23)	Main appropriati on (23/24)	Main appropriati on (24/25)
Day to Day Maintenance of all Government Facilities in Moses Kotane	Maintenance and Repairs	R1 780 000	R15 006	R600 000	R600 000	R600 000
Maintenance of Maubana Roads Camp	Maintenance and Repairs	R1 000 000	R	-	R	R 1 000 000
Mantsho Road Camp: Renovation	Maintenance and Repairs	R1 500 000	R	R1 000 000	R	-

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

Project / Programme Name	Nature of investment	Total Project Cost	Total Expenditure to date from previous	Main appropriati on (22/23)	Main appropriati on (23/24)	Main appropriati on (24/25)
Day to Day Maintenance of all Government Facilities in Moses Kotane	Maintenance and Repairs	R1 780 000	R15 006	R600 000	R600 000	R600 000
Maintenance of Maubana Roads Camp	Maintenance and Repairs	R1 000 000	R	-	R	R 1 000 000
Mantsho Road Camp: Renovation	Maintenance and Repairs	R1 500 000	R	R1 000 000	R	-

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

<b>Project / Programme Name</b>	<b>Nature of investment</b>	<b>Total Project Cost</b>	<b>Total Expenditure to date from previous</b>	<b>Main appropriation (22/23)</b>	<b>Main appropriation (23/24)</b>	<b>Main appropriation (24/25)</b>
Upgrading of road D534 from Mmatau to Khayakhulu 21km	Upgrading and Additions		R 179 036	R -	R -	R 7 000 000
Upgrading from gravel to surface standard of road D514, D561, D503 and D501 from access to Ramokokastad to Mmorogong via Pylkop access approximately 16,5 km	Upgrading and Additions		R -	R 10 000 000	R 25 000 000	R 30 000 000
Upgrading Dwaarsberg. Derdepoort road (Dwaarsberg to Limpopo border ) 19,2 km (P124/1 to Molatedi to Madikwe) 18,8 km	Upgrading and Additions		R -	R 12 000 000	R 17 168 000	R 20 000 000
Regravelling and storm water improvement of road P51/2 from Makweleng to road D56 through Masekolane and Siga Approximately 23 km	Maintenance and Repairs	R 18 750 000	R -	R 15 000 000	R 3 750 000	R -
Special Maintenance of road P53/1 between road R510 and Mogwase Approximately 5 km	Maintenance and Repairs	R 18 750 000	R -	R 15 000 000	R 3 750 000	R -
Regravelling and culverts installation of road D155 from Kameelboom to Kareenpan Approximately 23,34 km	Maintenance and Repairs	R 11 700 000	R -	R 8 000 000	R 2 000 000	R 30 000 000

## Department of Social Development

Project / Programme Name	Nature of Investment	Total Project Cost	Total Expenditure to date from previous	Main appropriation (22/23)	Main appropriation (23/24)	Main appropriation (24/25)
Moses Kotane Service Point	Upgrading and Additions				R1 000 000	R1 500 000

## Eskom 2023/2024 Projects (Electricity)

	Project Name	No. of Connections	Budget
1	Matlametlong Phase 2 PTN 1,2, & 3	74	R2 220 000
2	Mothabe	120	R3 000 000
3	Moruleng, Lesetheng and Mabodisa	273	R6 006 000
4	Ramokokastad Phase 3	81	R2 349 000
5	Welgeval, Dikweripi North Phase 4	Advisory Withdrawal	R33 000 000
6	Manamakgotheng 11 kv Line Upgrade		R3 200 000
7	Pella Phase 2	25	R925 000
8	Seshibitswe and Vrede	161	R4 186 000
9	Tweelaagte	458	R10 534 000
10	SandfonteinPhase 3 PTN 1 & 2	Advisory Withdrawal	R22 000 000
11	Sandfontein Phase 3 Voltage Regulator		R1 000 000
12	Moses Kotane Infills	250	R2 252 500

## Mining Houses Project

### Bakubung Platinum Mine

**TABLE 12: 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>

**Samancor Chrome Mine Limited – Varkensvlei (Mantserre Village)**

**TABLE 13: SAMANCOR CHROME MINE LIMITED – VARKENSVLEI (MANTSERRE VILLAGE)**

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

TABLE 13: SAMANCOR CHROME MINE LIMITED – VARKENSVLEI (MANTSERRE VILLAGE)						
Project Name		Manufacturing and Branding Business				
Number of jobs created		15 jobs				
Partners/ Associates In the Project		Seda, Department of Social Development and Local Municipality				
Total Financial Contribution	Year 1	Year 2	Year 3	Year 4	Year 5	
R1 000 000	R0	R0	R300 000	R650 000	R50 000	

#### Pretoria Portland Cement (PPC) – DWAALB000M

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

TASK	ESTIMATED COST		
Embark on a brick yard – Moses Kotane Local Municipality			2 000 000.00

TABLE 14: PRETORIA PORTLAND CEMENT (PPC) – DWAALBOOM							
	Activity / Plan		2019	2020	2021	2022	2023
Human Resources Development	ABET Training	Community / employees	80 000	60 000	40 000	20 000	
	On-site Training Interventions	Employees	3.6 m	3.8 m	4 m	4.2 m	4.5 m
	Learnerships	18.1	100 000	100 000	100 000		
		18.2	1.1 m	1.1 m	1.1 m	800 000	800 000
	Bridging Programme	Employees	80 000	80 000	80 000		
	Mentorship Training	Employees	100 000	100 000	110 000	120 000	130 000

TABLE 14: PRETORIA PORTLAND CEMENT (PPC) – DWAALBOOM

Activity / Plan		2019	2020	2021	2022	2023
Socio Economic Development	Bursaries Scheme	1 external bursars per 4 year cycle	90 000	90 000	90 000	90 000
	Employee Study Assistance	Tuition and personal books	15 965	6 000	6 000	
	Graduate Development programme	Salaries	504 000	252 000		
	Internship	Salaries, Accommodation and traveling		10 000	10 000	10 000
	Management training	Employees	10 000	10 000	-	-
	Local Economic development programme (LED)	Municipal integrated development plans (IDP)	2 m	1 m	1 m	
	CSI and Legacy projects	Roads; Health; Water	161 511			
Downscaling and retrenchment	Portable skills Training	Employees	50 000	80 000	80 000	80 000
Total		7 801 476	6 688 000	6 878 000	6 326 000	5 610 000
5 - year Total				33 303 476		

### Siyanda Bakgatla Platinum Mine

Focus Area 1: Infrastructure	2023	2024	2025	Budget
Construction and upgrade of bulk water infrastructure	R3 040 000,00	R3 040 000,00	R0,00	R10 120 000,00
Electricity infrastructure upgrades	R4 000 000,00	R1 000 000,00	R0,00	R8 000 000,00
Fibre rollout/installation	R5 333 333,00	R0,00	R0,00	R8 333 333,00
Bridge construction at Dikweipi village	R0,00	R0,00	R0,00	R4 000 000,00
Upgrade of Mmanamakgotha Primary School	R4 500 000,00	R4 000 000,00	R0,00	R9 000 000,00
Upgrade of Ofentse Primary School	R3 523 804,00	R0,00	R0,00	R5 523 804,00
Upgrade of Magong Primary School	R2 523 804,00	R3 000 000,00	R0,00	R5 523 804,00
Upgrade of Mononono Clinic	R2 428 569,00	R0,00	R0,00	R4 857 138,00
Yaga Rona Day-care Centre	R0,00	R0,00	R0,00	R200 000,00
Focus Area 2: Education And Skills Development	2023	2024	2025	Budget
E-Learning support for secondary schools	R2 271 360,00	R2 316 787,00	R2 346 419,00	R11 218 566,00
School leadership Development	R840 000,00	R882 000,00	R926 100,00	R3 448 100,00
School leadership Development- Math's programme	R7 900 000,00	R7 900 000,00	R7 900 000,00	R27 700 000,00
Focus Area 3: Income Generating Projects	2023	2024	2025	Budget
Income generating projects (Poverty Alleviation)	R2 500 000,00	R0,00	R0,00	R5 000 000,00
Focus Area 3: Health And Social Welfare	2023	2024	2025	Budget
Procurement of Ambulances	R600 000,00	R0,00	R0,00	R1 800 000,00
Procurement of Medical equipment of Clinics	R500 000,00	R0,00	R0,00	R1 500 000,00
Focus Area 3: Portable Skills	2023	2024	2025	Budget
Hydroponic Farming	R5 724 608,00	R0,00	R0,00	R8 535 063,00

### Northam Platinum Mine (Zondereinde)

#### Community Projects in Progress

Project Name	Description	Duration	Budget
Mogwase Clinic Maternity Equipment	Provision of Maternity ward equipment at Mogwase Health Care Centre	Sept 22 - Mar 23	R4 500 000
Moses Kotane Hospital Maternity and Pediatrics Unit infrastructure	Construction of a new Gynecology, Obstetrics, and Pediatrics Unit	Sept 22 - Dec 25	R20 000 000
Grade R infrastructure	Construction of 3 Grade R facilities in 2 Schools in MKLM beneficiary communities	Sept 22 - Dec 25	R12 000 000
Community wellness/Education	Health testing- Ear, Eye and dental in Primary Schools in all beneficiary communities (including dispensing of spectacles where required)	Sept 22 - Dec 25	R13 500 000

### Corporate Social Responsibility

Institution Supported	Description	Project Value
MKLM- Donations	Provision of PPE and resources for the clearance of illegal dumps in support of Mandela month clean up and awareness campaigns	R 9923.50
Baphalane Primary School – Donations (Baphalane MKLM)	Primary school requests weekly donations for pupils' breakfast, most learners are under privileged	In progress Nutritionist to be outsourced
DoE	Provision of Career guidance for 44 High schools (3900 Learners in MKLM, IN COLLABORATION WITH Sun City, BSPL, MKLM, DoE, Anglo American and PPM. This is an annual event that started by all parties and it was a huge success in 2021.	R15 500.00
Genplay Foundation – Lerome – Donations	7 <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

### Pilanesburg Platinum Mine (PPM)

#### SLP: LED and Infrastructure Project Update

Proposed Project	Targeted Beneficiaries	Project Budget
<b>Infrastructure: Community Bulk Water Project: 2<sup>nd</sup> Generation SLP</b>		
Community bulk water Project	1. The residents of Moses Kotane Local Municipality 2. The municipality is home to approximately 350 000 people and growing at high pace	R 50 million
<b>Infrastructure: Schools: 2<sup>nd</sup> Generation SLP</b>		
Refurbishment of schools	3. Motlhabe Primary School – refurbishment	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	4. Learners from Moses Kotane Local Municipality 5. Learners interested in technical and vocational training 6. Approximately 400 learners expected to go through training each year.	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	7. The communities with BBKTA 8. Motlhabe Clinic-Done 9. Lerome – Underway 10. Mapaputle – Underway 11. Ramoshibitswana- Underway 12. More communities to be identified	R 5 million
<b>Energy: Renewable Energy Solar Pv Project: 3<sup>rd</sup> Generation SLP</b>		
Renewable energy solar PV project	13. Motlhabe Clinic-Done 14. Legkraal Clinic- Done 15. Sebele Primary School- Done 16. Lesetlheng Clinic 17. Manamakgotheng Clinic	Approximately R4 million for the project
<b>Infrastructure: Centre For Gbv: 3<sup>rd</sup> Generation SLP</b>		
Thuthuzela centre for GBV- Located in Moses Kotane Hospital	18. Bojanala District Municipality	R7 million
<b>Income Generating Projects: 3<sup>rd</sup> Generation SLP</b>		
Animal feed Production Plant-	19. The targeted beneficiaries are both the subsistence and commercial farmers	R4 million

	20. This can also include other mines that owns farms as part of their rehabilitation retailers	
<b>Infrastructure: Primary Health Care: 3<sup>rd</sup> Generation SLP</b>		
Primary Healthcare projects	21. Lesetlheng Clinic 22. Others to be identified	Total R 7 million estimated projects cost
<b>Other Community Projects - CSI</b>		
Legkraal Traditional Council	23. Legkraal Local Community	R300 000

#### Motlhabe paved road: 2<sup>nd</sup> Generation SLP

Proposed Project	Targeted Beneficiaries	Project Budget
Phase I (1.3 Kilometre road)	Community members	R7 million
Phase II (1.3 Kilometre of paved road)	24. 40 jobs to be created 25. Local to site contractors to be used- 5 SMME's	R9 million

#### Siyanda Bakgatlha - SLP 3 - LED Projects

TABLE: SIYANDA BAKGATLHA - SLP 3 - LED PROJECTS		
Project Description	Village	Project Cost
Construction and upgrade of bulk water infrastructure	Dwarsberg, Mapaputle, Motlhabe, Magong	R10, 120,000
Fibre rollout/installation	All BBKTA Villages	R8,333,333
Bridge construction at Dikweipi village	Dikweipi	R4, 000,000
Upgrade of Manamakgotha secondary school	Modderkuil	R9,000,000
Upgrade of 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>		
Income generating projects	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>

ANNEXURE A: Draft Service Delivery & Budget Implementation Plan to be noted by end June 2024